

Pacific County Fire Protection District 1  
Workshop  
July 17<sup>th</sup>, 2019 – 8:00 a.m.  
Station 21-1, Ocean Park



## AGENDA

Establish Quorum/Call Meeting To Order/Approval of Agenda

New Business:

1. Strategic Financial Planning Workshop
2. Other District Business

Adjourn Meeting by Chairman

## **Rules of Engagement Today**

- All people are of equal importance today. Therefore, there are no Chiefs or Assistant Chiefs, no Commissioners, no Captains. We are all just good people trying to take Fire District 1's performance to the next level.
- We must speak openly and with respect for one another. Remember there are many differing perceptions relative to different issues or topics. For this to be a successful day, we need to address areas where someone feels there is a disconnect.
- When people speak, please allow them to finish what they want to say. If you disagree with what is said, wait your turn and use open-ended questions to probe the issue in question.
- While things that have occurred in the past can be valuable learning tools for the future, this will not be the forum to go back in time and attempt a tribunal. We are here today to address how we engage for the future.
- One point I want to be absolutely clear about, is there will be no retaliation of any kind resulting from what is said or accomplished here today. We cannot have the best outcome unless we can have a non-threatening environment that encourages open communication and candor.
- Are there any other Rules of Engagement that should be added?

# Strategic Planning Model

## Pacific County Fire District

### **Section 1: Executive Summary**

The Executive Summary is important since it will help constituents understand and support the plan. (We'll write this after all other parts of the plan are complete)

### **Section 2: Elevator Pitch**

An elevator pitch is a brief description of our business. If our board & employees can't clearly and concisely articulate our business to others, we will be misunderstood.

### **Section 3: Company Mission Statement**

Our mission statement explains what we want to achieve. For internal decision-making, our mission statement guides employees to make good decisions; decisions that are in line with helping District 1 achieve its mission. For external parties, which I like to refer to as "Stakeholders", our mission statement can inspire them to take the actions we desire in support of District 1.

### **Section 4: Core Values**

Our values might include some, perhaps 5 or 6. (It can include others as well. I found a website that has 500 of them):

Integrity, Teamwork, Partnership, Honesty, Communication, Respect, Safety, Attitude, Customer Service, Trustworthiness, Diversity, Individuality, Creativity, Growth, Quality, Achievement, Competence, Caring, Accountability, Community, Commitment to Success, Ethics, Lawfulness, Loyalty, Innovative, Professionalism, Fairness, Responsibility, Consistency, Empowerment, Fun, Risk-Taking, Efficiency, Balance, Optimism, Reliability, Responsive, Inspiration, Memorable.

## Section 5: SPOT

The reason to include a SPOT analysis (analysis of our Strengths, Problems, Opportunities and Threats) in our Strategic Plan is to help us determine the best opportunities to pursue to achieve our goals. It also helps us identify which strengths we will need to develop in the future to improve our performance.

## Section 6: Goals

The key is to first identify our five-year or long-term goals and then identify our one-year goals. The one-year goals must be achieved in the coming year in order for the year to be considered successful. This puts us on the right path for ultimately achieving the five-year goals.

The one-year goals will then be broken into quarter goals for the Board to oversee and occasionally adjust at the end of each quarter. This will also serve as a good barometer for employee leadership performance.

## Section 7: Key Performance Indicators

By tracking our Key Performance Indicators, we will know how District 1 is performing and whether adjustments are needed. We can include any number of things in here that will tell us how we are doing. If we believe something adds value, we should measure it.

## Section 8: Target Customers

Who are they? What are their wants and needs?

## Section 9: Industry Analysis

Is our target market size growing and do we have new opportunities for growth? For that matter do we want to grow? Are we current and up to date with our industry?

## Section 10: Marketing Plan

This is where we will put together a plan of how to inform District constituents about Fire District 1. It should let people know how we add

value to their lives either by directly related services related to EMS and Fire, but also training and self help tools for their personal benefit.

### **Section 11: Team**

These are the people who will help us achieve the goals we establish in section 6 of our plan. Do we have the right people?

### **Section 12: Operations Plan**

This is where we will identify each of the individual projects that comprise our larger goals and how these projects will be completed.

### **Section 13: Financial Projections**

This is the financial picture of where we expect to be at the end of each year based on all the other elements that go into the Strategic Plan. This is one of the last things we will complete, however, before we write the Executive Summary.

## VALUES (March 7, 2019)

### Integrity

- We consistently adhere to protocols and best practices
- We take ownership of our actions and words
- We hold ourselves and peers to the highest professional standards
- We earn the trust of the public through the stewardship of resources

### Compassion

- We give all patients the same standard of care and courtesy
- We are patient with others and ourselves
- We help others to learn and grow

### Communication

- We are truthful in all written and verbal communications
- We talk **with** people instead of about them
- We ask for help when we need it
- We do not use or tolerate degrading language
- We address issues quickly and constructively through the appropriate channels

### Dedication

- We work to the best of our abilities at all times
- We learn from our mistakes and train so they are not repeated
- We invest in our members and provide tools that improve our effectiveness
- We foster growth and continually learn to improve our skills and service to the community

### Respect

- We are inclusive of District members, regardless of race, religion, gender, age, relationship status, physical ability or sexual orientation.
- We listen, encourage, congratulate, be helpful, and say “thank you”
- We treat other as we would like to be treated
- We leave things better than we found them

# FIREFIGHTER CODE OF ETHICS

**I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of the fire service. Therefore, I pledge the following...**

- Always conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.
- Accept responsibility for my actions and for the consequences of my actions.
- Support the concept of fairness and the value of diverse thoughts and opinions.
- Avoid situations that would adversely affect the credibility or public perception of the fire service profession.
- Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of the fire service.
- Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.
- Be respectful and conscious of each member's safety and welfare.
- Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources, including uniforms, facilities, vehicles and equipment and that these are protected from misuse and theft.
- Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.
- Avoid financial investments, outside employment, outside business interests or activities that conflict with or are enhanced by my official position or have the potential to create the perception of impropriety.
- Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.
- Never engage in activities involving alcohol or other substance use or abuse that can impair my mental state or the performance of my duties and compromise safety.
- Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.
- Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.
- Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public. I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.

**Developed by the National Society of Executive Fire Officers**

NOTICE OF MEETING DATE CHANGE  
(RCW 42.30.080)



**The Board of Commissioners of Pacific County Fire Protection District 1 will hold a Workshop at:**

\_\_\_\_\_  
26109 Ridge Avenue, Ocean Park, WA 98640  
(Location of Meeting)

\_\_\_\_\_  
Wednesday, July 17, 2019  
(Date and Day of Week)

\_\_\_\_\_  
8:00 A.M.  
(Time)

To discuss and/or take action on the following items of business:

1. Strategic Financial Planning Workshop
2. Other District Business

Dated this 25<sup>th</sup> day of June, 2019

Pacific County Fire Protection District 1  
Board of Commissioners

By:   
\_\_\_\_\_  
Fred Hill, Chairman of the Board



Copy of Notice given to:

Commissioner Hill	Date/Time
Commissioner Long	6/25/2019 / 08:06
	6/25/2019 / 13:59

Commissioner Downer	Date/Time
Chinook Observer	6/25/2019 / 13:59
	6/25/2019 / 13:54

Notice posting places, dates and times:

Station 21-1 Ocean Park	Date/Time
	6/25/2019 / 13:53

Station 21-2 Seaview	Date/Time
	6/25/2019 / 13:55



Broadcast Report

P 1  
06/25/2019 13:56  
Serial No. A61F011001175  
TC: 282459

Addressee	Start Time	Time	Prints	Result	Note
Station 2 Chinook Observer	06-25 13:55 06-25 13:56	00:00:22 00:00:43	001/001 001/001	OK OK	

**Note** TMR:Timer TX, POL:Polling, ORG:Original Size Setting, FME:Frame Erase TX, DPG:Page Separation TX, MIX:Mixed Original TX, CALL:Manual TX, CSRC:CSRC, FWD:Forward, PC:PC-FAX, BND:Double-Sided Binding Direction, SP:Special Original, FCODE:F-code, RTX:Re-TX, RLV:Relay, MEX:Confidential, BUL:Bulletin, SIP:SIP Fax, IPADR:IP Address Fax, I-FAX:Internet Fax

**Result** OK: Communication OK, S-OK: Stop Communication, PW-OFF: Power Switch OFF, TEL: RX from TEL, NG: Other Error, Cont: Continue, No Ans: No Answer, Refuse: Receipt Refused, Busy: Busy, M-Full:Memory Full, LOVR:Receiving length Over, POU:Receiving Page Over, FIL:File Error, DC:Decode Error, MDN:MDN Response Error, DSN:DSN Response Error, PRINT:Compulsory Memory Document Print, DEL:Compulsory Memory Document Delete, SEND:Compulsory Memory Document Send.

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