

Master Planning Process

Draft

12 Jan 2018



Goal: *To assure that comprehensive plans for the fulfillment of the District's mission, vision, values, and goals are developed and kept up to date.*

Values:

Forward looking, realistic, transparent, stakeholder involvement, short and long-term view

Historical perspective:

Planning for the District has generally been accomplished utilizing internal resources with the occasional help of outside experts on an as-needed basis. Long-term plans have been developed in the past and updated every few years, providing a good foundation for the planning process today. However, keeping plans up to date and consistent with ever-changing needs has been a challenge. Public support for a new fire station initiative was lost, creating doubt in the effectiveness of the District's planning process among some stakeholders. With the merger of the two Districts in 2015, the **Emergency Services Integration Plan** (ESIP) added another direction-setting document to be integrated into the District's planning process.

Current situation:

Enough gaps exist between the direction set in the existing plan documents and the District's current reality that a comprehensive revision is required. The District faces challenges in the areas of staffing, deployment strategies, and station locations that have major long-term ramifications and require comprehensive planning. Diverse opinions exist regarding potential solutions. The cost-benefit trade-offs of solutions are complex and there appear to be no silver bullets -- there are difficult choices to be made. In the past year, revised mission, vision, values, and goal statements have been adopted. An updated staffing model has been adopted with significant caveats. These recent planning efforts have generated debate regarding process, terminology, and outcomes. The retirement of one Board member with extensive fire service planning experience will have a major impact on the planning process going forward.

Future needs:

Solutions that provide for the District's long-term service needs will likely require several years to implement and significant financial support. The planning process must be comprehensive, far-sighted, set clear and consistent direction, and reinforce public support for the District's initiatives.

Strategies:

1. Ownership of the planning process will be shared by the Board and the Chief as the fundamental basis for teamwork.
2. The existing **District Strategic Plan** document will be utilized as a starting template for documenting future plans. The format and process will be based on the Chief's "planning to plan" proposal with amendments as agreed by the Board and Chief.

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The planning process must reinforce public support.

Objectives and performance measurements will be included to enable the tracking of progress.

3. A vital addition to the existing plan format will be to include objectives and performance measurements that enable the tracking of progress as reflected in section 12 -- Process Accountability.
4. The planning process, roles, and terminology will be defined and then utilized through the 2018 comprehensive planning process. Lessons learned from that process will be incorporated into the final version of this document.
5. The planning process will be adapted to the unique needs of each topic area to assure appropriate stakeholder involvement and reinforce public support.
6. Annual business planning and budgeting will be integrated with the District's long-range plans.

Objectives:

1. By **1/9/2018**, define and agree on the planning process, along with specific steps, roles, timeline, and terminology for planning.
2. By **6/30/2018**, adopt plans for IR&R deployment, facilities, and related funding requirements.
3. By **12/31/2018** adopt plans for all remaining areas.
4. Track progress in accordance with section 12 – Process Accountability.
5. Annually review master plan for update. Utilize the planning process to make revisions when needed.
6. Annually assure that the District business plan and budget support the long-range plan.
7. Develop a new master plan when the existing plan becomes stale, probably within 10 years.

The planning process will be adapted by topic area to assure appropriate stakeholder involvement and reinforce public support.

Reference:

- A. Terminology
- B. Process
- C. Stakeholders

Terminology

Draft

9 Jan 2018



The purpose of the following definitions is to provide a common understanding of specific terms relevant to fire protection planning for use in District planning efforts. It is recognized that many will have extensive knowledge in the planning process and, therefore, may be accustomed to definitions that are different than those presented here. However, for the sake of uniformity and understanding, the following will be used in this planning effort.

WORD OR PHRASE DEFINITION:

Mission: The purpose of an organization, division, program or individual. As an example, the purpose of the Department is to control risk to life, property and community vitality, which may occur from emergency situations within the community.

Vision: An inspirational description of what an organization will look like in the future.

Goals: Desired outcomes of a given organization, program, service or activity, or the end to which activities are directed. They are usually more philosophical in nature and not measurable.

Service Goals: Identify the desired service outcomes that will accomplish the Vision and Mission of the agency.

Performance Objectives: Identify the desired degree of accomplishment for service goals. They should include all of three measurements - quantity, quality and time. They may quantify impacts on risks (life, property and community) or efforts (resources) devoted to controlling the risk. Performance objectives are not always accomplished, yet they are the performance that an organization strives to attain.

Performance Standards: Identify the minimum acceptable degree of accomplishment for a given goal. It is expected that all performance standards will be accomplished.

Support Goals: Identify desired outcomes for programs that support the accomplishment of service goals.

Enabling Objectives: Identify what activities will take place to implement and accomplish goals. They define what will be done, to what degree it will be done, and when it will be done.

Master Plan: A plan giving overall guidance to an agency for the purpose of identifying and implementing its vision, goals and performance objectives.

Strategic Plan: Relating to or marked by a strategy for accomplishing a desired plan of action.

Stakeholder: Anyone with a special concern or stake in maintaining or influencing the mission, goals and objectives of the fire department.



Timeframe	2016	2017	2018a	2018b
Phase	0	I	II	III
Topics	Baseline	Staffing	Deployment and Facilities	Support Functions and integration
Outputs/ Implementation	Mission Vision Values Goals Priorities	Hybrid model - CBA - Budget - Training - Leadership Dev. - Member Support PDP Servant attitude	Organization design IR&R vision Projects to implement Facilities plans Budget forecast Funding plans	Apparatus & Equipment Support & Admin Training Pub Ed & Prevention Technology Financial Mgt. Plan Integration



Phase II: Deployment and Facilities

Process	Key steps and elements	Vital for success	Artifacts
0 - Preparation	Define goal Organize team Develop frameworks for discussion Gather and distribute baseline information	Clarity of expectations Commitment Team members are well prepared Well publicized, transparent	Planning Process Flow Baseline information
1 – Idea Generation	Brainstorm ideas, concerns Understand Assess trade-offs Record assumptions and criteria Define possible alternatives for study	Involve members, interested stakeholders Understand before we assess Be aware of our assumptions Narrow to a manageable set of alternatives	Master Plan Overview (7/13) Idea Matrix Criteria Chart (start) Assumptions (start)
2 – Develop Alternatives	Research Assess Narrow Repeat	Think through the details, contingencies Challenge assumptions Agreement on a small set of viable alternatives for consideration	Criteria Chart Assumptions
3 – Test Alternatives	Refine and prepare presentation Public meetings	Well articulated scenarios Understand the issues and alternatives Diverse participation Feedback: +/-, questions, concerns	Presentations
4 - Conclusions	Consider feedback Refine Propose Adopt	Stay true to our mission, vision, values Be reasonable	Documented Plan

Phase II Goals:

1. *Agree on the best alternative plan for IR&R deployment and facilities, weighing all the trade-offs*
2. *Be holistic: think of the entire District in context with other agencies*
3. *Balance: service/cost/feasibility/time to implement*
4. *Accept that the solution may not be perfect*
5. *Address short-term and long-term needs*
6. *Define the vision and the steps to get there*
7. *Complete by 6/30/2017*

Phase II Process & Organization:

Planning Team:

- Chief
- Board
- Secretary
- Assistant Chief
- Facilities Lieutenant
- Other members TBD

Steps 1-2:

- *Weekly meetings, same day and time, 2-3 hours, starting in January*
- *War room with all documentation and materials available*
- *Open meetings, well publicized and transparent, documentation kept up to date, newsletter, email, web site*
- *Engage membership (shift level) and interested public in brainstorming process, encourage participation*

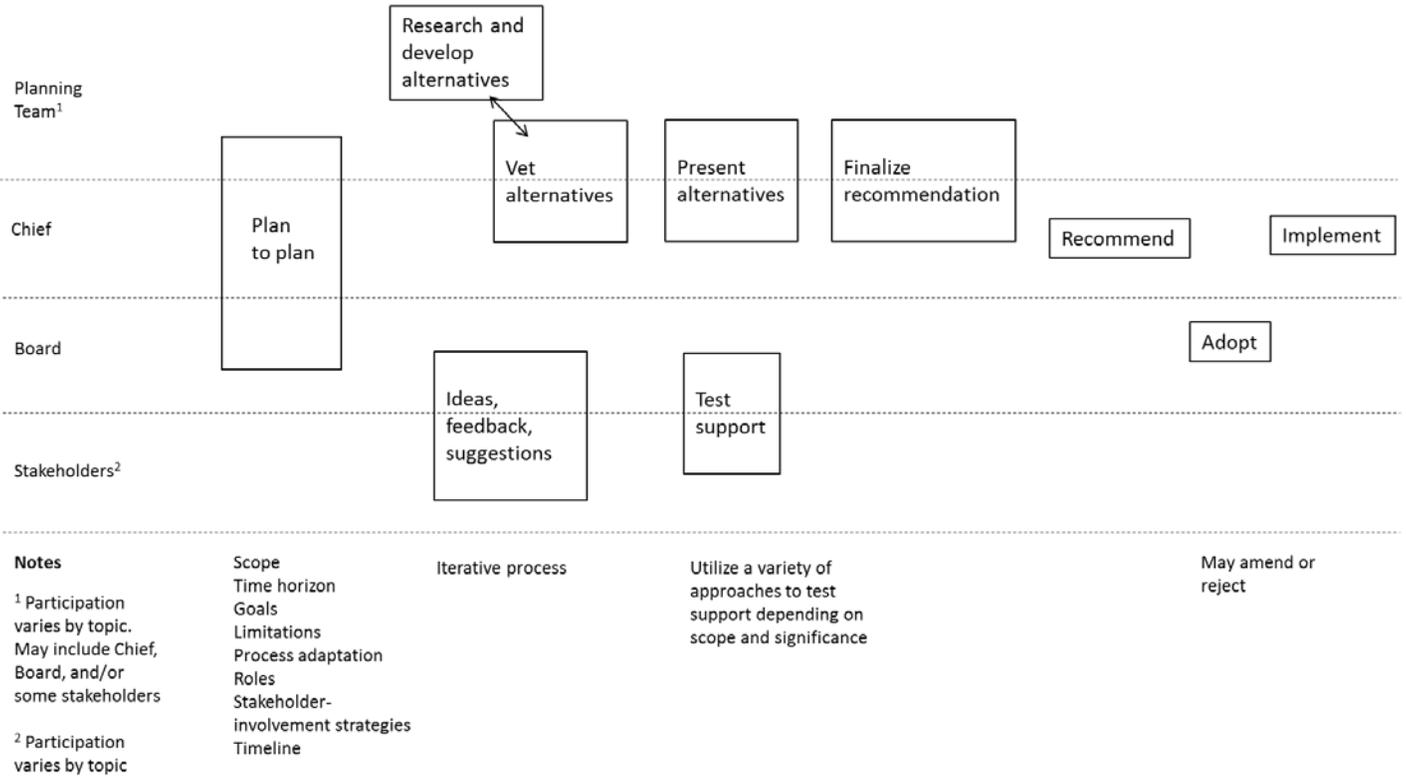
Step 3:

- *2-3 meetings maybe South Bay, Johnson Point, North Olympia*
- *Background, info, alternatives, feedback, questions, concerns*

Phase II Evaluation Logic Format: *(Include interim/permanent options east & west)*

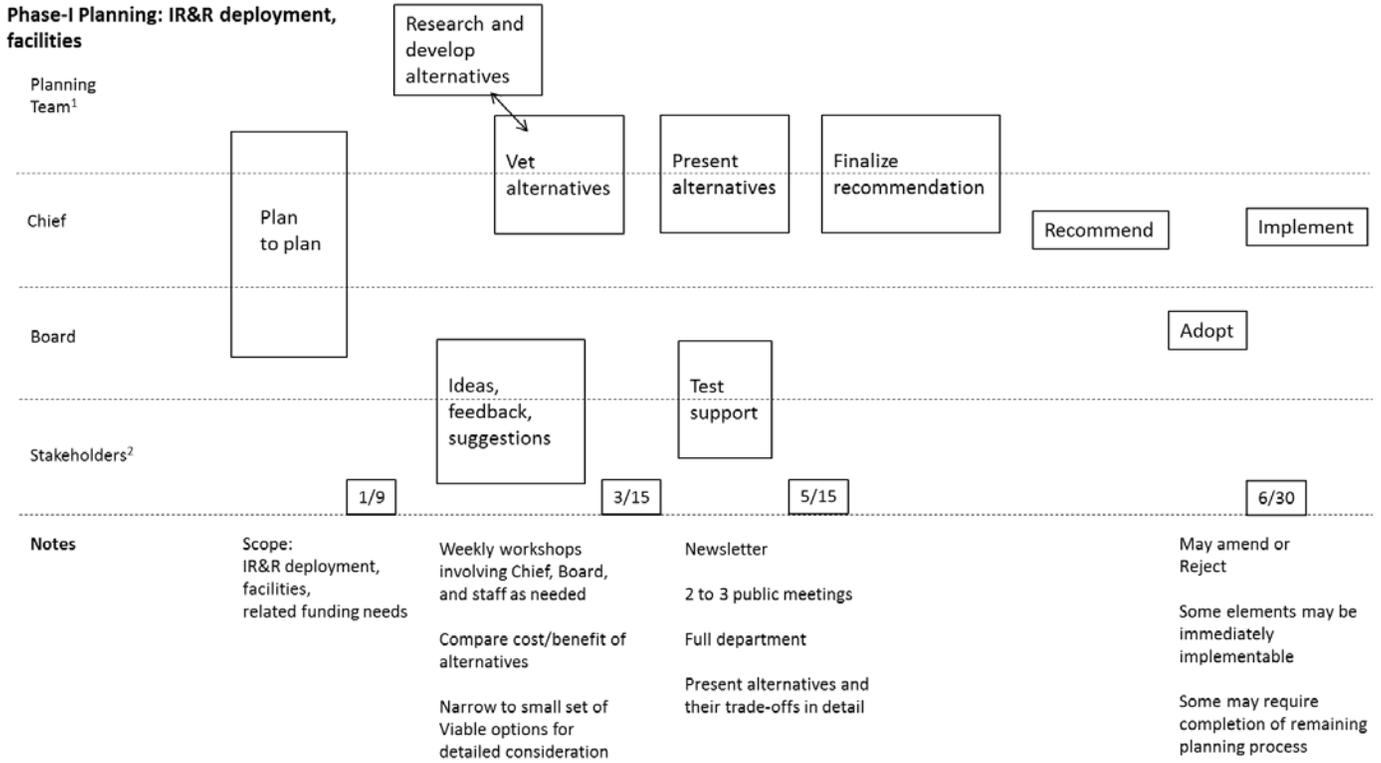
Criteria		Alternatives	
		<u>A</u>	<u>B</u>
Short Description		2 new stations with small central HQ	Large central HQ with 2 existing satellites
Source		Chief's District Master Plan Overview, emailed 7-13-17	Chief's District Master Plan Overview, emailed 7-13-17
Service	WSRB rating impact		
	TLOS Performance		
Net Cost	1-time		
	annual / ongoing		
Feasibility	uncertainties		
	challenges - impact on organization, supportability etc.		
	capability - does this fit our ability profile? How to mitigate		
	flexibility/adaptability - how easily does it adapt if things don't go as expected?		
Time	time to implement		

APPENDIX C--Master Planning Process

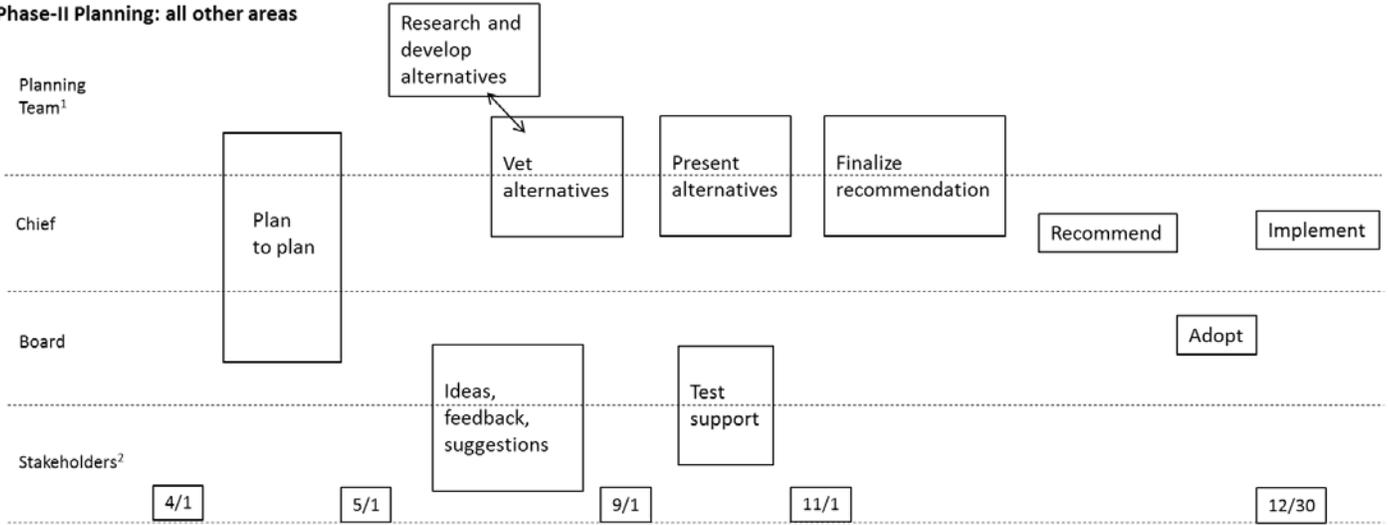


APPENDIX C--Master Planning Process

Phase-I Planning: IR&R deployment, facilities



Phase-II Planning: all other areas



Notes

¹ 6 teams, appointed by Chief with Board approval

² Vary by topic

Scope:
 6 teams:
 Apparatus and equipment
 Support and admin
 Training
 Public
 Technology
 Financial

All info is shared to assure to assure coordination of ideas

Evaluate individually and together with Phase-I results

 Involve full department and public in comprehensive review

May amend or Reject