



## PUBLIC SAFETY COMMITTEE & COMMITTEE OF THE WHOLE HYBRID MEETING

Tuesday, June 20, 2023, at 5:00 PM

Snoqualmie City Hall, 38624 SE River Street & Zoom

### COMMITTEE MEMBERS

Chair: Cara Christensen

Councilmembers: Ethan Benson and Rob Wotton

*This meeting will be conducted in person and remotely using teleconferencing technology provided by Zoom.*

**Join by Telephone:** To listen to the meeting via telephone, please call **253.215.8782** and enter

Webinar ID **836 4577 2692** and Password **1700040121** if prompted.

Press \*9 to raise your hand to speak. Raising your hand signals the meeting moderator that you have a comment.

Press \*6 to mute and unmute.

**Join by Internet:** To watch the meeting over the internet via your computer, follow these steps:

- 1) Click this [link](#)
- 2) If the Zoom app is not installed on your computer, you will be prompted to download it.
- 3) If prompted for Webinar ID, enter **836 4577 2692**; Enter Password **1700040121**
- 4) Please confirm that your audio works prior to participating.

### CALL TO ORDER & ROLL CALL

### PUBLIC COMMENTS

### MINUTES

1. Minutes dated June 5, 2023.

### AGENDA BILLS

2. AB23-051 Permit Parking Ordinance

#### **PROPOSED ACTION:**

Move to Adopt Ordinance.

3. Fire Department Strategic Plan Extension Resolution

#### **PROPOSED ACTION:**

Move to Adopt Resolution No. 1652 extending the Fire Department Strategic Plan for one additional year.

### DISCUSSION

### NEW BUSINESS

### ITEMS FOR FUTURE DISCUSSION

### ADJOURNMENT



**PUBLIC SAFETY COMMITTEE  
REGULAR HYBRID MEETING MINUTES  
Monday, June 5, 2023, at 5:00 PM  
Snoqualmie City Hall, 38624 SE River Street & Zoom**

**CALL TO ORDER & ROLL CALL**

Chair Christensen called the meeting to order at 5:00 PM

**Committee Members:**

Chair Cara Christensen was present.

Councilmembers Rob Wotton and Ethan Benson were present.

Mayor Ross attended virtually.

**City Staff**

Mike Chambless, Interim City Administrator

Perry Phipps, Chief of Police

Mark Correia, Fire Chief

Mike Bailey, Deputy Fire Chief

**PUBLIC COMMENTS**

Bill Wisham – Member of the fire fighters labor union advised that he was available to answer questions regarding the letter that was sent to the Mayor and City Council.

**MINUTES**

1. Meeting minutes dated May 15, 2023, approved.

**AGENDA BILLS**

2. AB23-081: Fireworks Stand Permit for J&M LLC.
3. AB23-082: Fireworks Stand Permit for Impact Ministries.

Fire Chief Correia presented both agenda bills with a discussion on the process to have a firework stand in Snoqualmie and past experiences with the organizations on each agenda bill. There was additional discussion related to J&M and possible location concerns which may not allow them to have the stand at the location that they utilized in prior years. They are in the process of securing an approved location.

Both items were approved to move forward at the June 12, 2023, City County Meeting on the consent agenda.

**DISCUSSION**

4. Strategic Plan Update – Fire Chief Correia spoke about the requirement for the Fire Department to have a strategic plan to maintain their accreditation. The current strategic plan has ended and needs an update to include a few items that were not completed from the expired plan. Chief Correia discussed the process that was used in the last strategic plan and his intention to bring a strategic plan update at the next Public Safety Meeting. This would also align with the proposed City Strategic plan that will be moving forward as well.
5. Comprehensive Emergency Management Plan Update – Fire Chief Correia gave an update that Mayor Ross has approved the hiring of Tetra Tech for a total of \$42,000 to complete a strategic plan for the CEM.

The City will use Emergency Management grant funds in the amount of \$20,000 to help off-set the costs. The remaining balance will come out of the Fire Department's budget.

6. Controlled Substance Legislation Update – Police Chief Phipps updated the board on the approved State legislation related to the Blake decision. There was a discussion regarding the need to possibly adopt a City ordinance to “bridge” the period of time that a small portion of the legislation that will not go into law until August 14, 2023. The City recommended to not move forward with the ordinance based on the recommendation of the attorney representing the City. After the issue was discussed, the Committee recommended to move forward with an ordinance proposal.

## **NEW BUSINESS**

None

## **ITEMS FOR FUTURE DISCUSSION**

## **ADJOURNMENT**

Chair Christensen completed the meeting at 5:45 PM.

*Minutes taken from Zoom recording by Chief Perry Phipps, Administrative Coordinator.*

*Recorded meeting audio is available on the City website after the meeting.*

*Minutes approved at the \_\_\_\_\_ Public Safety Committee Meeting*



# BUSINESS OF THE CITY COUNCIL CITY OF SNOQUALMIE

AB23-051  
May 22, 2023  
Ordinance

Item 2.

## AGENDA BILL INFORMATION

<b>TITLE:</b>	AB23-051 Permit Parking Ordinance	<input type="checkbox"/> Discussion Only
<b>PROPOSED ACTION:</b>	Approve proposed ordinance	<input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input checked="" type="checkbox"/> Ordinance <input type="checkbox"/> Resolution

<b>REVIEW:</b>	Department Director/Peer	Perry Phipps	3/30/2023
	Finance	n/a	Click or tap to enter a date.
	Legal	n/a	Click or tap to enter a date.
	City Administrator	Mike Sauerwein	Click or tap to enter a date.

<b>DEPARTMENT:</b>	Police		
<b>STAFF:</b>	Captain Brian Lynch		
<b>COMMITTEE:</b>	Public Safety	<b>COMMITTEE DATE:</b> May 15, 2023	
<b>MEMBERS:</b>	Cara Christensen	Rob Wotton	Ethan Benson
<b>EXHIBITS:</b>	1. Proposed Ordinance 2. Residential Permit Parking Zone Policy 3. Proposed Stickers and Signs 4. Follow-Up Items		

<b>AMOUNT OF EXPENDITURE</b>	\$ n/a
<b>AMOUNT BUDGETED</b>	\$ n/a
<b>APPROPRIATION REQUESTED</b>	\$ n/a

## SUMMARY

### INTRODUCTION

This agenda bill requests approval for an ordinance allowing permit parking near the Panorama apartment complex.

### LEGISLATIVE HISTORY

The Revised Code of Washington (RCW) addressing parking issues, as well as the City of Snoqualmie Municipal Code, falls short of addressing this specific parking issue. The need for a parking permit ordinance is evident in the amount of parking complaints being received because of this high traffic generator.

### BACKGROUND

A neighborhood has been identified near the Panorama Apartments that is experiencing increased competition for the limited on-street parking spaces. Growing demand for parking in this area is attributed to a lack of parking spaces provided on the Panorama Apartment property to provide for the number of vehicles

associated with that property. The City's current program for managing parking congestion in neighborhoods is have the police department respond to complaints and attempt to educate and/or enforce the 24-hour parking ordinance. The current parking ordinances fall short of ensuring that on-street parking spaces remain available for local residence. The parking permit program is intended to assist residents in a specific permit boundary who are experiencing parking congestion associated with a high traffic generator such as the Panorama Apartment complex.

The Snoqualmie Police Department has conducted an extensive community outreach effort to solicit input and to better understand the needs of the residents experiencing a high rate of non-residential parking in their neighborhood. The result is a community driven proposal for a Residential Parking Permit program that includes an emphasis on promoting access to residential parking spaces by residents that live in a specific permit boundary.

#### **ANALYSIS**

The City of Snoqualmie has a parking space shortage in some of its residential areas. This shortage is largely caused by all-day, on-street parking by non-residents associated with nearby high traffic generators. To assist residents' search for vehicle parking adjacent to their home, the City of Snoqualmie has identified the need of a Residential Permit Parking program which would require residents to obtain a parking permit sticker for their vehicles to be legally parked within a specific permit boundary.

#### **BUDGET IMPACTS**

The City of Snoqualmie would be required to provide signage clearly marking the specific permit boundary. Those signs will be created in-house. The cost for parking permit stickers is \$0.86 per sticker at an initial purchase of 500 stickers resulting in a total cost of \$430.00. The cost of visitor/guest parking permits is \$1.20 per permit with an initial purchase of 500 permits resulting in a total cost of \$604.50. This program would bring a total cost of \$1,034.50.

#### **NEXT STEPS**

### **PROPOSED ACTION**

**ORDINANCE NO. 1276****AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON, AMENDING SNOQUALMIE MUNICIPAL CODE CHAPTER 10.08 "PARKING, LOADING AND UNLOADING," AMENDING SMC SECTIONS 10.08.030 AND .050, AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.**

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**WHEREAS**, under RCW 35A.11.020, the Snoqualmie City Council is authorized to adopt and enforce ordinances of all kinds relating to and regulating its local or municipal affairs and appropriate to the good government of the city; and

**WHEREAS**, the City Council has previously adopted Chapter 10.08 of the Snoqualmie Municipal Code, addressing "Parking, Loading and Unloading,"; and

**WHEREAS**, parking problems have arisen in certain areas of the City, where certain more intensive land uses have generated spillover parking congestion and related problems onto adjacent residential streets; and

**WHEREAS**, the City Council desires to amend Chapter 10.08 of the Snoqualmie Municipal Code to authorize the designation of residential permit parking areas and issuance of parking permits for those areas, in order to help regulate and mitigate the parking spillover and attendant parking problems that have arisen;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SNOQUALMIE, WASHINGTON, DOES ORDAIN AS FOLLOWS:**

**Section 1. SMC Section 10.08.030 Adopted.** Section 10.08.030 of the Snoqualmie

Municipal Code is hereby amended to read as follows:

**10.08.030 Residential Permit Parking.**

A. Residential Permit Parking Zone Authorized. The Mayor or her/his designee may, from time to time, establish one or more residential permit parking zones in which parking on specified streets is prohibited except for vehicles bearing a permit issued to a resident or guest of a resident of the area.

B. Residential Parking Permits. Residential parking permits may be issued only to residents within an area designated under this section as a residential permit parking area. For purposes of this subsection, a “resident” is any person(s) who establishes with documentary evidence specified in this section that they physically reside within a designated residential permit parking zone. To qualify for issuance of a residential parking permit, an applicant must meet all of the requirements specified in this section.

C. Proof residency. A residential parking permit may be issued only to persons providing proof of residency with at least one of the following:

1. A valid driver’s license with current address located in the designated residential permit parking area;
2. A current property tax statement in the applicant’s name, showing current address located in the designated residential permit parking area;
3. Current official mail (such as a utility or bank statement in the applicant’s name, dated within 30 days of the date of application, and showing a current address located within the designated residential permit parking area;
4. The applicant’s voter registration card with current address within the designated residential permit parking area;
5. Current vehicle registration for a vehicle registered in the applicant’s name and registered to an address within the designated residential permit parking area;
6. Either a current, executed residential lease (or other valid rental agreement) between the owner or agent of the property and the

applicant-tenant residing at the applied-for address within the designated residential permit parking area. Only a tenant indicated on the lease may be eligible to obtain a permit; subleases are not accepted; or

7. Such other documentation determined by City staff to provide similarly reliable indicia of physical residency at the applied-for address within the designated residential permit parking area.

No permit will be registered until such time as any City of Snoqualmie utility charges or parking or other driving-related infractions issued to the applicant have been paid in full.

D. Upon demonstrating residency by compliance with the criteria herein, a resident may be issued two (2) permits for use by permanent members of their household, and up to two (2), short-term, “visitor” or “guest” permits.

## **Section 2. SMC Section 10.08.050 Amended.**

Section 10.08.050 of the Snoqualmie Municipal Code is hereby amended to read as follows:

### **10.08.050 Prohibited locations –Area designated**

A. Parking In Designated Residential Permit Parking Area Prohibited. No person shall stop, stand, or park a vehicle on a street in any area designated and posted under this chapter as a residential permit parking area, without a valid residential parking permit visibly displayed on the vehicle.

B. Impounding. In addition to any penalties specified in this chapter, any vehicle parked in violation of this section, and for which notice of impoundment has been securely attached to and conspicuously displayed on the vehicle for at least twenty-four (24) hours, may be impounded at the owner's expense.

**Section 3. Severability.** If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.



**Section 4. Effective Date.** This ordinance shall be effective five (5) days after passage and publication, as provided by law. This ordinance or a summary thereof consisting of the title shall be published in the official newspaper of the City.

**Section 5. Sunset Date.** This ordinance shall terminate, and be of no further force or effect, upon two (2) years following the effective date.

**Section 6. Corrections by the City Clerk or Code Reviser.** Upon approval of the City Attorney, the City Clerk and Code Reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations, or ordinance numbering and section/subsection numbering.

ADOPTED BY the City Council of the City of Snoqualmie this \_\_\_ day of May, 2023.

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Katherine Ross, Mayor

ATTEST:

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Deana Dean, City Clerk

APPROVED AS TO FORM:

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City Attorney

## Residential Permit Parking Zone Policy

### Parking Permits for Residential Parking Zones

The Residential Permit Parking Program (RPPP) limits on-street parking to participating residents living on designated blocks within the City of Snoqualmie. To legally park in the Residential Parking Zone (RPZ), a citizen must register their vehicle with the Snoqualmie Police Department. Permits are only issued to residents whose home address resides along an RPZ and may only be obtained from the Snoqualmie Police Department.

### What Your Permit Will Do

Decals will exempt your personal vehicles from the RPZ parking restrictions. Please make sure that each decal issued is placed on the appropriately assigned vehicle. Decals cannot be used for any vehicle other than the one for which it was issued. The decal should be placed in the lower left-hand corner of the front windshield.

### Visitor Permits

Visitor permits will allow your guests to legally park their vehicle on the streets along an RPZ. Visitor permits are for the convenience of offering temporary parking to guests, unmarked repair vehicles, domestic car providers, ect. ***They are not to be used by residents, commuters, or anyone else on a permanent basis.***

### What Your Permits Will NOT Do

RPZ permits will not exempt vehicles from any parking violations other than the RPZ restrictions. For instance, it will continue to be illegal to park a vehicle:

- Within 15 feet of a fire hydrant
- Within 30 feet of a stop sign
- Within 5 feet of a driveway
- Within 20 feet of a crosswalk
- More than 12 inches from a curb
- Facing the wrong way
- On a sidewalk or planting strip
- Within 10 feet of a mailbox between 8 am and 6 pm on delivery days
- Anywhere else where parking is illegal as defined in the Washington State Traffic Code

## **Misuse of Parking Permits**

Misused, or counterfeit permits is strictly prohibited. In addition, misused permits may be voided and the vehicles using the permits may be ticketed. Decals are only to be used for your personal vehicles and will not exempt vehicles of your guests, babysitter, relatives, ect. Visitor permits are only to be used by guests while they are visiting your home. The use of your visitor permits by anyone who is not visiting your home is a “misuse” of the permit.

## **Enforcement**

Parking enforcement is on a complaint basis or at an officer’s discretion. If you feel enforcement of a zone is needed, please contact the Snoqualmie Police Department at 425-888-3333.

If a permit is lost, report it to the Snoqualmie Police Department within 3 business days. If you move from the zone, please dispose of your permits. Do not give them away or leave them at the zone residence.

## **Parking Permit Requirements**

To receive a permit, all the following requirements must be met:

1. Must be a current resident or property owner of the zone for which the permit is to be issued.
2. Proof of residency must be shown with at least one of the following:
  - A. A valid driver’s license with current address
  - B. A current property tax statement
  - C. A current utility bill in the requester’s name dated within 30 days of the date of application.
  - D. Voter registration card with current address
3. If renting/leasing a residential space, a copy of an executed lease between the owner or agent of the property and the tenant or tenants. Only those tenants indicated on the lease will be considered eligible to obtain permits. Subleases are not accepted.
4. Any other documentation deemed acceptable by City Staff.

### How Can I Expand an Existing RPZ To My Block?

You can expand an existing RPZ to your block if:

- Your block is adjacent to an existing RPZ
- At least 75% of spaces on your block are full
- 60% or more of households on your block sign a petition to join the RPZ


### How Can I Request a New RPZ For My Neighborhood?

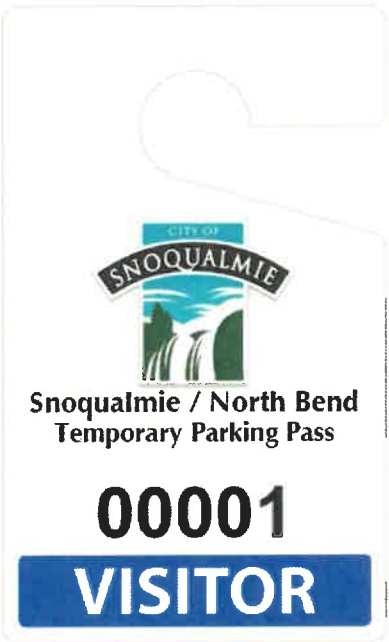
- You can submit a request for a new RPZ by sending a formal letter from your neighborhood council or from residents of the area.
- The letter should specify the traffic generator and the blocks where the generator is causing on-street parking congestion.

### Questions to Answer:

1. Should there be a limit per household as to how many permits are issued?
  - A. Most cities limit the number of permits to two (2) per house. What if they have four (4) cars?
2. Should there be a fee charged for permits?
  - A. Should the first two (2) permits be free and additional permits come with a fee?

# 5" x 3" Plastic ToughTags™ for Visitors and Guests Parking Permits

**Select Material and Order Quantity**  
 Select a material and quantity for your permit. For material specs, click on  buttons below. You may take advantage of our **Quantity Discount Program**. This means that if you order more, you'll get better price.



## Select Material

Item 2.

Price per Tag  
(10 Tags/Pack)

Compare Prices at Different Quantities  
(Prices are per Tag  
and rounded to nearest hundredth)

[more »](#)

### Economy

#### HeftTag

##### Material Features:

- > Our thickest offering! 55 mil thick HDPE plastic is hefty!
- > Durable and affordable!
- > HDPE tag can withstand extreme heat and curling.
- > Digitally printed with a clear coating for protection.
- > Cut-out fits over all rearview mirrors.

[More Material Details](#)

Mouse over icons for more details:

55 mil Apr 4



**Ships in 3 Days.**

Get your Tags by 06 Apr!

\* Where Qty is Less than 250 Tags

\* If a proof is required, ship dates are subject to customer approval of a proof.

Minimum order quantity is 5 Packs. There are 10 Tags per Pack. Subsequent quantity should be a multiple of 1 Pack.

Quantity - 50 + Packs Total: 500 Tags  
Price / Tag \$1.209  
Total Cost \$604.50

#### ValueTag™

### Heavy-Duty

#### ToughTag™

### Temporary Tag

#### Tagboard

Back

Next Step

## CATEGORIES

Hang Tags

Window Decals

Temporary

Violation Stickers

In-Stock

Do-It-Yourself

By Use

Learning Center

## SUPPORT

Mission

Privacy

Specs.

Products

Samples

Videos

CA Privacy Rights

Terms

FAQs

Reviews

Contact Us

Handicap Guide

Accessibility

W9 Form



ACCREDITED  
BUSINESS



Visitor No. 307 588 238 © 2023, MyParkingPermit.com




# WARNING

PERMIT PARKING  
FOR  
RESIDENTS ONLY

VEHICLES WITHOUT  
VALID PARKING  
PERMITS WILL  
BE TOWED AT VEHICLE  
OWNER'S EXPENSE

# 3" x 3" Custom Reserved Parking Space Permit Decal

**Select Material and Order Quantity**  
 Select a material and quantity for your permit. For material specs, click on  buttons below. You may take advantage of our **Quantity Discount Program**. This means that if you order more, you'll get better price.





## Select Material

Item 2.

Price per Label

Compare Prices at Different Quantities  
(Prices are per Label  
and rounded to nearest hundredth)

[more »](#)

### ► Inside of Window (clear decals)

		50	100	150	200	250	300	400
<input type="radio"/> GeckoCling™ Repositionable	?	\$3.47	\$1.89	\$1.47	\$1.12	98¢	90¢	79¢
<input type="radio"/> WindowCling™ Removable	?	\$2.68	\$1.51	\$1.35	\$1.11	95.2¢	85.7¢	74.4¢
<input type="radio"/> Static Cling	?	\$3.57	\$1.89	\$1.48	\$1.15	98¢	90¢	80¢

### ► Inside of Window (white)

		50	100	150	200	250	300	400
<input type="radio"/> GeckoCling™ Repositionable	?	\$3.65	\$2.03	\$1.56	\$1.17	\$1.01	92¢	80¢
<input type="radio"/> WindowCling™ Reflective	?	\$3.98	\$2.12	\$1.69	\$1.56	\$1.43	\$1.40	\$1.37
<input type="radio"/> Static Cling	?	\$4.03	\$2.19	\$1.75	\$1.44	\$1.16	\$1.03	81¢
<input type="radio"/> WindowCling™ Removable	?	\$3.24	\$1.69	\$1.53	\$1.26	\$1.08	97.7¢	85¢
<input checked="" type="radio"/> White Laminated Vinyl Perman'nt	?	\$4.47	\$2.49	\$2.02	\$1.63	\$1.43	\$1.31	\$1.03

#### Material Features:

- Use on the inside of a window with the graphics
- 3 mil white vinyl labels are laminated for
- The 1 mil thick white tack laminate helps

[More Material Details](#)

Mouse over icons for more details:



Minimum order quantity is 50 Labels. Subsequent quantity should be a multiple of 10 Labels.

Quantity - 500 + Labels

Price / Label

**\$0.86**

Total Cost

**\$430.00**

<input type="radio"/> Destructible Vinyl	?	\$4.34	\$2.71	\$2.23	\$1.84	\$1.63	\$1.44	\$1.11
<b>► Outside of Window</b>								
<input type="radio"/> Vinyl White	?	\$2.59	\$1.51	\$1.35	\$1.11	93.5¢	84¢	72.8¢
<input type="radio"/> Vinyl Clear	?	\$2.59	\$1.51	\$1.35	\$1.11	95.2¢	85.7¢	74.4¢
<input type="radio"/> Reflective Permanent	?	\$2.69	\$1.42	\$1.15	97.7¢	80.6¢	79¢	77.4¢
<input type="radio"/> White Laminated Vinyl Perman'nt	?	\$4.54	\$2.52	\$2.04	\$1.65	\$1.44	\$1.32	\$1.03
<input type="radio"/> Destructible Holographic	?	\$4.34	\$2.83	\$2.33	\$1.92	\$1.70	\$1.52	\$1.18
<input type="radio"/> Destructible Vinyl White	?	\$4.14	\$2.69	\$2.22	\$1.82	\$1.62	\$1.44	\$1.13
<b>► Outside of Window (Temporary)</b>								
<input type="radio"/> Short Term Sticker (Plastic)	?	\$2.53	\$1.61	87.7¢	80.9¢	69.6¢	68.2¢	67.7¢

Back

Next Step

## CATEGORIES

Hang Tags  
Window Decals  
Temporary  
Violation Stickers  
In-Stock  
Do-It-Yourself  
By Use  
Learning Center

## SUPPORT

Mission  
Privacy  
Specs.  
Products  
Samples  
Videos  
CA Privacy Rights  
Terms  
FAQs  
Reviews  
Contact Us  
Handicap Guide  
Accessibility  
W9 Form



ACCREDITED  
BUSINESS



Visitor No. 307 591 729 © 2023, MyParkingPermit.com



**AB23-051****Question #1: Is it possible to open parking on both sides of Elm Avenue?**

**Answer:** Per Director Chambless, “That is a Residential Local Access Street with 28’ wide pavement width with parking restricted to only one side of the roadway due to roadway width. Parking on both sides of a regular Residential Local Access Road will make it impossible to fit 2 vehicles on 2 lanes traveling at opposite directions. Below is the snippet from the standards, it is also mentioned on Table 2.1 STREET STANDARDS as “2 lane street w/parking on one side” and DWG 2-04 as “PARKING ON ONE SIDE ONLY”.

**2B.050 Local Access Streets**

- 2B.051 Residential Local Access** (See Figure 2-04). Primary function is to provide for direct access to individual lots and connections to the larger roadway system. Local access streets offer the lowest levels of mobility.
- 50-foot right-of-way
  - 2 travel lanes, 28-foot total pavement width
  - 8-foot on-street parking allowed on one side only
  - 5-foot sidewalks and planter strips on both sides (see Sections 2C.060 and 2C.090 for exceptions)

**Question #2: Develop language to allow for a public process when determining which neighborhoods qualify for a Residential Parking Zone.**

**Answer:**

**How do residents apply for an implement the Residential Permit Parking Program?**

- Contact the Snoqualmie Police Department to determine whether residential permit parking is feasible and applicable in the proposed neighborhood.
- After it is determined that residential permit parking is feasible, residents and the Snoqualmie Police Department define the boundary of the proposed residential permit parking area.
- Residents acquire a Residential Permit Parking Program petition form from the Snoqualmie Police Department and conduct a petition drive in the proposed area to acquire at least two-thirds support for the program.
- Submit the petition to the Snoqualmie Police Department.
- The Snoqualmie Police Department will conduct a public hearing on the proposed residential parking area before the Snoqualmie Public Safety Committee.
- If approved by the Public Safety Committee, the Snoqualmie Police Department will prepare a resolution recommending the City Council establish the residential permit parking area.
- After the adoption of the resolution by the City Council, the City of Snoqualmie will install signs establishing a residential permit parking area.

**Question #3: Decide on the number of permits allowed per household within the RPZ.**

**Answer:**

**Number of parking permits per household**

- A total of three (3) permits can be issued for each address in the parking permit area. Where it appears the number of permits issued would exceed the number of legal on-street parking spaces, the total number of permits may be decreased at the discretion of the Chief of Police or his/her designee.

**Question #4: Remove the “North Bend” from the parking permit sticker.**



**Answer:**

**By making the sticker 2" x 2" as opposed to the previous 3" x 3" that was presented, the cost of 500 stickers falls from \$430.00 to \$355.00.**

**Question #5: Change the sunset clause to a review date after two (2) years.**

**Answer:** The sunset clause would be removed completely and replaced with legal language approved by the City Attorney to require a council review after year two (2).

**Question #6: Investigate the possible creation of on-line visitor parking portal.**

**Answer:** Per Snoqualmie I.T., the city does not have the ability to create or run their own portal for such a venture. The city would have to contract with an outside vendor to make the on-line portal possible. The Police Department has concerns over counterfeiting or copying of printed out parking passes, and would lean towards sticking with the pre-printed parking passes with hologram to prevent misuse.

Question #7: Clarify language on the signage to make it clear which residents are allowed to park in the RPZ.



Answer:

The words "RESIDENTS ONLY" have been removed from the sign to clarify who and who cannot park in the RPZ.

Question #8: Update visitor parking pass to read Snoqualmie and not North Bend.



Answer:



# BUSINESS OF THE CITY COUNCIL CITY OF SNOQUALMIE

AB23-084  
June 26, 2023  
Committee Report

Item 3.

## AGENDA BILL INFORMATION

<b>TITLE:</b>	Fire Department Strategic Plan Extension Resolution	<input checked="" type="checkbox"/> Discussion Only
<b>PROPOSED ACTION:</b>	Move to Adopt Resolution No. 1652 extending the Fire Department Strategic Plan for one additional year.	<input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input checked="" type="checkbox"/> Resolution

<b>REVIEW:</b>	Department Director	Mark Correira	6/12/2023
	Finance	n/a	Click or tap to enter a date.
	Legal	David Linehan	6/6/2022
	City Administrator	Mike Chambless	Click or tap to enter a date.

<b>DEPARTMENT:</b>	Fire		
<b>STAFF:</b>	Mark Correira, Fire Chief		
<b>COMMITTEE:</b>	Public Safety	<b>COMMITTEE DATE:</b> June 20, 2023	
<b>MEMBERS:</b>	Cara Christensen	Ethan Benson	Rob Wotton
<b>EXHIBITS:</b>	1. AB23-083x1 FD-SP Resolution No. 1652 2. AB23-083x2 2017 Fire Department Strategic Plan 3. AB23-083x3 2023/2024 Fire Department Strat Plan Goals		

**AMOUNT OF EXPENDITURE** \$ n/a

**AMOUNT BUDGETED** \$ n/a

**APPROPRIATION REQUESTED** \$ n/a

## SUMMARY

### INTRODUCTION

The Fire Department must maintain a strategic plan to maintain accredited status through the Center for Accreditation International / Center for Public Safety Excellence. In 2017, the Snoqualmie City Council adopted the Fire Department's five-year strategic plan by adopting Resolution 1430. The Fire Department would like to extend the 2017 Strategic Plan for one additional year to accomplish the goals that were delayed because of the global pandemic and the reassignment of staff in 2021. Resolution number 1652 extends the Fire Department Strategic plan by one year and identifies the goals to be accomplished during this time frame.

### LEGISLATIVE HISTORY

AB17-143 Approve the Emergency Services Consulting International Fire Department Strategic Plan Proposal

## Resolution 1430 Adopting Snoqualmie Fire Department Strategic Plan

### BACKGROUND

The Fire Department became an Accredited Fire Department through the Center of Public Safety Excellence (CPSE) in 2019. Accredited status is retained for five years, and the Department is set to be reevaluated to maintain accredited status later this year. A fire department strategic plan is required to maintain accredited status.

In 2017, the City Council adopted a five-year strategic plan by adopting Resolution 1430. The Fire Department has been executing the items in the Strategic Plan through the Fire Department Work Plan and providing quarterly updates to the Snoqualmie City Council and Public Safety Committee. In 2020, the world was impacted by the global Covid 19 pandemic. In addition, in 2021, the Fire chief was reassigned to be the City's interim city administrator for ten months, and the Fire Department deputy chief was reassigned to acting fire chief. Because of this, the Fire Department did not execute all of the goals established in the Plan.

In addition, the 2023 / 2024 biennial budget has appropriated \$60,000 for a citywide strategic plan slated for 2024. Aligning the fire department's Plan with the citywide Plan is critical to seamless and effective planning.

Adopting this resolution will allow the Department to maintain its requirement of maintaining a strategic plan, allow the incomplete items to be accomplished, and allow for the alignment of the citywide and fire Department strategic plans.

### ANALYSIS

The Fire Department is required to adopt and use a strategic plan to maintain accredited status. Because of execution delays caused by the global pandemic and temporary staffing adjustments, the Department is proposing to extend the most current five-year strategic plan one additional year. This will also allow the Fire Department to align with the City's Strategic plan slated for development in 2024.

Other options exist to accommodate the Fire Department's need for a strategic plan. Hiring a firm to write another multi-year plan, using existing staff to develop a new strategic plan, or abandoning accredited status are all options.

The Fire Department and Administration believe extending the plan one additional year is the best action.

### BUDGET IMPACTS

Not applicable

### NEXT STEPS

Adopt Resolution No. 1652 allowing for the extension of the Fire Department Strategic Plan for one additional year.

## PROPOSED ACTION

Move to Adopt Resolution No. 1652 extending the Fire Department Strategic Plan for one additional year.

## RESOLUTION NO. 1652

### A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, ADOPTING THE SNOQUALMIE FIRE DEPARTMENT STRATEGIC PLAN 2017 – 2023

**WHEREAS**, the Snoqualmie Fire Department was established in 1939 and later codified in the Snoqualmie Municipal Code in 1980 by Ordinance No. 480 to provide for the prevention of and protection from fire in the city, with emergency services now including fire suppression, emergency medical services, technical rescue rope and swift water technician level, and fire and emergency medical services prevention; and

**WHEREAS**, the fire department has adopted a mission statement, goals, objectives, and standard operating guidelines that describe or prescribe how the fire department will provide fire, emergency medical services, and other all-hazard type emergency response; and;

**WHEREAS**, the fire department is an Accredited Agency by the Center for Public Safety Excellence (CPSE) in which a strategic plan is a required component of the Re-Accreditation process; and;

**WHEREAS**, Emergency Services Consulting International (ESCI) was contracted by the City in 2017 to facilitate and construct a five-year strategic plan; and;

**WHEREAS**, the Snoqualmie Fire Department and community members developed the strategic plan to identify goals for the organization; and,

**WHEREAS**, certain goals were not completed in the first five years of the plan; and,

**WHEREAS**, the City Administration and Fire Department has identified the incomplete items and would like to add a sixth-year to the plans; and,

**WHEREAS**, the City Administration and Fire Department have reviewed the strategic plan and has finalized its development and prepared it for adoption by the City Council;

**NOW, THEREFORE, BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF SNOQUALMIE, WASHINGTON, AS FOLLOWS:**

Section 1. The City Council hereby approves and adopts the Snoqualmie Fire Department Strategic Plan – 2017 through 2023.

Passed by the City Council of the City of Snoqualmie, Washington, this 12<sup>th</sup> day of June, 2023.

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Katherine Ross, Mayor

Attest:

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Deana Dean, City Clerk

Approved as to form:

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David Linehan, Interim City Attorney



# Snoqualmie Fire Department

*Washington*

## STRATEGIC PLAN

2017



*Providing Expertise and Guidance that Enhances Community Safety*

25030 SW Parkway Avenue, Suite 330  
Wilsonville, OR 97070



## Table of Contents

<b>Introduction &amp; Acknowledgements .....</b>	<b>1</b>
Letter from the Fire Chief .....	3
Letter from the Mayor .....	4
<b>Planning Methodology .....</b>	<b>5</b>
Citizen Forum Results .....	6
Fire Department Staff Survey Results .....	8
<b>Mission, Vision, and Guiding Principles .....</b>	<b>23</b>
<b>Environmental Scan .....</b>	<b>25</b>
<b>Definition of Terms .....</b>	<b>27</b>
<b>Strategic Plan .....</b>	<b>28</b>
Initiative 1 – Financial .....	28
Initiative 2 – Growth and Infrastructure .....	30
Initiative 3 – Partnerships .....	32
Implementation Methodology .....	35
Appendix A – Internal SWOT Feedback .....	36
Appendix B – Timeline .....	39
Appendix C – Status & Accountability .....	42
Appendix D – Task Worksheet .....	46



## Introduction & Acknowledgements

Emergency Services Consulting International (ESCI) was contracted by the Snoqualmie Fire Department (SFD) to facilitate and construct a three to five-year strategic plan. A strategic plan is short term (3–5 years), and is often referred to as an organizational work plan. It will address contemporary issues facing the organization, focusing the agency and its members on the essential activities which must occur in sequence to be achieved efficiently.

Two key components of a strategic plan are included within an environmental scan; citizen feedback and internal stakeholder assessment (each discussed in detail within this report). The scan is intended to identify structural, cultural or other potential obstacles that may impede progress on the work plan. In short, combined the two elements provide context by which the department operates. An environmental scan was thorough and broadly assessed.

Following the environmental scan, an internal planning team was assembled to review the findings, identify and prioritize work, and divide the process into smaller components to ease implementation. Once a strategic plan is created and adopted, the elements are divided among the members of the organization, which results in additional buy-in. In fact, strategic planning helps an organization focus efforts and avoid distractions outside of the goals and priorities identified through the planning process. Budgeting should also align as much as possible with implementation of the strategic plan.

ESCI thanks the members of the Snoqualmie Fire Department for their dedication and commitment to the strategic planning process. The citizens, administration, support staff and line personnel were all pleasant, eager to engage in the process, and committed to enhancing the future of the fire department and the safety of their community. Also, the ESCI team was struck by the high level of engagement by the citizens attending, and the focused engagement of the internal planning team. The ESCI facilitators enjoyed the interaction and getting to know the community and the department.



### **Citizen Forum Participants**

- Fuzzy Fletcher
- Matthew Laase
- Lisa Nelson
- Thomas Parker
- Lee Prewitt
- Rod Roadifer
- Dick Scheel
- Robert Wotton
- Marcus Sarracino
- Luke Marusiak
- Ryan Gordon
- Julie Gran
- Jeff Mihal
- Heather Palmerini
- Carol Peterson
- Karl Reinsch
- Jim Rowland
- Tom Wood
- Paul Sweum
- Jordon Gaffey
- Jonas Means

### **Internal Planning Team**

- Catherine Cotton
- Robert Angrisano
- Theresa Tozier
- Lucas Hughes
- Matt West
- Robert Lasswell
- Paul Marrero
- Courtney Luther
- Kristina Myers
- Greg Prothman
- Kelly Gall
- Michael Stevens
- Lynn Hyde
- Matt Mundy
- Brianna Smith
- Jake Fouts



## Letter from the Fire Chief

As Fire Chief, I feel blessed to work in an incredible and supportive community with many outstanding professionals, and with a very supportive city administration. These three elements are the foundation for what makes the Snoqualmie Fire Department both special and great. But this is not enough in today's world.

Providing contemporary services at a level of excellence is a challenging task for many organizations. To do this right, an agency must be passionate about the services they provide, be aware of the environment they are working in, and plan for the future to avoid obstacles. To best accomplish this goal, the Snoqualmie Fire Department has chosen to adopt a strategic plan that will be woven into the fabric of the organization and guide the organization for the next five years.

To establish the most balanced planning results, the fire department recruited Emergency Services Consulting International (ESCI) to complete this work. ESCI is a nationally recognized emergency services consulting agency and is highly respected in the fire service profession. They have written multiple fire-service based strategic plans, organizational assessments and master plans for both large and small fire departments. ESCI is headquartered in the Pacific Northwest and embraces the culture of this region.

The fire department also invited community members and internal fire department personnel who care deeply about the City and Fire Department. This approach balanced both the needs of the community and the interests of the Departments most valuable resource. This approach and energy given by these groups shines within the results of the document.

The remainder of this document sets the stage for the organization's future; a roadmap if you will. It addresses all facets of the organization from budget through the services we provide. This wholistic approach will continue to raise the quality of the services we provide, and introduce best practices into all areas of the organization. It will also look for opportunities that furthers the culture of excellence the department has embraced. These future-endavors cannot be completed successfully by one person or one group of people. As how this document was developed, its execution will be a culmination of work driven by many stakeholders including the community, city government, volunteer responders, career responders and the IAFF Local 2878 members. Without these stakeholders, we will never complete the extraordinary work that is set for the future of this organization.

Lastly and most importantly, I would like to extend my most heartfelt thanks to all the members of the community and the Department who generously gave their time in the crafting and developing this strategic plan. I would also like to thank the Mayor and City Council for their support of both the development and adoption of this plan. Without this dedication, we would not have developed such a remarkable plan.

Sincerely,

Mark Correia, Fire Chief



## Letter from the Mayor

Through the expertise and responsiveness of the Snoqualmie Fire Department, residents, businesses, and visitors enjoy a high quality of public safety services. Regardless of the incident type, the department is resourceful in meeting citizen needs for fire and emergency medical services.

In addition to the emergency services they provide, department personnel perform community education and outreach on topics such as emergency preparedness and ongoing safety programs. One recent and very successful example was partnering with Domino's Pizza to promote safe operation of smoke alarms while delivering pizzas to the community.

A key component of the department is the Snoqualmie Volunteer Firefighter Association, a non-profit organization that helps support Snoqualmie Fire Department special equipment purchases as well as community events, public safety and fire education. Without this partnership, the Department would not be as successful as it is today.

Ongoing training is another area of emphasis for the department, whose personnel engage in coursework to meet FEMA standards as well as connecting with regional agencies to ensure emergency preparedness.

The strategic planning process will ultimately raise the level of services being provided by the department. This document will guide the organization consciously into the future and will realize many benefits to this great community.

Through continued initiatives such as a robust volunteer firefighter staff, a well-trained, adequately staffed career force and strong partnerships with community and regional agencies, the Snoqualmie Fire Department will continue to play a vital role in our community's success.

Sincerely,

Mayor Matthew R. Larson,  
City of Snoqualmie



## Planning Methodology

“Change is the law of life. And those who look only to the past or present are certain to miss the future.” – John F. Kennedy

President Kennedy’s quote above is profound on many levels. It starts with a self-evident truth...*the only constant is change*. It implies one must be prepared for the future, so there must be a plan. Those who do not prepare for the future are bound to be left to react to what occurs instead of being prepared for it. He also infers those who only look at the past or present are certain the miss the future. While it is true valuable lessons can be learned from the past or present, it is also true one must also prepare for the future, which is why this plan uses information from the past, current perspectives from the community and members of the department, and anticipates the future based on trends to set a course for the next five years.

This strategic plan focuses the organization toward a common work plan. If all elements of the organization are pulling in the same direction, it becomes a force multiplier. Any elements working contrary to the plan is wasted energy at least, and disruptive to the rest of the organization at its worst. A plan—complete with goals, timelines, assignments, and incremental steps which can be measured—creates a roadmap for an organization to follow. An organization focused on where it is going, understands the environment in which it must operate, and identifies how to get there has the best chance of meeting the needs of its community and achieving its vision. This planning process serves to refresh the organization’s continuing commitment to professionalism and set the path toward future success.

The approach taken in this planning process included an in-depth environmental scan from the perspectives of the internal line staff, the elected officials, and administration, using the SWOT Analysis (strengths, weaknesses, opportunities, and threats) approach. Feedback from these areas is summarized later in this report.

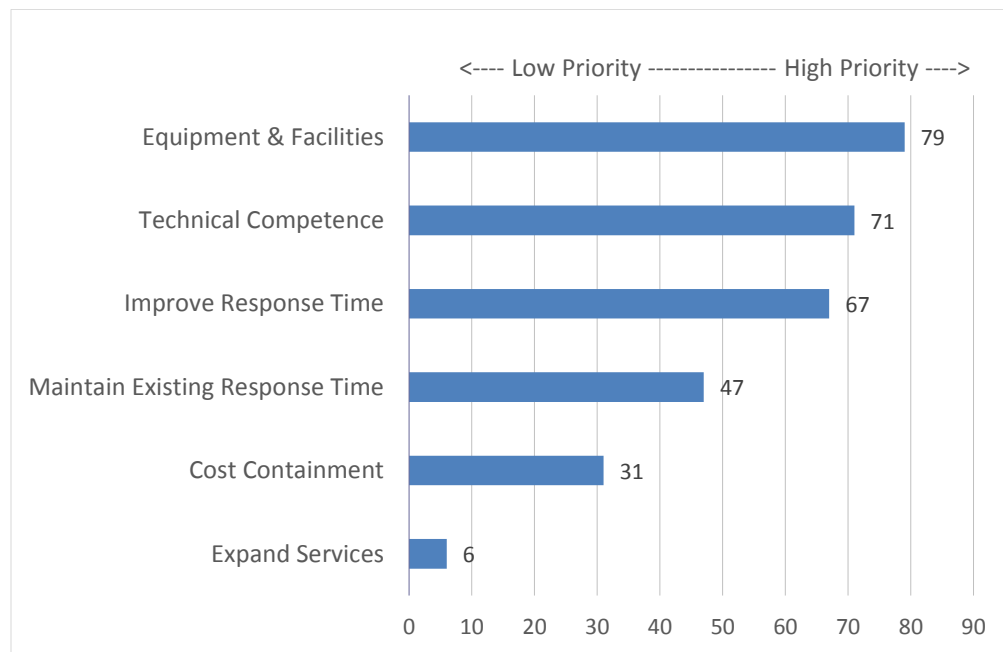
In addition, citizen feedback was gathered at a citizen forum. The attendees were given an orientation of the department, providing them with a basic understanding of contemporary issues facing their fire service delivery system. They then prioritized the services provided by the department, and their unique perspective on future planning priorities. This information was then presented to the internal planning team, informing them of the planning and service priorities the citizens identified, as well as their attitudes and opinions about staffing, response and cost components of the department. The following graphs illustrate the attendee’s responses and should serve to guide the department as it develops its five-year strategic plan.



### Citizen Forum Results

It is important the customer—the end user of the services provided by the fire department—provide significant guidance and input into future department service priorities. Twenty community members participated in an evening forum to learn about the department’s mission, services delivered and current service delivery performance, and provide feedback through a structured, facilitated survey. They represented citizens, area businesses, and other local governments. The following figures illustrate the attendees’ responses and should serve to guide the fire department as it develops its strategic plan for the next five years.

**Figure 1: Citizen Planning Priorities**



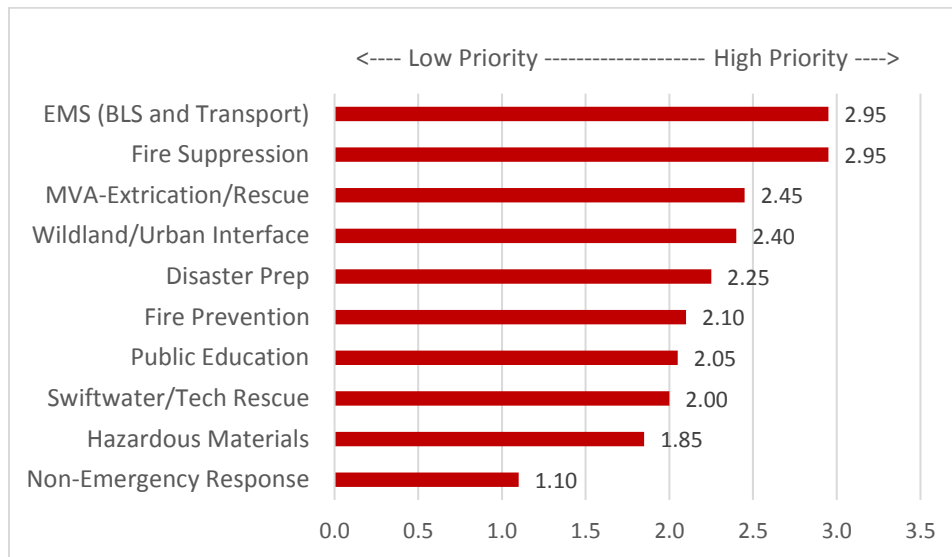
The citizen forum participants prefer reliable equipment and facilities, a high state of readiness to respond to emergencies (technical competence), and a high emphasis on improving response times, as opposed to just maintaining them. Of lesser importance is maintaining response time (preferring to improve them), Cost containment and expansion of the existing services are of lower priority, which may reflect a high degree of satisfaction in those areas.

The citizens represented were then asked to identify the most important functions and services the department provides based on the list of services currently provided and rank those services. In this case, the respondents were asked to place a value of 1, 2, or 3 alongside each of the services listed. A three (3) reflects a critical priority, a two (2) an important priority, and a one (1) a low priority. The participants were also asked to cross out any service it felt was not appropriate to provide or add a service where they believed a gap existed. The following chart describes the results of the service priorities.



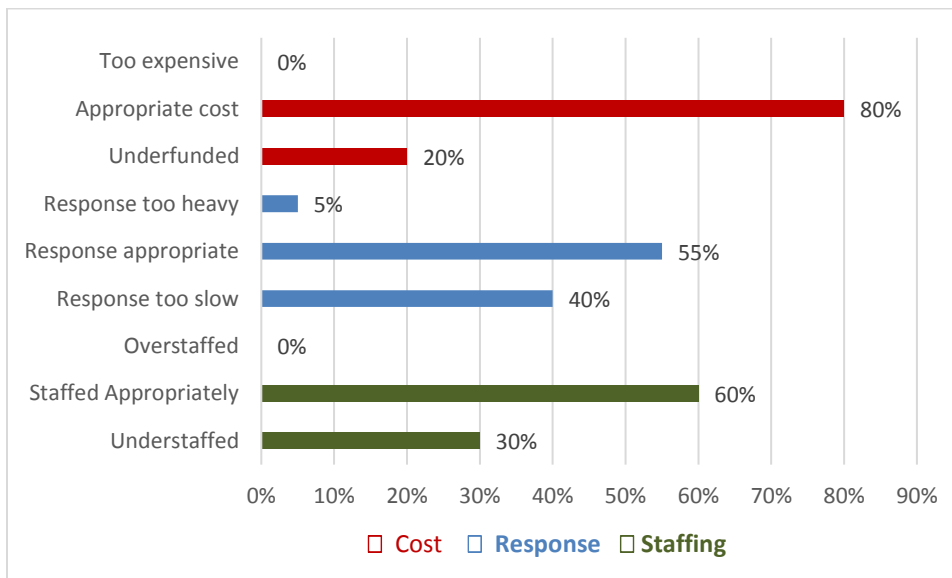


Figure 2: Citizen Service Priorities



It is clear the citizens prioritize the primary emergency response services—Fire and EMS—above all other services. This is not to say they do not value the other services. Indeed, only two services—hazardous materials and non-emergency response—were ranked as a low priority. Finally, the forum participants were asked to rate and compare the cost of service, response performance and staffing. The following charts describe the opinions of the forum attendees.

Figure 3: Response, Staffing & Cost Survey



These three simple survey charts illustrate that Snoqualmie Fire Department is viewed as having an appropriate cost for the service (80%); provides an appropriate response (55%), with a sizable minority feeling the response is too slow (40%); and is appropriately staffed (60%), with a sizable minority feeling the department is understaffed (39%). However, it is important to recognize that these dimensions are not necessarily representative of a community-wide perspective, nor that these survey results would be



an accurate predictor of similar results of a broader survey. It is a reflection of the opinions of those in attendance, armed with some background information about SFD's service delivery system and the challenges and limitations it faces. This result reinforces ESCI's assertion that community outreach provides the opportunity to educate the community about the fire department's service delivery system and its limitations to the broader community. It is clear the department enjoys a great deal of respect and confidence from its citizenry.

### Fire Department Staff Survey Results

Prior to ESCI's arrival, a survey instrument was distributed to all department members. ESCI uses this survey to learn more about the department's internal dynamics. The results from these surveys helps in developing a relevant and efficient planning workshop.

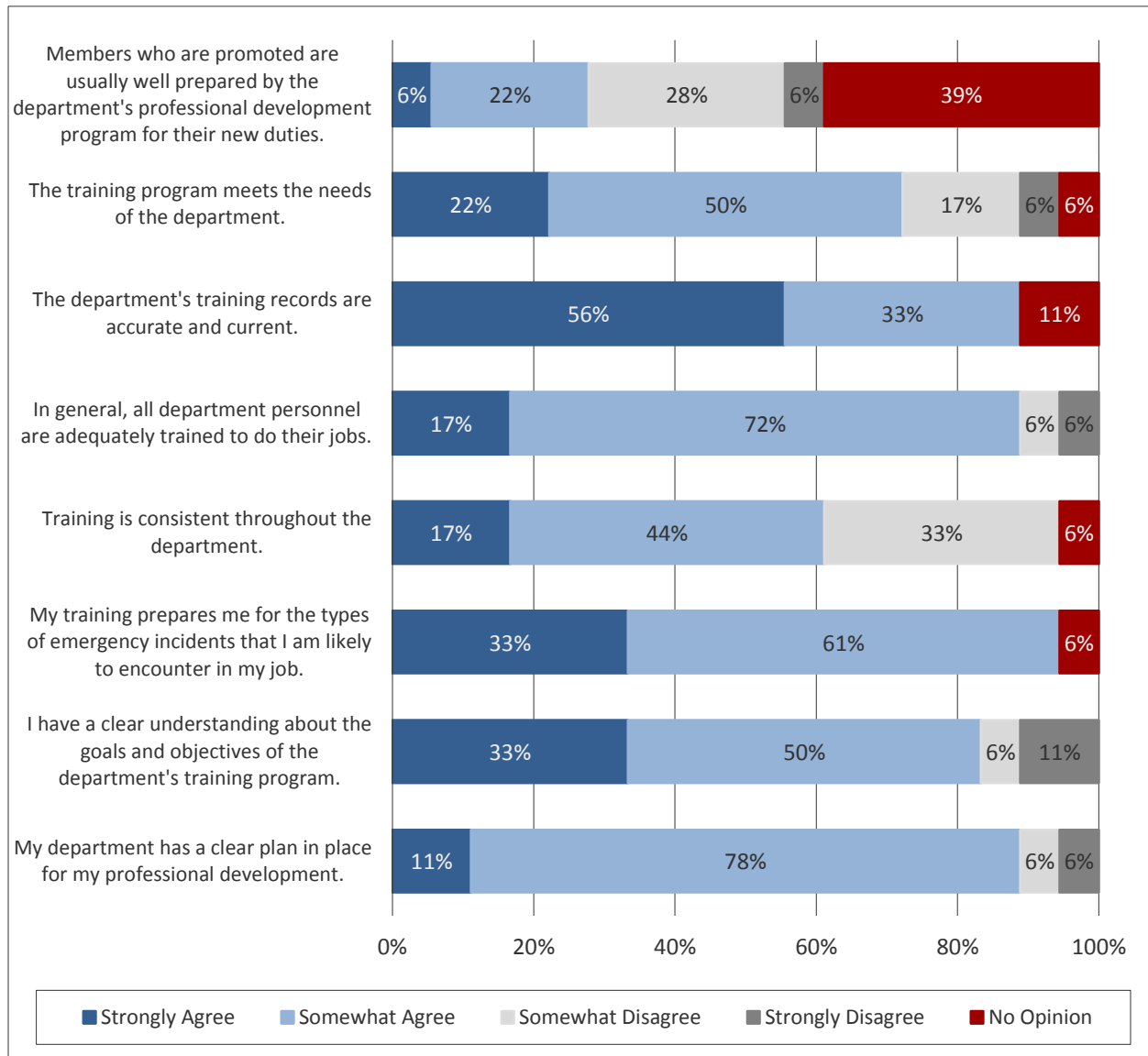
**Figure 4: Respondent Demography**

Demographic Element	Percent of Respondents
<i>Total Years of Experience (paid and volunteer) in the Fire Service:</i>	
<b>Three to ten years</b>	<b>42%</b>
Ten to twenty years	32%
More than twenty years	26%
<i>Total Years of Service at Snoqualmie Fire Department:</i>	
<b>Zero to five years</b>	<b>60%</b>
Six to ten years	10%
Ten to twenty years	25%
More than twenty years	5%
<i>Current Position:</i>	
Command Staff	5%
Company Officer	15%
<b>Line Staff</b>	<b>60%</b>
Support Staff	20%

Out of 32 members, 21 responded to the survey, which is 65.6% of the membership. ESCI was pleased with this level of participation, as a return rate of 50% is considered excellent participation.

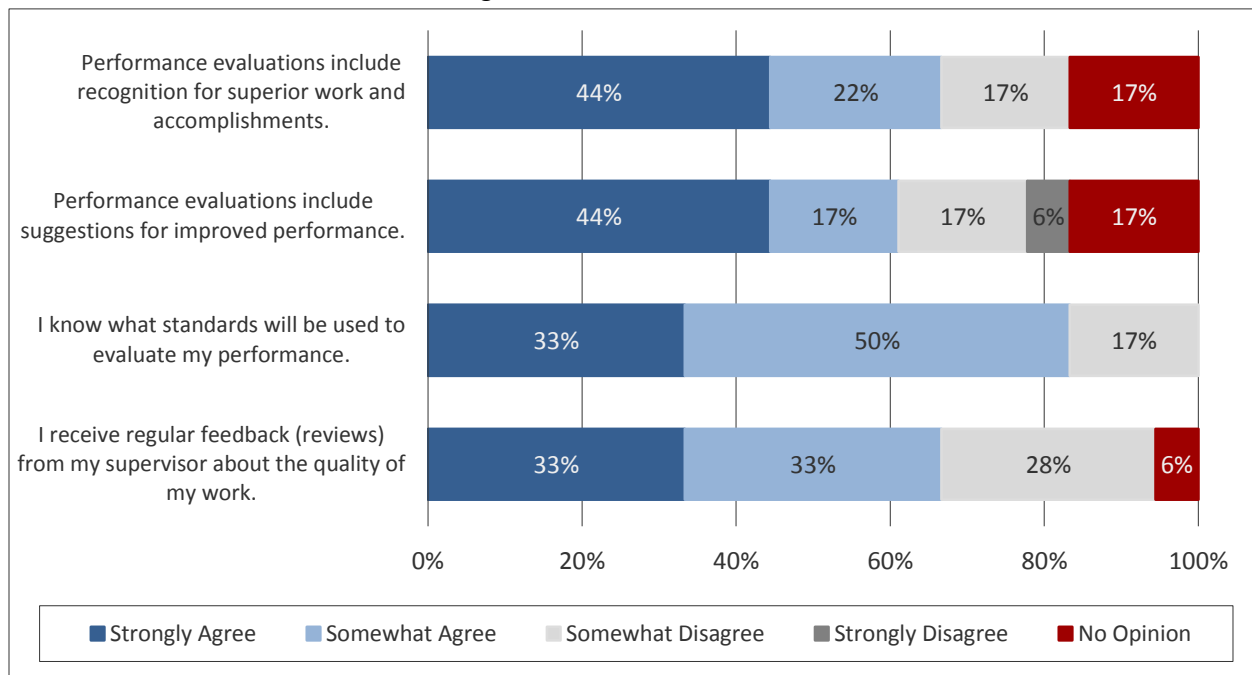
It is interesting to note the level of experience of the respondents, with almost 60% having ten years or more experience in fire services. However, 60% of the respondents have been with the Snoqualmie Fire Department for five years or less.

Line staff accounted for the largest group of respondents out of the total department membership (60%). ESCI was pleased to note 75% of the respondents were line staff and company officers; those who perform "hands-on" emergency response field work.

**Figure 5: Training and Professional Development Opportunities**

Questions related to training and professional development yielded some interesting results. The highest level of agreement related to the adequacy of training necessary to perform the job. 94% of the respondents strongly or somewhat agreed their training was directly applicable to the types of incidents they encounter most often. The lowest score (61%) was related to the consistency of training, with 39% of the members somewhat disagreeing or having no opinion.

Only 28% of the members strongly agreed or somewhat agreed officers are well prepared by the department's professional development program. Curiously, 39% of the respondents had no opinion on this statement. However, they also expressed strong agreement and somewhat agreed (89%) the department has a clear plan for their professional development, with only 6% strongly disagreeing. This incongruence warrants further exploration to determine potential "disconnects" between command staff and firefighter expectations for developing, promoting and supporting new officers.

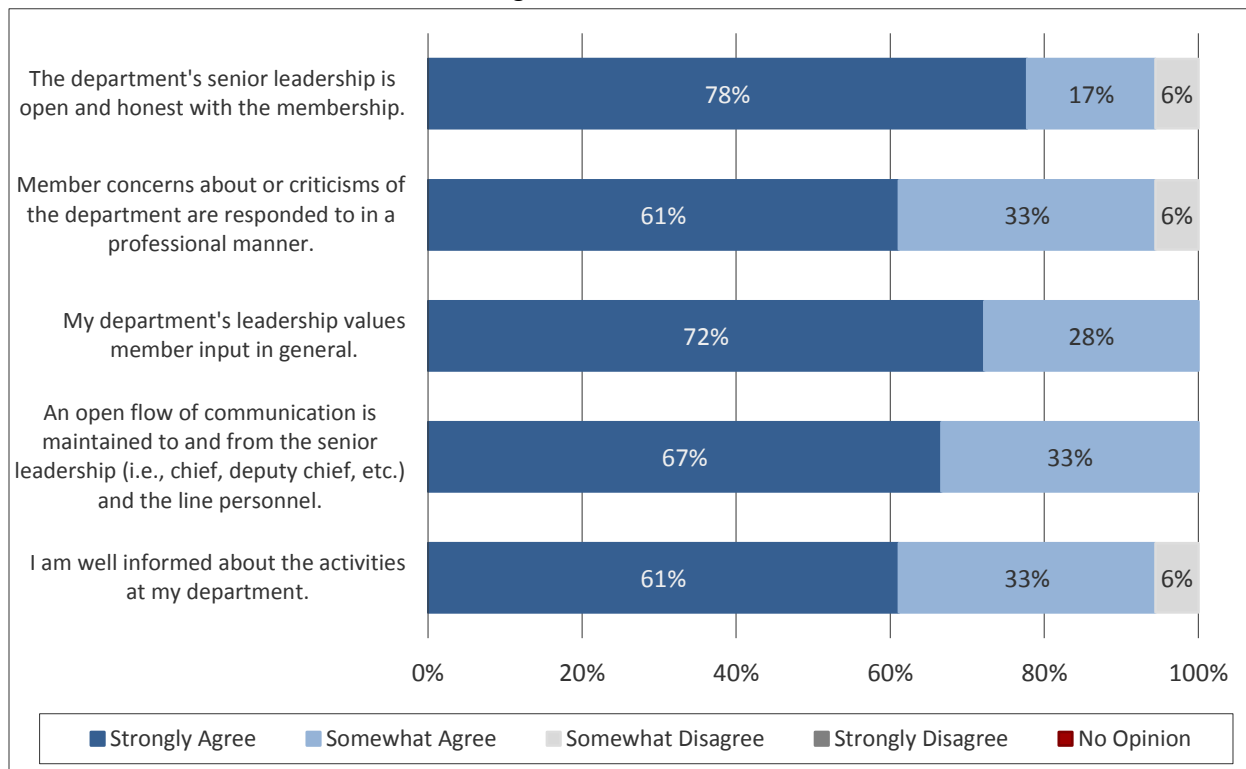
**Figure 6: Performance Reviews**

Timely, consistent and fair performance feedback is critical to the safe and efficient operation of a fire department and the professional well-being and career advancement of its employees. In reviewing the responses, over 60% of the respondents strongly agreed or somewhat agreed they received regular feedback, positive reinforcement, and suggestions for improvement. The highest agreement (83%) was related to knowing the standards used to evaluate performance.

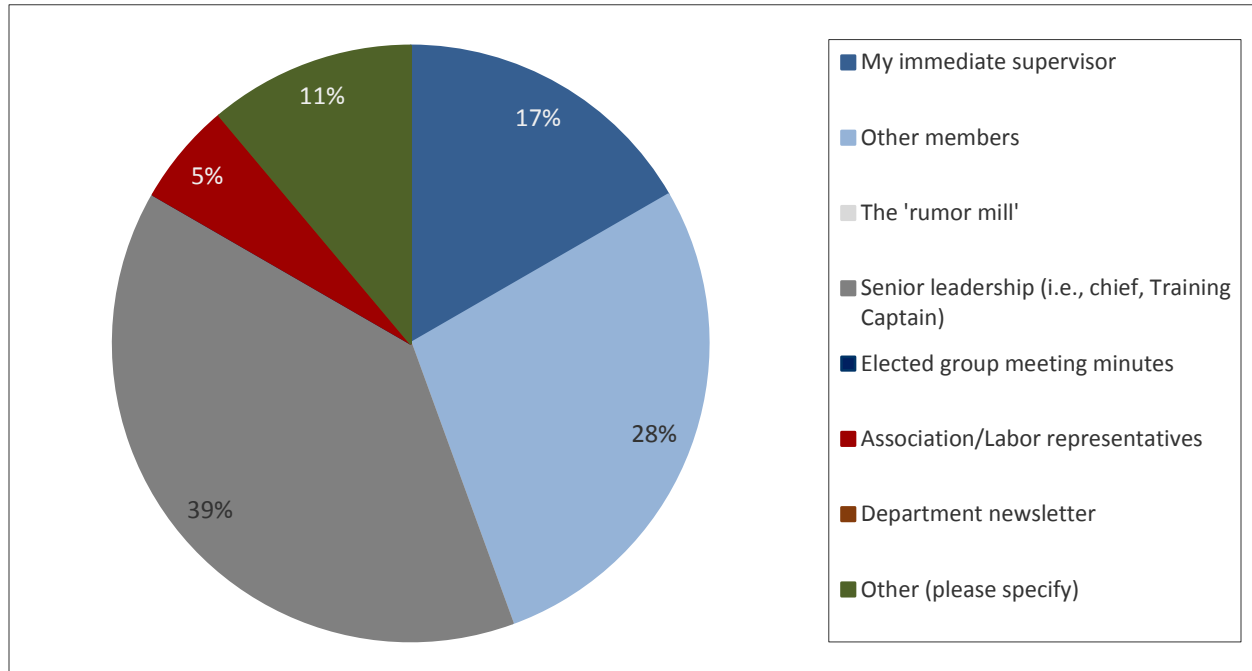
This appears to be a strong area in the department. The execution of performance evaluations can be disastrous if not carefully implemented and supported. It appears the department's approach and method of communication in this regard is well received and supported by department members.



Figure 7: Communication



Issues with communication are often at the root of many organizational issues and problems faced by fire departments. However, in Snoqualmie Fire Department's case, an overwhelming majority of respondents feel the department's senior leadership does a good job of communicating and engaging with their employees. 100% of the respondents strongly or somewhat agreed the senior officers maintain open communication with line personnel, and line personnel feel their input is valued. This is extraordinary, and may reflect the small size of the department and resulting absence of organizational communication barriers plaguing larger departments. However, as indicated in our evaluation of the next set of statements, there may be inconsistencies in how communication is perceived versus how information is shared.

**Figure 8: Sources of Information**

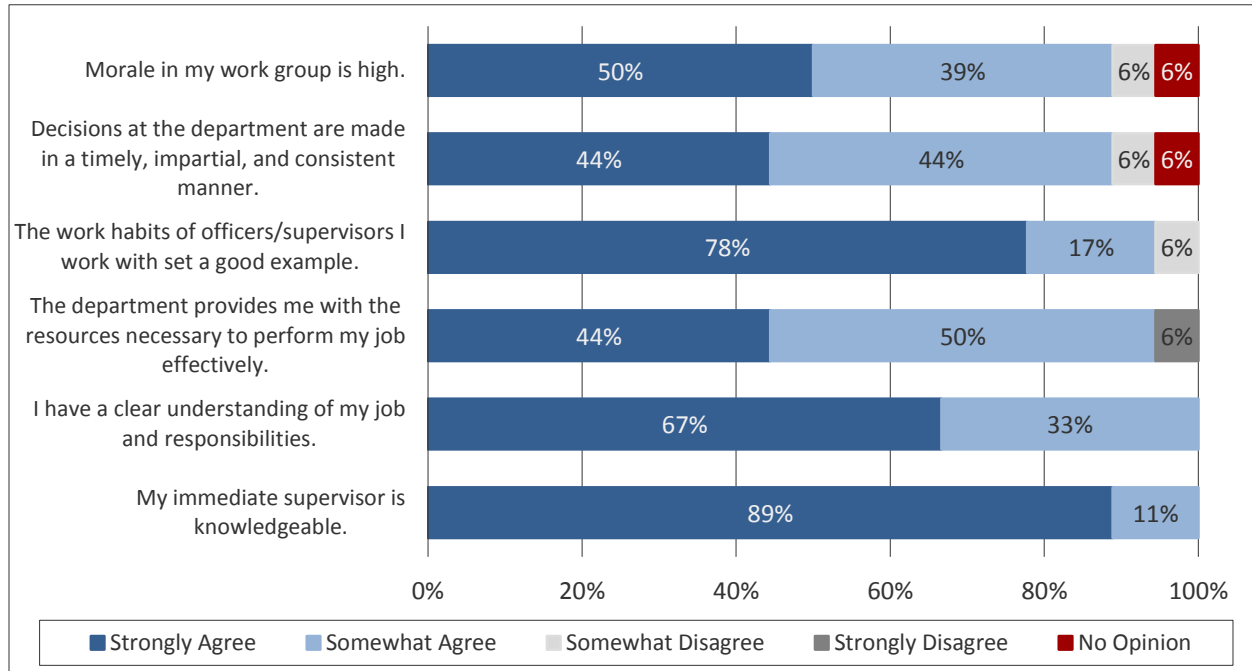
Information shared by line officers and other members comprised 45% of the information source responses. The majority of respondents cited senior leadership (39%) as their primary source of information about the activities and issues in the department. The response aligns well with the results shown in Figure 7. This indicates senior leadership is effectively communicating with the department, and the level of trust in the organization for senior leadership is high. It is significant to note none of the respondents selected “the rumor mill” as a key source of information. This is a problematic area in many fire departments. In the fire service, absence of information is usually filled with rumor and speculation. The lack of respondent agreement with rumors being a source of information at all is evidence of a quality and frequent level of communication occurring in the department through official channels.

“Other” answers included:

- Emails, meeting/training announcements, text messages most commonly from Senior SFD leadership or Association leadership.
- Round table and officers’ meetings.



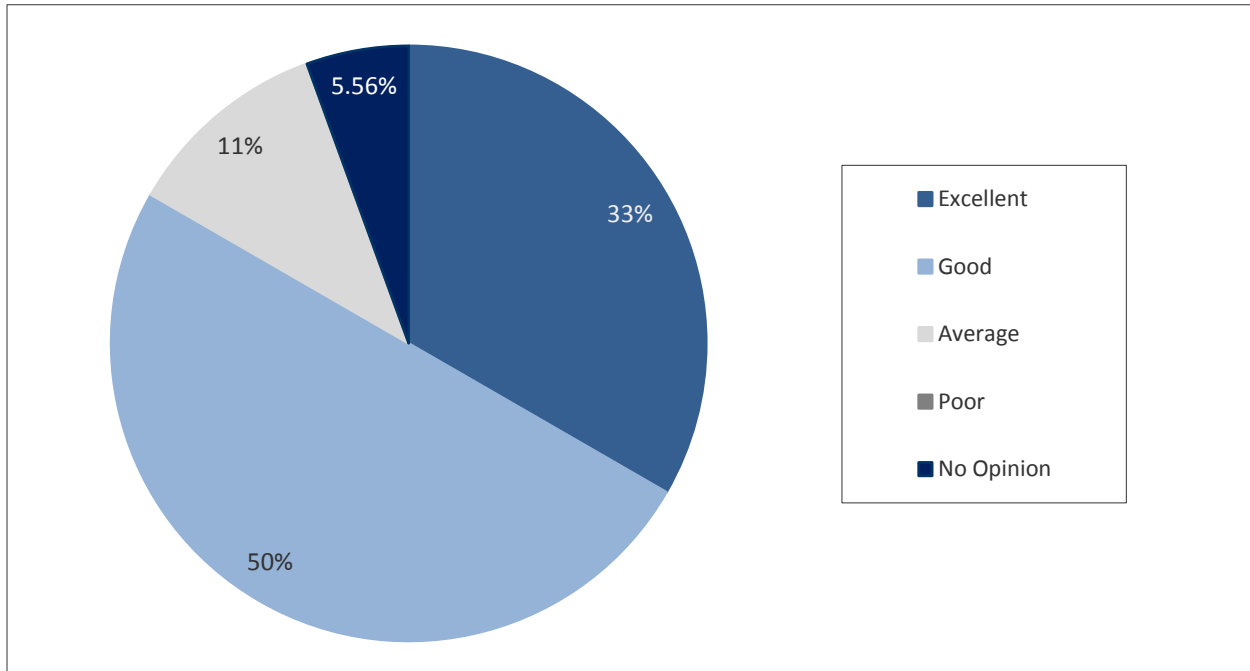
**Figure 9: Work Environment**



The responses indicate clearly the overwhelming majority of respondents feel they are supported by the department (94% strongly agree and somewhat agree), have clear understanding of assigned tasks (100% strongly agree and somewhat agree), and feel their immediate supervisors are knowledgeable (100% strongly agree and somewhat agree). These responses appear to indicate a high level of trust and support within the organization, helping to bolster morale within the department (89% of the respondents strongly agreed and somewhat agreed to the statement of high morale within their work group).



**Figure 10: Perceived Department Morale**

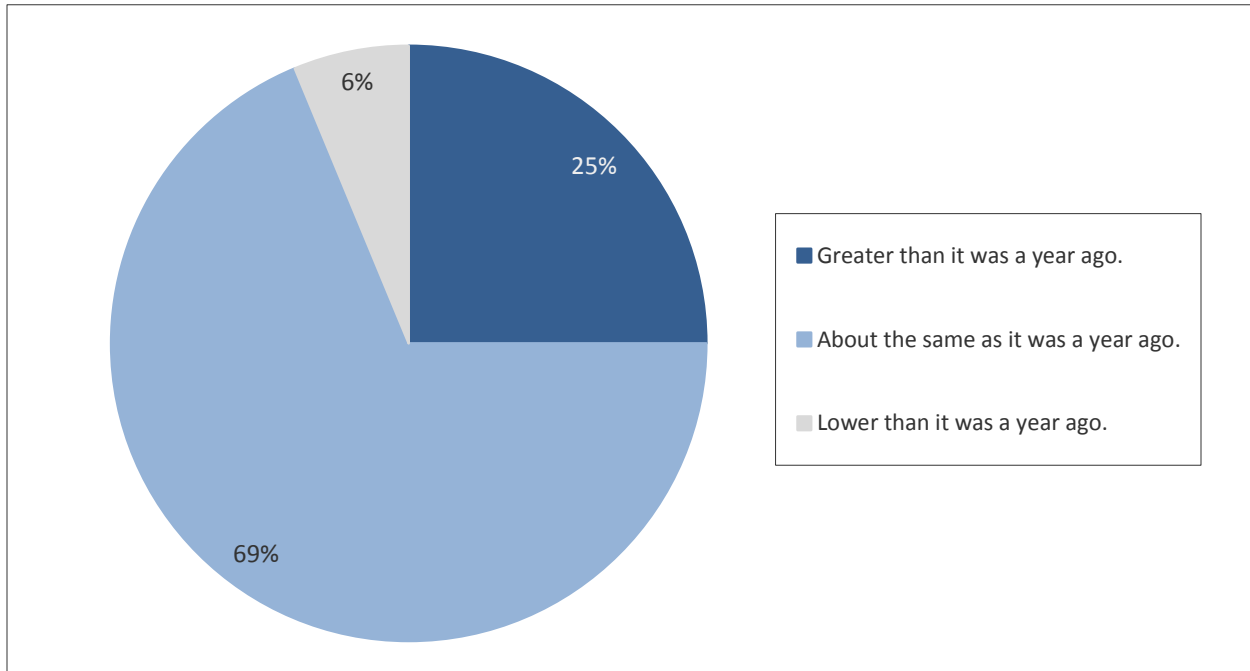


Eighty-three percent (83%) of respondents strongly agreed or somewhat agreed department morale was perceived to be at least good. This is a very strong positive finding, and is consistent with the findings listed in Figure 9. Strong communication and engagement by senior leadership may be key contributing factors in this perception. Efforts should be made to confirm this observation, and build upon it to ensure long-term success.





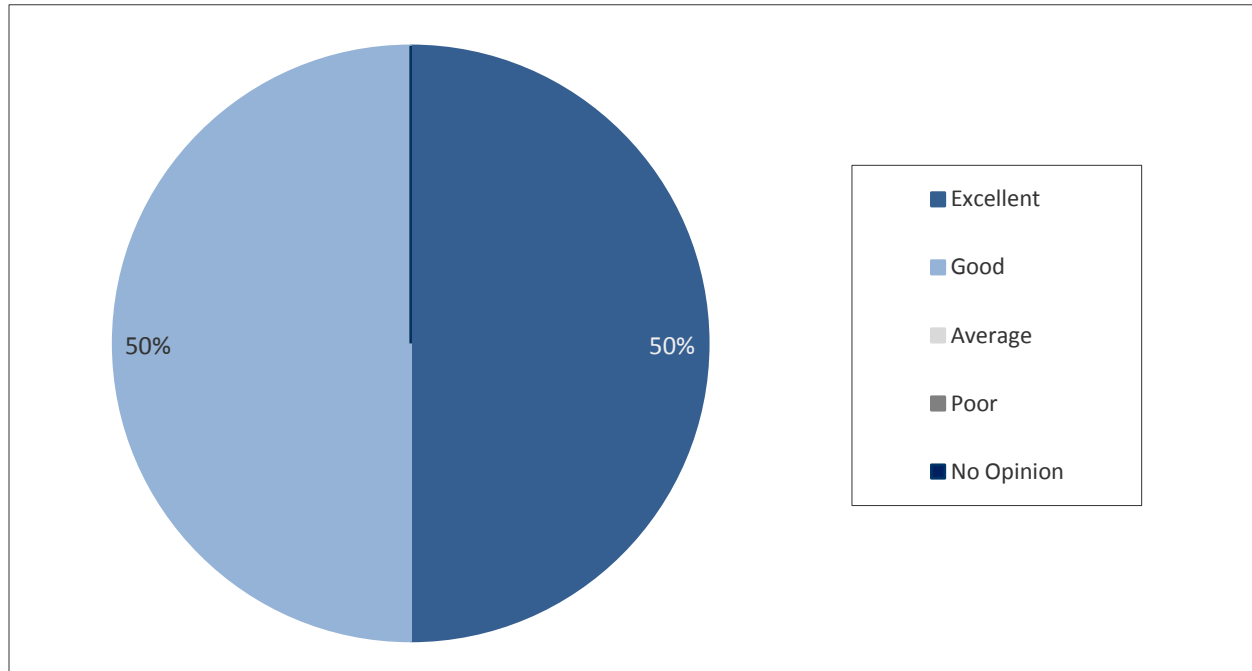
**Figure 11: Perceived Employee Morale**



This survey element attempts to evaluate individual morale rather than overall organizational morale, and compare it to the previous year. 94% of respondents feel morale is about the same or better than a year ago. While this is an outstanding percentage, the perceived morale slippage noted by some (6%) should be explored to determine the basis for their feelings.



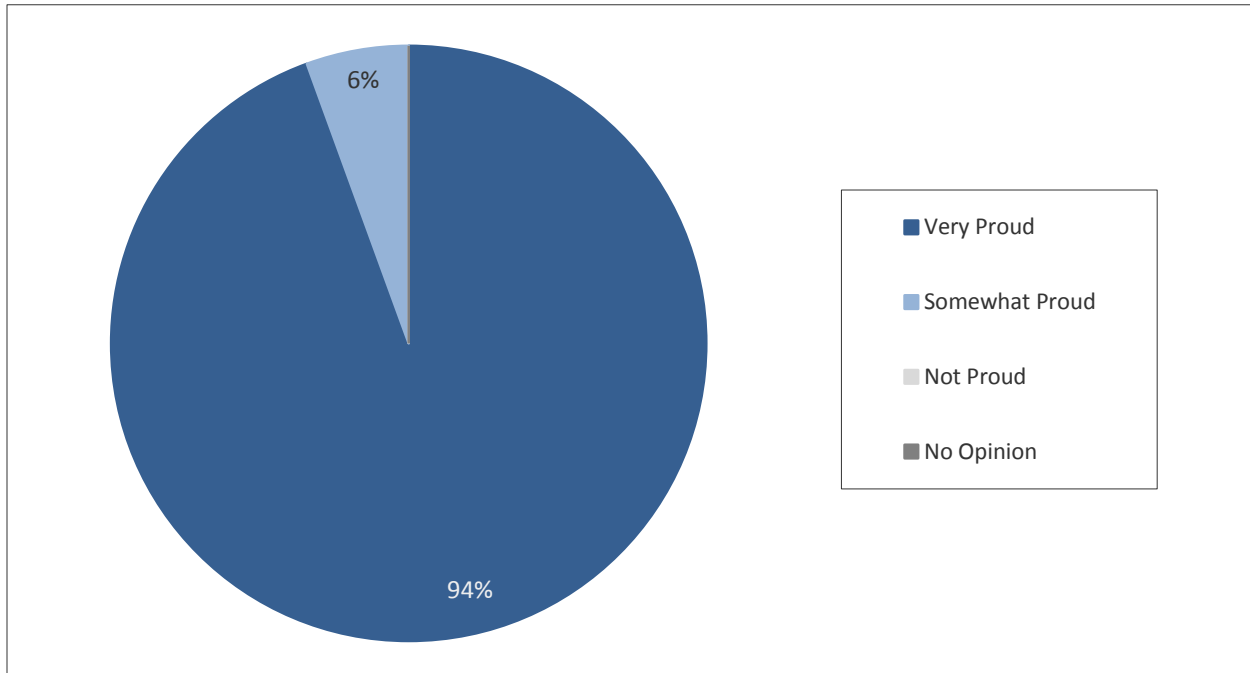
**Figure 12: Rating of Personal Work Environment**



This finding—100% of the respondents feel their work environment is at least good—is unusual, and may indicate confusion on the part of the respondents regarding differences between work environment, organizational morale, personal attitudes and opinions. This finding should be explored further in the strategic planning process.



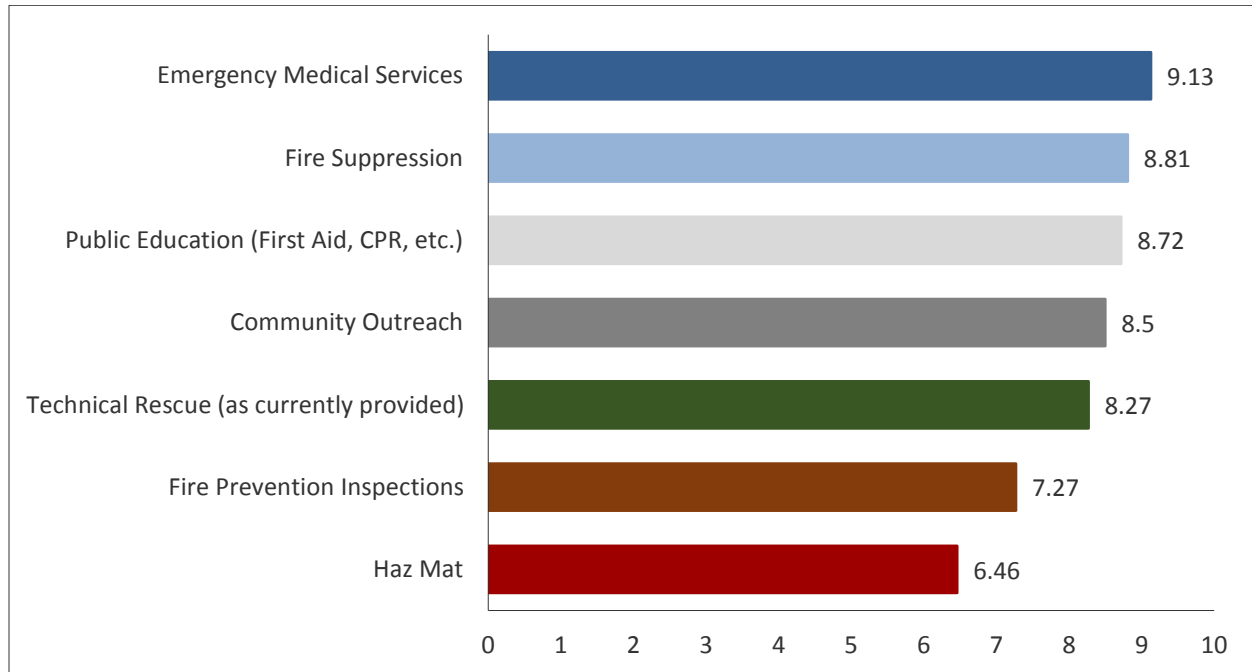
**Figure 13: Member Pride**



The City of Snoqualmie Fire Department firefighters are proud of their department and the work they do, as shown by a 100% response stating they are either very proud or somewhat proud to work for the department. This finding supports the other positive survey findings related to team and personal morale, effective communication and support from senior department leadership.



**Figure 14: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following external services and programs provided to the public by the department?**

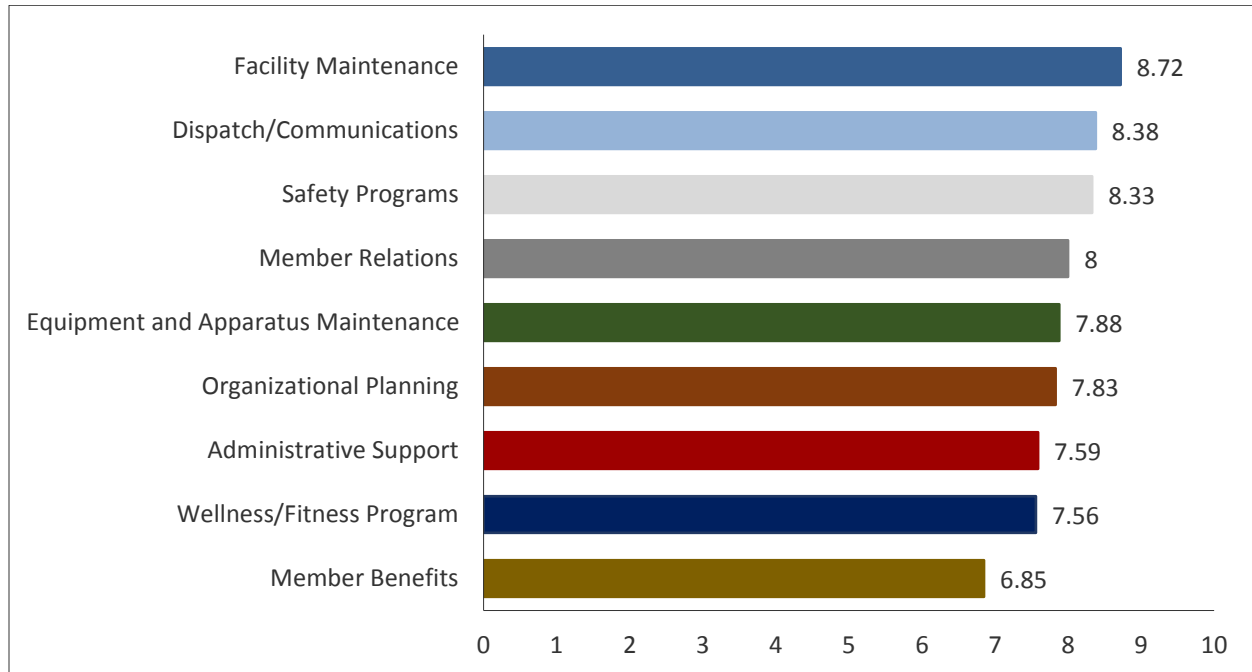


Emergency Medical Services rated highest in department provided services. This is not surprising, as the majority of emergency responses are most likely EMS related. Public education and community outreach ranked fairly high as well, potentially indicating the level of volunteer commitment to serving the community in preventing harm. However, the pro-active activity of fire prevention inspections received a fairly low score. This finding should be explored further to determine why this rated comparatively low.

Specialty services—technical rescue and hazmat—also received relatively low scores. These low frequency, intensive training required service lines can be very difficult to deliver and maintain, thus it is understandable personnel may be less comfortable with their preparedness to deliver these services.



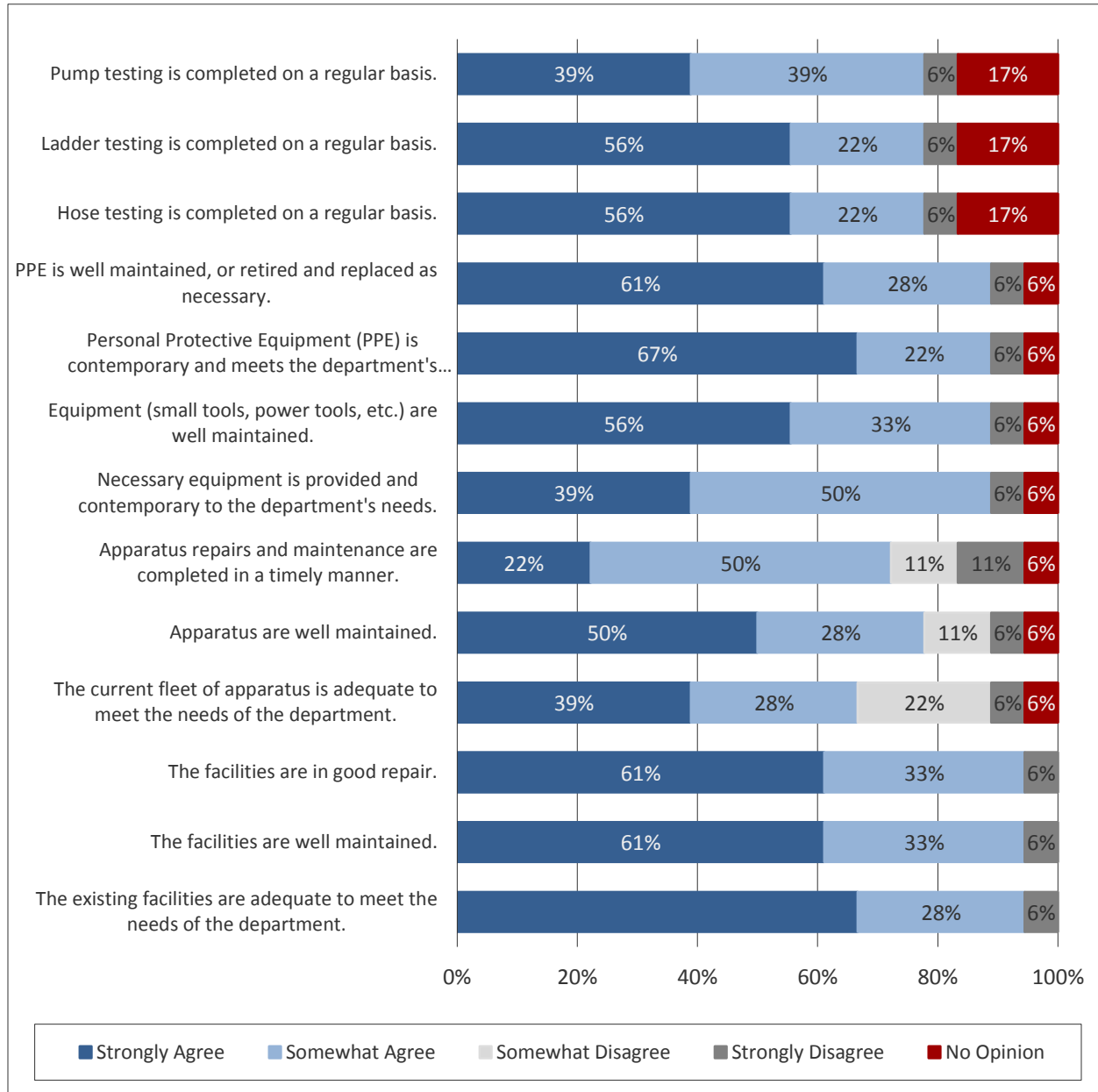
**Figure 15: On a scale of 1 to 10, where 1 is poor and 10 is excellent, how would you rate the following internal services and processes provided by the department?**



The various internal services provided by the department are ranked relatively equal. The lowest ranked service—Member Benefits—should be explored to determine why it was ranked last. The sustainability of a primarily volunteer department is based in no small part on the tangible and intangible benefits realized by its members.



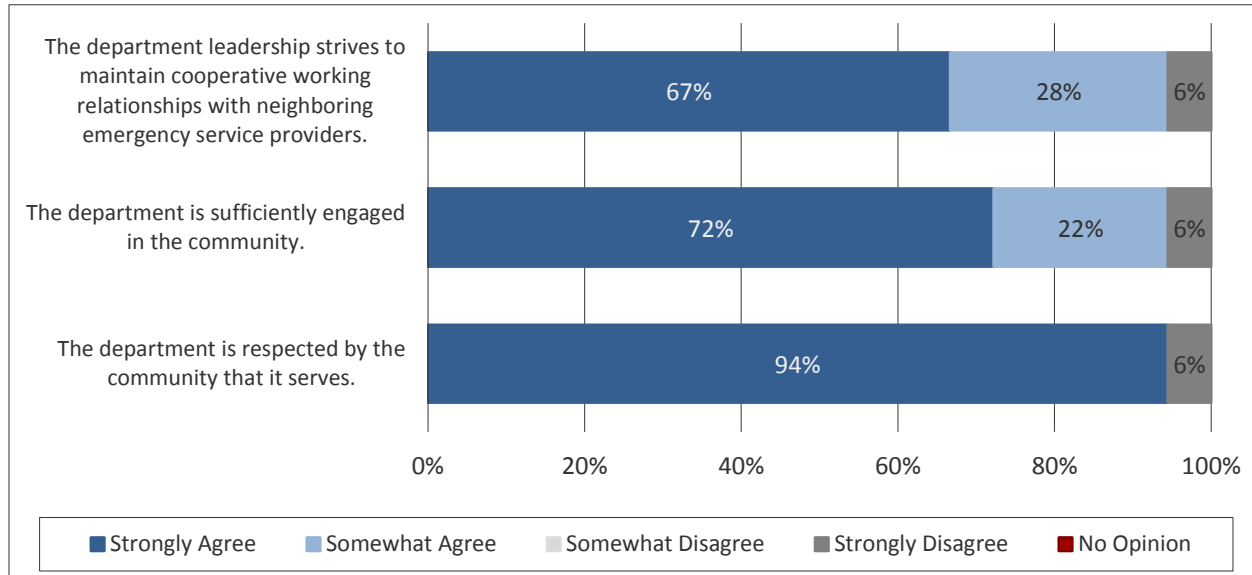
Figure 16: Facilities and Apparatus



Overall, the respondents agree the maintenance of apparatus, equipment and stations is meeting their needs, and they are kept in good working condition. Attention should be given to making sure all members are informed about how apparatus and equipment is maintained, as almost 20% of the respondents had no opinion regarding pump, hose and ladder testing.



**Figure 17: Department's Community Relations**

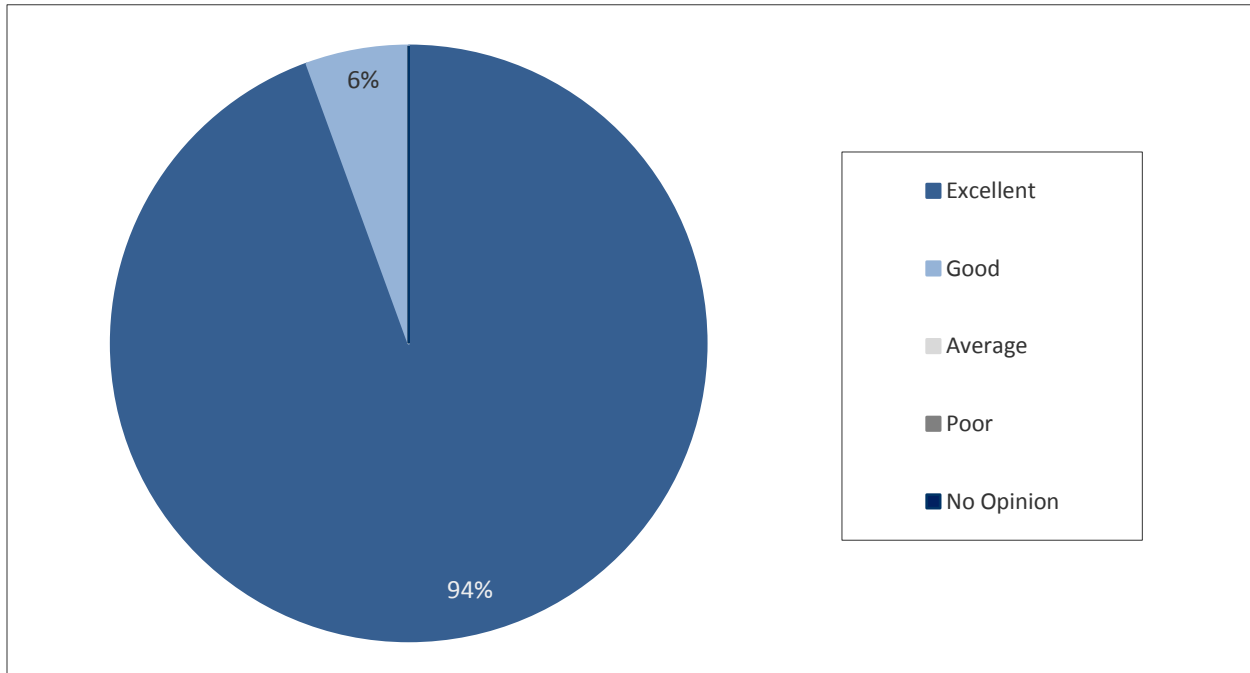


The strong agreement (95%) on engaging with adjacent emergency response agencies and the community should be no surprise. Today's volunteer/combination fire department survival depends on strong community engagement and support, especially given the increased time commitment made by the volunteers, and the respondents feel the department is adequately engaged with the community and respected (94%).

Family, business and community contributions (tangible and intangible) must be constantly sought and recognized to ensure the department is well positioned and prepared to meet the emergency service needs of the community. However, it is imperative the department does not "rest on its laurels" regarding community support, and must always seek to maintain and enhance this support.



**Figure 18: In your opinion, what is the community's overall image of Snoqualmie Fire Department?**



When taken in context with the responses noted in Figure 17, it is not a surprise the respondents feel the community has an excellent perception of the image of the department. This likely reflects their own pride in the department, and how they convey this pride when interacting in the community.





## Mission, Vision, and Guiding Principles

### Mission

The organization's mission statement should clearly define the primary purpose of the organizations' existence. It focuses fire department members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory. The internal planning team, through a consensus process and based in part on feedback from the citizen forum, reviewed and revised the department's mission statement.

#### Snoqualmie Fire Department Mission Statement

*The City of Snoqualmie Fire Department is committed to providing superior community based preparedness and emergency services in a timely and professional manner.*

### Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational purpose.

#### Snoqualmie Fire Department Vision Statement

*The Snoqualmie Fire Department and its members will...*

- Be dedicated visionaries, committed to professional development, and embracing innovation in training and service delivery;
- Anticipate and exceed community expectations;
- Be viewed as engaged role models, delivering equitable and compassionate services to our diverse community;
- Foster partnerships with other community organizations and agencies.

### Guiding Principles (Values)

Guiding principles (values) define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as the core values for the district.

With the completion of its mission, vision, and core values, the Snoqualmie Fire Department has established the organization's foundation for strategic planning. ESCI strongly recommends every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.



## **Snoqualmie Fire Department Core Values**

### **Integrity**

Snoqualmie Fire Department personnel hold each other accountable to the highest level of integrity and ethical standards both inside and outside of the fire station.

### **Quality of Service**

Snoqualmie Fire Department personnel gain public trust by providing exceptional levels of service to those we serve. We will never settle for “good enough.”

### **Resourcefulness**

The Snoqualmie Fire Department provides metropolitan levels of service with the resources we are given. We are always ready to respond to all emergencies, and will partner for services we do not provide.

### **Responsiveness**

Snoqualmie firefighters respond safely, quickly and with utmost professionalism. We are compassionate and dedicated to serve, and responsive to the needs of the community.

### **Leadership**

The Snoqualmie Fire Department is a leader in the emergency-services industry. Evidence-based best practices will guide our decisions.

### **Cohesiveness**

The Snoqualmie Fire Department is one fire department. With mutual respect, we will train together, work together, play together—we are a team.



## Environmental Scan

In order to properly formulate strategic initiatives, the internal planning team had to evaluate the external and internal organizational environment. The internal planning team combined feedback from the citizen forum, the internal survey results and their collective knowledge of the organization and the community to assess the environment in which the department operates. Analyzing the organization's strengths, weaknesses, opportunities and threats (SWOT), is the first step in identifying actionable strategies for the future.

### Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The internal planning team identified and prioritized the following department strengths:

*To map out a course of action and follow it to an end requires some of the same courage that a soldier needs.*

—Ralph Waldo Emerson

- Customer Service
- Quality Staff
- Current leadership
- Excellent community relationship

### Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues found at the heart of an organization's problems. The internal planning team identified and prioritized the following department weaknesses:

*You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow.*

- Physical location of station
- Lacking internal city services support
- Not enough training – from top down
- Volunteer program support/morale



### Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the district:

- Consolidation with neighboring departments
- Continue to build upon community and agency partnerships
- Community growth enabling increased department resources and capabilities

### Threats

There are conditions in the external environment beyond the organization's control. The identification of these conditions allow the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for loss.

*If you don't like change, you're going to like irrelevance even less.*

—US Army General Eric Shinseki

The internal planning team identified the following threats:

- Community growth resulting in increased service demand
- Forced to combine with neighboring departments with divergent visions
- Stable, long-term funding



## Definition of Terms

There are five main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks and Outcomes of Performance Indicators. For purposes of this strategic plan, they are defined as follows:

**Initiative** – The largest overarching element of a strategic plan, an initiative is a broad enterprise where the district may have multiple areas of focus.

**Goal** – A smaller component of and subordinate to an initiative, a goal is focused on one particular area, but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will be considered achieved.

**Objective** – A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

**Critical task** – The smallest component of a strategic plan, critical tasks are the immediate (within 90 days) action steps needed to meet an objective or a goal. Not all goals or objectives have critical tasks.

**Outcome** – The description of a desired consequence of an objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks and outcomes, become an important part of the organization's efforts. By embracing these components, the organization's future will be effectively and efficiently guided. Each of the initiatives, goals, and objectives were identified over two days in an internal planning team workshop facilitated by ESCI.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Timelines are also listed with each objective as follows:

- Critical tasks (to be completed in 90 days);
- Short-term (less than one year);
- Mid-term (greater than one year but less than three years);
- Long-term (greater than three years but not longer than five years).

The initiative manager is responsible for tracking that initiative's progress.

Each objective also has a team responsible for coordinating the implementation effort. The makeup of these teams must be carefully and deliberately thought out. Balanced representation of interests, expertise and alignment with collateral duties in the department are important factors to consider when assigning members to a team.



## Strategic Plan

### Initiative 1 – Financial

As with most organizations, Snoqualmie Fire Department is limited in what it can do in terms of serving the community by financial constraints. This is also true of the City of Snoqualmie. The fire department is dedicated to limiting expenses (reliance on volunteers as an example) leveraging outside revenue opportunities (medical transport fees as an example), to limit the impact on the city. Notwithstanding the fire department largely depends upon the city general fund to provide a level of service the community expects. This is especially challenging in this growing community. This initiative focuses on cost avoidance, expense reduction, and revenue enhancement, while positioning itself for projected growth to the extent practical.

**Initiative Manager: Fire Chief**

#### Goal: 1A Work with City government to gain and maintain sufficient and sustainable funding

Objectives	1. <i>Integrate fire department perspective and requirements into the city development/building permit planning process.</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Implementation and collection of accurate and realistic impact fees.	
	2. <i>Identify and gain city council approval for new revenue stream(s).</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Establish predictable, dedicated funds to address future FD impacts related to increased service demand, and reduce impact on the city's GF.	
	3. <i>Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Long-term
	<b>Outcome:</b> Increase the funding potential for specialized programs/equipment/capital expenditures.	
	4. <i>Increase the frequency, relevancy and engagement in communicating fire department expenditures, revenues and operations.</i>	
Objective	<b>Responsible:</b> Finance Team, Communication Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Improved city council understanding and support for department operations and community impacts	
Goal: 1B	Raise community and city government awareness of department fiscal budget pressure and needs related to growth.	
Objective	1. <i>Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth.</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Short-term



	<b>Outcome:</b> Thoughtful, pro-active consideration and cost-effective accommodation of life safety requirements during development design efforts.	
	2. <i>Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team, Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Key city and community stakeholders maintain awareness of fire department performance and potential future budget needs and impacts	
	3. <i>Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Appropriate use of social media and other communication media is used to continually communicate internally and externally	
<b>Goal: 1C Explore and identify alternative funding sources for department operations</b>		
Objectives	1. <i>Secure additional staff for a dedicated full time basic life support (BLS) transport unit.</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Long-term
	<b>Outcome:</b> Increased 24/7 response capacity and increased ambulance fee revenue.	
	2. <i>Implement a fee for service or agency subsidized regional training center program.</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Increased revenue, training opportunities and regional standardization of emergency operations.	
	3. <i>Secure non-traditional/specialized grants/funding sources to offset costs of providing services.</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Dedicated funding and accountability in providing services to unique service areas.	
	4. <i>Obtain a light duty multi-functional fire suppression rapid response vehicle.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Long-term
	<b>Outcome:</b> Increased response capability during severe weather events or adverse terrain/conditions. Increased revenue resulting from contracting with the state for wildland deployment.	



<b>Goal: 1D Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.</b>		
<b>Objectives</b>	1. <i>Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness.</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team, Finance Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Help identify inefficiencies and priorities in allocating limited financial resources.	
	2. <i>Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Engaged community, able to make informed decisions and provide input and advice regarding the fire department budget and operations.	
	3. <i>Review and align current department policies, procedures and guidelines to provide sound fiscal responsibility and stewardship.</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Department operations and priorities are consistent and supportive of city budget goals and fiscal realities.	
	4. <i>Ensure all department members are educated and engaged in the development of the annual department and city goals and budget.</i>	
	<b>Responsible:</b> Finance Team, Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Department members feel ownership, and advocate for the annual department and city goals and budget.	

### Initiative 2 – Growth and Infrastructure

The City of Snoqualmie is surrounded by and affected by growth in the city and throughout the region. Continuous increases in demand for services strains the infrastructure designed to serve a smaller customer base. The fire department, among others, is on the front lines of these growth impacts. This initiative is intended to address the strain to fire department infrastructure due to the impacts of growth.

**Initiative Manager: Fire Chief**

<b>Goal: 2A Ensure fire department needs and impacts are identified and addressed in community growth planning</b>		
<b>Objectives</b>	1. <i>Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Cost-effective built-in fire protection systems and development features support/enhance fire department capabilities and capacity.	





	2. <i>Establish a credible and team oriented presence in city development/building plans review.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Realistic and pragmatic evaluation and modifications of plans to ensure fire department operational needs are adequately addressed.	
<b>Goal: 2B</b>	<b>Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale</b>	
<b>Objectives</b>	1. <i>Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Increased operational efficiency, firefighter safety and effectiveness.	
	2. <i>Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Maintenance or enhancement current ALS capability and capacity in the upper valley region as growth increases.	
	3. <i>Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.</i>	
	<b>Responsible:</b> City Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Helps set the stage for achievable local regionalization of services.	
	4. <i>Explore development of a regional fire authority with willing local partners</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team and City Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> A sustainable, responsive and cost-effective fire delivery system able to meet regional growth demands for service.	
<b>Goal: 2C</b>	<b>Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.</b>	
<b>Objectives</b>	1. <i>Explore the feasibility, models and cost effectiveness of using part-time paid staffing.</i>	
	<b>Responsible:</b> City Administration Team, Operations Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Maintain timely and effective emergency response during peak call demand times.	
	2. <i>Evaluate the need and potential impact in implementing a community/regional medical technician program</i>	



	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Delivery of more appropriate medical/social services for non-emergent calls for service, and resulting increased emergency medical response capacity.	
	3. <i>Implement the Pulse Point citizen emergency alerting phone application.</i>	
	<b>Responsible:</b> Outreach Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Improved cardiac arrest survival through faster initiation of citizen CPR and early defibrillation.	

### Initiative 3 – Partnerships

The Snoqualmie Fire Department recognizes its role in government to continuously seek alternative ways to provide services in a cost-effective, efficient manner. One of those ways is through collaboration with other regional partners. Through smart partnerships, participating agencies can share expenses, cost-shift, and leverage “sunk costs” (investments in equipment or facilities, for example) for a more regional approach to service delivery. It is also the role of the Snoqualmie Fire Department to help the community become disaster resilient, thereby reducing the potential fire department demand during a disaster. Finally, it focuses on internal stakeholders and strengthening internal relationships and mutual cooperation.

**Initiative Manager:** Fire Chief

**Goal: 3A** Working with community partners, identify innovative approaches in delivering fire department services

Objectives	1. <i>Support our community partners (schools, homeowners associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes &amp; fire safety/extinguisher training.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> A more resilient and supportive community who understands the impact of disasters, emergencies and the capabilities and limitations of the department during crisis.	
	2. <i>Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional, pre-hospital medical and social service patient care.</i>	
	<b>Responsible:</b> Operations Team, Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> A coordinated and health care provider supported non-emergency care program providing appropriate and cost-effective service to patients not requiring in-hospital medical evaluation/care.	

**Goal: 3B** Improve interoperability and efficiencies with regional partners

Objectives	1. <i>Improve interagency-interdisciplinary (law enforcement, emergency management, private ambulance, search &amp; rescue) radio communication interoperability.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Long-term



	<b>Outcome:</b> Seamless and intuitive communications capability and increased channel capacity to meet future increased radio traffic demand.	
	2. <i>Foster and increase opportunities for multi-agency/multi-company operations training.</i>	
	<b>Responsible:</b> Operations Team (Training)	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Increased operational effectiveness and safety, along with increased camaraderie and interagency teamwork	
	3. <i>Increase sharing of resources, equipment and administration regionally</i>	
	<b>Responsible:</b> Fire Dept. Leadership Team, Operations Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Improved efficiencies, economy of scale, familiarity and cohesion between agencies.	
<b>Goal: 3C Establish sustainable city and business relationships to improve community safety and resiliency</b>		
Objectives	1. <i>Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Business owners who are better prepared for crisis and understand the importance of fire/life safety and related city initiatives/requirements.	
	2. <i>Establish an ongoing relationship and presence at Chamber of Commerce events.</i>	
	<b>Responsible:</b> Outreach Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Improve department/business relationship and mutual understanding of their respective priorities and perspectives	
	3. <i>Engage elected officials and key city department leaders in a fire department “Ops 101” program.</i>	
	<b>Responsible:</b> Administration Team, Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Familiarity and support of fire department operations, and department understanding of the diverse responsibilities and challenges of other city departments.	
	4. <i>Survey local business leaders to determine their satisfaction with fire department service levels, current issues and future needs.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> More responsive reaction and mitigation of issues within the business community.	
	5. <i>Explore establishing a disaster/emergency business continuity plan/training program for local businesses.</i>	



	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> A more resilient business community, better positioned to recover and support overall community recovery.	
Goal: 3D    Maintain and improve interoperability between volunteer and career personnel		
Objectives	1.    Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year.	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Volunteer firefighters who reach the end of specific training periods have all received the same verifiable levels of training, consistent with department and national standards.	
	2.    Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers.	
	<b>Responsible:</b> Operations Team, Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Improved volunteer retention and improved firefighter safety	
	3.    Establish a formal volunteer leadership position within the career staff.	
	<b>Responsible:</b> Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Better continuity of training, accountability and support of volunteer training and administrative activities.	
	4.    Survey all staff to determine the current state of the volunteer program.	
	<b>Responsible:</b> Fire Dept. Leadership Team	<b>Timeline:</b> Critical Task
	<b>Outcome:</b> Better understanding of the issues and potential improvements needed for the volunteer program.	



## Implementation Methodology

“The three keys to successful strategic planning and implementation are commitment, credibility and communication.”<sup>1</sup> These three critical elements are best addressed by appropriately prioritizing and completing these objectives, while consistently seeking and utilizing input from Snoqualmie Fire Department members. Continually communicating plan status on a consistent basis, and measuring compliance for the established timelines.

### Prioritization of Objectives

Assigned team members are charged with prioritizing each of the objectives they are assigned. Each team will discuss the work to be done consistent with the priority and timing for each objective. Upon approval of the fire chief, objectives that can be accomplished over the course of the current fiscal year—within the limits of existing program budgets - receive highest priority.

### 2018 Implementation Timeline

The Snoqualmie Fire Department Strategic Planning Team must be committed to creating and adhering to a regular schedule of status updates and accountability monitoring. The Team should set up an implementation schedule for 2018 to ensure regular communication and commitment to the strategic plan:

- Upon adoption – Fire chief provides summary of strategic plan initiatives and goals to membership and interested community stakeholders. Official development of an operational plan begins.
- Quarterly Meeting – Strategic Planning Team meeting to track progress of operational plan development and objectives prioritization.
- Annual budget development plan review – Strategic plan is reviewed and prioritized in accordance with budget development and annual planning priorities.

In addition to the quarterly planning meetings, the Strategic Planning Team should meet on an annual basis to assess progress, celebrate accomplishments and ensure the ongoing validity of the Strategic Plan.

To help maintain communication about the organization’s progress in meeting its goals to the membership, Snoqualmie Fire Department leadership should commit to publishing regular status reports and minutes resulting from the Team’s quarterly and annual meetings.

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<sup>1</sup> Ahoy, Chris, Associate Vice President of Facilities Planning & Management, Iowa State University, September 1998.



## Appendix A – Internal SWOT Feedback

All members of Snoqualmie Fire Department were solicited for their feedback under the headings, “Strengths, Weaknesses, Opportunities, and Threats.” Twenty members submitted responses. The responses were combined by ESCI to reduce duplication of the submittals, paraphrasing to group similar—if not identical—responses together. The results follow:

### Strengths

Current senior leadership puts forward new ideas keeping up with forward-thinking trends in fire and emergency services. Also, deeply entrenched history and roots of involvement within the community.	Customer service. We are in fact a jack of all trades, and we meet the community needs consistently. Our department welcomes the community into our house with open arms, and actively listens to what they have to say.
Trusted in the community.	The people.
Community outreach and service and relations.	Excellent community relationship.
Overall, really great people at the department. Most everyone wants to see each other succeed and is very helpful.	Flexibility in effectively handling emergencies, along with community educational and promotional commitments.
Ability to service the community we serve.	The people who work here and their outstanding, progressive, can-do attitude.
It's personnel.	Our professionalism.
Its crew and line members. It all starts and stops with the actual firefighters and EMS in the field. From their training to their equipment, it is what should be the department's highest priority. That is what the public sees and expect when they call 911. Everything should be done each day to make the crews better at what they do. It should be the driving force in what admin does and how the departments money is spent.	High quality staff—combination fire department with strong leadership, an excellent working relationship between career and volunteers, and the department's relationship with the community.



### Weaknesses

While career staff seem fairly consistent and stable; there is always a highly variable degree of turn-over within the career staff.	Trying to do too much. We are good at the things that we offer, but at the end of the day, we almost try too hard to meet the needs of the community. We need to focus back to our mission, and make sure we are in fact being successful in meeting needs.
Morale among volunteers is not as high as years past.	Lack of manpower.
Volunteer program.	City management and poor planning for our (the fire department's) future.
Communication.	Physical location of the Fire Department itself is not optimum in rapidly meeting most calls.
Not enough training from the top-down. The company officers are not challenged enough to make themselves better, just as they need to challenge the crews to make them better. The volunteer fire suppression personnel are still thought of as an active part of the entire suppression team. In reality, they are a support role that cannot be fully counted on during a fire incident. We do not have enough calls and enough training to bring their level of training and confidence up to the career level, where it should be. More thought should be to have an entire EMS-only volunteer staff. That way they can totally train for the 80% of calls they will encounter. This will make them better EMT's and provide better value for the department and the citizens.	No specific item here with the department. But I would like to see better HR and IT support from the City's internal service providers and perhaps a higher level of financial support to the volunteers, not necessarily in compensation (though that would be nice), but in expenses such as duty boots, more uniforms, etc.



### Opportunities

National and local training opportunities to reward both career and volunteer staff to attend.	Consolidation with like-size and similar fire service organizations.
Growth	Consolidation with Fall City
Regionalization	More taxpayer money.
Expand the EMS-only program.	Merging or RFA with neighboring department.
Form an Upper Valley Fire Department with Fall City.	Working toward some form of merger/consolidation with King 27. They have a need for someone to help make their organization great, and the model that Snoqualmie Fire has created applies to them very well.
Continuing to build upon excellent community relations and partnerships.	Technology.

### Threats

Community growth exceeding resources available.	Lack of funding.
Keeping up with demands brought on by growth of the Snoqualmie Community. Choice between staying independent or consolidating.	To be forced to partner with a fire agency that does not share the city and fire departments' best interests.
Urban interface fires.	Merging or RFA with neighboring department.
Not having the adequate/experience training for high value calls.	Funding. With the build-out (almost) complete on Snoqualmie Ridge, revenue is going to become competitive in the city. All departments are going to find the need for more funds, with no new money available. The fire department specifically is going to see an increase in calls for service, but find it harder to fund the personnel to respond.
Funding for the long-term.	Ever-changing city spending priorities.
Getting more taxpayer money.	



**Appendix B – Timeline**

Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 3D4: Survey all staff to determine the current state of the volunteer program	Fire Dept. Leadership Team				
Obj. 1A4: Increase the frequency, relevancy, and engagement in communicating fire department expenditures, revenues and operations.	Finance Team				
Obj. 1B1: Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth	Finance Team				
Obj. 1D1: Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness	Fire Dept. Leadership Team, Finance Team				
Obj. 1D2: Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.	Fire Dept. Leadership Team,				
Obj. 1D4: Ensure all department members are educated and engaged in the development of the annual department and city goals and budget	Finance Team, Administration Team				
Obj. 2A2: Establish a credible, and team oriented presence in city development/building plans review	Fire Prevention Team				
Obj. 2B1: Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch	Operations Team				
Obj. 2B3: Explore expansion of city police/North Bend police services agreement to include provision of all emergency services	City Administration Team				
Obj. 2B4: Explore development of a regional fire authority with willing local partners	Fire Dept. Leadership Team, City Administration Team				
Obj. 2C2: Evaluate the need and potential impact in implementing a community/regional medical technician program	Operations Team				
Obj. 2C3: Implement the Pulse Point citizen emergency alerting phone application	Outreach Team				
Obj. 3A2: Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional pre-hospital medical and social service patient care.	Operations Team, Administration Team				
Obj. 3B2: Foster and increase opportunities for multi-agency/multi-company operations training	Operations Team (Training)				
Obj. 3C1: Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.	Fire Prevention Team				
Obj. 3C2: Establish an ongoing relationship and presence at Chamber of Commerce events	Outreach Team				
Obj. 3C3: Engage elected officials and key city department leaders in a fire department “Ops 101” program	Administration Team, Operations Team				



Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 3C4: Survey local business leaders to determine their satisfaction with fire department service levels, current issues, and future needs.	Fire Prevention Team				
Obj. 3C5: Explore establishing a disaster/emergency business continuity plan/training program for local businesses	Fire Prevention Team				
Obj. 3D1: Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year.	Operations Team				
Obj. 3D2: Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers	Operations Team, Administration Team				
Obj. 3D3: Establish a formal volunteer leadership position within the career staff.	Administration Team				
Obj. 1A1: Integrate fire department perspective and requirements into the city development/building permit planning process.	Finance Team				
Obj. 1A2: Identify and gain city council approval for new revenue stream(s)	Finance Team				
Obj.1B2: Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.	Fire Dept. Leadership Team, Finance Team				
Obj. 1B3: Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.	Fire Dept. Leadership Team				
Obj. 1C2: Implement a fee for service or agency subsidized regional training center program	Finance Team				
Obj. 1C3: Secure non-traditional/specialized grants/funding sources to offset costs of providing services.	Finance Team				
Obj. 1D3: Review and align current department policies, procedures and guidelines to provide sound fiscal responsibility and stewardship	Fire Dept. Leadership Team				
Obj. 2A1: Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase	Fire Prevention Team				
Obj. 2B2: Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.	Operations Team				
Obj. 2C1: Explore the feasibility, models and cost effectiveness of using part-time paid staffing	City Administration Team, Operations Team				
Obj. 3A1: Support our community partners (schools, homeowners' associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes & fire safety/extinguisher training.	Fire Prevention Team				
Obj. 3B3: Increase sharing of resources, equipment and administration regionally	Fire Dept. Leadership Team, Operations Team				
Obj. 1A3: Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	Finance Team				



Objectives	Assigned Responsibility	Critical 1 <sup>st</sup> 90 Days	Short Term 1-2018 to 12-2018	Mid Term 1-2019 to 12-2020	Long Term 1-2021 to 12-2022
Obj. 1C1: Secure additional staff for a dedicated full time basic life support (BLS) transport unit.	Finance Team				
Obj. 1C4: Obtain a light duty fire suppression rapid response vehicle	Operations Team				
Obj. 3B1: Improve interagency-interdisciplinary (Law Enforcement, Emergency Management, Private ambulance, Search & Rescue) radio communication interoperability	Operations Team				



## Appendix C – Status &amp; Accountability

## Snoqualmie Fire Department

### Status & Accountability Worksheet

Implementation Timeline Status: On Target – Delayed or Deferred – Not Currently On Target

Initiatives/Goals/Objectives		
Initiative #1: Financial	Manager: Fire Chief	
Goal 1A: Work with City government to gain and maintain sufficient and sustainable funding	Responsible	Timeline
Obj. 1: Integrate fire department perspective and requirements into the city development/building permit planning process.	Finance Team	Mid-term
Obj. 2: Identify and gain city council approval for new revenue stream(s)	Finance Team	Mid-term
Obj. 3: Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	Finance Team	Long-term
Obj. 4: Increase the frequency, relevancy, and engagement in communicating fire department expenditures, revenues and operations.	Finance Team	Short-term
Goal 1B: Raise community and city government awareness of department fiscal budget pressure and needs related to growth.	Responsible	Timeline
Obj. 1: Assign resources to engage internal city stakeholders in conversations about FD priorities, budget needs and potential financial impacts related to community growth.	Finance Team	Short-term
Obj.2: Collect, benchmark, measure and continually disseminate historical and current department performance, expenditures and generated revenues.	Fire Dept. Leadership Team, Finance Team	Mid-term
Obj. 3: Leverage diverse communication pathways, including various social media platforms, to engage with city and community stakeholders about department operations and fiscal matters.	Fire Dept. Leadership Team	Mid-term



Goal 1C: Explore and identify alternative funding sources for department operations	Responsible	Timeline
Obj. 1: Secure additional staff for a dedicated full time basic life support (BLS) transport unit.	Finance Team	Long-term
Obj. 2: Implement a fee for service or agency subsidized regional training center program	Finance Team	Mid-term
Obj. 3: Secure non-traditional/specialized grants/funding sources to offset costs of providing services.	Finance Team	Mid-term
Obj. 4: Obtain a light duty fire suppression rapid response vehicle.	Operations Team	Long-term
Goal 1D: Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.	Responsible	Timeline
Obj. 1: Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness..	Fire Dept. Leadership Team, Finance Team	Short-term
Obj.2: Establish city/community focus groups, designed to engage, educate and support fire department activities and needs.	Fire Dept. Leadership Team	Short-term
Obj. 3: Review and align current department policies, procedures and guidelines to provide sound, fiscal responsibility and stewardship.	Fire Dept. Leadership Team	Mid-term
Obj. 4: Ensure all department members are educated and engaged in the development of the annual department and city goals and budget.	Finance Team, Administration Team	Short-term
<b>Initiative #2: Growth and Infrastructure</b>	<b>Manager: Fire Chief</b>	
Goal 2A: Ensure fire department needs and impacts are identified and addressed in community growth planning	Responsible	Timeline
Obj. 1: Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.	Fire Prevention Team	Mid-term
Obj. 2: Establish a credible, and team oriented presence in city development/building plans review.	Fire Prevention Team	Short-term



<b>Goal 2B: Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale</b>			<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Continue collaboration with key neighboring agencies in supporting continuity in training, operations and dispatch.			Operations Team	Short-term
Obj. 2: Engage ALS providers and King County Medic One in anticipating future growth and resulting allocation/redistribution of ALS resources.			Operations Team	Mid-term
Obj. 3: Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.			City Administration Team	Short-term
Obj. 4: Explore development of a regional fire authority with willing local partners.			Fire Dept. Leadership Team, City Administration Team	Short-term
<b>Goal 2C: Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.</b>			<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Explore the feasibility, models and cost effectiveness of using part-time paid staffing.			City Administration Team, Operations Team	Mid-term
Obj. 2: Evaluate the need and potential impact in implementing a community/regional medical technician program.			Operations Team	Short-term
Obj. 3: Implement the Pulse Point citizen emergency alerting phone application.			Outreach Team	Short-term
<b>Initiative #3: Partnerships</b>			<b>Manager: Fire Chief</b>	
<b>Goal 3A: Working with community partners, identify innovative approaches in delivering fire department services</b>			<b>Responsible</b>	<b>Timeline</b>
Obj. 1: Support our community partners (schools, homeowners' associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes & fire safety/extinguisher training.			Fire Prevention Team	Mid-term
Obj. 2: Engage the local health care providers/hospital in exploring opportunities and options in providing non-traditional pre-hospital medical and social service patient care.			Operations Team, Administration Team	Short-term



Goal 3B: Improve interoperability and efficiencies with regional partners	Responsible	Timeline
Obj. 1: Improve interagency-interdisciplinary (Law Enforcement, Emergency Management, Private ambulance, Search & Rescue) radio communication interoperability.	Operations Team	Long-term
Obj. 2: Foster and increase opportunities for multi-agency/multi-company operations training.	Operations Team (Training)	Short-term
Obj. 3: Increase sharing of resources, equipment and administration regionally.	Fire Dept. Leadership Team, Operations Team	Mid-term
Goal 3C: Establish sustainable city and business relationships to improve community safety and resiliency	Responsible	Timeline
Obj. 1: Engage with the local business “Welcome Wagon” program to provide introduction to fire department services and business safety training opportunities.	Fire Prevention Team	Short-term
Obj. 2: Establish an ongoing relationship and presence at Chamber of Commerce events.	Outreach Team	Short-term
Obj. 3: Engage elected officials and key city department leaders in a fire department “Ops 101” program.	Administration Team, Operations Team	Short-term
Obj. 4: Survey local business leaders to determine their satisfaction with fire department service levels, current issues, and future needs.	Fire Prevention Team	Short-term
Obj. 5: Explore establishing a disaster/emergency business continuity plan/training program for local businesses.	Fire Prevention Team	Short-term
Goal 3D: Maintain and improve interoperability between volunteer and career personnel	Responsible	Timeline
Obj. 1: Establish volunteer skill/knowledge confirmation benchmarks-qualifications for the first year	Operations Team	Short-term
Obj. 2: Experienced volunteers assume more of a leadership role in guiding and supporting new volunteers	Operations Team, Administration Team	Short-term
Obj. 3: Establish a formal volunteer leadership position within the career staff.	Administration Team	Short-term
Obj. 4: Survey all staff to determine the current state of the volunteer program.	Fire Dept. Leadership Team	Critical Task



Appendix D – Task Worksheet

Initiative:	Person(s) Responsible:	Desired Outcome(s):
Goal:		
Objective:		Timeline:

#	Task	Assigned/Delegated	Start Date	Completion Date	Cost Estimate	Comments
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						





## Strategic Planning Goals and Objectives 2023/2024

Initiative Manager: Fire Chief		
Goal: 1A Work with City government to gain and maintain sufficient and sustainable funding		
	1. Integrate fire department perspective and requirements into the city development/building permit planning process.	
	Responsible: Finance Team	Timeline: Mid-term
	Outcome: Implementation and collection of accurate and realistic impact fees.	
	2. Secure city council approval allocating a percentage of year end unexpended general fund revenue for fire department operations	
	Responsible: Finance Team	Timeline: Long-term
	Outcome: Increase the funding potential for specialized programs/equipment/expenditures.	
Goal: 1B Raise community and city government awareness of department fiscal budget pressure and needs related to growth.		
	1. Secure additional staff for a dedicated full time basic life support (BLS) transport unit.	
	Responsible: Finance Team	Timeline: Long-term

	<b>Outcome:</b> Increased 24/7 response capacity and increased ambulance fee revenue	
	2. <i>Implement a fee for service or agency subsidized regional training center program</i>	
	<b>Responsible:</b> Finance Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Increased revenue, training, opportunities, and regional standardization of emergency operations.	



# FIRE DEPARTMENT

Mark Correia, Fire Chief

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3. Obtain a light duty multi-functional fire suppression rapid response vehicle

**Responsible:** Operations Team

**Timeline:** Long-term

**Outcome:** Increase response capability during severe weather events or adverse terrain conditions.  
Increased revenue from concentrating with the state for wildland deployment.

## Goal: 1C

**Ensure department administration and operational programs are fiscally responsible and aligned with city and community goals.**

1. Implement a statistical based approach in evaluating all department programs to help in determining value and cost effectiveness.

**Responsible:** Fire Dept. Leadership Team, Finance Team

**Timeline:** Short-term

**Outcome:** Help identify inefficiencies and priorities in allocating limited financial resources.

2. Establish city/community focus groups, designed to engage, educate, and support fire department activities and needs.

**Responsible:** Fire Dept. Leadership Team

**Timeline:** Short-term

**Outcome:** Engaged community, able to make informed decisions and provide input and advice regarding the fire department budget and operations.

## Goal: 2A

**Ensure fire department needs and impacts are identified and addressed in community growth planning**

1. Create a fire development standard to provide builders and developers with specific fire protection guidance and requirements during the design phase.

**Responsible:** Fire Prevention Team

**Timeline:** Mid-term

**Outcome:** Cost-effective built-in fire protection systems and development features support/enhance fire department capabilities and capacity.

2. Establish a credible and team-oriented presence in city development/building plans review.

**Responsible:** Fire Prevention Team

**Timeline:** Short-term



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**Outcome:** Realistic and pragmatic evaluation and modifications of plans to ensure fire department operational needs are adequately addressed.

<b>Goal: 2B</b>	<b>Engage in regional planning to identify mutual needs, collaboration opportunities and potential economies of scale</b>	
	1. <i>Continue collaboration with key neighboring agencies in supporting continuity in training, operations, and dispatch.</i>	
	<b>Responsible:</b> Operations Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Increased operational efficiency, firefighter safety and effectiveness.	
	2. <i>Explore expansion of city police/North Bend police services agreement to include provision of all emergency services.</i>	
	<b>Responsible:</b> City Administration Team	<b>Timeline:</b> Short-term
	<b>Outcome:</b> Helps set the stage for achievable local regionalization of services.	
<b>Goal: 2C</b>	<b>Evaluate alternative operational service delivery models to maximize efficiencies with limited resources.</b>	
	1. <i>Explore the feasibility, models, and cost effectiveness of using part-time paid staffing.</i>	
	<b>Responsible:</b> City Administration Team, Operations Team	<b>Timeline:</b> Mid-term
	<b>Outcome:</b> Maintain timely and effective emergency response during peak call demand times.	

<b>Goal: 3A</b>	<b>Working with community partners, identify innovative approaches in delivering fire department services</b>	
	1. <i>Support our community partners (schools, homeowners associations, businesses and civic groups) by providing disaster/business continuity education, CPR/1st Aid classes &amp; fire safety/extinguisher training.</i>	
	<b>Responsible:</b> Fire Prevention Team	<b>Timeline:</b> Mid-term



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**Outcome:** A more resilient and supportive community who understands the impact of disasters, emergencies and the capabilities and limitations of the department during crisis.

## Goal: 3B Improve interoperability and efficiencies with regional partners

1. Increase sharing of resources, equipment, and administration regionally

**Responsible:** Fire Dept. Leadership Team, Operations Team **Timeline:** Mid-term

**Outcome:** Improved efficiencies, economy of scale, familiarity, and cohesion between agencies.

## Goal: 3C Establish sustainable city and business relationships to improve community safety and resiliency

1. Engage elected officials and key city department leaders in a fire department "Ops 101" program.

**Responsible:** Administration Team, Operations Team **Timeline:** Short-term

**Outcome:** Familiarity and support of fire department operations, and department understanding of the diverse responsibilities and challenges of other city departments

2. Survey local business leaders to determine their satisfaction with fire department service levels, current issues and future needs

**Responsible:** Fire Prevention Team **Timeline:** Short-term

**Outcome:** More responsive reaction and mitigation of issues within the business community.