

# Chelan County Fire District #6



## Six Year Strategic Plan

2024-2030

***“We Put Community First”***

Plan prepared by: Resource Solutions LLC  
Leavenworth, Washington



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## Welcome – Fire Chief Andy Lee

I am pleased to present the Chelan County Fire District #6 2024-2030 Strategic Plan. The contents of this document are the culmination of many ideas and months of work. External stakeholders, community members, district volunteers and business partners shared with us their thoughts and expectations. Internal stakeholders considered this valuable input, sought to define who we are, and started to chart a course for our future. Fire District members also identified the organizations' core programs and associated support services. An analysis was then conducted which identified our strengths, weaknesses, threats to the organization and opportunities that lie ahead. These processes were linked together to uncover performance gaps and determine where we need to concentrate efforts to achieve future success.



As our Fire District continues to evolve from its October 1955 beginnings, and as the demand for our services continues to increase, we face many additional challenges. In order to provide quality emergency services to our residents and visitors we must maintain focus on emergency preparedness, financial planning, and our 9-1-1 response capabilities to ensure that we maintain quality service for our community residents and businesses.

We are committed as an organization to implementing this action-oriented strategic plan. We will review this plan at least every six months to ensure that the organization is moving forward and adjusting appropriately. This plan will be our template of how we intend to further our growth and improvement.

In the years to come our fire district will be stronger and more effective in providing emergency services to our residents, businesses and visitors because we are committed to a “**community-first**” approach to the provision of fire and life safety services now and into the future.

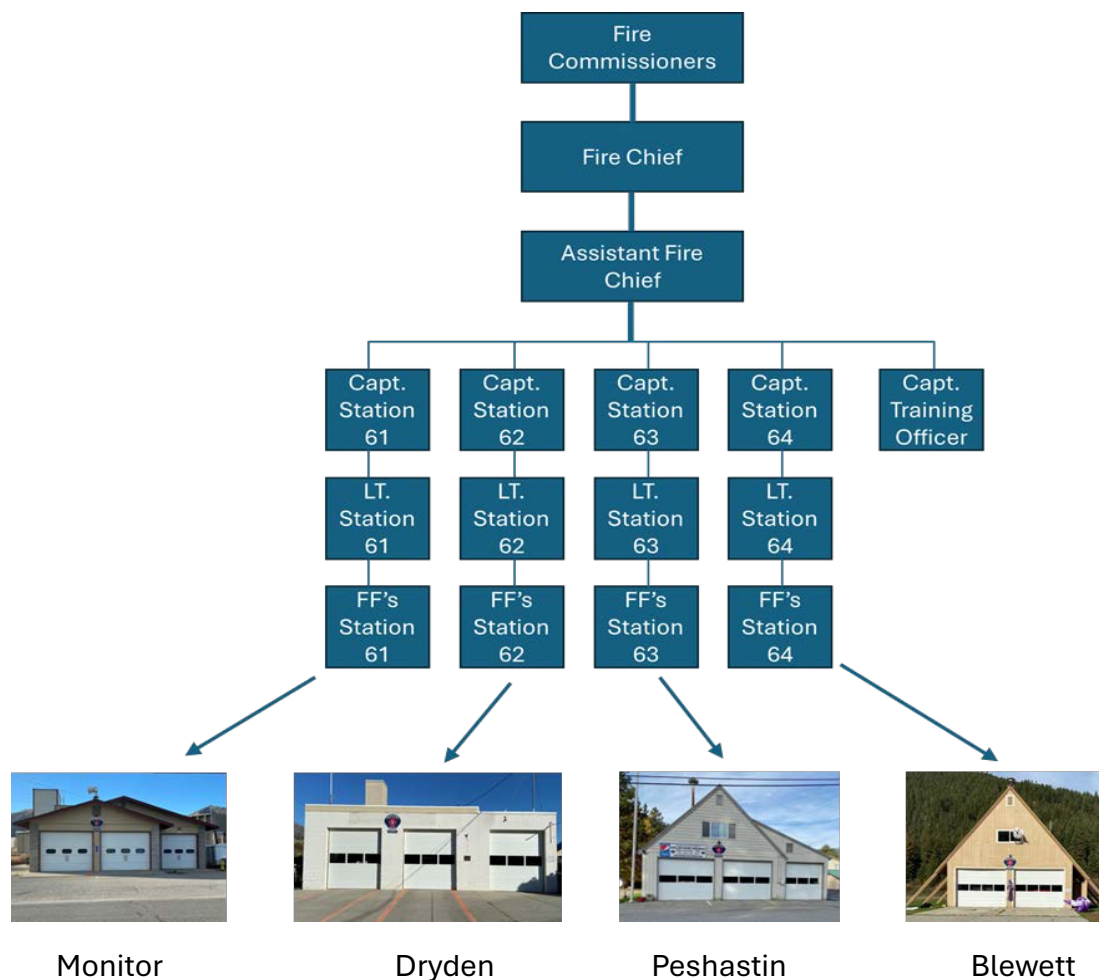
Sincerely,

A handwritten signature in blue ink, appearing to read 'Andy Lee', with a long horizontal flourish extending to the right.

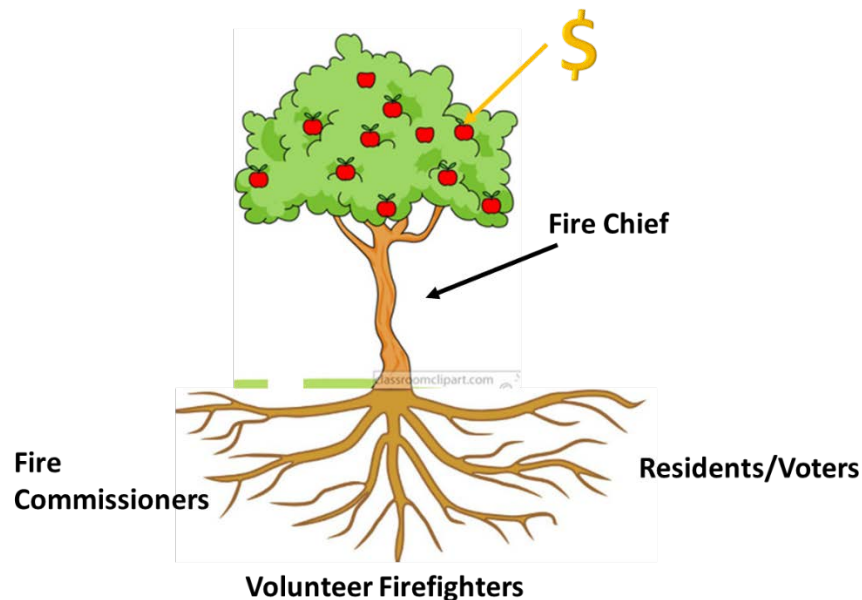
## ORGANIZATIONAL BACKGROUND:

Chelan County Fire District 6 is a volunteer fire district by Fire Chief Andy Lee, the solitary paid staff member of our district. The district provides structural fire, wildland fire, EMS, technical rescue, fire prevention and educational services to a population of 7,264 year-round residents residing in an area covering over 45 square miles. These services are provided from four unstaffed fire stations located in the towns of Monitor, Dryden, Peshastin and the community of Valley Hi. Our district serves a rapidly expanding visitor population with a 23% increase in vehicular traffic through our district over the past 10 years (currently greater than 24,000 vehicles per day). Ongoing construction on the I-90 bridge at Vantage, WA will yield a significant increase in traffic through our district over U.S. Highway 97. The district consists of 50 volunteer firefighters and one Chief. The district receives policy oversight from its Fire Commission comprised of three elected individuals residing within our service area.

The current organization structure is:



## KEY TO SUCCESSFUL FIRE DISTRICT OPERATIONS:



The key to future success of our fire district is a strong partnership between the Fire Commissioners, Fire Chief, Firefighters, and the residents residing within the Chelan County Fire District 6 service area.

The **Fire Chief** is the CEO of the district and is responsible for the day-to-day operations of the fire service.

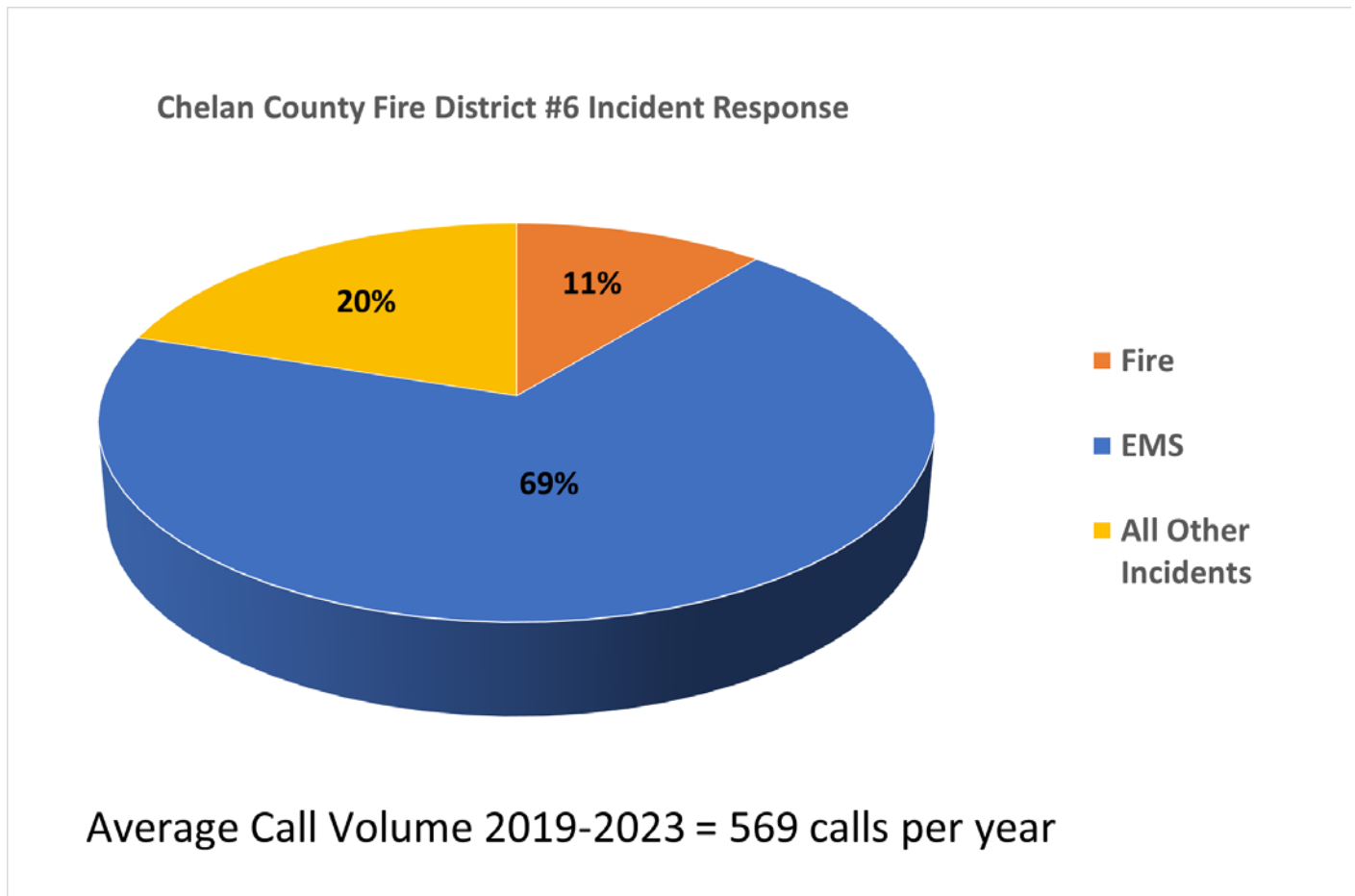
The role of **Fire Commissioners** is to work collaboratively with the Fire Chief to establish the yearly operating budget and to make policy decisions affecting the district.

**Firefighters** and **EMTs** are responsible for directly providing the services to the residents and visitors to our service area.

**Citizens/voters** are responsible for electing the fire commissioners, determining the level of service desired from their fire district and the corresponding tax levy that will support this service.

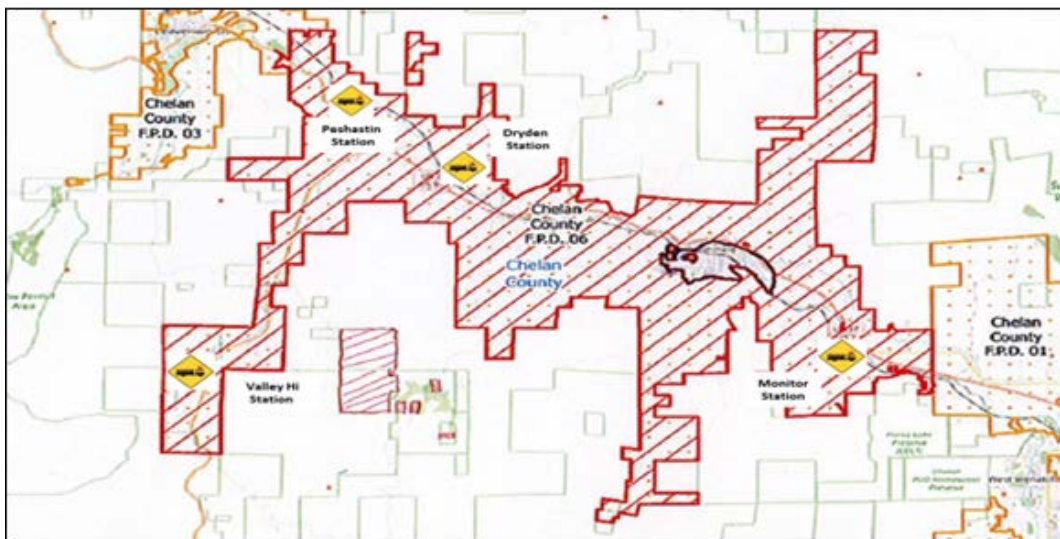
Our effectiveness as an organization is largely dependent upon the response of our unpaid volunteer firefighters to calls for assistance. This response has varied considerably from station to station and amongst individuals within any specific station. The majority of our calls occur during the hours of 11 AM and 7 PM. Thus, external responsibilities, including employment requirements, and the lack of significant compensation to our volunteers for responding to incidents (\$10/call), limit the capacity of our volunteer firefighting force.

The figure below shows the distribution of incident responses that have occurred over the past five years and the average number of calls received on an annual basis.



## COMMUNITY SERVED:

The Chelan County Fire District 6 service area extends along US highway 2/97 from its border with Fire District 3 (Leavenworth, WA) on the west to its border with Wenatchee Valley Fire on the east covering the communities of Peshastin, Dryden and Monitor. The district also extends south on US Highway 97 to the top of Blewett Pass to including the community of Valley Hi and residents along Ingalls Creek abutting U.S. Forest service land. Many residents of Camas Meadows recently annexed into the Fire District. Our service area encompasses residents/property along many adjacent canyons and creeks including Derby Canyon, Williams Canyon, Lower Olalla Canyon, Hay Canyon, Nahahum Canyon, Fairview Canyon, Sleepy Hollow, Mission Creek, Brender Canyon, Camas Creek and Camas Meadows. A population of 7,264 year-round residents resides within the 45 square mile area. In addition, this area includes a rapidly increasing number of visitors, many of whom are finding accommodation in the numerous short-term rental properties that exist within our district.



**Figure: Chelan County Fire District service area map.**

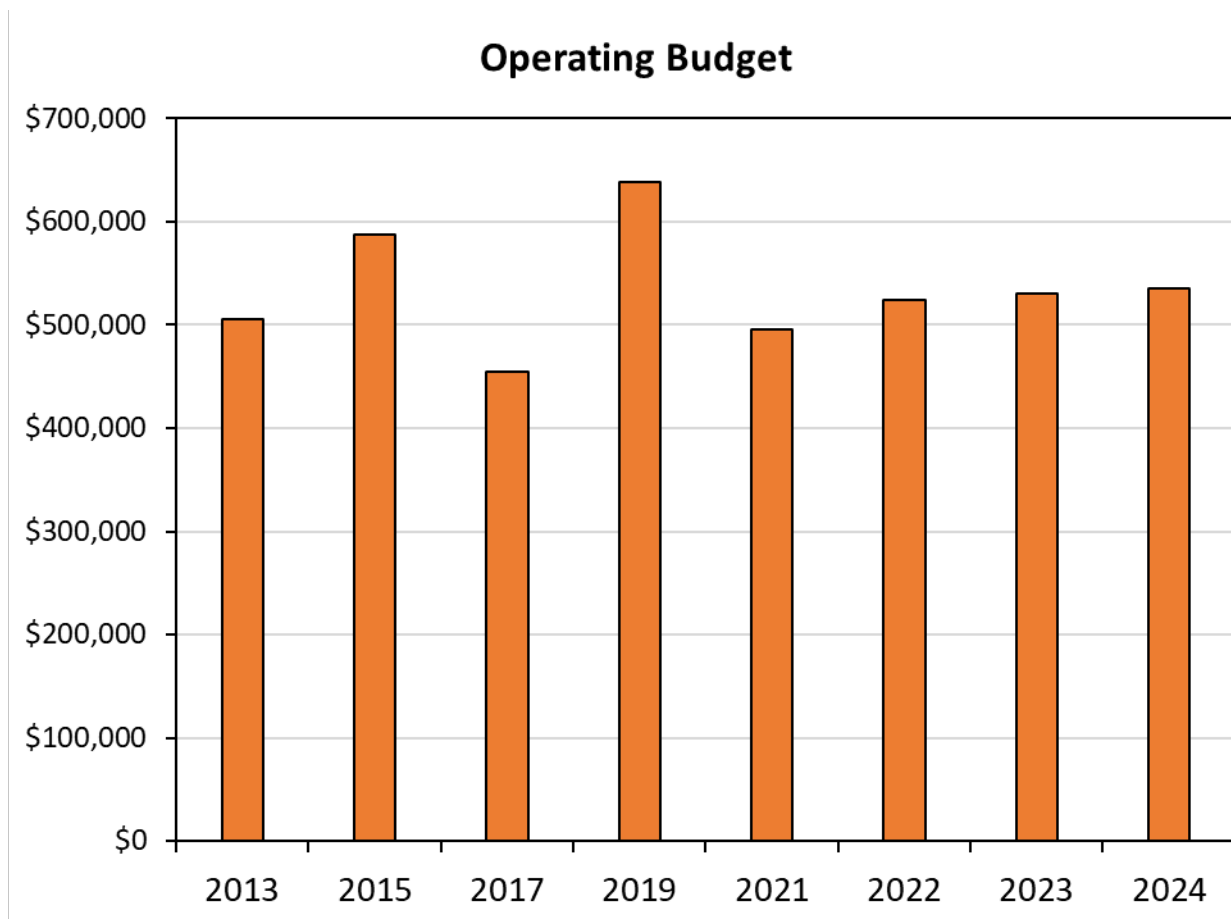
The population of Chelan County increased from 72,453 in 2010 to an estimated population of 81,500 in 2023. This increase resulted primarily through migration from metropolitan areas including the greater Seattle region. The increase has been felt disproportionately in rural regions of Chelan County which includes the Fire District 6 service area. During the previous 4 years, unincorporated Chelan County experienced a 4.2% increase in population while incorporated portions of the county had a population increase of 2.1%. (*ofm.wa.gov*). Population growth within this area will continue to exert pressure on the districts ability to respond rapidly to service calls.

Most recent population projections for Chelan County forecast an increase of 15,000 new county residents within the next 20 years.

## CHELAN COUNTY FIRE DISTRICT #6 FINANCIAL STATUS:

We have actively worked to keep our operating expenses as low as possible while continuing to provide emergency services in our fire district. However, during the past decade the value of property that we protect in our district has increased by 71%, from \$650 million to over \$1.1 billion. This increase in residential and commercial property value within our district, along with corresponding budgetary constraints, has imposed limitations on our ability to protect these communities. Our current fire district levy rate is the lowest among all Fire Districts in Chelan County (32.7 cents/\$1,000 in assessed property value) and our levy rate has not increased for more than 50 years. Thus, our operating budget has remained virtually static over the past decade (2015 = \$587,000; 2024 = \$535,702).

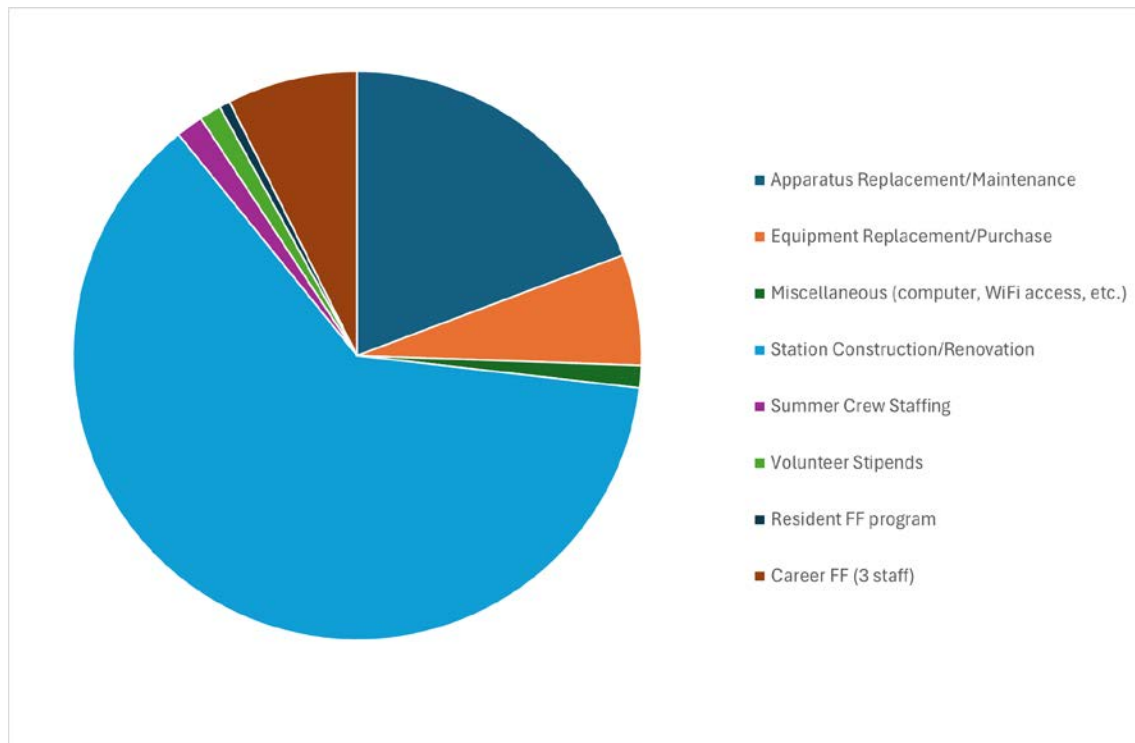
**Figure:** *Chelan County Fire District #6 Annual Operating Budget*





This stagnant operating budget has resulted in an unmet financial need over the next 6 fiscal years that is approaching \$20-plus million including funding for station construction and/or renovation, apparatus replacement, equipment purchases and replacement, and staffing.

**Figure:** *Unmet funding needed per category over next 6 years.*



## STRATEGIC PLANNING PROCESS:

In September of 2023, Chelan County Fire District #6 hired Resource Solutions LLC to begin a strategic planning process to set the course of the fire district over the next 6 years. The process focused on identifying the current district strengths and weaknesses as well as critical needs that the district and the community it serves will face during this period. Specific groups representative of the community and the district were identified from which input and ideas were recruited. Based upon the expertise and interests, individuals were invited to participate in various Fire District workshops and community public meetings which were held from November 2023 to February 2024.

Fire District Workshops with Fire Commissioners were held in December 2023 and January 2024 to provide relevant information concerning district operations including finances, staffing and infrastructure to those individuals directly contributing to district operations

including fire commissioners and staff. These workshops assisted in shaping the public input component of the strategic planning process.

In December, an all-hands meeting was held with many of the 50 volunteer firefighters that comprise the staff of Chelan County Fire District #6. A discussion was conducted concerning their experiences in the Volunteer Firefighter program, both strengths and weaknesses. A series of potential models for recruitment as well as long-term motivation of volunteers was presented and discussed as were future operational needs of the department.



In December 2023, an informal gathering was held at the annual holiday pancake breakfast held at the Dryden Fire Station which included members from the general public, Fire District #6 staff, and representatives of the local tree fruit industry. Overwhelming enthusiasm was expressed concerning the strategic planning process and its goals towards strengthening operations of the fire district.

Public meetings were held on January 25, February 1 and February 8, 2024, these meetings were held as an educational/information event. Meetings provided the opportunity to obtain public input on the level of service desired by residents from our fire district. In addition, the district sought to educate the public as to the districts current operations and resource needs. All public meetings were well attended and well received by district residents. Based upon feedback from attendees, it was apparent that the public was dismayed by the current level of service limitations resulting from insufficient funding available to the fire district. The limitations identified ranged from the condition of facilities and equipment to the level of staffing available to respond to emergency incidents.



### FIRE DISTRICT MISSION:

The mission of Chelan County Fire District 6 is to prevent the loss of life and to control or reduce the loss of property by applying all of our knowledge and resources. We will accomplish this through fire suppression, rescue, medical aid, and continuous training. It is our priority to exceed the communities expectations by providing the best fire service possible.

### VISION STATEMENT:

“It is the vision of Chelan County Fire District 6 to be a progressive organization that is committed to excellence in the delivery of all of our services to the community”.

### ORGANIZATIONAL VALUES:

Chelan County Fire District 6 is committed “to putting our communities and its members first. We are dedicated to treating all individuals with pride and respect, while promoting a positive attitude and always conducting ourselves to do the right thing”.

Programs we  
provide to our  
community.



Motor Vehicle Accident/Extrication Response



Wildland and Structural Fire Response



Emergency Medical Response

## SWOT ANALYSIS:

Assessment of the Chelan County Fire District 6 strengths, weaknesses, opportunities and threats (SWOT) was conducted in surveys and interviews with district fire fighters, fire chief, fire commissioners and members of the public.

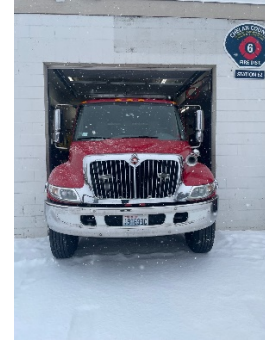
## SWOT ANALYSIS SUMMARY:

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Large group of unified volunteers working as an effective team</li> <li>• Strong command structure</li> <li>• Open communication and positive relationship between fire chief and volunteer firefighters</li> <li>• Well trained and effective wildland firefighting force</li> <li>• Strong community relations with a populace willing to help the fire district</li> <li>• Members desire improvement in training/fitness</li> <li>• Strong interest and excitement about the future</li> </ul>	<ul style="list-style-type: none"> <li>• Response time and number of volunteers responding</li> <li>• Outdated equipment in constant need of repair</li> <li>• Outdated apparatus most of which has reached the end of useful life</li> <li>• Antiquated buildings that are in need of repair and are not capable of housing modern fire apparatus due to small size.</li> <li>• No sleeping quarters for firefighters</li> <li>• Insufficient funding for operations and capital improvements</li> </ul>

<b><i>Opportunities</i></b>	<b><i>Threats</i></b>
<ul style="list-style-type: none"> <li>• Enhanced community relations through outreach and education</li> <li>• Educate and serve public in new ways</li> <li>• Construction of new fire station with sleeping quarters and training/community room</li> <li>• Purchase of new equipment and apparatus</li> <li>• Hiring of career firefighters and more volunteer incentives</li> <li>• Additional training opportunities to expand knowledge and skill levels</li> <li>• Lowering fire insurance rates for residents</li> <li>• Faster response times</li> <li>• Increased funding through levy/bond initiatives, grants and active fund raising</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in volunteer response due to burnout with call volume increase</li> <li>• Rapid increase in district population with community outgrowing fire district facilities</li> <li>• Major increase in unattended second homes that are susceptible to wildland fires</li> <li>• Loss of volunteers and the institutional knowledge they have</li> <li>• Lack of funding for operations, equipment &amp; apparatus replacement and new fire station construction</li> <li>• Loss of our volunteer driven community fire district</li> <li>• Rapid increase in auto &amp; mutual aid calls out of the fire district</li> </ul>

## STRATEGIC PLANNING SUBJECTS:

### Strategic Planning Subject 1: Facilities



The four fire stations that comprise Chelan County Fire District 6 are antiquated facilities that are in need of extensive repair and are inadequate to sustain an effective firefighting operation or meet NFPA & State standards. Several stations have experienced major structural damage, including collapsed beams and closure due to the action of L & I. Other stations are not capable of accommodating modern fire apparatus due to the small size of the apparatus bays. This has resulted in increasingly worse operational ratings as determined by the Washington Survey and Ratings Bureau.

Our current facilities lack many of the basic features that are required of a district that can rapidly and effectively respond to a call for assistance. A modern fire station must be able to accommodate a diversity of fire district and community needs. These diverse functions include sleeping quarters, day room, administration, training, community education, equipment and vehicle storage, equipment and vehicle maintenance and ample storage space. The new facility also needs to accommodate the general public as a community meeting space for special events and public meetings.

#### Limitations of Current Fire Stations:

Chelan County Fire District 6 has 4 fire stations located in Dryden, Monitor, Peshastin and along Blewett Pass highway US-97 (community of Valley Hi). These facilities possess a diversity of capabilities and use. Three stations are three truck bay facilities and one station is limited to two bays. Three stations have additional quarters on a second floor with one such area being used as the Chiefs office (Monitor station). The second-floor quarters located at the remaining two stations are not currently available for use as they are not legally accessible for use as a meeting site or sleeping quarters. The space is currently limited to use as a storage facility for very old, out-dated equipment. The Dryden fire station contains a connected multi-purpose community room that serves several

functions. It is currently used for all volunteer firefighter training exercises and meetings. It also serves as a community center for the residents of Dryden and the surrounding community serving as a venue for various community events and holiday gatherings. It also houses the museum of the former Peshastin-Dryden High School.

All four of the Chelan County Fire District 6 stations are in need of extensive repair, renovation and/or replacement. All stations lack sufficient room for effective operation and no station has access to source capture equipment for the removal of diesel exhaust and particulates. As a result, volunteers are at risk of exposure to the potential carcinogens that are present in diesel exhaust in fire stations. The cramped nature of these stations has resulted in the lack of sufficient space for our apparatus. Some trucks no longer fit into the truck bays without expensive modifications made to the vehicle post-manufacture. The lack of space makes vehicle access difficult for volunteers. Firefighting gear is stored in the same truck bay as the engines. The lack of distinct storage facilities for equipment results in firefighting gear being exposed to exhaust fumes containing carcinogenic substances. At some stations there is insufficient space for firefighters to access their gear without first pulling engines out of the truck bay. This significantly delays response time to emergency incidents. The fire district currently owns a 10-acre parcel directly accessible from US2/97 in Dryden that should serve as a centrally located site within our district for construction of a new fire station.

#### GOALS:

1. To research, design and construct a new regional Fire and Life Safety Facility to meet the service requirements of residents and visitors for the next 30 years.
2. Develop a long-range plan for the maintenance, decommission and/or rehabilitation of the outlying fire stations.
3. Identify and begin addressing future substation needs in hard to access high call volume areas in the district.

#### OBJECTIVES:

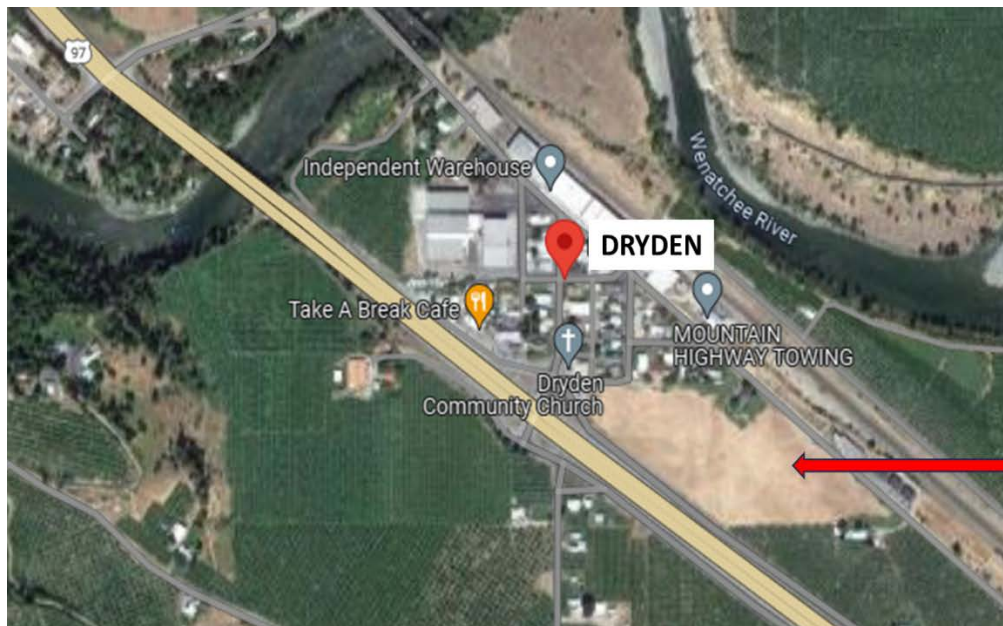
1. Work with a building committee to study, design and build a new fire/community facility.
2. Obtain financial resources through levy/bond acquisition, donations, grant funding and state & federal direct appropriations for facility construction.
3. Ensure long-term operational status of outlying stations, as appropriate, by conducting rigorous maintenance and repair to better-meet NFPA standards.



**ACTION ITEMS:**

1. Appoint and support a fire district building committee to work on the space needs and design of the new regional Fire & Life Safety facility.
2. Obtain public input in Fire & Safety facility design discussions to ensure community buy-in for the new facility.
3. Launch fund raising campaign to acquire the financial resources needed for planning, design and construction.
4. Assess structural integrity and maintenance & repair needs for outlying stations. Develop a financial plan for implementation of facility renovation(s).

**Figure:** Site currently held by Chelan County Fire District #6 for a potential future Regional Fire & Safety Facility.



## Strategic Planning Subject 2: Equipment & Apparatus



Equipment and apparatus used in the firefighting service is constantly evolving to effectively serve a community's needs. Chelan County Fire District 6 has striven to keep its equipment and apparatus functional within the framework of our limited financial resources. Continual overhaul of this equipment has required considerable in-house repair efforts that strains operations. Many of our apparatus are reaching the end of their operational life with 3 of our 5 frontline engines being 30 years old and our youngest engine being 7 years old. Due to limited funding, vehicle replacement was not conducted on a regular basis which has resulted in an increasing and recurring need for repairs to our apparatus. When vehicles are not replaced on a regular basis this can affect ISO rating and impact insurance costs to residents. A plan needs to be implemented to replace this equipment on a regular basis either through the budgetary process or capital funding.

### GOALS:

1. Upgrade equipment and apparatus to meet NFPA and State standards resulting in improved operational performance and firefighter safety.

### OBJECTIVES:

1. Develop an equipment replacement plan.
2. Provide firefighters with NFPA compliant and fully functional equipment needed to keep them safe on incident scenes.

3. Develop an apparatus replacement schedule.

**ACTION ITEMS:**

1. Assess the safety, functionality and lifespan of all apparatus. Create and adopt a multi-year apparatus replacement plan and budget.
2. Identify funding sources to support future apparatus acquisition.
3. Establish a multi-year plan for replacement of structural and wildland PPE and SCBA in keeping with NFPA standards.
4. Assess the safety, functionality, and lifespan of all equipment.
5. Identify new equipment that is needed but is not yet owned.
6. Implement a multi-year equipment replacement and new purchase plan and budget.
7. Purchase eTools as appropriate to help meet pending climate change requirements.

## Strategic Planning Subject #3 - Staffing/Structure

**Figure:** *Chelan County Fire District #6 Volunteer Firefighters*



Our current staffing model, which includes an all-volunteer firefighting force and our paid Chief in concert with a contracted EMS provider, has been utilized to deliver services to our district. This model has adequately provided these services for many years. However, a rapid increase in population along with a stagnant operating budget has placed significant strain on fire district operations. Increasing requests for service has adversely impacted the ability of our organization to meet the demands of the community and maintain the incident scene safety of our personnel. As we rely predominantly on volunteers to provide emergency services, our district lacks the resources necessary to staff the comprehensive programs of public education, fire inspection, emergency response, facility maintenance, training, and apparatus maintenance. A great deal of these operational needs are provided by the Fire Chief resulting in significant stress and fatigue to this individual. This is a less than adequate situation that reduces our ability to complete tasks in a timely manner, limits the overall productivity of our personnel, and promotes ineffective operations.

The National Fire Protection Association (NFPA) sets national fire service response and staffing standards. While these standards are not law, they are generally considered as compliance documents for fire districts and are often adopted by OSHA and other State safety and health authorities. NFPA 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Districts) is a guiding document that specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operation responses. For our rural fire district, the fire response directive requires the minimum response of six individuals to arrive on scene within 14

minutes 80% of the time. Chelan County Fire District 6 is not capable of reaching these goals at this time. Response times are an essential factor within the ISO rating calculation. The goal is to improve our current capabilities and adequately meet the future response requirements of the community and meet national standards.

**OBJECTIVE:**

1. To construct staffing models that enable our fire district to rapidly respond to incident calls in a time frame that meets NFPA 1720 standards 80% of the time.

**ACTION ITEMS:**

1. Evaluate the implementation of increasing volunteer pay for firefighters (now at \$10 per call) to respond from home as a means to increase staff response.
2. Assess the potential effectiveness of shift stipends for overnight or daytime 12 hour coverage and pay volunteers to cover these shifts to increase staff response.
3. Identify facilities (e.g. renovation of the Peshastin Fire Station, renting of apartment, leasing double wide) to provide sleeping quarters for a resident firefighter program at least until new station construction is completed.
4. Research and evaluate the establishment of a resident firefighter program.
5. Examine the potential for the hire of career firefighters to augment staffing needs when funding allows, including firefighter/mechanic.
6. Research, evaluate and gain buy-in from firefighters in the implementation of enhanced staffing models.
7. Investigate hiring a volunteer coordinator/training officer/Assistant Fire Chief to work closely with volunteer firefighters to enhance service provision.

## Strategic Planning Subject #4 – Training

As fire districts take on more responsibilities and duties while becoming an all-hazard mitigation district, more training and expertise is often needed. All firefighters in Chelan County Fire District 6 are trained to the Fire Fighter 1 level and are encouraged to continue training to attain Fire Fighter 2 & EMS level. All fire fighters must have completed basic wildland fire training. All fire fighters wishing to engage in wildland firefighting outside our district's boundaries have been certified and received the Incident Qualification Card (Red Card).

Chelan County Fire District 6 conducts continuous training with training events held twice monthly. This training covers a diversity of themes including structure fire training, Emergency Vehicle Incident Prevention (EVIP) program, hazmat, wildland fire, confined space, EMS skills, vehicle extraction training, tools and equipment use training and operation of fire pumps. Training will increase the value of the fire fighter in the community as well as the safety within the fire district.

Our volunteer firefighters have expressed a desire to seek additional training opportunities in order to enhance their firefighting capabilities and to advance through the ranks to serve as officers.

### OBJECTIVE:

1. Provide high quality training in a variety of subjects, enabling our firefighters to successfully address each 911 call in a safe and effective manner.

### ACTION ITEMS:

1. Conduct an evaluation of current training programs and district needs in relation to national and state standards.
2. Survey volunteer firefighter staff to assess the needs and desires of the training program.
3. Schedule and post training months in advance.
4. Conduct training and receive feedback.
5. Provide adequate compensation for designated volunteer coordinator/training officer to identify, schedule and implement training.
6. Cross-train with partner organizations to reduce costs and enhance teamwork on incident scenes.



## Strategic Planning Subject 5 – Emergency Medical Services

Emergency Medical Services account for nearly 70% of the total call volume received in Chelan County Fire District 6. As the general population continues to age, and the state of healthcare access remains uncertain, public use of fire district-based emergency medical service providers will continue to rise. Chelan County Fire District 6 provides BLS (basic life support) services within the district with the exception of areas adjacent to the city of Cashmere. Fire District 6 currently has an EMS aid contract with Cashmere to respond to request for EMS services immediately outside the city limits in zone 9 (Hay Canyon) and the community of Monitor. Fire District 6 has six licensed BLS vehicles and has 5 certified EMT's. Present service is augmented by ambulance transport from Cascade Hospital District, Ballard Ambulance and Lifeline Ambulance.

GOAL: Provide a highly skilled staff to deliver a rapid response to 911 EMS calls.

### OBJECTIVES:

1. Encourage more volunteers and new recruits to pursue EMT certification.
2. Provide community risk reduction education to lower the number of non-emergency calls.

### ACTION ITEMS:

1. Provide additional triage training to firefighters that are first to arrive at incident scenes.
2. Purchase automated EMS equipment that requires fewer personnel (e.g. auto CPR machine).
3. Re-evaluate contract for EMS provision with the city of Cashmere.

## Strategic Planning Subject 6 – Policies and Procedures

Chelan County Fire District 6 policies and procedures handbook is outdated. Many policies date back to the 1970's. New policies may be needed to help the district meet NFPA standards.

### OBJECTIVE:

1. To create an indexed, easily accessed, relevant and current Policies and Procedures Handbook as time and funding allows.

### ACTION ITEMS:

1. Assess current policies & procedures handbook for relevance to the modern-day fire service.
2. Take action to eliminate outdated policies and digitize the document for ease of computer access.
3. Develop new and/or update current policies to 'guide' current fire district operations.

## Strategic Planning Subject 7 – Professional Development

The sustained performance of Chelan County Fire District 6 in the future requires a pathway to creating prospective district leaders today. Creating those leaders is a process that includes training, education, self-development, and experience. There needs to be a basic framework for the desired certifications, education level, and experience for each rank. Opportunities can be created for personnel to obtain experience by providing oversight while individuals act in the roles they want to pursue. Such situational responsibilities may also be obtained through role play during training exercises. Career advancement is not just about on the job training but rather a process of demonstrating knowledge, skills and ability along the way. The goal of management is to help define those career paths and help personnel understand those paths and how to pursue them.

### Promotion Actions:

Promotions within the district will be determined based upon a series of elements applied objectively across personnel when opportunities for advancement arise. These elements include: Experience, Years of Service, Extent of Training, Character and Demonstrated Commitment.



## Strategic Planning Subject #8 - Fire Prevention/Education

Chelan County Fire District 6 serves an area that is within the top 2% of communities at risk of losing homes/businesses to wildland fire. Reducing the risk of exposure to wildland fire events is a major goal of our fire district. Our staff is currently available to meet with landowners to discuss fire wise home/land assessments and recommendations.

### OBJECTIVES:

1. To institute a community risk reduction program.
2. Institute fire prevention activities in the schools.

### ACTION ITEMS:

1. Organize a fire awareness educational program to implement in Peshastin/Dryden Elementary School.
2. Organize and promote fire wise education programs in the community. Market these events on Facebook and in our fire district newsletter.

## Strategic Planning Subject #9 – Communications

Active communication with residents within our fire district has been limited over the course of the past 15 years. Thus, many residents in our community lacked knowledge of who we are or information regarding the services that we provide in protection of our community and its visitors. However, in the past year the fire district sought to enhance communication within the district and recently produced its first district newsletter that was distributed to all district residents. We are also expanding our use of social media outlets such as Facebook. We are currently building a website which will host updated information concerning events supported by the Fire District as well as current status of wildland fire risk and status. Our goal is to continue to build communication between our fire district and the public. We will accomplish this by adopting a community-first approach to the provision of fire and life safety services.



**OBJECTIVES:**

1. Build a strong recognizable presence in our community so that 85% of residents are aware of who we are and what we do for them.
2. Increase public involvement with the fire district to increase participation as firefighters and non-combat volunteers.

**ACTION ITEMS:**

1. Research, write, publish and distribute Fire District Newsletter 2-3 times per year, as appropriate.
2. Build a team to work with management to discuss the future of the district.
3. Expand use of social media outlets to communicate with residents.
4. Host special events including open-house meetings and dinners as a mechanism to educate and obtain feedback from the public on current issues (e.g. wildland fires, homeowners insurance).
5. Encourage our citizens to partner with the fire district as contributors to activities including volunteering, fundraising and “friend-raising” events and an Auxiliary to support firefighters while on incident scenes.



## Strategic Planning Subject #10 – Partnerships

Chelan County Fire District 6 collaborates with numerous local, regional, state and national organizations that serve to provide emergency services and assist in wildfire protection. These include Chelan County Fire District 3, Cashmere Fire Department, Washington State Patrol, Washington State Department of Transportation, Washington State Department of Natural Resources, Wenatchee Valley Fire and the United States Forest Service. Inter-departmental communication occurs on a regular basis between the fire district and these organizations. The fire district is also in communication with Chelan County commissioners, the fire marshal's office, and various departments within Chelan County administration.

### OBJECTIVE:

1. Continue to build and maintain strong partnerships with local, regional and state-wide collaborating organizations.

### ACTION ITEMS:

1. Continue to engage, train and communicate clearly with our partner organizations to ensure a high level of trust, respect and coordinated response to incidents.
2. Explore opportunities for partner organizations to co-locate facilities near our new fire station and/or lease excess space in facilities.
3. Seek opportunities to establish new strategic partnerships with local businesses, residents, potential funding bodies and visitors.



**TOGETHER WE WILL SUCCEED IN**  
**IMPLEMENTING THIS STRATEGIC PLAN!**