

Duvall-King County Fire District 45

Washington

STRATEGIC PLAN



Providing Expertise and Guidance that Enhances Community Safety

25030 SW Parkway Avenue, Suite 330
Wilsonville, OR 97070

2019

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MISSION, VISION, AND VALUES

Mission

The organization's mission statement should clearly define the primary purpose of the organization's 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 on feedback from the citizen forum, reviewed and revised the District's mission statement.

Duvall – King #45 Mission Statement

Our community is family. We are dedicated to our safety and well-being; serving with compassion, integrity, and professionalism.

Vision

In addition to knowing their mission, all successful organizations need to define where they expect to be in the future. The District'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 guidance to get there.

Duvall-KCFD 45 strives to:

- *Build trust, honesty, and open communication.*
- *Respect, support, and appreciate the contributions and diversity of each of its members.*
- *Provide for the safety and wellness of all members.*
- *Deliver high quality and professional service.*
- *Grow and progress as an effective emergency service provider.*
- *Provide quality training and equipment for the safety and success of its members.*
- *Maintain strong community support and connection.*

Values

Values define what the people in the organization consider to be appropriate and inappropriate behaviors. An organization's fundamental values define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The internal planning team declared the following as the core values for the District.

With the development of its mission, vision, and core values, Duvall-KCFD 45 has established the organization's foundation for strategic planning. ESCI strongly recommends that 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.

- **Honesty**
 - We communicate honestly within our organization and with the public.
- **Trust**
 - We value the trust our community places in us, along with striving to build and maintain trust within the organization.
- **Loyalty**
 - We support each other as a team.
- **Integrity**
 - We strive to conduct ourselves ethically at all times.
- **Respect**
 - We treat each other, our customers, and our community with respect at all times.
- **Good stewardship**
 - We strive to be good stewards of the resources and trust the community places in us.
- **Leadership**
 - We strive to be a leader within the fire service and the community at large.
- **Professionalism**
 - We strive to perform our mission in a progressive, professional, safe, and effective manner.
- **Customer service**
 - We strive to exceed our internal and external customers' expectations.
- **Proactive planning**
 - We strive to anticipate, prepare for, and contribute to the decisions/actions across our organization and community.
- **Professional growth and development**
 - We support the personal and professional growth of our members, while working to ensure they feel valued.
- **Critical thinking**
 - We encourage and train our members to engage critical thinking skills in the performance of their duties.
- **Compassion**
 - We strive to treat everyone with compassion in our interactions-inside and outside the organization.
- **Authenticity – “Walk the talk”**
 - We strive to follow through on what we said we are going to do.

ENVIRONMENTAL SCAN

In order to properly formulate strategic initiatives, it is important to evaluate the external and internal organizational environment. ESCI combined feedback from the citizen forum and the internal survey results to assess the environment in which the District operates. Analyzing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future. The survey results of the SWOT were reviewed, and the most noted aspects are listed.

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 should be reviewed to evaluate the return on precious staff time. The respondents noted **Employee Professionalism and Compassion** as the overwhelming strength of the organization.

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

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. In order to move forward, the organization must honestly identify the 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 that are at the heart of an agency's problems. The respondents noted **Morale and Leadership** as the greatest weakness in the organization.

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

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. ESCI noted that the greatest opportunity listed by the respondents was related to **Fostering and Supporting Collaboration Within the Organization**. This aspect is important, as it was frequently noted in the survey findings and in various conversations during the internal planning process and indicates to ESCI a strong desire by the employees to work together with leadership to address morale and communication issues.

If you don't like change, you're going to like irrelevance even less.
—General (Ret.) Eric Shinseki

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges early, an organization can hopefully anticipate, react, and minimize the impacts of various threats and challenges, before they become overwhelming. Not surprisingly, **Financial Pressure** on the district was noted as the greatest concern by the respondents.

You can't make up time on the road that you lost in the Station.
—Source Unknown

DEFINITION OF TERMS

There are six main components to a strategic plan: Initiatives, Goals, Objectives, Critical Tasks, and Outcomes or 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 of the goals under an initiative have been accomplished, the initiative will have been 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 Statement—The description of a desired result of a goal or objective once accomplished.

Performance Metric—The description of measurable improvement of a goal or objective once accomplished.

Strategic initiatives, goals, objectives, critical tasks, performance metrics, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and objectives were identified in a two-day planning workshop facilitated by ESCI with the internal planning team.

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 (more than 90 days but less than one year), Mid-term (greater than one year but less than three years), and Long-term (greater than three years but not longer than five years). These timelines are listed after the objectives. The initiative manager is responsible for tracking that initiative's progress. Each objective also has a task team responsible for coordinating the effort to implement that objective.

STRATEGIC PLAN

Initiative 1: Governance		
Initiative Manager(s): Fire Chief		
Goal: 1A Identify and Explore Regionalization/Merger options.		
Objectives	1. Begin informal/exploratory efforts for intergovernmental partnerships with neighboring jurisdictions.	
	Responsible: Fire Chief	Timeline: By end of 2024
	Outcome: Would identify or eliminate potential agencies from considerations.	
Goal: 1B Determine number of Board of Fire Commissioners.		
Objectives	1. Evaluate benefits or requirements of increasing number of board members from three to five.	
	Responsible: Board of Fire Commissioners	Timeline: By end of 2023
	Outcome: Confirm the board membership numbers as determined by needs and laws.	

Initiative 2: Labor/Management		
Initiative Manager(s): Fire Chief		
Goal: 2A Improve & strengthen the Labor/Management relationship.		
Objectives	1. Establish a regular L&M meeting schedule.	
	Responsible: Labor Management Committee	Timeline: Critical Task
	Outcome: Negotiate a mutually acceptable collective bargaining agreement by the end of current agreement in 2021.	
Goal: 2B Collaboratively address the impacts of the new fire station.		
Objectives	1. *Successful negotiation of job descriptions, funding of positions, and completion of promotional process prior to open of new station.	
	Responsible: Labor Management Committee	Timeline: By mid-year 2020
	Outcome: Identify the proper balance of use of overtime versus hiring of full-time employees.	
NOTE	*This assumes both management and labor preserve their respective rights, and will engage in formal collective bargaining negotiations consistent with state law and Public Employment Relations Commission (PERC) rules.	

Initiative 3: Funding/Financial Stability		
Initiative Manager(s): Fire Chief		
Goal: 3A Stabilize sustainable revenues (prior to expiration of M&O levy in 2020).		
Objectives	1. Determine the feasibility, options, and potential revenues generated by alternative revenue sources.	
	Responsible: Board of Fire Commissioners	Timeline: Critical Task
	Outcome: Identifying the best funding options and implementing options prior to the end of the M&O 2020 funding.	
Goal: 3B Determine that reserve balances are adequate to meet future growth.		
Objectives	1. Establish and maintain an adequate reserve fund level.	
	Responsible: Board of Fire Commissioners	Timeline: Critical Task
	Outcome: Maintaining a reserve balance of 30 percent of annual operating budget.	
Goal: 3C Identify sustainable future administrative staffing options.		
Objectives	1. Quantify the financial and operational impacts of not filling vacant administrative positions.	
	Responsible: Fire Chief	Timeline: By end of 2023
	Outcome: Prior to filling an administrative vacancy, an organizational assessment would be accomplished.	

Initiative 4: Staffing and Deployment		
Initiative Manager(s): Fire Chief		
Goal: 4A <i>Implement an effective and efficient recruitment and hiring process for career and volunteer personnel.</i>		
Objectives	1. Review current job descriptions, testing, and hiring criteria and modify as necessary.	
	Responsible: Operations Committee	Timeline: By end of 2020
	Outcome: Contemporary job descriptions that more clearly reflect the various job duties and positions are created.	
	2. Establish new hiring criteria based on accepted standards and best practices.	
	Responsible: Operations Committee	Timeline: By end of 2020
	Outcome: A hiring process has been created that is consistent with industry standards and best practices.	

Goal: 4B Determine future of volunteer firefighter program.		
Objectives	1. Analyze the cost vs. benefit of the volunteer firefighter program to determine long-term viability.	
	Responsible: Board of Fire Commissioners	Timeline: By end of 2024
	Outcome: Clear understanding of the future direction of the volunteer firefighter program.	
Goal: 4C Create a Professional Development Program (PDP) for all levels in the Department.		
Objectives	1. Research best practices, applicable standards, and curriculums used by other agencies.	
	Responsible: Labor Management Committee	Timeline: By mid-year 2023
	Outcome: Identify a contemporary and valid PDP for adoption.	
	2. Establish minimum qualifications for enrolling in the PDP.	
	Responsible: Labor Management Committee	Timeline: By mid-year 2023
	Outcome: All program participants understand PDP qualifications for enrollment.	
	3. Develop a budget (initial and ongoing).	
	Responsible: Labor Management Committee	Timeline: By mid-year 2023
Outcome: Funding is approved to support PDP needs.		
Objectives	4. Evaluate effectiveness and update/modernize requirements of succession planning.	
	Responsible: Board of Fire Commissioners	Timeline: By end of 2023
	Outcome: Publish revised succession plan.	
	5. Develop a mentorship program and provide continuing education for aspiring candidates/incumbents.	
	Responsible: Labor Management Committee	Timeline: By end of 2024
	Outcome: A mentorship program has been created and qualified candidates participate. Qualified candidates/incumbents participate in continuing education.	

Initiative 5: Administration		
Initiative Manager(s): Fire Chief		
Goal: 5A Incorporate enterprise-wide technology solutions.		
Objectives	1. Develop and maintain paperless vehicle inspection, equipment, and inventory program.	
	Responsible: Operations Committee	Timeline: By end of 2023
	Outcome: Implementation of a user-friendly, cost-effective RMS solution.	
	2. Purchase, implement, and evaluate payroll/time card and staff management program.	
	Responsible: Operations Committee	Timeline: By mid-year 2020
	Outcome: Implementation of a user-friendly, cost-effective RMS solution.	
Goal: 5B Review and update operational procedures and practices.		
Objectives	1. Review/Revise/Update operational plans for the organization.	
	Responsible: Deputy Chief (Interim)	Timeline: By end of 2020
	Outcome: Publish and implement revised procedures that align with regional/industry best practices.	

Initiative 6: Capital Facilities/Fleet		
Initiative Manager(s): Fire Chief		
Goal: 6A <i>Construct Station 67.</i>		
Objectives	1. Complete utilities expansion/extension project.	
	Responsible: Fire Chief	Timeline: Critical Task
	Outcome: Utilities installed on time and within budget.	
	2. Establish “move-in” committee and develop plan for furnish/outfitting station.	
	Responsible: Operations Committee	Timeline: By mid-year 2020
	Outcome: Move-in committee established, and plan created and executed.	
	3. Determine station communication equipment needs and configuration.	
	Responsible: Information Technology Committee	Timeline: By mid-year 2020

	Outcome: Installation of equipment consistent with operational needs and regional requirements.	
	4. Complete new station construction project.	
	Responsible: Fire Chief	Timeline: By end of 2020
	Outcome: Station built on time and within budget.	
Goal: 6B Upgrade/Reprogram Stations 66 & 69.		
Objectives	1. Prioritize needs and develop corresponding improvement repair budget for existing facilities.	
	Responsible: Fire Chief	Timeline: By mid-year 2023
	Outcome: Published plan of operational and training programmatic needs for both stations.	
	2. Establish construction work plan and schedule.	
	Responsible: Deputy Chief (Interim)	Timeline: By end of 2023
	Outcome: Complete projects on time and within budget.	
Goal: 6C Evaluate feasibility and potential locations(s) for future station sites.		
Objectives	1. Evaluate current and future growth trends and demographic shifts in Duvall FD response territory.	
	Responsible: Fire Chief	Timeline: By end of 2024
	Outcome: A report is published that identifies potential trigger points to address shifting demand.	
Goal: 6D Determine future apparatus needs.		
Objectives	1. Evaluate vehicle needs, replacement schedule, number and type, including replacement vs. refurbishing.	
	Responsible: Operations Committee	Timeline: By end of 2023
	Outcome: A published plan identifying current and future apparatus needs.	
	2. Determine if current budget and revenue streams allocated for fleet replacement are adequate to sustain the vehicle replacement schedule, including potential future growth.	
	Responsible: Operations Committee	Timeline: By end of 2023
	Outcome: Adequate and sustainable funding to meet future apparatus needs.	

Initiative 7: Health & Wellness		
Initiative Manager(s): Fire Chief		
Goal: 7A <i>Establish a department Wellness and Fitness Program.</i>		
Objectives	1. Establish a Health and Wellness Committee.	
	Responsible: Fire Chief	Timeline: By mid-year 2020
	Outcome: Committee is established with broad representation.	
	2. Research existing Safety and Wellness programs from other departments.	
	Responsible: Health and Wellness Committee	Timeline: By mid-year 2020
	Outcome: A suitable program has been identified that fits Duvall, and is ready for adoption.	
	3. Evaluate existing internal Peer Support Program.	
	Responsible: Health and Wellness Committee	Timeline: By mid-year 2020
	Outcome: Publish and present updated programmatic needs for consideration.	
	4. Review and revise testing parameters and medical requirements for physical capability assessments, medical monitoring, and annual physicals.	
	Responsible: Labor Management Committee	Timeline: By mid-year 2020
	Outcome: Clearly defined, and medically valid, testing parameters and protocols for consideration, negotiation, and adoption.	
	5. Research, identify, and purchase fitness equipment for new station, and update Station 66 equipment, consistent with fitness program requirements.	
	Responsible: Health and Wellness Committee	Timeline: By end of 2020
	Outcome: New equipment is purchased (within budget) and installed prior to opening of new station.	

Initiative 8: Community Risk Reduction/Preparedness/Prevention		
Initiative Manager(s): Fire Chief		
Goal: 8A <i>Improve the fire inspection program with the City of Duvall and Woodinville Fire.</i>		
Objectives	1. Implement fire inspection software.	
	Responsible: Information Technology Committee	Timeline: Critical Task
	Outcome: Implementation of functional software that is consistent with the software configuration used by the City of Duvall and Woodinville Fire.	

	2. Implement and coordinate company inspection program with Woodinville Fire.	
	Responsible: Deputy Chief (Interim)	Timeline: By mid-year 2020
	Outcome: Successful implementation and sustained company inspection program.	
Goal: 8B <i>Improve public education and delivery program.</i>		
Objectives	1. Conduct an updated needs assessment of public education activities to identify priority target groups and topics for improved education.	
	Responsible: Pub Ed/EM Committee	Timeline: By end of 2023
	Outcome: A revised program is implemented, increasing the department's presence and education efforts with target groups.	
Goal: 8C <i>Expand opportunities for regional emergency management partnerships.</i>		
Objectives	1. Assess and build upon key community partnerships (city/schools/law enforcement/volunteer groups/etc.).	
	Responsible: Pub Ed/EM Committee	Timeline: By end of 2024
	Outcome: Regular, ongoing communication occurs with EM partners to maintain readiness.	
	2. Increase participation in regional emergency management planning and training initiatives.	
	Responsible: Pub Ed/EM Committee	Timeline: By end of 2024
	Outcome: Increased communication and improved relationships through participation in multi-agency readiness exercises.	
	3. Research, create, adopt and publish a Duvall FD Continuity of Operations Plan.	
	Responsible: Emergency Management Committee	Timeline: By end of 2024
Outcome: The Department has a Continuity of Operations plan that helps ensure it can continue to serve the public during severe events.		

LETTER FROM THE BOARD



DUVALL-KING CO. FIRE DISTRICT 45

15600 1st Avenue N.E. • P.O. Box 338 • Duvall, WA 98019 • (425) 788-1625

May 8, 2019

Dear Citizens and Stakeholders, Chiefs, and members:

The Board of Commissioners of King County Fire Protection District No. 45 are proud to present the 2019 – 2023 Strategic Plan. The Plan was adopted by unanimous vote of the Board on May 8, 2019 as Resolution No. 464. The Board is committed to seeking the necessary financial resources to accomplish the initiatives in a timely manner.

We developed the Plan in consultation with members of the greater community, administration and our firefighters. After discussions led by experts in strategic planning, we updated our mission, vision and values statements and achieved consensus on a path forward.

The Plan, following the practice of identifying our strengths, weaknesses, opportunities and threats (SWOT), defines the goals and initiatives that we plan to accomplish over the next five years. These initiatives are prioritized and to be accomplished on the following basis:

1. Those initiatives that meet the emergency life and property protection needs of the Citizens of the Fire District and City of Duvall are the highest priority for available resources.
2. Those initiatives that meet the needs of the Fire Department and its staff are next in priority for resources.
3. Those initiatives that support the needs of other large public/private organizations within the Fire District are third in priority for resources.
4. Those initiatives that are regional, statewide and/or interstate will vie for and/or share remaining resources.

The Plan contains initiatives that are solely within the scope of responsibility of the Board, those shared responsibility between the Board and the Chief, and those solely the responsibility of the Chief. The level of responsibility has been provided within the context of the initiatives. The Chief, in accordance with the priorities established above, is requested to annually budget resources to accomplish the initiatives that he feels can be accomplished during a fiscal year.

The Board of Commissioners appreciate the dedication and hours of hard work from our stakeholders and firefighters that helped unite us in developing this roadmap to improve our already highly efficient and effective services.

Thank you for your continuing support of our Fire District.

Sincerely,


Jerry Smith, Chairman
Board of Commissioners


Harry Oestreich, Vice Chair


John Frazier

DEDICATED TO OUR COMMUNITY'S SAFETY AND WELL-BEING

LETTER FROM THE UNION



EASTSIDE FIRE FIGHTERS
INTERNATIONAL ASSOCIATION OF FIRE
FIGHTERS LOCAL 2878
EASTSIDE FIRE & RESCUE FIRE FIGHTERS
KING COUNTY FIRE DISTRICT 45 FIRE FIGHTERS
KING COUNTY FIRE DISTRICT 27 FIRE FIGHTERS
CITY OF SNOQUALMIE FIRE DEPARTMENT FIRE FIGHTERS
PO Box 594 Issaquah, WA 98027



May 7, 2019

Chief, Board of Commissioners, and Citizens of Duvall-King County Fire District 45,

The members of IAFF Local 2878, who work in Duvall, would like to acknowledge the positive steps being taken to improve our organization through this Strategic Plan being proposed.

Our members have a strong interest in the success of our organization for many reasons. Of course, we are employed here, but our investment in our community goes well beyond a personal financial outlook. Our members all began as volunteer firefighters and the majority were right here in these neighborhoods. Some knew they wanted this as a career from the beginning and others found they enjoyed helping others so much that they took advantage of an opportunity to make it their vocation. Several of us grew up in this community that we still serve and most of those still make this our home. We are stakeholders on several levels and have a vested interest in the long-term health of the fire department. We have demonstrated this with our daily efforts to provide high-quality and caring service to our community and have repeatedly led the way on larger projects when the district has needed to get community support for essential funding issues.

We appreciate the opportunity to have given input on this plan and feel that was a good step towards improving the cohesiveness of our interdependent relationship with the fire district. Now the next step is to continue to improve that relationship.

We all agree with the Vision and Values in the document and "walking the talk" of those will be paramount in moving forward. The primary "weakness" was listed as "Morale and Leadership" which can be a difficult topic to address, however, we hope to see more improvement in this area. If our biggest weakness can be improved our organization's future will be more effective, more efficient and better for those we all serve.

The Strategic Plan is a good guide for our actions, and we hope that as an organization we will use it and make it a worthwhile investment.

From all the members in Duvall-KCFD 45 IAFF Local 2878

Respectfully,

A handwritten signature in blue ink, appearing to read 'Stu Rowe'.

Stu Rowe

V.P. Local 2878 – Duvall Representative

Cc: Union File

LETTER FROM THE FIRE CHIEF



DUVALL-KING CO. FIRE DISTRICT 45

15600 1st Avenue N.E. • P.O. Box 338 • Duvall, WA 98019 • (425) 788-1625

May 8, 2019

King County Fire Protection District 45 has been proudly serving its citizens since 1959. With a rich history of community involvement, the fire department works very hard to support the community that supports it. Today, that dedication is memorialized in our culture. Each member's organizational and individual ties to the valley help ensure that community needs are met and in balance with best practices. This dedication is not by accident, rather it is required as our membership recognizes that our community is our family.

This emotional bond leads our efforts to improve the quality of service provided with financial responsibility. This is not an easy task as security and preparedness oftentimes compete with practicality and affordability. The use of a strategic plan helps map the direction of the agency, the administration, and responders. Clear goals and outcomes provide guidance for funding and action and, by their published availability, ensure that everyone is moving the same direction with the same expected result. All of which is surmised in a quote from Kenneth H. Blanchard "A clear purpose will unite you as you move forward, values will guide your behavior, and goals will focus your energy."

This strategic plan is the collaborative product of the community, the Board of Fire Commissioners, Local 2878, and the other members of the fire district. I appreciate the participation and support of those involved in this process and look forward to continuing with and building on the relationships within our organization and community.

Sincerely,

David Burke
Fire Chief
Duvall-King County Fire District 45

DEDICATED TO OUR COMMUNITY'S SAFETY AND WELL-BEING

APPENDIX D—RESOLUTION ADOPTING PLAN

RESOLUTION #464

A RESOLUTION of the Board of Fire Commissioners of Fire Protection District 45, King County, Duvall, Washington, to adopt the new five-year Strategic Plan for fiscal years 2019-2023.

WHEREAS, the Board of Commissioners of King County Fire Protection District 45 has updated the Strategic Plan to define the direction of the agency; and


WHEREAS, the Plan has been completed through collaborative efforts both internal work sessions and a public participation workshop and is ready for implementation.

NOW, THEREFORE, it is RESOLVED, by the Board of Commissioners of King County Fire Protection District 45, that the 2019-2023 Strategic Plan is hereby adopted.

Adopted at a regular meeting of the Board of Commissioners, King County Fire District Protection 45, and signed this 8th day of May 2019, the following members being present and voting:



Jerry E. Smith, Chairperson

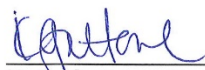


Harry Oestreich, Commissioner



John Frazier, Commissioner

ATTEST:



Kelly Gattone, Board Secretary
Board of Commissioners