



*Serving our Communities  
with Compassion*

**North County  
Regional Fire Authority**

# Strategic Plan 2025–2030

# Table of Contents

ACKNOWLEDGEMENTS _____	3
MESSAGE FROM THE FIRE COMMISSION CHAIR _____	4
MESSAGE FROM THE FIRE CHIEF _____	5
EXECUTIVE SUMMARY _____	7
GOVERNANCE AND AUTHORITY _____	12
FIRE DEPARTMENT HISTORY AND OVERVIEW _____	15
SERVICE AREA _____	17
AGENCY VISION, MISSION, AND VALUES _____	18
HIERARCHY OF STRATEGIC PERFORMANCE _____	19
AGENCY STATUS _____	21
<b>THEME 1: ENHANCING LIFE SAFETY AND PROPERTY PROTECTION – HOW CAN WE IMPROVE EMERGENCY RESPONSE, RISK REDUCTION, AND COMMUNITY PREPAREDNESS? _____</b>	<b>25</b>
STRATEGIC OBJECTIVE 1.1: IMPROVE SURVIVABILITY OF PATIENTS WHO EXPERIENCE ACUTE MEDICAL EMERGENCIES	26
STRATEGIC OBJECTIVE 1.2: IMPROVE SURVIVABILITY FOR VICTIMS OF FIRE, HAZMAT RELEASE, ENTRAPMENT, AND OTHER CRISIS EVENTS	28
STRATEGIC OBJECTIVE 1.3: IMPROVE FIREFIGHTER SAFETY AND SURVIVAL	30
STRATEGIC OBJECTIVE 1.4: IMPROVE AGENCY RESILIENCE DURING CRISIS-LEVEL EVENTS AND LARGE-SCALE DISASTERS	32
<b>THEME 2: MEETING FUTURE SERVICE DEMANDS – HOW DO WE ADAPT TO INCREASING EMERGENCY RESPONSE NEEDS WHILE MAINTAINING SERVICE LEVELS AND BUDGET EFFICIENCY? _____</b>	<b>33</b>
STRATEGIC OBJECTIVE 2.1: REDUCE FINANCIAL AND LEGAL RISKS AND LIABILITIES FOR THE NORTH COUNTY REGIONAL FIRE AUTHORITY	34

STRATEGIC OBJECTIVE 2.2: IMPROVE EFFICIENCY WITHIN THE BUDGETING PROCESS 36

STRATEGIC OBJECTIVE 2.3: PREPARE THE AGENCY FOR FUTURE ECONOMIC DOWNTURNS 37

**THEME 3: DEMONSTRATING PUBLIC VALUE – HOW DO WE BETTER COMMUNICATE OUR IMPACT AND STRENGTHEN COMMUNITY TRUST? 39**

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STRATEGIC OBJECTIVE 3.1: PROMOTE A POSITIVE AGENCY REPUTATION THROUGH COMMUNITY ENGAGEMENT 40

STRATEGIC OBJECTIVE 3.2: MITIGATE FIRE-RELATED DAMAGE TO ALLOW OCCUPANTS TO REMAIN IN IMPACTED STRUCTURES AFTER SUPPRESSION OPERATIONS 42

STRATEGIC OBJECTIVE 3.3: PROVIDE DOWNWARD PRESSURE ON COMMUNITY FIRE INSURANCE COSTS 43

STRATEGIC OBJECTIVE 3.4: ENHANCE AND DIVERSIFY COMMUNITY SERVICES TO DELIVER ADDED VALUE BEYOND EMERGENCY RESPONSE 45



## **Acknowledgments**

**Dave Kraski**

Fire Chief

**Greg Oakes**

Fire Commissioner, District 1

**Leonard Kelley**

Fire Commissioner, District 2

**Ric Cade**

Fire Commissioner, District 3

**Holly Sloan-Buchanan**

Fire Commissioner, District 4

**Marilyn Oertle**

Fire Commissioner, District 5

**Albert Schreiber**

Fire Commissioner, District 6

**Rob Johnson**

Fire Commissioner, District 7

# Message from the Fire Commission Chair

As chair of the Fire Commission for the North County Regional Fire Authority (NCRFA), it is with pride and great responsibility that I present our agency's five-year strategic plan. This document is the product of months of collaboration, reflection, and input from our dedicated personnel, city leaders, tribal leaders, and members of the communities we serve. It is more than a roadmap—it is our commitment to continuous improvement, service excellence, and community resilience.

Our mission is clear: to protect life, property, and the environment through professional service, innovation, and accountability. This strategic plan outlines the goals and initiatives that will shape our agency's growth over the next five years. From strengthening emergency response capabilities to expanding training programs and fostering stronger community partnerships, this plan positions us to meet evolving challenges with courage and capability.

Public safety is a shared responsibility, and this plan reflects our ongoing promise to listen, adapt, and lead with integrity. I want to thank our firefighters, staff, leadership team, and community stakeholders for their contributions to this process. Together, we are building a safer, more prepared future.

On behalf of the Commission, I look forward to supporting the implementation of this plan and to NCRFA's continued excellence in the years ahead.

Sincerely,  
Rob Johnson  
Chair

# Message From The Fire Chief

As NCRFA's fire chief, it is my honor to present this strategic plan—an essential roadmap that will guide our agency toward a future of excellence, resilience, and unwavering service to our community. This plan reflects not only our operational priorities and resource needs, but also our deep commitment to safety, innovation, and accountability. Our profession is one of purpose, trust, and constant evolution. Every call we respond to and every moment we train prepares us to meet challenges head-on, whether they are routine incidents or large-scale emergencies. This strategic plan is rooted in the principles that have long defined our success: professionalism, integrity, pride, innovation, ownership, and community engagement.

We face the future with clarity and determination. Through thoughtful planning and collaboration, we will strengthen our ability to protect life and property, support our personnel, and foster a culture that values continuous improvement and inclusivity.

To every member of our organization, thank you for your service, your courage, and your dedication. Together, we will build on our legacy and ensure we are ready for whatever lies ahead.

Sincerely,  
Dave Kraski  
Fire Chief



***“To achieve great things,  
two things are needed: a  
plan and not quite enough  
time.”***

- Leonard Bernstein



# Executive Summary

The North County Regional Fire Authority (NCRFA) initiated a strategic planning process in August 2024 to ensure the Department's continued alignment with community needs, operational efficiency, and service excellence. The effort began with a comprehensive review of key documents outlining the agency's organizational transition, as well as its evolving relationships with the cities, communities, and unincorporated areas now under its protection. Additionally, the process included a review of NCRFA's existing standards of cover (SOC) and strategic planning documents dating back to 2019.

To further refine the agency's strategic direction, three days of onsite meetings were conducted from December 7 to 10, 2024, and then again on April 24, 2025.

## STRATEGIC PLANNING SESSIONS

### December 7, 2024

A town hall-style meeting was held, during which 14 community members and internal stakeholders participated in a strategic visioning process. This session included:

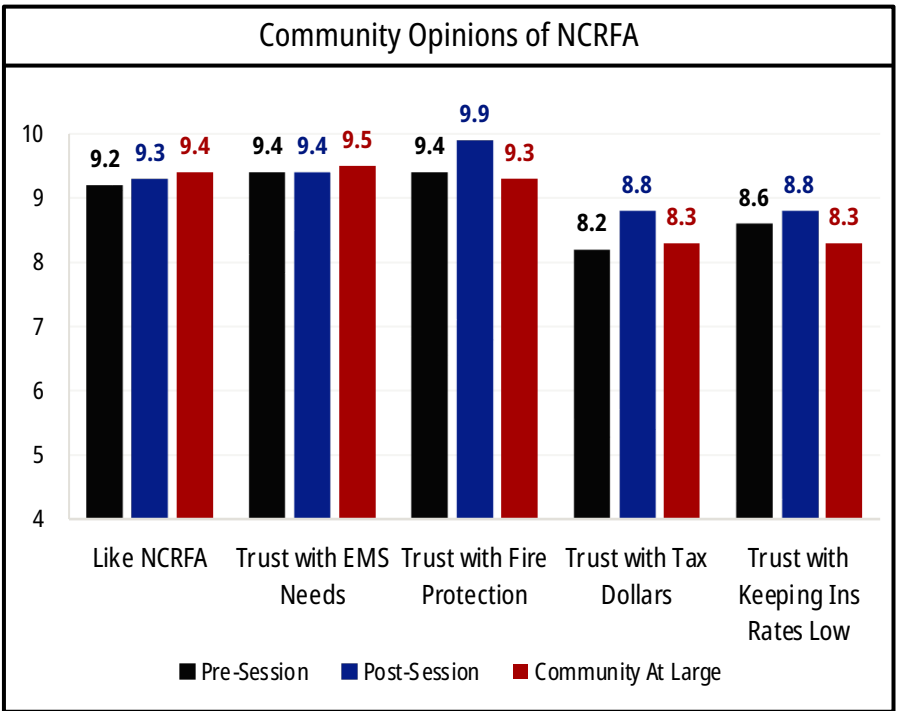
- An introduction to the value of strategic planning
- A review of community perceptions of NCRFA before and after the session
- A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- An introduction to the Commission on Fire Accreditation International (CFAI) accreditation process
- A review and refinement of NCRFA's strategic planning statements for final inclusion in the plan

#### Community Engagement and Survey Process

- As part of the planning effort, a five-question community survey was conducted.

- Participants rated NCRFA’s performance in key program areas on a 1-to-10 scale, with 10 representing the highest level of support.
- The survey was administered before and after the facilitated discussion, allowing stakeholders (14 respondents) to assess NCRFA’s effectiveness, financial stewardship, and future goals. A second survey was sent to the community at large, which yielded 333 responses with similar results.
- The results (**Figure 1**) revealed high overall trust in and support for NCRFA, with notable improvements in three out of five categories after community stakeholder participants gained a deeper understanding of the agency’s operations and challenges.

**Figure 1: Community Stakeholder Pre-Session and Post-Session Opinion Scores and Community-at- Large Opinion Score**



## STRATEGIC THEMES AND OBJECTIVES

During these discussions, three primary strategic themes emerged:

- 1 Enhancing Life Safety and Property Protection**  
How can we improve emergency response, risk reduction, and community preparedness?
- 2 Meeting Future Service Demands**  
How do we adapt to increasing emergency response needs while maintaining service levels and budget efficiency?
- 3 Demonstrating Public Value**  
How do we better communicate our impact and strengthen community trust?

To address these themes, eleven strategic objectives were developed:

### Theme 1. Enhancing Life Safety and Property Protection

#### Strategic Objectives:

- 1-1.** Improve survivability of patients who experience acute medical emergencies.
- 1-2.** Improve survivability for victims of fire, hazardous materials (HazMat) release, entrapment, and other crisis events.
- 1-3.** Improve firefighter safety and survival.
- 1-4.** Improve agency resilience during crisis-level events and large-scale disasters.

### Theme 2. Meeting Future Service Demands

#### Strategic Objectives:

- 2-1.** Reduce financial and legal risks and liabilities for the North County Regional Fire Authority.
- 2-2.** Improve efficiency within the budgeting process.
- 2-3.** Prepare the agency for future economic downturns and maintain adequate financial reserves.

## Theme 3. Demonstrating Public Value

### Strategic Objectives:

- 3-1. Promote a positive agency reputation through community engagement.
- 3-2. Mitigate fire-related damage to allow occupants to remain in impacted structures after suppression operations. *(for example, oven fire where firefighters remove smoke and water from living areas, remove the oven from the structure, disconnect the electrical service to the area of origin, allow occupants to remain in their home until proper repairs can be made)*
- 3-3. Provide downward pressure on community fire insurance costs.
- 3-4. Expand value-added services to the community beyond emergency response, such as a dedicated public educator, public information officer, and fire inspector.

### MEASURING SUCCESS

To ensure accountability and continuous improvement, NCRFA established **18 outcome measurements and 64 supporting goals**. These benchmarks will guide operational priorities, drive performance reporting, and ensure NCRFA continues to meet the needs and expectations of the communities it serves.

### PURPOSE OF STRATEGIC PLANNING

Strategic planning is a structured process that helps an organization assess industry trends, community needs, available resources, and operational capabilities to identify performance gaps. Recognizing these gaps enables the agency to define clear objectives, set achievable goals, and implement critical tasks to enhance performance.

A well-developed strategic plan serves as a roadmap, guiding the agency to allocate resources efficiently, focus on measurable outcomes, and eliminate inefficiencies. Engaging a broad range of stakeholders strengthens the process by building consensus on challenges and solutions. This shared vision fosters collaboration and drives organizational success.

***When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates.***



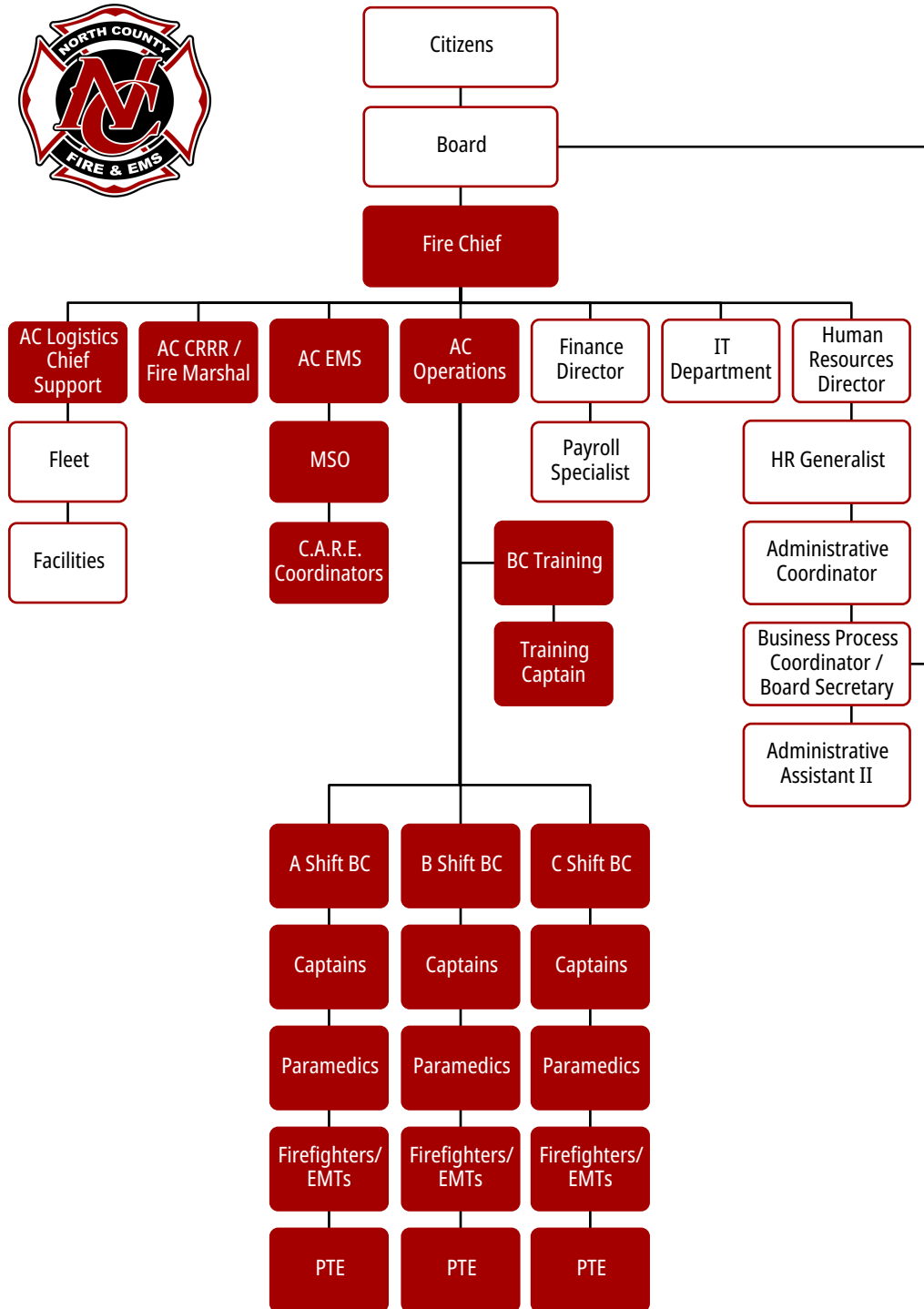
# Governance and Authority

The board is composed of seven commissioners: five elected by district and two in at-large positions. Commissioners serve terms of either four or six years, with no term limits.

The board appoints a fire chief, who functions as the agency's chief administrative officer. The fire chief is responsible for supervising, directing, and coordinating all divisions and daily operations of the organization. Additionally, the fire chief prepares and presents the annual budget for the board's consideration, provides strategic reports, and makes recommendations on operational improvements. This at-will position also holds the authority to appoint support staff as needed.

NCRFA's organizational structure (illustrated in **Figure 2**) reflects a clear chain of command, with the fire chief overseeing four assistant chiefs, a finance director, a human resources director, and a contract vendor that oversees information technology. This structure reinforces the agency's commitment to efficient leadership, coordinated response strategies, and effective resource management to ensure the safety of residents and visitors across its service area.

**Figure 2: North County Regional Fire Authority Organizational Chart**





# Fire Department History and Overview

The NCRFA was established in 2007 through the consolidation of Snohomish County Fire Districts 14 and 18. This merger streamlined services for the communities of Bryant, Freeborn, and Warm Beach under a single board of commissioners. NCRFA was among the first agencies in the State of Washington to form a regional fire authority, setting a precedent for improving efficiency and conserving resources. Since its formation, the agency has expanded its service area and provides fire protection and emergency medical services (EMS) across both incorporated and unincorporated areas of northern Snohomish County.

Today, NCRFA serves the cities of Arlington and Stanwood, along with the communities of Bryant, Freeborn, Grandview, Kackman, Kayak Point, Warm Beach, and the Stillaguamish Tribe of Indians. The agency operates from six strategically located fire stations and employs 130 personnel to protect a growing population of over 45,000 residents.

The Washington Surveying and Rating Bureau (WSRB) has assigned NCRFA a Class 4 fire protection rating for most of its service area, including the cities of Arlington and Stanwood. This rating reflects the Department's strong capabilities in fire suppression, training, emergency response, and community risk-reduction efforts.

In comparing NCRFA with similar agencies in the region, the cost per capita (illustrated in **Table 1**)—calculated as the total annual operational cost divided by the population—is approximately 3% lower than the average; however, it remains well within the agency's allowable limit of 10% above or below. This suggests that the agency maintains a cost-efficient service model, while operating within its budgetary constraints.

Although cost per capita provides a broad financial comparison, it does not fully capture an agency's performance or value to the community. Instead, it serves as a financial benchmark, indicating how effectively the agency utilizes taxpayer funding for staffing, equipment, facilities, and capital investments.

**Table 1: North County Regional Fire Authority Cost per Capita Comparison, 2025**

<i>Peer Agency – 2025</i>	<i>Population Estimate</i>	<i>Agency Operating Budget</i>	<i>Per Capita Cost to Operate</i>	<i># of Full-Time Employees</i>	<i>WSRB Rating (1 is best)</i>	<i># of Fire Stations</i>
<b>Bainbridge Island FD</b>	24,250	\$ 12,927,000	\$ 533.07	43	4	3
<b>Bothell (Sno FD 10)</b>	56,00	\$ 20,000,000	\$ 357.14	67	3	3
<b>Clark Cowlitz Co F&amp;R</b>	52,000	\$ 18,818,900	\$ 361.90	96	4	7
<b>Graham F&amp;R (Pierce #21)</b>	70,000	\$ 29,469,500	\$ 420.99	40	4	6
<b>Marysville RFA</b>	80,000	\$ 42,968,000	\$ 537.10	121	3	5
<b>Snohomish County FD 4</b>	30,000	\$ 16,838,000	\$ 561.27	30	4	3
<b>Central Kitsap Co F&amp;R</b>	72,000	\$ 32,150,000	\$ 446.53	116	2	10
<b>South Kitsap</b>	81,000	\$ 30,092,400	\$ 371.51	125	3	11
<b>Average</b>	<b>58,156</b>	<b>\$ 25,407,975</b>	<b>\$ 448.69</b>	<b>80</b>	<b>3</b>	<b>6</b>

<b>North County RFA</b>	<b>45,000</b>	<b>\$ 19,600,700</b>	<b>\$ 435.57</b>	<b>99</b>	<b>4</b>	<b>6</b>
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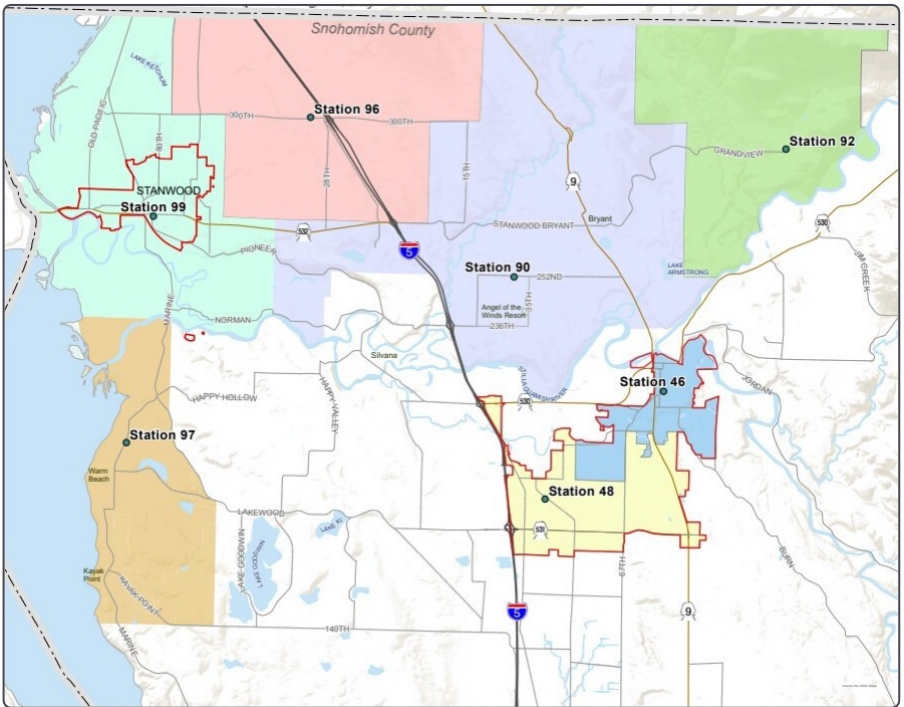
***“Perpetual optimism is a force multiplier.”***

**- Colin Powell**

# Service Area

The NCRFA's service area is shown in **Figure 3**.

**Figure 3: North County Regional Fire Authority service area.**



# Agency Vision, Mission, and Values

## VISION

*North County Regional Fire Authority is to be widely known as an organization that aspires to excellence. We will continue to fulfill our commitment to reduce risk and enhance the health, welfare, and preparedness of our entire community, while embodying all core values as we deliver premier all-hazard responses and services.*

## MISSION

*North County Regional Fire Authority provides premier medical services, fire, and all-hazard emergency response to reduce risk and enhance the health, welfare, and preparedness of our entire community.*

## VALUES

Professionalism

Integrity

Pride

Innovation

Ownership

# Hierarchy of Strategic Performance

The hierarchy of strategic performance begins with the agency's mission, which drives the strategic objectives, outcomes, and supporting goals (**Figure 4**):

## **Strategic Objective:**

A statement that creates an overall vision and goal that helps an organization focus on achieving a desired outcome in order to meet its mission.

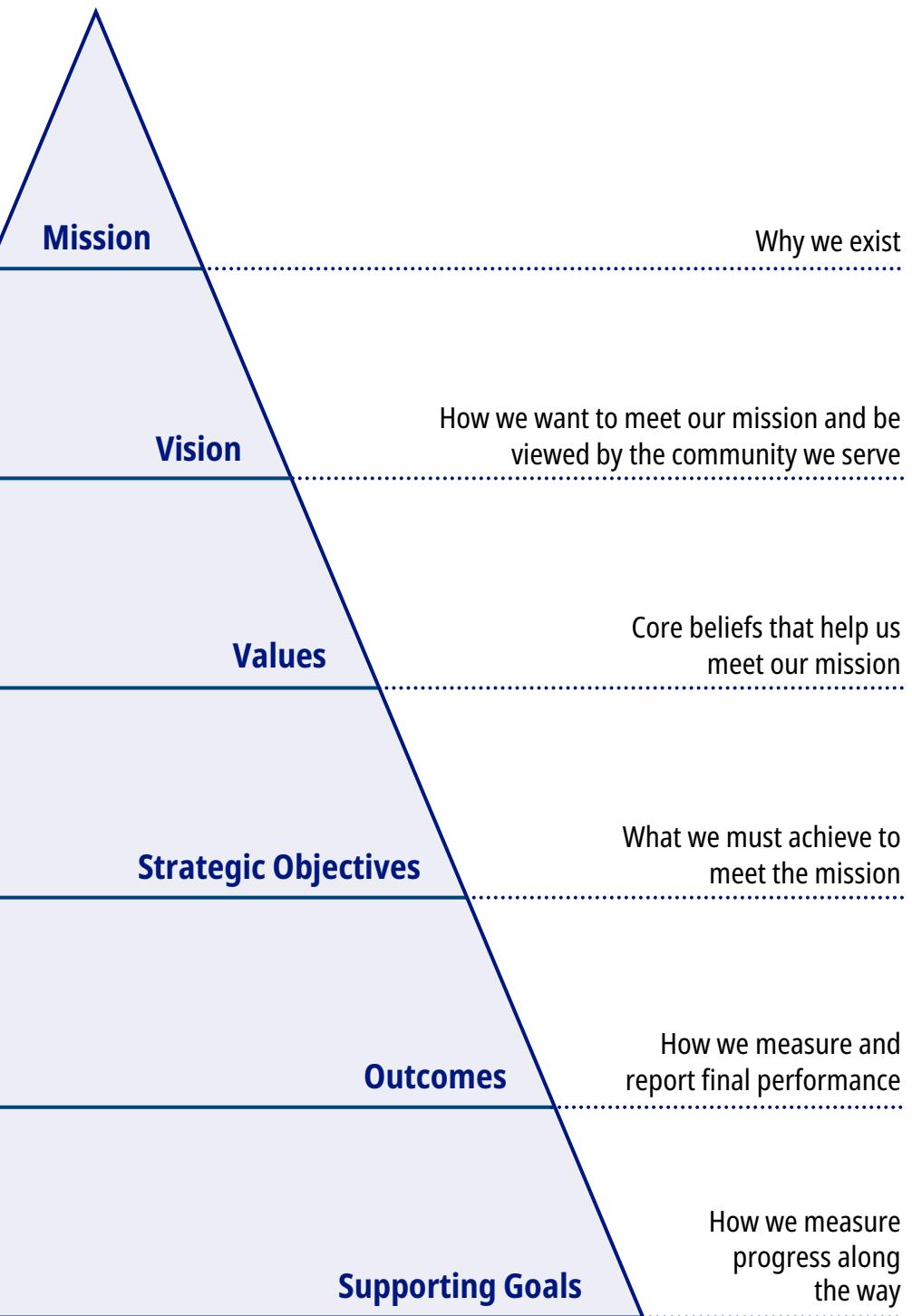
## **Outcome:**

A statement that describes the result or completion of an activity. The outcome is used to measure and report final performance; it often is the most important category for evaluating agency effectiveness.

## **Supporting Goals:**

An incremental step(s) needed to accomplish a high-level desired outcome, which is used to measure progress.

Within this strategic plan, outcomes and supporting goals may be repeated, because the same solution can solve multiple strategic objectives. For example, rapid turnout times can help improve the outcomes of thousands of responses. Some of the efforts listed below target fire-related problems, whereas others focus on emergency medical problems. In the end, rapid turnout times benefit both categories.



**Figure 4: Hierarchy of Strategic Performance**

# Agency Status

A SWOT analysis is a strategic planning tool used to evaluate an organization's **Strengths, Weaknesses, Opportunities, and Threats**. Strengths and weaknesses are internal factors—such as resources, capabilities, and processes—whereas opportunities and threats arise from external conditions, such as industry trends, unfunded mandates, and regulatory changes. The agency's goal is to leverage strengths, address weaknesses, capitalize on opportunities, and mitigate threats. The SWOT analysis provides a clear snapshot of where an organization stands and helps guide informed decision-making for growth, improvement, and risk management.

## STRENGTHS

The following items represent things the agency does particularly well; they are competitive advantages and preparedness investments that are paying off:

- Good community relations
- Making good use of available resources
- Employee culture of wanting to be the best
- Employee freedom to make the agency better
- Employee history of dedication and commitment to serving the community
- State-of-the-art training center
- Friendly and “family-like” work environment
- Hiring process that attracts and hires some of the best candidates in the region
- High level of community engagement
- High level of customer support
- Willingness to be innovative
- Good facilities, apparatus, and equipment replacement plan
- High-quality maintenance program and personnel

- Healthy financial stewardship
- Good political relationships
- Strong recruitment and retention of part-time firefighters

## **WEAKNESSES**

The following items represent things that the agency doesn't do particularly well, such as competitive disadvantages, blind spots, events not prepared for, and liabilities:

- Lack of personnel to carry out various activities (e.g., public education, grants, special projects, etc.).
- Still responding to the impacts of rapid growth and assimilation of other agencies.
- Need for more effective social media and community outreach programs, including ability to address populations that don't speak English.
- Need for stronger technology infrastructure and connectivity.
- Need expertise in collecting, analyzing, and reporting quality data.
- Need expertise in getting feedback from the community.
- Need for more effective on-scene operational coordination between certain agencies due to different policies, protocols, and capabilities.
- Growing wildland fire threats.
- Lack of understanding by the community of how the district is financed.
- Need for capital improvements to existing stations to meet the agency's needs over time.
- Lack of funding for major capital needs.

## **OPPORTUNITIES**

The following items represent opportunities the agency should explore that would improve its mission, service delivery, efficiency, reputation, and survivability as an organization:

- Develop an annual fire station Open House event during Fire Prevention

week.

- Host more public outreach events at the training center.
- Host local “Fire Ops 101” type events for local leaders and media.
- Expand the diversity within the applicant pool (e.g., female, veterans, etc.).
- Expand the recruitment program for veterans.
- Enhance professional development and succession planning.
- Improve the social media and community outreach systems.
- Enhance the marketing of the part-time firefighter program.
- Develop a workforce plan.
- Enhance the technology program with better connectivity, integration, and redundancy.
- Develop a community risk assessment and standards of cover plan.
- Continue to develop partnerships with regional health providers.
- Upgrade facilities to meet the needs of the employees and communities over time.
- Explore alternative funding options for major capital improvement needs.
- Explore new training opportunities for operational staff.
- Expand community engagement such as Community Emergency Response Team (CERT), community CPR, citizens academy, etc.
- Enhance medical training for better proficiency with high-acuity EMS calls.
- Review risk mitigation associated with part-time employees responding to calls that might be beyond their experience level.

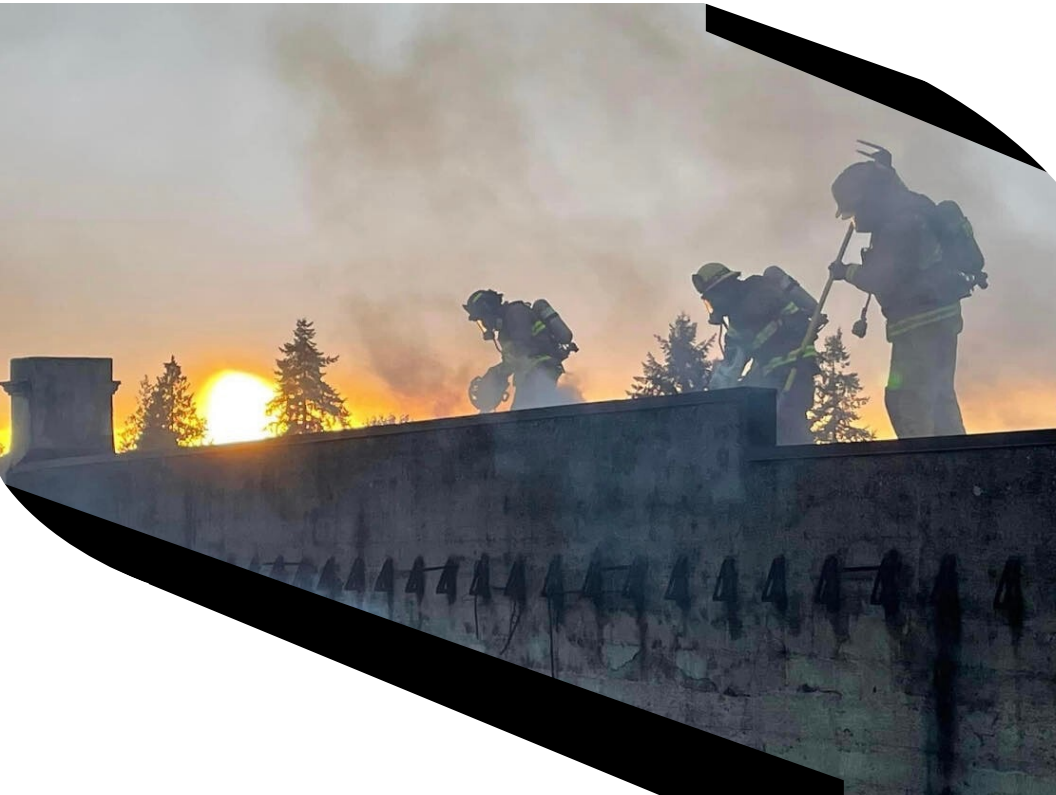
## THREATS

The following items represent things that threaten to undermine the agency mission, service delivery, efficiency, reputation, and survivability as an organization:

- Higher than normal employee retirements in five to seven years.
- Cybersecurity threats.
- Maintaining the viability of the part-time firefighter program to meet

future needs.

- Lack of funding or authority to accomplish work that is the responsibility of other agencies that are not meeting community needs (e.g., fire prevention).
- Unclear expectations and weak relationships with mutual-aid agencies.
- Competition from other agencies for employees.
- Unfunded mandates.
- Economic downturn.
- Extended unit commitment time due to extended travel times to and from medical facilities.



## THEME 1

**ENHANCING LIFE SAFETY AND  
PROPERTY PROTECTION –  
HOW CAN WE IMPROVE  
EMERGENCY RESPONSE,  
RISK REDUCTION, AND  
COMMUNITY PREPAREDNESS?**

# STRATEGIC OBJECTIVE 1.1

## IMPROVE SURVIVABILITY OF PATIENTS WHO EXPERIENCE ACUTE MEDICAL EMERGENCIES

### OUTCOMES

- **Annual growth rate of EMS calls maintained at or below annual population growth rate** (*percent of EMS calls for service lower than percentage of population growth year over year*)
- **Cardiac survival rate at or above 30 percent** (*ROSC*)
- **American Heart Association’s Mission: Lifeline® “Bronze” award, or better**

### SUPPORTING GOALS

- Advocate to ensure emergency 9-1-1 calls for service are processed within 2 minutes and 20 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 2 minutes and 20 seconds or less for 90 percent of emergency medical incidents or 1 minute and 20 seconds average (*alert to wheels rolling*).
- Provide first EMS-capable unit arrival at medical calls for service within 8 minutes (urban), 12 minutes and 30 seconds (rural), and 16 minutes and 50 seconds (rural remote) for 90 percent of incidents, or within 5 minutes and 30 seconds (urban), 12 minutes and 40 seconds (rural), and 17 minutes (rural remote) average (emergency call, alert to unit arrival).
- Maintain CPR fraction rate (*hands on chest*) of at least 90 percent for 90% of cardiac arrest incidents.
- Explore strategies that measure and improve definitive patient care, such as:
  - ❑ Recognize and call a ST-elevation myocardial infarction (*STEMI*) and stroke alert within 10 minutes of patient contact
- Maintain a scene time of 20 minutes or less for 90 percent of trauma incidents.

- Improve adoption of the PulsePoint Respond mobile app.
- Maintain community education programs, such as:
  - Bystander “hands-only” CPR training
  - Stop the Bleed
- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.
  - Evaluate a deployment performance metric for each demand zone



## STRATEGIC OBJECTIVE 1.2

# IMPROVE SURVIVABILITY FOR VICTIMS OF FIRE, HAZMAT RELEASE, ENTRAPMENT, AND OTHER CRISIS EVENTS

### OUTCOMES

- **Annual growth rate of structure fire instances maintained at or below yearly population growth rate** (*percent of structure fires lower than percentage of the population growth year over year*)
- **Zero structure losses due to vegetation fires**
- **Zero civilian deaths due to fire** (*structure fires/accidental/unintentional*)

### SUPPORTING GOALS

- Advocate to ensure emergency 9-1-1 calls for service are processed within 2 minutes and 20 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 3 minutes or less for 90 percent of fire and rescue incidents, or 2 minutes average (*alert to wheels rolling*).
- Provide first unit arrival at structure fires, HazMat releases, and other crisis events requiring the use of personal protective equipment within 10 minutes (urban), 15 minutes (rural), and 20 minutes (rural remote) for 90 percent of incidents, or within 7 minutes and 20 seconds (urban), 10 minutes (rural), and 20 minutes (rural remote) average (emergency call, alert to unit arrival).
- Inspect 100 percent of all commercial fire-protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 30 percent of moderate- and low-risk occupancies annually.
- Limit fires to 0.25 acres or less for 90 percent of wildland incidents.
- Develop an “area of origin” containment outcome measurement.
- Develop strategies to improve the quality and quantity of incident data reporting by officers and paramedics, including:
  - ❑ Time stamp “water on the fire”

Time stamp “at patient side/victim side”

- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.
  - Evaluate a deployment performance metric for each demand zone
- Update operational policies for incident command and coordination.



## STRATEGIC OBJECTIVE 1.3

# IMPROVE FIREFIGHTER SAFETY AND SURVIVAL

### OUTCOMES

- **Annual growth rate of structure fire instances maintained at or below annual population growth rate** (*percent of structure fires lower than percentage of population growth year over year*)
- **Zero preventable vehicle accidents**
- **Zero firefighter line-of-duty deaths**

### SUPPORTING GOALS

- Advocate to ensure emergency 9-1-1 calls for service are processed within 2 minutes and 20 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 3 minutes or less for 90 percent of fire and rescue incidents, or 2 minutes average (*alert to wheels rolling*).
- Provide first unit arrival at structure fires, HazMat releases, and other crisis events requiring the use of personal protective equipment within 10 minutes (urban), 15 minutes (rural), and 20 minutes (rural remote) for 90 percent of incidents, or within 7 minutes and 20 seconds (urban), 10 minutes (rural), and 20 minutes (rural remote) average (emergency call, alert to unit arrival).
- Inspect 100 percent of all commercial fire-protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 30 percent of moderate- and low-risk occupancies annually.
- Limit fires to 0.25 acres or less for 90 percent of wildland incidents.
- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.
  - Evaluate a deployment performance metric for each demand zone
- Update operational policies for incident command and coordination.

- Maintain unit hour utilization (*UHU*) percentage below 30 percent for all units (*annual*).
- Maintain annual employee injury rate below 10 percent of total allocated staffing (*less than 10 reportable industrial injuries per year*), including:
  - Develop performance measurements for safety, health, and wellbeing initiatives
  - Review and update accident prevention plan
  - Refine fitness for duty and return to work policy and program
  - Develop a behavioral health/employee assistance program specific to the needs of first responders
- Develop a workforce plan, including:
  - Update succession planning and professional development policies
  - Develop task books for all operational positions
  - Implement an affirmative action plan for the Joint Apprenticeship Training Committee program



## STRATEGIC OBJECTIVE 1.4

# IMPROVE AGENCY RESILIENCE DURING CRISIS-LEVEL EVENTS AND LARGE-SCALE DISASTERS

### SUPPORTING GOALS

- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - ❑ Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.
  - ❑ Evaluate a deployment performance metric for each demand zone
- Develop a policy that limits the provision of automatic aid or mutual aid during resource drawdown.
- Enhance emergency preparedness training and coordination for community members.
- Maintain the Cardiac Arrest Registry for Enhanced Survival (*C.A.R.E.S*) program with the goal of reducing high system utilization.
- Participate in regional disaster exercises annually.

## THEME 2

**MEETING FUTURE  
SERVICE DEMANDS –  
HOW DO WE ADAPT TO INCREASING  
EMERGENCY RESPONSE NEEDS  
WHILE MAINTAINING SERVICE  
LEVELS AND BUDGET EFFICIENCY?**

## STRATEGIC OBJECTIVE 2.1

# REDUCE FINANCIAL AND LEGAL RISKS AND LIABILITIES FOR THE NORTH COUNTY REGIONAL FIRE AUTHORITY

### OUTCOMES

- Zero firefighter line-of-duty deaths
- Zero substantiated cases of harassment or discrimination
- Zero cases of requiring formal disciplinary action *(action above written reprimand)*
- Zero preventable vehicle accidents
- Cost per capita maintained within 10 percent of the regional comparative average
- Operating reserve fund balance maintained at 25 percent
- Complete successful financial audits annually with no significant issues

### SUPPORTING GOALS

- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.
  - Evaluate a deployment performance metric for each demand zone
- Maintain annual employee injury rate below 10 percent of total allocated staffing *(less than 10 reportable industrial injuries per year)*, including:
  - Develop performance measurements for safety, health, and wellbeing initiatives
  - Review and update accident prevention plan
  - Refine fitness for duty and return to work policy and program
- Develop a behavioral health/employee assistance program specific to the needs of first responders.

- Provide liability reduction and harassment prevention training to all employees and board members annually.
- Develop a workforce plan, including:
  - ❑ Update succession planning and professional development policies
  - ❑ Develop task books for all operational positions
  - ❑ Implement an affirmative action plan for the Joint Apprenticeship Training Committee program
- Improve the quality and accuracy of report writing by officers, paramedics and EMTs.
- Develop a system to review and update all policies and procedures every three years.
- Enhance the information technology system to be more efficient and secure, and to reduce redundancy.
- Enhance the data analysis and reporting systems.
- Update the cybersecurity protection plan.
- Refresh the Health Insurance Portability and Accountability Act (*HIPAA*) policy and training annually.
- Implement a record management system program.
- Update and maintain the Emergency Vehicle Incident Prevention (*EVIP*) training program.

## STRATEGIC OBJECTIVE 2.2

# IMPROVE EFFICIENCY WITHIN THE BUDGETING PROCESS

### OUTCOMES

- **Annual growth rate of structure fire instances maintained at or below annual population growth rate** *(percent of structure fires lower than percentage of population growth year over year)*
- **Annual growth rate of EMS calls maintained at or below annual population growth rate** *(percent of EMS calls for service lower than percentage of population growth year over year)*
- **Cost per capita maintained within 10 percent of the regional comparative average**
- **Operating reserve fund balance maintained at 25 percent**

### SUPPORTING GOALS

- Maintain worker's compensation costs below 3 percent of annual budget.
- Purchase sufficient fire apparatus to ensure that fleet health complies with the apparatus replacement plan.
- Maintain a score of 21 points or less for all frontline fire apparatus. *(American Public Works Association Vehicle Replacement Guide)*
- Maintain a score of 30 points or less for all reserve fire apparatus. *(American Public Works Association Vehicle Replacement Guide)*
- Develop a workforce plan, including:
  - Update succession planning and professional development policies
  - Develop task books for all operational positions
  - Implement an affirmative action plan for the Joint Apprenticeship Training Committee program
- Develop a capital facilities plan.
- Develop a long-term financial strategy plan.
- Pursue grant opportunities with a positive return on investment.
- Ensure strategic planning group meets at least annually to review progress and updates.

## STRATEGIC OBJECTIVE 2.3

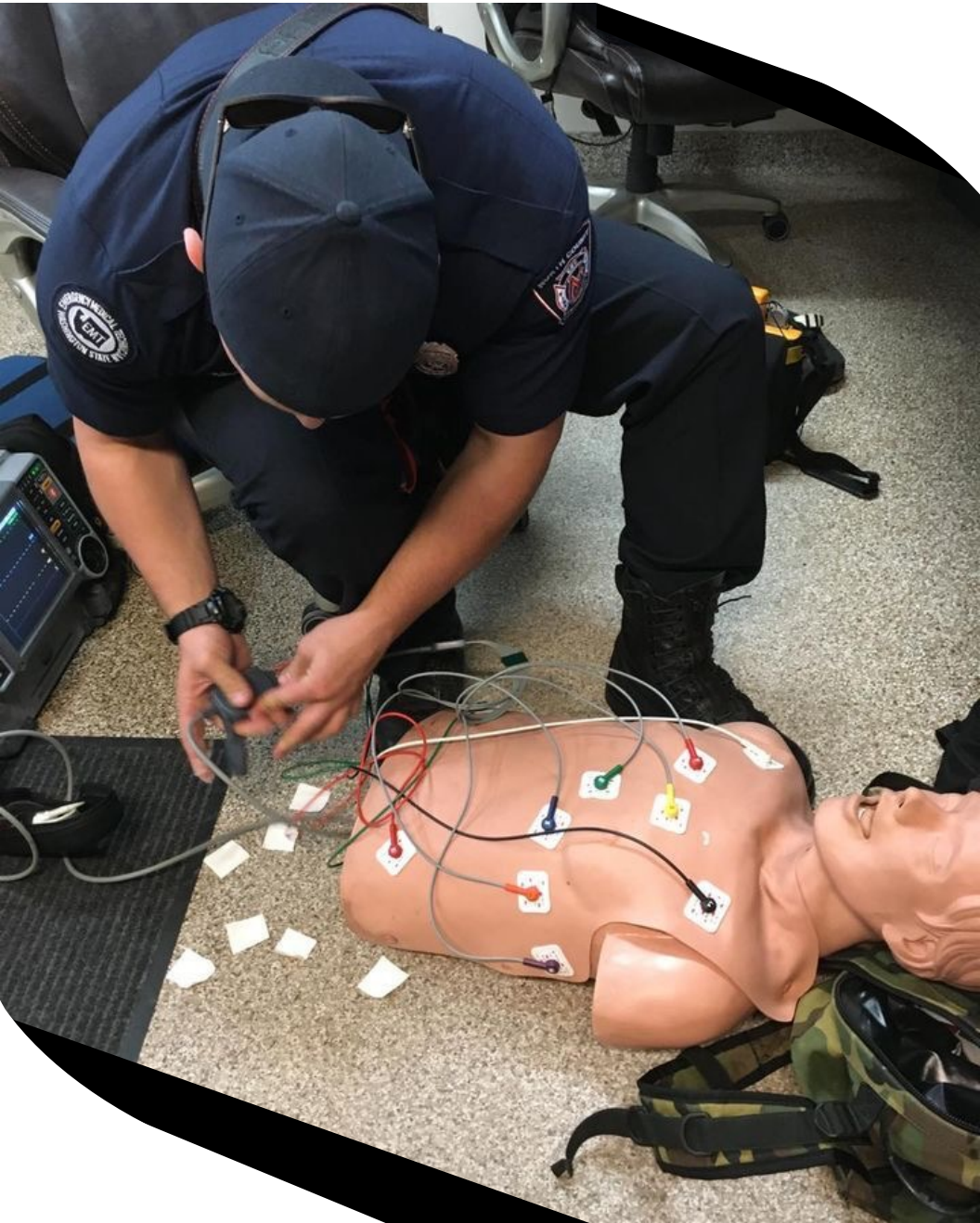
# PREPARE THE AGENCY FOR FUTURE ECONOMIC DOWNTURNS

### OUTCOMES

- Cost per capita maintained within 10 percent of the regional comparative average
- Operating reserve fund balance maintained at 25 percent

### SUPPORTING GOALS

- Maintain worker's compensation costs below 3 percent of annual budget.
- Invest in high-quality equipment and apparatus that can withstand deferred replacement when necessary.
- Maintain a score of 21 points or less for all frontline fire apparatus. *(American Public Works Association Vehicle Replacement Guide)*
- Maintain a score of 30 points or less for all reserve fire apparatus. *(American Public Works Association Vehicle Replacement Guide)*
- Develop a capital facilities plan.
- Develop an operational cost and service "step down/cost cutting" plan that will provide a progressive rate of savings within one year of implementation.
- Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance and utility costs.



## THEME 3

**DEMONSTRATING  
PUBLIC VALUE –  
HOW DO WE BETTER  
COMMUNICATE OUR IMPACT  
AND STRENGTHEN  
COMMUNITY TRUST?**

## STRATEGIC OBJECTIVE 3.1

# PROMOTE A POSITIVE AGENCY REPUTATION THROUGH COMMUNITY ENGAGEMENT

### OUTCOMES

- **No out-of-pocket transport fee policy maintained for residents**
- **Cost per capita maintained within 10 percent of the regional comparative average**
- **Operating reserve fund balance maintained at 25 percent**
- **Levy rate maintained at equal to or below the regional comparative average**
- **Recruited and hired employees representative of the demographic makeup of the community** (*census data for region*)
- **Washington Surveying & Rating Bureau protection Class 4 rating for urban areas and Class 5 rating for unincorporated areas** (*excluding rural remote*) maintained or improved

### SUPPORTING GOALS

- Develop a workforce plan, including:
  - Update succession planning and professional development policies
  - Develop task books for all operational positions
  - Implement an affirmative action plan for the Joint Apprenticeship Training Committee program
- Maintain the CARES program with the goal of reducing high system utilization.
- Develop a community satisfaction survey to evaluate service annually.
- Enhance the data analysis and reporting systems.
- Explore a “Fire Ops 101” type program for interested community leaders.

- Develop a list of community stakeholders for future strategic planning efforts.
- Provide public speaking engagements and presentations to community groups.
- Explore expanding the social media outreach strategy.
- Continue to coordinate community events such as National Night Out, Santa Run, etc.
- Explore formalizing a public information/public education officer position.
- Identify cost-efficient measures to improve or maintain WSRB protection classes.

## STRATEGIC OBJECTIVE 3.2

# MITIGATE FIRE-RELATED DAMAGE TO ALLOW OCCUPANTS TO REMAIN IN IMPACTED STRUCTURES AFTER SUPPRESSION OPERATIONS

### OUTCOMES

- **Annual growth rate of structure fire instances maintained at or below annual population growth rate** (*percent of structure fires lower than percentage of population growth year over year*)
- **Zero structure losses due to vegetation fires**

### SUPPORTING GOALS

- Advocate to ensure emergency 9-1-1 calls for service are processed within 2 minutes and 20 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 3 minutes or less for 90 percent of fire and rescue incidents, or 2 minutes average (*alert to wheels rolling*).
- Provide first unit arrival at structure fires, HazMat releases, and other crisis events requiring the use of personal protective equipment within 10 minutes (urban), 15 minutes (rural), and 20 minutes (rural remote) for 90 percent of incidents, or within 7 minutes and 20 seconds (urban), 10 minutes (rural), and 20 minutes (rural remote) average (emergency call, alert to unit arrival).
- Inspect 100 percent of all commercial fire-protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 30 percent of moderate- and low-risk occupancies annually.
- Limit fires to 0.25 acres or less for 90 percent of wildland incidents.
- Develop an “area of origin” containment outcome measurement.
- Develop a performance measure for prevention of occupant displacement for people impacted by fire (*e.g., occupants return to their home within 24 hours of fire*).
- Encourage homeowners to quickly request a fire restoration company to mitigate damage.

## STRATEGIC OBJECTIVE 3.3

# PROVIDE DOWNWARD PRESSURE ON COMMUNITY FIRE INSURANCE COSTS

### OUTCOMES

- **Annual growth rate of structure fire instances maintained at or below annual population growth rate** (*percent of structure fires lower than percentage of population growth year over year*)
- **Washington Surveying & Rating Bureau protection Class 4 rating for urban areas and Class 5 rating for unincorporated areas** (*excluding rural remote*) maintained or improved

### SUPPORTING GOALS

- Advocate to ensure emergency 9-1-1 calls for service are processed within 2 minutes and 20 seconds for 90 percent of incidents (*alarm handling*).
- Limit turnout times to 3 minutes or less for 90 percent of fire and rescue incidents, or 2 minutes average (*alert to wheels rolling*).
- Provide first unit arrival at structure fires, HazMat releases, and other crisis events requiring the use of personal protective equipment within 10 minutes (urban), 15 minutes (rural), and 20 minutes (rural remote) for 90 percent of incidents, or within 7 minutes and 20 seconds (urban), 10 minutes (rural), and 20 minutes (rural remote) average (*emergency call, alert to unit arrival*).
- Inspect 100 percent of all commercial fire-protection systems annually.
- Inspect 100 percent of high-risk occupancies annually.
- Inspect 30 percent of moderate- and low-risk occupancies annually.
- Limit fires to 0.25 acres or less for 90 percent of wildland incidents.
- Develop an “area of origin” containment outcome measurement.
- Maintain annual UHU percentage below 30 percent for all units (*annually*).
- Update the standards of cover document and evaluate strategies for more efficient and effective deployment, including:
  - Review response modes to fire alarms, low-acuity medical calls, lift assists, etc.

- ❑ Evaluate a deployment performance metric for each demand zone
- Encourage homeowners to quickly request a fire restoration company to mitigate damage.
- Identify cost-efficient measures to improve or maintain WSRB protection classes.

## STRATEGIC OBJECTIVE 3.4

# ENHANCE AND DIVERSIFY COMMUNITY SERVICES TO DELIVER ADDED VALUE BEYOND EMERGENCY RESPONSE

### OUTCOMES

- Levy rate maintained at equal to or below the regional comparative average
- Washington Surveying & Rating Bureau protection Class 4 rating for urban areas and Class 5 rating for unincorporated areas *(excluding rural remote)* maintained or improved

### SUPPORTING GOALS

- Explore a “Fire Ops 101” type program for interested community leaders.
- Develop a list of community stakeholders for future strategic planning efforts.
- Provide public speaking engagements and presentation to community groups.
- Continue to coordinate community events such as National Night Out, Santa Run, etc.
- Provide fire safety education in all elementary schools.
- Recruit new employees from the local community.
- Identify cost-efficient measures to improve or maintain WSRB protection classes.
- Explore formalizing a public information/public education officer position.
- Maintain the CARES program with the goal of reducing high system utilization.



*Serving our Communities  
with Compassion*

North County  
Regional Fire Authority  
Snohomish County, Washington  
August 2025