

**SPOKANE COUNTY
FIRE DIST.**

2026-2031

STRATEGIC PLAN

SPOKANE COUNTY FIRE DISTRICT 10

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I. STRATEGIC PLANNING PROCESS

INTRODUCTION

The 2026–2031 Strategic Plan was developed using staff input, citizen survey results, commissioner feedback, leadership SWOT analyses, and regional best practices. It serves as a roadmap for District 10’s operational, financial, staffing, cultural, and facility priorities over the next five years.

This plan replaces the 2022–2027 Strategic Plan, which completed its key objectives including station improvements, leadership development, training enhancements, and improvements in organization culture and partnerships.

With those accomplishments behind us, this plan shifts focus to long-term staffing depth, financial sustainability, capital project needs, and strengthening organizational culture.

PLANNING PROCESS

The planning process included:

- Internal staff survey (career, volunteer, resident, and support staff)
- Citizen/community survey
- Commissioner survey
- Leadership SWOT analyses (Admin, Operations, Training, Safety/Logistics)
- Review of regional fire service best practices
- Administrative and commissioner review sessions

This multi-stakeholder process ensures the plan reflects the needs and priorities of the entire community and organization.

ORGANIZATIONAL BACKGROUND AND SERVICES

Spokane County Fire District 10 was founded in 1949 and has served the community of the West Plains. Like many fire departments, the district was originally an all-volunteer organization and is still served by volunteers. Spokane County Fire District 10 is organized as a Fire Protection District under Washington State Statute RCW 52. As a fire district, SCFD10 has the authority to levy a tax on all real property within the boundaries of the district to contract with other areas of services.

The district is governed by three fire commissioners who are elected by the citizens on rotating terms. The term for each commissioner is six years. The Fire Chief is appointed by the Board of Commissioners and reports to the board of commissioners, wherein the Fire Chief is granted certain authorities demined by a policy, or practice.

The district protects an approximate population of 10,000 full-time residents and encompasses a land area of approximately eighty-five square miles. The district boundary surrounds most of the City of Airway Heights and Fairchild Air Force Base. Also, the District borders Spokane Fire District’s 3, 5, 9, and the City of Spokane. Spokane County Fire District 10 provides fire suppression, rescue, first response

EMS, operations level hazardous materials response, fire prevention from five fire stations using a career and volunteer staffing model.

ENDORSEMENT LETTER



Fire District 10

Serving the West Plains

Spokane County Fire District 10

Strategic Plan 2026–2031

Letter From the Fire Chief

Spokane County Fire District 10 is entering a period of significant growth and opportunity. Our call volume, service demands, and community expectations continue to rise across the West Plains. As our organization evolves, we remain committed to professionalism, integrity, and operational excellence.

This strategic plan reflects the voices of our firefighters, staff, support members, commissioners, and the community. It outlines the roadmap that will guide our mission, support our personnel, and strengthen emergency services for the next five years.

This plan is designed not only to guide the next five years, but also to build a foundation for long-term stability, resilience, and excellence. Together, as one team, we will continue to protect life and property, innovate, collaborate, and serve with integrity.

Don W. Malone – Fire Chief

LETTER TO THE BOARD OF COMMISSIONERS



Fire District 10

Serving the West Plains

To: Board of Fire Commissioners
From: Fire Chief Don Malone
Date: 12/1/2025
Subject: Strategic Plan 2026–2031 – Submission for Board Adoption

Commissioners,

I am pleased to present the **Spokane County Fire District 10 Strategic Plan for 2026–2031** for your review and adoption.

This plan reflects comprehensive input from members, residents, administrative staff, leadership, and the Board of Fire Commissioners. It integrates data and trends from surveys, community feedback, and internal SWOT analyses to outline clear priorities in staffing, operations, financial sustainability, culture, wellness, and modernization.

The plan builds upon and completes the foundation set by the previous 2022–2027 Strategic Plan. With those objectives achieved, this new plan sets a forward-looking direction focused on long-term stability, improved emergency response capability, strengthened partnerships, and the continued development of our organization and personnel.

Pending approval, this plan will be professionally formatted, printed, and organized into a binder for district-wide reference and performance tracking.

Thank you for your ongoing support and guidance as we continue to build a strong future for our organization and the community we serve.

Respectfully,

Don W. Malone

Fire Chief

Spokane County Fire District 10

II. STRATEGIC PLANNING WORKSHOP

MISSION

The organization's mission statement should clearly define the primary purpose of its existence. The following mission statement was updated in 2022 and intended to focus on what is truly important to the organization and the community. The mission statement should be understood by all members and posted prominently throughout the organization facilities. Each member should commit the mission to memory.

Spokane County Fire District 10's Mission Statement:

Fire District 10 is dedicated to serving the West Plains by:

Protecting life, property and the environment

Providing education and prevision information

Providing fire, medical, and emergency services safely and performing professionally and politely

VISION

In addition to knowing the mission, all successful organizations need to determine where they expect to be in the future, at least to the fruition of the strategic plan. This vision provides members with a future view that can be shared by the members, has a clear sense of direction, and gives a sense of being engaged in something important. Vision statements provide a direction to how things can be and a sense of organizational direction to get there.

Spokane County Fire District 10's Vision Statement:

Spokane County Fire District 10 is a professional emergency organization dedicated to meeting the current and future needs of the West Plains community by enhancing service through cooperation, technology, and continuing education.

VALUES

Values define what the members of 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.

Spokane County Fire District 10's Values:

A firefighter is a person of integrity, as a firefighter, I will:

Respond quickly to aid those in need

Act with compassion, empathy, and integrity

Exceed citizen expectations

Recognize that I am a servant and a good steward of public trust

Continually improve my knowledge, skills, and abilities

With the development of its mission, vision, and core values, the SCFD10 established the organization's foundation for strategic planning. We encourage you to empower yourself with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

III. SWOT ANALYSIS

To properly formulate strategic initiatives, Spokane County Fire District 10 had to analyze the organization's strengths, weaknesses, opportunities, and threats (SWOT), which is the first step in identifying actionable strategies for the future.

STRENGTHS

The identification of organizational strengths is the first step in the SWOT analysis. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on previous staff time.

- Strong leadership and improved administrative systems
- Dedicated, professional career and volunteer staff
- Strong regional partnerships
- Positive community reputation
- Improved culture and organizational stability
- Consistent operational performance

WEAKNESSES

Organizational weaknesses, or lack of performance, are also crucial elements of the SWOT analysis. To move forward, the organization must honestly identify the issues that present barriers to success and address them through the strategic plan. Weak areas needing improvements are not the same as challenges, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the Spokane County Fire District 10's planning team, are typically issues that are the heart of the agency's problem.

- Aging facilities, especially Station 10-1
- Station 10-2 requiring relocation
- Insufficient paramedic coverage
- Inconsistent internal communication
- Aging fleet requiring replacement
- Challenges with volunteer recruitment and retention

OPPORTUNITIES

An organization's growth and threats are derived from the external environment. Opportunities are focused on existing circumstances and on expanding and developing new possibilities, inside and beyond the traditional service area.

- Joint staffing and station development with District 3
- SAFER grants for staffing and BC program
- Wildfire mitigation and fuels reduction grants
- Expansion of revenue contracts (tribal, ambulance)
- Improved community outreach and engagement

- Technological improvements and modernization

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 reduce the impact on the organization when a threat becomes an obstacle. By recognizing these challenges, an organization can reduce the potential for loss or impact.

- Increasing call volume and regional growth
- County-wide decline in volunteerism
- Rising capital and operational costs
- Levy renewal challenges
- Workforce competition
- Wildfire and emerging risk environments

IV. ENVIORNMENTAL SCAN

EXTERNAL STAKEHOLDER FEEDBACK

In August 2025, Spokane County Fire District #10 invited area business and community members to participate in a survey to help guide our efforts in this important process. These individuals represented local businesses, citizens who received services from the SCFD10 in the past, non-governmental organizations, community influencers, and other key external stakeholders, as identified by the Fire Chief. The results of the external stakeholder survey were presented to internal administrative staff to inform them of the citizens' service priorities and expectations.

This survey provided the opportunity to understand the valuable perspective of the community served. No special knowledge of the fire service was required to participate. The following section illustrates the responses and will assist the department in implementing its strategic plan over the next five years.

THEMES

- High satisfaction and trust in Spokane County Fire District 10
- Desire for improved response times as growth increases
- Support for station upgrades and additional staffing
- Interest in more community outreach and prevention programs
- Desire for greater public communication

Figure 1: Satisfaction with SCFD10

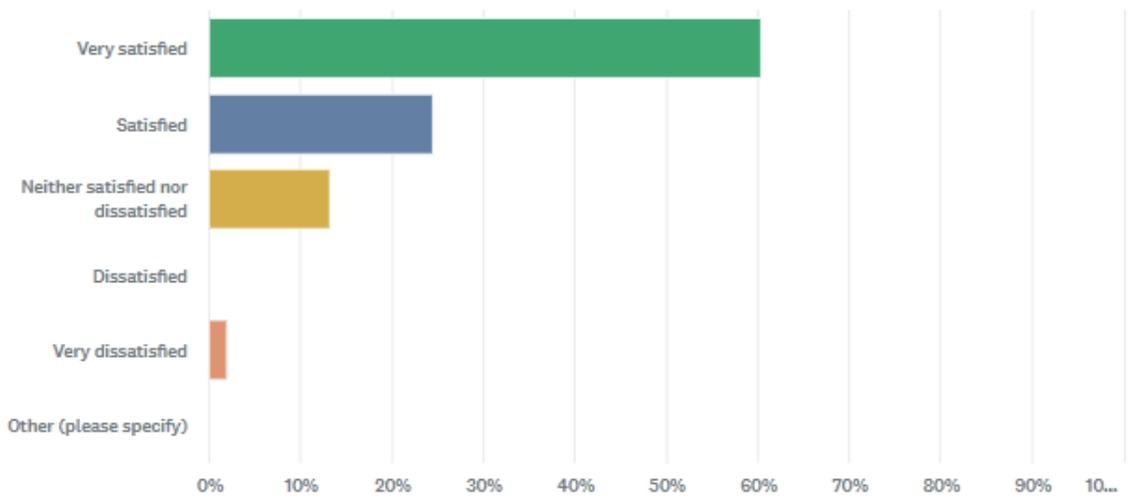


Figure 2: Importance of equipment reliability

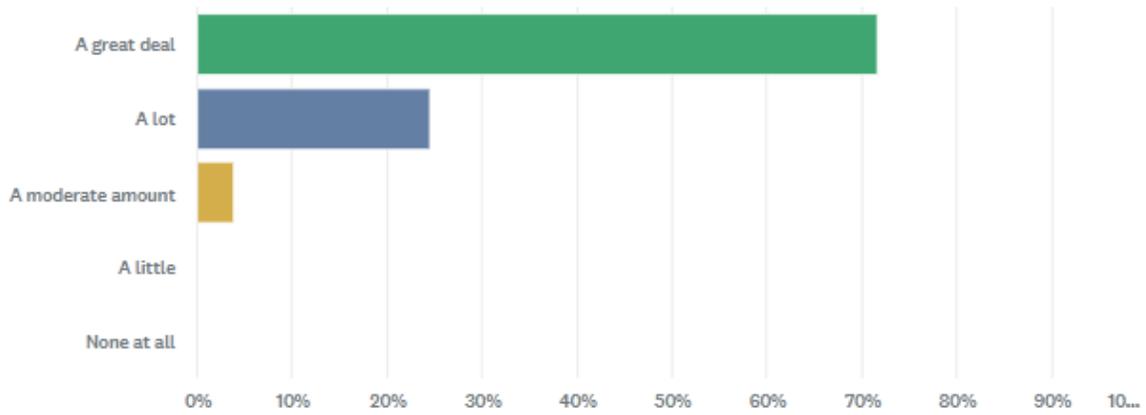


Figure 3: Support for increased staffing and/or new stations

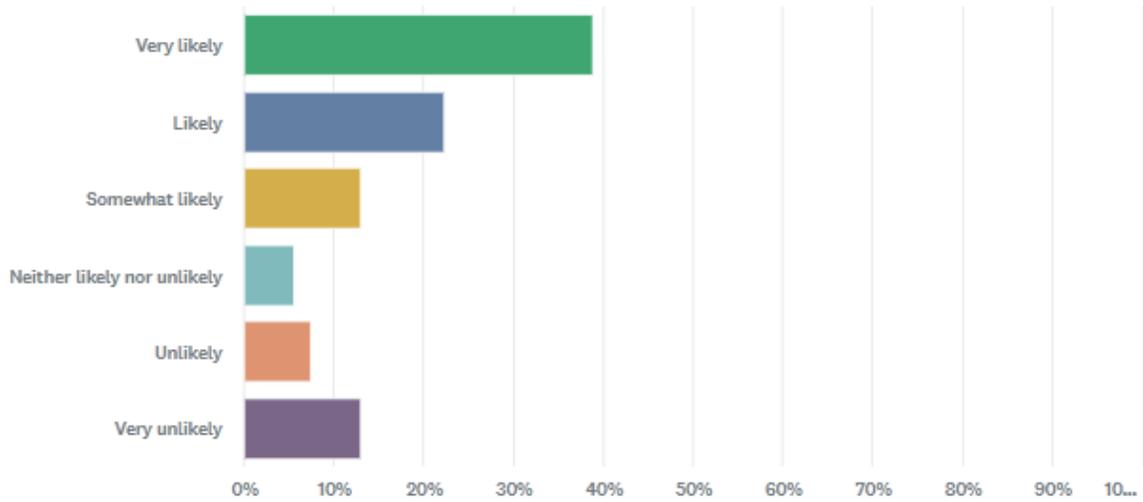
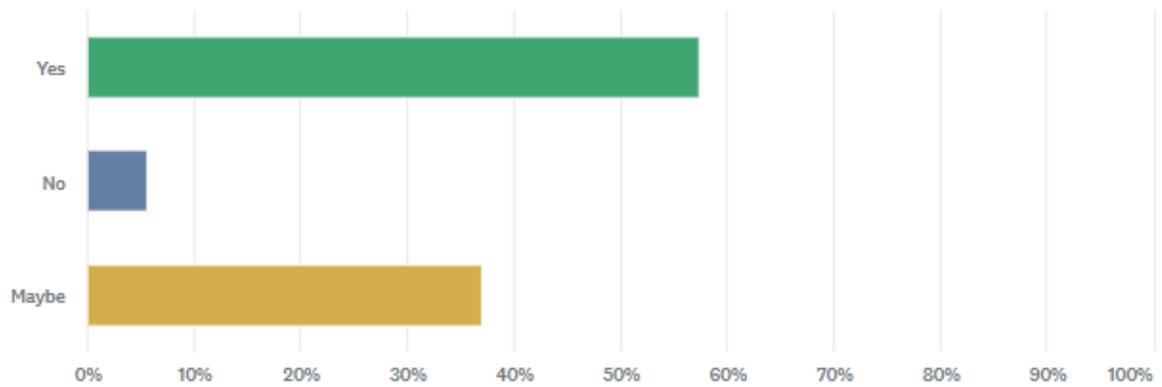


Figure 4: Interest in attending an open house or safety class



INTERNAL STAKEHOLDER FEEDBACK

In August of 2025, Spokane County Fire District #10 created an online survey to be completed by in members serving at SCFD10. The purpose of the anonymous survey was to receive feedback internally on areas of improvement.

THEMES

- Strong desire for improved communication
- Need for additional staffing depth, especially paramedics
- Interest in leadership development and training
- Emphasis on morale, culture, and unity
- Need for clear expectations and long-term direction
- Support for facility and fleet upgrades
- Interest in improved wellness and work-life balance

Figure 1: Communication is effective

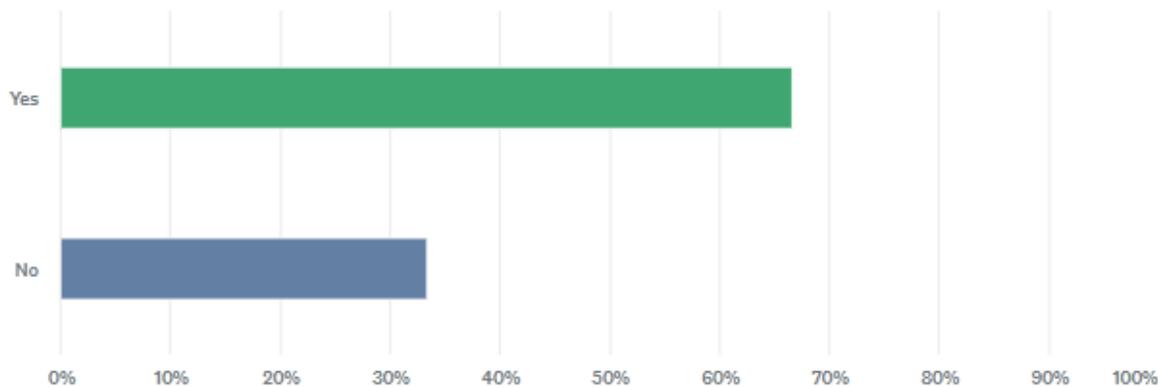


Figure 2: Satisfaction with growth opportunities

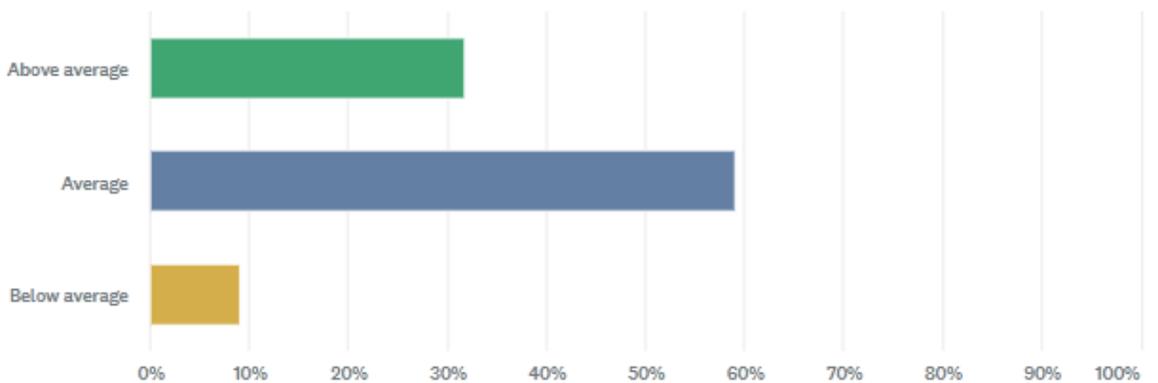


Figure 3: Accomplishments are adequately recognized

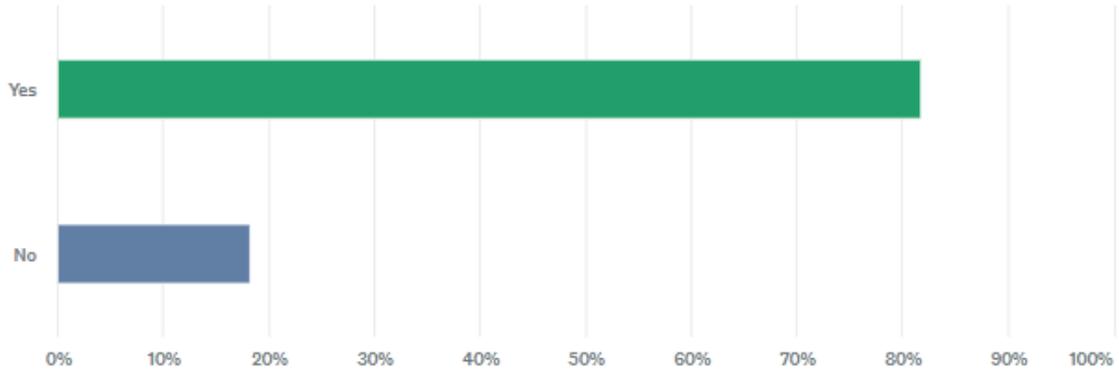


Figure 4: Current training is sufficient for evolving threats (i.e. lithium battery fires, active shooter events, climate-related incidents)

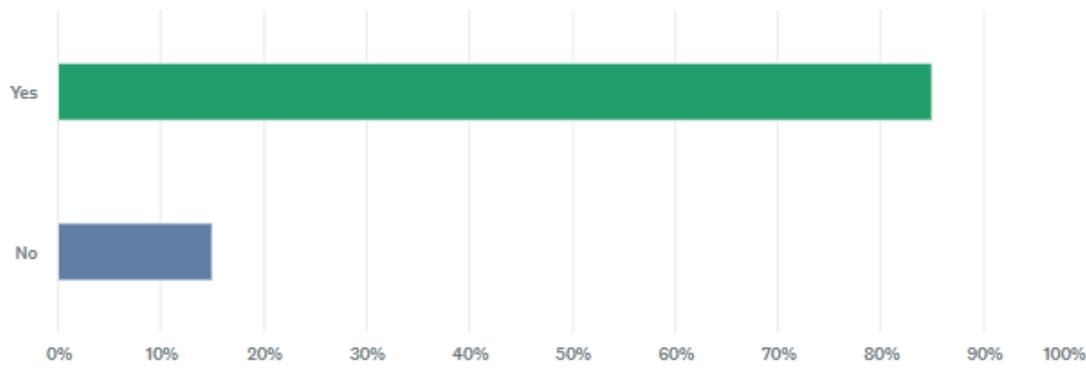
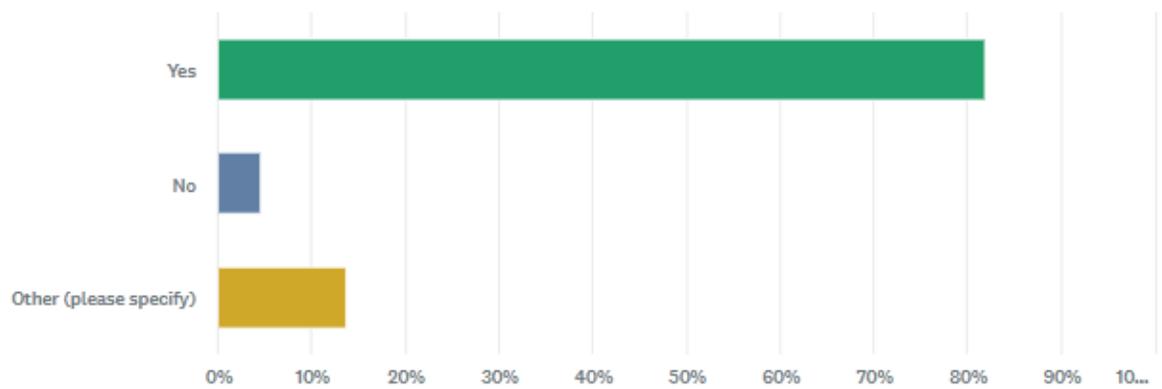


Figure 5: SCFD10 is keeping pace with the evolving needs of the community



COMISSIONERS FEEDBACK

In August 2025, Spokane County Fire District #10 created an online survey to be completed by the Board of commissioners.

THEMES

- Support for Station 10-2 relocation and joint staffing with District 3
- Importance of long-term financial planning
- Concern about staffing depth and volunteer decline
- Support for administrative salary competitiveness
- Need for stronger financial reporting
- Support for modernization and capital planning

Figure 1: The current mission, vision, and values reflect SCFD's purpose

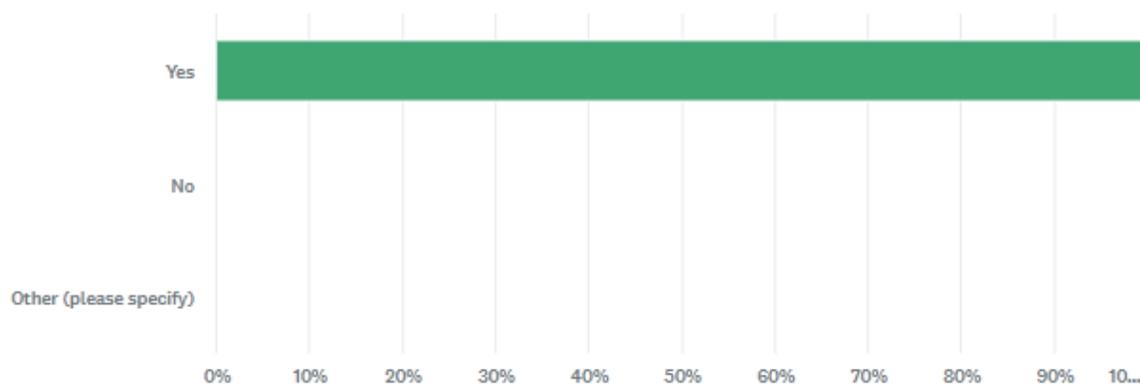


Figure 2: SCFD should pursue additional partnerships or joint facilities

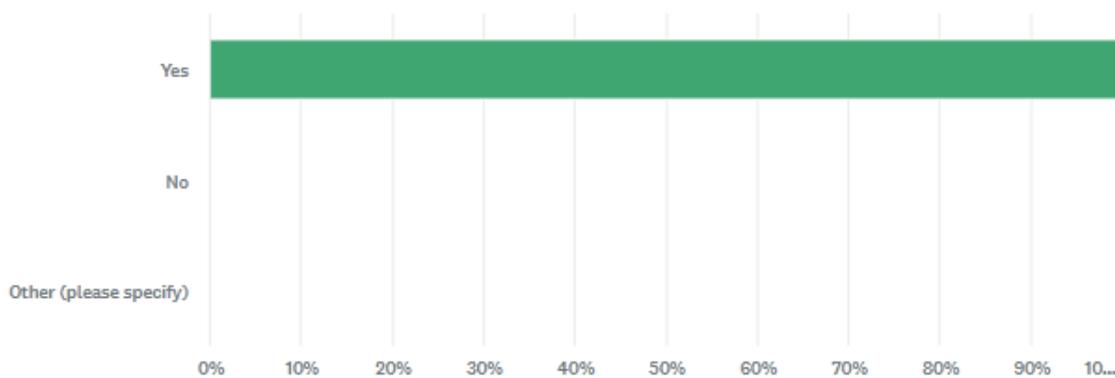
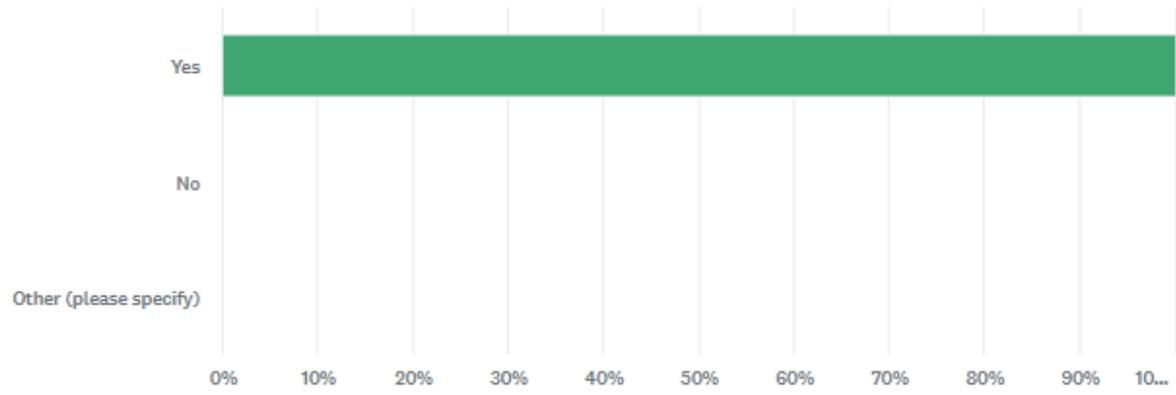


Figure 3: Support of Battalion Chiefs (if budget allows):



V. STRATEGIC PLAN

Initiative 1 - Personnel and Staffing

The recruitment, testing, hiring of the right people to serve in the fire department is paramount to its success. Guided by competent and strong leadership, adequate staffing for the level of service and effective delivery of services is another component success. Developing a pathway for continued educational growth for members at all levels of the organization is vital to the continued health of an organization which is striving to find better ways to serve the community.

Initiative 1 - Goal 1: Increase staffing

Objective 1A: Hire and achieve one paramedic on each shift by 2029

Critical Tasks	1. Apply for SAFER grant for Battalion Chiefs/Captains or Duty Officers 2026	
	Responsible: Chief Malone	Timeline: Short-Term
	Outcome: Enhance organizational readiness and community safety by implementing a staffing model that places a qualified paramedic on each shift, ensuring advanced clinical expertise is always available to support rapid, effective emergency response.	

Objective 1B: Implement Battalion Chief/Captain or Duty Officer positions by 2028

Critical Tasks	1. Apply for SAFER grant for Battalion Chiefs/Captains or Duty Officers in 2026	
	Responsible: Chief Malone	Timeline: Mid-Term
	Outcome: Strengthen organizational leadership and operational oversight by establishing a Battalion Chief/Captain (Duty Officer) position to provide consistent command presence, improve incident management, and support personnel across all shifts.	

Initiative 1 - Goal 2: Improve retention and mitigate turnover of employees and volunteers		
Objective 2 A: Maintain combination model		
Critical Tasks	1. Develop a clear volunteer recruitment branding and strategy 2026-2027	
	Responsible: DC Hanke	Timeline: Short-Term
	Outcome: Strengthen the long-term viability of our combination department by creating a unified volunteer recruitment brand and outreach strategy that attracts community-minded individuals, reinforces our organizational identity, and supports balanced staffing across all divisions.	
Objective 2B: Improve recruitment and retention plan		
Critical Tasks	1. Offer quarterly leadership development workshops 2026-2031	
	Responsible: DC Hanke Steevens	Timeline: Short-Term
	Outcome: Strengthen the department's workforce by providing quarterly leadership development opportunities that promote career progression, increase volunteer engagement, and improve overall member satisfaction.	
Objective 2C: Ensure administrative compensation is competitive		
Critical Tasks	1. Conduct annual staffing evaluations tied to leadership performance and call volume	
	Responsible: Chief Malone	Timeline: Short-Term
	Objective: Ensure administrative compensation remains competitive by conducting annual staffing evaluations that incorporate leadership performance, call volume, and organizational workload to support equitable pay and long-term workforce stability.	

Initiative 2 – Leadership and Culture

The fire department's morale is defined as the attitude, satisfaction, and overall outlook of employees with an organization possess. Employees that are satisfied and motivated in the workplace tend to have higher morale resulting in higher performance. Employees who are not happy in their workplace tend to complain often and possess low morale which results in poor performance. The **leaders** of the organization must confront this truth and communicate clearly to find solutions to improve organization morale.

Initiative 2 - Goal 1: Create a positive culture with clear pathways to succession and leadership growth in the organization

Objective 1A: Implement succession planning

Critical Tasks

1. Clear promotional pathways and succession planning by 2026

Responsible: Chief Malone

Timeline: Short-Term

Outcome: Support member growth and retention by creating transparent promotional pathways and a succession planning framework that prepares personnel for future leadership roles.

Objective 1B: Build transformational leaders

Critical Tasks

1. Implement quarterly 1:1s with direct managers

Responsible: AC Steevens

Timeline: Short-Term

Outcome: Implement quarterly 1:1 meetings between managers and personnel to improve communication, support development, and strengthen leadership effectiveness across the department

2. Support up-and-coming firefighters by developing leadership certification pathways by mid-2027

Responsible: AC Steevens

Timeline: Mid-Term

Outcome: Cultivate the next generation of fire service leaders by establishing structured leadership certification pathways that inspire growth, professionalism, and long-term organizational excellence.

Objective 1C: Strengthen a positive culture

Critical Tasks	1. Biannual culture assessments starting in 2026	
	Responsible: Chief Malone	Timeline: Short-Term
	Outcome: Strengthen a positive and inclusive organizational culture by conducting biannual culture assessments that measure member engagement, identify emerging challenges, and guide continuous improvement across the department.	
	2. Expand wellness and peer support programs	
	Responsible: AC Steevens Henry	Timeline: Mid-Term
	Outcome: Expand the department’s wellness and peer support programs to strengthen member wellbeing, enhance resilience, and foster a supportive culture that prioritizes mental, emotional, and physical health.	

Initiative 3 – Operations & Facilities

As the community continues to grow, the department must proactively expand and modernize its operations and facilities to ensure we can meet increasing service demands. This initiative focuses on anticipating future needs, optimizing station placement and resource deployment, and investing in infrastructure that supports efficient, reliable emergency response. By planning ahead rather than reacting to growth, the department will maintain operational readiness, reduce response times, and ensure our facilities and equipment keep pace with the evolving needs of the region.

Initiative 3 - Goal 1: Update facilities and modernize operations to support growth

Objective 1A: Relocate and construct new station 10-2

Critical Tasks	1. Finalize and complete station 10-2 design by 2026	
	Responsible: Chief Malone	Timeline: Short-Term
	2. Secure capital funding by 2026-2027	
	Responsible: AC Steevens/Chief Malone	Timeline: Short-Term
	3. Begin construction by 2027/2028	
	Responsible: Chief Malone	Timeline: Mid-Term
	Outcome: Relocate Station 10-2 to a site that better aligns with current and projected service demands, ensuring improved response times, enhanced operational efficiency, and long-term capacity to serve a rapidly growing community	

Objective 1B: Remodel station 10-1

Critical Tasks	1. Begin remodel station planning	
	Responsible: DC Henry	Timeline: Short-Term/Mid-Term
	Outcome: Remodeling Station 10-1 will ensure the facility keeps pace with regional growth by expanding operational capacity, improving apparatus accommodations, and supporting the department’s long-term service delivery needs.	

Initiative 3 - Goal 2: Improve operations		
Objective 2 A: Achieve 80% of responses times to 10 minutes or less		
Critical Tasks	1. Review of mutual/auto aid agreements annually starting 2026	
	Responsible: AC Steevens	Timeline: Short-Term
	Outcome: Improve emergency response performance by achieving 80% of responses within 10 minutes and strengthening regional coordination through annual reviews of mutual and automatic aid agreements. This will ensure reliable service delivery, enhance operational efficiency, and maintain seamless collaboration with partner agencies as community needs continue to grow.	
Objective 2B: Improve wildland readiness		
Critical Tasks	1. Expand wildland deployment and revenue opportunities	
	Responsible: DC Henry	Timeline: Short-Term
	Outcome: Build a more resilient and capable wildland program by improving firefighter readiness and expanding deployment opportunities that enhance skills, support retention, and generate supplemental revenue for the organization.	
Objective 2C: Update apparatus replacement plan		
Critical Tasks	1. Continue fleet replacement cycle	
	Responsible: DC Henry	Timeline: Short-Term
	Objective: Strengthen operational reliability by updating the apparatus replacement plan and maintaining a consistent fleet replacement cycle that ensures frontline units remain safe, modern, and capable of meeting growing service demands.	

Initiative 4 – Financial Sustainability

The fire department's financial position underpins all the service delivery decisions that must be made for the community. The Fire Commissioners are responsible to be excellent stewards of the financial resources. Appropriate and balanced allocation of resources for operations is balanced against developing enough reserves for the purchase of capital equipment and a "Rainy Day" fund for economic downward trends.

Initiative 4 - Goal 1: Diversify revenue, improve transparency, and maintain minimal debt

Objective 1A: Diversify revenue

Critical Tasks	1. Explore ambulance billing or public/private partnership by 2028	
	Responsible: AC Steevens	Timeline: Mid-Term
	2. Renegotiate Kalispel Tribe contract	
	Responsible: Chief Malone	Timeline: Long-Term
	3. Renew EMS levy in 2029	
	Responsible: AC Steevens	Timeline: Mid-Term
Outcome: Strengthen the department’s long-term financial sustainability by diversifying revenue streams through expanded service offerings, strategic partnerships, and pursuit of new funding opportunities		

Objective 1B: Improve transparency and maintain minimal debt

Critical Tasks	1. Quarterly budget-to-actual reporting beginning 2026	
	Responsible: Administrative Staff	Timeline: Short-Term
	2. Pursue grant opportunities aggressively	
	Responsible: Chief Malone	Timeline: Short-Mid-Long Term
Outcome: Strengthen financial stewardship by improving transparency and maintaining minimal debt through clear reporting practices, responsible budgeting, and proactive long-term financial planning.		

Initiative 5 – Community & Regional Engagement

Strengthen community trust and regional collaboration by enhancing public communication, expanding community risk reduction (CRR) outreach, and deepening partnerships with local and regional agencies. This initiative ensures the department remains transparent, connected, and responsive to the evolving needs of the community and the broader region.

Initiative 5 - Goal 1: Increasing public presence and education

Objective 1A: Strengthen public communication

Critical Tasks	1. Publishing an annual community report	
	Responsible: Chief Malone Henry	Timeline: Short-Term
	2. Develop a community risk reduction (CRR) outreach calendar by 2026	
	Responsible: DC Henry	Timeline: Short-Term
	Outcome: Strengthen public communication and expand community risk reduction efforts by publishing an annual community report and developing a structured CRR outreach calendar. Together, these actions will improve transparency, keep residents informed about department activities and performance, and deliver consistent, proactive safety education throughout the year	

Objective 1B: Increase Regional Collaboration

Critical Tasks	1. Host community engagement forums	
	Responsible: DC Henry	Timeline: Short- Mid-Long-Term
	2. Continue partnerships with regional agencies	
	Responsible: Chief Malone	Timeline: Short-Term
	Outcome: Increase regional collaboration by hosting community engagement forums and continuing strong partnerships with regional agencies. These efforts will enhance communication, strengthen joint preparedness, and ensure coordinated approaches to emergency response and community risk reduction across the region.	

Initiative 6 – Safety, Health & Wellness

Promote a resilient, healthy, and safe workforce by prioritizing comprehensive safety practices, proactive health initiatives, and robust wellness support systems. This initiative ensures that every member—career and volunteer—has the resources, training, and environment needed to thrive physically, mentally, and emotionally. By investing in the well-being of our personnel, the department strengthens operational readiness, reduces preventable injuries and burnout, and reinforces a culture where people feel valued, supported, and empowered to serve the community at their best.

Initiative 6 - Goal 1: Improve safety and wellness initiatives

Objective 1A: Advance safety initiatives

Critical Tasks	1. Track safety key performance indicators (KPIs) i.e. Injuries, near misses etc.	
	Responsible: DC Henry	Timeline: Short-Term
	2. Update ventilation and exhaust systems	
	Responsible: DC Henry	Timeline: Mid-Term
	Outcome: Advance department-wide safety and exposure-reduction efforts by strengthening training, improving risk-reduction practices, and consistently tracking key safety performance indicators, including injuries and near-miss events, while also improving firefighter health through updated station ventilation and exhaust systems. These combined efforts will proactively prevent incidents, reduce occupational hazards, and ensure all facilities support a cleaner, safer working environment.	

Objective 1B: Improve wellness initiatives

Critical Tasks	1. Support mental wellness initiatives	
	Responsible: DC Henry	Timeline: Short-Term
	2. Enhance fitness and wellness programs	
	Responsible: DC Henry	Timeline: Short-Term
	Outcome: Enhance firefighter wellness by improving station ergonomics, upgrading workspaces and equipment to reduce physical strain, and expanding fitness and wellness programs, while also strengthening mental health support through expanded wellness initiatives, robust peer support resources, and a culture where seeking help is encouraged, accessible, and fully integrated into daily operations.	

Initiative 7 – Technology and Modernization

Strengthen operational efficiency, decision-making, and service delivery by investing in modern technology, data-driven tools, and updated systems that support the evolving needs of the fire service. Advancing technology and modernization ensures the department can operate with greater accuracy, streamline workflows, enhance firefighter safety, and provide faster, more reliable service to the community. By embracing innovation, the department builds long-term resilience, improves interagency coordination, and positions itself to meet future challenges with confidence and capability.

Initiative 7 - Goal 1: Improve and update technology with ever evolving enhancements

Objective 1A: Improve data reporting

Critical Tasks	1. Publish response time dashboards by 2027	
	Responsible: DC Hanke	Timeline: Short-Term
	Outcome: Enhance organizational transparency and decision-making by improving data reporting through the development and publication of response-time dashboards. These dashboards will provide clear, real-time insights into performance trends, support accountability, and help guide resource planning to ensure timely and effective emergency response.	

Objective 1B: Stay up to date with technology

Critical Tasks	1. Update operational technology including MDTs, alerting, and ePCR	
	Responsible: DC Hanke	Timeline: Mid-Term
	2. Strengthen Cybersecurity by digitizing internal systems	
	Responsible: DC Hanke	Timeline: Long-Term
	Outcome: Modernize operational technology by upgrading MDTs, alerting systems, and ePCR platforms while simultaneously strengthening cybersecurity through the digitization and hardening of internal systems. These combined efforts will improve reliability, enhance data security, streamline workflows, and ensure the department operates with resilient, future-ready technology.	

VI. TIMELINE

Init	Goal	Obj	CT	Critical Task Statement	Responsible Party	Timeline	Years
1	1	1A	1	Apply for SAFER grant for Battalion Chiefs/Captains or Duty Officers	Malone	Short	0-1 Year
1	2	2A	1	Develop a clear volunteer recruitment branding and strategy by 2026-2027	Hanke	Short	0-1 Year
1	2	2B	1	Offer quarterly leadership development workshops 2026-2031	Hanke	Short	0-1 Year
1	2	2C	1	Conduct annual staffing evaluations tied to leadership performance and call volume	Malone	Short	0-1 Year
2	1	1A	1	Clear promotional pathways and succession planning by 2026	Malone	Short	0-1 Year
2	1	1B	1	Implement quarterly 1:1s with direct managers	Steevens	Short	0-1 Year
2	1	1C	1	Biannual culture assessments starting in 2026	Malone	Short	0-1 Year
3	1	1A	1	Finalize and complete station 10-2 design by 2026	Malone	Short	0-1 Year
3	1	1A	2	Secure Capital funding by 2026-2027	Steevens/Malone	Short	0-1 Year
3	2	2A	1	Review of mutual/auto aid agreements annually starting 2026	Steevens	Short	0-1 Year
3	2	2B	1	Expand wildland deployment and revenue opportunities	Henry	Short	0-1 Year
3	2	2C	1	Continue fleet replacement cycle	Henry	Short	0-1 Year
4	1	1B	1	Quarterly budget-to-actual reporting beginning 2026	Simmons	Short	0-1 Year

5	1	1A	1	Publishing an annual community report	Malone	Short	0-1 Year
5	1	1A	2	Develop a community risk reduction (CRR) outreach calendar by 2026	Henry	Short	0-1 Year
5	1	1B	2	Continue partnerships with regional agencies	Malone	Short	0-1 Year
6	1	1A	1	Track safety key performance indicators (KPIs) i.e. Injuries, near misses etc.	Henry	Short	0-1 Year
6	1	1B	1	Support mental wellness initiatives	Henry	Short	0-1 Year
6	1	1B	2	Enhance fitness and wellness programs	Henry	Short	0-1 Year
7	1	1A	1	Publish response time dashboards by 2027	Hanke	Short	0-1 Year
1	1	1B	1	Apply for SAFER grant for Battalion Chiefs/Captains or Duty Officers in 2026	Malone	Mid	2-3 Years
2	1	1B	2	Support up-and-coming firefighters by developing leadership certification pathways by mid-2027	Steevens	Mid	2-3 Years
2	1	1C	2	Expand wellness and peer support programs	Steevens	Mid	2-3 Years
4	1	1A	1	Explore ambulance billing or public/private partnership by 2028	Steevens	Mid	2-3 Years
4	1	1A	3	Renew EMS levy in 2029	Steevens	Mid	2-3 Years
6	1	1A	2	Update ventilation and exhaust systems	Henry	Mid	2-3 Years
7	1	1B	1	Update operational technology including MDTs, alerting, and ePCR	Hanke	Mid	2-3 Years
4	1	1A	2	Renegotiate Kalispel Tribe contract	Malone	Long	3-5 Years
7	1	1B	2	Strengthen Cybersecurity by digitizing internal systems	Hanke	Long	3-5 Years
3	1	1B	1	Begin Remodel station planning	Henry	Multi	0-5 Years

4	1	1B	2	Pursue grant opportunities aggressively	Malone	Multi	0-5 Years
5	1	1B	1	Host community engagement forums	Henry	Multi	0-5 Years