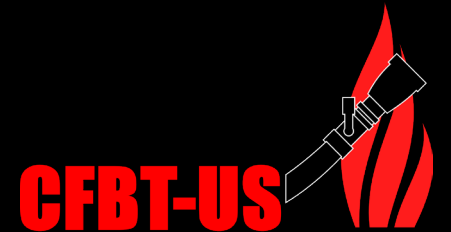


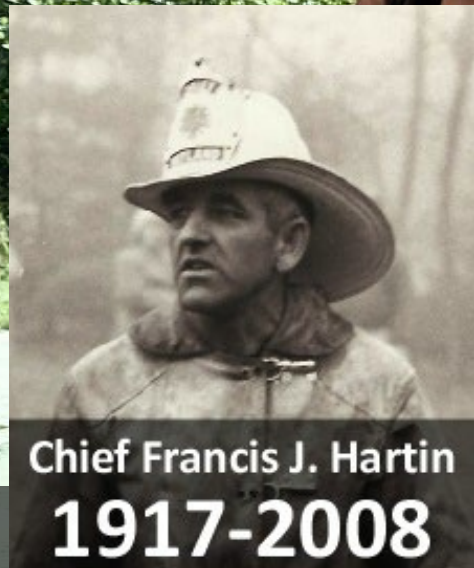


2026 Washington State Firefighters Association Annual Fire School & Conference – Wenatchee, Washington

Developing a Culture of Operational Excellence



Chief Ed Hartin, MS, EFO, FI FireE, CFO



Chief Francis J. Hartin
1917-2008



Learning the Craft Since 1974 1954



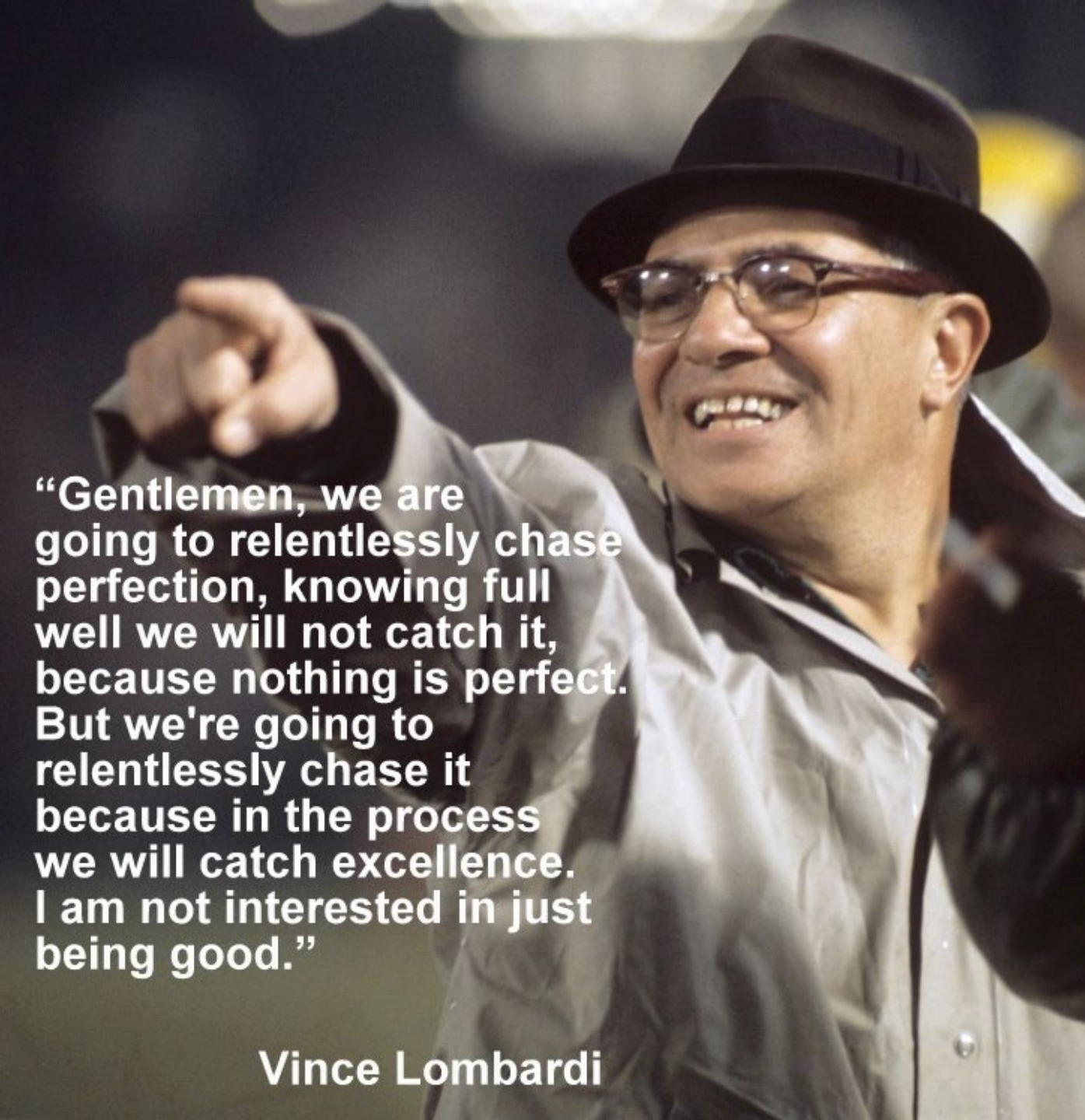


23 April 1974



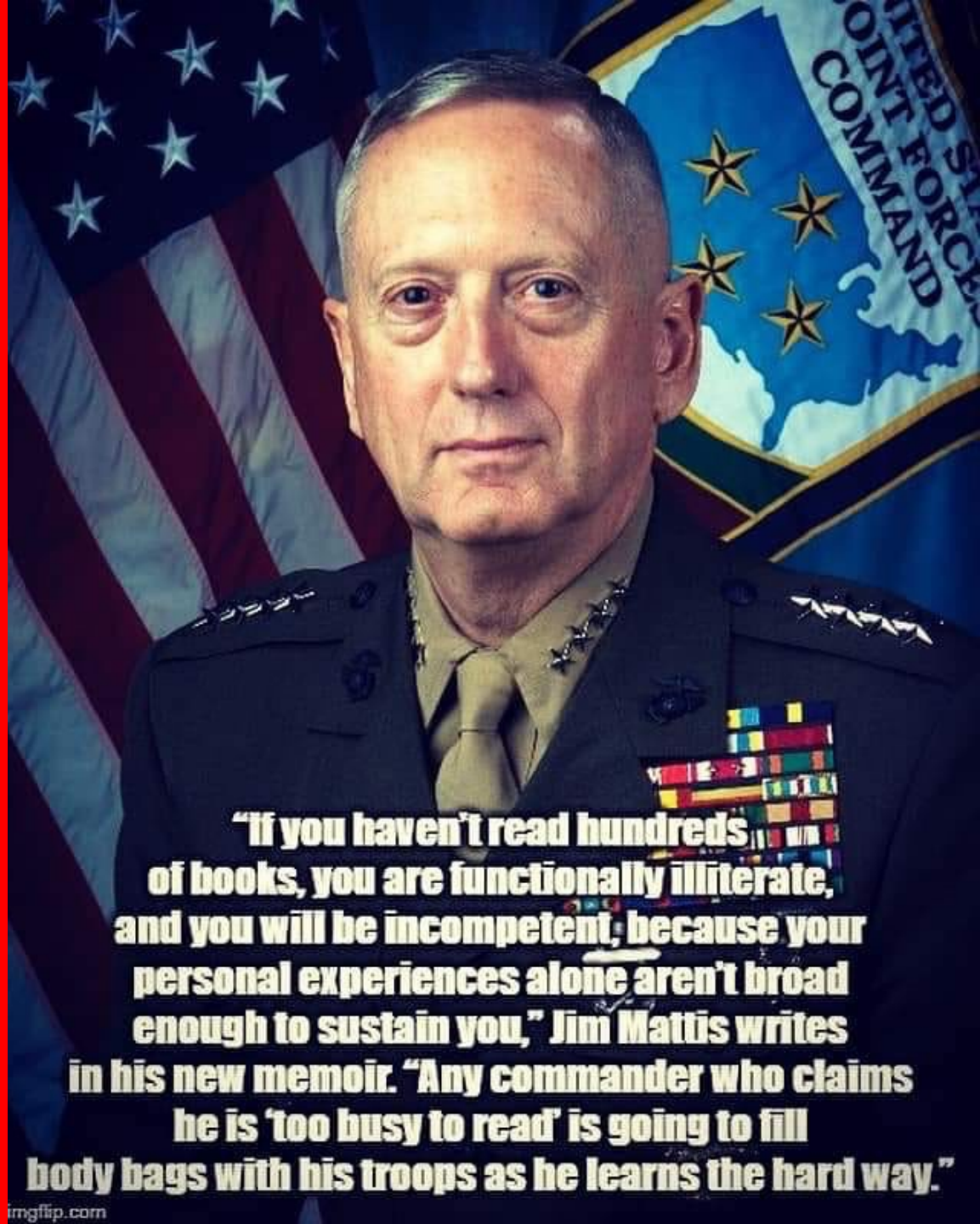
28 February 2025



A photograph of Vince Lombardi, wearing a dark fedora and glasses, pointing his right index finger forward with a smile. He is wearing a light-colored jacket over a dark shirt.

“Gentlemen, we are going to relentlessly chase perfection, knowing full well we will not catch it, because nothing is perfect. But we're going to relentlessly chase it because in the process we will catch excellence. I am not interested in just being good.”

Vince Lombardi



“If you haven’t read hundreds of books, you are functionally illiterate, and you will be incompetent, because your personal experiences alone aren’t broad enough to sustain you,” Jim Mattis writes in his new memoir. “Any commander who claims he is ‘too busy to read’ is going to fill body bags with his troops as he learns the hard way.”

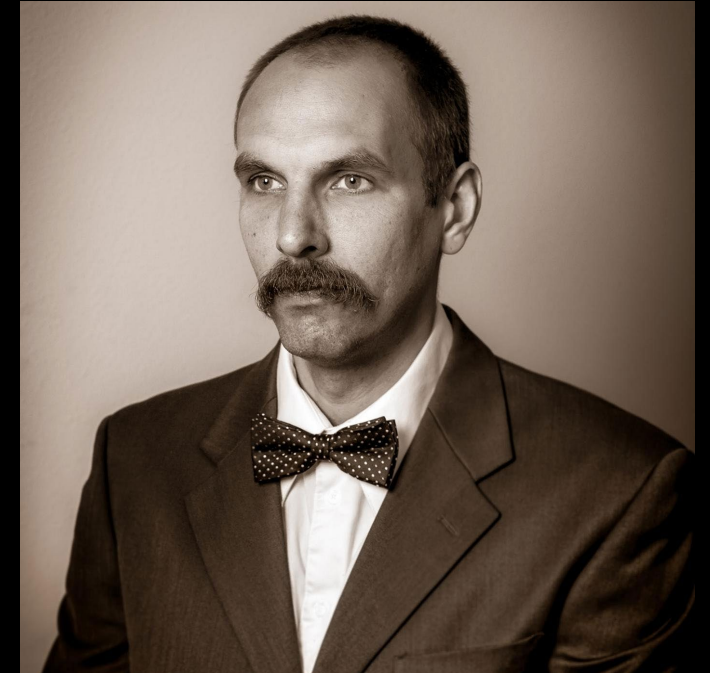
Culture of Extinguishment

Search Culture

What is Culture?



LT Ray McCormack (Ret.)
Fire Department of the City of New York



CAPT Justin McWilliams
Clackamas County (OR) Fire District 1





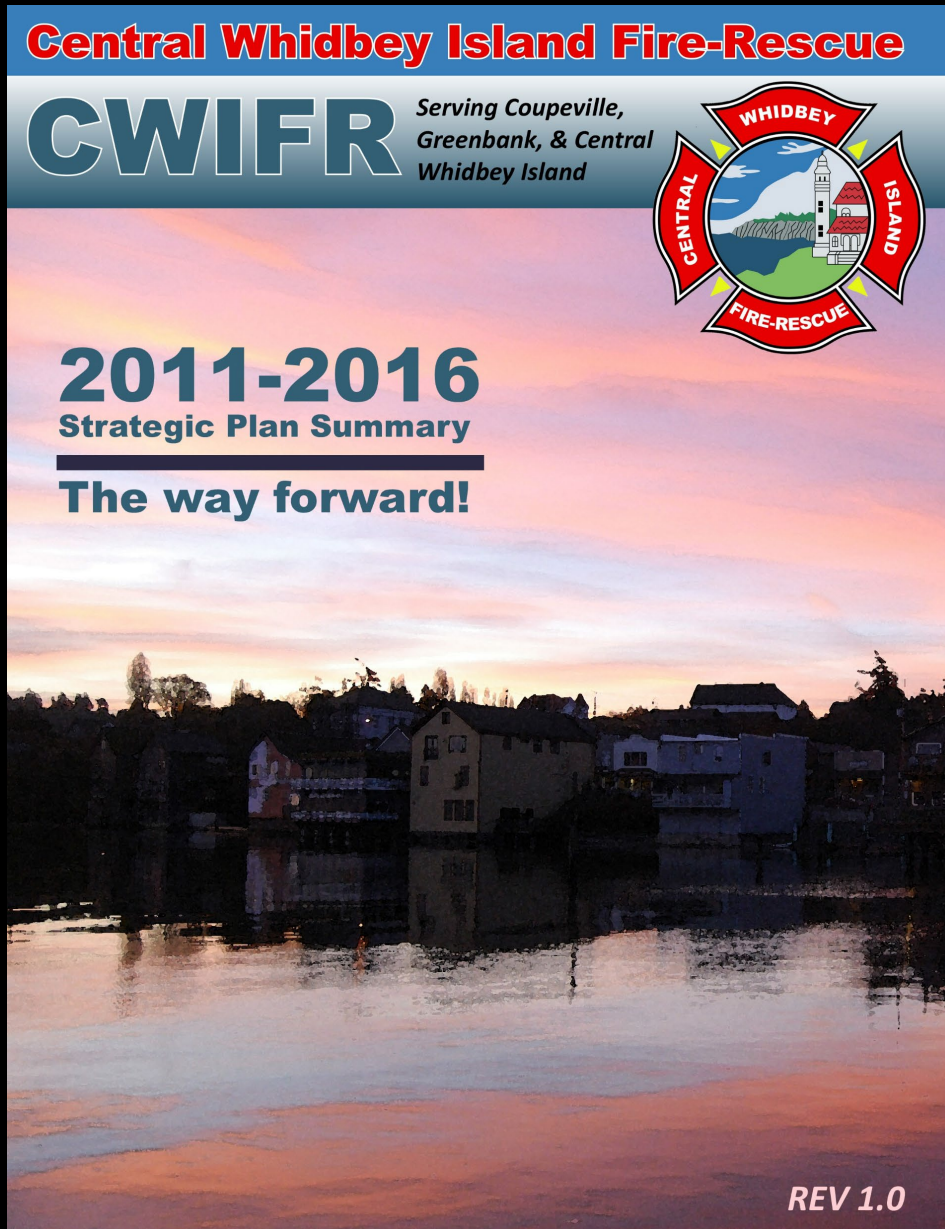
The Hunt for Gainful Employment



An Epiphany!

RISK Would you fly on an airline that told its flight crews to train themselves?





“Strategic Plans are just shelf art.”

CWIFR Commissioner Cheryl Engle



Accountability. All In!



Mission: Why do we exist?

To partner with our community to proactively reduce risk from fire, illness, injury and other hazards.

Vision: Where are we going?

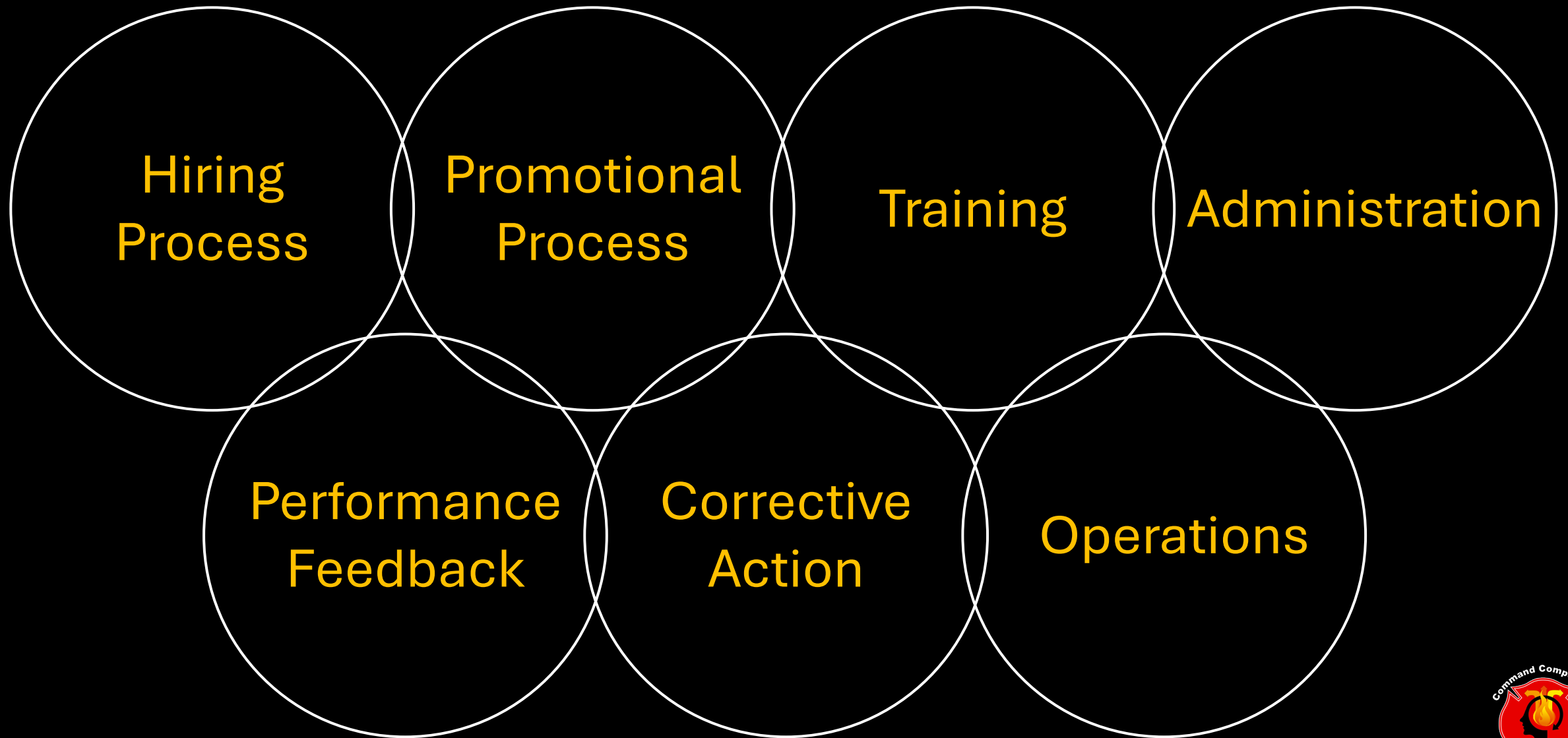
World class fire & rescue services

Values: What do we stand for.

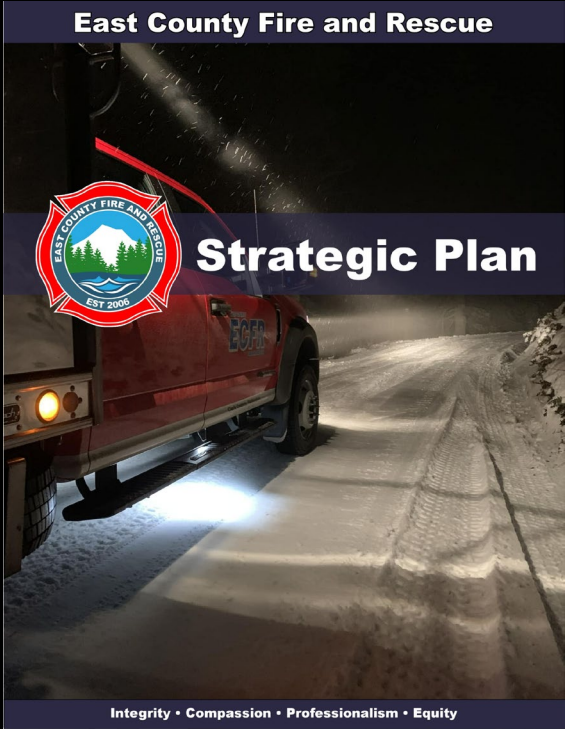
- **Professionalism:** Within our capabilities, we demonstrate confident and skillful performance.
- **Integrity:** We perform with honesty and accountability.
- **Compassion:** We serve with respect, empathy, and understanding.
- **Excellence:** We hold ourselves to a high standard and continuously work to improve our performance and exceed the expectations of those we serve.



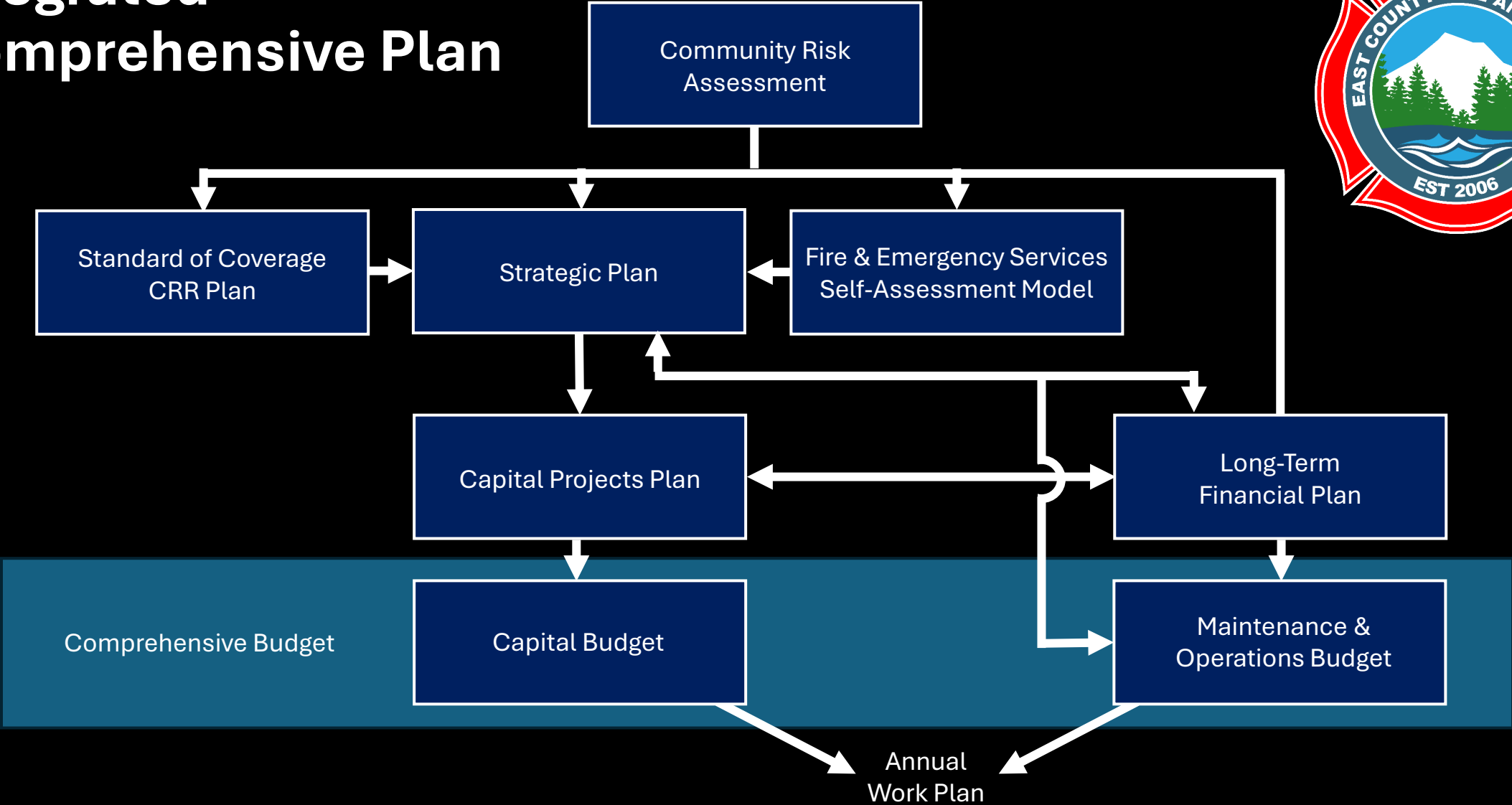
Living the Mission, Vision, & Values



Resources are Required



Integrated Comprehensive Plan



Every Day is a Training Day!





Have a Plan-Work the Plan
Adapt, Innovate, and Overcome!



Good Enough Isn't!

We can always
get better!

The boss will
never be satisfied!

Excellence is Improvement Not Perfection



Personal Leadership Philosophy

Mission

Vision

Values

What's Important to Me

- Be a person of integrity.
- Be nice.
- Be safe.
- Be a competent person.
- Be committed.
- Be a good steward



Importance of Trust

Trust = Integrity x Professional
Competence x Concern for the
Team x Proven Results



East County Fire and Rescue



Improve community safety by
reducing risk through education,
prevention, and response.



Continuous improvement!



Integrity • Compassion • Professionalism • Equity

venue, Camas WA 98607

(360) 834-4908

www.ecfr.us



Balance

High standards without concern become harsh.

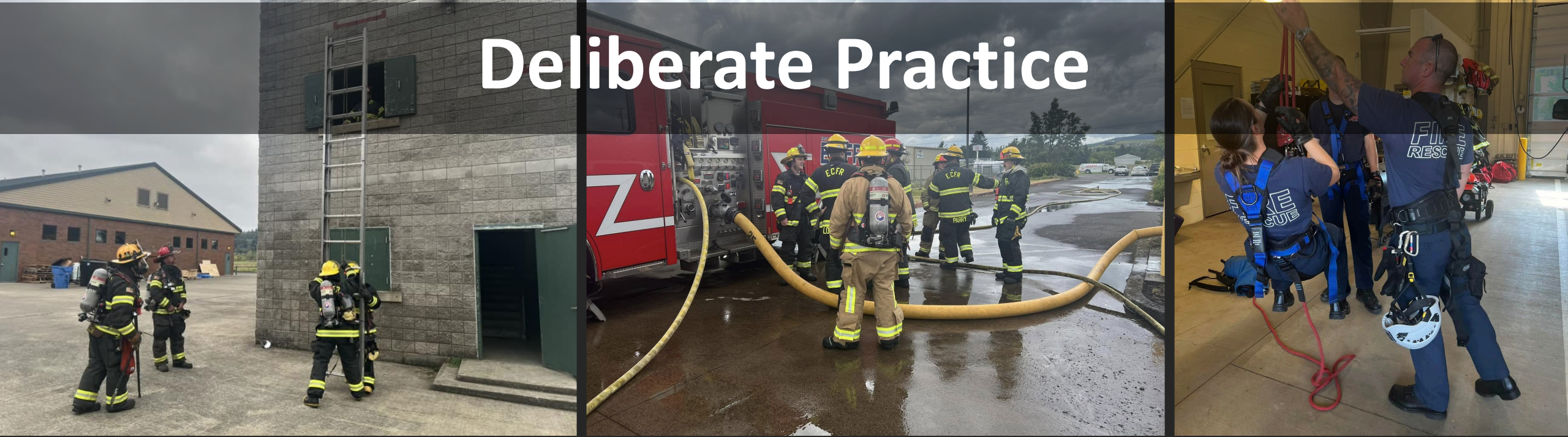
Concern without competence becomes weak.

Integrity without results is not enough.

Results without integrity damage the culture.



Deliberate Practice



Excellence is Built – Not Wished!



Operational Excellence

Doing the right things, for the right reason, at the right time, with skill, discipline, and humility.

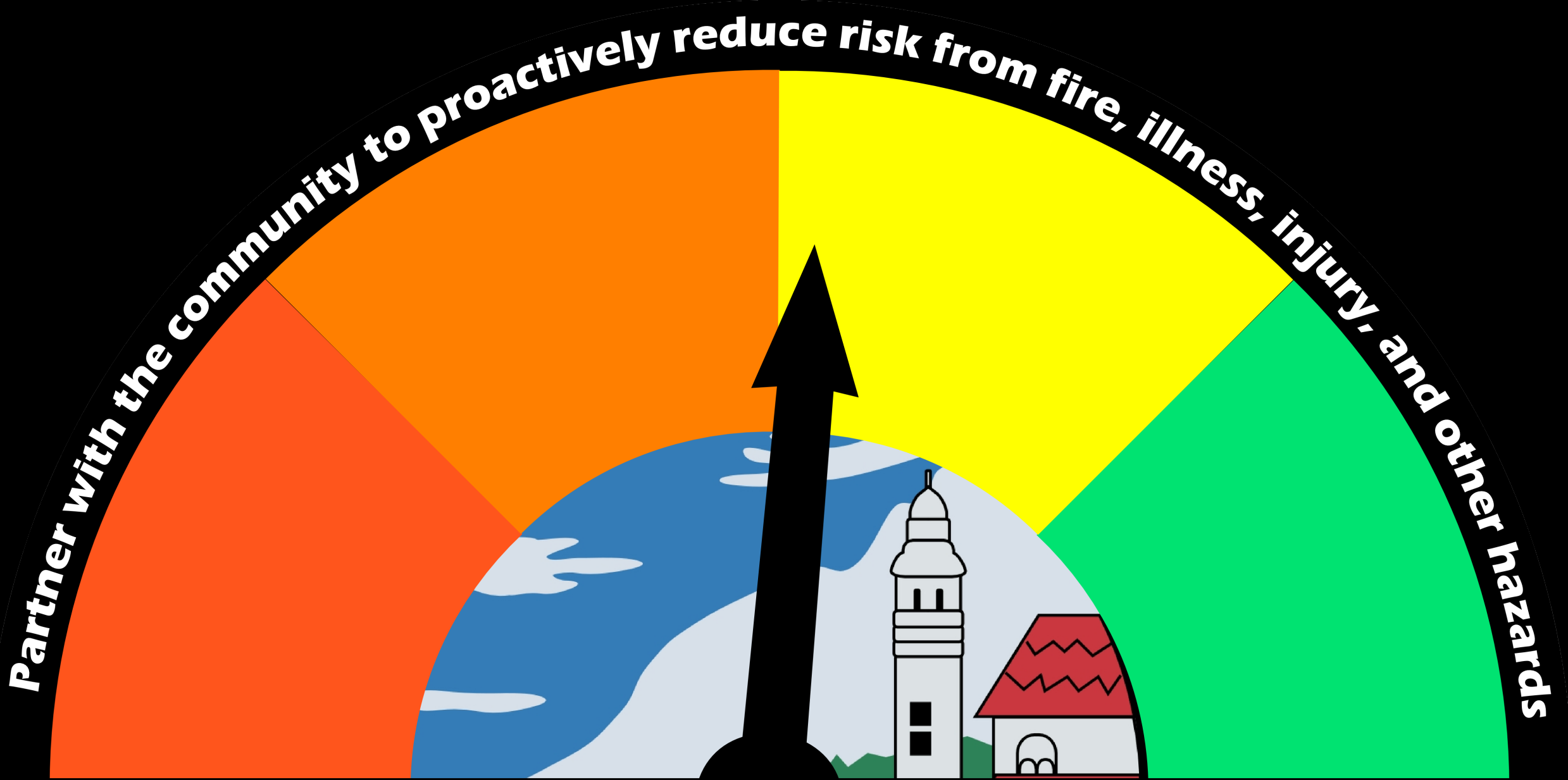


Where are you now?

Where do you want to go?

What do you want it to look like?





Move the Needle!

World Class Fire & Rescue Service
Professionalism • Integrity • Compassion • Excellence



Questions?

Ed Hartin

Command Competence, CFBT-US LLC

ed.hartin@cfbt-us.com

+01 (503) 793-1296 (Cell/WhatsApp)

<https://commandcompetence.com>

Visit the website!



**Download
the presentation
(PDF)**

