

# VALLEY REGIONAL FIRE AUTHORITY 2020-2025 STRATEGIC PLAN



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## Message from the Fire Chief

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Welcome to the Valley Regional Fire Authority's 2020-2025 strategic plan. The purpose of a strategic plan is to set a direction for the organization over the near-medium term. Perhaps the greatest benefit of the strategic planning process is taking an in-depth look at all parts of operations within the organization. From this process, we at the Valley Regional Fire Authority (VRFA) determine which activities are furthering our mission of public safety and which are no longer needed or can better be provided by alternate means.

This strategic plan was developed over a three-day workshop session that was attended by more than 30 VRFA thought leaders. Issues considered by this group ranged from how an increasing and aging population would affect response demands to how technology such as drones and autonomous vehicles could change the working conditions of VRFA employees. These visionaries represented every level of each division within the VRFA. During this workshop, the entire group worked to identify the VRFA's strengths, weaknesses, opportunities, and threats (SWOT analysis). The findings of the SWOT analysis were then combined into strategic priorities. These priorities were then broken down into discrete planning goals by assigned teams within the agency. Taken together, these goals make up the VRFA strategic plan.

I would be remiss if I didn't express my profound gratitude to the team of constituent representatives that performed the initial evaluation and prioritization of our services. While we in the fire service are accustomed to immediately responding to calls for help, it is very gratifying to know that our call to the community for help with this process was so quickly and competently answered. This is a great place to live and work.

I am very proud of the effort that each of our members put into every part of this plan. This plan will be the VRFA's guiding document as we move forward. The difference between a living strategic plan and one that gathers dust on a shelf is the willingness of those that make up the organization to work and sacrifice for the common good. If the dedication shown during this process is any indicator of that resolve, we will achieve the goals set forth within this document and more.

Lastly, I would also like to single out Deputy Chief Dave Larberg and his team for the sustained effort and grit that they have demonstrated throughout the strategic planning process. This group is surely leading the way forward.

**Brent D. Swearingen, Fire Chief**



## Executive Summary

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In September 2019, the Valley Regional Fire Authority (VRFA) contracted with the Center for Public Safety Excellence (CPSE) to facilitate the development of a five-year strategic plan based on priorities as expressed by the community. A committee of civic leaders, business owners, local government employees, and private citizens (external stakeholders), as well as representatives from the VRFA divisions of labor and administration (internal stakeholders), created the strategic plan. The strategic plan addresses the long-term direction of the VRFA.

External stakeholders worked with the CPSE facilitators to share and document their experiences, opinions, advice, and desires regarding the VRFA and the future of the agency. Internal stakeholders conducted VRFA-specific SWOT analysis (strengths, weaknesses, opportunities, and threats), and updated the mission, vision, and values for the agency. This comprehensive process revealed gaps in departmental capabilities and services while revealing five major strategic initiatives:

- **Initiative #1-** Accreditation
- **Initiative #2-** Capital Facilities Plan
- **Initiative #3-** Staffing
- **Initiative #4-** Mentorship
- **Initiative #5-** Communication

Along with identifying the strategic needs of the VRFA, the external stakeholders identified priorities and resources that would be needed to achieve the intermediate goals underlying each of the initiatives. The VRFA's strategic plan will guide the agency in identifying future needs for meeting the community's expectations for fire department-based safety services. The strategic plan will serve as a road map for how the VRFA will meet the demand for services within available resources.

## Introduction

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The Valley Regional Fire Authority (VRFA) takes an all-hazards approach to the protection of the lives and property of residents, businesses, and visitors in our jurisdiction. The VRFA provides services to the cities of Algona, Auburn, and Pacific (Washington state), as well as a portion of unincorporated King County. The VRFA consistently works to achieve and maintain the highest level of professionalism and efficiency. To this end, the VRFA contracted with the Center for Public Safety Excellence (CPSE) to facilitate a validated, community-driven strategic planning process. The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9<sup>th</sup> Ed.*

The CPSE utilized the community-driven strategic planning process to go beyond the development of a plan. The process challenged the VRFA's internal stakeholders to critically examine assumptions, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the entire agency. The overall process further provided many members of the VRFA with an opportunity to participate in the development of the agency's long-term direction and focus. Both the internal and external stakeholder groups demonstrated a commitment to this important project and remain devoted to the completion and future execution of the strategic plan.

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## Agency Background

The “Auburn Bucket Brigade” was established in 1890, following a devastating fire that consumed an entire city block. As the community determined the need for fire suppression services, the all-volunteer agency changed its name to the “Auburn Volunteer Fire Department” (1908).

Over time, the Auburn Volunteer Fire Department continued to evolve into a career department, changing the name of the agency to the “Auburn Fire Department” (AFD). The AFD went on to contract with the City of Algona to provide fire suppression and emergency medical services (EMS).

In 2007, the Auburn Fire Department combined with the Pacific Fire Department. This combination created a corporate fire authority for the provision of emergency services to the combined municipal jurisdictions, and thus the Valley Regional Fire Authority (VRFA) was established. The VRFA was the first agency in the State of Washington to form a regional fire authority.

Today, the Valley Regional Fire Authority provides an all-hazards approach to service delivery. The department respects its deep history but remains adaptable and progressive to meet the challenges encountered to support the community. The VRFA continues to seek ways of providing the superior services that are expected within the community.



Photo 1: Auburn Bucket Brigade, 1890



Photo 2: Valley Regional Fire Authority Personnel at Work

Through its commitment to those they serve, the Valley Regional Fire Authority embraces excellence, which is evident by the department’s pursuit of continuous improvement and desire to be leaders in the industry. The VRFA remains mission-focused while demonstrating its core values of selfless service, integrity, and grit to all who live, work, and visit the coverage area in the State of Washington.

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## Organizational Structure

The Valley Regional Fire Authority (VRFA) is overseen by a Board of Governance, formulated of elected officials representing the three-member cities (Algona, Auburn, and Pacific), as well as members of the general community. The agency is currently led by the Fire Chief, who oversees the three major departments of the organization; Technical Services, Operations, and Finance & Administration. An organizational chart, by position, is outlined below.



Figure 1: Valley Regional Fire Authority Organizational Structure by Position, 2020

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## Community-Driven Strategic Planning

For many successful agencies, the voice of the community drives operations and charts the course for the future. A community-driven emergency service agency is one that seeks to gather and utilize the needs and expectations of the community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an agency's direction, a community-driven strategic planning process was used to develop this strategic plan.

A *strategic plan* is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an agency is, what it does, and why.”<sup>1</sup>

Effective strategic planning is the result of a consistent and cohesively structured process employed across all levels of the agency. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not just the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management and employees (internal stakeholders) as well as external stakeholders through a common understanding of where the agency is going, how everyone involved can work towards that common purpose, and how progress and success will be measured.



Photo 3: Community Stakeholder Work Session

<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

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## *Strategic Planning Process*

The community-driven strategic planning process is streamlined and is based on a series of progressive activities that build upon each other. A brief overview of those activities is provided below.

- a) Define the programs provided to the community.
- b) Establish the community’s service program priorities and expectations for the agency.
- c) Identify any concerns the community may have about the agency, along with aspects of the agency that the community views positively.
- d) Revisit the agency’s mission statement, giving careful attention to the services and programs currently provided, and which programs can logically be provided in the future.
- e) Revisit the values of the agency’s membership.
- f) Revisit the vision statement of the agency.
- g) Identify the internal strengths and weaknesses of the agency.
- h) Identify areas of opportunity or potential threats to the agency.
- i) Identify the agency’s critical issues and service gaps.
- j) Determine the overarching strategic initiatives.
- k) Establish realistic goals for each strategic initiative.
- l) Identify implementation objectives and tasks for the accomplishment of each goal (and by nature, each initiative).
- m) Determine the vision of the future for the agency.
- n) Catalyze agency and community commitment to accomplishing the strategic plan.

## *Process and Acknowledgements*

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and the VRFA stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Brent Swearingen and the team of VRFA professionals that participated for their leadership, time, and commitment to this process.

The development of this strategic plan began in September 2019, with the strategic planning workshop for the members of the community (external stakeholders). The VRFA identified community stakeholders to ensure broad representation, and the group was comprised of individuals who reside or work within the VRFA’s coverage area, including some who were recipients of the VRFA’s service(s).

### Valley Regional Fire Authority’s Community Stakeholders

Steve H. Anderson	Pat Bailey	Brian Berend	Kacie Bray
Catherine Cantrell	Laurie Cassell	Debbie Christian	Leanne Guier
Carla Hopkins	Brittiany Karlson	Lacey Katz	Ken Lewis
Radine Lozier	Tim Mensonides	Elizabeth Miller	Rosella Mosby
Kristina Pressley	Judi Roland	John Rottle	Steve Stocker

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## Community Stakeholder Findings

A key element of the Valley Regional Fire Authority’s philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. The VRFA invited community representatives to provide feedback on services provided by the agency, by providing a prioritized perspective of the VRFA’s programs and services. Additionally, input was gathered during the workshop involving community expectations and concerns, as well as positive and other comments about the agency. During the subsequent workshop sessions for the VRFA’s internal stakeholders, participants utilized the full feedback from the community stakeholders, to better understand the current challenges encountered within the agency. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the mission, values, vision, and goals for improvement for the VRFA.



**Photo 4: Community Stakeholder Work Session**

## Community Stakeholder Priorities

In order to best dedicate time, energy, and resources to services most desired by the community, it is key to examine what the community considers to be the priorities. Therefore, the community stakeholders were asked to prioritize (rank) the programs offered by the VRFA, through a process of direct comparison. The results are indicated in the table below.

### Community Stakeholder Priority Service Ranking Results

Programs	Ranking	Score
Emergency Medical Services	1	135
Fire Suppression	2	126
Technical Rescue	3	111
Hazardous Materials Mitigation	4	71
Domestic Preparedness Planning and Response	5	67
Community Risk Reduction	6	59
Public Fire and Life Safety Education	7	53
Wildland Fire Services	8	50
Fire Investigation	9	48
State / Federal Mobilization	10	45

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## Agency Stakeholder Group Findings

The VRFA stakeholder (internal stakeholder) work sessions were conducted over the course of a three-day workshop. These sessions served to discuss the agency’s approach to community-driven strategic planning, focusing on the VRFA’s mission, values, core programs, and support services. Additionally, focus was given to the agency’s perceived strengths, weaknesses, opportunities, and threats (SWOT). The work sessions involved participation by a stakeholder group that represented a broad cross-section of the agency, as named and pictured below.

Valley Regional Fire Authority’s Department Stakeholder Workgroup			
Lando Alvarado <i>Captain</i>	Reed Astley <i>Captain</i>	Gary Barker <i>Battalion Chief</i>	Erika Bartlett <i>Firefighter</i>
Andrew Bergford <i>Deputy Fire Marshal</i>	Sarah Borden <i>Human Resources Manager</i>	Noah Chang <i>Data Analyst</i>	Nick Claiborne <i>Firefighter</i>
Ryan Connell <i>Captain</i>	Kyle Fisher <i>Firefighter</i>	Ryan Freed <i>Captain</i>	Stefanie Harper <i>Administrative Services Coordinator</i>
Gervase Henson <i>Captain</i>	Mark Horaski <i>Chief Financial Officer</i>	Dave Larberg <i>Deputy Chief – Technical Services</i>	Bill Mack <i>Battalion Chief</i>
Aaron Martin <i>Firefighter</i>	Andrew O’Donnell <i>Firefighter</i>	Rick Olson <i>Battalion Chief</i>	Danielle Palmer <i>Firefighter</i>
Anthony Rodriguez <i>Captain</i>	Guy Smith <i>Captain</i>	Jim Smith <i>Information Technology Manager</i>	Karen Stewart <i>Battalion Chief – Fire Marshal</i>
John Stivers <i>Firefighter</i>	Brent Swearingen <i>Fire Chief</i>	Kimberly Terhune <i>Public Information and Education</i>	Brad Thompson <i>Deputy Chief - Operations</i>
Aaron Walker <i>Firefighter</i>	Sarah Yancey-Nuss <i>Emergency Management Coordinator</i>	Steve Zehnder <i>Captain</i>	



Photo 5: Valley Regional Fire Authority (Internal) Stakeholders

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## Mission Statement Process

A mission statement provides an internal aspect of the purpose of an agency and to a degree, an empowering consideration for all agency members. The purpose of developing an agency-specific mission is to answer the following questions about the VRFA:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom do we do what we do?

Following the strategic planning work sessions, a sub-workgroup met to revisit the existing mission for the VRFA. After ensuring the finalized mission statement answered the guiding questions (listed above), the following mission statement was created, discussed, and accepted by the entire group:

*We serve the whole community. The VRFA saves lives and protects property through reliable emergency services, preparedness and prevention.*



Photo 6: Internal Stakeholder Work Sessions

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## Agency Values

The chosen values embraced by all members of an agency are extremely important, as the values recognize the features that make up the personality and culture of the agency. Following the strategic planning work sessions, a sub-workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group:

- **Selfless Service** – *Our family addresses community needs with professionalism, respect and empathy.*
- **Integrity** – *Our decisions are guided by demanding truthfulness and honor, despite circumstance.*
- **Grit** – *We are dedicated to passion and perseverance in the face of adversity.*

## Vision Statement Process

A Vision statement is intended to guide the decision-making considerations for the agency, relative to the future. The vision statement sets an aspirational level that the agency should always attempt to achieve. Agency representatives came together to develop a vision of where the agency aims to be moving forward. While this strategic plan also contains a *strategic plan vision*, this agency-wide vision statement is a higher-level reflection and may have a longer duration than this strategic plan (five-year plan). The VRFA representatives, by consensus, agreed upon the following organizational vision:

*Creating the safest community to live, work and visit.*

The mission, values, and vision are the foundation of the VRFA. Thus, every effort is made to keep these elements current and meaningful, so that the individuals who make up the Valley Regional Fire Authority are guided by them in the accomplishment of the strategic plan's goals, objectives, and day-to-day tasks.

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## VRFA Programs and Services

To ensure a deep focus exists in determining issues and gaps within the VRFA, there must be a delineation between core programs and supporting services. Core programs are the primary deliverables provided by the agency (i.e., fire suppression, emergency medical services). Supporting services are all of the internal and external programs and services that help the VRFA deliver core programs (i.e., education, information technology).

The difference between core services and supporting services is important in that gaps may exist in either core programs or supporting services. These service gaps may then be realized only in the other service. Therefore, the VRFA's strategic approach may bring forth different considerations for improvement depending on the type of service.



Photo 7: Internal Stakeholder Work Session

## SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an agency openly identifies its positive and negative attributes. The SWOT analysis also examines the operating environment for areas where it can capitalize, as well as those that pose a danger. During the three-day work sessions, the VRFA stakeholders conducted a SWOT analysis to record the VRFA's strengths and weaknesses, as well as to identify the possible opportunities and potential threats. Information gathered through this analysis provides guidance on the larger issues and gaps that exist within the agency. The information thus gained assists the agency in addressing those critical issues and service gaps.

## Critical Issues and Service Gaps

Following the identification and review of the VRFA's initial SWOT analysis, two sub-groups of the VRFA's stakeholder session met to identify themes as primary critical issues and service gaps. The critical issues and service gaps identified by the internal stakeholders provide further guidance toward the identification of VRFA-specific focus areas and strategic initiatives, which ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

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## Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives:

- Initiative #1- Accreditation;** the process of becoming an accredited agency, and the overall implementation of the strategic plan over the next five years.
- Initiative #2- Capital Facilities Plan;** developing and implementing a plan for facilities and equipment for future growth and improvement.
- Initiative #3- Staffing;** examining current staffing levels, models and procedures, and identifying areas for improvement.
- Initiative #4- Mentorship;** ensuring the enduring success of the VRFA and its staff through sustainable internal mentorship.
- Initiative #5- Communication;** examining both internal and external communication processes for service gaps and areas for improvement.

## Goals and Objectives

To continuously advance the mission of the Valley Regional Fire Authority, realistic goals and objectives with attached timelines for completion are established. These goals and objectives serve to enhance strengths, to address identified weaknesses, to provide a clear direction, and to address the concerns of the community. In addition, the goals and objectives guide the VRFA's efforts and direct the agency to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups will meet and manage progress toward accomplishing these goals and objectives and to adjust timelines as the environment changes. Regular reports of progress and changes will be shared with the VRFA's stakeholders.



**Photo 8: Internal Stakeholder Work Session**

Goals were developed for each strategic initiative identified in the stakeholder work sessions. For each goal, objectives and associated tasks were outlined. The tables below provide an overview of the initiatives, objectives, and tasks for each focus area.

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## Initiative #1: Accreditation

<b>Goal 1</b>	<b>Pursue, achieve, and maintain official accreditation status through CPSE to better serve our community through a formal process.</b>		
<b>Objective 1A</b>	<b>Form team or committee structures with management components as needed to pursue and maintain accreditation.</b>		
<b>Timeframe</b>	Completed	<b>Assigned to:</b>	Deputy Chief of Technical Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the needed team / committee structure(s) for the various components of the accreditation process.</li> <li>• Outline management positions to lead and oversee the teams / committees, and overall accreditation process.</li> <li>• Establish team / committee member criteria objectives.</li> <li>• Select and assign team / committee members.</li> <li>• Select / assign management positions within the team (s) / committee(s)</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>
<b>Objective 1B</b>	<b>Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.</b>		
<b>Timeframe</b>	Completed	<b>Assigned to:</b>	Deputy Chief of Technical Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>• Perform community hazards and risk assessment.</li> <li>• Evaluate historical community emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Publish the Community Risk Assessment - Standards of Cover.</li> <li>• Maintain, and annually update the Standards of Cover document.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>
<b>Objective 1C</b>	<b>Conduct and document a self-assessment of the department utilizing the CPSE / CFAI Fire and Emergency Services Self-Assessment Manual (FESSAM) criteria.</b>		
<b>Timeframe</b>	18 months, Ongoing	<b>Assigned to:</b>	Deputy Chief of Technical Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on writing a FESSAM.</li> <li>• Assign the self-assessment manual category and criterion writing to the department accreditation committee / team members, as appropriate.</li> <li>• Apply for “Applicant Agency” status with the CFAI.</li> <li>• Publish the FESSAM.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>

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## Objective 1D Develop a community-driven strategic plan.

**Timeframe** Completed **Assigned to:** Deputy Chief of Technical Services

- Critical Tasks**
- Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about the VRFA.
  - Provide internal stakeholder work sessions to evaluate (and update, if necessary) the mission, vision, and values; determine internal strengths and weaknesses, external opportunities and threats.
  - Establish critical issues and service gaps.
  - Determine specific strategic initiatives.
  - Develop goals, objectives, critical tasks and appropriate timelines, to include levels of measurability, to achieve over five years.
  - Create a vision for the developed strategic plan.
  - Publish and distribute the formal strategic plan to stakeholders as determined by the VRFA.

**Funding Estimate** **Capital Costs:** **Personnel Costs:** **Consumable Costs:** **Contract Services Costs:**

## Objective 1E Implement the community-driven strategic plan.

**Timeframe** Ongoing **Assigned to:** Deputy Chief of Technical Services

- Critical Tasks**
- Create a subcommittee to review the draft strategic plan on a regular basis (as established by the VRFA).
  - Determine a work plan for the accomplishment of each goal and implement that work plan.
  - Evaluate completed and uncompleted / ongoing goals and objectives within the plan on an annual basis.
  - Report progress to internal and external stakeholders on an annual basis.

**Funding Estimate** **Capital Costs:** **Personnel Costs:** **Consumable Costs:** **Contract Services Costs:**

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<b>Objective 1F</b>		<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 – 6 months	<b>Assigned to:</b>	Deputy Chief of Technical Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apply for “Candidate Agency” status with the CFAI.</li> <li>• Prepare for CFAI Peer Assessor Team visit.</li> <li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by the Peer Team.</li> <li>• Host the site visit for accreditation review.</li> <li>• Review Peer Team recommendation to CFAI for VRFA Accredited status.</li> <li>• Attend CFAI hearings and defend VRFA internal accreditation process and documents.</li> <li>• Receive vote during the CFAI hearings in favor of accredited status.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 1G</b>		<b>Maintain accredited status with the CFAI.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>	Deputy Chief of Technical Services
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit the required Annual Compliance Reports to CFAI.</li> <li>• Attend CFAI Dayroom Discussion web-meetings for continued education.</li> <li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li> <li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li> <li>• Submit annual compliance reports as required by CFAI policies.</li> <li>• Establish succession development of the internal accreditation team in preparation for the next accreditation cycle.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	

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## Initiative #2: Capital Facilities Plan

<b>Goal 2</b>	<b>Develop a capital facilities improvement plan that supports the mission of the VRFA and the community, based on the Community Risk Assessment – Standards of Cover (CRA-SOC) document.</b>	
<b>Objective 2A</b>	<b>Evaluate the VRFA’s current capital facilities and equipment condition to establish a baseline for future improvements.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the current valuations of the capital facilities and equipment of the VRFA.</li> <li>• Evaluate the current repair and maintenance costs.</li> <li>• Gather and consolidate current documents, data, and information relevant to capital facilities and equipment using content management.</li> <li>• Create a report with recommendations (if applicable) and submit it to agency leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>
<b>Objective 2B</b>	<b>Develop a formal capital facilities / equipment plan using the CRA-SOC, data projections, and established benchmarks to identify future areas of growth and/or improvement.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b> Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct a gap analysis to analyze the area of current and future improvement needs.</li> <li>• Conduct a SWOT analysis on VRFA’s status relative to the benchmarks and the CRA-SOC</li> <li>• Consider the short-term to define what capital is and use outside resources to establish future plans and standards.</li> <li>• Consider the long-term to analyze the size, design, and cost of facilities and fire stations to include but not limited to facility age, capacity, functionality, and hazard risk.</li> <li>• Research funding options.</li> <li>• Develop a formal capital facilities / equipment plan with recommendations to the Fire Chief.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>
<b>Objective 2C</b>	<b>Perform an evaluation to reflect the VRFA’s progress relative to capital facilities and equipment plan.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create an evaluation report with recommendations and submit to the leadership team for further consideration and direction.</li> <li>• Create, establish, or modify the funding to fit the capital facilities and equipment document.</li> <li>• Conduct an annual evaluation and monitor for desired outcomes.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>

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## Initiative #3: Staffing

<b>Goal 3</b>	<b>Ensure the VRFA has the adequate number of staff to achieve and sustain current and future organizational initiatives.</b>		
<b>Objective 3A</b>	<b>Conduct an operations and suppression staff analysis.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Perform a demographic analysis to assess the projected population growth in each service area for the next five years.</li> <li>• Perform a station coverage analysis to assess if the current station locations and quantity meet the needs of all communities and VRFA performance measures.</li> <li>• Perform a deployment / apparatus analysis to determine if the current apparatus location and staffing is adequate.</li> <li>• Identify any staffing gaps from the analyses.</li> <li>• Create a report with recommendations and submit it to agency leadership for further consideration and direction.</li> <li>• Develop and implement any recommendations approved by agency leadership.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 3B</b>	<b>Conduct a workload analysis of administration, technical services, and support services.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a consistent <i>staffing review process</i> for department heads to review workloads, to assess performance relative to workloads, and to identify gaps or needs.</li> <li>• Task department heads with the <i>staffing review process</i>, to include an annual timeline for completion.</li> <li>• Analyze the data from the annual staff review, by department.</li> <li>• Identify, based on the data, any impacts on workload that could be improved.</li> <li>• Create a report with recommendations (if applicable) and submit it to agency leadership for further consideration and direction.</li> <li>• Develop and implement any recommendations approved by agency leadership.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 3C</b>	<b>Develop a cost analysis based on the results of objectives 3A and 3B, to determine potential budgetary impacts and to support budget requests.</b>		
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Based on recommendations from objectives 3A and 3B, determine the cost points for capital and operations.</li> <li>• Determine the projected costs of needs / changes.</li> <li>• Present recommendations and requests to the Board of Governance for approval.</li> <li>• Secure approved funding through the annual budget process.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	

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<b>Objective 3D</b>	<b>Ensure that the VRFA is recruiting and hiring the most qualified and diverse candidates that represent the community served.</b>		
<b>Timeframe</b>	12 months	<b>Assigned to:</b>	Senior Staff / Human Resources
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Analyze all historical data relative to recruitment and hiring for administrative and non-administrative positions.</li> <li>Conduct outreach and marketing relative to recruitment using various media sources.</li> <li>Create outreach programs in order to recruit individuals that are representative of the diverse demographics of the community served.</li> <li>Evaluate current testing practices.</li> <li>Incorporate innovative ideas with current practices for recruitment (marketing and outreach).</li> <li>Create a report with recommendations for improved recruitment strategies and processes and submit to the leadership team for further consideration and direction.</li> <li>Develop and implement any recommendations approved by leadership.</li> <li>Secure adequate funding to recruit more personnel, so that the VRFA has a more diverse staff.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 3E</b>	<b>Utilize current training systems, resources, and practices for the onboarding of new hires (firefighter recruits and other staff).</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Senior Staff / Human Resources
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Develop a documented process for the onboarding of new hires.</li> <li>Conduct an orientation for the new hires.</li> <li>Conduct an outfitting process of equipment and PPE for each new hire.</li> <li>Conduct station tours for understanding and acclimation of new hires.</li> <li>Transition new recruits to the SKCFTC for operational training.</li> <li>Begin the training for recruits and shadowing process for support services and administration hires.</li> <li>Assign mentors to each new hire.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 3F</b>	<b>Evaluate the overall VRFA recruitment process and determine if further analysis is needed.</b>		
<b>Timeframe</b>	12 months, ongoing	<b>Assigned to:</b>	Senior Staff / Human Resources
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>Identify efficiencies and deficiencies observed (internally) during the outreach and recruitment activities.</li> <li>Create a survey for new hires, regarding VRFA recruitment processes and resources.</li> <li>Administer survey to new hires and review the results.</li> <li>Create a report with recommendations and submit to the leadership team for further consideration and direction.</li> <li>Develop and implement any recommendations approved.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	

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## Initiative #4: Mentorship

<b>Goal 4</b>	<b>Develop an agency-wide mentorship and succession program to enhance the personal and professional development of all VRFA members.</b>		
<b>Objective 4A</b>	<b>Conduct an assessment to identify division-specific mentorship and succession needs.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Division heads meet, including senior staff, to define and set expectations for mentorship and succession.</li> <li>• Initiate two-way communication within each division to identify key leadership roles and mentorship needs.</li> <li>• Develop a report of mentorship program recommendations and submit to the leadership team for consideration and direction.</li> <li>• Department heads meet to consider leadership findings and reach consensus on division mentorship and succession need, to include minimum standards.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>
<b>Objective 4B</b>	<b>Design and implement division-specific mentorship programs and succession plans.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Division heads identify stakeholders (staff) responsible for developing minimum standards for a mentorship and succession program in their area of responsibility.</li> <li>• Division heads, with support from staff, develop the relevant mentorship curriculum and succession planning, based on agreed-upon minimum standards.</li> <li>• Department heads collaborate with leadership and finance to identify program costs.</li> <li>• Division heads submit mentorship curriculum and succession plans to leadership for approval.</li> <li>• Implement approved programs and monitor outcomes.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>
<b>Objective 4C</b>	<b>Develop an evaluation and improvement process for mentorship programs and succession plans.</b>		
<b>Timeframe</b>	12 months, ongoing	<b>Assigned to:</b>	Senior Staff
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Design an evaluation process to determine the effectiveness of the programs and identify opportunities for improvement.</li> <li>• Gather feedback from division heads and staff about their experiences.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> <li>• Implement approved changes and continue to monitor the effectiveness of the program.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	<b>Contract Services Costs:</b>

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## Initiative #5: Communication (internal and external)

**Goal 5A** Enhance the quality of service delivery through diversified communication to citizens and establish a consistent and transparent message to employees.

**Objective 5A.1** Identify all ways that the VRFA communicates internally.

**Timeframe** 3 months **Assigned to:** Senior Staff

- Critical Tasks**
- Meet with stakeholders to identify the ways communication is currently being conducted internally at the VRFA.
  - Create a report of findings and submit it to leadership for further consideration and direction.

**Funding Estimate** **Capital Costs:** **Consumable Costs:**  
**Personnel Costs:** **Contract Services Costs:**

**Objective 5A.2** Conduct a needs assessment to determine areas of improvement in internal communication.

**Timeframe** 6 months **Assigned to:** Senior Staff

- Critical Tasks**
- Review findings from the report generated in objective 5A.1.
  - Design a survey to capture areas for improvement regarding internal communications.
  - Administer the survey to all VRFA internal stakeholders, with a timeline for completion / submission.
  - Collect and evaluate the survey results.
  - Create a report with survey findings and recommendations (if applicable) and submit it to leadership for further consideration and direction.

**Funding Estimate** **Capital Costs:** **Consumable Costs:**  
**Personnel Costs:** **Contract Services Costs:**

**Objective 5A.3** Develop strategies to address internal communication gaps and opportunities.

**Timeframe** 12 months **Assigned to:** Senior Staff

- Critical Tasks**
- Establish a committee of staff representing all departments within the VRFA.
  - Research and discuss solutions to internal communication needs.
  - Create a report with recommendations (if applicable) and submit it to leadership for further consideration and direction.
  - As approved, implement changes or inputs to improve internal communications.

**Funding Estimate** **Capital Costs:** **Consumable Costs:**  
**Personnel Costs:** **Contract Services Costs:**

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<b>Goal 5B</b>	<b>Enhance the quality of the VRFA’s service delivery and in turn, the safety of the public through diversified external communications.</b>	
<b>Objective 5B.1</b>	<b>Analyze the current external communication information and channels utilized and determine their effectiveness.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b> Human Resources / Public Information and Education Division / Emergency Management Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review information shared externally, and channels currently used to share information.</li> <li>• Collect current / projected demographics and related information needs for external stakeholders.</li> <li>• Identify gaps and opportunities relative to external communication info and channels.</li> <li>• Prioritize opportunities identified and create a report with recommendations (if applicable) and submit it to leadership for further consideration and direction.</li> <li>• Eliminate any inefficient processes in external communication.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>
<b>Objective 5B.2</b>	<b>Enhance the information shared externally as well as the channels used to share information externally.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b> Public Information and Education Division / Emergency Management Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• As approved (outcome of objective 5B.1), develop any new or updated external information content.</li> <li>• Initiate or create VRFA accounts with new channels for external communications, as identified.</li> <li>• Distribute the information content developed via existing and new channels.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>

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<b>Objective 5B.3</b>	<b>Identify, develop and implement (external stakeholder) feedback mechanisms for the VRFA.</b>		
<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Public Information and Education Division / Emergency Management Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify feedback mechanisms currently used by the VRFA.</li> <li>• Evaluate the current mechanisms for applicability and effectiveness.</li> <li>• Research any unused / additional feedback mechanisms / tools.</li> <li>• Create the mechanisms to allow for feedback from the community.</li> <li>• Outline feedback content focus areas (i.e., feedback regarding service delivery, reputation, quality of information shared, credibility of staff).</li> <li>• Create a report with recommendations (if applicable) and submit it to leadership for further consideration and direction.</li> <li>• Implement the new mechanisms and collect data.</li> <li>• Evaluate and revise annually or as determined.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	
<b>Objective 5B.4</b>	<b>Develop and implement a process for evaluating external communication systems and processes while planning for improvement.</b>		
<b>Timeframe</b>	3 months, ongoing	<b>Assigned to:</b>	Public Information and Education Division / Emergency Management Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Representatives from the PIEO and EM divisions meet to establish a process for annual review of external communication processes and systems.</li> <li>• Create a documented process (plan) for annual review of external communication processes and systems.</li> <li>• Submit plan to leadership for further consideration and direction.</li> <li>• Implement the approved plan and strategies on an annual basis.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>	

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## Strategic Plan Vision

On the final day of the strategic planning workshops, the CPSE facilitators presented a strategic plan *vision* of where the VRFA will be if the strategic plan is implemented. This confirms the promise of the work that was designed by the VRFA stakeholders. This strategic plan vision is intended to serve as a target of excellence and provides a basis for the strategic plan's goals and objectives.

### **Valley Regional Fire Authority** *2025 Strategic Plan Vision*

*To become an internationally accredited, mission-focused agency that strives for what is best for our community, organization, and family. We will always commit to living and performing our values as we deliver superior services.*

*This achievement will support our members and provide for a healthy workforce that is efficient, innovatively trained, and mentored to answer any challenge that may be encountered. Our focus on how we communicate with those we serve and ourselves will provide more transparency and outreach, as well as effectiveness in service delivery. We will realize true efficacies as we leverage the use of technology and manage our resources to meet current and anticipated future needs, while always being good stewards of those resources entrusted to us.*

*We will always pursue continuous improvement and remain dedicated to excellence in all we do, while holding each other accountable in the delivery of our mission, living our values, and making this vision a reality.*

## Performance Measurement

To assess and ensure that an agency is actively implementing items from the strategic plan, the agency's leaders must determine performance measures for which they are accountable. Output measurement can be challenging; the agency must focus on the assessment of progress and achieving improved output. Agencies must be prepared to revisit and revise goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the agency's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be used. This process requires:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analysis and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

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A “family of measures” typically is utilized to indicate and measure performance. These measures include:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely service is provided.
- **Outcome** - Qualitative consequences associated with a program / service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

## The Success of the Strategic Plan

The VRFA has demonstrated its desire to develop and implement a strategic plan by soliciting and receiving input from the community and members of the agency during the development stage of the planning process (strategic planning workshops). To assist in the development of this plan, the agency used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will depend on the implementation of the goals and the related objectives coupled with support from the members of the agency and the community-at-large.

If this community-driven strategic planning process is supported by effective leadership and active participation, it will continue to unify the VRFA and community stakeholders. The strategic planning process can only be accomplished through a jointly developed understanding of agency direction. Further consideration must be made on how the VRFA will measure and be accountable for its progress and successes.

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## Appendix 1: Other Programs of Interest

The following programs were identified by the internal stakeholders as areas that the agency should examine and pursue for continuous improvement. The programs are currently operating under the direction of an assigned manager. The goals, objectives, and tasks can be used as a guideline for enhancing the programs.

<b>Wellness and Fitness</b>	
<b>Goal</b>	<b>Improve the mental and physical wellness of the members of VRFA to create a healthier, more resilient workforce.</b>
<b>Objective</b>	<b>Evaluate the current health and wellness programs and policies of the VRFA and research comprehensive health and wellness best practices relative to the industry.</b>
<b>Timeframe</b>	Ongoing <b>Assigned to:</b> Wellness Fitness Coordinator
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign a project manager.</li> <li>• Assign subject matter experts to evaluate current policies and programs pertaining to the mental and physical health and well-being of VRFA employees.</li> <li>• Conduct the evaluation and gather data about existing VRFA policies and programs.</li> <li>• Analyze the data.</li> <li>• Research best practices within the industry, utilizing resources from but not limited to: other like size / scope agencies, IAFF, private sector sources and other wellness fitness initiatives.</li> <li>• Gather all research information and outline findings.</li> <li>• Create a report with recommendations (if applicable) and submit it to leadership for further consideration and direction.</li> </ul>
<b>Objective</b>	<b>Make recommendations for the implementation of new and/or enhancement of existing health and wellness programs and policies.</b>
<b>Timeframe</b>	Ongoing <b>Assigned to:</b> Wellness Fitness Coordinator
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Draft a proposal that outlines desired changes and/or additions to existing health and wellness policies and programs.</li> <li>• Submit the recommendations to labor / management for feedback.</li> <li>• Submit a collaborative recommendation-focused report through the chain of command for leadership to review and consider.</li> </ul>
<b>Objective</b>	<b>Implement any new and/or enhanced health and wellness initiatives or policies.</b>
<b>Timeframe</b>	Ongoing <b>Assigned to:</b> Wellness Fitness Coordinator
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Design new programs and/or modify existing programs and policies.</li> <li>• Conduct training for all VRFA staff regarding the new and/or modified programs and policies.</li> <li>• Determine target date for implementation.</li> <li>• Implement and monitor for desired outcomes.</li> </ul>
<b>Objective</b>	<b>Evaluate any new and/or enhanced health and wellness initiatives or policies.</b>
<b>Timeframe</b>	Ongoing <b>Assigned to:</b> Wellness Fitness Coordinator
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish timelines for program evaluations.</li> <li>• Create the criteria by which the evaluations will be conducted.</li> <li>• Utilize various tools for evaluation including but not limited to surveys and benchmarks.</li> <li>• Conduct any comparative analyses to identify any other gaps.</li> <li>• Make recommendations for revision if applicable.</li> <li>• Implement revisions as approved.</li> </ul>

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<b>Training</b>	
<b>Goal</b>	Establish a standard for training within all levels of the organization to improve special job performance requirements.
<b>Objective</b>	Conduct an analysis of current consortium curricula and training delivery.
<b>Timeframe</b>	Ongoing <span style="float: right;"><b>Assigned to:</b> Training Division</span>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Request a report from South King County Fire Training Consortium (SKCFTC) detailing all available curricula.</li> <li>• Based on the report from the SKCFTC, identify which curricula meet state and federal required training standards.</li> <li>• Sort the remaining training SKCFTC curricula and remove what is deemed non-approved or not necessary by the VRFA.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>
<b>Objective</b>	Identify training needs specific to the VRFA.
<b>Timeframe</b>	Ongoing <span style="float: right;"><b>Assigned to:</b> Training Division</span>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Have the VRFA department heads poll all team leaders and staff to identify training needs and desires.</li> <li>• Compare and contrast with available curricula offered by the SKCFTC.</li> <li>• Analyze and prioritize the findings.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>
<b>Objective</b>	Identify challenges that compete with the ability to complete training, and establish a program to track such challenges.
<b>Timeframe</b>	Ongoing <span style="float: right;"><b>Assigned to:</b> Training Division</span>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Have the department heads poll all team leaders and staff to identify any and all challenges encountered that compete with the ability to train appropriately.</li> <li>• Design and establish a program to track interruptions encountered in the daily schedule.</li> <li>• Conduct a review of the daily schedule to identify any noted challenges.</li> <li>• Compile and analyze the results.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>
<b>Objective</b>	Establish training standards that meet the identified needs of the VRFA.
<b>Timeframe</b>	Ongoing <span style="float: right;"><b>Assigned to:</b> Training Division</span>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct a meeting to include administration, labor, department heads, and other stakeholders to establish training standards based on needs.</li> <li>• Develop and set the standards based on current programs and industry standards.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> <li>• As directed, establish procedures for implementing the training standards.</li> </ul>

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<b>Objective</b>	<b>Build specific training content that meets the needs of the VRFA.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Work with SKCFTC and subject matter experts (SME) to develop the training content.</li> <li>• Assign training development to specific workgroups.</li> <li>• Evaluate the content through the SKCFTC advisory board and VRFA department heads.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> <li>• As directed, finalize the training content and distribute to relevant VRFA staff.</li> </ul>	
<b>Objective</b>	<b>Implement and track the training at all relevant levels of the agency.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Work with the SKCFTC to assign the training standards to all relevant VRFA personal via the learning management system.</li> <li>• Establish a workflow process to achieve training standards.</li> <li>• Create a timeline for compliance.</li> <li>• Track all certification and completion.</li> </ul>	
<b>Objective</b>	<b>Evaluate training standards to make sure they meet the needs of the VRFA.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Training Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• On an annual basis, conduct a meeting with the department heads, team leaders and other staff to determine if the established standards are meeting the needs.</li> <li>• Gather and compile the training data from the learning management system to establish the rate of completion.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>	

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Technology		
<b>Goal</b>	Create, maintain, and integrate efficient and intuitive technology systems to increase productivity and utilization of resources.	
<b>Objective</b>	Identify the capabilities and limitations of current technology systems and resources.	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Information Technology Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify a project manager and form a committee comprised of subject matter experts representing all affected divisions.</li> <li>• Identify key systems including but not limited to:                             <ul style="list-style-type: none"> <li>○ Scheduling</li> <li>○ HR, payroll, accounts receivable and accounts payable</li> <li>○ Incident records</li> <li>○ Occupancy / inspection data</li> <li>○ Internal communications / intranet</li> <li>○ Records management</li> <li>○ Alerting systems</li> <li>○ Electric content management</li> <li>○ Asset management</li> </ul> </li> <li>• Draft a document outlining key systems and any other relevant information (i.e., interdependent systems, current system costs).</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>
<b>Objective</b>	Conduct a needs analysis based on current technology systems and resources, and prioritize recommendations for review by leadership.	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Information Technology Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Committee created for objective 6A conducts a SWOT analysis of current systems.</li> <li>• Committee solicits feedback from internal and external subject matter experts.</li> <li>• At the discretion of the project manager, conduct an analysis of all assigned programs and systems.</li> <li>• Compile and analyze data, prioritize needs and desired inputs.</li> <li>• Create a report with findings and recommendations and submit to leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>
<b>Objective</b>	Obtain resources to design and implement identified systems as approved.	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b> Information Technology Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit a proposal through the chain of command for approval for the identified systems.</li> <li>• Secure funding to obtain the services, products, hardware, and software as approved.</li> <li>• Assign technical buildout and integration responsibilities for the direction of the project manager.</li> <li>• Create a beta-test environment for end-users.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	<b>Capital Costs:</b> <b>Personnel Costs:</b>	<b>Consumable Costs:</b> <b>Contract Services Costs:</b>

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<b>Objective</b>	<b>Educate users and implement the approved system improvements to increase productivity and efficiency.</b>		
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>	Information Technology Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop the needed curriculum to educate the end-users on changes or new systems.</li> <li>• Review the curriculum for accuracy.</li> <li>• Deliver the training through the various training media available.</li> <li>• Coordinate the implementation of the system improvements.</li> <li>• Conduct the implementation and monitor for any needed revisions.</li> <li>• Create a report with recommendations (if needed) and submit it to leadership for further consideration and direction.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	
	<b>Personnel Costs:</b>	<b>Contract Services Costs:</b>	
<b>Objective</b>	<b>Conduct a post-implementation analysis of the system to measure the increased productivity and/or efficiency.</b>		
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>	Information Technology Division
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a process to measure increased productivity and/or efficiency to include but not limited to the following parameters: <ul style="list-style-type: none"> <li>○ End-user feedback / satisfaction</li> <li>○ Data collection</li> <li>○ Time in motion</li> <li>○ Compliance</li> <li>○ Data quality</li> </ul> </li> <li>• Conduct the formal analysis and gather the pertinent data.</li> <li>• Analyze the gathered data.</li> <li>• Develop a report based on the results to demonstrate all efficiencies and deficiencies.</li> <li>• Create a report with recommendations and submit to leadership for further consideration and direction.</li> </ul>		
<b>Funding Estimate</b>	<b>Capital Costs:</b>	<b>Consumable Costs:</b>	
	<b>Personnel Costs:</b>	<b>Contract Services Costs:</b>	

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## Appendix 2: Glossary of Terms and Acronyms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>AED</b>	Automatic External Defibrillation
<b>ALS</b>	Advanced Life Support
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CFIP</b>	Capital Facilities Improvement Plan
<b>CMT</b>	Community Medical Team
<b>CPR</b>	Cardio-Pulmonary Resuscitation
<b>CPSE</b>	Center for Public Safety Excellence
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>DNR</b>	Department of Natural Resources
<b>ECM</b>	Enterprise Content Management
<b>ED</b>	Emergency Department
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EM</b>	Emergency Management
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technology
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>FBC</b>	Fire Benefit Charge
<b>FMO</b>	Fire Marshal's Office
<b>HR</b>	Human Resources
<b>IAFF</b>	International Association of Firefighters
<b>IFC</b>	International Fire Code
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>IT</b>	Information Technology
<b>JATC</b>	Joint Apprenticeship and Training Committee
<b>KCEMS</b>	King County Emergency Medical Services

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<b>KSA</b>	Knowledge, Skills, and Abilities
<b>MCI</b>	Mass Casualty Incident
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program / service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PIE</b>	Public Information and Education
<b>PPE</b>	Personal Protective Equipment
<b>PST</b>	Public Safety Testing
<b>QI</b>	Quality Improvement
<b>READY</b>	Real Emergency Aid Depends on You
<b>RMS</b>	Records Management System
<b>SOP</b>	Standard Operating Procedure
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>USAR</b>	Urban Search and Rescue
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
<b>VRFA</b>	Valley Regional Fire Authority

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## Appendix 3: Works Cited

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