



January 2022

### Executive Summary

In 2020, the VRFA implemented a five-year strategic plan based on the priorities expressed by the community. External and internal stakeholders worked with facilitators to share their experiences, opinions, advice, and desires regarding the VRFA and agency's future. This comprehensive process revealed gaps in departmental capabilities and services. From this process, five major strategic initiatives were identified to assist the agency. Below is a summary of the initiatives and progress that occurred in the last six months.



The VRFA's strategic plan and initiatives will guide the agency in identifying future needs for meeting the community's expectations for fire department-based safety services. The strategic plan serves as a road map for how the VRFA will meet the demand for services within available resources.



## Introduction

This report provides an update and status of the major initiatives of the 2020 - 2025 Strategic Plan. The report lists every goal, objective, and associated task with the initiative. Each objective has a status report and comment section. In addition, each objective has an assigned staff member/or division that is responsible for that specific focus area. The report will be published semi-annually or as requested by the Fire Chief or Board of Governance.

To monitor the progress of each initiative, we have created four status report levels for each objective. The following color and explanation define the status level:

**On-going:** Represents an objective that will be continually worked on.

**In progress:** Represents an objective that is actively being worked on.

**Deferred:** Represents an objective that is not currently being worked on.

**Completed:** Represents an objective that has been achieved.

In summary, the following strategic initiatives were identified by external and internal stakeholders as the foundation for the development of goals and objectives:

### [Initiative #1 - Accreditation](#)

The VRFA will strive to implement the goals and objectives of the strategic plan over the next five years and become an accredited agency.

### [Initiative #2 - Capital Facilities Plan](#)

The VRFA will develop and implement a plan for capital facilities and equipment for future growth and improvement.

### [Initiative #3 - Staffing](#)

The VRFA will examine current staffing levels, models, procedures and identify areas for improvement.

### [Initiative #4 - Mentorship](#)

The VRFA will ensure the enduring success of the agency and its staff through sustainable internal mentorship.

### [Initiative #5 - Communication](#)

The VRFA will examine both internal and external communication processes for service gaps and areas for improvement.



<b>Initiative #1: Accreditation</b>	
<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>	3 months <b>Assigned to:</b> Deputy Chief K. Olson
<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>Status</b>	<b>Completed September 2018</b>
<b>Comments</b>	The accreditation team was selected, and areas of responsibility were assigned.
<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>	1 year <b>Assigned to:</b> Deputy Chief K.Olson/Larberg
<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>Status</b>	<b>Completed June 2019</b>
<b>Comments</b>	A Community Risk Assessment and Standard of Cover document were completed and published.
<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 <b>Assigned to:</b> Deputy Chief Larberg
<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>Status</b>	<b>Completed March 2021</b>



<b>Comments</b>	The FESSAM has been completed. An assigned CFAI mentor has reviewed our documents and recommended we applied for Candidate status.	
<b>Objective 1D</b>	<b>Develop a community-driven strategic plan.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b> Deputy Chief Larberg
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns, and strengths perceived about the VRFA.</li> <li>• 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.</li> <li>• Establish critical issues and service gaps.</li> <li>• Determine specific strategic initiatives.</li> <li>• Develop goals, objectives, critical tasks, and appropriate timelines to include levels of measurability to achieve over five years.</li> <li>• Create a vision for the developed strategic plan.</li> <li>• Publish and distribute the formal strategic plan to stakeholders as determined by the VRFA.</li> </ul>	
<b>Status</b>	<b>Completed</b>	
<b>Comments</b>	The 2020 – 2025 Strategic Plan was approved by the Board of Governance and published in January 2020.	
<b>Objective 1E</b>	<b>Implement the community-driven strategic plan.</b>	
<b>Timeframe</b>	On-going	<b>Assigned to:</b> Deputy Chief Larberg
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a subcommittee to review the draft strategic plan on a regular basis (as established by the VRFA).</li> <li>• Determine a work plan for the accomplishment of each goal and implement that work plan.</li> <li>• Evaluate completed and uncompleted/on-going goals and objectives within the plan on an annual basis.</li> <li>• Report progress to internal and external stakeholders on an annual basis.</li> </ul>	
<b>Status</b>	<b>In progress</b>	
<b>Comments</b>	A Strategic Plan semi-annual report was completed and published in July 2021. A subcommittee was created to evaluate the strategic plan. Discussion and strategic plan updates are discussed at Senior Staff and Command Staff meetings.	
<b>Objective 1F</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	4 – 6 months	<b>Assigned to:</b> Deputy Chief Larberg
<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> </ul>	



	<ul style="list-style-type: none"> <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>Status</b>	<b>Completed</b>
<b>Comments</b>	A site visit took place in October. Peer assessors recommended the VRFA to be accredited. A CFAI Commission Hearing was held on December 15, 2021. The Commission ruled in favor of accredited status for the VRFA. Congratulations!
<b>Objective 1G</b>	<b>Maintain accredited status with the CFAI.</b>
<b>Timeframe</b>	On-going <b>Assigned to:</b> Deputy Chief Larberg
<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>Status</b>	<b>On-going</b>
<b>Comments</b>	Accreditation is an on-going process. Accredited agency status is for a five-year term. Annual compliance reports will be submitted every twelve months by the accreditation manager.

<b>Initiative #2: Capital Facilities Plan</b>	
<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> Chief Swearingen/Deputy Chief Mack
<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>Status</b>	<b>Completed</b>
<b>Comments</b>	A new Pierce 107’ aerial ladder truck is scheduled to be completed and delivered in April 2022.



<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> Chief Swearingen/Deputy Chief Mack
<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>Status</b>	<b>Completed</b>	
<b>Comments</b>	A Deputy Chief and Fire Chief developed a six-year capital facility (CFP). The 2021 – 2027 CFP was approved by the Board of Governance in March 2021.	
<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> Chief Swearingen/Deputy Chief Mack
<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>Status</b>	<b>Completed</b>	
<b>Comments</b>	A Deputy Chief and Fire Chief developed an extensive evaluation report in the Capital Facilities Plan. The six-year CFP is a planning document that details current operations, predicts mid-range future service demands, and anticipates capital facility needs.	

<b>Initiative #3: Staffing</b>		
<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>	On-going	<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> </ul>	



	<ul style="list-style-type: none"> <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>Status</b>	<b>On-going</b>
<b>Comments</b>	Senior staff continues to analyze population growth, call volume, performance reports, and service gaps. Real estate is being pursued, and pre-designs are being evaluated for future fire stations in Auburn and Pacific. Station 31 property has been purchased from the City of Auburn.
<b>Objective 3B</b>	<b>Conduct a workload analysis of administration, technical services, and support services.</b>
<b>Timeframe</b>	6 months <span style="float: right;"><b>Assigned to:</b> Senior Staff</span>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a consistent staffing review process 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 staffing review process, 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>Status</b>	<b>On-going</b>
<b>Comments</b>	Senior staff and division heads continually review workloads, data, and performance to identify service gaps and the needs of their divisions. Support Services received software (Operative IQ) in the 4 <sup>th</sup> quarter to increase equipment, supplies, and consumables efficiencies. A needs assessment was sent to each division head to determine priorities, make organizational improvements and/or allocate resources.
<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 <span style="float: right;"><b>Assigned to:</b> Senior Staff</span>
<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>Status</b>	<b>On-going</b>
<b>Comments</b>	Senior staff and division heads consider various costs associated with potential budget impacts and requests. Several funding options are presented in the CFP. A new budget was approved 2022.



<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 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>Status</b>	<b>On-going</b>	
<b>Comments</b>	VRFA Human Resources and select staff continue to work with the King County Fire Chiefs Association and Zone 3 agencies to develop county-wide recruiting materials intended to draw in a more diverse candidate pool.	
<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 the shadowing process for support services and administration hires.</li> <li>• Assign mentors to each new hire.</li> </ul>	
<b>Status</b>	<b>Completed</b>	
<b>Comments</b>	A new onboarding process was instituted with new hires. The feedback has been positive, and Human Resources continues to evaluate and improve the process.	
<b>Objective 3F</b>	<b>Evaluate the overall VRFA recruitment process and determine if further analysis is needed.</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>• Identify efficiencies and deficiencies observed (internally) during the outreach and recruitment activities.</li> </ul>	





- Create a survey for new hires regarding VRFA recruitment processes and resources.
- Administer a survey to new hires and review the results.
- Create a report with recommendations and submit to the leadership team for further consideration and direction.
- Develop and implement any recommendations approved.

**Status** **In progress**

**Comments** Senior staff and HR will continue to analyze recruitment, marketing, and outreach activities for new employees. As partners in the joint recruitment effort, the VRFA evaluates ways to collaborate and coordinate outreach efforts to maximize recruitment efforts and resources. We will continue to analyze strategies for increasing diversity, equity, and inclusion (DEI) in our workforce.

**Initiative #4: Mentorship**

**Goal 4** **Develop an agency-wide mentorship and succession program to enhance the personal and professional development of all VRFA members.**

**Objective 4A** **Conduct an assessment to identify division-specific mentorship and succession needs.**

**Timeframe** 6 months **Assigned to:** Deputy Chief Larberg /Division Heads

- Critical Tasks**
- Division heads meet, including senior staff, to define and set expectations for mentorship and succession.
  - Initiate two-way communication within each division to identify key leadership roles and mentorship needs.
  - Develop a report of mentorship program recommendations and submit to the leadership team for consideration and direction.
  - Department heads meet to consider leadership findings and reach a consensus on division mentorship, and succession needs to include minimum standards.

**Status** **On-going**

**Comments** Personnel continue to pursue higher education degrees and enroll in various leadership programs. Several officers are enrolled in the Foster School of Business at the University of Washington. Department heads conducted a needs assessment to address minimum/desired standards, credentials, and resources.

**Objective 4B** **Design and implement division-specific mentorship programs and succession plans.**

**Timeframe** 6 months **Assigned to:** Senior Staff/Division Heads

- Critical Tasks**
- Division heads identify stakeholders (staff) responsible for developing minimum standards for a mentorship and succession program in their area of responsibility.
  - Division heads, with support from staff, develop the relevant mentorship curriculum and succession planning based on agreed-upon minimum standards.
  - Department heads collaborate with leadership and finance to identify program costs.
  - Division heads submit a mentorship curriculum and succession plans to leadership for approval.



- Implement approved programs and monitor outcomes.

**Status** On-going

**Comments** After completing and evaluating the needs assessment, division heads will design and recommend specific mentorship and succession plans for their division to Senior Staff.

**Objective 4C** **Develop an evaluation and improvement process for mentorship programs and succession plans.**

**Timeframe** On-going **Assigned to:** Senior Staff

- Critical Tasks**
- Design an evaluation process to determine the effectiveness of the programs and identify opportunities for improvement.
  - Gather feedback from division heads and staff about their experiences.
  - Create a report with recommendations and submit it to leadership for further consideration and direction.
  - Implement approved changes and continue to monitor the effectiveness of the program.

**Status** On-going

**Comments** The department will continue to evaluate and improve mentorship and succession planning. A committee will develop a career pathway for various divisions, specialities, and leadership positions based on the needs assessment.

**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** 6 months **Assigned to:** Deputy Chief Larberg

- 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.

**Status** **In progress**

**Comments** This is an on-going effort to identify different methods of internal communications. A survey was recently distributed to all personnel to capture the best practices for internal communication.

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

**Timeframe** 6 months **Assigned to:** Deputy Chief Larberg

- 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.

**Status** **In progress**

**Comments** A survey has been distributed to all personnel. An assessment will be conducted based on the results of the survey.

**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.

**Status** **In progress**

**Comments** Strategies will be developed based on the results of the communication survey. An internal team has been established and is beta testing information kiosks in selected fire stations. If the kiosks are effective, they will be placed in all facilities.

**Goal 5B** **Enhance the quality of the VRFA’s service delivery and in turn, the safety of the public through diversified external communications.**

**Objective 5B.1** **Analyze the current external communication information and channels utilized and determine their effectiveness.**

**Timeframe** 6 months **Assigned to:** Public Information and Education Division

- Critical Tasks**
- Review information shared externally, and channels currently used to share information.
  - Collect current/projected demographics and related information needs for external stakeholders.
  - Identify gaps and opportunities relative to external communication info and channels.
  - Prioritize opportunities identified and create a report with recommendations (if applicable) and submit it to leadership for further consideration and direction.
  - Eliminate any inefficient processes in external communication.

**Status** **In progress**

**Comments** External surveys were distributed via social media to solicit feedback regarding external communication. After reviewing the data, communication gaps were found in our Spanish-speaking community, older adults, and the business community. Demographic information was collected in all three cities. The data will be useful in strategies to improve services to the whole community.



**Objective 5B.2 Enhance the information shared externally as well as the channels used to share information externally.**

<b>Timeframe</b>	12 months	<b>Assigned to:</b>	Public Information and Education 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>Status</b>	<b>On-going</b>		
<b>Comments</b>	Based on survey feedback, several strategies will be implemented on social media. The survey suggests more business-related information, firefighter content, QR codes linking to the website, and video content. PIE specialists will be encouraged to post incident information on social media. Staff will explore a Facebook group or LinkedIn page for businesses.		

**Objective 5B.3 Identify, develop and implement (external stakeholder) feedback mechanisms for the VRFA.**

<b>Timeframe</b>	6 months	<b>Assigned to:</b>	Public Information and Education 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>Status</b>	<b>On-going</b>		
<b>Comments</b>	Based on survey feedback, a social media management tool (Sendible) was added for more efficient posting. Sendible has been a valuable tool for social media postings. Information on the VRFA website was reconfigured to allow translation into ten+ languages to reach non-English speaking populations.		

**Objective 5B.4 Develop and implement a process for evaluating external communication systems and processes while planning for improvement.**

<b>Timeframe</b>	On-going	<b>Assigned to:</b>	Public Information and Education 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> </ul>		



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- Implement the approved plan and strategies on an annual basis.
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**Status**

**In progress**

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**Comments**

Statistics will be analyzed based on annual reports from social media and the VRFA website. Based on these results, staff will develop and implement strategies.