



November 2024 Update

This report is an update and status of the five major initiatives within the 2020 – 2025 Strategic Plan.

1. ACCREDITATION

100%

- Initiative completed in December 2021.
 - The VRFA was accredited by the Commission for Fire Accreditation International (CFAI) in December 2021.
 - Our 2023 and 2024 Annual Compliance Reports submitted to CFAI received positive feedback.
- Ongoing:
 - We are currently updating our Community Risk Assessment and Standards of Cover documents.

2. CAPITAL FACILITIES PLAN

100%

- Initiative completed in March 2021.
 - The VRFA's six-year CFP was approved by the BOG in March 2021.
 - TCA submitted its costing report to VRFA, and the BOG approved going to voters to fund execution of CFP.
 - Voters approved the November 2023 ballot initiative.
- Ongoing:
 - TCA and a variety of consultants are working with VRFA on designing Stations 31, 36, and 38.
 - Station 36 groundbreaking is scheduled for May 2025.

3. STAFFING

100%



- Progress from September 2023 to November 2024: 5%.
- Progress made:
 - Ops staffing: Daily minimum staffing increased from 20 to 23 in Q1 2024 which allowed a second engine company, E336, to be staffed at Station 31. This unit will transition to Station 36 when it opens in 2026.
 - An HR Specialist began in Q1 2024 (3C).
- Ongoing:
 - Recruitment: staff continue to work to with King County Fire Chiefs' Association DEI Committee (3D) and regional "WA Fire Careers" partners (3F).

4. MENTORSHIP

95%

- Progress from October September 2023 to November 2024: 25%.
- Progress made:
 - Mentorship: "JATC Development Tracker" online December 2022 (4B).
 - Several chief officers have completed the Seattle Fire Department/UW Foster School of Business Executive Leadership Academy.
 - Supporting attendance of Captains and chief officers at the Leadership Institute of South Puget Sound.
 - Reorganization of Support Services to create a new position of Battalion Chief of Health, Safety, & EMS. This allows for more focused and effective work within several programs and provides an additional promotional opportunity for VRFA personnel.
 - VRFA regular provides subject matter experts to South King County Fire Training Consortium for recruit academies and specialized training.
 - Formally designated Program Managers for specific department programs and require annual Program Appraisals and program-based budgeting.
 - Implementing an enterprise resource planning software that will provide more budget management tools for Program Managers.
 - Support of several high-impact committees including a station design committee and uniform committee.
 - Developing a professional development curriculum for VRFA officers and acting officers through Association of Washington Cities, as well as position-specific guides for dayshift chief officer positions.
 - Providing acting opportunities into day-shift Battalion Chief positions.



- Supporting attendance at Chief-level training through SKCFTC.
- Ongoing:
 - Succession planning: discussions are ongoing regarding succession planning at a variety of levels (4A.2 & 4A.3).

5. COMMUNICATION

95%

- Progress made from September 2023 to November 2024: 5%.
- Progress made:
 - Internal communications: CARES and Community Outreach Teams meeting with all stations and shifts to discuss mutual needs (5A.2).
 - Internal communications: content within Station Information Kiosks has been refined (5A.3).
 - Internal communication (5A.2 & 5B.3): Chief Thompson and DCs Day and Olson completed additional “Chiefs’ Chats.”
- Ongoing:
 - Internal communication (5A.2 & 5B.3): work continues to best ways to address internal communication gaps and practices.
 - External communications (5B.1-5B.4): refinements to external communications, including annual report, Fire Watch newsletter, and social media are ongoing.