



West Thurston Regional Fire Authority

2022-2026 STRATEGIC PLAN

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Summary

SECTION I

A message from Acting Fire Chief, Rob Smith



I am pleased to present the 2022-2026 Strategic Plan for West Thurston Regional Fire Authority (WTRFA).

The Strategic Plan will serve as a living document and is subject to change under evolving circumstances.

The process used to develop this plan consisted of the following: review of the previous plan, engaging WTRFA personnel and our community, drawing on knowledge of the organization's opportunities and strengths, as well as incorporating emerging risks and concerns.

WTRFA personnel always strive to deliver exceptional service. The growing demand for services, combined with the ever-increasing costs of service delivery, during uncertain and unprecedented times, make it imperative that an effective plan be put in place that will continue to build on the great work of the organization but also maintain the high standards expected by the community.

This strategic plan outlines efforts as to how WTRFA will meet the needs of the community over the next several years.



Introduction

SECTION II

Community

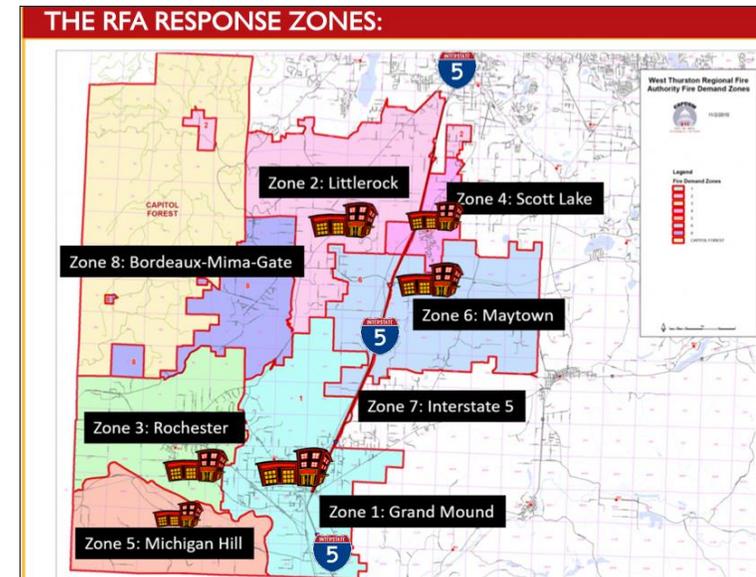


West Thurston Regional Fire Authority (WTRFA) covers a 158 square mile response zone that stretches approximately 12 miles east and west along Interstate 5 from the city limits of Tumwater to the Lewis County Line.

WTRFA delivers comprehensive emergency services including Fire Protection, Rescue and Emergency Medical Services and Patient Transport.

We proudly serve approximately 25,000 residents in the communities of Bordeaux, Delphi, Gate, Grand Mound, Littlerock, Maytown, Michigan Hill, Rochester and Scott Lake.

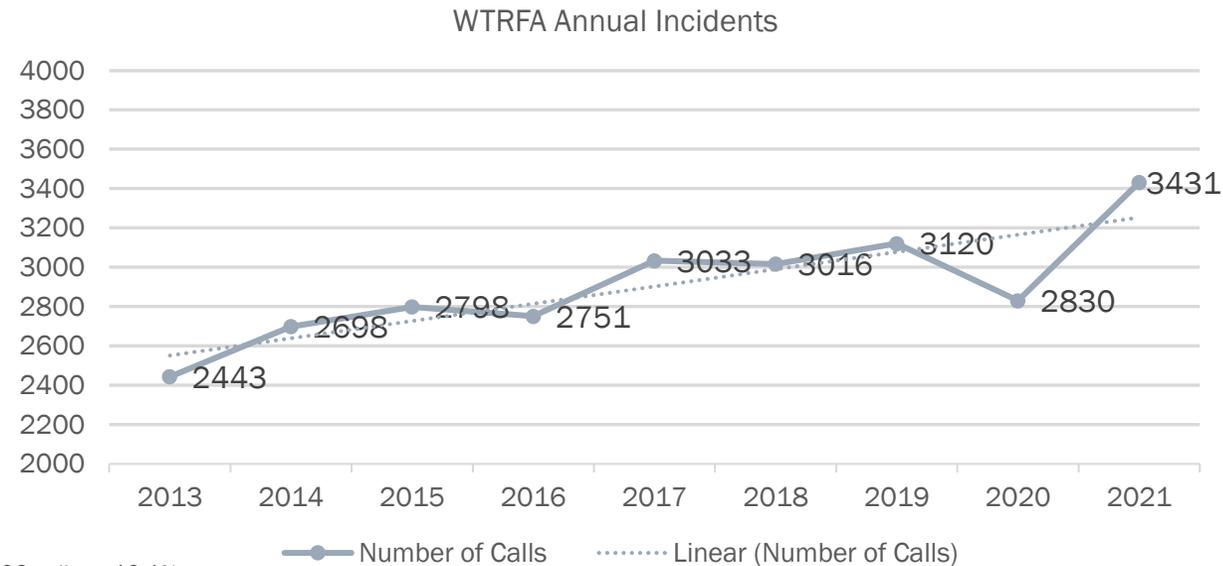
The diverse service area is a mix of urban and rural settings and includes industrial, commercial, residential, and forest land. The business sector of the district has continued to grow over the past few years and is expected to continue to grow over the next several years.



Organization



West Thurston Regional Fire Authority personnel strive to deliver exceptional service. Seventy-five professionals, both career and volunteer, respond to approximately 3,000 emergency 911 service calls each year.



Footnotes:

- In the last 5 years (2017-2021), annual call volume has increased by 398 calls or 13.1%.
- In the last 9 years (2013-2021), annual call volume has increased by 988 calls or 40.4%.
- Upward trend expected to continue.

Mission



It shall be the mission of West Thurston Regional Fire Authority to develop, operate and manage resources granted by the people of the region to preserve lives and property in our communities by providing services directed toward prevention, management and mitigation of fire, emergency medical, rescue, and disaster incidents.

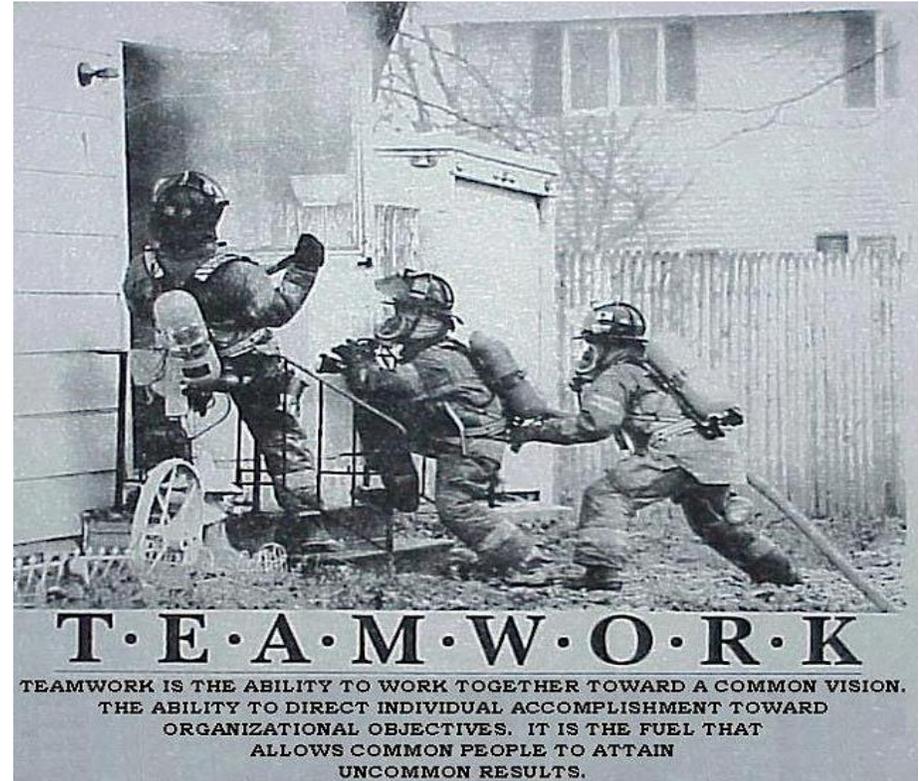


Vision



Vision for the next 5 years:

To be an innovative, nimble, cost-conscious organization built on great people and service excellence while meeting the challenge of change.



Values



Our values drive and guide our decisions and actions:

Service Excellence

We do all we can to ensure we deliver the best possible service to our communities through smart, well trained, humble, dedicated, competent, hard working, safe members. We are active participants in the communities where we live and work.

Integrity and Honesty

We value the public's trust and are committed to honest and ethical behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community. Self-discipline is the foundation for managing behavior.

Teamwork and Leadership

We seek out and value the input and opinions of members at all levels of the organization. Teamwork is the building block that drives the department's labor and management process. We work as a team to cooperate locally and regionally to improve service to the public and maintain a safe effective work environment. We believe that members have a responsibility to mentor others.

Innovation

We recognize the value of change in responding to and meeting the ever-evolving needs of our communities and members. We are committed to seeking out effective methods and progressive thinking toward change. We recognize the value of ongoing education and training.

Honor and Respect

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role each member plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow.

Communication

We believe communication is essential to the performance of our organization. We are committed to providing effective and responsive means of communication throughout the organization and community.



Approach to Planning

SECTION III

A roadmap to the future



Planning Approach

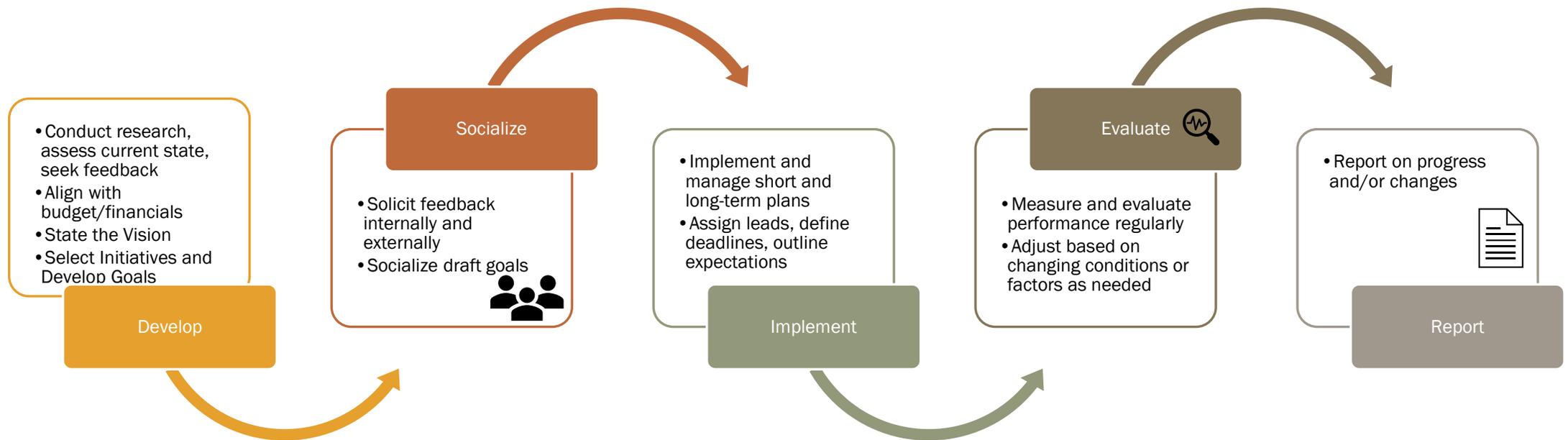


The strategic planning process, which is anchored to our budget, and guided by the organization's mission, vision and values, supports realistic initiatives and goals that will guide WTFRA for the next several years.

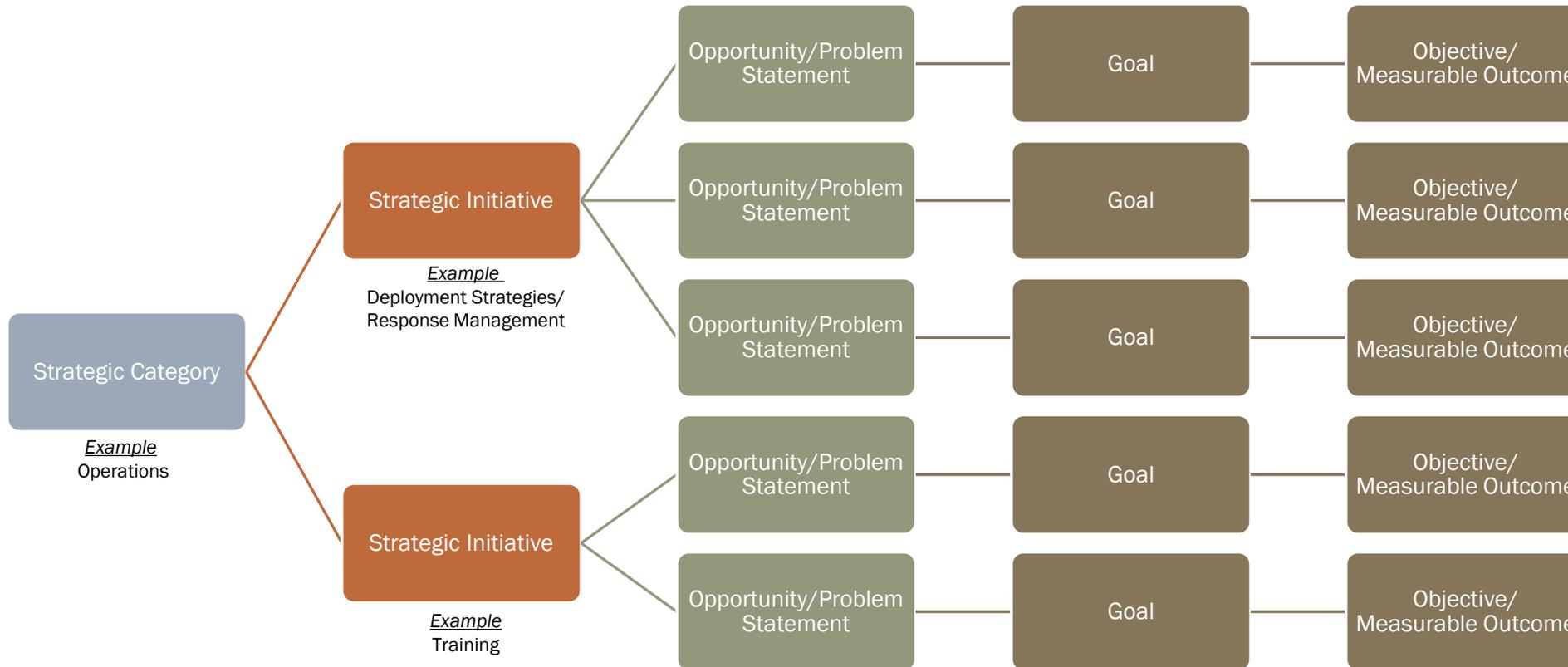
Goals and objectives are established to enhance our strengths, identify weaknesses, provide our membership with clear direction and address the needs of our community.

Review of the previous plan, coupled with engaging WTFRA personnel and our community, drawing on knowledge of the organization's opportunities and strengths, as well as incorporating emerging risks and concerns serve as a basis for preparing the plan. All of this assisted with completing the planning process and publication of our 2022-2026 strategic plan. The goal is to offer a clear "line of sight" to the organization's goals and objectives as well as to make the roadmap easy to understand.

Strategic Planning Phases



Strategic Planning Framework



Note: Within a separate implementation plan, each goal also contains details regarding timeframe and point people. Additional detailed plans may be developed as needed.



Strategic Initiatives, Goals and Objectives

SECTION IV



Strategic Categories



Based on the vision for the organization, forecasted growth and change, continuation of key/successful programs and initiatives within the district, as well as new opportunities and to address risks and emerging issues, the following categories were identified as the foundation for the development of WTRFA initiatives, goals and objectives for 2022-2026:

1. Operations
2. Administrative Management & Planning
3. Facilities & Apparatus
4. Public Education & Relations
5. Professional Development & Succession Planning
6. Employer of Choice

Strategic Summary



Operations	<ul style="list-style-type: none">• WTRFA is a blend of outstanding professionals combined with resource/equipment that leverage their skills in a wide variety of situations in our all-risk response model. Work to ensure strategic resource and placement models are flexible and consistent with response needs and goals of the community.
Administrative Management & Planning	<ul style="list-style-type: none">• Be a good steward of public funds and organizational resources.• Take a bullish approach to establishing mutually beneficial partnerships and/or secure funding via alternative sources to expand service delivery using cost effective strategies.
Facilities & Apparatus	<ul style="list-style-type: none">• Proactively manage facilities and apparatus to prevent unnecessary damage and expenses.• Develop a plan to modernize facilities when cost feasible- air handling, HVAC systems, exhaust recovery systems.• Assess and manage apparatus replacement schedules.
Public Education & Relations	<ul style="list-style-type: none">• Enhance the quality-of-service delivery to our community through diversified and transparent communications, training opportunities, partnerships and outreach to citizens.
Professional Development & Succession Planning	<ul style="list-style-type: none">• Enrich the workplace by providing personnel with the necessary support, encouragement, opportunities, skills and tools for safe and effective job performance.• Grow skill-sets across the organization to established standards by promoting professional development.
Employer of Choice	<ul style="list-style-type: none">• Provide for a healthy, enthusiastic, engaged and empathetic workplace.• Practice and encourage open, honest and transparent communication at all levels within the organization.• Retain, reward, recognize and attract talent.

Initiatives, Goals & Objectives



To continue to advance the vision and mission of West Thurston Regional Fire Authority, realistic goals and objectives with timelines and assignees are being established to support the strategic initiatives.

These goals and objectives serve to enhance strengths, to address identified weaknesses and concerns and to provide clear direction.

In addition, the goals and objectives guide WTRFA's efforts and direct the agency to its desired future state while reducing obstacles and distractions along the way.

Senior leadership, along with agency personnel and committees will meet, manage and track progress toward accomplishing these goals and objectives.

Periodic reports of progress and changes will be shared with stakeholders.

Vision: To be an innovative, nimble, cost-conscious organization built on great people and service excellence while meeting the challenge of change.

Values: Service Excellence | Integrity | Teamwork and Leadership | Innovation | Honor and Respect | Communication

Mission: It shall be the mission of West Thurston Regional Fire Authority to develop, operate and manage resources granted by the people of the region to preserve lives and property in our communities by providing services directed toward prevention, management and mitigation of fire, emergency medical, rescue, and disaster incidents.



Operations Goals

- Build out fire investigation team (to a team of 6).
- Re-evaluate the Juvenile Fire Setter program.
- Explore partnerships with Thurston County Fire Marshal and Mutual Aid Partners.
- Build out the Resident Program to supplement staffing (to a team of 9).
- Grow the Volunteer Program for more line FF/EMT's and Support Staff (over several years grow by 25% with 70% retention rate).

- Continue to support Fire Fighter Peer Support Program.
- Partner with local and regional agencies to make additional programs/options/training available as needed.
- Grow knowledge and skills within the WTRFA Peer Support Team.
- Improve FF participation rate in the annual Fit for Duty Medical Evaluations (NFPA 1582).
- Promote and encourage routine Physical Fitness.

- Maintain the Wildland Program.
- Ensure WTRFA staff stand ready to respond to wildland emergencies locally or regionally by May 1st of each year.



- Improve service delivery in North Battalion; adopt a model of resource allocation that ensures our ability to respond more efficiently.
- Explore transport program options county-wide.
- On an annual basis, measure Performance of Deployment Strategies implemented and adjust to better meet our response time targets.
- Explore water rescue program with local partner agencies.

- Continue focus on Safety Initiatives and maintain compliance with RCW 296.305.
- Participate in the WA state Firefighter Injury and Illness Reduction (FIIRE) Program to reduce possible injuries and illness. Assess extension of FIIRE program beyond 2022 if feasible and beneficial.

- Fire- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.
- EMS- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.
- Work to achieve compliance among ALL career staff to meet Standards for Professional Development established by NFPA. (varies by role).
- Maintain three trained Special Rescue Staff (SORT).

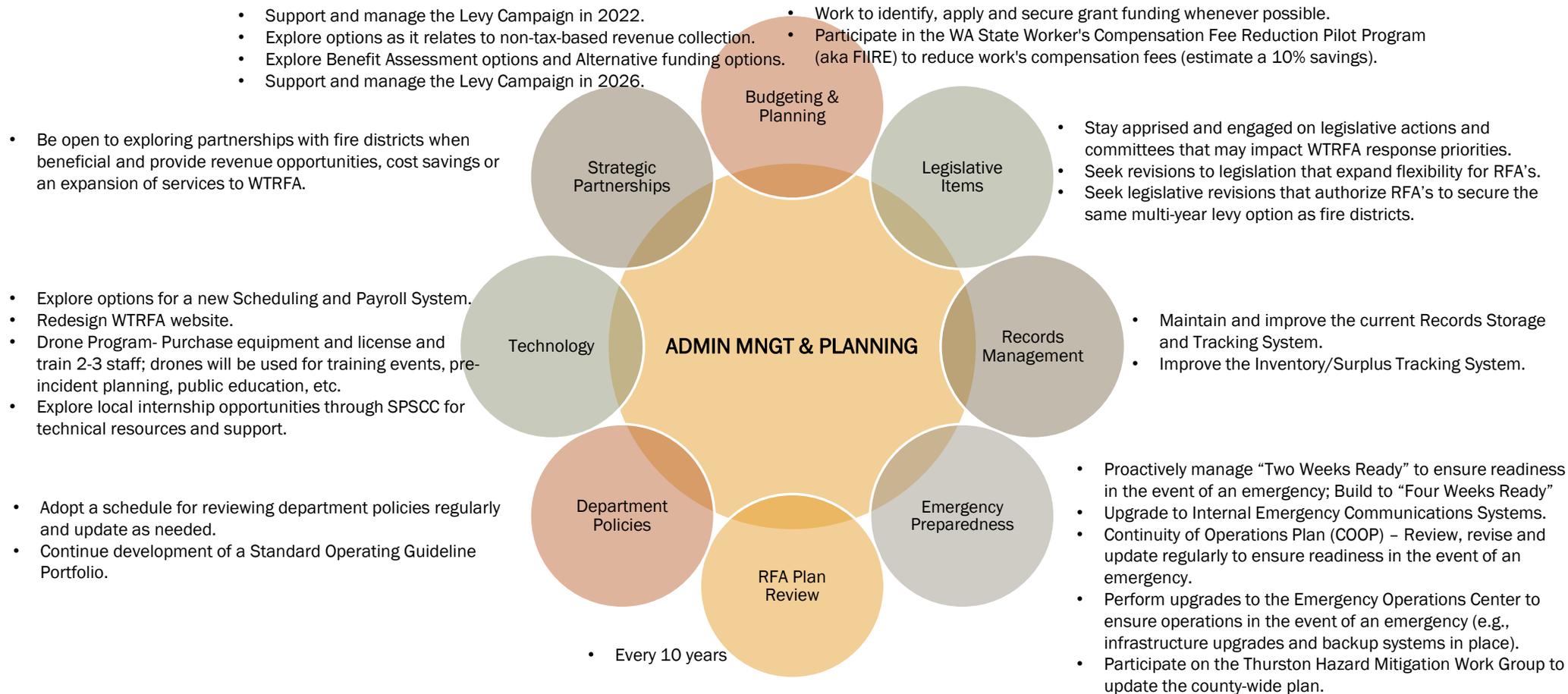
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Administrative Management and Planning Goals



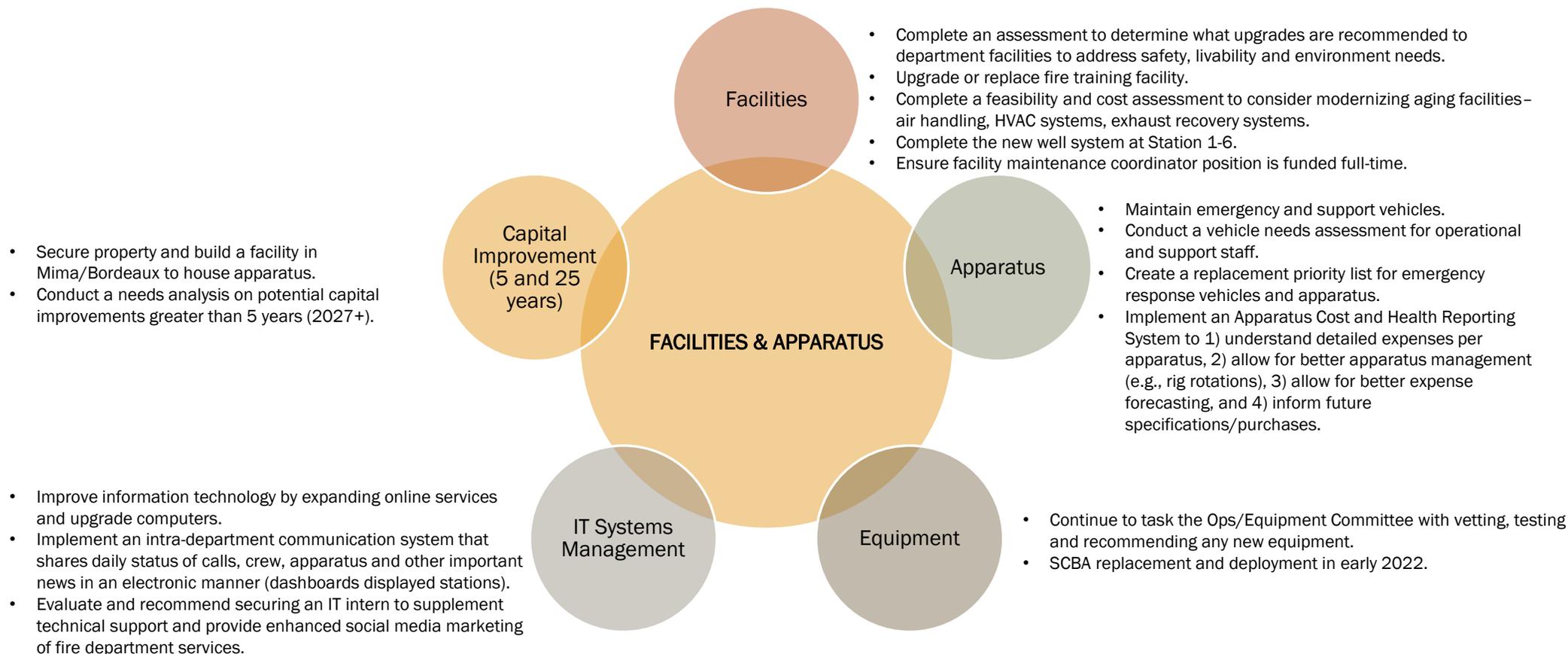
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Facilities and Apparatus Goals



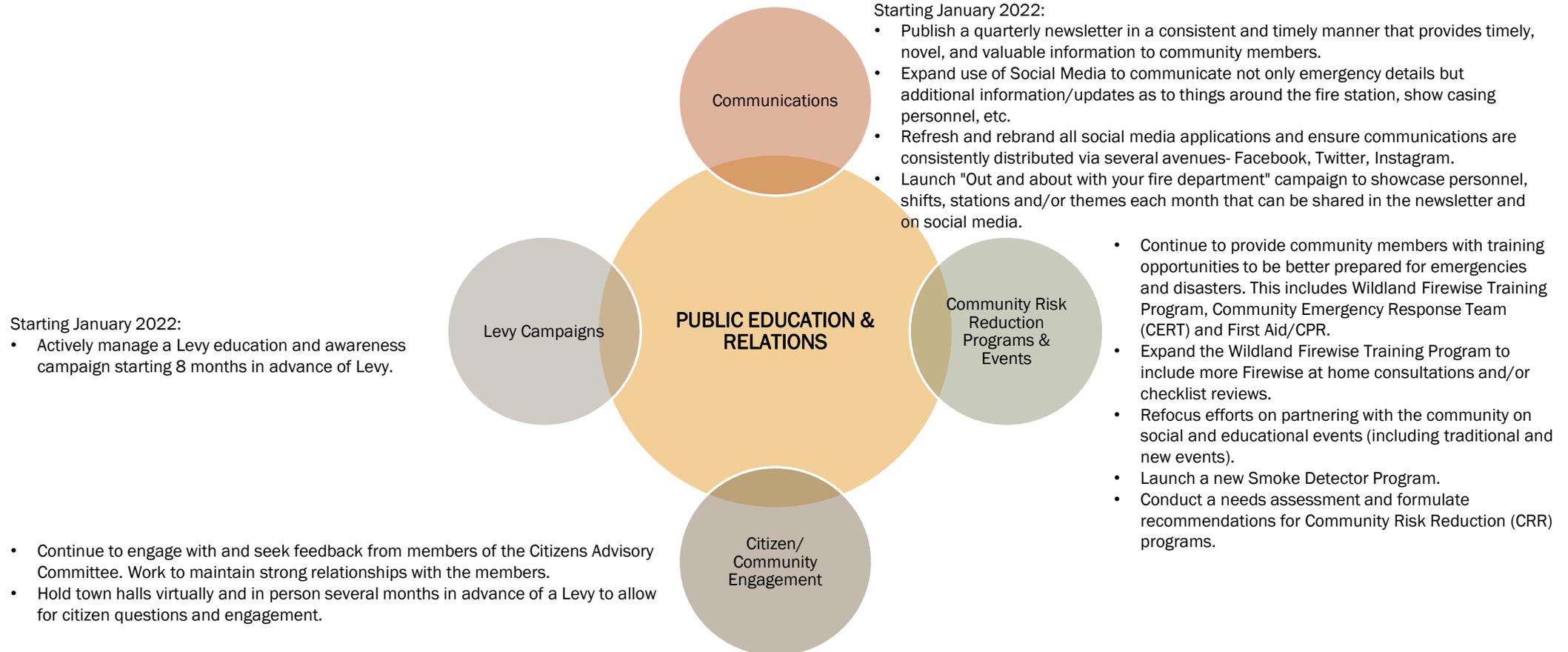
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Public Education & Relations Goals



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Professional Development & Succession Planning Goals



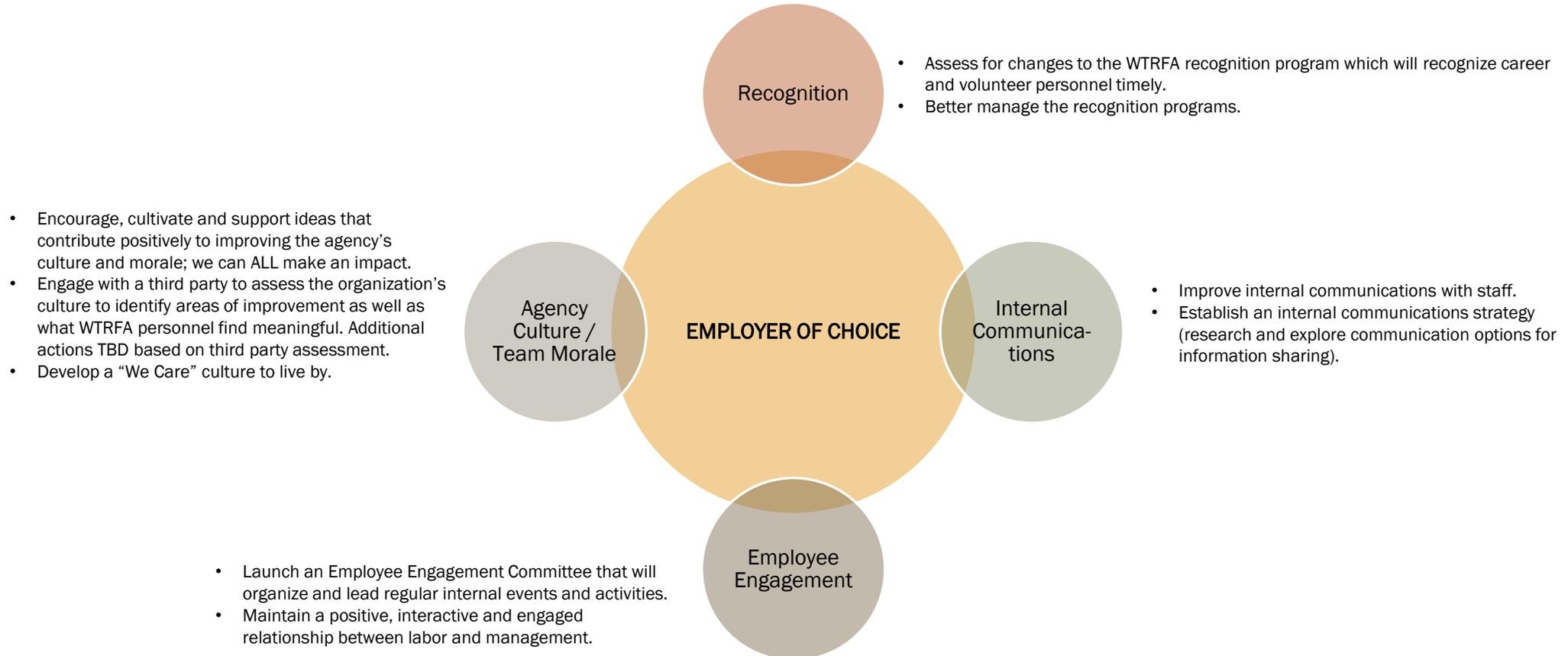
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Employer of Choice





Monitoring and Measuring Success

SECTION V

Monitor & Measure Success



A separate, detailed **implementation plan** was developed at the same time as the strategic plan to:

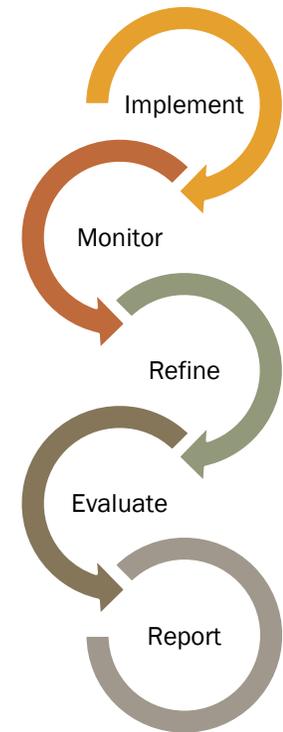
- Assign **time frames/deadlines** to each goal
- Assign **point people responsible for execution and oversight**, and
- Capture **status and outcomes** associated with each goal and objective



Progress will be monitored and tracked at least semi-annually by the Fire Chief and/or a delegated Sr. Staff member.



Formal reporting to the WTRFA staff and the Board of Commissioners will be done annually with a focus on status and outcomes.



West Thurston Regional Fire Authority

Strategic Plan 2022-2026

Questions?

Please contact Acting Fire Chief,
Rob Smith

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APPENDIX

IMPLEMENTATION PLAN DETAILS

SECTION VI

Operations

- WTRFA is a blend of outstanding professionals combined with resource/equipment that leverage their skills in a wide variety of situations in our all-risk response model. Work to ensure strategic resource and placement models are flexible and consistent with response needs and goals of the community.

Goals	Objectives	Timeframe	Assigned To
Deployment Strategies / Response Management	Improve service delivery in North Battalion; adopt a model of resource allocation that ensures our ability to respond more efficiently.	2023+	Chief Officer
	Explore transport program options county-wide.	2022-2023	Chief Officer
	On an annual basis, measure Performance of Deployment Strategies implemented and adjust to better meet our response time targets.	Annually	Chief Officer
	Explore water rescue program with local partner agencies.	2023	Chief Officer
Safety	Continued focus on Safety Initiatives and maintain compliance with RCW 296.305.	Continuous	Chief Officer/ Safety Officer
	Participate in the WA state Firefighter Injury and Illness Reduction (FIIRE) Program to reduce possible injuries and illness. Assess extension of FIIRE program beyond 2022 if feasible and beneficial.	2022	Safety Officer
Training	Fire- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.	Annually	Training Officer
	EMS- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.	Annually	EMS Officer
	Work to achieve compliance among ALL career staff to meet Standards for Professional Development established by NFPA (varies by role).	Annually	Training Officer
	Maintain three trained Special Rescue Staff (SORT).	Continuous	Training Officer / SORT Coordinator
Wildland	Maintain the Wildland Program.	Continuous	Wildland Coordinator
	Ensure WTRFA staff stand ready to respond to wildland emergencies locally or regionally by May 1st of each year.	Continuous	Wildland Coordinator
Health and Wellness	Continue to support Fire Fighter Peer Support Program.	Continuous	Peer Support Committee
	Partner with local and regional agencies to make additional programs/options/training available as needed.	Continuous	Peer Support Committee
	Grow knowledge and skills within the WTRFA Peer Support Team.	Continuous	Peer Support Committee
	Improve FF participation rate in the annual Fit for Duty Medical Evaluations (NFPA 1582).	Annually	Chief Officer / EMS Officer
	Promote and encourage routine Physical Fitness by building out peer fitness trainers.	2023	Officers
Fire Investigation, Resident and Volunteer Programs	Build out fire investigation team (to a team of 6).	2022-2024	Chief Officer / Lead Investigator
	Re-evaluate the Juvenile Fire Setter program.	2023	Chief Officer
	Explore partnerships with Thurston County Fire Marshal and Mutual Aid Partners.	2023-2024	Chief Officer
	Build out the Resident Program to supplement staffing (to a team of 9).	2022-2024	Chief Officer / Lead Officers
	Grow the Volunteer Program for more line FF/EMT's and Support Staff (over several years grow by 25% with 70% retention rate).	2022-2025	Chief Officer / Volunteer Advisory Board (VAB)

Administrative Management & Planning

- Be a good steward of public funds and organizational resources.
- Take a bullish approach to establishing mutually beneficial partnerships and/or secure funding via alternative sources to expand service delivery using cost effective strategies.

Goals	Objectives	Timeframe	Assigned To
Budgeting and Planning	Work to identify, apply and secure grant funding whenever possible.	Continuous	Administrative Team
	Participate in the WA State Worker's Compensation Fee Reduction Pilot Program (aka FIIRE) to reduce work's compensation fees (estimate a 10% savings).	2022	Administrative Director / Safety Officer
Legislative Items	Stay apprised and engaged on legislative actions and committees that may impact WTRFA response priorities.	Continuous	Chief Officer
	Seek revisions to legislation that expand flexibility for RFA's.	2023-2026	Chief Officer
	Seek legislative revisions that authorize RFA's to secure the same multi-year levy option as fire districts.	2023-2026	Chief Officer
Records Management	Maintain and improve the current Records Storage and Tracking System.	Continuous	Administrative Staff
	Improve the Inventory/Surplus Tracking System.	2022-2023	Surplus Program Coord.
Emergency Preparedness	Proactively manage "Two Weeks Ready" to ensure readiness in the event of an emergency; Build to "Four Weeks Ready"	2023	Chief Officer / Officer
	Upgrade to Internal Emergency Communications Systems.	2022-2023	Operations Chief
	Continuity of Operations Plan (COOP) - Review, revise and update regularly to ensure readiness in the event of an emergency.	2022	Chief Officer
	Perform upgrades to the Emergency Operations Center to ensure operations in the event of an emergency (e.g., infrastructure upgrades and backup systems in place).	2022-2023	Operations Chief
	Participate on the Thurston Hazard Mitigation Work Group to update the county-wide plan.	2022-2023	Chief Officer and Board of Commissioners Rep
RFA Plan Review	Every 10 years	2022	Chief Officer
Department Policies	Adopt a schedule for reviewing department policies regularly and update as needed.	2023, Annually	Administration, Operations and Safety
	Continue development of a Standard Operating Guideline Portfolio.	2022-2025	Chief Officer
Technology	Explore options for a new Scheduling and Payroll System.	2023-2024	Chief Officer / Administrative Team
	Redesign WTRFA website.	2023	TBD
	Drone Program- Purchase equipment and license and train 2-3 staff; drones will be used for training events, pre-incident planning, public education, etc.	2023-2024	Operations Chief / Training Officer
	Explore local internship opportunities through SPSCC for technical resources and support.	2023-2024	Administrative Team
	Be open to exploring partnerships with fire districts when beneficial and provide revenue opportunities, cost savings or an expansion of services to WTRFA.	2023-2024	Chief Officer
Budgeting and Planning	Support and manage the Levy Campaign in 2022.	2022	Administrative Team
	Explore options as it relates to non-tax-based revenue collection.	2023-2025	Chief Officer
	Explore Benefit Assessment options and Alternative funding options.	2023-2025	Chief Officer
	Support and manage the Levy Campaign in 2026.	2025-2026	Administrative Team

Facilities & Apparatus

- Proactively manage facilities and apparatus to prevent unnecessary damage and expenses.
- Develop a plan to modernize facilities when cost feasible- air handling, HVAC systems, exhaust recovery systems.
- Assess and manage apparatus replacement schedules.

Goals	Objectives	Timeframe	Assigned To
Facilities	Complete an assessment to determine what upgrades are recommended to department facilities to address safety, livability and environment needs.	2022-2023	Chief Officer
	Upgrade or replace fire training facility.	2024-2025	Chief Officer / Training Officer
	Complete a feasibility and cost assessment to consider modernizing aging facilities- air handling, HVAC systems, exhaust recovery systems.	2023-2024	Chief Officer / Facilities Coordinator
	Complete the new well system at Station 1-6.	2023	Chief Officer
	Ensure facility maintenance coordinator position is funded full-time.	2022	Chief Officer
Apparatus	Maintain emergency and support vehicles.	Continuous	Chief Officer / Shift Commanders
	Conduct a vehicle needs assessment for operational and support staff.	2023	Chief Officer
	Create a replacement priority list for emergency response vehicles and apparatus.	2022	Chief Officer
	Implement an Apparatus Cost and Health Reporting System to 1) understand detailed expenses per apparatus, 2) allow for better apparatus management (e.g., rig rotations), 3) allow for better expense forecasting, and 4) inform future specifications/purchases.	2024	Chief Officer
Equipment	Continue to task the Ops/Equipment Committee with vetting, testing, and recommending any new equipment.	Continuous	Ops/Equipment Committee
	SCBA replacement and deployment in early 2022.	2022	Chief Officer/ SCBA Technician
IT Systems Management	Improve information technology by expanding online services and upgrade computers.	2023-2024	Administrative Team
	Implement an intra-department communication system that shares daily status of calls, crew, apparatus, and other important news in an electronic manner (dashboards displayed stations).	2023-2024	Administrative Team
	Evaluate and recommend securing an IT intern to supplement technical support and provide enhanced social media marketing of fire department services.	2023	Public Information Officer
Capital Improvement (5 and 25 years)	Secure property and build a facility in Mima/Bordeaux to house apparatus.	2022-2025	Chief Officer
	Conduct a needs analysis on potential capital improvements greater than 5 years (2027+).	2023	Administrative Team

- Enhance the quality-of-service delivery to our community through diversified and transparent communications, training opportunities, partnerships and outreach to citizens.

Goals	Objectives	Timeframe	Assigned To
Communications	Publish a quarterly newsletter in a consistent and timely manner that provides timely, novel, and valuable information to community members.	Quarterly 2022 Monthly 2023+	PIO
	Expand use of social media to communicate not only emergency details but additional information/updates as to things around the fire station, show casing personnel, etc.	2022	PIO
	Refresh and rebrand all social media applications and ensure communications are consistently distributed via several avenues- Facebook, Twitter, Instagram.	2022-2023	PIO
	Launch "Out and about with your fire department" campaign to showcase personnel, shifts, stations and/or themes each month that can be shared in the newsletter and on social media.	2022	PIO
Community Risk Reduction Programs & Events	Continue to provide community members with training opportunities to be better prepared for emergencies and disasters. This includes Wildland Firewise Training Program, Community Emergency Response Team (CERT) and First Aid/CPR.	2023	EMSO / PIO
	Expand the Wildland Firewise Training Program to include more Firewise at home consultations and/or checklist reviews.	2022	PIO / Officers
	Refocus efforts on partnering with the community on social and educational events (including traditional and new events).	2022	PIO
	Launch a new Smoke Detector Program.	2023	PIO
	Conduct a needs assessment and formulate recommendations for Community Risk Reduction (CRR) programs.	2023-2025	Chief Officer / PIO
Citizen / Community Engagement	Continue to engage with and seek feedback from members of the Citizens Advisory Committee. Work to maintain strong relationships with the members.	Continuous	Chief Officer
	Hold town halls virtually and in person several months in advance of a Levy to allow for citizen questions and engagement.	2022 2026	Chief Officer
Levy Campaigns	Actively manage a Levy education and awareness campaign starting 8 months in advance of Levy.	2022 2026	PIO

Professional Development & Succession Planning

- Enrich the workplace by providing personnel with the necessary support, encouragement, opportunities, skills and tools for safe and effective job performance.
- Grow skill-sets across the organization to established standards by promoting professional development.

Goals	Objectives	Timeframe	Assigned To
Succession Planning & Org Structure	Promote personnel to key positions in preparation for two Chief retirements planned for 2022.	2021-2022	Chief Officer / Board of Commissioners
	Recruit for an Administrative Services Director for planned retirement 1Q-2023.	2022	Chief Officer / Board of Commissioners
	Identify succession plan for multiple levels within the agency (e.g., acting BC, acting Captain, acting Lieutenant).	2022	Chief Officer
	Starting in 2023, work to build a balanced, traditional management structure.	2023	Chief Officer
Professional Development	Design and implement a rank specific continuing education and career advancement program grounded in current but forward-thinking industry trends, utilizing existing development pyramids.	2023	Chief Officer / Training Officer
	Revamp the annual review process to make it more interactive and meaningful for staff.	2023	Chief Officer / Administrative Director
Mentorships	Strengthen existing mentorship program for all new FF/EMT volunteers, residents, and newly hired staff.	Continuous	Officers
Support Roles	Pursue hiring a temporary Outreach/Events Coordinator/Grant Writer position (internal and external).	2022-2023	Chief Officer / Administrative Director
Job Descriptions	Review job descriptions every 2 years starting in 2022 and update if applicable.	2022 2024 2026	Chief Officer / Administrative Director

Employer of Choice

- Provide for a healthy, enthusiastic, engaged and empathetic workplace.
- Practice and encourage open, honest and transparent communication at all levels within the organization.
- Retain, reward, recognize and attract talent.

Goals	Objectives	Timeframe	Assigned To
Recognition	Assess for changes to the WTRFA recognition program which will recognize career and volunteer personnel timely.	2022-2023	Employee Engagement Committee
	Better manage the recognition programs.	2022-2023	Employee Engagement Committee
Internal Communications	Improve internal communications with staff.	2022	All Officers
	Establish an internal communications strategy (research and explore communication options for information sharing).	2022	Administrative Director
Employee Engagement	Launch an Employee Engagement Committee that will organize and lead regular internal events and activities.	2022	Administrative Director
	Maintain a positive, interactive, and engaged relationship between labor and management.	Continuous	Chief Officer / Bargaining Unit Rep
Agency Culture / Morales	Encourage, cultivate, and support ideas that contribute positively to improving the agency's culture and morale; we can ALL make an impact.	Continuous	Employee Engagement Committee
	Engage with a third party to assess the organization's culture to identify areas of improvement as well as what WTRFA personnel find meaningful. Additional actions TBD based on third party assessment.	2023-2024	Chief Officer / Administrative Director
	Develop a "We Care" culture to live by.	2023-2024	Chief Officer / Employee Engagement Committee

Courage. Compassion. Community

WEST THURSTON REGIONAL FIRE AUTHORITY