



West Thurston Regional Fire Authority (WTRFA)

2022-2026 STRATEGIC
GOALS & OBJECTIVES

IMPLEMENTATION PLAN:
2023 ANNUAL REPORT

Year 2 update as of December 31, 2023



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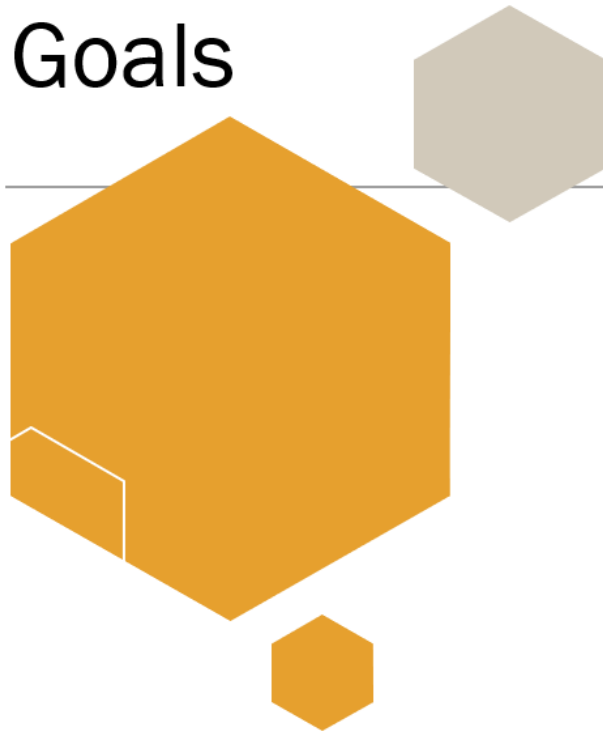
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2023 RECAP

Challenge: Our excess M&O levy expired at the end of 2022, resulting in significant, projected budget challenges for the department for the next several years. This resulted in adjusting priorities and projects in 2023 so a few objectives were delayed or postponed.

Goals



Regardless of funding, our GOAL remains the same:

Preserve lives and properties for the citizens we serve

Today this means we need to shift gears and aggressively find ways to meet the needs of our community, using a different model than in recent years, as well as continue to make some hard decisions.

STRATEGIC CATEGORIES

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.

GOALS & OBJECTIVES

OPERATIONS

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
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	IN PROCESS	Current staffing model adjusted for environment
	Explore transport program options county-wide.	2022-2023	Chief Officer	IN PROCESS	
	On an annual basis, measure Performance of Deployment Strategies implemented and adjust to better meet our response time targets.	Annually	Chief Officer	IN PROCESS	
	Explore water rescue program with local partner agencies.	2023 2024	Chief Officer	ON HOLD	Resume at Training Officer Group Level in 2024
Safety	Continued focus on Safety Initiatives and maintain compliance with RCW 296.305.	Continuous	Chief Officer/ Safety Officer	COMPLETE	Maintained compliance
	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	COMPLETE	Maintained compliance
Training	Fire- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.	Annually	Training Officer	COMPLETE	
	EMS- Achieve 100% compliance in quarterly/annual training requirements by 12/31 of each year.	Annually	EMS Officer	COMPLETE	
	Work to achieve compliance among ALL career staff to meet Standards for Professional Development established by NFPA (varies by role).	Annually	Training Officer	IN PROCESS	Training Officer able to resume Jan. 2024
	Maintain three trained Special Rescue Staff (SORT).	Continuous	Training Officer / SORT Coordinator	COMPLETE	
Wildland	Maintain the Wildland Program.	Continuous	Wildland Coordinator	COMPLETE	

WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES

Implementation Plan: 2023 Annual Reporting

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
	Ensure WTRFA staff stand ready to respond to wildland emergencies locally or regionally by May 1st of each year.	Continuous	Wildland Coordinator	COMPLETE	
Health and Wellness	Continue to support Fire Fighter Peer Support Program.	Continuous	Peer Support Committee	COMPLETE	
	Partner with local and regional agencies to make additional programs/options/training available as needed.	Continuous	Peer Support Committee	COMPLETE	
	Grow knowledge and skills within the WTRFA Peer Support Team.	Continuous	Peer Support Committee	IN PROCESS	
	Improve FF participation rate in the annual Fit for Duty Medical Evaluations (NFPA 1582).	Annually	Chief Officer / EMS Officer	IN PROCESS	Professional Health Services (PHS) engaged in 2023 for NFPA Physicals with partner agencies (D9).
	Promote and encourage routine Physical Fitness by building out peer fitness trainers.	2023 2024	Officers	ON HOLD	Due to funding/priorities
Fire Investigation, Resident and Volunteer Programs	Build out fire investigation team (to a team of 6).	2022-2024	Chief Officer / Lead Investigator	IN PROCESS	COUNTY TEAM BUILD REENGAGED JAN 2024
	Re-evaluate the Juvenile Fire Setter program.	2023 2025	Chief Officer	NOT STARTED	
	Explore partnerships with Thurston County Fire Marshal and Mutual Aid Partners.	2023-2024 2024-2025	Chief Officer	NOT STARTED	COUNTY PROJECT REENGAGED JAN 2024
	Build out the Resident Program to supplement staffing (to a team of 9).	2022-2024	Chief Officer / Lead Officers	IN PROCESS	NEW R/R COORDINATOR JAN 2024
	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)	IN PROCESS	GRANT FUNDED POSITION SECURED THROUGH 2027

Status Legend: NS (Not Started), C (Complete), IP (In Process), OH (On Hold), CN (Cancelled)

Additional Notes/Commentary:

WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES

Implementation Plan: 2023 Annual Reporting

ADMINISTRATIVE MANAGEMENT & PLANNING

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
Budgeting and Planning	Work to identify, apply and secure grant funding whenever possible.	Continuous	Administrative Team	IN PROCESS	CONSIDER LEVY/BOND MEASURE 2024 Limited opportunities for FF grant dollars in 2023 due to RIF. Will still explore wildland and equipment grants when feasible.
	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	COMPLETE	Entering Year 3 in 2024
Legislative Items	Stay apprised and engaged on legislative actions and committees that may impact WTRFA response priorities.	Continuous	Chief Officer	IN PROCESS	
	Seek revisions to legislation that expand flexibility for RFA's.	2023-2026	Chief Officer	IN PROCESS	Joined Legislative Community WFC in 2022
	Seek legislative revisions that authorize RFA's to secure the same multi-year levy option as fire districts.	2023-2026	Chief Officer	NOT STARTED	
Records Management	Maintain and improve the current Records Storage and Tracking System.	Continuous	Administrative Staff	IN PROCESS	Have seen benefits
	Improve the Inventory/Surplus Tracking System.	2022-2023	Surplus Program Coord.	COMPLETE	
Emergency Preparedness	Proactively manage "Two-Four Weeks Ready" to ensure readiness in the event of an emergency; Build to "Four Weeks Ready"	2023 2024	Chief Officer / Officer	IN PROCESS	Made positive gains but financially constrained in 2023 to complete.
	Upgrade to Internal Emergency Communications Systems.	2022-2023	Operations Chief	IN PROCESS	Updated to telephone system only.
	Continuity of Operations Plan (COOP) – Review, revise and update regularly to ensure readiness in the event of an emergency.	2022	Chief Officer	IN PROCESS	Draft COOP plan CONTINUES IN DEVELOPMENT
	Perform upgrades to the Emergency Operations Center to ensure operations in the event of an	2022-2023 2022-2024	Operations Chief	IN PROCESS	Systems will be delayed due to funding limitations.

WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES

Implementation Plan: 2023 Annual Reporting

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
	emergency (e.g., infrastructure upgrades and backup systems in place).				
	Participate on the Thurston Hazard Mitigation Work Group to update the county-wide plan.	2022-2023	Chief Officer and Board of Commissioners Rep	COMPLETE	Timeline and deliverable driven by Thurston County Project Mgr. (FEMA reqs) Appendix to be completed in 2024
RFA Plan Review	Every 10 years	2022	Chief Officer	COMPLETE	
Department Policies	Adopt a schedule for reviewing department policies regularly and update as needed.	2023, then Annually	Administration, Operations and Safety	IN PROCESS	SERIES 3000 AND 4000 UNDERWAY IN 2024
	Continue development of a Standard Operating Guideline Portfolio.	2022-2025	Chief Officer	IN PROCESS	
Technology	Explore options for a new Scheduling and Payroll System.	2023-2024	Chief Officer / Administrative Team	ON HOLD	Due to funding/priorities
	Redesign WTRFA website.	2023 2024	TBD Recruitment and Retention Coordinator	ON HOLD	Due to funding/priorities
	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 2025	Operations Chief / Training Officer	ON HOLD	Pending future funding/priorities
	Explore local internship opportunities through SPSCC for technical resources and support.	2023-2024	Administrative Team	IN PROCESS	
Strategic Partnerships	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	IN PROCESS	CONSIDERING IN 2024 OPERATIONAL AGREEMENT(S)
Budgeting and Planning	Support and manage the Levy M&O Campaigns in 2022 (Aug and Nov).	2022	Administrative Team and Union Reps	COMPLETE	M&O Levy 1 and 11 Failed (60% required)
	Support and manage the Levy Lid Lift Campaign in 2023 (Aug).	2023		COMPLETE	LLL PASSED 63%
	Support and manage consideration for Levy M & O/and or Bond Measure	2024		IN PROCESS	ADDEDUM NOTED

WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES
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Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
	Explore options as it relates to non-tax-based revenue collection.	2023-2025	Chief Officer	NOT STARTED	Will explore as planned to start in 2024
	Explore Benefit Assessment options and Alternative funding options.	2023-2025	Chief Officer	NOT STARTED	Will explore as planned to start in 2024
	Support and manage the Levy Campaign in 2026.	2025-2026	Administrative Team and Union Reps	NOT STARTED	

Status Legend: NS (Not Started), C (Complete), IP (In Process), OH (On Hold), CN (Cancelled)

Additional Notes/Commentary:

FACILITIES & APPARATUS

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
Facilities	Complete an assessment to determine what upgrades are recommended to department facilities to address safety, livability and environment needs.	2022-2023 2024-2025	Chief Officer	ON HOLD	Due to funding/priorities
	Upgrade or replace fire training facility.	2022-2025	Chief Officer / Training Officer	ON HOLD	Due to funding/priorities
	Complete a feasibility and cost assessment to consider modernizing aging facilities- air handling, HVAC systems, exhaust recovery systems.	2023-2024 2024-2025	Chief Officer / Facilities Coordinator	ON HOLD	Due to funding/priorities
	Complete the new well system at Station 1-6.	2023 2024	Chief Officer	ON HOLD	Due to funding/priorities
	Ensure facility maintenance coordinator position is funded full-time.	2022	Chief Officer	COMPLETE	
Apparatus	Maintain emergency and support vehicles.	Continuous	Chief Officer / Shift Commanders	IN PROCESS	
	Conduct a vehicle needs assessment for operational and support staff.	2023	Chief Officer	IN PROCESS	Currently exploring liquidation of several apparatus in 2023
	Create a replacement priority list for emergency response vehicles and apparatus.	2022	Chief Officer	COMPLETE	
	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	IN PROCESS	Early discussions began with Olympia shops
Equipment	Continue to task the Ops/Equipment Committee with vetting, testing, and recommending any new equipment.	Continuous	Ops/Equipment Committee	IN PROCESS	Hose upgrade
	SCBA replacement and deployment in early 2022.	2022	Chief Officer / SCBA Technician	COMPLETE	Aged SCBA's surplus

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Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
IT Systems Management	Improve information technology by expanding online services and upgrade computers.	2023-2024	Administrative Team	IN PROCESS	RESTRICTED TO funding/priorities
	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	ON HOLD	Due to funding/priorities
	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	CANCELLED	Due to funding/priorities
Capital Improvement (5 and 25 years)	Secure property and build a facility in Mima/Bordeaux to house apparatus.	2022-2025	Chief Officer	ON HOLD	Due to funding/priorities - 2024 GOAL
	Conduct a needs analysis on potential capital improvements greater than 5 years (2027+).	2023	Administrative Team	IN PROCESS	Pending funding, priorities, and resource allocation in 2023. 2024 GOAL

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Additional Notes/Commentary:

Facilities and Apparatus temporarily assigned to BC Stone as of November 2022.

PUBLIC EDUCATION & RELATIONS

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
Communications	Publish a quarterly newsletter in a consistent and timely manner that provides timely, novel, and valuable information to community members.	Quarterly 2022	Public Information Officer	COMPLETE	3 newsletters published in 2022
	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	Public Information Officer	COMPLETE	
	Refresh and rebrand all social media applications and ensure communications are consistently distributed via several avenues- Facebook, Twitter, Instagram.	2022-2023 2022-2024	Chief Officers	IN PROCESS	
	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	Chief Officers	ON HOLD	Due to funding/priorities
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	Admin Staff	COMPLETE	WILDLAND READY NEIGHBORS PROGRAM ROLLED OUT IN 2023. SEEK TO IMPROVE IN 2024
	Expand the Wildland Firewise Training Program to include more Firewise at home consultations and/or checklist reviews.	2022	Chief Officers	COMPLETE	Completed in 2022. Chief Frasl and Chief Fitzgerald conducted home visits.
	Refocus efforts on partnering with the community on social and educational events (including traditional and new events).	2022	Public Information Officer	COMPLETE	
	Launch a new Smoke Detector Program.	2023	CRR Coordinator	ON HOLD	Due to funding/priorities

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Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
	Conduct a needs assessment and formulate recommendations for Community Risk Reduction (CRR) programs.	2023-2025	Chief Officer	ON HOLD	Due to funding/priorities
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	IN PROCESS but revamping approach	CONSIDERING DIFFERENT APPROACH IN 2024
	Hold town halls virtually and in person several months in advance of a Levy to allow for citizen questions and engagement.	2022 2023 2026	Chief Officer	COMPLETE in 2022 IN PROCESS 2023 but revamping approach	
Levy Campaigns	Actively manage a Levy education and awareness campaign starting 8 months in advance of Levy.	2022	Public Information Officer	COMPLETE	Levies failed x2 (August and November)
Levy Campaigns	Actively manage a Levy education and awareness campaign starting 6 months in advance of Levy.	2023	Chief Officers, Admin and Career Staff	COMPLETE	

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Additional Notes/Commentary:

WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES

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PROFESSIONAL DEVELOPMENT & SUCCESSION PLANNING

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
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	COMPLETE	
	Recruit for an Administrative Services Director for planned retirement 1Q-2023.	2022	Chief Officer / Board of Commissioners	COMPLETE	
	Identify succession plan for multiple levels within the agency (e.g., acting BC, acting Captain, acting Lieutenant).	2022	Chief Officer	ON HOLD	Due to funding/priorities
	Starting in 2023, work to build a balanced, traditional management structure.	2023- 2024	Chief Officer	ON HOLD	Due to funding/priorities
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- 2024	Chief Officer / Training Officer	NOT STARTED	Will implement as planned to start in 2024
	Revamp the annual review process to make it more interactive and meaningful for staff.	2023- 2024	Chief Officer / Administrative Director	NOT STARTED	Will implement as planned to start in 2024
Mentorships	Strengthen existing mentorship program for all new FF/EMT volunteers, residents, and newly hired staff.	Continuous	Officers	IN PROCESS	
Support Roles	Pursue hiring a temporary Outreach/Events Coordinator/Grant Writer position (internal and external).	2022-2023	Chief Officer / Administrative Director	CANCELLED	Due to funding/priorities
Job Descriptions	Review job descriptions every 2 years starting in 2022 and update if applicable.	2022 2024 2026	Chief Officer / Administrative Director	IN PROCESS	Partially complete

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WTRFA 2022-2026 STRATEGIC GOALS & OBJECTIVES

Implementation Plan: 2023 Annual Reporting

EMPLOYER OF CHOICE

Goals	Objectives	Timeframe	Assigned To	2023 Status	Outcome(s)
Recognition	Assess for changes to the WTRFA recognition program which will recognize career and volunteer personnel timely.	2022-2023	Employee Engagement Committee	COMPLETE	
	Better manage the recognition programs.	2022-2023	Employee Engagement Committee	COMPLETE	
Internal Communications	Improve internal communications with staff.	2022	All Officers	COMPLETE	Monthly Flashover newsletter launched in 2022
	Establish an internal communications strategy (research and explore communication options for information sharing).	2022	Administrative Director	COMPLETE	Monthly Flashover newsletter launched in 2022
Employee Engagement	Launch an Employee Engagement Committee that will organize and lead regular internal events and activities.	2022	Administrative Director	COMPLETE	Committee formed
	Maintain a positive, interactive, and engaged relationship between labor and management.	Continuous	Chief Officer / Bargaining Unit Rep	IN PROCESS	Ongoing and continuous
Agency Culture / Morale	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	IN PROCESS	Ongoing and continuous; other programs have been explored
	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	ON HOLD	Due to funding/priorities
	Develop a "We Care" culture to live by.	2023-2024	Chief Officer / Employee Engagement Committee	ON HOLD	Due to funding/priorities

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Additional Notes/Commentary:

2024 PLAN & PRIORITIES

2024: Major Priorities and Areas of Focus

In 2024, our funding has temporarily stabilized, and we will continue to move all goals and objectives forward as outlined in the strategic plan; however, we will be **hyper-focused** on work that falls under categories to the right.

As always, if we need to make hard decisions because of internal or external factors that arise, we will be nimble and adjust.

Preserve lives and properties for the citizens we serve



Volunteer, Resident and Fire Investigation Programs



Strategic Partnerships



Emergency Preparedness



Budgeting and Planning



Communications



Organizational Structure, Succession Planning and Agency Culture and Morale