I. SUMMARY
II. INTRODUCTION
III. APPROACH TO PLANNING
IV. STRATEGIC INITIATIVES, GOALS & OBJECTIVES
V. MONITORING & MEASURING SUCCESS
VI. APPENDIX – IMPLEMENTATION PLAN
Summary

SECTION I
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.
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 WTRFA 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

- **Develop**
  - Conduct research, assess current state, seek feedback
  - Align with budget/financials
  - State the Vision
  - Select Initiatives and Develop Goals

- **Socialize**
  - Solicit feedback internally and externally
  - Socialize draft goals

- **Implement**
  - Implement and manage short and long-term plans
  - Assign leads, define deadlines, outline expectations

- **Evaluate**
  - Measure and evaluate performance regularly
  - Adjust based on changing conditions or factors as needed

- **Report**
  - Report on progress and/or changes
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 | • 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 | • 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 | • 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 | • 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 | • 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 | • 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. |
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.
Operation Goals

- 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 (FIRE) Program to reduce possible injuries and illness. Assess extension of FIRE 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).

**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.
**Administrative Management and Planning Goals**

- Support and manage the Levy Campaign in 2022.
- Explore options as it relates to non-tax-based revenue collection.
- Explore Benefit Assessment options and Alternative funding options.
- Support and manage the Levy Campaign in 2026.
- Stay apprised and engaged on legislative actions and committees that may impact WTRFA response priorities.
- Seek revisions to legislation that expand flexibility for RFA’s.
- Seek legislative revisions that authorize RFA’s to secure the same multi-year levy option as fire districts.
- Maintain and improve the current Records Storage and Tracking System.
- Improve the Inventory/Surplus Tracking System.
- Support and manage the Levy Campaign in 2026.
- Explore Benefit Assessment options and Alternative funding options.
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Facilities and Apparatus Goals

- Complete an assessment to determine what upgrades are recommended to department facilities to address safety, livability and environment needs.
- Upgrade or replace fire training facility.
- Complete a feasibility and cost assessment to consider modernizing aging facilities—air handling, HVAC systems, exhaust recovery systems.
- Complete the new well system at Station 1-6.
- Ensure facility maintenance coordinator position is funded full-time.
- Maintain emergency and support vehicles.
- Conduct a vehicle needs assessment for operational and support staff.
- Create a replacement priority list for emergency response vehicles and apparatus.
- 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.
- Continue to task the Ops/Equipment Committee with vetting, testing and recommending any new equipment.
- SCBA replacement and deployment in early 2022.

- Secure property and build a facility in Mima/Bordeaux to house apparatus.
- Conduct a needs analysis on potential capital improvements greater than 5 years (2027+).
- Improve information technology by expanding online services and upgrade computers.
- 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).
- Evaluate and recommend securing an IT intern to supplement technical support and provide enhanced social media marketing of fire department services.

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Public Education & Relations Goals

Starting January 2022:
- Publish a quarterly newsletter in a consistent and timely manner that provides timely, novel, and valuable information to community members.
- Expand use of Social Media to communicate not only emergency details but additional information/updates as to things around the fire station, showing casing personnel, etc.
- Refresh and rebrand all social media applications and ensure communications are consistently distributed via several avenues—Facebook, Twitter, Instagram.
- 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.
- 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.
- Expand the Wildland Firewise Training Program to include more Firewise at home consultations and/or checklist reviews.
- Refocus efforts on partnering with the community on social and educational events (including traditional and new events).
- Launch a new Smoke Detector Program.
- Conduct a needs assessment and formulate recommendations for Community Risk Reduction (CRR) programs.

Starting January 2022:
- Actively manage a Levy education and awareness campaign starting 8 months in advance of Levy.
- Continue to engage with and seek feedback from members of the Citizens Advisory Committee. Work to maintain strong relationships with the members.
- Hold town halls virtually and in person several months in advance of a Levy to allow for citizen questions and engagement.

PUBLIC EDUCATION & RELATIONS

Communications

Levy Campaigns

Community Risk Reduction Programs & Events

Citizen/Community Engagement
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Professional Development & Succession Planning Goals

- Review job descriptions every 2 years starting in 2022 and update if applicable.
- Pursue hiring a temporary Outreach/Events Coordinator/Grant Writer position (internal and external).
- Promote personnel to key positions in preparation for two Chief retirements planned for 2022.
- Recruit for an Administrative Services Director for planned retirement 1Q-2023.
- Identify succession plan for multiple levels within the agency (e.g., acting BC, acting Captain, acting Lieutenant).
- Starting in 2023, work to build a balanced, traditional management structure.
- Design and implement a rank specific continuing education and career advancement program grounded in current but forward-thinking industry trends, utilizing existing development pyramids.
- Revamp the annual review process to make it more interactive and meaningful for staff.
- Strengthen existing mentorship program for all new FF/EMT volunteers, residents and newly hired staff.
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**Employer of Choice**

- **Recognition**
  - Assess for changes to the WTRFA recognition program which will recognize career and volunteer personnel timely.
  - Better manage the recognition programs.

- **Agency Culture / Team Morale**
  - Encourage, cultivate and support ideas that contribute positively to improving the agency’s culture and morale; we can ALL make an impact.
  - 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.
  - Develop a “We Care” culture to live by.

- **Employee Engagement**
  - Launch an Employee Engagement Committee that will organize and lead regular internal events and activities.
  - Maintain a positive, interactive and engaged relationship between labor and management.

- **Internal Communications**
  - Improve internal communications with staff.
  - Establish an internal communications strategy (research and explore communication options for information sharing).

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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
10828 Littlerock Rd. SW
Olympia, WA 98512
360-352-1614
APPENDIX

IMPLEMENTATION PLAN DETAILS

SECTION VI
- 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.

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

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<th>Goals</th>
<th>Objectives</th>
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<th>Assigned To</th>
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</thead>
<tbody>
<tr>
<td>Budgeting and Planning</td>
<td>Work to identify, apply and secure grant funding whenever possible.</td>
<td>Continuous</td>
<td>Administrative Team</td>
</tr>
</tbody>
</table>
|                              | Participate in the WA State Women’s Compensation Fee Reduction Pilot Program (aka FIERE) to reduce
|                              | worker’s compensation fees (estimated 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    | 2023-2026   | Chief Officer                    |
|                              | fire districts.                                                                               |             |                                  |
| Records Management           | Maintain and improve the current Records Storage and Tracking System.                         | Continuous  | Administrative Staff             |
|                              | Improve the Inventory/Zoom Tracking System.                                                    | 2022-2023   | Surplus Program Coord.           |
| Emergency Preparedness       | Proactively manage “Two Weeks Ready” to ensure readiness in the event of an emergency.        | 2023        | Chief Officer / Officer          |
|                              | Build to “Four Weeks Ready”.                                                                  |             |                                  |
|                              | Upgrade to IntraCity Emergency Communications Systems.                                         | 2022-2023   | Operations Chief                 |
|                              | Continuity of Operations Plan (COOP) – Review, revise and update regularly to ensure readiness  | 2022        | Chief Officer                    |
|                              | in the event of an emergency.                                                                 |             |                                  |
|                              | Perform upgrades to the Emergency Operations Center to ensure operations in the event of an    | 2022-2023   | Operations Chief                 |
|                              | 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               |
| 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   |
|                              | Continue development of a Standard Operating Guideline Portfolio.                              |             | Safety                           |
|                              |                                                                                               |             | Chief Officer                    |
| Technology                   | Explore options for a new Scheduling and Payroll system.                                      | 2023-2024   | Chief Officer / Administrative   |
|                              | Redesign WTRFA website.                                                                       | 2023        | Team                             |
|                              | Drone Program- Purchase equipment and license and train 2-3 staff; drones will be used for    | 2023-2024   | Operations Chief / Training     |
|                              | training events, pre-incident planning, public education, etc.                                 |             | Officer                          |
|                              | Explore local internship opportunities through SPFSCC for technical resources and support.    | 2023-2024   | Administrative Team              |
| Strategic Partnerships       | Be open to exploring partnerships with fire districts when beneficial and provide revenue      | 2023-2024   | Chief Officer                    |
|                              | opportunities, cost savings or an expansion of services to WTRFA.                             |             |                                  |
| 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.

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<td>Facilities</td>
<td>Complete an assessment to determine what upgrades are recommended to department facilities to address safety, livability and environment needs.</td>
<td>2022-2023</td>
<td>Chief Officer</td>
</tr>
<tr>
<td></td>
<td>Upgrade or replace fire training facility.</td>
<td>2024-2025</td>
<td>Chief Officer / Training Officer</td>
</tr>
<tr>
<td></td>
<td>Complete a feasibility and cost assessment to consider modernizing aging facilities - air handling, HVAC systems, exhaust recovery systems.</td>
<td>2023-2024</td>
<td>Chief Officer / Facilities Coordinator</td>
</tr>
<tr>
<td></td>
<td>Complete the new well system at Station 1-6.</td>
<td>2023</td>
<td>Chief Officer</td>
</tr>
<tr>
<td></td>
<td>Ensure facility maintenance coordinator position is funded full-time.</td>
<td>2022</td>
<td>Chief Officer</td>
</tr>
<tr>
<td>Apparatus</td>
<td>Maintain emergency and support vehicles.</td>
<td>Continuous</td>
<td>Chief Officer / Shift Commanders</td>
</tr>
<tr>
<td></td>
<td>Conduct a vehicle needs assessment for operational and support staff.</td>
<td>2023</td>
<td>Chief Officer</td>
</tr>
<tr>
<td></td>
<td>Create a replacement priority list for emergency response vehicles and apparatus.</td>
<td>2022</td>
<td>Chief Officer</td>
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<tr>
<td></td>
<td>Implement an Apparatus Cost and Health Reporting System to 1) understand detailed expenses per apparatus, 2) allow for better apparatus management (e.g., rig rotation), 3) allow for better expense forecasting, and 4) inform future specifications/purchases.</td>
<td>2024</td>
<td>Chief Officer</td>
</tr>
<tr>
<td>Equipment</td>
<td>Continue to task the Ops/Equipment Committee with vetting, testing, and recommending any new equipment.</td>
<td>Continuous</td>
<td>Ops/Equipment Committee</td>
</tr>
<tr>
<td></td>
<td>SCBA replacement and deployment in early 2022.</td>
<td>2022</td>
<td>Chief Officer / SCBA Technician</td>
</tr>
<tr>
<td>IT Systems Management</td>
<td>Improve information technology by expanding online services and upgrade computers.</td>
<td>2023-2024</td>
<td>Administrative Team</td>
</tr>
<tr>
<td></td>
<td>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).</td>
<td>2023-2024</td>
<td>Administrative Team</td>
</tr>
<tr>
<td></td>
<td>Evaluate and recommend securing an IT intern to supplement technical support and provide enhanced social media marketing of fire department services.</td>
<td>2023</td>
<td>Public Information Officer</td>
</tr>
<tr>
<td>Capital Improvement (5 and 25 years)</td>
<td>Secure property and build a facility in Mimo/Bordeaux to house apparatus.</td>
<td>2022-2025</td>
<td>Chief Officer</td>
</tr>
<tr>
<td></td>
<td>Conduct a needs analysis on potential capital improvements greater than 5 years (2027+).</td>
<td>2023</td>
<td>Administrative Team</td>
</tr>
</tbody>
</table>
- Enhance the quality-of-service delivery to our community through diversified and transparent communications, training opportunities, partnerships and outreach to citizens.

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| Communications                | Publish a quarterly newsletter in a consistent and timely manner that provides timely, novel, and valuable information to community members. Expand use of social media to communicate not only emergency details but additional information updates as to things around the fire station, showing personnel, etc. Refresh and rebrand all social media applications and ensure communications are consistently distributed via several avenues: Facebook, Twitter, Instagram. 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. | Quarterly 2022  
Monthly 2023+  
2022  
2022-2023  
2022 | PIO  
Pio  
Pio  
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. Expand the Wildland Firewise Training Program to include more Firewise at home consultations and/or checklist reviews. Refocus efforts on partnering with the community on social and educational events (including traditional and new events). Launch a new Smoke Detector Program. Conduct a needs assessment and formulate recommendations for Community Risk Reduction (CRR) programs. | 2023  
2022  
2022  
2023  
2022-2025 | EMSO / PIO  
PIO / Officers  
Pio  
Pio  
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. Hold town halls virtually and in person several months in advance of a levy to allow for citizen questions and engagement. Actively manage a levy education and awareness campaign starting 8 months in advance of levy. | Continuous  
2022  
2022  
2026  
2022  
2026 | Chief Officer  
Chief Officer  
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.

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

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