



RENTON REGIONAL
FIRE AUTHORITY

2025–2029 STRATEGIC PLAN



Facilitated by:



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The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Renton Regional Fire Authority (Renton RFA) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Steve Heitman and all who participated for their commitment to this process.

This community-driven strategic plan was developed in May 2024, beginning with a meeting facilitated by representatives from the CPSE for community members, below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in Appendix A.

Community Stakeholders

Cheryl Boudreau	Faith Moturi	Charles Seil	Shelley Thompson
Diane Dobson	Ruth Perez	Danielle Smith	Jennifer Villacres
Dave McCammon	Mark Peterson	Helen Stanwell	

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the Renton Regional Fire Authority, below.

Agency Stakeholders

Dan Alexander	Tami Dauenhauer	Donald Highley	Lisa Sjoden
Samantha Babich	Charles DeSmith	Katie Lewis	Jacob Smith
Anjela Barton	LaQuanza Flowers	Kelvin Li	Kayla West
Patrick Boltz	Emilie Garza	Justin Olney	
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MESSAGE FROM THE FIRE CHIEF



I am pleased to announce the launch of Renton Regional Fire Authority's new strategic plan, developed in partnership with the globally recognized public safety standards expert, CPSE. This strategic plan represents a significant milestone for our organization, embodying our commitment to excellence and continuous improvement in service to our community.

Our new strategic plan is built upon a foundation of measurable goals that ensure accountability and transparency. By collaborating with CPSE, we have aligned our objectives with the highest standards in public safety, ensuring that our agency not only meets but exceeds industry benchmarks. This plan outlines our roadmap for the coming years, focusing on critical areas such as emergency response, community risk reduction, firefighter health and safety, and operational efficiency.

At the heart of our strategic plan is a commitment to maintaining and enhancing the safety and well-being of our community. We have set clear, actionable goals to improve response operations, enhance training programs, and foster community engagement.

These goals are not just aspirational but are backed by specific metrics that allow us to track progress and make data-driven decisions. Our partnership with CPSE guarantees that our strategies are informed by best practices and the latest advancements in public safety.

We believe that a successful strategic plan will evolve with the needs of the community it serves. As such, we are dedicated to regularly reviewing and updating our goals to reflect changing circumstances and emerging challenges. Your feedback and involvement are crucial to this process, and we encourage you to stay engaged and share your thoughts as we move forward.

Thank you for your continued support and trust in Renton RFA. Together, we will continue to build a resilient community through collaboration, innovation, and a shared commitment to public safety.

Sincerely,



Steve Heitman, Fire Chief
Renton Regional Fire Authority

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INTRODUCTION

The community serviced by the Renton Regional Fire Authority receives high levels of professionalism and efficiency due to the agency's proactive approach to risk reduction and emergency mitigation. As such, the Renton RFA contracted with CPSE to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International's fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic planning gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many factors considered and questioned to bring this planning document to reality. The Renton RFA exhibited a commitment to the implementation and execution of this plan to become more efficient and effective in alignment with its community.



PROCESS

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Renton Regional Fire Authority serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning as well as the plan itself represents the embrace of transition away from how an organization has always done things, and a search for efficiencies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Renton Regional Fire Authority's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the Renton RFA truly benefit from the process and realize its ultimate vision.

Community Stakeholder Findings

- ✓ Identify, from the community perspective, things the agency should and should not change.
- ✓ Identify the community's expectations for the agency, concerns about or for the agency, and aspects the community views as strengths or positives.
- ✓ Define the programs provided to the community.
- ✓ Establish the community's prioritized view of the programs and services provided by the agency.





Agency Stakeholder Work

- ✓ Identify the agency's strengths, opportunities, aspirations, and results.
- ✓ Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- ✓ Revisit the values of the agency's membership.
- ✓ Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- ✓ Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- ✓ Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- ✓ Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.



AGENCY BACKGROUND



Renton Regional Fire Authority began operations on July 1, 2016, but the rich history of fire and life safety services dates back over a century. Renton's original fire department was formed in the early 1900s by volunteers to provide better, more efficient fire protection. A few years later, in 1908, the city took over the department via a secured charter.

In 1944, the city voted to change from a volunteer-only organization to one with paid fire staff on duty around the clock. Throughout

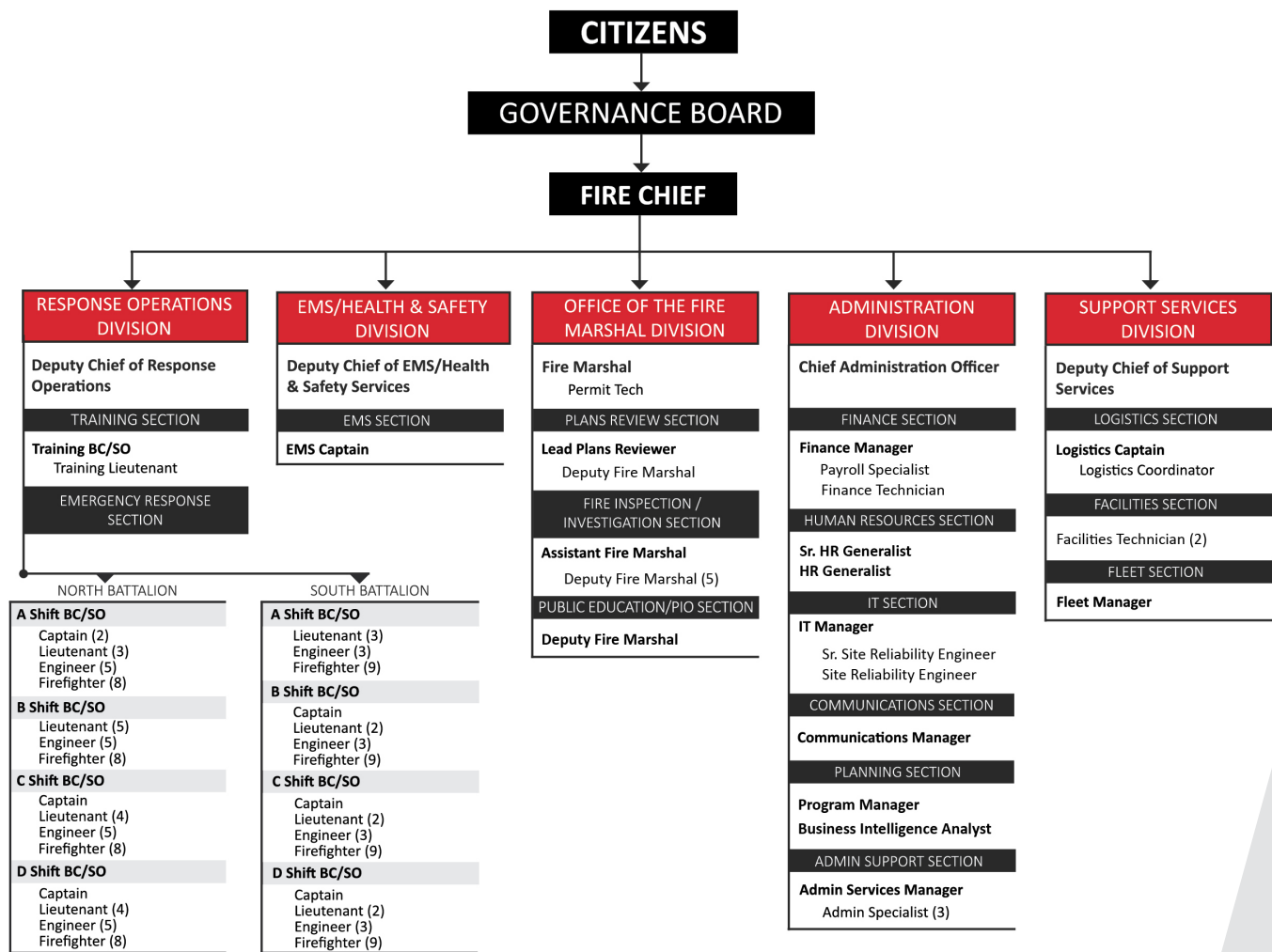
the years, the city continued to enable the fire department's growth by investing in new stations, new equipment, and highly trained staff. In 2016, the voters once again supported improving the community's fire and life safety services by approving the creation of the regional fire authority. The organization honors the long legacy of community-focused leadership through values and actions taken to improve the community daily.

Today, Renton RFA is governed by a six-person board consisting of three Renton City Council members and three Fire District 25 Commissioners. One non-voting member on the board represents King County Fire District 40. Renton RFA provides the highest level of fire and life safety services to nearly 140,000 Renton community members, including Fire Districts 25 and 40. An all-hazards approach provides fire suppression, basic life support with medical transport, hazardous materials mitigation, technical rescue, wildland urban interface, and water rescue. The organization also provides prevention programs, such as public education and FD CARES.



In 2024, Renton RFA was assessed for accreditation status by the Commission on Fire Accreditation International. On August 5, 2024, Renton RFA received the distinguished Accredited Agency Award from the Commission on Fire Accreditation International. This demonstrates a commitment and dedication to continuous improvement that are derived from a deep-rooted legacy of public service and a desire to continually enhance the health and safety of the community. These efforts will continue to enhance and improve services to the community long into the future.

ORGANIZATIONAL CHART





Agency Stakeholder Work Session Participants

MISSION

The mission statement describes the core reasons for the existence of an organization and, to a degree, an empowering consideration for all Renton RFA members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

THE RENTON REGIONAL FIRE AUTHORITY MISSION

We are committed to taking a bold approach to public safety in the following areas:

- **Responding to and recovering from emergencies.**
- **Reducing risk for all hazards.**
- **Building a culture of safety, support, inclusion, and belonging.**
- **Adapting to future challenges through strategic planning.**

VALUES

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values agreed upon by the entire group.

THE RENTON REGIONAL FIRE AUTHORITY VALUES PILLAR

Professionalism

- We pursue every opportunity to deliver our best possible services to our community.
- We are actively committed to the success of the organization.
- We build on professional competence to achieve excellence.

Integrity

- We continually demonstrate honest and ethical behavior to build and earn trust.
- We display grit, courage, perseverance, and strength of character in our everyday actions.

Leadership

- Each member has a leadership role within the organization.
- We proactively identify our leaders at all levels.
- Leaders positively influence the work environment and inspire others to achieve success in their responsibilities.
- We demonstrate consistent, respectful, and responsive communication with all others.
- We invest in the professional development of our leaders.

Loyalty

- We are mindful of how we represent our members, organization, and community.
- We follow through with our commitments to ourselves, the organization, and the community.

Accountability

- We are personally and professionally accountable for our actions, behaviors, and decisions.
- We treat all members in a consistent and equitable manner regardless of roles and responsibilities.

Respect

- We treat internal and external customers with empathy and compassion.
- We embrace the diversity of our community, organization, and individual perspectives, experiences, and identities.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep them current and meaningful, guiding the individuals who make up the Renton Regional Fire Authority to accomplish their goals, objectives, and day-to-day tasks.

VISION

An organizational vision exists to keep all agency members focused on the successful future of Renton Regional Fire Authority and to guide quality change and improvement in alignment with the community. In support of the community-driven strategic planning process, CPSE facilitated the revision of Renton RFA's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

THE RENTON REGIONAL FIRE AUTHORITY VISION

Building a more resilient community through collaboration, innovation, and a commitment to public safety.



GOALS

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high level issues the agency stakeholders developed into goals. The Renton RFA must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in a separate Management and Implementation Guide.



Develop and implement a comprehensive external communication plan based on community feedback to enhance public awareness, foster community engagement, and ensure timely and transparent dissemination of information.



Enhance internal engagement by developing inclusive standards and practices that foster a sense of belonging among the membership using member feedback data, identified organizational opportunities for growth, internal evaluations, and a commitment to continuous improvement by all members.



Attract, develop, and retain a highly-skilled, diverse, and dedicated team of professionals committed to excellence in service, safety, and community engagement.



Work to reduce medical emergencies and fires to improve outcomes within our community through comprehensive and effective public education programs that are data-driven and specific to our community needs.



Maintain fiscal sustainability through effective financial planning, strategic resource management, and diversified revenue streams while ensuring transparency.

CONCLUSION

This strategic plan was developed by working with community and department members from all levels—but the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and Renton Regional Fire Authority's vision remain congruent. The accompanying Management and Implementation Guide will assist Renton RFA in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

"We believe that a successful strategic plan is one that evolves with the needs of the community it serves. Together, we will continue to build a resilient community through collaboration, innovation, and a shared commitment to public safety."

– Fire Chief Steve Heitman

It must be remembered that during this journey of change and improvement; achieving our desired goals may require some recalculation. This strategic plan is a roadmap to help Renton RFA navigate that change successfully. The ability to pivot to meet the current environment as implementation and adaptation occur will make it more likely that the desired outcomes and efficacies will be realized.

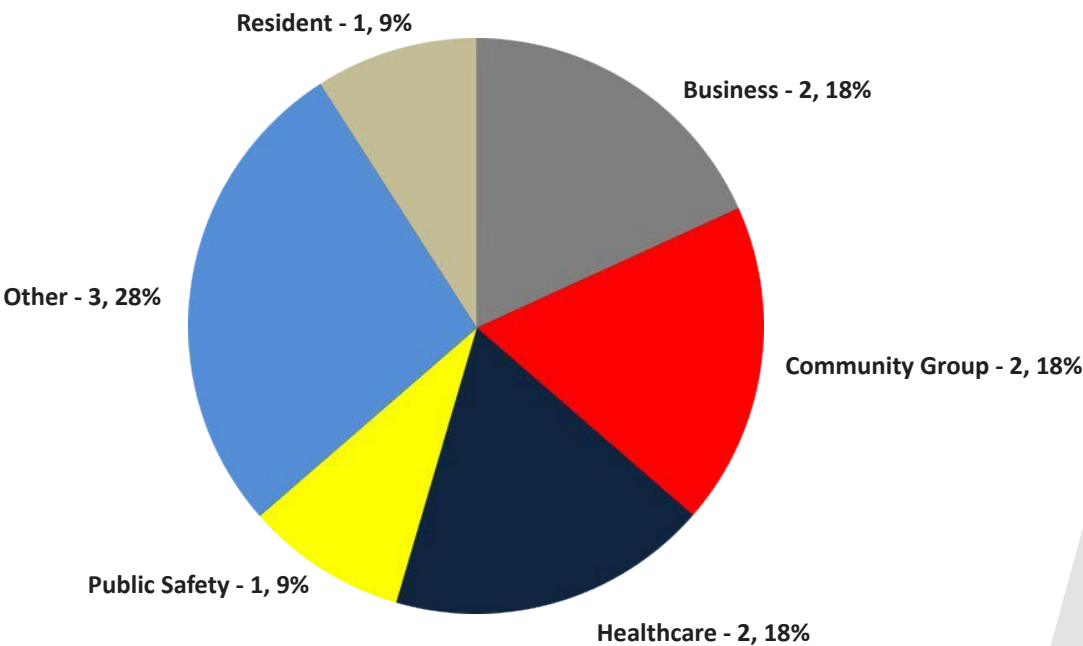


APPENDICES

A. Community Stakeholder Findings

The Renton Regional Fire Authority demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided the agency stakeholders understanding about any misalignment with its organizational foundation and performance or values-based expectations or concerns from which new improvement strategies and processes might be created.

Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is shown below:



Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the Renton RFA. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted values that correlate with the themes identified. While the themes in the pages to follow are listed in prioritized, weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents.

Community Expectations of Renton Regional Fire Authority (in priority order)

1. The Fire Authority responds in a timely manner to emergencies. Response times. Timely response to events (Sr. Living community). Timely response - be there on time. (18)
2. Providing emergency services. Provide resources and services in an equitable manner so that no stakeholders end up being underserved. Fight fires and rescue things. Safety first - keep our community safe. (16)
3. Support other departments and other divisions in eastern Washinton or Tukwila - where there is a need. Collaborative emergency rescue response. Create workgroups with citizen communities to understand the aftereffects of the workings of RFD on a periodic basis -perhaps monthly. Collaboration with businesses and the public around incident response (major emergencies, training, community development). (14)
4. That the F.A. communicates with the people of its service district about its achievements. Provide more transparency, either through paid or volunteer positions that travel to schools and libraries for learning events. Response times and relevant incident information. Maintaining communication related to priorities/services. (8)
5. Public education and outreach. Educate and prevent through best practices. Teaching the community to better understand fire rules and regulations. Community engagement - improvement. (8)
6. Staffing. Increase staff so all stations are adequately staffed, trained, and prepared for firefighting and other preemptive tasks. (6)
7. Provide excellence and be fully prepared to protect lives and property in a responsive and well-equipped manner. (5)
8. Safety inspections. Support and promote regulations that prevent emergency situations. (4)
9. That the F.A. has the best equipment and training for staff. (3)
10. Maintain a state-of-the-art training program both for new employees and veteran members also with flexibility to pivot in response to unforeseen trends and developments. (3)
11. Emergency evacuation plan as it relates to facilities. (3)
12. Firefighters are more nurses and doctors these days, the organization is dragging. (1)

Areas of Community Concern About Renton Regional Fire Authority (verbatim, in priority order)

1. I believe that people do not understand all of what RRFA provides; sadly, this is probably more from individual indifference to what public information is available. Increasing the cost of services without adequate public notice and input. With upcoming hot/dry weather - what is being done to proactively trim trees or clear brush, fuel starters in greenbelts, parks, etc. - make that known to constituents. Give more information to citizens through town hall events, etc., where the community can learn how they can assist. As a senior living community - connecting with FD regarding procedures and feedback around emergency visits for residents - connection, and communication. (23)
2. The cost of fire equipment, from ladder trucks to first aid oxygen tanks, keeps rising. Equipment costs and having up-to-date tools. Budget (balance salaries/overtime). (8)
3. The dwindling number of young people who do not see firefighting and EMT service as a possible career for the future. Recruitment and retention of firefighters and training new staff while preserving knowledge. (6)
4. Our city of Renton continues to grow and is now building more "high rises" for people to dwell in, as opposed to one-level and two-level homes. Increasing density does increase the chance of a large fatal fire. (5)
5. Response times. (5)
6. Silo approach - while it appears there is a lot of collaboration with other departments and divisions, a question arises as to how willing and receptive to critical feedback or suggestion (more firefighters than administration) is the authority. (5)
7. Challenges posed in the health care system can affect an FD's willingness to transport (primarily Valley Medical). (5)
8. Neglecting proper inspection intervals of commercial establishments, multi-family dwellings, or health care facilities. Inconsistent approach by inspectors in the field (year over year particularly). (4)
9. Staffing. (3)
10. Room for improvement in diversity - especially in leadership and public-facing roles. (3)
11. Would like to see more training around dealing with seniors (dementia/mental health) and their challenges. (3)
12. Lack of "old times" community engagement - where everybody knows your house" and volunteers. (3)
13. Policies that reduce or limit funding/resources. (1)

Positive Community Comments about the Renton Regional Fire Authority (verbatim, in no order)

- Excellent time response.
- Excellent leadership.
- The community trusts them.
- Customer service.
- Response times.
- FD Cares is a great program and is forward-thinking.

- Always respond quickly to community village concepts.
- Accurate assessments in response to 911 medical calls.
- Luckily, I only needed the fire department assist in a couple of instances, but they were professional and courteous.
- Always seem to have a positive, helpful attitude.
- I took care of my aunt for her last five years of life. She lived to 87 years. I had to call the agency three times when she broke her hip on a concrete step and two other serious events. Each time the medics came, they were timely, professional, and able to get her to Valley Medical Center so she could get treatment. I am extremely grateful.
- They do an excellent job of teaching children about fire prevention during their visits to public schools.
- Public safety training and education.
- Community engagement.
- Collaboration with other agencies.
- Professionalism.
- Reliability and response.
- Willingness to jump in to support as needed. (COVID is a shining example!)
- Partnerships with neighboring agencies, governments, and social service providers.
- Support of community programs, such as CERT.
- Responsive community engagement.
- Protection of the citizens of the Renton RFA and surrounding areas.
- While they have a strong public information effort, I also feel many do not receive or understand that information.
- CARE 14.
- Joint training.

Other Community Comments About Renton Regional Fire Authority (verbatim, in no order)

- Appreciate their professionalism and how hard their job is, especially dealing with the homeless population.
- Can Renton FDA add a section to the weekly Renton Reporter re: stats that RFD is performing and stories of their accomplishments?
- Hold classes for the public on using fire extinguishers in the home.
- I enjoy receiving the quarterly newsletter. It lets us know about the agency.
- One thing I think would benefit local organizations is a program to help small business owners to navigate the costs of fire permits.
- I am so grateful for the fire authority we have!

Things the Community Feels Renton Regional Fire Authority Should Change (verbatim, in priority order)

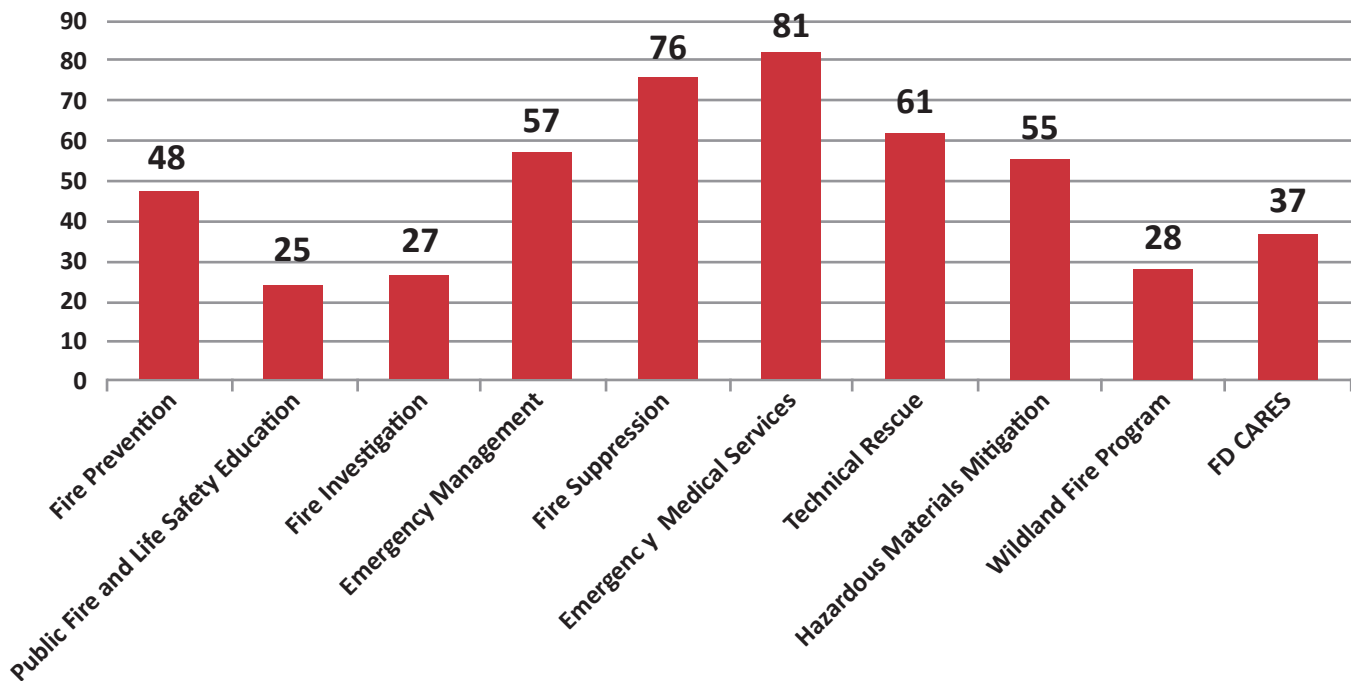
1. More training in the business community to familiarize the fire department members with local settings. Education for businesses and organizations around fire safety is important. (2)
2. Continued public information; while it is present, it needs to be more. More public classes. (2)
3. Reduce expenses; we should not keep asking for money. (1)
4. Respond to fire drills in the community (annually). (1)
5. More inclusive with residents on what and how RFA is doing. (1)
6. More recruitment and advertising careers are available within the agency. (1)
7. The union approach in the community comes across (at times) as political, divisive, and self-serving. Does not scream about (here for) the community. (1)

Things the Community Feels the Renton Regional Fire Authority Should NOT Change (verbatim, in priority order)

1. Excellent EMT services to the community. High availability of essential services. The engineer services, fire, and medical. (3)
2. Continued medical training for firefighters for assessments (medical). Training. (2)
3. Focus on customer service. (1)
4. Offering sessions like the one today that invite residents to participate in the future operability of RFD. (1)
5. The continued and intentional approach toward diversity and representation and celebration and promotion of the same. (1)
6. Time response. (1)

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Renton Regional Fire Authority to ensure its resource allocation aligns. Prioritization feedback was garnered with an instrument that measured how the community prioritized the programs and services offered by the Renton RFA. The results are shown in the bar chart below:



A. Agency Stakehold Work

A group of agency stakeholders representing the various segments of the Renton RFA attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the internal and external factors impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as SOAR, in which members consider the organization's current strengths, opportunities, future aspirations, and strategic results to formulate a path for continuous improvement. The SOAR process was conducted for reflection, focus, and alignment with the organization's set of values, its vision, and its mission. This inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework to bring clarity to the agency's vision for leadership in day-to-day functions.

Strengths

- The commitment that all members of RRFA have to the organization and vice versa.
- Financial stability through community support, such as equipment, community, and budgets.
- Culture: the way we treat the community, our membership (even the newest members), and partner organizations with respect and cooperation.
- Reciprocal and respectful regional partnerships (Renton Police Department, neighboring agencies, and city employees).
- Organizational transparency, such as newsletters, budgets, and public education.
- Support from leadership at all levels through providing resources and opportunities.

- Internal experts who build trust with our governance board, allowing for an agile response to community needs.
- Community involvement (processes currently employed by the authority).
- Overall professionalism when interacting with the community.
- Creating opportunities for professional development.
- Culture of continuous improvement.
- Financial stability continued (grants).
- Commitment to support—community engagement at all levels.
- EMS culture—a commitment to providing excellent care and transports.
- Bravery in adopting new technology and methods.
- Pushing to utilize software to its maximum.
- A demonstration of proficiency in service delivery and programs.
- Commitment to the overall health and wellness of our members and peer support.
- Agility of the RFA governance and structure, reducing bureaucracy.
- We hold our members accountable through a focus on organizational values.
- Commitment to organizational improvement (training).
- Commitment to innovation.
- Interdepartmental collaboration, such as the willingness of each division to work with and for one another.

Opportunities

- Create a risk assessment methodology that ties to community and firefighter safety.
- Increase education for the community, such as fire safety and prevention.
- Develop communication strategy and media (more information given).
- Increase staffing and recruitment to accommodate growth and diversity using innovative methods.
- Increased population and construction growth result in the need for apparatus and staffing.
- Establish higher level training to develop our workforce, including succession planning.
- Mental health education from date of hire.
- Using our data analysis to drive programs and outcomes.
- Increase internal communications (quarterly newsletters with all divisions represented updates).
- Continue to evaluate partnerships to maintain or retract based on need, cost, or efficiency.
- Explore and expand ways of community outreach—more timely, other formats, targeting what the community wants and needs, and a broader scope of what we do at all levels.
- Continue to strengthen internal, inter-division buy-in and participation in community communications (especially response operations and communications).
- Create a pathway for members at every level to submit ideas using a structured, clear methodology.
- Continue to grow as an organization (fire district 40 and fire district 20).
- Learn and engage with the new generation to learn progressive ideas and incorporate them into actionable outcomes.
- External entities offer financial preparedness and educational offerings to all members as their careers progress.
- Continue to diversify the delivery platforms, distributing through video, e-newsletters, in-person, etc.
- Reduce call volume and hospital wait time through community outreach, education, and RRFA data analysis.

Aspirations

- Have our community understand what their fire department is and does.
- Ensure a healthy workforce through mental, physical, and financial support.
- Add value to the community so they see the agency as an embedded necessary function, regardless of the cost.
- Achieve a Washington Survey and Rating Bureau (WSRB) of 1 to attain the achievement of a gold standard.
- Grow resources and services to match growing community needs.
- Be an organization that has systems, processes, and policies that other agencies aspire to have.
- Contribute to a safer Renton community through highly trained and equipped responders, quality programs, and community focus.
- Ensure highly qualified and technically trained staff through professional development and training opportunities.
- Maintain fiscal sustainability while exploring and developing revenue streams to offset the cost to the community.
- RFA leads an innovative process that organizes and supports a bold and inclusive approach to hiring and retention.

Results

Group 1	Group 2	Group 3
<ul style="list-style-type: none"> • Retention rate. • Financial stability—levy lid lift, Fire Benefit Charge. • Community support through donations and grants. • RFA—more efficient, more effective, and full control of money. • Innovation—ESO, finance, state-of-the-art fire props, SharePoint, billing processes. • Transparency—chiefs ask me anything, monthly board reports, budget information, chiefs chat. • Partnerships—operational consistency, Zone 3 resources. • Measurable reductions through data analysis. • Meet all mandated certifications, requirements, and hours. • Reduced light duty and sick leave hours and light duty claims. • Reduction in employees leaving for financial reasons. • Ensure Renton RFA gets 90% of recruits out of the academy. 	<ul style="list-style-type: none"> • Annual report showing a decrease in property loss due to building familiarity. • Data-driven focused education for the community to determine public education topics. • Increase platforms and methods we use to communicate with the community. • Track the demographics of the department from hire to forward. • Other organizations adopt our policies, procedures, and methods for all divisions. • The addition of an AidCar and ladder truck and people to staff them. Staffing in all divisions to accommodate increased workload. • Community support in future elections and increased participation in community surveys. • Increased award of grants. • EMS/Fire—at SKCFTC, Renton RFA is used as lead instructors and academies. • Our technical teams are asked to partner with other organizations. • Medic 1 feedback is that we are excellent. • Culture—Feedback from other organizations, both public and private, is great. Comments on how operations treat candidates and how OFM works with businesses. Correspondence on how the community is treated. • Technical/methods—cameras for station security, ESO for EMS and OFM, SharePoint, Dashboards, Nitro forms, digital signatures, etc. 	<ul style="list-style-type: none"> • Certifications, credentialing, Seattle Leadership Academy, Senior EMS Instructor. • Approval of programs such as FD Cares, Mobile Integrated Health, Integrated Health, etc. • \$100,000 in grants in 2023 • Open House, DEI, Women in Fire • Over 700 ride-alongs over six years. • Reduction in call volume. • Increase in diversity of candidate pool. Decrease in academy fail rate. • Continued support for fire props. • Reduced Insurance rates (WSRB/prop Ins). • Renton RFA merges with Fire District 40 and Fire District 20. • Higher quality and quantity of communications to the community, as measured through metrics like views, engagement, quantity distributed, etc. • Reduction in member sick leave. • Greater participation in extracurricular events.

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by the Renton Regional Fire Authority and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders and the internal environmental scan, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the Renton Regional Fire Authority. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	Initiative Link
Communication <ul style="list-style-type: none"> Staffing External—public education, participation and input from the community, multimedia, school programs, CPR programs, senior programs, data-driven, focused content Public relations—multimedia, open houses, education regarding services provided Education regarding services provided 	External Communication <ul style="list-style-type: none"> Resources (staffing) Costs/Compensation Policies Refinement of electronic communications (website, forms, navigation, etc.) Partnerships Transparency (budget, training, etc.) Content 	External Communication
Communication <ul style="list-style-type: none"> Develop a methodology for all employee input Updated communication in a formal manner at regular intervals 	Internal Engagement <ul style="list-style-type: none"> Idea for pathways Communication Organizational events and activities Support of organizational camaraderie 	
Recruitment and Retention <ul style="list-style-type: none"> Lack of experience Small applicant pool Generational gaps Testing process Competitive wages and benefits Onboarding process 	Staffing <ul style="list-style-type: none"> Hiring (process/pathways) Recruitment Retention Professional development Mentorship Benefits/Compensation 	
Public Education <ul style="list-style-type: none"> External—public education, participation and input from the community, multimedia, school programs, CPR programs, senior programs, data-driven, focused content. 	Public Education <ul style="list-style-type: none"> Funding Instructors/Staffing Curriculum development Needs assessment (CRA/SOC) data Partners Targeted audience Equipment and props Data analysis 	
		Internal Engagement
		Recruitment and Retention
		Public Education

Group 1	Group 2	Initiative Link
Fiscal Responsibility <ul style="list-style-type: none"> Budget process Staffing Local economy Property values Rising costs Forecasting revenues and expenses Contracts Capital projects and delivery times Input from the community Grants 	N/A	Fiscal Responsibility

The following information is raw data from the deliberation of the two workgroups that are not linked directly to a strategic initiative but are nevertheless important. The department is best served by understanding and embracing this additional information as it moves forward for deliberative purposes and consideration of support of the strategic initiatives.

Group 1	Group 2	Initiative Link
Resources <ul style="list-style-type: none"> Staffing Reliability/response Develop realistic response standards Policy development Evaluate planning zones Capital projects and delivery times Curriculum development (public) based on data analysis 	N/A	Resources

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.



Complete goals with objectives, tasks, and outcomes can be found in the accompanying Management and Implementation Guide.



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**For questions or concerns regarding the Renton Regional Fire Authority
community-driven strategic plan, please contact our agency at:**

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