

Renton Regional Fire Authority Strategic Plan

REVIEW DRAFT | JUNE 9, 2020

This document is a review draft of the Renton Regional Fire Authority (RRFA) Strategic Plan.

Community members and RRFA members are invited to review this draft document and provide suggestions for improvement. All comments will be considered by the RRFA's Strategic Planning Team. A revised document will then be shared with the RRFA's Governing Board for consideration in July or August 2020.

In addition to continued refinement of the text, the following additional work is planned:

- The RRFA will establish **an implementation model**, describing how the strategic plan will be used each year to:
 - Report on progress to community and RRFA members.
 - Guide the following year's budget and workplan development. Workplans will include specific annual Tactics to advance the strategic plan's Goals and Strategies. These Tactics will be developed to prioritize and focus efforts each year, building on previous years' progress.
- **A concise public-facing version of the plan will be developed** with pictures and other layout features.
- **Additional narrative and description will be added** to an internally-facing version of the plan.

Thank you for taking the time to provide input!

VISION, MISSION, & VALUES

Vision

Working to make our community and our region safer, healthier, and stronger.

Mission

- Ensuring the health and wellness of our community and members.
- Responding to and recovering from emergencies.
- Fire prevention and reducing risk for all hazards.
- Building a culture of safety and support.
- Adapting to future challenges through inclusive strategic planning and initiatives.

Values

Our values are derived from a long-standing history of commitment to public service. We are proud and honored to serve the Renton community in equitable and collaborative ways and strive each day to do so with the utmost professionalism, integrity, leadership, accountability and respect. We begin each day conscious of our dedication to making this community safer, healthier and stronger than the day before, and we hold ourselves accountable to those values.

Guiding Principles

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.

Leadership

- 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 communications with all others.
- We invest in professional development of our leaders.
- Each member has a leadership role within the department.

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 and our individual perspectives, experiences, and identities.

Our Services

1. Be a strong partner in collaborative regional efforts.

- A. Promote the shared use of data and a common response philosophy for efficient and effective service delivery across the region.
- B. Strengthen partnerships and operational effectiveness with organizations throughout King County, addressing training, dispatch, response, fire prevention and investigations, and public health.
- C. Collaboratively explore options to provide efficient and effective services to our community and our region.

2. Establish and meet standards to provide the best possible services to our community.

- A. Provide service levels aligned with community needs and optimized for efficiency.
- B. Continually review and update policies, ensuring all are reviewed and updated as necessary.

3. Act to prevent fires and health emergencies.

- A. Prioritize fire prevention as a way to protect firefighters and community members and their property.
- B. Promote the health and wellbeing of community members.
- C. Ensure our community and our agency are prepared for future disasters.

4. Respond with expertise, professionalism, and compassion when our community needs us.

- A. Regularly evaluate and update our response model and deployment of resources.
- B. Address increasing low acuity call volumes through regional collaboration and by expanding the FD CARES model.

5. Train to be the most capable and professional emergency personnel.

- A. Continue to participate in and contribute to the regional training consortium.
- B. Seek continuous improvement of content, processes, and systems.

6. Cultivate community trust through ongoing communication and engagement.

- A. Provide a variety of communications that enhance engagement, excite, showcase our culture as a community-focused organization, and promote an understanding of the RRFA's roles, services, and successes.
- B. Leverage the Citizen Advisory Board and other community partners to strengthen our understanding of and connection with the communities we serve.
- C. Maintain an equitable balance between the cost of the FBC and the benefits payors receive and build community understanding and support for the RRFA's funding mechanisms.
- D. Host and contribute to community events that build relationships and provide value to participating community members.

7. Enhance our ability to effectively serve our increasingly diverse community.

- A. Support training, competencies, and tools to professionally and compassionately serve all community members
- B. Seek to recruit and retain staff to be reflective of and/or effective with the community we serve.

8. Support the effectiveness of the RRFA Governance Board.

- A. Ensure all citizens within the boundary of the RFA feel represented by the Board and that there are effective channels for them to share their input with the Board.
- B. Provide the information, training, and other supports needed for the Board to function effectively.
- C. Encourage and support Board participation in outside governmental organizations and associations.

Our People

9. Strengthen the alignment of individual and organizational goals.

- A. Cultivate a healthy culture founded on our Values and a desire to be a learning organization.
- B. Communicate effectively to ensure all members of the organization have the context and information they need.
- C. Highlight the roles, contributions, and achievements of all of our teams.
- D. Encourage all team members to see themselves as leaders strengthening our organization and better serving our community.

10. Attract, retain, and develop the individual talent and commitment necessary to form a high performing organization.

- A. Streamline recruitment and onboarding processes.
- B. Provide structured professional development that supports leaders at all levels and strengthens the long-term resiliency of the organization.
- C. Provide opportunities for fair and transparent feedback.
- D. Ensure administrative services fully support every member of the organization.

11. Ensure our members are physically and mentally healthy.

- A. Maintain systems and a culture that supports comprehensive individual wellness.

Our Systems and Processes

12. Ensure our organization has the tools and technology needed to be safe and successful.

- A. Standardize equipment within the RRFA and across the region when feasible.
- B. Maintain equipment and apparatus to optimize reliability and safety of use.
- C. Provide tiered support for changes in technology and standard practices by proactively supporting major changes, responding to frequent requests, and creating space to share individual or team learning across the organization.

13. Manage public resources wisely.

- A. Make efficient use of resources.
- B. Manage resources and reserves to support the long-term sustainability of the organization.
- C. Provide easily consumable summary financial information to community members and personnel on a regular basis.
- D. Establish service level commitments with clear performance expectations for the benefit of all parties as interlocal agreements and contracts are renewed or created.