



# RENTON REGIONAL FIRE AUTHORITY

## STRATEGIC PLAN

A 5-YEAR GUIDING DOCUMENT

# 2021-2025

ADOPTED SEPTEMBER, 2020



*"Working to make our community  
safer, healthier, and stronger."*



## SERVING OUR COMMUNITY

Renton Regional Fire Authority (Renton RFA) was approved by Renton voters and established in 2016. The organization was purpose-built to provide a higher level of fire and life safety services to over 130,000 Renton community members. We take the responsibility of keeping our growing community healthy and safe very seriously.

In 2018, Renton RFA earned a Public Protection Class rating of Class 2, putting us in the top five percent of fire and life safety agencies across the country. But we did not accomplish this alone. Only with the support of our amazing community are we able to make such significant impacts. For that, we are grateful and continue to work hard to earn that trust and support every day.

To continue that forward momentum, we have invested in the creation of a strategic plan to help guide our organization. This guide is designed to ensure that we continue down the best path for the health and safety of our growing community. It includes input from every member of our team, our strategic partners, and our community. Our primary goal is to provide the best possible service to the community we are proud to serve - Renton.

## PURPOSE & IMPLEMENTATION

**Renton Regional Fire Authority is committed to making our community safer, healthier, and stronger.** This plan is designed to set the strategic direction with our core services for the next five years to meet the expectations of our community and our members by:

- Describing the kind of organization we want to be, including our culture and how we work together as a team.
- Aligning organizational decision-making and investments around agreed-upon priorities.
- Helping us adapt to changes happening in the community, guiding our hiring, training, and services.
- Creating a vision and guiding framework for the future of the organization beyond any one individual or leadership tenure.

Through the [annual strategic plan cycle depicted below](#), RRFA will assess and report on performance metrics and establish annual implementation tactics, work plans, and resource allocations aligned with this plan's properties.





# VISION, MISSION, VALUES

## VISION

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



## MISSION

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

## VALUES



PROFESSIONALISM



INTEGRITY



LEADERSHIP



ACCOUNTABILITY



RESPECT



# SUMMARY OF FOCUS AREAS & GOALS

## OUR SERVICES

1. Establish and meet standards to provide the best possible services to our community.
2. Act to prevent fires and health emergencies.
3. Respond with expertise, professionalism, and compassion when our community needs us.
4. Be a strong partner in collaborative regional efforts.
5. Train to be the most capable and professional emergency personnel.

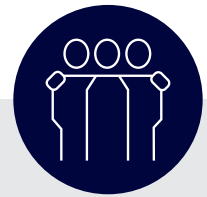
## OUR COMMUNITY



1. Cultivate community trust through ongoing communication and engagement.



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



3. Support the effectiveness of the Renton Regional Fire Authority Governance Board.

## OUR MEMBERS

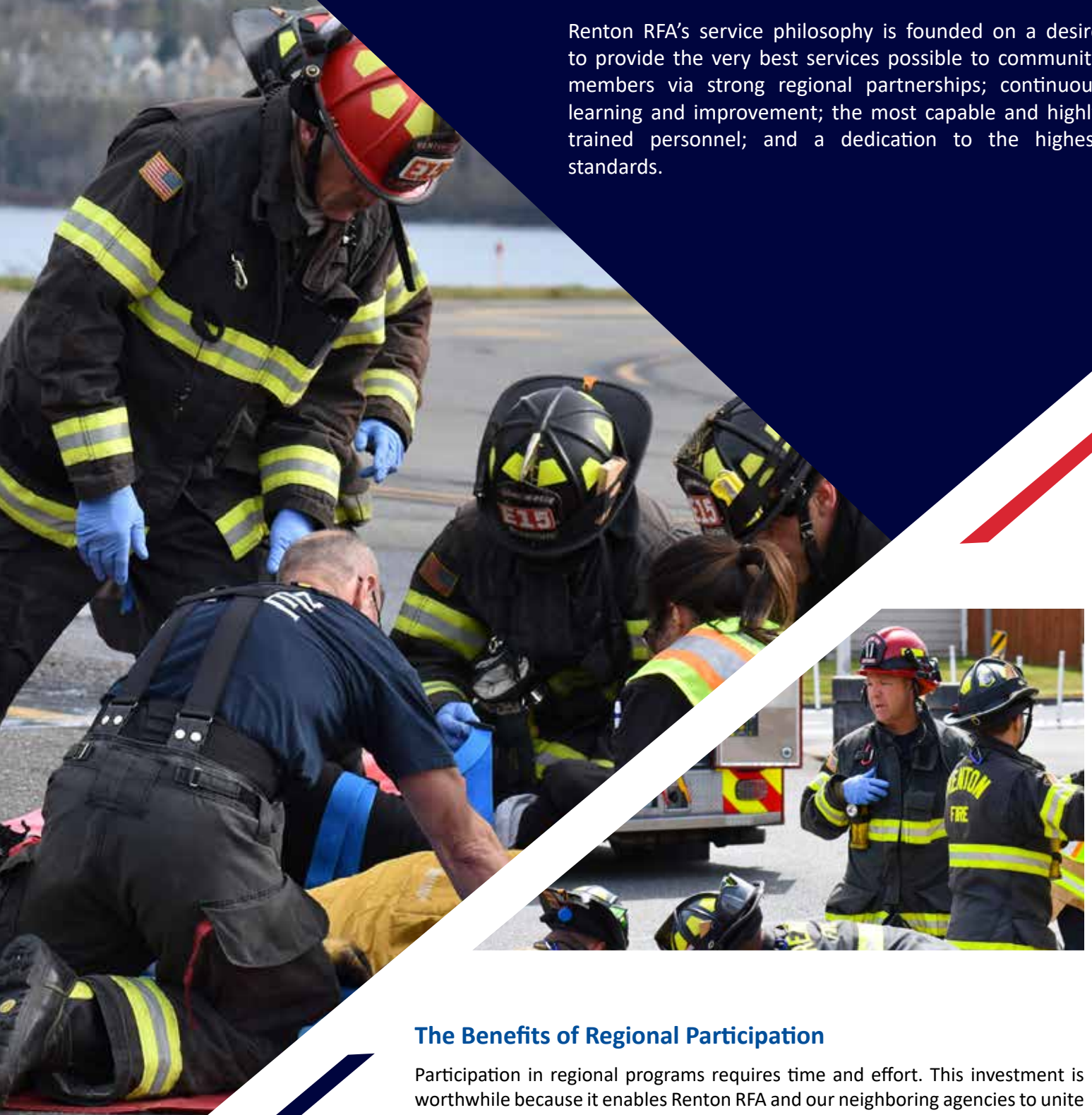
1. Ensure our members are physically and mentally healthy.
2. Attract, develop, and retain the individual talent and commitment necessary to form a high-performing organization.
3. Strengthen the alignment of individual and organizational goals.

## OUR RESOURCES

1. Ensure our organization has the tools and technology needed to be safe and successful.
2. Manage public resources wisely.

## OUR SERVICES

Renton RFA's service philosophy is founded on a desire to provide the very best services possible to community members via strong regional partnerships; continuous learning and improvement; the most capable and highly trained personnel; and a dedication to the highest standards.



### The Benefits of Regional Participation

Participation in regional programs requires time and effort. This investment is worthwhile because it enables Renton RFA and our neighboring agencies to unite around shared best practices and plan for coordinated responses to emergencies. This makes our communities safer and strengthens us as individual agencies.



## 1. 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.

## 2. ACT TO PREVENT FIRES AND HEALTH EMERGENCIES.

- A. Prioritize fire prevention as a way to protect firefighters, 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.

## 3. 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.

## 4. BE A STRONG PARTNER IN COLLABORATIVE REGIONAL EFFORTS.

- A. Promote the shared use of information, experiences, 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 response, fire prevention and investigations training, dispatch, and public health.
- C. Collaboratively explore options to provide efficient and effective services to our community and our region.

## 5. TRAIN TO BE THE MOST CAPABLE AND PROFESSIONAL EMERGENCY PERSONNEL.

- A. Actively participate in and contribute to the regional training consortium.
- B. Seek continuous improvement of training content, processes, and systems, incorporating best practices as they emerge.



Renton RFA is purpose-built to provide the highest level of fire and life safety services to every member of the Renton community.



## OUR COMMUNITY

Renton RFA exists to serve our community. We believe that to be an effective and trustworthy public safety organization, we must be deeply familiar with the community we serve and responsive to the unique needs of that community. We will continue to build a strong relationship with the Renton community by listening, responding, and seeking community support for our policy and funding needs. Strong community connections and mutual trust are fundamental to our success.



## 1. 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 Renton RFA's roles, services, and successes.
- B. Leverage the Citizen Advisory Panel, and other community partners, to strengthen our understanding of - and connection with - the communities we serve.
- C. Build community understanding and support for Renton RFA's funding mechanisms.
- D. Host and contribute to community events that build relationships and provide value to participating community members.

## 2. 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 effective with the community we serve.

## 3. SUPPORT THE EFFECTIVENESS OF THE RENTON REGIONAL FIRE AUTHORITY GOVERNANCE BOARD.

- A. Ensure all community members within the boundary of Renton 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 support needed for the Board to function effectively.
- C. Encourage and support Board participation in outside governmental organizations and associations.



### Serving Our Diverse Community

More than half of Renton residents describe themselves as a race other than "White alone" in the latest Census numbers, and more than a third of the population in some portions of our response areas report limited English speaking ability. Serving our full community professionally, compassionately, and equitably, with the same excellent level of care provided to all, will require making best use of technology and partners; providing ongoing training for RRFA members; and a coordinated regional approach to recruitment.



## OUR MEMBERS

Our team is our most valuable resource, and strategies to keep Renton RFA members informed, growing, and healthy in all senses of the word are essential. Key ingredients for optimal individual and organizational performance include a healthy culture, effective communication practices, supportive professional development systems, and a robust, holistic wellness program.



### 1. ENSURE OUR MEMBERS ARE PHYSICALLY AND MENTALLY HEALTHY.

- A. Continue to pursue systems and encourage a culture that supports comprehensive individual wellness.

### 2. ATTRACT, DEVELOP, AND RETAIN THE INDIVIDUAL TALENT AND COMMITMENT NECESSARY TO FORM A HIGH-PERFORMING ORGANIZATION.

- A. Refine the recruitment, hiring, and on-boarding processes to reduce barriers, increase equity for all, and attract the best candidates.
- B. Provide structured professional development that supports leaders at all levels and strengthens the long-term resiliency of the organization through succession management.
- C. Provide opportunities for fair and transparent feedback.
- D. Ensure administrative services fully support every member of the organization.

### 3. 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 our teams.
- D. Encourage all team members to see themselves as leaders strengthening the organization and better serving our community.





## OUR RESOURCES

Our resources are entrusted to us by our community and it is critical that we steward them wisely to maintain that trust and community support. Investments in effective tools and technologies are essential to our ability to provide high-quality, reliable service. They are also key to ensuring that the day-to-day experience of Renton RFA members is productive and safe.



**1. ENSURE OUR ORGANIZATION HAS THE TOOLS AND TECHNOLOGY NEEDED TO BE SAFE AND SUCCESSFUL.**

- A. Standardize equipment within Renton RFA, and across the region, when beneficial to the organization and community members' safety.
- 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.

**2. MANAGE PUBLIC RESOURCES WISELY.**

- A. Make efficient use of resources and actively seek technology to support and increase efficiency.
- B. Maintain an equitable balance between the cost of the Fire Benefit Charge and the benefits payors receive.
- C. Manage resources and reserves to support the long-term sustainability of the organization.
- D. Provide easily understood explanations of our financial position regularly to Renton RFA members and the community.
- E. Establish service level commitments with clear performance expectations for the benefit of all parties as interlocal agreements and contracts are renewed or created.





## ACKNOWLEDGMENTS

Renton Regional Fire Authority has been working to make our community safer, healthier, and stronger. During the first five years of existence as an independent fire authority, we have primarily focused on fire and life safety operations and tackled administrative challenges as they arose. This plan is designed to set the strategic direction for the coming five years for our core services, our ability to hear and meet community expectations, our people, and our systems and processes.

We are proud of the collaboration that went into this document and look forward to working together as a team to advance this plan's vision, mission, goals, and strategies - all while remaining true to our values and acting in the best interest of the community we serve.





## MEMBERS OF THE STRATEGIC PLANNING TEAM:



Kerry Abercrombie, RRFA Governance Board Chair



William Aho, Shift Battalion Chief



Luke Alvarado, Shift Fire Lieutenant



Russell Armstrong, Deputy Fire Marshal III



Samantha Babich, Chief Administration Officer




Anjela Barton, Fire Marshal



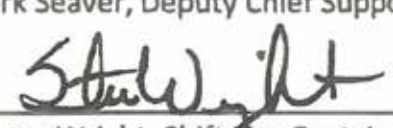
Kathleen Booher, Citizen Advisory Panel



Brice Callaway, Fleet Manager



Mark Seaver, Deputy Chief Support Services



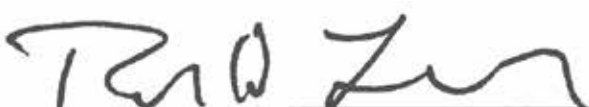
Steven Wright, Shift Fire Captain



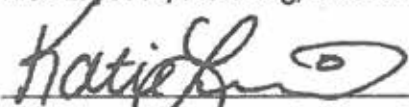
Jennifer Zhou, Senior Finance Analyst



Silke Prelog, Citizen Advisory Panel



Rick Laycock, Planning/Accreditation Officer



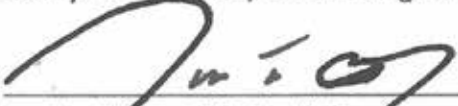
Katie Lewis, Communications Manager



Rick Marshall, Fire Chief



Schuyler Nagorski, Shift Firefighter



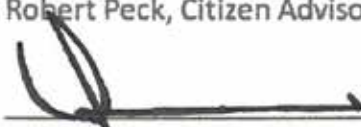
Justin Olney, Shift Firefighter



Jason Parker, Citizen Advisory Panel



Robert Peck, Citizen Advisory Panel



Ruth Perez, RRFA Governance Board Vice Chair



Charles DeSmith, Deputy Chief EMS/Safety



Roy Gunsolus, Assistant Fire Chief



Daniel Hawkins, Logistics Captain



Robert Hyslop, Shift Lieutenant/L864 Union President



## RENTON REGIONAL FIRE AUTHORITY



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*"Helping Communities and Organizations Create Their Best Futures"*

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