



Master Strategic Leadership Plan

2017- 2021

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Version #4

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Mission Statement

We provide professional fire department services to safeguard the community and enhance quality of life.

Vision Statement

We set the standard for quality fire and emergency services by applying strategic thinking, leadership development, and innovation to maintain financial responsibility and public trust.

Guiding Principals

Be honest
Be respectful
Help others succeed
Serve with pride
Support the mission, vision and guiding principles
Embrace change
Assume good intent
Do the right thing
Hold yourself accountable
Pride in equipment, appearance, conduct
Take ownership
Empower each other
Never walk past a mistake

The “Mission” and “Vision” Statements were developed to establish the overall guiding principle for the entire organization. The “Guiding Principles” were established to further clarify the expectations that each and every employee has of one another within South King Fire and Rescue.

Chief's Message

I am proud to present our 2017-2021 Strategic Leadership Plan. This is a continuation of the organization's strategic leadership planning process dating back to 2002. This strategic leadership planning process has helped guide this organization to what it represents today.

The strategic leadership planning process is ever more important today as we emerge from the depths of the 2008 Recession and build toward a brighter future. This Strategic Leadership Plan will help keep our organization focused on the challenges and opportunities ahead of us: sustainable funding, bond management, growth, mergers, and succession planning to name a few.

As a public safety organization we recognize that South King Fire & Rescue is a vital partner in a larger South King Community that we serve. To effectively achieve our mission and vision, we believe that we must have strong working relationships with Communities and public partners that we serve.

This Strategic Leadership Plan represents a true vision for our organization's future. The Plan was developed through the cooperative efforts of personnel at all levels within the organization and with important input from our community leaders and public partners. This process has resulted in the development of strategic goals which are realistic and obtainable. This Strategic Leadership Plan will provide the blueprint to successfully achieve these goals.

I would like to express my sincere thanks and gratitude of the entire organization and to the individuals who have willingly undertaken this monumental task. The development of this Strategic Leadership Plan will act as a guide for the Department's future. This Plan provides the necessary focus to strengthen the organization, dramatically increasing its capability and resulting in our being a valuable community partner and resource.

Overview

This document contains an update to the “living” South King Fire and Rescue strategic leadership planning process. South King Fire & Rescue recognizes that we are a public safety partner belonging to a larger South King County Community. As such, we believe that we must align our Strategic Plan with our external public partners and the communities we serve. To better assure that SKF&R’s Strategic Leadership Plan is in alignment with the communities we serve and meets the needs of the organization, a three pronged approach has been adopted. First, we invited key community and public agency leaders from throughout the community to share their organization’s vision and identify potential challenges that may obstruct that vision. We then had them participate in a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) analysis representing their external viewpoint of South King Fire and Rescue. Second, we conducted an internal S.W.O.T analysis SKF&R itself. Then lastly, utilizing the information from both the external and internal S.W.O.T analysis, we conducted a review of our Mission, Vision, and Guiding Principles to develop goals and objectives to achieve our Mission and Vision.

This Strategic Leadership Plan will be implemented utilizing a thorough In-Process-Review mechanism coupled with community based focus groups to assure the organization remains current, on target and in alignment with our communities’ needs.

Community Partnerships and External SWOT Analysis

To gain a better understanding of the communities' views and better align our Strategic Leadership Plan with the Community, South King Fire & Rescue invited key community leaders to assemble and share their organizations view on strategic fire department issues and share their organizations visions and challenges. The information from the presentations along with the information gleaned from the external SWOT analysis was utilized by the Strategic Leadership Planning Committee to better align the Strategic Leadership Plan with the community's vision and needs.

Presentations were prepared and shared by:

Dr. Allen D. Church, Fire Chief/Administrator – South King Fire & Rescue
Michael Matthias, Assistant City Manager – City of Des Moines
Andy Hwang, Police Chief – Federal Way Police Department
George Delgado, Police Chief – Des Moines Police Department
Scott Logan, Chief Operations Officer – Highline Public Schools
Paul Vang, Director of Security – Federal Way Public Schools
John Bowman, General Manager – Lakehaven Utility District

The Community Leaders were paired with South King Fire & Rescue members to conduct a S.W.O.T analysis to assess the Strengths, Weaknesses, Opportunities and Threats of South King Fire and Rescue as viewed through the lens of the community leaders. South King Fire and Rescue officials participated in the process to educate and give insight to the community leaders. The community leaders selected the top five issues for each category.

Participating Community Leaders:

Wayne Corey	Rebecca Martin	George Delgado
Scott Logan	Lawrence Garrett	John Bowman
Michael Matthias	Paul Vang	Andy Hwang
Jon McIntosh		

Participating South King Fire & Rescue Members:

Commissioner Fuller	Commissioner Rickert	Chief Church
A/C Plumlee	A/C Kahler	A/C Pennington
B/C Barrett	B/C Crossen	B/C Mataftin
B/C Goodsell	Capt Bellinghausen	Capt. Charoni
Capt. Herrera	Capt. Suckoll	Mary Stevens
Joe Ganem	Delia Fjelstad	Mitchell Lee
Chris Mathis	Capt. Smith	Lt. Mertich
Lt. Winter		

External S.W.O.T Analysis
(How the community views SKF&R)

Top Strengths

1. Professionalism
2. Focused on community service/involvement
3. Public perception/appreciation
4. Quality people
5. Willing to partner

Group 1:

- Delivery of services
- Response time/professional service reputation
- Community engagement/focus
- Reputation/Perception
- Good water system/resources
- Professionalism/trained people, stewardship and equipment
- Quality of personnel
- Community goodwill
- Interagency cooperation
- Station positions strong and modest facilities and enough property for growth
- Good long range planning
- Financial stability (reserves)
- SKF&R's AA+ financial rating equates to reduced tax payer rates

Group 2:

- Value (bang for the buck)
- Community involvement
- Relationships (between agencies)
- Leadership (Ops/crew level)
- Respect (mutual with citizens and stakeholders)

Group 3:

- Great knowledge of the community (understand where the vulnerabilities are located in the community)
- Portray a professional perception (calm, collected and on-task)
- Bring good value for service (class 2 rating)
- Emergency preparedness (working with the Greater Federal Way Emergency Management Team)

Group 4:

- Strong leadership
- Visible in community
- Partner with community groups
- Call response time
- Strong training/well trained
- Professionalism
- Effective communication (newsletter)
- Well equipped
- Good reputation
- Credentialed
- Regional partnership

Group 5:

- Independent District
- Good at what they do
- Well trained
- Well equipped
- Focus on community service
- Willing to partner equates to strong partnerships
- Strive to do better
- Public appreciation
- Don't know of any negative comments or perceptions – strong reputation
- Assistant Chief Pennington – Des Moines likes him
- Low turnover – careers are long term
- Doing more with less

- Well-structured (chain of command, work processes, and protocols)
- Transparency with public on ballot issues
- Strategic locations
- Good response times

External S.W.O.T Analysis (How the community views SKF&R)

Top Weaknesses

1. Unfunded mandates
2. Economic development disconnects with the City's (no impact fees)
3. Language barriers within the community
4. No full time Emergency Manager
5. Lots of attrition coming from retirements (loss of knowledge)

Group 1:

- Reliance on property taxes (and that impacts reputation)
- Economic development disconnect (lack impact fees)
- Successor/Retirements = Leadership change
- Staffing levels – maintaining response times
- Legislative funding mechanism (60% & bonds)
- Shifting tax burden
- Communicating to a broad and diverse population (regional languages)
- Loss of revenue (30% from the last recession)
- Meeting demands of standards that are unfunded mandates
- Tracking expenses to run strategic vision
- Bedroom community

Group 2:

- Long term stable funding
- Communication (newsletter/public education)
- Ethnic diversity – communication/organizational representation
- Lack of commissioned arson investigators

Group 3:

- Funding structure (sharing tax burden with other agencies)
- Lack of formal participation in public education (school presence and early childhood education)
- Fire department lack of familiarity with water utility infrastructure (better training with water district and engineers)
- Lack of resource sharing (equipment, facilities and human resources)
- Lack of localized interoperability in emergency management/disaster preparedness

Group 4:

- Structural imbalance/finance/revenue
- Reflect the community (recruitment and hiring)
- Station locations (Southwest area)
- Succession planning

Group 5:

- Lots of attrition ahead
- Chief/Officer staffing same as 1986 levels
- Don't have designated Emergency management position – focal point (too many hats)
- Are we ready for CHIEF's retirement? Can we replace his skills/experience/ability and institutional knowledge
- Ditto for succession planning for other higher level officers (maintain strengths)
- Lack of diversity with respect to community population
- Routine communication with public
- Public information needs to be built back up
- Ability to deal with increasing call volume (adequate deployment, thin resources, dedication to community partners)

External S.W.O.T Analysis (How the community views SKF&R)

Top Opportunities

1. Partnerships with other agencies, shared facilities
2. Explore new technologies with others
3. More staff for community involvement
4. Succession planning – training
5. Hire diverse groups

Group 1:

- Community partnerships (joint facilities, shared services and costs)
- Different funding mechanisms (service benefit charge with limits)
- Different ways to provide services (to lower acuity calls)
- Work with Cities and School districts on impact fees for new development
- Dissemination of information with Community Affairs Officer
- Funding opportunities (affordable care act, prevention programs, residential sprinkler ordinances)
- Use of Social Media and technology

Group 2:

- Change in funding mechanism (Maintenance & Operations Levy renewal, Service Benefit Charge)
- Merger/Consolidation and/or partnerships
- Impact Fees
- Increase support staff

Group 3:

- Shared public facilities and equipment (between Lakehaven and schools?)
- Increased staffing for community involvement (schools, social media, faith based community, new events, coordinating events)
- Changing demographics of the department through community outreach
- Solicit feedback from the community (different diverse groups)
- Opportunity to interact better with outside agencies (cross – communicating)
- Collaboratively explore new technologies with outside agencies

Group 4:

- Stable funding (service benefit charge)
- Reduce response time (additional stations??)
- Involvement in Schools
- Training facility (partner with other government agencies)
- Succession training

Group 5:

- Comprehensive succession plan (skills in the future, diversity, benchmark successes in other departments)
- Centralize logistics
- Planning for big catastrophic events
- Advance planning with City and County on construction projects
- Go for fire impact fee implementation
- Can pre-fire plan maps be used by other agencies for their emergency responses?
(System funding for state wide rapid responder program terminates July 1, 2017)

External S.W.O.T Analysis (How the community views SKF&R)

Top Threats

1. Uncertain impacts of economic development
2. Economic volatility
3. Instability due to legislative changes
4. Lack of human health services
5. Aging infrastructures

Group 1:

- Mentality (we've always done it this way; I'm in charge, I need the credit)
- Diversity
- Privatization of services
- Tax revolt
- Recession looming
- Ability to navigate; meeting needs
- Burden of aging residential
- Unprepared for admin turnover, impact of relations with Labor
- Ebola, Zika, Pandemic or other natural disaster (community readiness)
- Funding/Reserves
- Disaster at a Station
- Relevance of SKFR
- Not getting SKFR message out, misinterpreting issues

Group 2:

- Increase multifamily residence (affordable housing, transient population difficult to connect with)
- Change in tax code
- Privatization of services
- Economic volatility

Group 3:

- Uncertainty of economic impacts of development
- Lack of human health services
- Aging infrastructure
- Instability of funding mechanisms (legislative changes)
- Economic Recession

Group 4:

- Economy/Recession
- Employee safety (terrorist threat)
- Population growth & density
- Lack of emergency preparedness
- Not coordinating funding issues on ballots
- Not prepared to replace Chief Officers

Group 5:

- Future national/regional economic stability (election impact)
- What are we going to do about homeless?
- Increase in terrorism and domestic violence will drain resources (training, response)
- Need interagency coordination
- Need common dispatch center and radio systems (major disaster back-up and common interactive redundancy between EOC's)
- Staying the course in inter-agency cooperation beyond today
- Failed succession plan and / or implementation

Internal S.W.O.T Analysis

A S.W.O.T Analysis is a strategic planning method used to evaluate an organizations Strengths, Weaknesses, Opportunities and Threats. The Strategic Planning Team performed a S.W.O.T analysis to determine any outside or inside forces having an effect on achieving the organizations vision and mission. To accomplish a vision and mission an accounting of certain variables of the organization and/or its “culture” must be analyzed to determine their potential to be positive or negative; presently and in the near future. S.W.O.T. analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps focus on key issues. Strengths and weaknesses are internal factors within the organization. Opportunities and threats are external factors or impacts from outside the organization.

Internal S.W.O.T Analysis participating members:

Group 1:

A/C Kahler
A/C Plumlee
A/C Pennington
B/C Mataftin
B/C Barrett
B/C Crossen

Group 3:

HR Mary Stevens
Commissioner Fuller
Ken Brumet
Lance Boe
B/C Goodsell
Capt. Bellinghausen

Group 5:

CIO Joe Ganem
Matt Rinehardt
Commissioner Rickert
Mitchell Lee
Capt. Charoni

Group 2:

Capt. Weeks
Capt. Suckoll
Lt. Gentry
Lt. Burdyshaw
FF. Shannon Oltman
FF. Chris Mathis
FF. Travis Mckenney

Group 4:

Capt. Andersen
Capt. Parise
Capt. Jones
Capt. Smith
Capt. Herrera

Internal S.W.O.T Analysis

Top Strengths

1. People – innovative, talented, experienced
2. Labor management cooperation
3. High level of skills
4. Increased emphasis on safety and health
5. Good record management system

Group 1:

- People
- Financial position
- Public trust
- Infrastructure
- Equipment/apparatus/station
- Accredited Training Department
- Fire Marshal
- Good records management system – Class II response data
- Culture of service
- Employee retention (experience level)
- Well supported/developed divisions (fleet, training, IT, facilities, etc...)
- Good labor management relations
- Innovative people
- Special projects at shift level

Group 2:

- Labor relations
- Political actions
- Community outreach
- Equipment
- Our people
- Passion for job
- General trust from community
- Special teams
- Strategic leadership planning
- Take care of each other
- Experience
- Involvement at State and National level

Group 3:

- Gifted & dedicated staff
- Community support
- Reserve funding
- Solid financial practices
- New ideas and energy for new people
- Visionary leadership
- Family values
- Labor & Management cooperation
- Pride in work
- Legacy – people processes
- Safety culture
- Adaptability
- Desire to change/improve
- Open door policy
- Feel supported by community
- Great reputation
- High work force standards
- Well-equipped and trained
- Achieved a Class 2 insurance rating with limited budget and staffing levels

Group 4:

- Our crews/people
- Passionate members
- Regional and National presenters/instructors
- Good working relationship between labor & management
- Innovative people
- Fiscal responsibility
- Up to date safety equipment & apparatus
- Increased emphasis on safety & health

Group 5:

- People (young talent & old experienced)
- Community support (we have good connections)
- Unity (Board of Commissioners, Administration, IAFF Local 2024, and the Community)
- Good strategic planning (financial management, infrastructure)
- Caring Culture (we take care of our people & citizens)

Internal S.W.O.T Analysis

Top Weaknesses

1. Understaffed throughout
2. Lack of consistent, reliable funding sources
3. Internal conflict between crews
4. No succession plan
5. Loss of experience from attrition

Group 1:

- Work load
- Desire to fill day shift personnel (A/C level or above)
- Communication
- Transitioning to a digital age
- Stable funding
- Employee outreach for diversity
- Understaffed support division
- Staffing levels for OPS
- Replacement of Fire Chief

Group 2:

- Morale is low
- Training division understaffed
- Lack of positive interaction with clients
- Loss of project work at shift level (sewing, chainsaw)
- No logistical division
- Internal conflict between crews
- Preparing for future hires
- Management of station budgets
- Succession planning
- Lack of clear message from above and conflicting operational approaches
- SOP's outdated
- Training and Operations conflict
- Lack of involvement with Zone
- Lack of hiring Laterals (Journey Level FF's) and utilizing Apprenticeship program
- Box checking training instead of hands on
- Accountability

Group 3:

- Lack of consistent, reliable funding sources
- Lack of resources distracts from getting work done and providing services
- Loss of experience from attrition
- Failure to consider impact of changes/decisions to other divisions
- Support staff is too thin to meet external demands (regulations, compliance, etc..)
- Burned out employees (impacting new employees)
- Outdated written policy and procedures
- Inconsistent communication of messages throughout shifts/stations
- Lack of succession planning
- Are we ready to replace Chief Al Church
- In consistent leadership skills
- Short-staffed

Group 4:

- Lack of accountability/discipline
- Lack of transparency between administration & workforce
- Lack of succession planning/action
- Good Ole Boys Club
- Lack of end user input and involvement
- Lack of communication
- Lack of clear vision and direction
- Too much on the plate
- Too many inconsistencies for outside training
- Administration short-handed
- Lack of an Officer Development Program
- Perceived lack of value in promoted or appointed positions (skills)
- Certified but not qualified
- Outdated Standard Operating Procedures
- Lack of decision making

Group 5:

- Poorly written/outdated Standard Operating Procedures and policies
- No diverse base funding mechanism
- No succession plan
- Lack of citizen participation
- Multiple cultures with little accountability
- Leaders don't embrace being accountable to those they lead
- Too busy to focus on a few core things (maintaining – not growing)

- Understaffed throughout
- Cultural division
- Lack of member participation
- Fail to prioritize spending
- Do more with less mentality

Internal S.W.O.T Analysis

Top Opportunities

1. Financial – maintenance and operating levies, grants, service benefit charge
2. Officer development – Joint Apprenticeship and Training Committee
3. Partnerships – mergers/consolidations, other governmental agencies
4. Increase Community Affairs Office staff
5. New communication technology – social media, tablets, reporting, data, drones

Group 1:

- Seek partnerships to develop training campus
- Increase Community Affairs Office staff (better community communications)
- Income from affordable care act (helping people at home)
- Mergers/consolidations

Group 2:

- Funding (impact fees, grants, service benefit charge)
- Partnering with other government agencies
- Standardize Zone 3 training
- Mergers
- Increase networking with other agencies (Lakehaven, Seattle Fire, Kent Fire)
- Take leadership roles in Zone
- Offer personnel to assist other agency (public schools, utilities, cities, provide emergency management plans)

Group 3:

- Consolidation and/or mergers (Normandy Park, Burien, etc...)
- Diversification of workforce
- Partner with (police, schools, utility districts, hospitals)
- New communication technology (social media, reporting, tablets, data, drones)
- Funding – service benefit charge, grants, impact fees, fees for transport

Group 4:

- We are missing an opportunity to market our whole department
- Looking for potential new funding mechanisms
- Zone/regional training
- Merger/consolidations

- Officer development Joint Apprenticeship Training Committee

Group 5:

- Financial (maintenance & operating levies, grants, service benefit charge)
- Partnerships (merger/consolidations, partnerships, share facilities)
- Communication – tell our story, listening to our stakeholders for example: Tell Lakehaven when we have a large fire that affects their service.
- Strategic Leadership Plan (create solutions/new thinking, new leadership ie: Chief)

Internal S.W.O.T Analysis

Top Threats

1. The potential loss of public trust
2. Mass building of high density housing
3. Coaching of future leadership
4. Increasing number of affordable housing units and nursing homes using fire department to supplement care
5. Adequate reserve funds

Group 1:

- Funding – taxation changes
- Staying relevant
- Increased alarm numbers
- Privatization of work
- Unfunded mandates
- Possible recession
- Adequate reserve funds

Group 2:

- Loss of future leadership
- Unpredictable economy
- Negative press
- Weak partner
- Growth of community (Uptown, faith based, senior housing)
- Legislation
- Unfunded mandates

Group 3:

- Mass building of low income and high density housing
- Increased likelihood of mass casualty event (violence, natural disaster, pandemic)
- Outcome of elections (impact on economy)
- Economic downturns
- Loss of public trust – vocal distractors
- Lack of qualified applicants (diversity reflective of community)
- Connecting with diverse community population
- Failure of future funding measures

Group 4:

- The potential loss of public trust
- Funding
- Increasing number of affordable housing units
- Nursing homes using fire department services to supplement care
- Increasing call volume
- Potential legislative impacts
- Economy

Group 5:

- Financial (Recession, legislative change, privatization, failure of funding measure)
- Disaster (natural/terror)
- Increased density without funding or impact fees
- Change of leadership (Outside Chief, different direction, no succession plan)
- Changes in elected officials
- Failure to change
- Misaligned with community needs
- Competition for ballot measures

Organizational Goals and Objectives

Utilizing the information from the community and our own internal S.W.O.T analysis and the participant surveys the Strategic Leadership Teams developed goals and objectives for each of the Divisions within the organization.

Goals: Goals are simply a clearer statement of the vision, specifying the accomplishments to be achieved if the organizational vision is to become real. The target objectives are clearer statements of the specific activities required to achieve the goals. The goal is where the organization and divisions want to be.

Objectives: Objectives are specific statements of what will be done to achieve the goals. The objectives are the steps needed to get there. Objectives are achieved through Action Plans. Action Plans describe how the organization is going to do it. They delineate who will do what, and by when, and include measurements of success or desired outcomes.

Strategic Leadership Teams

Human Resources

*Mary Stevens**
Commissioner Bill Fuller
Captain Charoni

Fleet Services

*A/C Plumlee**
Lance Boe
Ken Brumet

Finance

*Joe Ganem**
Commissioner Rickert
Matt Rinehardt

Information /Technology

*Mitchell Lee**
Capt. Herrera

Training/Safety

*A/C Pennington**
Capt. Andersen
Capt. Weeks

Operations

*A/C Kahler**
B/C Barrett
B/C Mataftin
B/C Crossen
Capt. Smith
Capt. Jones
Capt. Suckoll
Lt. Gentry
Chris Mathis
Shannon Oltman

FirePrevention/PublicEducation

*B/C Goodsell**
Capt. Bellinghausen

Team Goals and Objectives

Fleet and Facilities:

Goal: We support the Department by maintaining the operational readiness of suppression equipment and facilities.

Objective:

1. **New Fleet/ Facilities Building – 2019**
Develop new fleet / facilities building
2. **New Communications Process – 2017**
Develop communication process for work load
3. **Embrace Change – 2017 Continuous**
Embrace change from reactive to proactive prospective
4. **Maintain Current Facilities – 2017**
Continue balance of maintaining current buildings while adding new upgrades
AND continue balance of maintaining current buildings while adding new upgrades 2017 – ongoing
5. **Hire an Electrician – 2019**
Expand support staff for facilities (electrician)
6. **Develop Partnerships**
Develop partnerships with other entities
7. **Electronic Rig Checks**
Implement electronic rig checks
8. **Electronic Hydrant Reporting System**
Implement electronic reporting for hydrant testing
9. **Design apparatus and Facility Changes**
Specify and design apparatus and facility changes over next 4 years
10. **Accounting Practices**
Adhere to accounting practices
11. **Fleet Maintenance**
Continue balance of maintaining current fleet while adding new vehicles
12. **Energy Efficiency**
Explore and upgrade to energy efficient fixtures at stations
13. **Reserve Apparatus**
Study how many reserve vehicles are needed for the future

Information Technology:

Goal: We are aligning strategic objective through end-user involvement and feedback prior to technology implementations in order to ensure operational effectiveness.

Objective:

1. **User Groups**
Create user groups for technology implementations
2. **User Training**
Integrate user training for all technologies
3. **Regulatory Compliance**
Review and update security policies to ensure regulatory compliance
4. **Integrity of IT Resources**
Ensure privacy, integrity, reliability and appropriate use of IT resources
5. **Customer Service**
Improve customer service by changing culture and behavior
6. **Education**
Promote educational opportunities for IT employees
7. **Streamline Business Process**
Leverage existing, emerging, and innovative technologies to enhance, improve and streamline business processes
8. **Hire Additional Staff**
Hire IT staff to support objectives/endeavors

Finance:

Goal: Exercising sound fiscal management practices, we provide a sustainable funding model that supports the District's and our community's needs.

Objective:

1. **Grants**
Seek new grant opportunities
2. **Advisory Team**
Assemble an advisory team to explore acceptable alternatives to funding
3. **Community Outreach**
Improve outreach to our communities to inform them on our needs
4. **Budget Trends**
Monitor budget trends to make financial adjustments
5. **Partnerships**
Develop community partnerships to reduce overhead costs

Administration:

Goal: Together with our partners, we provide responsible stewardship in support of the fire department and the community.

Objective:

1. Additional Response Units – 2017/2018

The Administration and Board of Fire Commissioners shall analyze the potential of staffing additional response units to maintain or enhance response times in 2017/2018.

2. Succession Planning – 2018

The Fire Chief/Administrator and Assistant Chiefs shall monitor and work with the Battalion Chiefs, Executive Director of Business Operations, and interested Captains in an effort to prepare them for potentially moving up and/or taking over key administrative areas prior to the retirements of long tenured members of the organization by June 30, 2018.

3. Human Resource Assistant – 2017

The Administration and the Board of Fire Commissioners shall consider adding a Human Resources Assistant position to enhance the abilities of the HR Office in support of all department personnel when funding supports the position each year beginning in 2017.

4. Funding Options – Beginning 2017

The Administration and Board of Commissioners shall work collaboratively to analyze sustainable funding options for the fire district, to include such options as implementing the service benefit charge, merging or annexing with neighboring fire agencies to capture efficiencies and free up certain levels of funding, implementing patient transport for a fee, utilizing lid lifts to maintain the full \$1.50 per \$1000 of assessed valuation, or utilize excess levies to maintain or enhance funding with analysis occurring each year beginning in 2017.

5. Bond Issue – Beginning 2017

The Administration and Board of Fire Commissioners shall analyze and determine the best timing for a future bond issue to build and equip a new fire station in the south end (South 356 Street & Pacific Highway South), to potentially purchase and outfit a tillered aerial if the community needs and standard of cover support the need, and to develop the proposed Administrative Offices and Training Center on the acquired 320th property with analysis beginning in 2017 and continuing annually until a decision is made.

6. Public Education Assistance

The Fire Chief/Administrator shall address the added demand for public education services. (i.e. new positions, interns)

7. Public Support of Funding Option Beginning – Fall 2016

Board of Fire Commissioners shall engage with the public to assist the department in obtaining sustainable funding and local support beginning fall 2016

8. Impact Fees – 2017/2018

The Administration and Board of Fire Commissioners shall work toward the implementation of impact fees in Federal Way, Des Moines, and King County beginning in 2017/18.

9. Partnerships

The Administration and Board of Fire Commissioners shall explore external partnerships with other governmental agencies.

10. Update CIP – 2017

The CIP shall be updated and augmented during 2017 with the adoption in fall of 2017.

11. Analyze Expenditures – 2017

The Administration shall analyze expenditures and process to streamline and potentially curb costs in 2017.

12. Expand Administrative Team – Beginning 2017

The Fire Chief/Administrator and the Board of Fire Commissioners shall analyze the potential of expanding the current Administrative Team by adding one (1) or (2) Deputy Chief positions, specifically in areas of bond oversight, logistical support, and prevention services when funding supports the aforementioned positions each year beginning in 2017.

13. Labor Relations Education – 2017

The Administration shall work with the leadership of IAFF Local #2024 to enhance the knowledge of all members relative to interest based negotiations, getting to “win-win”, and collaborative processes through a series of classes or workshops beginning in early 2017 with the inherent goal of providing sustainable and open labor/management relations.

14. Fire Chief Title – 2018

The Fire Chief/Administrator shall work to return the title of the highest ranking position with the department to be simply the “Fire Chief” by January 1, 2018.

Human Resource:

Goal: We enrich the lives of our employees and their families by delivering excellent health/wellness programs and employee development opportunities while exercising sound risk management and regulatory compliance procedures.

Objective:

1. Non Contract Manual – 2017

Maintain compliance with changing legislation and employment laws impacting the Fire Department. Update personnel policy manuals. (Create two separate manuals for Union and Non-Contract Employees).

2. Staffing - 2017

Work with department leaders to align staffing levels to meet the goals and objectives of each division.

3. Officer Development – 2018

Develop and implement an Officer Development Program giving considerations to existing Joint Apprenticeship and Training Committee, National Fire Administration, and International Association of Fire Chiefs models and designed to place a high emphasis on Peer to Supervisor transition, Human Relations and low to high level conflict management.

4. Employee Training – 2018

Develop a “voluntary” internal training program, utilizing department leaders as instructors, to include topics of: Introduction to SKFR Budget, Collective Bargaining and Negotiations, Introduction to HR and employment law, etc.

5. Projects & Training – 2019

Help develop and implement cross training and succession plans for all divisions and positions. Include specialty projects like mapping, sewing, Emergency Medical Technician Competency Based Instructors, records management review, chainsaws, logistics, etc.

6. Performance Evaluations - 2018

Implement/deploy the Performance Evaluation Program modeled with a 360 degree employee feedback program.

7. EAP – On Going ????

Promote more active Employee Assistance Program and behavior health programs to help employees balance work and personal life and provide access to confidential substance abuse assistance, Critical Incident Stress Debriefing and Post-Traumatic Stress Disorder information materials.

8. Hiring Process – On going????

Develop inclusive recruiting controls to diversify the pool of applicants in the hiring process

9. HRIS Services – On going

Streamline employee services and online resources for 24/7 access.

Operations:

Goal: We are the regionally recognized leaders in high quality emergency response services.

Objective:

1. Staffing Levels – 2019

Increase staffing levels to support the needs of our community – 2019

- 2. Officer Development and Driver Operator Program – 2017/2019**
Implementation of an officer development and a driver operator program – 2017/2019
- 3. Improve Operation Readiness – 2017 Continuous**
Continue high level training to improve operation readiness – 2017 ongoing
- 4. Proactive Approach to Safety – 2019**
Expand a proactive approach towards health and safety in SKF&R – 2019
- 5. Support Education – Continuous**
Support educational opportunities for all interested members - Ongoing
- 6. Regional Involvement – Continuous**
Increase our regional involvement in training, response, policy development and procedures. – On going

Special Teams:

Goal: We provide high quality all hazard response services and special teams' leadership throughout our region.

Objective:

- 1. Maximize Team Membership – 2017 Continuous**
Maintain the maximum number of team members as established by the current Collective Bargaining Agreement. – 2017 Current and ongoing through the CBA
- 2. Maintain Required Training - 2017/2018**
Seek to maintain required training hours as required for each discipline.
2017-2018
- 3. Partnerships – 2017 Continuous**
Continue to be involved with our regional partners, which include both private and governmental agencies – 2017 current and ongoing
- 4. Quality Assurance Process – 2018**
Develop a quality assurance process that evaluates the deployment of special teams on responses – 2018 current and ongoing with Zone 3
- 5. Equipment Compliance – 2017**
Maintain the process of monitoring our equipment to be in compliance with the Washington Administrative Code and National Fire Protection Association Standards – 2017
- 6. Grant Funding**
Continue to seek Assistance to Firefighters Grant funding either at a department level, or as a partner with other regional departments.
- 7. Federal Training Programs**
Implement a program that takes advantage of federally funded training programs.

Training:

Goal: We provide the highest quality learning environment and training facilities to deliver outstanding career development and emergency response skills training that surpass the expectations of the fire service and communities the Department serves.

Objective:

- 1. Instructor Mentor Program – 2017**
Develop and implement succession plan/instructor mentor program – 2017
- 2. WSRB Compliance – 2020**
Achieve 100% compliance for Training Division with the Washington State Survey and Rating Bureau – 2020
- 3. Increase Training Staff – 2017**
Increase Training Division staff with 2 additional Training Officers – 2017
- 4. Instructor Cadre – 2018**
Recruit and develop qualified instructor/evaluator cadre – 2018
- 5. ProBoard Re-accreditation – 2017**
Complete ProBoard re-accreditation – 2017
- 6. Monitor Industry Trends – Continuous**
Continue to monitor and evaluate industry trends, training, standards and best practices for feasibility for implementation – Continuous
- 7. Forklift – 2018**
Obtain a Forklift for safe operation on drill court – 2018
- 8. ProBoard Certifications – 2018/2019**
Expand current Pro Board Certification testing levels to include:
Driver Ops 2018
Rescue Tech. 2018
Fire Officer 1 2019
Fire Prevention 2019
- 9. Partnerships – Continuous**
Improve external training partners (Zone 3, County, Regional and State) – Continuous
- 10. Records Management – 2018**
Update training platform and support equipment –2018
- 11. Recruit Academy – 2018**
Explore in house recruit academy –2018
- 12. Training Advisory Group – 2017**
Reorganize and reinstate the Training Advisory Group (TAG) – 2017
- 13. Compliance Training – Continuous**
Meet compliance training annually - Continuous

14. Expand JATC

Develop and implement JATC Program for the following disciplines:

Driver Operator	2017
Hazardous Materials Technician	2017
Recue Technician	2018
Marine Pilot	2018
Fire Officer	2019
Fire Prevention Specialist	2019

15. 24 hour Shift Training/Safety Officers – 2019

Explore the feasibility of 24 hour Shift Training/Safety Officers to assist with coordinating, delivering and monitoring individual shift training in conjunction with the Training Division – 2019

16. Resilience Training – 2017

Develop and deliver Resilience Training – 2017

17. Healthcare Facilities Tactics – 2018

Develop and deliver Healthcare Facilities Tactics – 2018

18. High-rise Tactics – 2019

Develop and deliver High-rise Tactics – 2019

Prevention:

Goal: The Fire Prevention Division supports a safe and educated public with an efficient staff of professionals in a sought-after career path, and reduces risk to emergency responders through education, engineering, code enforcement, and fire investigation services.

Objective:

1. Add one (1) full time position to prevention to expand public education and outreach opportunities.
2. Provide commissioned fire investigators throughout service area
3. Utilize technologies and improve policies to gather useful media and encourage personnel to use it to educate and inform the public.
4. Identify barriers to prevention career path and develop career path for interested personnel.
5. Add intern and volunteer staff to support education and information goals
6. Obtain, outfit and maintain a dedicated pub-ed fire engine. The vehicle may provide dual purpose for other efforts such as fire watch and driver training.
7. Develop job descriptions and knowledge, skills and ability requirements for expanded Community Affairs Office staff.
8. Community Affairs Office to seek professional certifications

9. Create a Community Medical Team Officer position for oversight and crew management.
10. Clarify the rules for rotation within the division
11. Work and train more closely/frequently with the police agencies with regard to fire investigations
12. Improve policies and procedures for the fire system inspecting, testing and maintenance (Tegris) program.
13. Implement succession training program for plan review and investigations.
14. Explore the feasibility of providing an arson investigation K9 for fire investigations.
15. Develop and deliver inspection training for the Operations Division.

In Process Review

The key to the successful implementation of a Strategic Leadership Plan lies in an organization's ability and commitment to drive and follow up on the Strategic Leadership Plan utilizing a structured In Process Review program. The In Process Review is utilized to keep the organization on track through continual review and prioritization of goals and objectives. The process also ensures the goals and objectives are in organizational alignment by providing direct communication, feedback, and coordination between the organization's divisions. South King Fire & Rescue will also utilize community focus groups to educate the public on our progress and to ensure the organization is in alignment with the community's needs and expectations.

In Process Review:

The In Process Review will be conducted quarterly to review and prioritize goals and objectives. The process will also be utilized to exchange integrated action plans to provide for divisional input and help assure organizational alignment.

The In Process Review will be utilized to measure our progress and to ensure that the organization is current, on target, and in alignment organizationally and with our community's needs.

Community Focus Groups:

Focus groups will be conducted annually utilizing our public partners to educate the public on our progress and to assess public input and perception on the direction of South King Fire and Rescue. It will provide feedback on whether the organization is on target and meeting the public and our partner's needs. The information will be utilized to modify and improve the Strategic Leadership Plan.