

# South King Fire



## Strategic Bridge Plan 2023-2024

- Fund the District for sustainability and growth
- Optimize our organization to best serve the community and employees



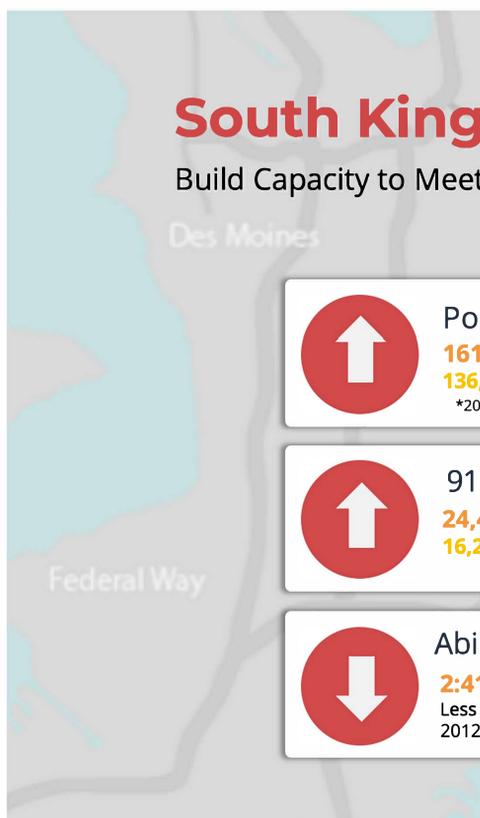
*South King Fire and Rescue exists to serve our communities of Federal Way, Des Moines, and Unincorporated King County. The Strategic Bridge Plan is the first step in the process of aligning emergency services to the evolving needs of the public.*

*We have an outstanding team that provides exceptional service to our community. This Plan is to ensure continued excellence to our citizens by supporting our first responders.*

**Chief Dave Mataftin**

## South King Past to Present

Build Capacity to Meet Expanding Demands of the Community



### The Need

Capacity to serve the needs of a growing and changing community. Population growth along with the increase of non-single-family housing means current property tax levies and lid lifts are insufficient to fund the District for 2025 and beyond.

### Funding

The District's current maintenance and operations levy is set to expire. We must identify an appropriate funding mechanism that is approved by the Fall of 2024.

## Pillars of the Plan

Identify the best future funding mechanism for our community that will sustain our operation and support the growth of the vital services we provide.

To be regional leaders and a great place to work, improve accountability, leadership, and internal communications in the District.



### Funding

Voters overwhelmingly support a 2024 ballot initiative that funds the District for stability and growth for 2025 and beyond.

### What:

The District puts forward an optimal funding mechanism which the community understands and adopts

### Why:

Sustain our operations, enable capacity and capital for growth in 2025 and beyond

### How:

District determines the best mechanisms for future funding

District supports community engagement to educate the community on how their dollars support the vital services we provide

### Benefits:

Every Firefighter is best equipped and supported to serve the public

### Every Employee Has A Stake:

To support how our future funding mechanism best meets the community needs



### Accountability

Employees in all divisions and roles are held to a consistent high standard of job performance and integrity.

We uphold each other to the highest standards of performance

Our accountability to one another matches the dedication we have to the mission

Increase hands-on training to meet standards

Improve Officer and Crew oversight

Deploy evaluations District-wide

Improve business operations in hiring, promotion, shift alignment, retirement, and other key HR processes

Clear expectations, skill development, feedback, and better support for career advancement

To demonstrate how we work together as a District to serve the community



### Leadership

South King Fire & Rescue builds trust, creates cohesion across divisions, serves employees, public partners, and the community with mission focus.

Leaders foster trust, create transparency, and empower employees

Leaders earn the confidence of employees and create strong morale across the District

Define leadership competencies, expectations, and training resources

Initiate leadership development training for high priority roles

Deploy transparent and objective promotion practices

Implement District-wide business and operations planning, communications, and engagement practices

Leadership training, transparent promotion practices, and depth in the ranks to support growth

To demonstrate leadership within their function and role



### Internal Communication

Communication within the District creates visibility, clarity and keeps everyone informed to continually improve our service to the community.

Communications are easy to understand, optimized for the need at hand and relied upon to get the job done

We must communicate efficiently and effectively to make our jobs easier

Establish governance for inter-departmental communications

Deploy a project management capability

Deploy field testing and acceptance practice

Support best communication practices by establishing ambassadors for all divisions and functions

Less time looking for information, a more efficient and productive way of doing our work

To adopt best practices to communicate within their department and across the District

## The Path to 2025

The Strategic Bridge Plan was adopted by the Board in January 2023, progress will be reported quarterly through the plan's full implementation by Fall 2024.

## Questions? Contact Us!



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