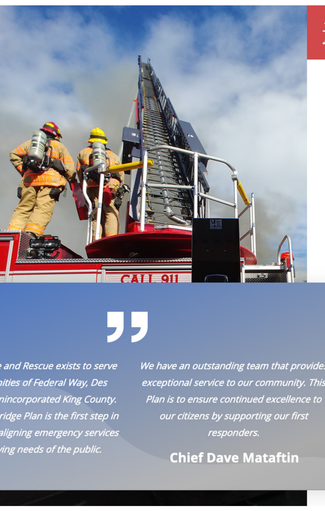
South King Fire & Rescue

Strategic Bridge Plan 2023-2024

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



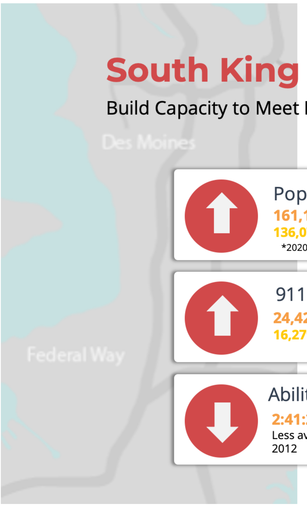
South King Fire and Rescue exists to serve our communities of Federal Way, Des Moines, and Unincorporated King County. The Strategic Bridge Plan is the first step in the process of aligning emergency services to the evolving needs of the public.

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



Population
161,112 in 2020*
136,078 in 2010
*2020 Census Data

911 Calls
24,429 in 2022
16,279 in 2012

Ability To Respond
2:41:24 (hr/min/sec)
Less available daily in 2022 vs 2012

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	Accountability	Leadership	Internal Communication
	Voters overwhelmingly support a 2024 ballot initiative that funds the District for stability and growth for 2025 and beyond.	Employees in all divisions and roles are held to a consistent high standard of job performance and integrity.	South King Fire & Rescue builds trust, creates cohesion across divisions, serves employees, public partners, and the community with mission focus.	Communication within the District creates visibility, clarity and keeps everyone informed to continually improve our service to the community.
What:	The District puts forward an optimal funding mechanism which the community understands and adopts	We uphold each other to the highest standards of performance	Leaders foster trust, create transparency, and empower employees	Communications are easy to understand, optimized for the need at hand and relied upon to get the job done
Why:	Sustain our operations, enable capacity and capital for growth in 2025 and beyond	Our accountability to one another matches the dedication we have to the mission	Leaders earn the confidence of employees and create strong morale across the District	We must communicate efficiently and effectively to make our jobs easier
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	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	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	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
Benefits:	Every Firefighter is best equipped and supported to serve the public	Clear expectations, skill development, feedback, and better support for career advancement	Leadership training, transparent promotion practices, and depth in the ranks to support growth	Less time looking for information, a more efficient and productive way of doing our work
Every Employee Has A Stake:	To support how our future funding mechanism best meets the community needs	To demonstrate how we work together as a District to serve the community	To demonstrate leadership within their function and role	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!

Phone: (253) 839-6234
Email: info@southkingfire.org
Web: southkingfire.org