# Master Strategic Leadership Plan

## 2017- 2021

Updated 05-01-2019
Abbreviated Version

**South King Fire and Rescue**
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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

## Overview

This document contains an update to the "living" South King Fire & 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 & 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.

# S.W.O.T Analysis

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

### Top 5 Strengths

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

### Top 5 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)

### Top 5 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

### Top 5 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

# Internal S.W.O.T Analysis

## Top 5 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

## Top 5 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

## Top 5 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

## Top 5 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 services to supplement care
5. Adequate reserve funds

## 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.

## Team Goals and Objectives

### Fleet and Facilities:

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

Objective:

1. *Mentoring Program, succession planning, cross training – 2019 This continues and cross training will continue.
2. Fully develop a regional mechanic training program by the end of 2019 - This work has begun, the first one was hosted two months ago.
3. Implement electronic reporting for hydrant testing – 6/2019 - Meeting is next week to work out the details, solution is tablet based.
4. Evaluate and recommend an apparatus/reserve plan by– 7/2019 – Meeting this week about the reserve apparatus
5. Evaluate the staffing levels of the facilities division no later than 7/2019 – Working on this
6. Explore electronic rig checks – 2019
7. Specify and design in concert with the zone apparatus and facility changes over next 4 years – 2020
8. Develop new fleet / facilities building – 2020 Construction contract has been awarded
9. Explore and upgrade to energy efficient fixtures at stations – 2021 In progress
   *lighting at the stations are LED completed 2018 Station 66,64,62,61
10. Develop and outfit building with equipment needed for fleet building – 5/2019

**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. Leverage existing, emerging, and innovative technologies to enhance, improve and streamline business processes – 2020
    a. Centralize electronic records by merging data from different databases to a central location. – 2020
    b. Implement a document management software solution, where users are able quickly query all documents (including contracts) through a user-friendly and searchable interface. – 2020
2. Build redundancy to fiber network – 2021
3. Create greater reliability and availability to mission critical server systems through data replication between station 62 and station 67. – 2019
4. Through a partnership with the Training Division and Operations, reduce Quality Assurance/Run Review man-hours by 10 hours a month. - 2020

**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. Assemble an advisory team to explore acceptable alternatives to funding such as transport fees and inspection fees. Provide recommendations to Fire Chief & Commissioners – 2020
2. The capital improvement process shall be updated – 2019

3. Evaluate the status of district property and dispose of if necessary - 2019
4. Seek new grant opportunities/form a grant writing team – 2019
5. Continue to seek Assistance to Firefighters Grant funding either at a department level, or as a partner with other regional departments – 2019
6. Monitor budget trends to make financial adjustments – 2021 ongoing

**Administration:**

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

Objective:

1. *The Fire Chief 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 – 2021
2. 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. – 2021
3. 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. – 2021
4. The Administration and Board of Fire Commissioners shall explore external partnerships with other governmental agencies. – 2021 ongoing (2019 Investigation Work- Zone 3)

5. Examine the potential of an enhanced community partnerships to reduce costs in areas of fleet, logistics and other areas by the end of 2021
6. Fire Chief shall participate and protect the fire district's interest at Valley Communications. - 2021

**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. Maintain compliance with changing legislation and employment laws impacting the Fire Department provide training and managers– 2021 ongoing

February 2019 YTD Status:

- Janus Ruling in July triggered activity to obtain opt-in forms from all contracted members and changes in the new CBA for orientating new incoming firefighters.
- New Washington State Paid Family and Medical Leave law begins January 2019. SKFR is very close to concluding an approved Voluntary Employer Application through The Employment Security Dept. to manage and run our own internal paid leave program. This will save Employees and the Department more than $75,000 per year, ongoing.
- Provide training

2. Update Non-Contract Personnel Policy manual (Removed reference to contracted member Manual) – 2019 1st Quarter
3. Streamline employee self-services and online resources for 24/7 access. Team up with IT & Finance to develop and implement a centralized data bank for all personnel information that feeds to all rosters and contact lists. – 2020

4. Develop and implement cross training and succession plans for all divisions and positions. – 2021 ongoing

5. Research alternative recruiting controls to diversify the pool of applicants in the hiring process. – 2019

Nov 2018 YTD Status:

- Demographics of 15 newly hired New Firefighter Recruits:
  5 Caucasian Males
  5 Females
  2 Asian American
  3 Hispanic

6. 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. – 2020
7. Evaluate the Feasibility and support for the Performance Evaluation Program modeled with a 360 degree employee feedback program. – 2020

**Operations**:

Goal: We are the regionally recognized leaders in high quality emergency response services, providing a safe workplace.

Objective:

1. Increase staffing levels to support the needs of our community – 2021 ongoing (A63 2020)
2. Implementation of an officer development and a driver operator program –

*Driver Engineer completed 2018

*Officer 2021 (Analyze and implement officer development program by 7/2020)

3. *Continue high level training to improve operation readiness – 2021 ongoing
4. *Expand a proactive approach towards health and safety in SKF&R – 2021 ongoing
5. *Support educational opportunities for all interested members – 2021 ongoing – Needs to be rewritten as a SMART objective

## Special Teams:

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

Objective:

1. Analyze the need, cost, and funding options for purchasing a technical rescue apparatus – 2020
2. Analyze the need, cost, and funding options for purchasing a hazmat response unit – 2020
3. Analyze the need, cost, and funding options for purchasing a fire boat – 2020

## 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. Assure 100% completion of online compliance training at the time of transition to Consortium (EMS Online & Target Solutions) – 7/2019
2. Develop and implement JATC Program for the following disciplines:

| | |
|---|---|
| Hazardous Materials Technician | 2019 |
| Recue Technician | 2019 |
| Marine Pilot | 2020 |
| Fire Officer | 2019 |
| Fire Prevention Specialist | 2020 |

3. Revamp PIA process – 2019
4. Redesign & implement EVIP program in concert with the Consortium and the D/E program – 2019

**Safety:**

Goal: We provide a safe/healthy workplace though proactive risk reduction programs that identify hazards, prevent illness and promote healthy lifestyles.

Objective:

1. Update accident and illness investigation process - 2019
2. Audit injuries by evaluating parts of body injured and the mechanism of injury - 2019
3. Implement a process whereby the Safety Committee reviews fire apparatus specifications prior to implementation - 2020

**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. Provide commissioned fire investigators throughout service area – Partially completed; zone 3 objective 2020
2. Utilize technologies and improve policies to gather useful media and encourage personnel to use it to educate and inform the public. – 2019
3. Add intern and volunteer staff to support education and information goals – 2020
4. Community Affairs Office to seek professional certifications – 2019
5. 5A - Gain support internally for a residential fire sprinkler ordinance. 2020
   5B - Gain support externally and pass a residential fire sprinkler ordinance in the cities of Federal Way and Des Moines. 2021

# Completed Objectives

## Fleet and Facilities:

1. Adhere to accounting practices – Completed
   *Completed as it pertains to bid laws
2. Continue balance of maintaining current fleet while adding new vehicles – Completed 2018
3. Continue balance of maintaining current buildings while adding new upgrades – Completed 2018
4. Develop communication process for work load – 2018 Completed (Manager for Fleet & Sysaid for Facilities)

## Information Technology:

1. Create user groups for technology implementations – Completed
   *ESO & MDC project are completed other user groups will be created as needed.
2. Integrate user training for all technologies – Completed 2018
   *All new software/upgrades is introduced with training
3. Ensure privacy, integrity, reliability and appropriate use of IT resources – Completed 2018
4. Promote educational opportunities for IT employees – Completed 2018
5. Review and update security policies to ensure regulatory compliance – Completed
   a. Build new Windows Server 2016 systems with latest software security updates and policies. – Completed 2018
   b. Implemented 2 factor authentication on all mobile devices that are connected to Valley Communications dispatch (CAD). – Completed 2018
6. Improve customer service by changing culture and behavior
   a. Complete a largescale project, where all stakeholders have input in the decision-making process with the position of changing culture through improved service to all customers. – Completed 2019

7. Hire IT staff to support objectives/endeavor – Completed April 2019

**Finance**:

1. Improve outreach to our communities to inform them on our needs – Completed 2018 ongoing

*Redeveloped newsletters & annual report

**Administration:**

1. 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. – Completed 2018 ongoing
2. 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. – Completed 2018
3. 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. – Completed 2018 ongoing
4. The Administration shall analyze expenditures and process to streamline and potentially curb costs in 2017. – Completed 2017 and ongoing
5. 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. – Completed 2018
6. The Fire Chief/Administrator shall address the added demand for public education services. (i.e. new positions, interns) – Completed 2019

7. Board of Fire Commissioners shall engage with the public to assist the department in obtaining sustainable funding and local support beginning fall 2016. – Completed 2018
8. 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. – Completed 2018
9. 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. – Completed 2018
10. The Administration and Board of Fire Commissioners shall explore external partnerships with other governmental agencies. –Training objective completed in 2019

**Human Resource:**

1. 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. – Completed in May 2018
2. Work with department leaders to align staffing levels to meet the goals and objectives of each Division. – Completed 2019

Nov 2018 YTD Status:

- Hiring Update for 2018 going into 2019:
  4 New FFs Hired in 2018 and
  11 more FFs by Jan 2019 (Total 15 FFs)
  1 New civilian FTE in HR
  1 Emergency Management Coordinator (w/VRFA)
  2 permanent civilian CMT Social Worker positions (w/VRFA)
  1 new civilian FTE for Finance Support

1 New civilian FTE for IT Help Desk
1 New civilian FTE in Fire Prev. (Fire Prev Eng/Planner)
TOTAL = 22 New Positions for 2018 and 2019

3. HR Training in Target Solutions. Review current compliance training modules; add/update and enhance as recommended. Track and Monitor all employees for required training. – Eliminated 2019

**Operations**:

1. Implementation of an officer development and a driver operator program –
   *Driver/Engineer Program - Completed 2018
   *Decon policy for fire scene and fire stations - Completed 2018
2. Increase our regional involvement in training, response, policy development and procedures. – Completed 2019

**Special Teams:**

1. Maintain the process of monitoring our equipment to be in compliance with the Washington Administrative Code and National Fire Protection Association Standards. – Completed 2018
2. Maintain the necessary number of team members as established by the current Collective Bargaining Agreement. – 2017 Current and ongoing through the CBA – Completed 2018
3. Develop a quality assurance process that evaluates the deployment of special teams on responses. – Completed 2018 – Zone 3 White Paper
4. *Seek to maintain required competencies/qualifications as required for each discipline. – 2017-2018 – Completed 2019
5. *Continue to be involved with our regional partners, which include both private and governmental agencies. – Completed 2019
6. Implement a program that takes advantage of federally funded training programs. – Completed 2019 UASI funding

**Training:**

1. Increase Training Division staff with 2 additional Training Officers – 2017 Completed 1/1/18 with the addition of 1 FTE

2. Recruit and develop qualified instructor/evaluator cadre – Completed 2018 Ongoing
3. Obtain a Forklift for safe operation on drill court – Completed 2018
4. Explore in house recruit academy – Completed 2018 (Unfeasible)
5. Develop and implement JATC Program for the following disciplines:
    i. Driver Operator – Completed 12/2017
6. 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 – Completed
    a. *Accomplished utilizing Zone 3 B/C deployment model
7. Develop and deliver Resilience Training – Completed 2017
    a. *2017 – Delivered resilience training
    b. *2018 – Created peer support group
8. Complete ProBoard re-accreditation – Eliminate 2018
9. Expand current Pro Board Certification testing levels to include:

    Driver Ops 2018
    Rescue Tech. 2018
    Fire Officer 1 2019
    a. Fire Prevention 2019
    b. Eliminate 2019
10. Update training platform and support equipment –Completed 2018
11. Develop and implement JATC Program for the following disciplines:
    a. Driver Operator 2017 – Completed 12/2017
12. Improve external training partners (Zone 3, County, Regional and State) – Completed 2019
13. Further develop EMS run review system – Completed 1/2019
14. Develop a mechanism to introduce training best practices into the Consortium - 7/2019 – Completed 2019 with the transition to the consortium
15. Reorganize and reinstate the Training Advisory Group (TAG) – 2019 - Completed 2019
16. Create a matrix by 7/2019 to measure training progress as a result of the transition to the Consortium. Evaluation will include a survey and

will consider both mandated and non-mandated training - 2019 – Parked due to the transition to SKFTC

17. Develop and deliver Healthcare Facilities Tactics – 2020 - Parked due to the transition to SKFTC
18. Develop and deliver High-rise Tactics – 2020 - Parked due to the transition to SKFTC
19. Conduct a NFA off site leadership course academy – 2019 - Parked due to the transition to SKFTC
20. Develop and implement succession plan/instructor mentor program for Subject Matter Experts (SME)– 2020 - Parked due to the transition to SKFTC
21. Achieve 100% compliance for Training Division with the Washington State Survey and Rating Bureau – 2020 - Parked due to the transition to SKFTC

**Prevention:**

1. Improve policies and procedures for the fire system inspecting, testing and maintenance (Tegris) program. – Completed 2018 (1)
2. Explore the feasibility of providing an arson investigation K9 for fire investigations. – Completed 2018 (Not recommended at this time) good as is
3. Develop and deliver inspection training for the Operations Division. – Completed 2018
4. Add one (1) full time position to prevention to expand public education and outreach opportunities. – Completed 2019
5. Create a Community Medical Team Officer position for oversight and crew management. – Completed 2018 (CAO Responsibilities)
6. Clarify the rules for rotation within the division – Completed 2018 (Contract changes resolved)
7. 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. – Completed 2018 (2019 outfit engine)
8. Residential fire ordinance – see email.
9. *Identify barriers to prevention career path and develop career path for interested personnel. – 2019 completed

10. Implement succession training program for plan review and investigations. – (Partially complete with hire of FPE; refine with FPE new hire and develop zone 3 model for investigations. Complete 2019.
11. Work and train more closely/frequently with the police agencies with regard to fire investigations – Complete 2019
12. Develop job descriptions and knowledge, skills and ability requirements for expanded Community Affairs Office staff. – Completed 2019

## 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.