We appreciate the many employees, community members, and partners who helped us develop and craft the 2020 Strategic Plan for the Puget Sound Regional Fire Authority. This document begins to structure and outline our goals, both internal and external, to best serve our leadership, teams, and our community members’ needs in the happiest and most critical times in their lives. In this document, and in practice, we are working to create a culture of wellness, trust, and innovation for all of the lives that the RFA touches. You all make it possible.

The Puget Sound Regional Fire Authority is proud to be a member of the community and to serve our citizens. We share with you the desire to enjoy a safe and sustainable place to live, work, and visit. Our vision is to provide effective and sustainable services that meet the needs of a changing community with the resources entrusted to us. Community trust is an essential element that the PSRFA strives to earn every day through its services and practices. The trust that you as a community place in our fire department is greatly appreciated and never taken for granted.

I am incredibly honored and privileged to serve as your fire chief and enjoy the opportunities to connect with the cities and communities we proudly serve. The PSRFA is an exceptional organization that is dedicated to taking care of people with professionalism and compassion. Our community has changed over the past several years and the PSRFA is committed to changing and adapting to properly represent and meet the needs of the community. We continuously seek opportunities to gain efficiency through process improvements and cost reduction strategies. Your governance board provides strong leadership and guidance ensuring the practices and services of the PSRFA are sustainable through the proper use of available resources.

This strategic plan has been a collaborative effort, driven by input from our community partners and leaders. Recognizing the dynamic nature of the changing communities we serve, we are focused on understanding the needs of our communities. It is my commitment to you that the PSRFA will always focus on taking care of people and being a trusted partner in the community. This plan identifies four specific goals to propel our organization forward towards continuous improvement and ensure exceptional services. By establishing comprehensive performance measures, we will strive for innovative solutions to achieve our goals. This strategic plan provides transparency and creates direct accountability in our services.

The PSRFA is resolute in our purpose to professionally and compassionately help people. We are a values-based organization, holding true to our beliefs of Integrity, Innovation, Inclusion, and Service. Thank you for allowing us to serve you, and for helping us create a strategic plan that will sustain our services into the future.

Sincerely,

Matthew Morris
Fire Chief
**GUIDING STATEMENTS**

**PURPOSE**
Professionally and compassionately helping people.

**VISION**
To be a trusted resource for building safe and healthy communities.

**MISSION**
To provide effective and sustainable services that meet the needs of a changing community with the resources entrusted to us.

**VALUES**
- **Integrity.** We believe in holding ourselves accountable for our actions and living our shared values.
- **Innovation.** We believe in continuous improvement through collaboration.
- **Inclusion.** We believe in the strength diversity brings to our organization and communities.
- **Service.** We believe in exceeding the needs of our communities through exceptional customer service and leadership.

**MAPPING OUR GOALS TO OUR VISION**

By advancing the four Goals listed below, we believe we will achieve our Vision of being a trusted resource for building safe and healthy communities.

**MEET THE COMMUNITY'S NEED FOR SERVICE.**
Our primary focus is on preventing and responding to our community’s calls for service, professionally and compassionately helping people.

**CONNECT WITH OUR COMMUNITY.**
To appropriately support and be supported by our changing community, we must make concerted efforts to understand community needs and tell our story in context.

**DEVELOP ORGANIZATIONAL SUSTAINABILITY AND RESILIENCY.**
Robust systems and stable finances will support effective, efficient, and sustainable service delivery.

**PROMOTE THE WELLNESS AND PROFESSIONAL GROWTH OF OUR TEAM.**
Taking care of each other is a longstanding part of our culture. We seek to best serve our community by caring for the wellbeing of ourselves, our families, and one another.
MEET THE COMMUNITY’S NEED FOR SERVICE.

A. Evaluate and adjust station placement and staffing to meet changes in demands for service, population and building density, and community infrastructure.

B. Provide uniformity across equipment, tools, and standards for our team’s safety and consistency of service delivery across the communities we serve.

C. Strengthen relationships with key service partners.

D. Determine our roles and responsibilities regarding specialty areas such as hazmat and wildland fire.

CONNECT WITH OUR COMMUNITY.

A. Establish a Community Relations Office.

B. Understand and share our story, including the variety of emergency and non-emergent services we provide and the value we generate.

C. Strengthen partnerships with community organizations.

D. Use each engagement as a way to deepen our relationship with our community.

E. Recruit a staff that is representative of the communities we serve.

KEY PERFORMANCE INDICATORS

- Decrease reaction times by 5% by the end of 2020
- Establish regional PIO coverage plan by the end of 2020
- Establish urban planner role and relationship connecting RFA to jurisdictions served by the end of 2020
- Increase response capacity of FD Cares by the end of 2021
- Maintain response personnel training requirement compliance
- Maintain emergency response plans for contracted agencies
- Expand external customer service survey program by July 2020
- Increase CERT class attendance by 5% by the end of 2020
- Increase social media stream followers/posts by 10% by the end of 2020
- Increase community partnerships in health and social services by 2 agencies by the end of 2020
- Increase number of community education opportunities (touch points) by 20% by the end of 2020

PUGET SOUND FIRE | ADOPTED SEPTEMBER 18, 2019
A. Strengthen and balance our organizational structure following rapid growth of our organization and service region.
B. Prioritize systemic and nimble internal customer service.
C. Establish strong systems, processes, and expectations for internal communication.
D. Revise internal systems to increase efficiency and accountability, ensuring we are good stewards of public resources.
E. Implement succession planning for the benefit of the organization and our team.

**A.** Implement an expanded wellness program.
**B.** Provide opportunities for professional growth and proactively support career advancement.
**C.** Maintain a culture of living established values including open communication, acknowledgment of efforts, and fun.

**KEY PERFORMANCE INDICATORS**

- Update organizational succession plan by the end of 2020
- Maintain financial accountability through comprehensive and transparent budget development as part of the annual budget process
- Develop and implement continuous operation/recovery plans for RFA by the end of 2021
- Implement Enterprise Resource Planning system by the end of 2020
- Provide comprehensive supervisor training for all supervisors by the end of 2020
- Coordinate the implementation of GIS program by the end of 2020
- Complete annual employee satisfaction survey by the end of 2020
- Expand current medical physical program by the end of 2020
- Coordinate annual awards banquet
- Coordinate annual organizational appreciation event
- Increase peer support members by 10% by the end of 2020
- Establish resource list/process for employee support programs by the end of 2020
Helping Communities and Organizations Create Their Best Futures

Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success.

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