

## 2026–2030 Strategic Plan

### Purpose of this Document

This Strategic Plan serves as a roadmap for the Riverside Fire Authority to guide its mission, goals, and resource allocation over the next five years. It outlines the department’s priorities, identifies community needs, and sets measurable objectives to ensure the highest levels of service delivery, safety, and operational readiness.

### Why Strategic Planning Matters

In an evolving landscape of community growth, fiscal constraints, and increasing service demands, strategic planning enables fire departments to remain focused, accountable, and proactive.

By clearly defining strategic priorities—such as workforce development, emergency response capability, infrastructure, and community engagement—this plan ensures that Riverside Fire Authority can make informed decisions, adapt to changing conditions, and continue to deliver appropriate, professional and effective fire and emergency services.

### Commitment to Progress

The Strategic Plan is a living document that will be reviewed annually and updated as necessary to reflect new challenges, opportunities, and progress toward established goals. Through transparency and accountability, the Riverside Fire Authority remains committed to serving with integrity, excellence, and innovation.

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**This key can be used to decipher the deliverable timelines for the following strategic objectives:**

**Annual Action Plan** – Check-off items throughout the course of the year to assist in maintaining the Master Planning Continuum

**YEAR Action Plan** – Specific objectives that have been approved and funding allocated toward with a desired goal for completion within the upcoming year.

**Short Term Plan** – Objectives that may be funded or are not anticipated to need funding to complete. Objectives in the Short-Term Plan have not been started. These objectives may require additional planning or design in order to begin. These projects do not need Board approval to begin, but may require Board approval of the finished product (policy updates, etc.)

**Mid-Range Plan** – Objectives that are not currently funded or approved, but are viewed as necessary to achieve Authority strategic goals.

<b>Strategy #1</b>
<b><i>“Through visionary leadership and effective management practices ensure cost effective and operationally efficient services to our citizens.”</i></b>

<b>Strategic Goal #1A</b>		
“To provide a system for planning, organizing, leading, and evaluating the programs and services of the organization to accomplish the mission of the RFA.” (Administration and Governance)		
<b>Objectives</b>		
1A1	Approve upcoming year Action Plan in conjunction with budget approval	Annual Action Plan
	Admin Staff	Q4
1A2	Review and Revise Annual Action Plan	Annual Action Plan
	Admin Staff	Q4
1A3	Review and Revise Short Range Plan	Annual Action Plan
	Admin Staff	Q4
1A4	Review and Revise Mid-Range Plan	Annual Action Plan
	Admin Staff	Q2-3
1A5	Develop training and education plan for Administrative and Legislative section personnel	Mid-Range Plan
	Admin Staff	2027
1A6	Designate resource to fund a full-time administrative assistant hours to support records retention for human resources, training and inventory	Mid-Range Plan
	Admin Staff	2027-2028
1A7	Develop succession plans for all administrative positions, beginning with Assistant Chief of Operations & Training and District Secretary	2026 Action Plan
	Admin Staff	Q3
1A8	Review and update all Authority Operating Policy	Short Range Plan
	All staff	2026-2027

<b>Strategic Goal #1B</b>		
“To provide and maintain an efficient and effective operational structure to achieve the RFA’s mission and goals” (Organizational Design)		
<b>Objectives</b>		
1B1	Review and revise Organizational Design chart to align with service model priorities	Annual Action Plan
	Admin Staff	Q4

<b>Strategic Goal #1C</b>		
“To identify, quantify, document and project the fiscal expenditures and available financial resources needed to accomplish the mission of the RFA.” (Financial Management)		
<b>Objectives</b>		
1C1	Update Finance Model	Annual Action Plan
	Finance Officer, Fire Chief	Q1
1C2	Review Fiscal Policies for internal and legal accuracy	Annual Action Plan
	Finance Officer, Fire Chief	Q1
1C3	Plan grant program targets and application timelines	Annual Action Plan
	Admin Staff, Program Coordinators	Q1
1C4	Review & revise fee schedules	2026 Action Plan
	Admin Staff	Q4
1C5	Review & revise cost recovery program	2026 Action Plan
	Admin Staff	Q2
1C6	Implement cost recovery / property tax substitute for tax exempt properties	Mid-Range Plan
	Admin Staff	2026-2027
1C7	Determine feasibility and implement impact fees	Mid-Range Plan
	Admin Staff	2026-2027
1C8	Develop alternative revenue sources / enterprise services for expanded service models, including enhanced rescue capabilities, fee for service training and education services and expanded scope of Emergency Medical Services	Mid-Range Plan
	Admin Staff, Program Coordinators	2026-2028

<b>Strategic Goal #1D</b>		
“To assure required records are created and retained and that relevant and accurate information is available to all who have a need to be informed about the activities and aspirations of the RFA.” (Information Management)		
<b>Objectives</b>		
1D1	Develop a short, mid and long-range electronics information and equipment replacement program.	Mid-Range Plan
	Program Coordinator	2026
1D2	Revise policies for internet-intranet, social media, AI	Short Range Plan
	Admin Staff	2026-2027
1D3	Conduct a cybersecurity vulnerability assessment through the Washington State Auditor’s Office #BeCyberSmart program.	Short Range Plan
	Admin Staff, Program Coordinator	2026-2027

<b>Strategic Goal #1E</b>		
“To regularly monitor the effectiveness and efficiency of fire authority operations and service delivery with respect to its mission in the community.” (Performance and Accountability)		
<b>Objectives</b>		
1E1	Prepare Annual Report	Annual Action Plan
	Admin Staff	Q1
1E2	Conduct performance comparisons with similar agencies using the WA SAO FIT or equivalent	Annual Action Plan
	Admin Staff	Q3
1E3	Maintain WSRB Protection Class Rating of 5 or better	Mid-Range Plan
	Admin Staff, Program Coordinators	2027-2028
1E4	Establish a customer survey program	Mid-Range Plan
	Admin Staff	2026-2027
1E5	Involve greater community participation for next cycle of Mid-Range and Long-Term Plan updates	Mid-Range Plan
	Admin Staff	2028-2029
1E6	Maintain situational awareness of opportunities to collaborate, both formally and informally, with neighboring and regional entities for service delivery	Mid-Range Plan
	Admin Staff	2026-2030
1E7		

**Strategy #2**

***“Prepare, coordinate, respond and, to the extent possible, mitigate emergency and non-emergency requests for service from the residents of RFA, visitors and partner agencies”***

**Strategic Goal #2A**

***“To reduce the risk to life, property and community vitality that may be threatened by emergency and non-emergency situations.” (Emergency Response)***

**Objectives**

2A1	Review Annual Report to identify and develop solutions for service level gaps	Annual Action Plan
	Fire Chief, Operations Chief	Q2-3
2A2	In conjunction with Community Risk Analysis project, inventory target hazards and review response plans for each	Short Range Plan
	Fire Chief, Operations Chief, Prevention Chief	2026-2027
2A3	Establish operating policy for development and maintenance of internal disaster response plans and continuity of operations	Short Range Plan
	Admin Staff	2026-2027

**Strategy #3**

***“Provide and support community activities to reduce morbidity, mortality and property loss due to accident or incident including plan review, code enforcement, and fire origin and cause investigations.”***

**Strategic Goal #3A**

**“To identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact” (Community Risk Reduction section)**

**Objectives**

3A1	Complete a formalized Community Risk Analysis	Mid-Range Plan
	Admin Staff	2026-2027
3A2	Develop focused mechanisms aimed at mitigating the levels of risk present in our community that contribute to injury and loss, as determined by Community Risk Analysis	Mid-Range Plan
	Admin Staff, Program Coordinators	2026-2028
3A3	Develop formalized Community Risk Reduction Plan	Mid-Range Plan
	Admin Staff, Program Coordinators	2026-2028
3A4	Improve annual inspections of all occupancies.	Mid-Range Plan
	Prevention Staff, Operations Staff	2026-2028
3A5	Develop and maintain at least 2 fire investigation trained personnel per shift	Mid-Range Plan
	Prevention Chief, Operations Chief, Program Coordinators	2026-2028

<b>Strategy #4</b>
<b><i>“Educate and train emergency responders to be efficient and effective with an emphasis on personal and team safety through proactive risk management awareness and practices.”</i></b>

<b>Strategic Goal #4A</b>		
<b><i>“Educate and train emergency responders to be efficient and effective with an emphasis on personal and team safety through proactive risk management awareness and practices.”</i></b>		
<b>Objectives</b>		
4A1	Review Annual Report to identify and develop solutions for training program needs	Annual Action Plan
	Operations Chief, Program Coordinators	Q2-3
4A2	Update Professional Development program to improve leadership curriculum	Mid-Range Plan
	Operations Chief, Program Coordinators	2026-2027
4A3	Develop and implement a formalized peer support program	2026 Action Plan
	Admin Staff, Program Coordinator	Q2
4A4	In conjunction with Community Risk Analysis and target hazard response plan inventory projects, assure training program capabilities are adequate to meet community planning and response needs	Mid-Range Plan
	Operations Chief, Program Coordinators	2026-2028
4A5	Formalize policy, SOG, FOG and training materials to mitigate stored energy incidents	Mid-Range Plan
	Operations Chief, Program Coordinators	2026
4A6	Implement training program updates to improve the use of remote access options for volunteer personnel, when appropriate	Mid-Range Plan
	Operations Chief, Program Coordinators	2026-2027

**Strategy #5**

***“Assemble and maintain sufficient quantities of supplies and materials in appropriate locations that ensure zero interruptions in services provided by the Operations Section with a keen attention to quality and cost.”***

**Strategic Goal #5A**

“To provide and maintain efficient, effective and safe facilities to house the apparatus, equipment and personnel in strategic locations throughout the RFA as necessary to carry out our Mission” (Facilities)

**Objectives**

5A1	Review facilities reserve fund/schedule and revise where necessary	Annual Action Plan
	Admin Staff	Q2-3
5A2	Update capital facilities plan	Mid-Range Plan
	Admin Staff	2026-2027
5A3	Develop Station 1 replacement plan, including site study and construction plan.	Mid Range Plan
	Admin Staff	2027-2029

**Strategy #6**

***“Procure, deploy and maintain equipment necessary to complete mission critical activities with the highest possible degree of reliability and safety.”***

**Strategic Goal #6A**

“To provide and maintain an economically efficient and operationally effective vehicle fleet and the equipment needed to safely carry out the mission of the RFA” (Vehicles & Equipment)

**Objectives**

6A1	Review equipment and apparatus reserve funds/schedules and revise where necessary	Annual Action Plan
	Admin Staff	Q2-3
6A2	Update fleet and equipment needs for update of capital facilities plan	Short Range Plan
	Admin Staff	2026-2027
6A3	Develop contingency plan for alternative source(s) to provide apparatus maintenance and repair	Mid-Range Plan
	Admin Staff	2027-2029
6A4	Finalize replacement plan and schedule for Ladder 2	Mid-Range Plan
	Admin Staff	2026