##### Key Essentials

*Key Messages:* Key messages will be developed by the RFA Planning and Steering committee.

*Truthfulness:* One of the paramount principles of communication will be accurately reporting past events to earn future trust.

*Responsibility:* Each jurisdiction’s Fire Chief is responsible to disseminate information and inform their internal and external publics.

*Consistency:* To maintain a consistent message, staff from the three participating jurisdictions will receive assignments to develop joint press releases that will be delivered by the local fire chief.

*Frequency:* Communication will occur proactively rather than waiting for problems to arise and then communicating. This will require regular communications.

*Requirements:* The RFA is required by law to follow certain rules as defined in state statute. All communications shall comply with the spirit of these rules and laws.

*Expectations:* All fire department leaders must ensure our citizens and members receive timely, relevant and reliable information regarding the RFA work plan.

##### Communication Milestones

Monthly Reports on Progress to the Executive Board of the KCFCA Monthly Reports on Progress to the general KCFCA meetings

Monthly Reports on Progress to the Kitsap County Fire Commissioners Monthly Reports on Progress to the Executive Board of the KCFCA Weekly updates for SKFR members

Quarterly updates for WFC

Developed Joint Public Meeting Notice for First RFA Planning Committee Meeting Developed Joint Press Releases Announcing First RFA Planning Committee Meeting

##### Target Audiences

Identified internal target audiences include:

* Elected Officials
* Chiefs
* Labor leaders
* Volunteer Leaders
* Officers/Managers
* uniform members
* non-uniform members
* Volunteer Members Identified external target audiences include:
* Neighboring Fire District Leaders
* Harrison Hospital
* Local Ambulance Companies
* Local Healthcare providers
* Business Community
* Community Leaders/Clubs
* Local Regional Coordinating Council
* Local Elected Officials (any outside of the named fire departments)
* General Public/Media
* WFC
* WFCA
* WSCFF
* WSFF
* Local DEM
* Local Fire Commissioners Association

##### Communication Process

The primary methods used to disseminate information and/or educate:

Electronic Communication

This includes but is not limited to such communication vehicles as targeted emails, web sites, newsletter, internal mail lists, Chiefs updates, labor newsletters, volunteer newsletters, surveys, weekly Friday updates, and other means of rapid information dissemination. The key hub for *[RFA Name]* is the web site at *[RFA Website].*  This web site will provide access to all local fire department web sites including the labor and volunteer web sites. The web site will have a general access for everyone to see and a members section for the RFA Planning Committee and Steering Committee members. All public documents, presentations, calendar of events, e-mail addresses and other associated information will be on the web site.

Printed communication

This includes printed or copied documents as needed to fulfill the communications objectives. These include talking points, fact sheets, program newsletters, news releases, newsletter articles for partner and association newsletter, progress reports, brochures, training materials, booklets and other items as necessary.

Verbal communication

This includes speaking engagements, presentations, and formal training classes in a variety of forms including classroom style, videotaped, videoconferencing and computer based training and computer conference style education. Meetings may include executive level briefings, team briefings, office or unit staff meetings, customer meetings, partner meetings, provider meetings and stakeholder briefings. This can also include word of mouth from members to citizens.

Visual communication

Often this will include materials to be used in presentations, speaking, or training. These include PowerPoints, videotapes, and other visual charts, graphs, posters and pictures.

##### Communications Strategies

*[RFA Name]* communication strategies will be multi-faceted and carried out using a variety of communication methods. Key strategies include:

* Information Only: Determine if the communication is “information only.” Once determined, that will drive the types of communication methods needed – relying more on utilizing the traditional electronic communications channels (Email, email newsletters, weekly updates, etc.).
* Seeking Feedback: Determine if the communication is seeking feedback. If so, the means of communicating that information is more complex and should involve actively engaging staff either through a conversation, meeting, task, class or activity. This is to ensure that the information exchange is effective.
* Managers as Key Communicators: Rely on management and member leader groups at all levels to help communicate key messages and receive feedback. It will be critical to be strategic on who, how, and how often these managers will be used to help carry messages. Too much repetition of this method will lead to dilution of messages; whereas no use of managers at various levels will not allow necessary buy-in.
* Video Conferencing
* Getting Staff’s Attention: Rely on various staff meetings to help communicate critical issues and decisions. In order to get staff’s attention on major changes, they need to hear it from their own managers in their own meetings. Likewise the community needs to hear from their Fire Chief not a staff support person or other jurisdictions Fire Chief. Support staff plays a key role for the Fire Chiefs by developing the desired communication.

##### Communication Tactics

Information and Awareness – All Audiences

* 1. Information
     + Meet with peers and customers on a regularly scheduled basis.
     + Frequency: Monthly
     + Responsibility: Fire Chiefs
     + Track questions and follow up issues.
     + Frequency: As identified by the Steering and Planning Committee
     + Responsibility: Fire Chiefs
  2. Develop Fact Sheets on Critical Issues
     + Develop fact sheets to be used with external audiences on critical issues. These will be developed on an as needed basis.
     + Frequency: As identified by the Steering and Planning Committee
     + Responsibility: Fire Chiefs
  3. Feedback
     + Review and make suggestions for improvements to key issues in the work plan as defined:
       - Anything that will end up on the Public area of the web site
       - Press Releases
       - Internal / External Surveys
       - Key Presentation materials
       - Anything representing an official position of the RFA Planning Committee
     + Frequency: Monthly
     + Responsibility: RFA Planning and Steering Committee Chairs

Internal communications: All [Agency Names]

* 1. RFA Chairs message

At the RFA Chairs discretion, include information that reinforces the importance of the RFA work plan and what it means to citizens and members of the three jurisdictions. Help them understand how it affects them.

* + - Frequency: Quarterly
    - Responsibility: RFA Planning and Steering Committee Chairs
  1. RFA Steering Committee Chairs message
     + Periodic updates to the members of the three fire departments. Prepared by the Chair and but disseminated by the local the fire chief.
     + Frequency: Weekly
     + Responsibility: Fire Chiefs and Steering Committee Chair
  2. Fire Department News letters
     + Periodic articles provided to members of the three fire departments (electronic employee newsletter) on featured RFA activities.
     + Frequency: Depending on existing publication/circulation times
     + Responsibility: Fire Chiefs
  3. Member Feedback loop
     + Maintain and publicize a member feedback loop where questions can be posed and answered through regular email messages, web site or other means. Track questions/answers.
     + Frequency: On -Going
     + Responsibility: Fire Chiefs

Internal communications: Targeted Managers/Staff/Committees

* 1. Manager Meetings
     + Meet as needed with managers or department-wide committees to share important information. Identify issues that they need to communicate. Send critical reminders and info to managers pertaining to RFA issues on an as needed basis.
     + Frequency: On-going
     + Responsibility: Fire Chiefs
     + Communication tactics

Combined communications: (Internal and External Use) – Web site

* 1. Overall use of RFA Web site
     + This should be the hub of all RFA communications. Continue to make site more robust, weekly postings.
     + Frequency: Ongoing
     + Responsibility: Fire Chiefs
  2. Other RFA-related documents
     + Post other RFA related documents that are public documents including those from various sections, projects and initiatives.
     + Frequency: On-going
     + Responsibility: Fire Chiefs
     + Communication tactics

External Communications: Stakeholders

* 1. Stakeholder presentations
     + Present RFA updates in formal meetings of organizations such as the Chamber of Commerce, Rotary and others. Determine stakeholder groups applicable, build schedule.
     + Frequency: Ongoing
     + Responsibility: Fire Chiefs
  2. Communication with other fire agencies
     + Identify a point of contact for other fire agencies on RFA issues. Share successes on a regular basis; also good way to determine barometer on new ideas, approaches.
     + Frequency: Monthly
     + Responsibility: Fire Chiefs and Steering Committee Chair
  3. Statewide Conference Participation
     + Participate in statewide conferences, symposiums, and summits. Communicate successes and failures.
     + Frequency: Ongoing
     + Responsibility: RFA Planning and Steering Committee Chair

External communications: Public/media

* 1. RFA-related news releases
     + Work with support staff to develop message as directed by the RFA Planning Committee Chair.
     + Frequency: Ongoing
     + Responsibility: RFA Planning and Steering Committee Chairs
  2. RFA fact sheets
     + Create fact sheets on issues or decisions as needed for use with the public and/or news media.
     + Frequency: Ongoing
     + Responsibility: RFA Planning and Steering Committee Chairs
  3. Media Response

Be available to respond to media inquiries relating to RFA as needed. All members of each participating department and the members of the RFA Planning and Steering Committees agree that a central point of contact for the media is necessary. The point of contact will be the RFA Steering Committee Chair in consultation with the RFA Planning Committee Chair and the other local Fire Chiefs.

* + - Frequency: Ongoing
    - Responsibility: RFA Steering Committee Chair
  1. Legislative/elected official response
     + Be available to respond to legislative and elected official inquires relating to RFA as needed.
     + Frequency: On-going

Responsibility: RFA Planning Committee Chair in consultation with the RFA Steering Committee Chair and the local fire chiefs