

## 2020-22 Strategic Plan

TVF&R's Strategic Plan serves as a two-year guideline for managers as they develop and prioritize annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The mission, vision, and values statements outlined below define TVF&R's purpose and intention. The plan also outlines organization-wide goals and corresponding strategies proposed to move the agency toward the stated vision. Divisional/departmental tactics, developed and reported by managers in line with their annual budgets, further focus the organization's work toward achieving its priorities.

### Mission

Tualatin Valley Fire & Rescue is committed to creating safer communities through prevention, preparedness, and effective emergency response.

### Vision

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. We invite community members and partner governmental agencies to help us advance a community with the following attributes:

- Protection from fire, medical, and other emergencies is achieved through targeted, proactive risk-reduction strategies. When emergencies do happen, skilled personnel provide fast and effective response services.
- Education delivered to residents and businesses motivates their active role in emergency prevention, preparedness, and resilience measures. Our personnel take steps to ensure this in their own lives as well.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.

## Values

A plan cannot anticipate every decision that we will make, and no amount of training can cover every situation that will confront members of our organization. That is one reason why we have defined three core principles – known to the members of Tualatin Valley Fire & Rescue as the “Chief’s Bull’s-Eye” – as a reminder to all members of our organization that excellence is achieved only when decisions are made consistent with these cornerstones:

**Safety and Performance** – We value a culture of safety. Employee and volunteer safety shares top priority with getting the job done well. We will create safer communities by reducing the risk of emergencies through risk reduction and preparedness programs.

Despite our best efforts of prevention, when response is required, it will be effective and purposeful. Everyone is expected to perform their jobs at the highest level possible. We will seek innovations and external partnerships to increase efficiencies and maximize resources and will serve as role models for implementing change in our industry.

**Professionalism and Inclusion** – We are accountable to the public we serve and will be good stewards of the finances and resources entrusted to us. We will conduct ourselves in a manner that brings credit to the organization and the fire service while both on and off duty. We put people first, treating our residents and coworkers with honesty, dignity, and respect. We work to create an environment of mutual respect, trust, and commitment where everyone can contribute to the District’s mission, based on their unique talents and backgrounds. When diverse opinions emerge, we are consensus builders who do what is best for our community and organization. In the same manner, we strive to maintain collaborative labor management relations.

**Customer Service** – Serving our community is a privilege. Whether it’s a true emergency or a situation where a resident has simply exhausted their personal resources, we will seek opportunities for outreach to and exceed the expectations of our community. This also reflects the value we place on engagement with our co-workers and the services we provide to each other.



## 2020-22 Goals and Strategies

### 1. HEALTH

<b>GOAL:</b> Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.
<b>EXPECTATIONS:</b> <ul style="list-style-type: none"> <li>• All personnel understand organizational priorities and are working in a cohesive, strategic direction.</li> <li>• Information flows between and is consumed by all levels so that individuals and teams are connected.</li> <li>• Individual and organizational health/wellness, safety/security, and preparedness are maximized.</li> <li>• Potential risks and subsequent impacts are considered before taking action that involves personnel, financial, and physical resources.</li> </ul>
<b>STRATEGY 1.1:</b> Identify and implement an overarching technology foundation with secure, stable and appropriate design to support core business functions and future needs or innovations.
<b>STRATEGY 1.2:</b> Implement planned workplace security improvements incrementally, with focused attention on a related cultural shift.
<b>STRATEGY 1.3:</b> Refine OHW and BHS service and staffing models with attention on scope, focus, and sustainability.
<b>STRATEGY 1.4:</b> Identify workplace health risks; develop targeted planning and policy recommendations.
<b>STRATEGY 1.5:</b> Conduct proactive and focused business/financial planning to inform resource decisions.

### 2. PERFORMANCE

<b>GOAL:</b> Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.
<b>EXPECTATIONS:</b> <ul style="list-style-type: none"> <li>• Organizational performance improves as a result of exemplary individual and team performance.</li> <li>• Sustained, targeted efforts aim to understand and mitigate common hazards.</li> <li>• Business tools and technologies inform performance targets and strategic decision-making.</li> <li>• Ongoing, data-informed deployment modeling identifies optimal system and infrastructure modifications.</li> <li>• Managers clearly communicate expectations, track individual and team performance, and acknowledge their contributions.</li> <li>• A skilled workforce, aligned with short- and long-term demands, is maintained through: <ul style="list-style-type: none"> <li>○ Training and development programs</li> <li>○ Outreach and hiring initiatives</li> <li>○ Proactive business processes for workforce planning</li> <li>○ Responsible compensation practices</li> <li>○ Inclusive and supportive working environments</li> </ul> </li> </ul>
<b>STRATEGY 2.1:</b> Develop and refine tools/processes for assessing operational performance trends and informing resource decisions.
<b>STRATEGY 2.2:</b> Monitor and evaluate emergency operations service delivery, response performance, and community risks to maximize deployment. Ensure the right resources, with the right staffing, are deployed to the right call at the right time to execute the right tactics and procedures.
<b>STRATEGY 2.3:</b> Develop a training master plan that identifies physical resources and capital improvement recommendations.
<b>STRATEGY 2.4:</b> Identify practical steps to develop employees' expertise and preparedness to fill key positions or leadership roles in times of organizational growth, talent loss or management turnover.
<b>STRATEGY 2.5:</b> Develop and deliver data-informed risk reduction programming to increase community safety, mitigate response demands, and inform resource-based decisions.
<b>STRATEGY 2.6:</b> Support positive, respectful, and inclusive work environments; provide the workforce with updated information, education, and guidance to employees.

### 3. OPPORTUNITIES

<b>GOAL:</b> Carefully evaluate and then execute, or dismiss, emerging opportunities.
<b>EXPECTATIONS:</b> The District will only engage in opportunities that contribute positively toward: <ul style="list-style-type: none"><li>• Fast and effective emergency response</li><li>• Community health and safety</li><li>• Efficiency, financial resilience, and sustainability.</li><li>• Cooperative partnerships, resource sharing, and integrated regional service delivery</li></ul>
<b>STRATEGY 3.1:</b> Advocate for system improvements in cooperation with partner agencies.
<b>STRATEGY 3.2:</b> Participation in joint initiatives targeting community-specific risks in cooperation with intergovernmental partners, community/civic groups, task forces, and coalitions.
<b>STRATEGY 3.3:</b> Assist in developing and fully implementing the Regional SCBA Replacement deployment and training plan.
<b>STRATEGY 3.4:</b> Complete planned land purchases for future fire stations.
<b>STRATEGY 3.5:</b> Conduct planning as needed for continued mitigation, recovery and assessment of the COVID-19 response/operations. Apply lessons learned toward forward-looking planning for a possible resurgence.