

## **2018-20 TVF&R Strategic Plan (Amended/Updated 6-25-19)**

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 resiliency 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.

In fulfilling this vision, we are committed to being an organization that:

- Aligns to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and exemplify the concept of good government.
- Fosters an inclusive and respectful workforce engaged in, and welcoming of, the attributes and characteristics of our diverse community.
- Anticipates, influences, and adapts to growth and change to ensure excellent service delivery. To do so, we make data-informed decisions, manage a high-performing workforce, and maintain active community outreach.
- Manages in a sustainable manner.
- Participates in improvement of the public safety industry and local services.

## 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** – Employee and volunteer safety shares top priority with getting the job done well. Everyone who comes to work, goes home from work, and everyone is expected to perform their jobs at the highest level possible. 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. 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 recognize that 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. 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 exceed the expectations of our community.



## 2018-20 Goals and Strategies

NOTE: The 2018-20 Strategic Plan has a two-year scope. A high-level, mid-term progress report is provided in-line below. A more detailed report will be provided in the 2020-21 budget document. Progress toward the divisional/departmental tactics tied to the Strategic Plan is reported later in the budget document.

### 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>STRATEGIES:</b>	
<b>STATUS</b>	
1A	<p>Improve communication and education on TVF&amp;R's strategic direction and priorities, core services, business and financial model fundamentals, and related challenges. <i>PROGRESS: Leadership communicated four-month, Strategic Plan focus areas for emphasis in work plans. Reviewed strategic goals, key initiatives, budget elements, funding mix, and projected revenues on Chief's Corner and budget kickoff broadcasts. Provided PAFR speaking points to managers/duty chiefs and Finance Controller reviewed in person with crews.</i></p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>Research, adapt, and advance methods to increase and simplify consumption, and provide prompt feedback. <i>PROGRESS: Proposal for restructuring internal communications finalized; outlined tasks to improve consistency and reduce email, informed by an employee communications survey. Related SOGs revisions drafted.</i></li> <li>Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand videos. <i>PROGRESS: Electronic weekly briefing tool built in Target Solutions; posting initial briefing packet in early July. Researched electronic reader boards/monitors for station dayrooms to view scrolling information, programming, and ad hoc live broadcasts.</i></li> <li>Update official written communications as needed to ensure clarity on what is current policy and procedure. <i>PROGRESS: Distribution of SOG reviews, Special Orders and Special Notices, and training announcements changed to reduce unnecessary email overload.</i></li> </ul>
1B	<p>Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same. <i>PROGRESS: Workplace security and HIPAA site assessments conducted by experts; findings will inform infrastructure, policy/procedure, and behavioral changes. Cyber security training with focus on phishing scams delivered to all employees.</i></p>
1C	<p>Promote targeted health and wellness resources for non-line employees. <i>PROGRESS: Employee-driven Workplace Wellness Committee and related intranet site now in place. Posted health/wellness resources provided by the District and insurers, and workplace wellness programming targeting survey feedback (e.g., fitness walking challenges).</i></p>
	→ Ongoing
	→ Ongoing
	→ Ongoing

2018-20 Goals and Strategies, continued

1. HEALTH	STRATEGIES:		STATUS
	1D	Promote access to and awareness of available behavioral health resources. <i>PROGRESS: Behavioral Health and Peer Support intranet sites created with links to internal and external resources and duty peer support team schedule. Resilience training provided to recruit academies.</i>	→ Ongoing
	1E	Increase supervisor/employee discussion around personal preparedness goals. <i>PROGRESS: Priority communicated on personal emergency preplans and Send Word Now subscriptions. Send Word Now notifications tested during an exercise.</i>	→ Ongoing
	1F	Conduct proactive and focused business/financial planning to inform resource decisions. <i>Critical Initiatives:</i> <ul style="list-style-type: none"> <li>• Model anticipated effects and means of meeting expected/continued personnel cost increases. <i>PROGRESS: Example, budget forecasts/models adjusted for future PERS rate increases.</i></li> <li>• Outline a roadmap for future bond and levy measures. <i>PROGRESS: Growth/development modeling, data analysis, and voter research informed successful levy renewal ballot measure.</i></li> <li>• Monitor land-use planning, urban service agreements, urban renewal, and economic development initiatives affecting the service area.</li> <li>• Monitor growth and development trend analysis.</li> </ul>	→ Ongoing

*ADDITIONAL PROGRESS: TVF&R Occupational Health and Wellness Clinic opened; established on-site services for all personnel, including office time for contracted physician. Crew physical exam time reduced by 1.5 hours due to operational efficiencies. Over 300 wellness fitness assessments conducted in stations.*

2018-20 Goals and Strategies, continued

**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 recruitment 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>STRATEGIES:</b>	
<b>STATUS</b>	
2A	<p>Evolve assessment tools to better define operational performance trends and inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>• Optimize mobile incident intelligence applications. <i>PROGRESS: 2iS app deployed; refinement and development of features ongoing. Incorporating new EMS KPI.</i></li> <li>• Capture post-fire review in the incident records management system. <i>COMPLETED Trained company officers on using fire report narrative tool to capture observations.</i></li> <li>• Refine response time definitions and measurements. <i>COMPLETED: Refocused response performance analysis on dispatched call type rather than situation found and stopped applying a standard deviation to calculations. Added a time segment for "response". Updated the Standards of Cover to reflect.</i></li> <li>• Capture occupancy and code compliance data in the EGIS spatial platform.</li> <li>• Retool peer review and quality improvement processes. <i>PROGRESS: Implemented a three-tiered, escalating post incident analysis approach. Revised EMS chart review guidelines. Initiated work on an EGIS data visualization to support peer review/QI.</i></li> </ul>
2B	<p>Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.</p>
	→ Ongoing
	→ Ongoing

2018-20 Goals and Strategies, continued

<b>2. PERFORMANCE</b>	2C	<p>Implement planned technology initiatives that improve connectivity and support organizational and response performance.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>• New CAD/AVL applications and evaluation. <i>PROGRESS: Engaged with WCCCA on identified CAD application, dispatch and response issues.</i></li> <li>• EGIS analytics and Standards of Cover applications. <i>PROGRESS: Preliminary work with vendor initiated.</i></li> <li>• Mobile incident intelligence software implementation. <i>COMPLETE: 2iS app deployed.</i></li> <li>• Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements. <i>PROGRESS: Subscribed to FirstNet broadband network. Helped outline/test WCCCA's new radio programming template. Pilot tested digital vehicle repeater systems.</i></li> <li>• Office 365 migration and training. <i>PROGRESS: Migration done; user support ongoing.</i></li> <li>• MUNIS ExecuTime implementation (e-timesheets).</li> </ul>	→ Ongoing
	2D	<p>Examine organizational and work group technology workflows; optimize capabilities. <i>PROGRESS: Convened Operations in-cab technology user group. Contracted experts helped Logistics managers develop process improvements, functional efficiencies, combined space utilization plan for migration to the planned Logistics Service Center.</i></p>	→ Ongoing
	2E	<p>Develop and maintain a strategic technology roadmap for well-timed system and resource enhancements; cross plan with facility improvements/construction and capital planning.</p>	→ Ongoing
	2F	<p>Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives. <i>PROGRESS: Piloting an adult care home community risk-reduction initiative; responding to over 4,000 related calls per year. Contracted research firm engaged to inform targeted education and outreach strategies.</i></p>	→ Ongoing
	2G	<p>Expand and evaluate mobile training resources for proof of concept; align with future facility investments. <i>PROGRESS: Deployed mobile EMS training unit; fire unit pending.</i></p>	→ Ongoing
	2H	<p>Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce. <i>COMPLETED: Employee survey informed a prioritized set of organizational learning topics; presented to Leadership. Updated the Apparatus Operator and Officer development programs/promotional processes. Initiated updates for Captain and Battalion Chief development models.</i></p>	√ Complete
	2I	<p>Promote available educational resources for fostering positive, respectful, and inclusive work environments. <i>PROGRESS: Company and Training Officers, Deputy Fire Marshals, Division Managers, and Executive Leadership trained. Guides for applying training developed. Confidential harassment/fraud reporting tool deployed. Related all-personnel communique sent by Fire Chief. Outreach and Mentor teams trained and outfitted.</i></p>	→ Ongoing

*ADDITIONAL PROGRESS: Added psychological evaluations and EMS skills assessments to firefighter candidate selection process, and adjusted NTN mechanical test segment. Piloting recruitment and 24-month firefighter candidate eligibility list for specific hiring opportunity rather than an open/continuous process. Initiated state-mandated pay equity/job analysis. Changed non-union pay practice to modified step structure.*

*Chief officers have observed increased crew performance on incidents and sited such contributing factors as: Increased individual and company ownership, inclusion training, rapid hose deployment/ training, monthly EMS and fire block training, increased truck company training, the company officer development program, training officer and academy cadre instructional technique training, and an improved field training officer process.*

2018-20 Goals and Strategies, continued

**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 and financial resilience</li> <li>• Cooperative partnerships, resource sharing, and integrated regional service delivery</li> </ul>	
<b>STRATEGIES:</b>	
<b>STATUS</b>	
3A	Advocate for system improvements jointly with partner agencies. <i>Critical Initiatives:</i> <ul style="list-style-type: none"> <li>• Improved patient care standards and EMS systems integration. <i>PROGRESS: Advocated for an integrated and transparent system for optimum effectiveness and patient care. Washington County EMS Alliance under development.</i></li> <li>• WCCCA radio system replacement. <i>PROGRESS: Informed/tested radio template.</i></li> <li>• Consensus on standardized dispatch policies and practices.</li> <li>• FirstNet public safety broadband network buildout in Oregon. <i>PROGRESS: Activated subscription to network.</i></li> <li>• Opticom modernization (or equivalent). <i>PROGRESS: Assisting with pilot testing.</i></li> <li>• Fire Data Lab participation. <i>PROGRESS: Staff actively engaged.</i></li> </ul>
→ Ongoing	
3B	Construct, outfit, and occupy a new Logistics facility. <i>PROGRESS: Construction for tenant improvements initiated. Move in targeted from June 2020.</i>
→ Ongoing	
3C	Complete planned land purchases for future fire stations.
→ Ongoing	

*ADDITIONAL PROGRESS: Implemented a regional enterprise GIS collaboration (REGIS) to develop a shared incident management and electronic occupancy pre-planning resource covering multiple counties.*