

## **2018-20 TVF&R Strategic Plan (adopted 6-26-18)**

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.

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.

**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.

**Professionalism** – 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 citizens 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.



2018-20 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>STRATEGIES:</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.</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 prompt feedback.</li> <li>• Expand routine briefings and related technological capabilities, such as webinars, video conferencing, and on-demand video.</li> <li>• Update official written communications as needed to ensure clarity on what is current policy and procedure.</li> </ul>
1B	Review and update workplace security policies, procedures, and guidance as appropriate; educate personnel on the same.
1C	Promote targeted health and wellness resources for non-line employees.
1D	Promote access to and awareness of available behavioral health resources.
1E	Increase supervisor/employee discussion around personal preparedness goals.
1F	<p>Conduct proactive and focused business/financial planning to inform resource decisions.</p> <p><i>Critical Initiatives:</i></p> <ul style="list-style-type: none"> <li>• Model anticipated effects and means of meeting expected/continued personnel cost increases.</li> <li>• Outline a roadmap for future bond and levy measures.</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>

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>	
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</li> <li>• Capture post-fire review in the incident records management system</li> <li>• Refine response time definitions and measurements</li> <li>• Capture occupancy and code compliance data in the EGIS spatial platform</li> <li>• Retool peer review and quality improvement processes</li> </ul>
2B	<p>Evolve operational deployment and staffing models to gain efficiency in meeting risks of the changing service area and demographics.</p>
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</li> <li>• EGIS analytics and standards of cover applications</li> <li>• Mobile incident intelligence software implementation</li> <li>• Responder communications system enhancements, including mobile repeaters, and digital, voice, and broadband improvements</li> <li>• Office 365 migration and training</li> <li>• MUNIS ExecuTime implementation (e-timesheets)</li> </ul>
2D	<p>Examine organizational and work group technology workflows; optimize capabilities.</p>
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>
2F	<p>Create and apply a standard community risk-reduction workflow to identify, develop, evaluate, and sustain targeted initiatives.</p>
2G	<p>Expand and evaluate mobile training resources for proof of concept; align with future facility investments.</p>
2H	<p>Identify and support targeted focus areas where facilitated employee development will be needed or helpful to maintain a skilled workforce.</p>
2I	<p>Promote available educational resources for fostering positive, respectful, and inclusive work environments.</p>

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>	
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</li> <li>• WCCCA radio system replacement</li> <li>• Consensus on standardized dispatch policies and practices</li> <li>• FirstNet public safety broadband network buildout in Oregon</li> <li>• Opticom modernization (or equivalent)</li> <li>• Fire Data Lab participation</li> </ul>
3B	Construct, outfit, and occupy a new Logistics facility.
3C	Complete planned land purchases for future fire stations.