



STRATEGIC PLAN

2023



2025

OVERVIEW

The 2023-2025 Strategic Plan for Central Pierce Fire & Rescue is a departure from its previous Strategic Plans. Unlike earlier versions of the District's Strategic Plan, where the District contracts with a vendor to guide the process, Staff assembled this plan almost entirely.

The Staff has harvested input from several stakeholders, including the public, the District's Fire Commissioners, District employees, IAFF Local 726, and the District's Leadership Team. The Staff has combined this information with carry-over issues from the 2018 Strategic Plan and known issues or opportunities within the District.

Finally, the Staff has considered Industry standards, along with regional, political, and financial factors influencing the District's journey over the next 36 months. These additional influences have been incorporated into this Strategic Plan.

The Strategic Plan answers six specific questions:

- 1. WHY DO WE EXIST?**
- 2. HOW DO WE BEHAVE?**
- 3. WHAT DO WE DO?**
- 4. HOW WILL WE SUCCEED?**
- 5. WHAT IS MOST IMPORTANT RIGHT NOW?**
- 6. WHO MUST DO WHAT?**

New to the District is the idea that this Strategic Plan will have "strategic anchors." These anchors are not meant to change year over year. Strategic anchors are indicative of the concepts that keep the organization focused and performing in the manner we expect for the longer term.

This new plan must be dynamic and fluid, allowing the District to be agile and innovative. Many things in the District have been, or are being, disrupted for one reason or another. More plainly, change is underway within the District, in the District's service area and its communities, the region, and the fire service as a whole. The District must be better positioned to lead, manage, and adapt through this change, hence a shorter-term plan that is more dynamic and fluid.

The various elements of this Strategic Plan are used by the Board of Fire Commissioners, the Executive Team, and all Members to support our work. The Strategic Plan will be explicitly linked to the District's policy positions, development and management of the District's budget, and execution of the expected performance standards within the District's standard of cover.

While some naming conventions and structure changed in this plan, the District still leans heavily on its mission, vision, and values. At the core of these three elements is service- service to our communities and to the men and women who serve within Central Pierce Fire & Rescue.

DEFINITIONS

STRATEGIC ANCHORS- an intentional topic, direction, or statement that the leadership team believes must be in front of the District at all times. Strategic Anchors are meant to be the “filter” that all decisions for the District are made through.

EXPECTED RESULTS- when the expected results are present, the District knows it has achieved what was set out for as a Strategic Anchor.

THEMATIC GOALS- these theme goal statements are meant to be singular, qualitative, temporary, and shared across the leadership team, and any assigned workgroups of the District. They are meant to be worked on one or two at a time, as to put the “weight of the organization” behind them. They are known as the current “rallying cry” within the District. The stated thematic goals within this plan will be expanded upon by the Leadership Team during the course of this plan, becoming more specific in nature and time bound.

DEFINING OBJECTIVES- these objectives are the tasks, details, and actions that need to be put in motion in order to accomplish the thematic goal. They are the work the Leadership Team and the workgroups must do. Defining Objectives do not show up in the Strategic Plan, as they are developed in real time across the expected performance period.

STANDARD OBJECTIVES- these objectives are the items of “routine intelligence” that allow the District to monitor it’s routine business. They are developed and owned by the Leadership Team. They contribute to an understanding of the progress towards the Strategic Anchor.

CORE VALUES- these values represent the core of the Districts’ expected culture. They are not meant to change over time, and Members of the District should lean on them as a strong sense of how to behave each and every day while at work.

ASPIRATIONAL VALUES- these values are present in some places within the District’s culture, but not solidified across the entire District. These values need additional development over the life of the plan.

PERMISSION TO PLAY VALUES- these values are the minimum standards of behavior within our culture that is expected at the District.



1. WHY DO WE EXIST? - MISSION

To effectively respond, continuously improve, and compassionately serve.

2. HOW DO WE BEHAVE? - VALUES

COMMITMENT TO EXCELLENCE- CORE (HUNGRY)

- Develop and maintain technical proficiency
- Exemplify a strong work ethic
- Demonstrate dependability
- Promote a positive culture
- Show pride in self, organization, and profession

RESPECT- PERMISSION TO PLAY

- Be tactful- right time, right place, and right topic
- Use candor- timely and to the point
- Talk only about what you know to be true
- Discuss principles and position, not politics or personality

TRUST (WORTHINESS)- ASPIRATIONAL

- Offer trust to gain trust
- Demonstrate confidence in each other through timely, specific, and relevant feedback
- Establish and maintain clear, open communication

INTEGRITY- PERMISSION TO PLAY

- Do the right thing all the time
- Follow through and do what you said you would do
- Own your mistakes and accept feedback

COMPETENCE- CORE (SMART)

- Perfect your craft
- Focus on your job first
- Be a continuous learner
- Actively mentor others

PROFESSIONALISM- ASPIRATIONAL

- Bring credit to yourself, the organization, and the profession
- Adhere to appearance and conduct standards
- Hold each other accountable

COMPASSION AND SELFLESSNESS- CORE (HUMBLE)

- Demonstrate empathy
- Actively listen
- Place duty before self
- Give more than you take
- Commit to humanity and dignity

3. WHAT DO WE DO?

Central Pierce Fire & Rescue provides solutions to the people of our communities by responding to their needs. We also take great care of each other and ourselves.

4. HOW WILL WE SUCCEED? - VISION

Central Pierce Fire & Rescue will experience success when we all do the following five things as an individual and as an organization:

- Drive the mission
- Model the values
- Manage your portion of the business
- Care for each other
- Care for ourselves

5. WHAT IS MOST IMPORTANT RIGHT NOW?

#1
HEALTH

#2
EXECUTION

#3
POSSIBILITY



STRATEGIC ANCHOR #1- HEALTH

Cultivate a healthy organization by focusing on core service delivery, developing people, performance at all levels, communicating clearly, and using resources as intended.

EXPECTED RESULTS

- Programs, processes, activities, and schedules of the District are representative of working in a manner to maximize service delivery.
- People are in balance- they are appropriately engaged and appropriately disengaged, with broad wellness in place.
- Those in leadership positions lead by example.
- There are tangible development programs at all levels that personnel benefit from, mentorship is occurring, and people feel well prepared to be successful in their current role.
- Individuals demonstrate an understanding that their performance directly influences organizational performance and are held accountable to their performance.
- Relevant and timely information is being shared, allowing individuals, and teams, to be informed on current topics throughout the District.
- Risk, benefit, reward, and responsibility are analyzed at all levels before allocating resources of any type.

THEMATIC GOALS

- TG1A- Prioritize emergency response.
- TG1B- Create a cohesive leadership team.
- TG1C- Invest in our people.
- TG1E- Create systems for balance.
- TG1F- Create clarity, and alignment around individual and organizational performance and accountability.
- TG1G- Communicate effectively.
- TG1H- Build a usable resource allocation model.

STANDARD OBJECTIVES

- SO1A- Monitor overall District activity load.
- SO1B- Monitor leadership team engagement.
- SO1C- Monitor organizational morale.
- SO1D- Monitor effectiveness of communication.
- SO1E- Monitor financial metrics.



STRATEGIC ANCHOR #2 - EXECUTION

Follow through in a manner that brings and maintains stability in the organization.

EXPECTED RESULTS

- A single culture is present within the organization.
- The “Hobo” environment ceases to exist.
- Recruitment yields a high level of qualified candidates that align with who we are and who we want to continue to be.
- Staffing and deployment across the District is appropriate for the given environment- metrics support continuous improvement in core services.
- Capital assets, and tools to do the job, are current and ease any burdens to accomplishing the work.
- The Board, Management, and Labor are aligned around the current and future direction of the District.
- Data and information is available to make informed decisions.
- We are connected with our communities and key partners, and they offer us their support towards the District’s expected performance.

THEMATIC GOALS

- TG2A- Address remaining cultural difficulties within the organization.
- TG2B- Build recruitment processes that match the current environment.
- TG2C- Right size the District’s staffing and deployment.
- TG2D- Develop a Capital Plan.
- TG2E- Gain alignment between the Board, the Leadership Team, and the Local.
- TG2F- Build out data, information, and analytics capabilities.
- TG2G- Bolster community and partner connections.



STANDARD OBJECTIVES

- SO2A- Monitor staffing levels.
- SO2B- Monitor incident response performance.
- SO2C- Monitor business metrics.
- SO2D- Monitor community and partner connection.

STRATEGIC ANCHOR #3- POSSIBILITY

In an effort to responsibly grow the organization, there is an emphasis on being intentional, both inside and outside the organization, of driving out duplication, creating efficiencies, being innovative, utilizing technology, and working with failure when it presents itself.

EXPECTED RESULTS

- Systems, such as policies, guidelines, and protocols, are as minimal as possible and address the current organizational environment.
- Personnel from cross divisions freely adapt to ideas and systems that are better used by all, versus single division systems.
- Reasonable failure from an attempt to be creative or innovative is met with open discussion and no penalty.
- Response systems are in place where geo-political boundaries are absent.
- Economy of scale is understood, leveraged, and there is an understanding that we are likely better together than apart.
- Technology enhances work practices, automates decision support systems, and can be utilized in a highly mobile environment.

THEMATIC GOALS

TG3A- Evaluate administrative processes.

TG3B- Refine and minimize business processes.

TG3C- Take a risk to advance the organization.

TG3D- Advance regionalization.

TG3E- Leverage the appropriate technologies.

STANDARD OBJECTIVES

SO3A- Monitor policy application.

SO3B- Monitor success of partnership efforts.

SO3C- Monitor use of technology platforms.



6. WHO MUST DO WHAT?

The Leadership Team, made up of thirteen individuals, will work to answer this question. Each portion of the Strategic Plan will be owned and driven by a different individual from the Leadership Team at different times. Outside of the Leadership Team, workgroups will be assembled through Battalion Chief Rosenlund. These workgroups will be engaged directly with certain Thematic Goals and Defining Objectives.