



City of Tumwater Fire Department

INTRODUCTION

The 2016 – 2021 Tumwater Fire Department Five Year Strategic Plan and Operational Guide is the Department’s roadmap for the future. It represents the efforts of many people in evaluating the Department and its mission in the delivery of quality of life services. An important aspect of this process includes anticipating the future. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, identify resources required to meet those needs and formulate a plan to provide comprehensive and cost – effective services to our customers – the citizens of Tumwater.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department’s most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Vision Statements, which serve as important reference points and decision guides in formulating this plan.

Flexibility is an inherent requirement in a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open – minded enough to continually explore new ways to better serve our customers and protect our workforce. Additionally, long term cost containment strategies will be required going forward in terms of ensuring maximum efforts in the care of apparatus, and equipment, energy conservation, cost recovery, revenue generation, and employee productivity.

The ability of Department members to focus and to be flexible has been tested in recent years as never before. Focus has been required to increase the Department and City capability to respond to budget restrictions. As the City has fewer resources, which has placed a strain on all facets of the Department’s operation as the City has continued to grow.

The challenges of the “new economy” will require us to be more strategic in nature, if we are to continue to improve our Department and its services to citizens. More than ever before, we will be required to be forward thinking, innovative and resourceful.

Each section of the plan begins with a goal statement followed by information on the program, resource requirements, and concludes with action plan objectives for the year(s), in support of the goal.

The plan is evaluated, revised, and refined annually, resulting in a current Five Year Plan always being in place. The first year identified in the plan is the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at services, concerns and needs for the future.



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More detailed and specific action plans will be required for many of the goals identified in the Five Year Plan. While modifications can be made at anytime due to priority changes, budgetary constraints, and planning refinements, the Five Year Plan provides an overview of anticipated activities and requirements. General economic conditions and, more specifically, the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the maintenance and development of the Department over the next five years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers and address the challenges of the budget process.