

2011 TVF&R STRATEGIC PLAN

The 2011 Strategic Plan is included here to emphasize the alignment of budgeted resources with strategies for improvement. The plan defines a vision for change and provides guidelines for formation and prioritization of strategies, annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan outlines the following:

- TVF&R's strategic purpose, including our mission, vision, principles, and organizational values
- Eight organization-wide goals and corresponding targeted outcomes intended to move the agency toward the stated vision
- An annual organizational report card to evaluate the agency's performance toward the goals and outcomes, based on critical analysis, data review and interviews with key personnel
- Guidance to help managers devise strategies for change, prioritize annual work plans, and develop supporting budgets to advance achievement of the goals and outcomes

MISSION STATEMENT

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

VISION & PRINCIPLES

OUR SHARED VISION

Our 2011 Strategic Plan is designed to support and build on the shared vision and principles familiar to every member of Tualatin Valley Fire & Rescue. Together, we invite all members of the communities we serve, along with our partner governmental agencies, to join us in supporting a shared vision for the safety of our community:

- Where safety from fire, medical, and other emergencies is increasingly achieved through prevention, yet when emergencies occur, speed and quality response are always effective.
- Where homes and businesses are equipped with effective life safety technology and maintained in a manner that ensures early detection, alerting, and intervention.
- Where neighbors and businesses do their part and participate with us in an active emergency preparedness partnership.
- Where cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.
- Where human, financial, and natural resources are stewarded in a sustainable manner.

In fulfilling this community vision, we want our community partners to know that we are committed to being an organization that:

- Anticipates, influences, and adapts to change in order to ensure that excellent services is continually available to every community we serve.
- Remains aligned to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and, together, we are recognized as an organization that exemplifies the concept of good government.

OUR SHARED PRINCIPLES

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 prevention 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 Services – Serving our community is a privilege. Whether it’s a true emergency or a situation where a citizen has simply exhausted their personal resources, we will exceed the expectations of our community. We treat our coworkers with dignity and respect, and when diverse opinions emerge, we are consensus builders who do what is best for our organization and 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.

While our vision and principles work together to shape what we do, they are only the beginning. Together, we have worked with our Board of Directors, our Division Managers, and all members of TVF&R to define a Strategic Plan that can still better fulfill our mission “creating safer communities through prevention, preparedness, and effective emergency response.”

ORGANIZATIONAL VALUES

The Board, management, and members of TVF&R are committed to upholding the following values in how we run our organization and work with each other:

- We value healthy and safe communities and working environments.
- We value responsibility and initiative by every individual and by our organization as a whole.
- We value outstanding customer service as defined by the “Chief’s Bulls-eye.”
- We value careful stewardship of financial and natural resources.
- We value honesty and integrity.
- We value teamwork and the strength of decisions developed through open and collaborative processes.
- We value a workforce that reflects the diversity of our community.
- We value cost-effective innovation and risk-taking (taking a chance, not a hazard) in the pursuit of excellence.
- We value each individual’s effort to achieve their highest potential and support continuing education and skill development throughout each employee’s career.
- We value a positive work environment for all employees and volunteers.
- We value respect and tolerance.
- We value collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation and region-wide planning with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.


STRATEGIC GOALS, TARGETED OUTCOMES AND ANNUAL ORGANIZATIONAL REPORT CARD

The following identifies the District’s eight strategic goals and corresponding targeted outcomes within the context of the agency’s annual report card, which is an assessment of achievement toward those goals and outcomes. While similar to the terms “goals and objectives” found in a traditional strategic plan, the District purposely selected the terms, “goals and outcomes” to emphasize that measurement of organization-wide impact is part of the annual assessment process. To use a simple example, the number of emergency calls taken is a measure of activity, while improved speed of emergency response is a measure of impact. While impact is the more meaningful measure, the reader will find both types referenced in the report card narrative.

The decisions used to create the goals and outcomes include the requirements that they be:

- **Aligned with the stated mission, shared vision, core principles, and values.** The point of the goals and targeted outcomes is to define specific, measurable results that indicate movement toward realizing the organization’s mission, principles, vision, and values.
- **Outcomes must be specifically measurable.** Each targeted outcome statement must be measurable so that it is possible to objectively determine the degree to which the goal is being achieved.
- **Organization-wide in scope.** Goals and targeted outcome statements are *not* individual or division work assignments. Rather, they are shared results that the entire organization, and in some cases even the entire community, can work toward. Therefore, each division within the organization should be able to define compelling, important work it can contribute under many, if not all, of the statements listed.
- **Built on consensus and common ground.** These outcomes are intended to address the shared agreement within the organization and involved community about the organization’s current strengths, weaknesses, and needs associated with the unfulfilled elements of our mission.
- **Few in number.** The goals and outcomes should be significant enough to encompass the mission, principles, vision, and values of the organization, while being few enough to maintain a focused simplicity on the strategic change we value most.

Each year, staff completes a comprehensive assessment of the goals and outcomes in the form of a “report card.” This review measures progress towards achievement of each goal and, through the “call for action” component, highlights target areas where divisional strategies, work plans and budget requests should be focused to expedite achievement of that goal.

Goal I. Reduce the number and severity of emergency incidents.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. TVF&R baselines for speed of emergency response, including dispatch time, met or exceeded. B. Per capita rate and severity of fires reduced. C. Per capita rate of EMS calls reduced. D. Severity of specific EMS calls with measurable outcomes (e.g., cardiac arrest) reduced. E. Percentage of false alarms, inaccurate location or inaccurate situation found calls reduced. 	

TREND SUMMARY

Overall incident data for 2009 reveals a decrease in virtually every incident type, including fires, EMS, and false alarms. While it is important to acknowledge this is only a single year snapshot, which may change, it is nonetheless significant. This is important because the District took the innovative step to make incident prevention and targeted call reduction a top priority in 2009. The data from 2009 suggests that call reduction efforts could result in meaningful stagnation, or even decrease of overall call volume. If this trend continues, it will have significant positive impact on community safety and the financial condition of the fire district. Below is a recap of affected major incident types.

Fire Incidents: Total fire incidents (structure, outdoor, and vehicle) decreased by nearly 15% from 2008. Commercial Structure Fires (including multi-family housing, a primary prevention and education target occupancy) fell to record lows. Single family dwelling fires fell to the second lowest number in more than 10 years.

EMS Incidents: The number of EMS incidents, which comprise nearly 80% of dispatched call volume, declined by nearly 3%. This is the first decline in the number of EMS calls in the 10 year data set, and likely in the history of TVF&R.

False Alarms: Both residential and commercial false alarms declined significantly. Combined, they accounted for a nearly 10% reduction from both 2008 levels and the five-year average.

Response Times: Response times increased slightly at the 90% percentile, from nine minutes and five seconds to nine minutes and 19 seconds. However, this is well within the baseline of 10 minutes and 20 seconds.

RECENT INNOVATIONS

Alternate response vehicles (CARS) have reduced the impact of emergency incidents by utilizing smaller, more efficient response teams primarily on EMS and other non-fire calls, thereby maintaining availability of more District resources for other emergencies.

Several major initiatives have been implemented to reduce the number of false fire alarms. A significant response and follow-up program for commercial automatic alarms was implemented in 2009, and an ordinance requiring monitoring companies to attempt verification takes effect in December of 2010. Combined, these efforts have the potential to substantially further reduce false alarms.

Significant work has been done to improve patient care and reduce call volume at assisted living facilities, which represent a large percent of our call volume. For example, calls at our largest 9-1-1 user, an assisted living center, have been reduced by 60%, which equates to nearly 250 fewer calls per year. This occurred after an intervention with the facility's management by Operations and Prevention staff that resulted in the hiring an RN and improved staff training at the facility. While call volume declined for both TVF&R and local hospital emergency rooms, the more important outcome is the change in resident care at the facility. Program expansion to more than a dozen similar facilities is slated for 2011.

DATA ANALYSIS CONSIDERATIONS

In calendar year 2009, significant improvements in data collection and analysis took place. New incident reporting software was installed, which has allowed the District to capture increasingly better data. The improved data collection and analysis capability will allow further refinement and improve our ability to make data-driven decisions.

The Operations Quality Improvement (QI) Group has identified deficiencies in fire report data entry. They recommend additional education in fire report writing and the establishment of a fire report review committee. These steps will help reduce the frequency of miscoded fire reports, missing narratives, and unexplained, absent arrival times. The end result would be a working structure fire data set that is larger, more reflective of what we actually do, more consistent, and easier to analyze.

CHALLENGES

The District is working through a major reorganization to combine operations, prevention, and community affairs disciplines into Integrated Operations Centers focused on community risk reduction and emergency response in specific geographic areas. While these changes hold promise, the transition from a more traditional organizational model will require flexibility, patience, and creativity by all personnel, as well as clear and consistent messaging to the public and our partners. Also, the State of Oregon is in the midst of a significant and long-term budget shortfall. Depending on what state services are cut further, the number and severity of our emergency incidents may rise.

After decades of steady growth in call volume, some may question how it could now be declining. For an organization with a mission of community safety, this presents an opportunity to describe the success of our programs, while also emphasizing the role of the “fire core” for response to significant incidents (the “cost of preparedness.”)

OPPORTUNITIES

As the District continues to relocate fire stations to optimal locations, it should help reduce or maintain response times, thereby reducing the severity of EMS and fire incidents in those areas. The changes in dispatch systems also open the door to further refinements and improvements which have a direct correlation to response time and effective response. The implementation of station-based risk reduction through the Integrated Operations model also provides opportunities to further reduce the number and severity of emergency incidents.


Insights gained as part of the recent reaccreditation process need to be codified and reflected in an updated Standard of Coverage document, including utilization of a planning zone model and updated performance standards.

Efforts to incent residential sprinklers continue and further opportunities should be pursued.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

- A. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.
- B. Implement false alarm, inaccurate location, and inaccurate situation found reduction strategies.
- C. Expand District prevention efforts aimed at EMS and other non-fire events. This includes research of innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.
- D. Develop and implement a station-based community risk reduction model.
- E. Update the Standards of Coverage document drawing on information and insights gained during the recent re-accreditation process.
- F. Improve the quality of report writing, data collection, and QI review consistent with the standards achieved for EMS.
- G. Support efforts to require or encourage installation of residential sprinkler systems.

Goal II. Increase the community's participation in their safety and preparedness, and knowledge and support of the District's services.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Percentage of individuals who participate in fire and life-safety prevention activities increased. B. Prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations increased. C. Percentage of adults who can identify TVF&R as their service provider and its role in the community maintained or increased. D. Percentage of individuals who participate in TVF&R's electronic media increased. 	 No Change

TREND SUMMARY

Over 48,000 people were in attendance at community/educational events over the past year. The District participated in over 500 events in 2010, an increase of 25% from the previous year.

TVF&R's Apartment eNewsletter is now received by over 800 landlords, owners, and maintenance personnel. A survey in March 2010 showed that 95% of recipients read the eNewsletter "always" or "sometimes" and over 74% share the safety tips with their tenants. Over 79% said they would watch an educational video if it was included.

Bystander CPR and AED use is a contributor to the District's high cardiac survival rate as compared to other parts of the United States (29.7% for witnessed ventricular fibrillation and 10.7% for all cardiac arrests.) The District's EMS Quality Improvement process suggests the number of STEMI patients calling 911 is increasing. The District's partnerships with Washington and Clackamas Counties is also resulting in improved community training for and access to AEDS.

Traditional and electronic media used to 'brand' TVF&R and its role indicate a growth in news stories and 'followers' over the previous year. Year-to-date metrics for television stories highlighting TVF&R indicate 541 news stories (~ 7.5 hours air time) for an increase of 30% in news stories and 10% in air time compared to 2009. The District's YouTube site continues to grow since its inception in 2009. The site currently has 116 subscribers and its videos have been uploaded 45,629 times in the past 1.5 years. Google Analytics indicates 44% of traffic to the site comes from directly using our name, while 42% comes via another TVF&R site (blog, Facebook, etc.)

RECENT INNOVATIONS

The District conducted several campaigns to increase awareness on the District's role in EMS (e.g., cardiac, Stop Kids Intoxicated Driving program - SKID) and strategic deployment strategies (CARS). An online survey measured the community's likely actions during a cardiac event and used the information to develop strategic messaging for the educational campaign. The campaign utilized a variety of mediums including community events and print, radio and online media. Comcast internet links to safety tips averaged a 0.12% click-through, a small percentage but double the national industry standard. Comcast's Video on Demand feature was used by the SKID campaign and resulted in 50 plus viewers/week, with an average viewing time of six minutes (90% of video.) Traditional and online media in support of the CAR roll-out resulted in significant positive feedback via the blog and email, as well as citizens interacting with TVF&R firefighters and staff.

In September 2009, TVF&R launched a blog as an adjunct to the website. The blog allows visitors to register to receive automatic TVF&R updates and usage is growing. In the past year, the site has received over 24,000 visits, with 5,000 of those occurring in the past two months (September and October 2010.) Over 70% of traffic comes from direct access, www.tvfr.com, and Google.com, indicating a high name recognition factor. In 2010, the District also implemented Twitter (482 followers of which 150 plus are media and government agencies) and Facebook (600 followers.)

DATA ANALYSIS CONSIDERATIONS

To date, over 500 landlords, managers, owners, fire service professionals, and city/county employees from around the region have attended the Multi-Family Housing Fire Reduction Program. In addition, all multi-family communities within TVF&R's service area receive a full Code Enforcement inspection. Analysis of the impact of public education and code enforcement efforts on fires in TVF&R's multi-family communities indicates a demonstrable reduction in the severity of fires in complexes that have received training. Of the 159 complexes that have attended training, 30% have experienced a fire, with 1.8% of those fires considered significant (multiple alarms, number of people impacted, financial loss.) Of the 460 complexes that have not attended training, 33% have experienced a fire, with 10% of those fires considered significant.

Metrics for electronic and online media are easily obtained and useful for measuring sheer number of individuals participating in TVF&R mediums. It is important, that the District continues to assess the number of followers/participants within TVF&R's service area.

CHALLENGES

The effective allocation of public education resources continues to be a challenge. With a rise in requests to attend community/education events, a significant amount of time is spent scheduling and staffing those events with part-time and/or non-dedicated staff such as Safety Education Team members and volunteers.

Measuring public-education efficacy and preparedness can be particularly challenging. While personal knowledge is a necessary element, it is not on its own sufficient. Increased preparedness involves acquiring defined skills, procedures, and/or equipment that can be applied to a specified emergency (e.g., taking a CPR class, checking smoke alarms, creating an emergency kit, etc.) To increase and measure preparedness in the future, the District must continue to define and develop activities that measure desired outcomes.

Recent struggles associated with relocating Stations 65 and 68 have demonstrated that, while the public is largely supportive of TVF&R, we cannot presume they will endorse all changes and new initiatives at face value. Moving forward, proactive outreach must continue to be a priority in the preliminary stages of such projects.

OPPORTUNITIES

The recent reorganization and establishment of Integrated Operations combines operations, fire prevention, and community affairs personnel to focus on community risk-reduction and emergency response. Focusing strategy, prevention, and education efforts at the first-due level holds promise, in terms of tapping local firefighter/paramedic knowledge and staffing collaborative risk-reduction efforts.

Cardiac care guidelines updated in 2010 now recognize hands-only CPR for lay persons. While the District's mass media campaigns have highlighted this practice, there is momentum to advance this to our community on a larger scale. This has the potential of improving CPR participation with resulting higher survival rates. An AED check-out program, based in operating centers, is also being explored to improve community participation and improve cardiac arrest survival rates.

Of TVF&R's 619 multi-family housing complexes, only 25% have participated in the full-day Apartment Manager training. Given the program's clear benefits and well developed curriculum, additional proactive outreach needs to occur. Our best recruiters are TVF&R personnel (firefighters, code enforcement staff, etc.) that have contact with complex managers.


The next Community Attitude Survey (Winter 2010/Spring 2011) presents an opportunity to better understand public opinion and priorities, as well as awareness and support for District programs. Information should also be sought about personal preparedness and communication mediums most commonly utilized.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to address the following:

- A. Use Integrated Operations and station-centric data analysis to further define and implement strategic prevention and preparedness programs for targeted, at-risk populations.

- B. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
- C. Utilize community attitude research to better understand the opinions and priorities of residents, their awareness and support for current and proposed District programs, and their own preparedness for emergencies.
- D. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.

Goal III. Enhance preparedness for catastrophic and unforeseen events.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events improved. B. District's structural and non-structural seismic mitigation status measurably and sustainably enhanced. C. Regional emergency management capabilities enhanced as the result of training and challenging exercises that foster competency among regional partners, particularly District cities and counties. 	 Better

TREND SUMMARY

The District continues to develop and test concepts, policies, procedures, and training through a rigorous exercise program. What works is kept and what does not is discarded. Significant investments have been made in fixed facilities to improve the District's resilience with regard to earthquake impact. The design and construction of the new Command and Business Operations Center (CBOC), and several fire stations, represents a major commitment to ensure the District is not only prepared to respond to major emergencies, but also to sustain continuity in its business operations. The inclusion of preparedness as part of the "dual focus" approach of the new integrated operations centers demonstrates the District's emphasis on internal readiness.

RECENT INNOVATIONS

The District's investment in the CBOC included not only a significant structural seismic upgrade, but also secured the building's mechanical systems and provided auxiliary power that will support business continuity operations. In addition, the District is in the planning stages of designing enhancements to the Battalion Headquarters (BHQs) and a new alternate Fire Operations Center (FOC). The new alternate FOC will also house business continuity/disaster recovery equipment for the data center. Currently, electronic data backups are written to tape nightly. A five-week rotation is used; the first week the tapes are kept on site in a fire safe, and the next four weeks are stored at an off-site facility. This provides data redundancy; but, during a catastrophic event, it could possibly take one to two weeks to restore all data and services. The plan in progress provides critical data replication and physical servers at the alternate FOC. This will significantly reduce the time for data recovery should a catastrophic event occur at the primary data center. Taken together, the CBOC, BHQs and alternate FOC represent the backbone of the District's infrastructure which is needed to support emergency response and business continuity. The major financial investment in these facilities and equipment is a measure of the commitment by the District to provide service during a major emergency or disaster.

The District's after-action report from the H1N1 pandemic included the results of an internal survey that received more than 140 responses (61% of them line employees). Of those responding, more than 90% indicated satisfaction with the quality, quantity, and means of District communication to employees about H1N1, with 67% listing some District product as their primary source of information; almost all responding employees indicated that they used some District source even if it was not their sole or primary source. Although the lessons from H1N1 included internal information, the District appears to have performed well in terms of informing and educating personnel.

CHALLENGES

Continual exercise and evaluation of the FOC, Washington County's EOC, and city EOCs, in conjunction with large-scale field operations, is needed to improve TVF&R's ability to manage major emergencies. A desire to increase regional participation has been thwarted in some areas due to fiscal and time constraints of our partners. One goal of the three division model is to improve the District's ability to engage in emergency preparedness activities with city partners. A challenge of the three division model is the ability of the organization to effectively staff the BHQs, FOC and city EOCs, but it also represents an opportunity. Forward progress on incident management and emergency management issues often requires TVF&R to provide leadership and resources at a time when organizational priorities require significant commitment. Balancing these competing priorities will continue to be a challenge. Continued effort is needed to foster interagency coordination in implementing the Washington County Incident Management Enhancement Task Force (IMET) recommendations; even if TVF&R

takes the lead on this, it is by definition something that requires active, sustained, multi-agency participation to accomplish.

One of the final action-items from the 2008 employee preparedness survey was establishment of a District-run emergency messaging service that can send text and e-mails to employees and their families, via personal e-mail and cell-phone addresses. As of early December 2010, 120 employees had signed up for this service, with an equal number of family members/other contacts enrolled. Another follow-up survey assessed the utility of the District's employee/family welfare link with the City of Austin (Texas) EOC, providing District employees and family an out-of-area contact to exchange emergency information with the District FOC. Out of more than 100 respondents, 15% indicated that they would use that service as their primary emergency communication tool with their family in event of a major earthquake; another 42% indicated it would be a resource of last resort (which more closely aligns with the District's intent). The fact that so many employees still consider this a resource was surprising; the fact that an additional 25% of the respondents stated that they either were unaware of it, didn't know how to use it, or didn't think it would work, is concerning.


OPPORTUNITIES

The development and pending release of function-specific ICS classes for EOC staff, tailored specifically for Washington County, is a substantial opportunity to improve how the District and the region handle major emergencies, as well as tangible step in advancing the IMET objectives. Also, seismic upgrades are included in the rebuild of Stations 65, 68, and 56 and the new South Operating Center.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to address the following:

- A. Foster collaborative efforts with interagency and intergovernmental partners to effectively prepare for and manage major emergencies and catastrophic events.
- B. Establish a District emergency disaster recovery plan for critical data and support operations.
- C. Fully develop division business continuity plans to guide operations and administrative decisions during major emergencies and catastrophic events.
- D. Maximize District preparedness and response, and coordination with interagency and intergovernmental partners, through integration of the three operating centers, including a new South BHQ/backup FOC.
- E. Implement and enhance EOC function-specific Incident Command System training within the District and with partners to promote position competency.

Goal IV. Foster an environment conducive to the safety and health of all members.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. The number and severity of on-the-job illnesses and injuries experienced each year reduced. B. The number of members who understand and participate in the District's health and fitness programs maintained or increased. C. Awareness of and active involvement in the District's safety programs maintained or increased. D. The number of members who understand and participate in their own external financial benefit programs maintained or increased. 	

TREND SUMMARY

Improvements have been achieved in collecting and analyzing accident and injury reporting for on-the-job injuries. Baseline and trend data is allowing for targeted education and prevention programs. Most indicators from SAIF reports, fitness assessments, annual doctors' exams, and wellness surveys support an improving trend toward a more fit workforce and a reduction in the severity of injuries. More recently, changes to the return-to-work process have helped the District's motivated workforce return more quickly after an on-the-job injury.

Although the FTE count has increased, overall claims to SAIF have remained consistent. The per employee SAIF rate declined from \$2,264 in 2005 to \$1,830 in 2009, which is a 19% reduction. When contrasted to the 2000 survey results, the 2010 Annual Wellness Survey for District employees provides insights into why SAIF rates might be on the decline. Aerobic activity increased from 49% to 76%; resistance training went from 32% to 47%; and flexibility training increased from 29% to 32%. The number of employees who exercise per shift increased from 27.2% in 2004 to 68.9% in 2010.

Employee assistance program (EAP) utilization increased from 7.27% in 2007 to 10.55% in 2009. While the reasons for this are unclear, changes in the Behavioral Health Specialist position, as well as the poor economy, or increased awareness, may be contributing factors to the increased use.

Another trend of note is the continued high participation in the District's personal finance benefits program. Year-to-date participation in the 457 plan is 95%, up slightly from 92% the previous year.

RECENT INNOVATIONS

Changes to the return-to-work process have resulted in improved communication, allowed for greater consistency in tracking program elements via Share Point, and improved how resources are targeted to injuries. Specifically, case management that includes collaboration among occupational health physicians, SAIF, allied health professionals, and the employee has greatly decreased absenteeism and is returning people to health and work earlier. Peer Fitness Trainers are being assigned to firefighters as they return to work to follow up on injury prevention and strengthening. The net result is a significant reduction in the ratio of shifts missed per on-the-job injury (14.4 in 2009 versus 11.2 in 2010.) The subsequent reduction of 3.2 shifts/injury resulted in 63 fewer shifts missed in 2010.

Collaborative efforts with Clackamas County Fire District #1's (CCFD#1's) wellness program have resulted in improved efficiencies and effectiveness for both agencies.

A wholesale upgrade to the entire respiratory protection program was initiated to include new SCBAs and masks, supplied air, technical air supply, and two new rehab units with compressors with completion targeted for May/June 2011. The rehab protocols have been rewritten to provide short- and long-term rehab supported by volunteers who specialize in the function.

Occupation-specific wellness presentations and services were provided to Supply, HR, Finance, Fleet, and Facilities staff as part of a greater emphasis on educating non-line members.

DATA ANALYSIS CONSIDERATIONS

Occupational health data (pre-physicals, health survey, lab results, spirometry, audiometry, vision, 12 lead ECG, immunizations, etc.) is currently collected through a manual process with little ability to mine the information. Hard copy records are printed and hand-carried to the occupational health physician. This process is time consuming and does not allow query/study of District information to manage health issues and planning.

CHALLENGES

The June 2010 District reorganization that consolidated EMS and Occupational Health and Wellness, and transferred the Safety function to the Training Division, included a shift away from a "dedicated" Safety Officer. Care must be taken to ensure that this move does not diminish the resources or focus allocated to the District's safety mission.

Time, money, attitude, buy-in, and understanding remain potential barriers to staying physically and mentally fit. It is an ongoing challenge to overcome these barriers and motivate members to make healthy lifestyle choices that ensure healthy, injury-free careers.

General wellness data is being collected for non-line members; however, there is little clinical data as annual fitness assessments and medical exams are not required. This is one of several changes that should be considered as part of an update to the Wellness Initiative that would extend its value to non-line employees and increase its focus on preventative health activities.

OPPORTUNITIES


The District would benefit from implementing the Functional Movement screening and assessment tool to identify specific muscular imbalance, which would allow Wellness staff to better target fitness efforts and prevent injury. It would be useful to survey employees returning after injury to ascertain how the process worked and ensure they are ready to return to work.

The District would also benefit from exploring opportunities to partner with other agencies, including CCFD#1, specifically on safety programs. Efforts should continue to evaluate restructuring of the safety program, without added FTEs, to ensure a high-level of focus and commitment.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

- A. Monitor recently-established baselines that measure on-the-job injuries, time lost due to injury, illness, and recruit firefighter injury data, to identify trends in types and severity of injuries for all members.
- B. Educate personnel on fitness and nutrition, which appear to be having a positive effect on body composition, blood pressure, participation, and overall fitness.
- C. Actively encourage utilization of on-site workout facilities.
- D. Establish baselines for measuring illness for line personnel and non-line personnel (separately) to determine whether increased participation in the Wellness Program has an effect on time loss for illness.
- E. Work collaboratively with partner agencies to share and evaluate injury data to identify causes of injury and target evidence-based solutions.
- F. Improve medical data collection systems to meet occupational health needs.
- G. Update the Wellness Initiative to better reflect an emphasis on prevention and to actively involve all members.

Goal V. Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Increased employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect. B. Employee cultural competency to more effectively serve citizens of different backgrounds and cultures increased. C. Organizational diversity increased to better reflect the communities' racial, ethnic, cultural, linguistic, and gender diversity. 	 No Change

TREND SUMMARY

Overall, the organization supports diversity initiatives but is unclear how to achieve this strategic goal. Most efforts have focused on outreach to prospective candidates. In the past, small steps were taken, small programs developed,

and the District has continued to participate in a variety of outreach efforts in Washington County and the Portland metropolitan area each year. Our 2009 analysis, however, did not reveal significant improvement in the racial, ethnic and cultural diversity of the District. The 2010 statistics reflect little change from that. In 2009, the District had 440 employees of which 21.1% were protected class, reflecting little change despite our current efforts. With turnover in 2010, the percentage of protected class employees declined slightly to 20.8%. Specific to line positions, progress in recent years has fallen flat and far short of desired outcomes. Worse, in relation to the demographics of the District's service area, the organization is likely losing ground. The minority composition of the District's service area population is increasing while organizational diversity trends remain flat. This creates a widening gap between the demographics of the District's service area and the District's workforce.

RECENT INNOVATIONS

Over the past two review cycles, it has become clear that a new strategy is needed to help the District attain this goal. To this end, the outcomes were modified in order to achieve a broader and farther-reaching diversity program. Based on research into other organizations, and discussions with diversity experts, staff established a new focus and started planning for long-term change that will integrate the following components:

- An internal environment which creates and maintains a culture of mutual trust and respect.
- An awareness and sensitivity of cultural differences as we serve our citizens and communities.
- Meaningful workforce diversification.

With assistance in discovery and analysis from well-respected community members, staff has narrowed the scope of work and identified potential consultants to help with internal and community assessments to develop a comprehensive, multi-year diversity plan.

Findings from the spring 2009 survey of TVF&R's female firefighters will help identify ways to improve internal culture related to that group, as well as where to look externally for females who have the right combination of skills to be successful firefighter candidates.

Findings from the PSU demographic study will be valuable when determining where to focus our assessment among the external population.

DATA ANALYSIS CONSIDERATION

Difficulty in identifying meaningful outcome measures is a significant shortcoming in the District's efforts toward meeting this goal. The only quantitative measurement currently available is the District's workforce demographics related to protected class.

CHALLENGES

The District's foremost challenge in this area is gaining organization-wide support for the value of this goal and involvement in achieving the outcomes as they are more broadly defined. This requires a shift of focus from the limited scope of diversity recruiting to a much more comprehensive examination of how diversity impacts every aspect of the organization's core mission and values and, ultimately, the effective delivery of services to District residents.

Recent national research indicates that the general comfort and camaraderie of fire station culture can unintentionally lead to inappropriate behavior within the workgroup and could be one of our greatest internal challenges in regards to creating a more respectful and trusting work environment. This is a difficult area to address as it requires on-going education and information regarding what are subtle (or overt) topics of conversation, discussion and comments that could interrupt our progress towards this outcome. As with most cultural change, progress in this area is likely to be assessed qualitatively rather than quantitatively, particularly over the short term.

OPPORTUNITIES

A comprehensive diversity and outreach plan that capitalizes on the wealth of information available to us will be our best opportunity for success. Help in this effort can be derived from new leadership team ideas and expectations, lessons learned from other fire departments with successful strategies, and new technology. It is important to tap into all of these resources as we attempt to identify and develop a comprehensive strategy to increase the diversity of

District employees, serve our citizens to the best of our ability, and create a work environment of mutual trust and respect.

THE CALL FOR ACTION

To advance action toward this goal, the leadership calls for strategies to address the following:

- A. Complete the multi-year, comprehensive diversity plan including creation of a chartered committee to develop a long-term plan by the end of the 2011-2012 fiscal year. Establish deliverables and related budget for the phases of the plan including implementation, evaluation, and (as necessary) revision.

Goal VI. Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. District's compliance toward industry certifications, standards, and best practices (e.g., CFAI accreditation, ISO rating, GFOA status, DPSST certification, Moody's rating) maintained or increased. B. A training and operational focus emphasizing the critical importance of individual accountability for competency and craftsmanship achieved. C. Major innovation efforts (e.g., prevention as dual focus, community risk reduction, MUNIS, etc.) completed and institutionalized. D. Overall performance improved based upon processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs. 	 No Change

TREND SUMMARY

TVF&R's reaccreditation in 2010 underscores the organization's ability to innovate, achieve, and evaluate its success. Improving data collection and analysis continues to guide emergency response strategies and was central to the successful deployment of the CARS program and call-reduction initiatives targeting senior care facilities and commercial alarms. Our ten-year cardiac save trend continues to be among the highest in the country and, in a time of widespread financial instability throughout the community, our Moody's bond rating improved. Recent innovation and improvement in the District's risk management data collection system has positioned the organization to remain in front of trends, rather than reacting to them.

The MUNIS project team successfully implemented the new enterprise and accounting system that has the potential to enhance every Division's ability to manage and account for their projects and programs. Changes within the Wellness Program and return-to-work process have reduced the average number of shifts missed per injury (14.4 in 2009 vs. 11.2 in 2010) resulting in more responsive case management for District personnel and significant cost savings.

Individual craftsmanship appears to have waned in 2010 with increases in costs associated with the damage and loss of apparatus and equipment. The advent of BC Boot Camp shows an organizational commitment to career development, but the civil service testing process exposed some holes in individual preparation.

RECENT INNOVATIONS

Improved officer testing processes identified personnel able to meet daily job obligations at the Company Officer level, but failed to produce the same result for Battalion Chiefs. BC Boot Camp curriculum was developed to assist in this area. A second year of manager/supervisory classes were completed as a part of developing the competencies needed for supervisory positions, and an extended recruit academy rendered not a single failure after academy graduation.

Collaborative activities involving Operations and Prevention staff advanced the District's effort to increase community safety and reduce call volume, and demonstrated early success for the Integrated Operations approach. For example, personnel on the CARS identified occupancies having multiple false commercial alarms and tied the appropriate DFM in with the business to address the core issue. In another case, Operations, Prevention, and EMS staff intervened with the management of a senior care facility with inordinately high call volumes, resulting in the addition of a full-time on duty nurse at the facility and a 60% reduction in its 911 calls.

Technology upgrades in response apparatus continue to improve information exchange enroute to incidents and, once on scene, enhance information, (preplan, etc.), command and control, as well as improved firefighter safety (e.g., portable radio template improvement and emergency button.) Substantial involvement by a varied work team is resulting in a comprehensive upgrade of the respiratory protection program.

DATA ANALYSIS CONSIDERATIONS

District leadership continues to emphasize the importance of good data as the cornerstone of strategic decision-making and organizational improvement efforts. Two efforts are being championed by Operations QI to improve the reliability of response data: an awareness campaign focused on consistently hitting the "arrival" button at fire scenes, and recommendations for improving fire report quality and accuracy.

CHALLENGES

Concern around the elevated pace of activity and focus on projects has created an unintended drift from organizational values and erosion of personal accountability. Organizational change and the challenges of a struggling economy, however, are not going away and cannot be used as excuses for not performing. The expectation within the organization on the importance of planning ahead and managing "with purpose" must continue to ensure the organization's long term viability. Employees have to "reset" their day-to-day habits to stay out ahead of their business and avoid last minute, unforeseen shortfalls. The District would also benefit from efforts to better integrate the major assessment and work plan development processes (e.g., strategic planning, accreditation, performance review, and budget planning.)

As it relates to leadership development, while opportunities like a BC Boot Camp may prove to be successful for the short term, it was a solution provided after deficiencies in candidate development were noted. Efforts to eliminate the need for that type of reactive solution should be addressed for the long-term. The long-established entry level/civil service model for career development, which emphasizes compliance with specific certifications, is not necessarily providing for the type of competency-based leadership development that allows promotional candidates to achieve a firm grasp on the desired leadership skills and abilities.

The development of Integrated Operations and Operational Centers will consume significant energy from all those involved and will challenge traditional fire models and mindsets as the implementation evolves.

Data derived from EMS reports supports the continued need for critical skill training due to skill degradation from a lack of opportunity to practice these skill sets on emergency scenes. District Safety and Risk Management data shows a significant number of incidents involving damage to apparatus and property. Not only does this have financial implications, but also, on closer analysis, suggests perhaps a lack of craftsmanship in this area. More in-depth analysis of this data is needed as it may highlight trends that could be addressed through training, modified practices and/or personal accountability.

OPPORTUNITIES


Consistent with the organization's adopted "prevention as dual focus" and "community risk reduction" approach, there is a need to further institutionalize the concept by developing training and service delivery expectations (similar to that centered around the Chief's Bulls-eye.) Additionally, keeping District employees and key external partners apprised and engaged in the "why" and "what" of these and other innovation efforts will be key to maintaining their support and involvement.

Continued data mining by internal committees and District personnel should result in better data through improved fire and EMS report writing. In addition, reports that show trends and tendencies during emergent and non-emergent activities will lead to a more measured approach to solutions.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to address the following:

- A. Institutionalize the concepts of "dual focus" and "community risk reduction," and keep District employees and key external partners apprised and engaged in the "why" and the "what" of these and other innovation efforts.
- B. Leverage innovation to help safeguard the long-term viability and vitality of District services.
- C. Reinforce the importance of individual craftsmanship and excellence and their connections to safety, customer service, and the organization's fiscal health.
- D. Manage successful implementation of organizational change initiatives (bond projects, community risk reduction strategies, integrated operating centers, respiratory protection program, fleet services enterprise, competency-based leadership/career development, etc.)
- E. Improve accuracy and timeliness of data collection and analysis in all areas.

Goal VII. Leverage use of existing resources and seek efficiencies for the greatest community good.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Partnerships that create efficiencies developed and maintained. B. The value of state, federal, and foundation grants that enhance TVF&R’s ability to better serve customers maintained or improved. C. Greater financial diversification developed. D. Environmentally friendly practices for daily operations increased. E. Cost control and reduction strategies demonstrated. 	

TREND SUMMARY

Operational strategies and businesses practices continue to leverage TVF&R’s resources. Examples include: Refinement of the District’s deployment strategy (“right resource at the right time from the right call”) and deployment of CARS and medic units, the first phase “go-live” on the MUNIS software system, improvements in return-to-work processes, resizing future fire stations, participation in multiple group purchasing cooperatives, and continued recruitment of corporate sponsorship for a variety of educational programs.

The District also made progress this year in the construction of energy-efficient facilities. Efficiency measures in the Command and Business Operation Center and the Progress, Bolton, and Willamette stations include low energy lighting, digital thermostats for maximum control of temperature, high efficiency HVAC and water heaters, and maximum use of natural light. Complementing these efforts are other sustainable business practice initiatives (e.g., energy audits, alternate deployment vehicles) and participation in training sessions sponsored by the Partners for a Sustainable Washington County Community (PSWCC), a cooperative of which TVF&R is a member.

Externally, EMS service delivery in Washington County continues to benefit from a steadily improving partnership among the key players (Washington County EMS, MetroWest Ambulance, TVF&R, and other first-responders). Recent examples include the new Fire Medic Transport protocol and expanded AED training provided by Washington County. While the system is less robust in Clackamas County, collaboration with the Emergency Services Foundation continues to expand public and private access to AEDs.

RECENT INNOVATIONS

The District has long provided fleet maintenance services to neighboring departments on a fee-for-service basis. In this model, external service demand is variable based on budget pressures. More recently, a programmatic approach has been developed with a defined service menu and a fixed cost. The District benefits from a clear understanding of resources required to meet the needs of the external customers who in turn, have certainty in terms of their maintenance program and its costs. Clackamas County Fire District #1 (CCFD#1) has indicated it will contract for fleet services effective July 1, 2011. A larger benefit to the District is the ability to spread fixed-costs over a larger user base, while our partners enjoy TVF&R's industry-specific expertise. Other common services (e.g., SCBA maintenance, emergency communications installs) are anticipated to move to this new program-based model over time.

Collaborative efforts with CCFD#1's wellness program has also resulted in improved efficiencies and effectiveness for both agencies

A collaborative planning effort focused on improved first-responder interventions with mentally ill individuals is yielding new relationships, alternative staffing configurations (by partners), and protocol changes. In addition to local law enforcement and fire departments, participants include county mental health, WCCCA, hospitals, and non-profit mental health providers. Facilitation is provided by the Vision Action Network.

The District is also participating in the newly formed GIS Infrastructure Group. Comprised of GIS professionals from cities, the county, and special districts in Washington County, this group leverages their common geographic information system platform to share information and coordinate on projects of common interest.

DATA ANALYSIS CONSIDERATIONS

One outcome implicit in this goal is the stretching of financial resources through partnerships, working smarter, or attracting other sources of revenue. To accurately gauge success, more quantitative financial data must be developed.

CHALLENGES

The State's growing budget crisis is increasingly impacting the District's service partners and residents. As a result, it is more important than ever that TVF&R engage with those partners in ways that maximize available resources; the planning effort around emergency response to individuals with mental health issues is an example.

The District's relative financial strength is making it difficult to secure grant funds as selection criteria increasingly emphasize financial need. Nonetheless, fiscal challenges are a reality for TVF&R. For that reason, proposals were submitted for personnel (FEMA Staffing for Adequate Fire and Emergency Response – SAFER – Grant Program), and for a seismic upgrade to the Fleet Maintenance Building (Oregon Seismic Rehabilitation Grant Program).

Legislative changes have given the District and other overlapping taxing districts greater influence in certain decisions regarding the use of tax increment financing in urban renewal districts, which can stress partnerships. While public exposure was recently focused on the District's opposition to the extension of a Tualatin urban renewal district, TVF&R endorses municipal economic development efforts, including the strategic use of tax increment financing for projects that clearly encourage private investment.

OPPORTUNITIES


The anticipated implementation of a fleet maintenance program for CCFD#1, effective July 1, 2011, is a great opportunity for TVF&R to demonstrate the benefits and efficiencies of regional service. A similar opportunity also may exist with the service contract being considered with Washington County Fire District #2.

Energy audits scheduled for a number of District facilities in FY 10-11 are expected to identify a range of projects, some of which may qualify for State support. Federal efforts at health care reform and the State's budget crisis may present new opportunities for the District to participate in the provision of more efficient healthcare services. For example, legislative changes could be secured that allow paramedics to direct appropriate patients to an urgent care facilities rather than a hospital emergency room where costs are dramatically higher.

THE CALL FOR ACTION

To advance action toward this goal, the leadership calls for strategies to address the following:

- A. Encourage innovative ideas for financial diversification.
- B. Implement sustainable practices in acquisition, operation, and disposal of resources to minimize environmental footprint.
- C. Ensure internal and external collaborative efforts continue to implement open standards technology, allowing for future electronic integration with external partner agencies systems.
- D. Develop and track data to gauge the impact of efficiency efforts.

Goal VIII. Ensure ongoing financial and business operations stability and predictability.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Five months of operating funds in the ending fund balance maintained to support the District's dry period financing requirements. B. Expenditures monitored, maintained, and adjusted so that a balance is achieved between revenue and expenditure growth rates on both a current operational and long-term forecasted basis. C. Actual financial performance measured against the financial modeling and forecasting tools and adequate plans in place for various fluctuations. D. District's Moody's Aaa bond rating preserved. E. Financial forecasts that include long-term financing and levy plans, long-term equipment, apparatus, facility maintenance and replacement plans, and the changes needed to serve the District's changing population and service roles. 	 No Change

TREND SUMMARY

Despite the economy and looming financial issues, the District has continued to meet the goal and outcomes. The District's ending fund balance exceeds five months of operating costs; current year expenditure trends have been monitored and adjusted to meet financial goals; end of year financial performance has not significantly varied from forecasts; and, in 2010, the District was re-rated by Moody's to Aaa, the highest global rating.

As in all years, expenditures had to be balanced with fluctuations in the revenue growth rate. This included elements both within our control (labor costs and benefits) and not (PERS rates.) The District's primary revenue source remains property taxes, which for the General Fund in 2009-10 was 98% of General Fund budgetary revenue. Increases in that revenue source are directly tied to assessed valuation changes and the rate of collection. Because the market value of real property is not tied to the assessed valuation, which is significantly lower, assessed valuation is projected to continue to increase albeit modestly in the years ahead. While the District expected collection rate issues in the current economic downturn, the 2009-10 tax levy collection rate was a surprising 94.29%, which is in line with the average of 94.63% for the preceding nine years (since 2000-01.)

TVF&R's management relies heavily on the comprehensive and forward-looking financial models and forecasting tools for critical decision making related to resource management and business operations to support the District's long-term goals. Facility maintenance, apparatus replacement schedules and IT/Communications plans have been prepared and will continue to be refined by Logistics and Integrated Operations staff. Updated Facility and Integrated Operations plans need to be prepared during 2011. Levy renewal forecasting is in process, as is the planning for the final phases of general obligation bond issuances.

RECENT INNOVATIONS

For the first time, the Facilities Maintenance Department developed a long-term forecasting cost model for ongoing facility and building equipment repairs to aid in the planning process. The Fleet Maintenance Department provided an updated Apparatus Plan that contemplates longer life cycles and changes in the number of vehicles by replacing single-purpose with multi-purpose vehicles. Improvements in the District's return-to-work process through the combined efforts of Occupational Health and other District staff resulted in a shortened average time off per injured employee. Overtime requirements have seen a corresponding decline.

The District is in the process of implementing the MUNIS business management system to streamline and integrate all facets of the District's business functions, thereby increasing efficiency and enhancing data analysis capabilities. Already, this has resulted in opportunities to analyze certain operations and evaluate current processes for improved efficiency and internal control structures. The ability to capture data early, and at all levels of operation, is expected to create opportunities for better management of resources at all levels.

CHALLENGES

As local governments compete for increasingly scarce tax dollars, continued citizen education focused on the volume and value of District services is critical to maintaining ongoing public support and voter approval of our local option levy. The levy must be renewed at least every five years and currently comprises 14% or \$0.25 of our current \$1.7752 tax levy.

PERS increases begin on July 1, 2011 and raise rates to 21.70% for Tier 1 and 2 employees (75.6% of employees) from the current 17.19%. These rates are projected to continue to increase another 5-6% in the following biennium based on current actuarial projections (2009 actuarial valuation dated September 27, 2010.)

The District's labor contract expires on June 30, 2012 and must soon be renegotiated. Working collaboratively and effectively to adjust District operations for future projected revenue streams may be very challenging for both District management and the Local 1660.

OPPORTUNITIES

Periods of economic challenges can also be opportune times to reset the organization and service delivery to ensure we remain financially stable and meet the needs of the citizens. All phases of how we deliver services should be analyzed and planning implemented to begin the long-term process of resetting the business to today's economic realities. Pioneering the "response car" (CAR) program is one illustration of rethinking service delivery. It is also a prime example of how we must work to maintain the long-term financial stability of the District to ensure our ability to provide cost-effective, innovative service to the citizens.

The Moody's Aaa bond rating, which is a demonstration of the District's financial health and organizational management, has been a testament to planning, but we are entering a period where the District expects to use some of its reserves for PERS rate increases.

Requests by neighboring agencies for the District to evaluate certain growth/expansion opportunities could offer potential for greater financial stabilization and diversity; however, potential financial risks must be identified and assessed equally.

THE CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to address the following:

- A. Develop outreach efforts to promote awareness of the value of service provided by TVF&R and its performance.
- B. Plan for differing deployment models in financial forecasts to explore different service delivery models; collaborate with union leadership to achieve mutual goals for the District and employee financial stability.

- C. Expand reporting mechanisms that can be easily understood and shared among employees and budget managers, thereby communicating the financial "health" of the District and allowing the managers to effect positive financial change.
- D. Maintain collaboration with union leadership while managing overall organizational labor costs to preserve financial stability.
- E. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.
- F. Refine and develop long-term capital plans (IT/Communications, Fleet, Facilities Maintenance, and Integrated Operations) supporting the overall District financial forecast. Recognize that the District must proactively adjust them as it adjusts its service delivery.
- G. Pro-actively plan and message for levy elections and debt financing.