

# Strategic Plan

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## STRATEGIC PLAN 2009

The District updated its Strategic Plan in 2009. A full copy of the plan may be accessed at [http://www.tvfr.com/about/pdfs/TVFR\\_Strategic\\_Plan-2009.pdf](http://www.tvfr.com/about/pdfs/TVFR_Strategic_Plan-2009.pdf).

Key excerpts are presented as part of the budget document, reflecting the District's belief that budget resources should follow strategies to make improvements.

The plan was designed to:

- Update the mission, principles, vision, and organizational values of TVF&R.
- Clarify and establish new goals for the duration of this plan.
- Define the outcomes against which the District shall measure its performance.
- Describe change strategies to help ensure outcomes are accomplished.
- Provide guidance for managers throughout the organization to develop supporting budgets and tasks to ensure fulfillment of the Strategic Goals.

This new strategic plan draws a distinction between the **Leadership Foundation**, which defines where we are going, and the **Management Tools**, which define how we get there. Bridging those two elements is a **Status Report**, defining the degree to which the goals identified in the plan are being achieved.

The **Leadership Foundation** outlines the District's Vision and Principles, Organizational Values, and Strategic Goals and Outcomes.

The **Status Report** consists of the District's assessment of the status of its goals and its "report card."

The **Management Tools** are the divisional strategies for change grouped by Goal and Division.

## VISION AND PRINCIPLES

Our 2009 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 and medical emergencies is increasingly achieved through prevention, yet when emergencies occur, the speed and quality of response is always outstanding.
- Where every home and business is equipped with effective life safety technology and maintained in a manner that ensures early detection and warning if fire occurs.
- Where every neighbor and every business does their part and participates with us in an active emergency preparedness partnership.
- Where cooperative resource sharing and collaborative partnerships ensure both a highly effective emergency response system and an efficient one as well.
- Where we anticipate, influence, and adapt to change in order to ensure that excellent service is continually available to every community we serve.
- Where we remain aligned to the single purpose of serving the greater community good, where the actions of every member models the highest values of public service and, together, we are recognized as an organization that exemplifies the concept of good government.

## ***Strategic Plan, continued***

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### **OUR CORE 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** - The center of the Bull’s Eye is a reminder that 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 performance level possible.

**CUSTOMER SERVICE** - We recognize that serving our community is a privilege. Whether it’s a true emergency incident or a situation where a citizen has simply exhausted their personal resources, we should exceed the expectations of every citizen with whom we come in contact.

**PROFESSIONALISM** - Specifically, at TVF&R, this means conducting ourselves in a manner that brings credit to the organization and the fire service while on duty 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 “to provide exceptional emergency prevention, preparedness, and response services through cost effective innovation, individual excellence, and outstanding customer service.”

### **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 honesty and integrity.
- We value responsibility, and initiative by every individual and by our organization as a whole.
- We value a workforce that reflects the diversity of our community. We value respect and tolerance.
- We value teamwork and the strength of decisions developed through open and collaborative processes.
- We value 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 collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.
- We value a healthy and safe working environment.

### STRATEGIC GOALS AND OUTCOMES

The following Strategic Goals and Outcomes are the statements that in a traditional strategic plan are known as “Goals and Objectives” but have been labeled as “Goals and Outcomes” here to emphasize that this level in the planning hierarchy is where the organization-wide impact measurements are taken.

There is a temptation in governmental management to confuse effort with outcomes, to treat the *amount* of activity as the end result. To use a simple example, the number of calls taken or the number of trainings conducted are measures of activity, while the speed and quality of emergency response or the number of trainees who act differently in a positive way are measures of impact. While activity counts are important management information, describing how *much* we do is not the same as identifying the degree to which what we do makes a difference.

To that end, we have defined a short list of goals and outcomes and asked members of TVF&R to think strategically about contributions that can be made to achieve them. The decisions used to create the goals and outcomes include the requirements that they be:

- **Aligned with the mission, values, and core principles.** The point of the goals and outcomes is to define specific, measurable results that indicate movement toward realizing the organization’s mission, principles, vision, and values.
- **Outcomes that are specifically *measurable*.** Each 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 outcomes 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 goals 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.

The following shows the eight strategic goals and the associated measurable outcomes defined in this plan. Together, these statements define the impact we intend to achieve and identifies how we intend to measure the degree to which those impacts have been accomplished organization-wide. In short, this explains our strategic purpose and builds in accountability measures for determining if that purpose is being fulfilled.

### COMMUNITY GOALS & OUTCOMES

#### **Reduce the number and severity of emergency incidents.**

- Arrive at 75% of emergency incidents within six minutes and forty seconds of being dispatched in Category A areas.
- Reduce the rate and severity of fires per 10,000 estimated population.
- Reduce the rate of EMS calls per 10,000 estimated population.
- Reduce severity of specific EMS calls with measurable outcomes.
- Reduce the percentage of calls where false alarms, inaccurate location or situations are present.

## ***Strategic Plan, continued***

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### **Increase citizens' participation in their safety and preparedness, and knowledge of the District's services.**

- Increase percentage of adults who report having awareness of Fire and Life Safety and Emergency Preparedness.
- Increase percentage of adults who report taking action on Fire and Life Safety and Emergency Preparedness.
- Increase percentage of children who demonstrate basic fire safety awareness.
- Increase percentage of adults who can identify TVF&R's role in the community.

### **ORGANIZATIONAL GOALS & OUTCOMES**

#### **Enhance preparedness for catastrophic and unforeseen events.**

- Improve the District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events.
- Measurably and sustainably enhance the District's structural and non-structural seismic mitigation status.
- Enhance regional emergency management capabilities by fostering appropriate training, challenging exercises, and implementation of and compliance with the National Incident Management System (NIMS) by all regional partners.

#### **Ensure the health and safety of all employees and volunteers.**

- Reduce the number and severity of on- and off-the-job illnesses and injuries that TVF&R employees and volunteers experience each year.
- Increase the number of employees and volunteers who understand and participate in the District's internal educational programs.

#### **Develop and enhance a workforce that honors and respects our individual and group differences and reflects the community we serve.**

- Increase the percentage of employees and volunteers who speak a second language.
- Increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of our community.
- Reduce the percentage of customer interactions where the quality of communication or response is significantly impaired by barriers associated with racial, ethnic, cultural, or language challenges.
- Increase member awareness regarding the strengths a diverse workforce brings to the District and how to work successfully together to maximize the benefits of this workforce.

#### **Promote craftsmanship, innovation, and excellence throughout the organization.**

- Maintain or improve CFAIF<sup>1</sup>F accredited agency status, CFODF<sup>2</sup>F, the current ISOF<sup>3</sup>F rating, the GFOAF<sup>4</sup>F status, the State Fire Marshal's Office "exempt jurisdiction" status, local fire code adoption including multi-family appendices, and compliance with DPSSTF<sup>5</sup>F and NIMS<sup>6</sup>F.
- Improve overall performance based upon the processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.
- Increase the percentage of TVF&R members who have initiated or achieved four-year and advanced degrees.

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<sup>1</sup> Center for Public Safety Excellence Commission on Fire Accreditation International

<sup>2</sup> Chief Fire Office Designation

<sup>3</sup> Insurance Services Office

<sup>4</sup> Government Finance Office Association

<sup>5</sup> Department of Public Safety Standards and Training

<sup>6</sup> National Incident Management System

**Leverage use of existing resources for the greatest community good.**


- Develop and maintain partnerships that create efficiencies.
- Maintain or improve the value of state, federal, and foundation grants that enhance TVF&R’s ability to better serve customers.
- Develop greater diversification of revenue sources.
- Increase the percentage of environmentally friendly practices for daily operations.

**Ensure ongoing financial and business operations stability and predictability.**

- Maintain approximately five months of operating funds in the ending fund balance to support the District’s dry period financing requirements.
- Ensure overall expenditures do not exceed the growth rates of primary revenue sources.
- Measure actual financial performance against the financial modeling and forecasting tools.
- Maintain the District’s financial and credit ratings at levels that are equal to, or better than, 2008 levels.
- Ensure voter confidence in TVF&R’s efficient and effective use of resources remains equal to, or better than, the 2006 survey benchmark.
- Pursue legislation to ensure that property taxes are used for intended local government purposes.

**ORGANIZATIONAL REPORT CARD**

**COMMUNITY GOALS**

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"> <li>• Arrive at 75% of emergency incidents within six minutes and forty seconds of being dispatched in category A areas.</li> <li>• Reduce the rate and severity of fires per 10,000 estimated population.</li> <li>• Reduce the rate of EMS calls per 10,000 estimated population.</li> <li>• Reduce severity of specific EMS calls with measurable outcomes.</li> <li>• Reduce the percentage of calls where false alarms, inaccurate location or situations are present.</li> </ul>	 <i>Better</i>

**TREND SUMMARY**

While overall outcomes are mixed, there was a significant reduction of fires in 2007. Total fire incidents (structure, outdoor, and vehicle) decreased by 41%. Structure fires dropped 15%; excluding one and two family dwellings, the drop was 30%. Fires in multi-family housing, our target prevention and education occupancy, decreased 27% from 2006 levels. Although fires have declined, the number of EMS calls, which comprises nearly 80% of dispatched call volume, is slowly increasing each year. Based on 2008 population information, EMS calls increased by 4.2%, while population increased by only 1.1%. The severity of measurable EMS calls stands out as a positive outcome, as the District cardiac save rate is currently one of the highest in the country and is continuing to trend upwards. Residential false alarms are steadily decreasing, down 17% last year. However, commercial false alarms are up 6% over last year. Lastly, response times remained relatively flat over the last year.

## ***Strategic Plan, continued***

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### **RECENT INNOVATIONS**

The 2009 revision of the District's Standards of Coverage for Emergency Response experienced a substantive change. Based on new methodology for reporting raw data and after analyzing three years of response data, the baseline and benchmark performance objectives have changed. This will allow for more objective analysis to take place, and coupled with better response performance data collection methods will improve accuracy of strategic resource deployment planning.

To help reduce the rate and severity of EMS calls, the District is participating in the Cardiac Arrest Registry and conducting further studies in stroke patients and c-spine care, which will help the District determine better infield treatment plans.

To more accurately measure the severity of fires, the District has begun to record fire loss versus assessed value. The District has also significantly increased the number of facilities that receive inspections and launched campaigns to increase the installation of fire sprinkler systems in all structures, including single-family homes.

### **DATA ANALYSIS CONSIDERATIONS**

In calendar year 2009, significant improvements in data collection and analysis are taking place. New incident reporting software will allow the District to capture better data than in the past. In addition, the August 2008 PSU population study provided demographics and specific population numbers by geographical area, which allows for a more accurate measurement of calls per capita. Lastly, a variety of efforts are underway to capture call response time data with greater accuracy.

### **CHALLENGES**

A significant challenge for this goal is the impact of the growing population throughout the District. The 2008 PSU study projects the population to be as high as 568,195 by the year 2020. With this sustained growth, comes increased density that can adversely impact incident response in many ways, including increased traffic/slower response times, increased demand, less fire separation between structures, etc.

Due to several fire station construction bond projects occurring over the next calendar year, it is anticipated that emergency reflex and response times will be longer due to crews operating in temporary structures. In some cases, these facilities are not as optimally located as the permanent station location.

Another major challenge will be the aging population. Patients over the age of 65 generate 36% more calls for service than those aged 18-65. In addition, whenever there is a reduction in State-funded health care services, there is a subsequent increase in demand on local EMS providers.


### **OPPORTUNITIES**

The approval of a capital bond measure in November 2006 provided the District with the opportunity to improve, or re-site existing stations as well as add new stations. This will assist in reducing response times, thereby, reducing the severity of EMS and fire incidents in those areas. Also, a new computer-aided dispatch system (scheduled to go online in July 2009) at our communications center will greatly enhance our ability to dispatch the closest unit.

### **THE CALL FOR ACTION**

To advance action toward reducing the rate and severity of emergency incidents, the District's leadership calls for strategies to address the following:

- Continue efforts to reduce response times, including innovative resource deployment, call stratification, station relocations/additions, improved response, and data technologies, etc.
- Develop and implement false alarm, inaccurate location, and situation found reduction strategies.
- Expand District prevention efforts aimed at EMS calls. 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 prevention.

<b>II. Increase citizens' participation in their safety and preparedness, and knowledge and support of District's services.</b>	<b>Trend</b>
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> <li>• Increase percentage of adults who report having awareness of fire/life safety and emergency preparedness messages.</li> <li>• Increase percentage of adults who report taking action on their safety and preparedness.</li> <li>• Increase percentage of children who demonstrate basic fire safety awareness.</li> <li>• Increase percentage of adults who can identify TVF&amp;R's role in the community.</li> </ul>	 <b>No Change</b>

**TREND SUMMARY**

Survey findings indicate no substantial increase in the trend for this goal. Results of a 2008 citizen survey<sup>1</sup> indicate the percentage of citizens who identify TVF&R as the fire service provider held steady at a very high level (75%). A slight decline occurred in respondents who identified TVF&R as an EMS provider (58% versus 63%). The percentage of respondents who recall seeing news and information about TVF&R also declined somewhat, although television, newspapers, and direct mailings remain the most recalled sources from those who do. Initial baseline measurements for citizen safety and preparedness were established within the survey and will be used in future surveys to demonstrate the impact of public education efforts.

Anecdotal evidence indicates community/educational event attendance and the annual newsletter distribution numbers have increased. Program analysis indicates an increase in the number of children exposed to specific key safety messages and who demonstrated learned behavior while in the Safety House or at preschool and Safety Town appearances. Also, the District has been proactive in communicating information about the District's activities specific to bond-funded capital projects and the local option levy renewal request.

**RECENT INNOVATIONS**

To positively impact cardiac survival rate, staff is using a web-based citizen survey, incident/patient data, and medical research to design the components of a multi-year CPR/AED educational campaign. Potential partners include healthcare providers and media agencies.

Research-based key safety messages for children are being reinforced in the updated fire station tour manual and materials, on the exterior artwork on the Safety House, and in the safety posters added to the station and office hallways. TVF&R's external web site was also redesigned to be more intuitive and easier for the public reader.

**DATA ANALYSIS CONSIDERATIONS**

Little objective data exists to quantify the actual results of prevention and public education efforts beyond what citizens report about their awareness and actions. A multi-year, cross-divisional analysis will be conducted to determine any correlation between a perceived decline in multi-family occupancy fires and the educational efforts targeted to that high-risk population.

TVF&R has started tracking detailed metrics from the District's web site to understand what interests visitors and inform staff on the usefulness of web-based resources. In general, TVF&R will continue to use research to target at-risk audiences, measure to what extent citizens understand and concur with TVF&R's vision, and indicate what resonates with the public.

Also, data is being tracked monthly on the number and dollar value (ad equivalency) of television news stories involving the District.

<sup>1</sup> 2008 Campbell Delong Resources, Inc. – 2008 Community & Voter Survey

# Strategic Plan, continued

## CHALLENGES

Given the aforementioned survey findings, TVF&R will need to solicit opportunities to translate to the public the value of TVF&R as an EMS provider.

Population growth, migration, and rapid turnover in commercial occupancies and residential communities (especially apartments) will continue to be a factor. It should remain a priority to continually disseminate the fundamental messages to inform new audiences.

With focus on educationally-based prevention strategies increasing for the District, further consideration must be given to how resources are allocated to this function. The decision to move the Public Education program from Community Services into Fire Prevention is an important step in the right direction.

## OPPORTUNITIES


Grant funds and strategic partnerships will help leverage and expand TVF&R's reach toward identified risk areas. As resources allow, the District should pursue using emerging web-based tools (e.g., e-newsletters, RSS feeds, podcasts, etc.) to share information and educational messages, the highlight of which being they are invited messages and can be narrowly targeted to risk audiences.

The survey findings reiterated the correlation between citizens' personal contact with TVF&R and their support, which reinforces the importance of direct community interaction (e.g., open houses, neighborhood meetings, etc.). Also, it is important to keep the Community Academy alumni engaged to strengthen relationships and potential partnerships.

## THE CALL FOR ACTION

To advance action toward increasing citizens' participation in their safety and preparedness, and knowledge of the District's services, the District's leadership calls for strategies to address the following:

- Develop and focus the District's communications strategies and resources around key safety and preparedness initiatives.
- Develop strategic partnerships that will best leverage District resources on safety and preparedness campaigns and other identified communication priorities, including the capital bond projects.
- Increase the proactive delivery of information and education materials through web technologies, while enhancing the community's awareness and use of TVF&R's web-based resources.
- Replicate the methodology of the apartment manager program (data review, problem identification, research, strategy development, implementation, evaluation) for other targeted risk groups.

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"> <li>• Improve the District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events.</li> <li>• Measurably and sustainably enhance the District's structural and non-structural seismic mitigation status.</li> <li>• Enhance regional emergency management capabilities by fostering relative training, challenging exercises, and implementing and complying with the National Incident Management System (NIMS) by all regional partners.</li> <li>•</li> </ul>	<div style="text-align: center;">   <b>Better</b> </div>

### **Organizational Goals**

#### **TREND SUMMARY**

Employees as a whole describe low levels of personal preparedness; likely better than the general public, but also likely less than adequate in the event of a true disaster. Recent exercise performance indicates many areas in need of improvement; this is in part testament to the District's commitment to challenging exercises that are designed to identify gaps.

#### **RECENT INNOVATIONS**

A preparedness survey for all District employees was performed in May 2008, with greater than 80% participation among all District staff. Real events provided some opportunities for District Incident Management Team (IMT) members to experience more protracted incidents than they typically see, including a ten-day deployment to Columbia County in response to a severe storm and flood in December 2007. A Washington County earthquake exercise in June 2008, gave the District the chance to function under Disaster Operations (no centralized communications, with the entire District working without the 800-MHz trunked radio system, as well as cellular and landline phones), for the first time in five years and only the second time ever. The District is playing a leadership role in the 'Incident Management Enhancement Task Force' (IMET) for Washington County, whose focus is on improving interagency coordination.

#### **DATA ANALYSIS CONSIDERATIONS**

The 2008 preparedness survey provided a substantial baseline. After-action reports from recent exercises, particularly Tipoff (June 2006) and Seismic Slam (June 2008) have identified considerable needed corrective actions. Structural seismic mitigation is part of all new District construction and remodels of existing buildings, and a non-structural mitigation process has been incorporated as well. IT and Communications program developments have allowed development of substantially more robust primary and backup systems, with additional planning on line for coming years.

#### **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. Meaningful multi-agency exercises have been difficult to arrange with partnering agencies. In addition, agencies play at different levels without effective coordination. A statewide earthquake exercise scheduled for April 2009, has generated similar challenges in coordination on exercise conduct and level of play. Varying levels of regional commitment makes it difficult to accurately assess and improve on recurring challenges in incident response and interagency coordination, which have been the focus of the IMET initiative in Washington County. The results of the employee preparedness survey will be useful in guiding future actions, but it does indicate a disappointingly low level of employee emergency preparedness at home, among all ranks of District staff. The continued evolution of the IMTs presents opportunities and challenges. The District continues to add team members from external partners to enhance interagency coordination. In addition, the IMET initiative has a goal of developing multi-discipline, all-hazard teams, which the District supports. These factors complicate management of the IMT program.

#### **OPPORTUNITIES**

The employee preparedness survey generated high levels of participation and honest responses, and provides a more informed means of engaging District staff on preparedness. Two consecutive earthquake exercises will offer the rare opportunity to assess gaps and test improvements in quick succession: District participation in the statewide Cascadia Peril exercise (April 2009) provides an excellent opportunity to evaluate changes in backup communications systems, emergency staffing, damage assessment, and coordination between the District's Fire Operations Center (FOC) and Battalion Headquarters (BHQs). Challenging exercises reveal weaknesses and generate corrective action, but identifying challenges is itself the opportunity needed to address them. Completion

## Strategic Plan, continued


of the multiyear ICS training regimen that forms the basis of most NIMS compliance allows more focus on function-specific training. The recently adopted Washington County Incident Management Enhancement Taskforce document lays out a flexible, scalable system to improve interagency, interdisciplinary, and inter-jurisdictional coordination, but will require steadfast commitment on the part of all agencies involved. Two of the District's smaller cities, Sherwood and Wilsonville, recently committed to building/expanding their emergency programs, have shown substantial progress with indications of sustainability.

### THE CALL FOR ACTION

To advance action toward enhancing preparedness for catastrophic and unforeseen events, the District's leadership calls for strategies to address the following:

- Continue to foster collaborative efforts with interagency partners to effectively prepare for and manage major emergencies or catastrophic events.
- Promote countywide partnerships and training to enhance and expedite understanding and use of NIMS.
- Establish a District emergency disaster recovery plan for critical data and support operations.
- Establish a continuous quality improvement methodology for evaluating the level of preparedness for major emergencies and catastrophic events.

### ORGANIZATIONAL GOALS

IV. Ensure the health and safety of all members.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> <li>• Reduce the number and severity of on- and off-the-job illnesses and injuries that TVF&amp;R members experience each year.</li> <li>• Increase the number of members who understand and participate in the District's internal educational programs.</li> </ul>	 <i>Better</i>

### TREND SUMMARY

In 2006, the District experienced a 28% decrease in the number of workers' compensation claims, along with a 39% decrease in the total cost incurred from those claims, compared to the previous year. In addition, 2006 showed a 51% decrease in the number of days lost to injury. This may indicate that a healthier, more safety-conscious workforce experiences injuries that are less severe (which may require less recovery time), or that the workforce does not experience injuries severe enough to be off duty. This is the third year of data collection of injury data and the trend is favorable.

Another positive trend (that includes all personnel) is relative to the internal WEalthCARE program. Employees are offered a 457 plan and year-to-date participation has reached 97% of all employees. This important baseline shows that employees are planning for their future and therefore increasing their likelihood of overall *health* now and after retirement. The District's goal, while not to ensure financial wealth for employees, is to provide the tools to encourage financial health.

### RECENT INNOVATIONS

The District continues to enhance its comprehensive and innovative package of services and programs that are aimed at improving safety and ensuring a healthy work environment.

A new baseline for line personnel was established this past year for tracking work- and non work-related illness and injuries as well as tracking short-term disability (STD) and the duration on STD. This will be helpful information in supporting the trend for this goal as related to line personnel.

Other innovations include the Wellness newsletter, posting daily stretching exercises, brown bag informative lunches, and a new cache of multi-media tools and resources. The latter innovation will allow mandatory compliance and educational information to be distributed to all District members in a convenient, cost-effective, and time-sensitive manner.

In late May 2007, major revisions to three of the District's Risk Management policies (which outline procedures for reporting and investigating unusual and near-miss events, injuries and accidents, and equipment loss and damage), were implemented and became applicable District-wide. All of the related forms were revised to include specific, consistent data points in order to increase the ability to identify and trend the causal factors that lead to the injury or accident.

### **DATA ANALYSIS CONSIDERATIONS**

The District's insurance carrier currently prepares the District's annual on-the-job illness/injury report, therefore, the report does not include off-the-job injuries or on-the job injuries with no time loss. The District collects on-the-job injury/illness information including those with no time loss.

Still to be established are baselines for all employees on off-the-job injuries/illness with time loss as well as on and off the job injuries/illness with no time loss. Baselines for other trends are currently being established through the wellness initiative and information from the Employee Assistance Program provider.

### **CHALLENGES**

Time, money, attitude, buy-in, and understanding are all potential barriers to staying physically and mentally fit. It will be an ongoing challenge to overcome these barriers and motivate members to practice *healthy* lifestyle choices to ensure healthy, injury-free careers. Ultimately, these positive choices will encourage physical, mental, and financial wellness long into their retirement.

A large percentage of health and safety data tracking and focus is for line personnel, therefore, establishing baselines for non-line personnel is needed to see the impact the efforts toward achieving this goal has on all members.

### **OPPORTUNITIES**


Further, refining the methods to track employee illness, injuries, accidents, near misses, and specific causal factors will lead to a better understanding of how to prevent incidents and foster a safer working environment.

### **THE CALL FOR ACTION**

To advance action toward ensuring the health and safety of all members, the District's leadership calls for strategies to address the following:

- Establish baselines for measuring injuries and illnesses including those with no time loss and methods to identify what preventive measures should or could have been taken for both work and non-work related injuries for all personnel.
- Establish an opportunity for feedback and develop baselines to determine impact of current programs, as well as numbers of members who participate in those programs while protecting confidentiality.
- Continue to implement innovative ideas for improving overall physical, mental, and personal financial stability for all members.
- Decrease the overall severity and rate of illnesses and injuries for all personnel through prevention education.
- Continue to measure the percentage of employees who participate in retirement preparation and savings plans.

## Strategic Plan, continued

V. Develop and enhance a workforce that honors and respects our individual and group differences and reflects the community we serve.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> <li>• Increase the percentage of members who speak a second language.</li> <li>• Increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of our community.</li> <li>• Increase employee awareness regarding the strengths a diverse workforce brings to the District and how to work successfully together to maximize the benefits of this workforce.</li> </ul>	 <b>Worse</b>

### TREND SUMMARY

Some progress has been made in areas applicable to the first and third outcomes over the last ten years. During the past year, gender and ethnic diversity of employees has decreased slightly, while the number of second language program employees has increased by one. Training on accepting and valuing employee differences was conducted approximately a year-and-a-half ago. Because some line employees were unable to attend, additional training sessions will be scheduled.

### RECENT INNOVATIONS

The most recent innovation is the chartering of the Outreach Committee - a group of employees who understand “outreach” as an integral part of the District’s strategies for the future.

### DATA ANALYSIS CONSIDERATIONS

Benchmark data shows that the District’s current workforce considered “protected class” (by ethnicity, not gender) increased from 13.8% in 1999, to 21.1% in 2008. With the Portland State University demographic study conducted for us last year, we are able to measure the District’s diversity against that of the community we serve.

Not all TVF&R employees have direct “customer contact” every day as an essential part of their job. Firefighters, Battalion Chiefs, and Fire Prevention employees (not including Administrative staff) come face-to-face with our community members every day and serve them as our customers. Training Division employees and Administration employees do interface with the community on a regular basis, but not in the same way as our Line and Prevention staff do.

The PSU study shows that 1.1% of our community population is Black; our District statistic is 0.7% Black (two line employees). There are currently no Black employees in Fire Prevention or anywhere else within the District.

The demographic study also shows 8.1% of the community is Hispanic and these numbers are expected to grow. Currently, the line has eleven Hispanic employees and Fire Prevention has none, for a total of 3.9%. Our Administration offices have no Hispanic employees. This is far from reflecting our community.

Asian/Pacific Islanders are the third group we measure, with 7.2% of our community identified in this group. Within our customer contact Divisions (Line and Prevention) only 1% of our employees are Asian or Pacific Islander. When you include Administrative employees, our results are better because we have six Administrative employees who are Asian/Pacific Islanders. Nonetheless, increasing the number of employees who are Asian/Pacific Islanders and who have direct customer contact will be an important area for us to address. This data will continue to be reviewed annually.

### CHALLENGES

As the District’s population increases, it is increasingly important to understand the community’s diversity to provide effective service. TVF&R needs to grow and recognize that diversity has many meanings. It is also important to utilize the same tools in understanding diversity internally as well as externally.

**OPPORTUNITIES**


Although the District has an incentive program for employees who utilize their second language with the community, few employees have chosen to participate. The District continues to fine tune this program and establish methods to measure the program and its benefit to the community.

Plans for a more focused recruitment strategy will also play a critical role in increasing organizational diversity. Presently, female firefighters are being surveyed to better understand what prompted them to seek employment at TVF&R, as well as “the good, the bad, and the ugly” of their jobs. In addition, staff plans to perform a survey of high school and community college students to assess their motivation for pursuing firefighting careers. Diversity acceptance training planned for 2009 is being restructured and will be presented throughout the next year.

**THE CALL FOR ACTION**

To develop and enhance a diverse workforce that honors and respects our individual and group differences and reflects the community we serve, the District’s leadership calls for strategies to address the following:

- Continue to investigate the barriers that keep women and minorities from pursuing careers in the fire service. Identify places where TVF&R can provide education on fire service careers in order to remove perceived barriers.
- Establish a recruiting plan to develop a workforce that is more reflective of the community TVF&R serves.
- Provide training opportunities to broaden and strengthen employee understanding of diversity and how to create a stronger organization.
- Better promote the second language incentive program and develop a system for measuring program utilization.

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"> <li>• Maintain or improve CFAI accredited agency status, CFOD, the current ISO rating, the GFOA status, the State Fire Marshal’s Office “exempt jurisdiction” status, local fire code adoption including multi-family appendices, and compliance with DPSST and NIMS.</li> <li>• Improve overall performance based upon the processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.</li> <li>• Increase the percentage of TVF&amp;R members who have initiated or achieved four-year and advanced degrees.</li> </ul>	 <i>Better</i>

**TREND SUMMARY**

A combination of objective and subjective information leads to the conclusion that the trend for this goal is positive. Indicators for craftsmanship and excellence are tracked by the District’s CQI programs, their benchmarks, and a survey of the public’s perception relative to the services delivered. In addition, a number of indicators for innovation and excellence can be observed throughout each Division. Examples include: receiving multiple years of awards for budget preparation and audit reporting, a continued excellent bond rating, the rollout of advanced technology that allows employees to collaborate while not in the same workspace, the ongoing succession planning, the overall reliance on data for business practice changes associated with deployment and accreditation and finally, a total revamp of training models and methodology. The final trend that has emerged this review period is the ISO re-rate process. It appears as though we may have resolution to a District wide ISO re-rate. This has the potential to have a significant impact on insurance rates, moving from an eight to a three in those areas outside of the Urban Growth Boundary.

## ***Strategic Plan, continued***

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The trend for this goal is also based on a more subjective assessment of the present state of the District's organizational culture. For TVF&R, "craftsmanship" is measured subjectively in part by small, incremental improvements and refinements that drive the District toward being a highly-skilled and reliable organization of experts; an organization that learns from its mistakes and embraces learning and communication across all ranks and Divisions. Separate from the awards and recognition received, staff also relies on subjective opinion to conclude that the current organizational culture has become increasingly infused with the values of craftsmanship, innovation, and excellence.

### **RECENT INNOVATIONS**

As a directive from the Fire Chief's Office, a District wide re-organization was conducted in late April 2008, to provide a greater depth of succession planning and awareness. The Training Division instituted a comprehensive and innovative revamp of the training plan and the recruit academy plan, and increased the use of technology for training delivery and peer fitness trainers for the Wellness Program. The Operations Division is applying alternative data analysis including EMS call stratification. Within Logistics, a comprehensive disaster communications plan, the "soft" rollout of the SharePoint system, and blending the reserve and training apparatus fleet have helped to focus and increase the efficient use of resources.

### **DATA ANALYSIS CONSIDERATIONS**

Organizational culture, more than anything, drives this goal, and this is difficult to measure. As such, our best indicators for craftsmanship, innovation, and excellence rely on a combination of subjective measures and external indicators of recognized excellence. External assessments, such as being recognized for high accounting standards and innovative programs, are one indicator. However, equally important are more subjective qualities of our organizational culture that sustain and nurture an environment for excellence. Specific to deployment, one of our largest data considerations deals with which data set we use. Historically, we have used the "situation dispatched" call data as our indicator and recently, we have started to rely heavily on outcome-based information or the "situation found" data as a basis for our deployment decisions. This is not to say that the original data set is not considered, it is a blending of the two that makes for excellence.

### **CHALLENGES**

Maintaining a sustained level of craftsmanship, innovation, and excellence can present many challenges. For example, the *changing of the guard* over the next few years (due to retirements) will create a transitional period that could impact the culture of excellence and diminish the collective expertise.

Other challenges the District will face include: the blending of technological and human resources to accomplish specific divisional goals, the continual push of future leaders to obtain advanced academic degrees, and finally, keeping track of the economic indicators that are associated with the District's revenue stream and then making proactive adjustments to stay ahead of those economic trends.

### **OPPORTUNITIES**


The potential for a strong cadre of future leaders exists and will be fostered by the outgoing leaders prior to the anticipated retirements. This could result in new and innovative ideas. Another opportunity is with the use of *new* technologies to solve *old* problems. For example, the District anticipates capitalizing on the use of technology for educational training of its members using non-traditional delivery methods with the goal of reducing travel outside of first response areas and work sites. Other opportunities include the continual use of outside professionals to benefit from their expertise.

### **THE CALL FOR ACTION**

To advance action toward the promotion of craftsmanship, innovation, and excellence throughout the organization, the District's leadership calls for strategies to address the following:

- Develop future leaders and organizational expertise through internal and external opportunities.
- Design new and innovative ways to educate and train personnel while remaining within their first response areas and work sites.

- Re-evaluate the District’s risk analysis and subsequently, model deployment scenarios that are safe, innovative, and create efficiencies in the delivery of services.
- Lean on outcome based information for future concepts and plans.
- From the resulting data and information obtained through the District QI processes, establish change.
- Currently, there are limited Divisions that have standing QI processes in place. Establish District-wide (by division) QI processes.

<b>VII. Leverage use of existing resources for the greatest community good.</b>	<b>Trend</b>
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> <li>• Develop and maintain partnerships that create efficiencies.</li> <li>• Maintain or improve the value of state, federal, and foundation grants that enhance TVF&amp;R’s ability to better serve customers.</li> <li>• Develop greater diversification of revenue sources.</li> <li>• Increase the percentage of environmentally friendly practices for daily operations.</li> </ul>	 <i>Better</i>

**TREND SUMMARY**

While the amount of grant funding and the diversity of resources is relatively easy to quantify, the indicator that matters most to this goal is more difficult to measure because both community benefit and net savings are shared across regions and agencies. Nevertheless, observed impacts from efficiency and partnership initiatives conclude that the intent of this goal has been advanced in recent years. While the following are just a few examples, it is fair to say that each are indicative of prudent and efficient utilization of the District’s resources for the greatest community good:

- Sharing emergency management resources through the creation and facilitation of the Washington County Office of Consolidated Emergency Management (OCEM).
- Sharing information technology connectivity with the formation of the county Broadband Users Group (BUG) which includes participation by multiple governmental agencies.
- Continue cooperative practices with other agencies such as the Volunteer Academy (with Clackamas County Fire District #1) and the intergovernmental agreement (IGA) with Lake Oswego Fire Department for the cooperative provision of incident command coverage.
- Contracting out the District’s Fleet Maintenance services and Occupational Health services to other Public Service agencies throughout the region.
- In addition, the District will be constructing and rebuilding a number of facilities, as well as purchasing new apparatus and vehicles, creating well-timed opportunities for improved energy conservation and innovative, environmentally-friendly concepts.

Regarding grants and other revenue diversity streams, over the last five years, \$3.1 million of federal grant funds have been received. The funding was used on such expenditures as HazMat apparatus and equipment, technical rescue apparatus and equipment, a Mobile Incident Command vehicle and communication equipment, research on cultural behavior and awareness of smoke alarms for non-English speaking people, the mobile Safety House, educational products and messaging, and wildfire education and mapping.

## ***Strategic Plan, continued***

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### **RECENT INNOVATIONS**

Recent innovations include the collaboration with the City of Tigard in the land purchase and future fire station/community room build, and the public/private partnership with AMR Ambulance to promote cost savings as a component of the EMS systems integration agreement with Clackamas County.

### **CHALLENGES**

While there are benefits with grant funding, there are also inherent challenges in the form of downstream impacts that need to be planned for in advance of application submittal.

The Executive Management team recognizes that managers have full workloads and that it takes time and energy to seek new partnership opportunities; building new relationships, however, can benefit the community. Therefore, Executive Management will be challenged to assist managers in finding the time to seek new opportunities to partner and share resources with other agencies.

On-going discussions are needed to continue to evaluate both existing and future interagency efforts to balance workloads than can take focus away from the District's core mission. Programs will need to be measured and prioritized by the financial benefits, the political issues involved, and the efficiencies they bring to the District.


### **OPPORTUNITIES**

Efforts have been initiated to steer Federal Urban Area Security Initiative grant funding away from individual agencies and to "bigger picture" programs at a regional level (e.g., a regional common CAD communication system, a regional emergency operations center, and/or incident management teams). This is an opportunity to continue to work together for the greater community good.

### **THE CALL FOR ACTION**

To advance action toward leveraging use of existing resources for the greatest community good, the District's leadership calls for strategies to address the following:

- Evaluate practices in all departments to seek cost-effective, and perhaps non-traditional, ways of working more efficiently.
- Develop resource sharing through public-to-private, as well as, intergovernmental partnerships and other collaborative relationships.
- Encourage innovative ideas for future alternative revenue resources.
- Incorporate energy conservation and environmentally-friendly concepts in general practices, including the purchase of apparatus and construction of facilities.
- Establish a baseline of costs/benefits from grant dollars awarded to the District and create a methodology to measure the savings in inflation-adjusted dollars for future comparison.
- Implement sustainable practices in acquisition, operation, and disposal of resources utilized to minimize environmental footprint.
- Develop and implement an evaluation process and pursue only those grant opportunities that fit pre-determined and well-planned programs/projects with a desired overall benefit.
- Develop an integrated electronic system to cross populate data/information from multiple end users.

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"> <li>• Maintain approximately five months of operating funds in the ending fund balance to support the District’s dry period financing requirements.</li> <li>• Ensure overall expenditure growth rates do not exceed the growth rates of primary revenue sources.</li> <li>• Measure actual financial performance against the financial modeling and forecasting tools.</li> <li>• Maintain the District’s financial and credit ratings at levels that are equal to, or better than, 2008 levels.</li> <li>• Ensure voter confidence in TVF&amp;R’s efficient and effective use of resources remains equal to, or better than, the 2006 survey benchmark.</li> <li>• Pursue legislation to ensure that property taxes are used for intended local government purposes.</li> </ul>	<div style="text-align: center;">  <p><i>Meeting the Goal</i></p> </div>

**TREND SUMMARY**

For financial stability, trend data indicates solid, positive performance with this goal. Future financial modeling suggests that this positive trend is likely to continue. TVF&R’s Executive Management relies heavily on the comprehensive and forward-looking financial models and forecasting tools developed by the Finance Division for critical decision making related to the budget and resource prioritizing allocation to support long-term goals. In the scientifically validated 2008 voter survey, 500 respondents gave the District’s financial management a score of 8.1 on a 10-point scale.

TVF&R has improved the fund balance ratio, increasing the percentage of operating funds in the ending fund balance. This provides an increased margin of operating funds needed for dry period financing (the time between the beginning of the new fiscal year and the receipt of property tax funds), and provides a strong resource for financial stability should revenues be negatively impacted.

Increases in overall expenditures have not exceeded the growth rate trends of the District’s primary revenue source (property taxes).

**RECENT INNOVATIONS**

The District has implemented a team approach to managing and coordinating the Capital Bond program and is utilizing SharePoint, which allows the team to collaboratively manage this series of projects. This new approach should provide greater transparency and assist staff in wisely managing the series of bond projects planned.

**CHALLENGES**

The District is essentially solely funded by local property taxes. The recent national credit crisis and resultant slowdown in the economy may create future challenges affecting the short-term financial stability of TVF&R with the risk of property taxes going unpaid.

In addition, the use of Urban Renewal Districts by TVF&R’s constituent cities and counties negatively impacts the District’s funding by the diversion of property taxes to these Urban Renewal Districts. While this financing mechanism is attractive to other governments, it has direct impact on TVF&R.

For continuity and stability of business operations, it is paramount that the District assess and act upon succession planning for the organization. Specifically, staffing needs for both succession of key business operations and logistics personnel must be addressed.

## ***Strategic Plan, continued***

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Capital bond project planning teams have been revised and restructured to improve reporting and project management. Continued experience in this new level of capital project management indicates further work and/or staff support is needed in this area. The enormity of the project scope is taxing to existing personnel and may impact success in ability to provide other services.

Similarly, the District is attempting to combine into one integrated system, all the business operations of the District and support them through one integrated enterprise software solution (ERP). The ERP transition project is beginning and resources are critical for its success. This may require an increased level of support in the project team and supporting departments.

Business rules and practices, new policies, and ways of doing business for every affected department are all challenges, as well as, staff resources to effectively plan, test, anticipate problems, and implement new systems.

### **OPPORTUNITIES**

TVF&R has been assigned a Moody's Aa1 bond rating as a result of the District's overall financial health, the use of forward contingency planning, and the proven ability of District staff to prudently manage operations and finances. By maintaining this strong rating through future economic times, the District is well poised to sell future authorized bonds - even in a difficult market.

As more analysis of urban renewal financing is performed, there may be opportunities to revise this area of the property tax system by working collaboratively with other governments and agencies to address some of the inequities of the urban renewal system.

Executive Management continues to analyze and update the long-term financial plan, which includes election calendar planning and incorporating major capital and staffing plans.

### **THE CALL FOR ACTION**

To advance action toward ensuring ongoing financial and business operations stability and predictability, the District's leadership calls for the following strategies:

- Begin long term business operations organizational review considering succession planning and long-term best organizational structure for the business operations of the District.
- Assess personnel requirements to support the expanding complexity of business and logistical support needs of the District including major project support.
- Implement improved business operations support in key areas to support capital projects management and ERP project implementation.
- Continue outreach efforts on awareness and understanding of TVF&R and its fiduciary performance.
- Support and pursue legislation to enhance financial stability.
- Develop reporting metrics regarding the financial "health" of the District that can be easily understood and shared among members.
- Provide credit market risk and more conservative financial planning options to model the effect of a slowing economy and assess higher levels of risk.