

Strategic Plan

Strategic Plan 2007

The District adopted a new and completely revised Strategic Plan 2007. A full copy of the plan may be accessed at http://www.tvfr.com/about/pdfs/TVFR_Strategic_Plan-2007.pdf.

Key excerpts are presented as part of the budget document, reflecting our 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 we shall measure our performance.
- Describe change strategies to help ensure we accomplish those outcomes.
- 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 Shared Vision Our 2007 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 assures 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.

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 service 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 models the highest values of public service and, together, we are recognized as an organization that exemplifies the concept of good government.

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.



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 & 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:

A “strategy” defines the direction of change intended to accelerate movement toward one or more outcomes.

- **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 mission, principles, vision, and values of the organization.
- **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 list of 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 goals and outcomes complete the “foundation” of the TVF&R Plan. Within the context of these specific measurable outcomes, all units within the organization have contributed their own set of strategies they can advance to fulfill them.

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.

Strategies are continually modified around the mission, vision, and goals through leadership directive, management initiative, and feedback of outcome measures.

Community Goals & Outcomes

I. Reduce the number and severity of emergency incidents.

- Arrive at 90% of emergency incidents within six minutes of being dispatched.
- Reduce the rate and severity of fires per 10,000 estimated population.
- Reduce the rate and severity of EMS calls per 10,000 estimated population.
- Reduce the percent of false-alarm calls.

II. Enhance preparedness for catastrophic and unforeseen events.

- Improve the ability to manage, mitigate, and recover from major emergencies and catastrophic events.
- Increase percent of public who rate their households as having met key standards for preparedness (e.g., food supplies, escape routes, etc.).
- Enhance regional emergency management capabilities by fostering the acceptance, training, exercising, and implementation of the National Incident Management System (NIMS) by all regional governmental partners.

III. Increase community understanding of, and participation in, a safety partnership with TVF&R.

- Increase percentage of citizens who meet minimum criteria for awareness and implementation of fire and life safety and medical emergency preparedness.
- Increase percentage of children who are aware of basic fire safety.
- Increase community awareness and understanding of TVF&R and its programs and priorities.

Organizational Goals and Outcomes

IV. Ensure the health and safety of all members.

- Reduce the number of on- and off-the-job illnesses and injuries that TVF&R members experience each year.

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

- Increase the percentage of employees 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.

VI. Promote craftsmanship, innovation, and excellence throughout the organization.

- Maintain or improve performance based upon the objective and subjective criteria established by the Continuous Quality Improvement (CQI) programs.
- 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, DPSST, and adherence to NIMS.
- Increase the percentage of TVF&R members with four-year and advanced degrees.

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


- Maintain or improve upon the estimated value of net savings from interagency efficiency partnerships (in inflation adjusted dollars).
- 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.

VIII. Ensure Ongoing financial stability and predictability.

- Maintain approximately five months of operating funds in ending fund balance.
- Ensure overall expenditures do not exceed the growth rate trends of primary revenue sources.
- Maintain Executive Staff confidence in the value of financial modeling and forecasting tools to remain at or better than current levels.
- Maintain the District’s financial and credit ratings at levels that are equal to, or better than, 2006 levels.
- Ensure voter confidence in TVF&R’s efficient and effective use of resources remains equal to, or better than, the percentage (62%) measured in the 2006 survey.

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"> • <i>Arrive at 90% of emergency incidents within six minutes of being dispatched.</i> • <i>Reduce the rate and severity of fires per 10,000 estimated population.</i> • <i>Reduce the rate and severity of EMS calls per 10,000 estimated population.</i> • <i>Reduce the percentage of false-alarm calls.</i> 	<p><i>Worse</i></p> 

Trend Summary Although more analysis is needed to draw hard conclusions, the available information indicates this goal is not being met. According to recent analysis, TVF&R is currently arriving at just below 80% of emergency incidents within six minutes of being dispatched and response times impact the severity of incidents. Whether the rate and severity of fire and EMS calls in the population has changed for the better or worse is difficult to conclude based on available data.

Recent Innovations In recognition of the need to improve response times further, many innovations have been implemented and more are being considered. TVF&R has enhanced its technologies, increased peak-hour deployment, and implemented initiatives to increase response readiness at the station level. In the near future, the District will add fire stations which will help to reduce travel times. Yet, to reach the desired 90%, significant improvements are still needed.

Regarding reducing the rate and severity of EMS and fire incidents, the District has implemented several interventions, including increasing the number of firefighters that routinely respond to a fire scene and implementing cutting-edge EMS protocols and practices, such as the new 12-lead ECG program, community placement of automatic external defibrillators, and testing and employing HemCon trauma bandages. In addition, the District applies and enforces fire codes through the TVF&R Fire Prevention Ordinance to ensure commercial occupancies and multi-family dwellings are constructed, maintained, and occupied safely and when possible or required, that sprinklers and fire suppression systems are installed to also reduce the number and severity of fire and fire loss. Targeted public education campaigns are also a key factor in reducing the rate of incidents. Examples include senior fall prevention programs and a nationally recognized multi-family housing fire reduction program with related training workshops for landlords and resources for residents.

Data Analysis Considerations To measure speed of response, TVF&R annually updates its comprehensive risk analysis and deployment strategy as outlined in the District’s “Standards of Coverage for Emergency Response” (SOC). Currently, the District has only established baselines and methodology to measure speed of response, however, refinements are needed to better identify which types of fire and EMS calls should be included or excluded from the assessment. Baselines and methodology to measure rate and severity of fire and EMS incidents have not yet been established, which limits the ability to determine the actual movement of this trend.

While anecdotal evidence indicates that our innovations are working, actually measuring their impact and defining which efforts are providing maximum benefit will be better accomplished once the desired baselines have been established. Of the baselines that need to be established, one based on population demographics is especially important in order to track the ability to reduce the rate and severity of incidents as the population increases.

Challenges A significant challenge for this goal is the impact of the continued increase in population throughout the Portland metropolitan area (estimates project an additional one million people in the next 25 years). With this sustained growth comes increased density, particularly within the designated urban growth boundary.


Various factors related to increasing density can slow response times or increase the severity of emergency incidents. Increased density correlates to an increased demand for emergency services, and when coupled with greater traffic congestion, can slow response times. Structures being built on smaller footprints and within more marginal areas (such as steeper slopes) compounds the threat of wildland-urban interface fires or necessitates skinnier street width, which causes access problems for the District's larger apparatus. Less separation between occupancies built in high-density areas increases the risk of fire spreading from one unit to another. Dense traffic patterns create demand for traffic calming devices, such as speed humps, which also slow apparatus response times. Response times are also affected by the increasing number of false alarms. These false alarms pull resources unnecessarily.

Another major challenge is the increase in the senior population served by TVF&R. Patients over the age of 65 generate 36% more calls for service than those aged 18-65. Additionally, whenever there is a reduction in State-funded health care services there is a subsequent increase in demand on local EMS providers.

Opportunities The recent approval of a capital bond measure in November 2006 provides TVF&R with the opportunity to improve or re-site existing stations and add new stations, which will assist in reducing response times in those areas and improve response readiness. Other solutions, such as the addition of alternative response units, increased prevention and awareness education for citizens, and the use of non-traditional partnerships could positively impact achievement toward this goal.

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:

- Establish criteria for assessing incident type and severity against an annually updated population and demographic baseline.
- Ensure the District's Standards of Coverage for Emergency Response addresses future community needs.
- Implement building and life safety code enhancements, and innovative prevention and education programs, to ensure communities are safer.

II. Enhance preparedness for catastrophic and unforeseen events.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Improve the ability to manage, mitigate, and recover from major emergencies and catastrophic events.</i> • <i>Increase percent of public who rate their households as having met key standards for preparedness (e.g., food supplies, escape routes, etc.).</i> • <i>Enhance regional emergency management capabilities by fostering the acceptance, training, exercising, and implementation of the National Incident Management System (NIMS) by all regional governmental partners.</i> 	 Better

Trend Summary The available trend data indicate improvement over the last several years in emergency management preparedness. As evidenced by observations, evaluation reports, and critiques by external and internal personnel, the District has improved its preparedness to manage a catastrophic event in the field, from the Fire Operations Center (FOC), and through resources deployed to the county’s Emergency Operations Center (EOC).

Ongoing public education efforts are targeted at improving public preparedness and, anecdotally, there are indications that citizens are better prepared. Based on increased phone calls requesting emergency preparedness information and guest speakers, as well as visits to the website, indications are that more homes and businesses are doing more to prepare for emergencies than in previous years. However, it will be necessary to establish a baseline to measure how the community is performing in this area.

Data Analysis Considerations Baseline measurements have not been established relative to citizens’ emergency preparedness at home or at work. Without a baseline, there is not a definitive understanding of whether the citizens are improving their level of preparation for major emergencies within the service area. Better information in this area is clearly needed to assess progress toward this goal.

Challenges The feeling internally is that continual exercise and evaluation of the Fire Operations Center and the county’s Emergency Operation Center is needed to improve TVF&R’s ability to manage major emergencies. In addition, much remains to be done in terms of supporting the efforts of partnering jurisdictions and in moving the community to action. It will also be critical to ensure the District has an emergency disaster recovery plan

for critical data and support operations as well as completing the seismic upgrade plan for the District's major facilities.


Issues that will challenge the District in reaching this goal include bringing partnering agencies on board with the National Incident Management System (NIMS) and the utilization of a Unified Command approach.

Opportunities The Office of Consolidated Emergency Management (OCEM), with the participation of TVF&R's personnel and other county agencies, is seeking to develop a countywide taskforce to address the issues of increasing the acceptance, training, and implementation of NIMS by countywide partners. This integrated and structured interagency response to emergencies should significantly enhance countywide disaster preparedness. In October of 2007, TVF&R and most all public safety agencies in the metropolitan area will participate in the federally-coordinated "TOPOFF" exercise, which is anticipated to identify the strengths and weaknesses of disaster preparedness and response systems regionally.

Now more than ever, due to recent worldwide catastrophic events, people have a heightened awareness of natural and man-made disasters; an opportunity that TVF&R's Emergency Management personnel must capture to advance preparedness actions by the public.

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:

- Assess the abilities of TVF&R, its customer cities, and the agencies belonging to OCEM to manage catastrophic events.
- Promote countywide partnerships and training for understanding, integrating, and employing the Incident Command System.
- Establish an emergency disaster recovery plan for critical data and support operations.
- Establish criteria and baseline measurements for assessing citizens' disaster preparedness and readiness, and a method for annually updating the information.

<p>III. Increase community understanding of, and participation in, a safety partnership with TVF&R</p>	<p>Trend</p>
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Increase percentage of citizens who meet minimum criteria for awareness and implementation of fire and life safety and medical emergency preparedness.</i> • <i>Increase percentage of children who are aware of basic fire safety.</i> • <i>Increase community awareness and understanding of TVF&R and its programs and priorities.</i> 	<p style="text-align: center;">  Better </p>

Trend Analysis Existing baseline measurements and data analysis indicate that the trend for achievement toward this goal is incrementally improving. Performance toward this outcome can be demonstrated through analysis of the data collected on the estimated population reached during safety message campaigns via radio, television, and print media, and attendance at Multi-Family Housing Fire Reduction Program trainings.

Early indicators also show a positive impact on the awareness children have of fire safety. The District recently implemented focus group and survey research with children both before and after they visited the TVF&R Safety House. The results led to significant modifications in the educational content and demonstrated substantive improvements over what the children knew before they attended their educational tour and what they retained after their tour. Survey data and strong voter support for the District in 2004 and 2006 also suggest that the public is knowledgeable and positive about TVF&R’s role in the community. We will continue to use this as a baseline in the future to observe if the percentage of citizen support and understanding continues as the population increases.

Data Analysis Considerations Currently the District routinely measures effort (e.g., how many topics taught, how many public safety announcements aired, how many people attended an event) but has only recently begun to develop and implement methods to determine the degree to which behaviors change as a result of those efforts. TVF&R will need to identify which, if any, other types of assessments should be developed into baselines to better demonstrate achievement toward this goal (for example, how to measure behavioral changes.)


Challenges Population growth and turnover will present an ongoing challenge for the District; demographic data show that 39% of residents have been in their current home less than five years.¹ For this reason, continued awareness and education initiatives will always need to be a priority.

Opportunities As baseline information is established, we will be better able assess community awareness levels more effectively and improve program impacts. Grant funds and other partnerships can be utilized to support our public education and mass media efforts. We will also continue to look for new and alternative educational methodologies and communication tools specifically geared towards the children of our District.

The Call for Action To advance action toward increasing community understanding and participation in a safety partnership with TVF&R, the District’s leadership calls for strategies to address the following:

- Develop more effective measurements of behavioral change.
- Survey the general population on fire and life safety awareness and public perception.
- Foster corporate sponsorships to support placement of public safety announcements via mass media outlets.
- Inform and involve the community about TVF&R, its priorities, and future projects.

Organizational Goals

IV. Ensure the health and safety of all members.	Trend
Outcome anticipated indicating the goal is being achieved: <ul style="list-style-type: none"> • <i>Reduce the number of on- and off-the-job illnesses and injuries that TVF&R members experience each year.</i> 	<i>Better</i> 

Trend Summary The overall trend for this goal suggests steady improvement, as indicated by a declining number of on-the-job injuries, an increasing number of employees participating in activities to safeguard both their physical health and financial stability, and the continuing annual increase of visits to the District’s Behavioral Health Specialist.

Recent Innovations The District provides a comprehensive “package” of services and programs that are aimed at improving safety and ensuring a healthy work environment. We emphasize a holistic approach to wellness, incorporating programs to encourage employees to focus on physical and mental health, as well as, personal financial provisions for stability. Examples are annual physical exams, 24-hour on-call nurse coverage for exposures, and a wellness/fitness specialist. The District also provides the services of a Behavioral Health Specialist, access to other employee assistance programs, and outreach for personal financial planning and retirement education. The numbers of employees taking advantage of these resources is steadily increasing.


Data Analysis Considerations While the rate of on-the-job injuries has declined steadily for the last five years, we do not have a clear picture of off-the-job illness and injuries. Still to be established are baselines on such factors as off-the-job time loss in order to demonstrate the complete picture of achievement toward this goal.

Challenges Time, money, attitude, buy-in, and understanding are all potential barriers to staying physically and mentally fit-for-duty, as well as, healthy and financially stable in one’s personal and family life. It will be a challenge to overcome such barriers and motivate employees to practice healthy habits to ensure a long career and promote wellness long into their retirement.

Opportunities The District will continue to prioritize prevention education and introduce innovative methods to improve overall employee wellness. Continuing and refining the methods to track employee 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 and methods to identify what preventive measures should or could have been taken.
- Foster innovative ideas for improving overall physical and mental wellness and personal financial stability.
- Decrease the overall illness and injury rate through prevention education.
- Measure the percent of employees who participate in retirement programs and savings plans.

<p>V. Develop and enhance a diverse workforce that honors and respects our individual and group differences and reflects the community we serve.</p>	<p>Trend</p>
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Increase the percentage of employees who speak a second language.</i> • <i>Increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of the community.</i> • <i>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.</i> 	<p style="text-align: center;"></p> <p style="text-align: center;">No Change</p>

Trend Summary While progress has been made in areas applicable to all three outcomes over the last ten years, results have remained virtually unchanged over the last three years.

Data Analysis Considerations Adequate baselines from which to work or compare have not been established for these outcomes; a challenge that must be addressed in the coming year.


Challenges Based on local and national demographic reports, our service area is increasingly diverse. Keeping up with this change presents its own set of challenges. For example, the demand to meet the needs of non-English speaking people at emergency incidents and public education events is increasing. It is therefore essential to find better ways to ensure our workforce reflects the community we serve and that we are meeting the need for the increasingly diverse language and culture skills necessary to serve our community well.

Opportunities In late 2006, the District established an incentive program for employees who utilize their second language with District patrons, and in the near future, the Human Resources Division will implement the related policy and establish methods to measure program metrics. Plans for more focused recruitment strategies also will play a critical role in increasing organizational diversity.

Strategic Plan – Status Report, continued

The Call for Action To develop and enhance a diverse workforce, the District’s leadership calls for strategies to address the following:

- Establish a recruiting plan to create a workforce that is more reflective of the community we serve.
- Implement initiatives to more effectively communicate with non-English speaking people in the community.

<p>VI. Promote craftsmanship, innovation, and excellence throughout the organization.</p>	<p>Trend</p>
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Maintain or improve performance based upon the objective and subjective criteria established by the Continuous Quality Improvement (CQI) programs.</i> • <i>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, DPSST, and adherence to NIMS.</i> • <i>Increase the percentage of TVF&R members with four-year and advanced degrees.</i> 	<p style="text-align: center;">  Better </p>

Trend Summary A combination of objective and subjective data lead 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 range from receiving the International Association of Fire Chiefs Award of Excellence, to receiving multiple years of awards for budget preparation and audit reporting, as well as the independent validation of achievement to high industry standards through the award of CFAI accreditation in 2000 and re-accreditation in 2006. These are a few of the status indicators the District, and other organizations in the industry, use to measure innovation and excellence.

Our conclusion that the trend is positive for this goal is also based on a more subjective assessment of the present state of our organizational culture. For TVF&R, “craftsmanship” is

measured, in part subjectively, by the 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 we have received, we also rely on subjective opinion to conclude that our current organizational culture has become increasingly infused with the values of craftsmanship, innovation, and excellence.

Data Analysis Considerations Organizational culture, more than anything, drives this goal, and that 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. As such, there may be value in exploring additional, more objective methods to measure the tone of the organizational culture in the future.

Challenges On the one hand, we believe we have done an impressive job towards promoting craftsmanship, innovation, and excellence. In addition, we are proud of having promoted and created craftsmanship not just within the District, but throughout the region. On the other hand, maintaining a sustained level of craftsmanship, innovation, and excellence presents many challenges. In addition, a “changing of the guard” over the next three to five years due to a series of retirements of senior management (58%) will create a transitional period that could impact the culture of excellence and diminish the collective expertise.

Another challenge for the District will be to continually push the up-and-coming leaders to obtain higher level academic degrees in order to be better prepared for the future.

Opportunities The anticipated leadership change will create opportunities for growth within the organization which could possibly spark new, innovative ideas. The potential for a strong cadre of future leaders exists and will be fostered by the outgoing leaders prior to the transition. Senior managers also recognize the benefits that outside professionals can bring into the organization and will nurture those opportunities as well.


In the near future, 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.

Strategic Plan – Status Report, continued

A third area of opportunity rests in new applications of technology to solve old problems. For example, the District anticipates capitalizing on the use of technology for educational training of its employees using non-traditional delivery methods with the goal of reducing travel outside of first response/work sites.

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.
- Incorporate energy conservation and environmentally-friendly concepts in general practices, including the purchase of apparatus and construction of facilities.
- Design new and innovative ways to educate and train personnel while remaining within their first response/work site areas.

VII. Leverage use of existing resources for the greatest community good.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Maintain or improve upon the estimated value of net savings from interagency efficiency partnerships (in inflation adjusted dollars).</i> • <i>Maintain or improve the value of state, federal, and foundation grants that enhance TVF&R’s ability to better serve customers.</i> • <i>Develop greater diversification of revenue sources.</i> 	<p style="text-align: center;">  Better </p>

Trend Summary While the amount of grant funding and the diversity of our resources is relatively easy to quantify, the indicator that matters most to this goal is more difficult to measure with precision because both community benefit and net savings are shared across regions and agencies. Nevertheless, observed impacts from efficiency and partnership initiatives lead us to conclude that the intent of this goal has been advanced well 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) - a coalition of emergency managers from six agencies working together on countywide coordination and planning for major emergency and disaster response and mitigation.
- Sharing information technology connectivity with the formation of the county Broadband Users Group which includes participation by multiple governmental agencies.
- Eliminating the East Battalion and the Duty Chief coverage to form instead an intergovernmental agreement with the Lake Oswego Fire Department for the cooperative provision of incident command coverage.
- Contracting out TVF&R's Occupational Health services to other Public Service agencies throughout the region.

Regarding grants and other revenue diversity streams, over the last five years, TVF&R has received over 3.1 million dollars of Federal grant funds. The funding was used on such things 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, educational products and messaging, and wildfire education and mapping.

Challenges While there are benefits with grant funding, there are also inherent challenges in the form of downstream impacts. Such challenges include artificially enforced timelines for procurement, allocation of staff time and resources for grant reporting and auditing, allocating matching funds, maintaining, storing, and planning for replacement, and depreciation costs for grant-funded apparatus and equipment. Also, current national trends indicate a decrease in available federal grant funds in the next few years.


In addition, Executive Management recognizes that managers have a full workload and that it takes time and energy to seek new partnership opportunities. However, we cannot turn our back on building new relationships that benefit our taxpayers. 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.

Opportunities Through partnerships and resource sharing, the District realizes efficiencies and cost-savings with partner agencies both in the private and public sectors to better serve the greater public good. As TVF&R has been a broker in building interagency partnerships,

other agencies are seeing the benefits in these resource-sharing efforts and are seeking such efficiencies as well. For example, efforts have begun 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 for us to continue to work together for the 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:

- Re-evaluate practices in all departments to seek cost-effective and non-traditional ways of working more efficiently.
- Develop resource sharing through public-to-private, as well as, intergovernmental partnerships and other collaborative relationships.
- Pursue only those grant opportunities that fit pre-determined and well-planned projects with a desired overall benefit.
- Encourage innovative ideas for future alternative revenue resources.
- Establish a baseline value of costs/benefits enjoyed from grant dollars awarded to the District and create a methodology by which to measure the savings in inflation-adjusted dollars for future comparison.

VIII. Ensure ongoing financial stability and predictability.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Maintain approximately five months of operating funds in ending fund balance.</i> • <i>Ensure overall expenditures do not exceed the growth rate trends of primary revenue sources.</i> • <i>Maintain Executive Staff confidence in the value of financial modeling and forecasting tools to remain at or better than current levels.</i> • <i>Maintain the District’s financial and credit ratings at levels that are equal to, or better than, 2006 levels.</i> • <i>Ensure voter confidence in TVF&R’s efficient and effective use of resources remains equal to, or better than, the percentage (62%) measured in the 2006 survey.</i> 	 Better

Trend Summary Trend data indicate solid, positive performance with this goal and future forecast modeling suggest that this positive trend is likely to continue. Specifically:

- TVF&R has maintained approximately five months of operating funds in the ending fund balance for several years now. This provides the operating funds needed for dry period financing — the time between the beginning of the new fiscal year and the receipt of property tax funds from the counties.
- Increases in overall expenditures have not exceeded the growth rate trends of the District’s primary revenue source (property taxes) which provides the District with solid financial stability.
- TVF&R’s Executive Staff relies heavily on the comprehensive and forward-looking financial models and forecasting tools developed by the Finance Department for critical decision-making related to the budget and resource prioritizing allocation to support long-term goals. To date, TVF&R enjoys positive financial and credit ratings which in turn allows the District to enjoy favorable rates on financial matters.
- Finally, and perhaps most significantly, the community endorses TVF&R’s business practices. Recent and past election results prove above-average confidence in TVF&R’s ability to efficiently and effectively use resources.

Challenges Under current voter-mandated tax limitations, TVF&R, like other local government agencies, is becoming more reliant on temporary revenue streams to augment its primary revenue source (property taxes). The reality is that public agencies will increasingly compete on the ballot for voter approval of tax measures. Impacts on local customer and partner agencies will have to be considered when determining the timing for future ballot measures.

Voters will be forced to make tough choices and their support will be critical in this environment. So, as the population both turns over and increases, TVF&R will need to increase its efforts to educate the citizens in the level and value of the services it provides.

With a transition of the District's senior leadership in the near future, continued efforts will be required to educate and coach managers and key staff on the benefits and application of financial modeling and forecasting.

Opportunities The November 2006 election resulted in passage of the \$77.5 million capital bond measure by a significant margin, which indicates strong voter support. To maintain and grow that level of support, the District must demonstrate prudent use of those funds. Past surveys show that direct knowledge or experience with TVF&R improves the level of support from the community. As such, continuing to promote awareness of the District's services and fiduciary performance will be critical.

Population growth, while a challenge in many respects, can also serve as an opportunity as it will provide increased tax revenue.

In addition, legislative sessions provide opportunities to suggest changes that can result in better service to our community and stabilized funding possibilities.

The Call for Action To advance action toward ensuring ongoing financial stability and predictability, the District's leadership calls for strategies to address the following:

- Develop internal fiscal modeling projects for long-term planning efforts.
- Pursue future benefits for the District through legislative efforts.
- Develop outreach efforts to citizens to increase awareness and understanding of TVF&R, the level and value of its services, and its fiduciary performance.

Strategies Grouped by Goal

Goal I

Reduce the number and severity of emergency incidents. *Arrive at 90% of emergency incidents within six minutes of being dispatched; reduce the rate and severity of fires per 10,000 estimated population; reduce the rate and severity of EMS calls per 10,000 estimated population; reduce the percent of false-alarm calls.*

COMMUNITY SERVICES

Improve Web-based Media Content Delivery System (*Media Services*)

This strategy is designed to keep crews in their first response areas while receiving training. Improvements include using existing web-based tools and research of additional tools (software and hardware) to support a more comprehensive delivery system for media content that allows employees to more readily access it via their computer workstation. This strategy will allow training and organizational information in a media format, such as video, to be accessed 24/7 at the employee's pace. This flexibility helps employees multitask and provides line personnel the ability to start and stop training in between emergency calls. An improved delivery system for media content would also better support future blended learning initiatives proposed by the Training Division. A proposal for additional tools based on the aforementioned research will be submitted to the Technology Assessment Group for consideration.

Goals: I, VI

Budget Impact: Resource Neutral. This strategy requires research and development, which will require Media Services and Information Technology staff time. Research will include site visits to television stations as well as other locations using such delivery systems. It is anticipated a budget increase will be required in 08/09 if proposed solutions are approved.

Strategy Status: Active

Partners: Information Technology, Training

FIRE PREVENTION

Maximize the Installation of Fire Sprinklers in New Construction

Maximize the installation of fire sprinklers in new construction single-family residential occupancies through cooperation and collaboration with strategic partners. In addition to promoting this important life-safety feature, a cooperative and non-adversarial partnership with the residential development community would expedite the proliferation of sprinklers by minimizing the ongoing debate over unnecessary costs such as system development charges.

Goals: I, III

Budget Impact: Resource Neutral. No budget impact is anticipated.

Strategy Status: Active

Partners: Community Services, Residential Development Community, Homebuilders Association, Sprinkler Installers, Plumbers/Steamfitters Union, Local Building Jurisdictions

Analyze Investigation Data for Code Enforcement Efficacy

Identify and conduct continuous analysis on the incident information and investigation data points necessary to measure and determine the efficacy of Code Enforcement programs to guide future Fire Prevention Office (FPO) activities. Priorities, programs and resource allocations could thereby be structured for maximum return on investment. For example, data can be collected to identify occupancy types that have the highest percentage of preventable fires, thereby allowing TVF&R's resources to be targeted towards specific buildings for which prevention activities would have a higher statistical likelihood of success.

Goals: I, IV, VII

Budget Impact: Resource Neutral. Minor upfront costs associated with data collection changes in the incident data system and related training are anticipated, however, long-term savings from increased efficiencies could be significant.

Strategy Status: Active

Partners: Fire Prevention QI Committee, Information Technology (IT), Data Analyst, other fire departments with similar programs

Sustainable Juvenile Firesetter Referral Program

To realize the potential benefits of the resulting program, the Fire Prevention Office will devolve personnel resources to stimulate the development of a more permanent, stand-alone, and self-sustaining regional juvenile firesetter referral program that will incorporate participants from multiple public and social service agencies to handle various aspects of the firesetter problem. While TVF&R's personnel would help develop the program, it would not be operated or managed by TVF&R personnel.

The program would be subscription-based and TVF&R would benefit as a subscriber from transferring current Deputy Fire Marshal workload to the referral service. This approach would also serve to remove the ongoing dependency on outside grant money currently, yet temporarily and inadequately, supporting the existing regional programs. A more permanent and sustainable program would improve tracking of transient juvenile offenders and instill a consistency of service to program participants.

Goals: I, VII

Budget Impact: *Resource Neutral. The District's overall costs would be reduced by transferring existing day-to-day Deputy work load to the referral service, which would offset initial staff costs for program development and subsequent subscription fees.*

Strategy Status: Pending

Partners: Tri-county fire departments, school districts, county juvenile departments, current grant-based referral program

LOGISTICS

Coordinate Implementation of Bond-Funded Major Capital Construction Projects

Plan, organize, implement, and manage the District's \$77.5 M bond-funded major capital construction projects in a coordinated manner that ensures all are completed in compliance with established schedules, budgets, and internal procedures to prepare the District for the next 20 years. This will require a significant allocation of staff resources and may require additional staffing, multi-year project management contracts, and other related resources.

Goals: I, II, IV, VII, VIII

Budget Impact: *Increase Required. The majority of the project management expenses are accounted for within the bond funds, however, additional costs for increased staffing, project management contracts, and other related resources are anticipated.*

Strategy Status: Active

Partners: Operations, Finance, Fire Prevention, Community Services, contractors

Goal II

Enhance preparedness for catastrophic and unforeseen events. *Anticipated Outcomes: Improve the ability to manage, mitigate, and recover from major emergencies and catastrophic events; increase percent of public who rate their households as having met key standards for preparedness (e.g., food supplies, escape routes, etc.); enhance regional emergency management capabilities by fostering the acceptance, training, exercising, and implementation of the National Incident Management System (NIMS) by all regional governmental partners.*

LOGISTICS

Improve Support, Resources, and Planning for Continuity of IT-dependent Business Operating Functions (*Information Technology*)

In order to prepare for and ensure continuity of key business operations, and to support critical, data-centric, IT-dependent functions (e.g., staffing management and communications) during a disaster, the District must plan for, design, build, and test “hardened” computer operations and infrastructure with redundancy features and recovery procedures. It is especially important for such planning to occur in conjunction with the planning for, and design of, the new Command Center.

Other considerations include, but are not necessarily limited to, records and archival storage and retrieval. Additional IT staff resources will be necessary to ensure support of critical IT functions during disasters as well as to better support District-wide systems and integrated databases. The District leadership will need to identify scenarios whereby certain operations could be compromised yet continue and others would discontinue based on available resources. Consideration should be given to developing IT “mutual aid” contracts or resources from industry or other IT companies to provide depth.

Goals: II

Budget Impact: Increase Required. Anticipated costs included personnel increases in IT, planned construction, and future contractor costs.

Strategy Status: Pending

Partners: Executive Staff, District Managers, Finance, Human Resources, architectural design team

Measurably Increase Individual Emergency Preparedness among TVF&R Members (*Emergency Management*)

The current degree of preparedness (minimum threshold defined as home emergency kit, family locator plan, and family/remote communication plan) among TVF&R staff appears minimal, and is currently measured anecdotally. Information, incentives, and recent events make lack of knowledge an unlikely factor, requiring motivation toward, and the ability to assess, behavioral change. This would initiate a multi-year effort to assess, improve, and maintain employee preparedness.

Goals: II, III, IV

Budget Impact: Resource Neutral. Associated costs would be within current or routine budgeting, to include staff incentive items, consultation on developing an internal survey tool, and possible use of an internal web-based survey (requiring database generation and harvesting).

Strategy Status: Active

Partners: Management at all levels, all personnel/members

Goal III

Increase community understanding of, and participation in, a safety partnership with TVF&R.

Anticipated Outcomes: Increase percentage of citizens who meet minimum criteria for awareness and implementation of fire and life safety and medical emergency preparedness; increase percentage of children who are aware of basic fire safety; increase community awareness and understanding of TVF&R and its programs and priorities.

COMMUNITY SERVICES

Coordinate Community Outreach and Involvement for Capital Construction Projects

Community Services will work with Logistics, Operations, and the Capital Construction Committee (to be formed) to coordinate community outreach and involvement strategies for each of the planned, bond-funded capital construction projects.

Goals: III, VII

Budget Impact: Resource Neutral. Staff time will be the primary expense.

Strategy Status: Active

Partners: Logistics, Operations, Capital Construction Committee, private contractors and the construction community, local elected officials, community and neighborhood groups

Expand Fire Safety Education for School-Aged Children (*Public Education*)

Expand the Fire Safety Education programs to target 3rd and 4th grade students in the school environment and school-aged children living in apartment complexes in the residential environment. The Safety House program will be utilized in both the school and the residential environment to deliver safety messages and to allow the children to demonstrate and practice proper steps to take in case of a fire. In addition, children visiting the Safety House will be given a pre- and post-survey to identify what they do and do not know about fire safety and prevention. The survey results will be used to help guide future lesson plans in the Safety House.

Goals: III, I

Budget Impact: Resource Neutral. Existing equipment and survey tools will be utilized. Staff time will be needed to administer and analyze the survey information. Costs related to the Safety House will remain similar to previous years.

Strategy Status: Active

Partners: Public Education Committee, Safety Education Team, staff at targeted local schools and apartment complexes, parents

Expand Outreach for Community Partnership Opportunities

Community Services personnel will expand outreach efforts to develop community partnerships and corporate sponsorships in an effort to enhance public safety education and awareness programs and other community outreach projects. After a comprehensive list of sponsorship and partnership opportunities is developed, coordinated outreach activities will target allied public agencies, local businesses, and not-for-profit organizations.

Goals: III, VII

Budget Impact: Resource Neutral. Successful completion of this strategy should bring additional revenues into TVF&R to fund public education programs, mass media informational campaigns, and other community outreach projects.

Strategy Status: Active

Partners: Allied public agencies, local businesses, area not-for-profit organizations, Local 1660, and media agencies.

Target Kitchen Fire Safety Education to Youth (*Public Education*)

Target kitchen fire safety education to nine to 13-year olds as this is the age when they are starting to prepare snacks and meals. A class using age-appropriate cooking tips and safety demonstrations will be delivered from the Safety House to youth attending after school and youth community outreach programs as well as at apartment complexes where this target age group reside. This class will help the target group understand the power of fire and how easily kitchen fires can start. The Safety House visit will also allow children to demonstrate and practice proper steps to take in case of a kitchen fire.

Goals: III, I, VII
Budget Impact: Resource Neutral. Staff time will be needed to develop and deliver the class and the costs associated with the Safety House will remain similar to previous years.
Strategy Status: Active
Partners: Safety Education Team, parents, teachers/staff at local schools, apartment/property managers, after school and youth community outreach programs

Goal IV

Ensure the health and safety of all members. *Anticipated Outcomes:* Reduce the number of on and off-the-job illnesses and injuries that TVF&R members experience each year.

HUMAN RESOURCES

Increase Employee Resilience to Stress

Since employees are exposed to various stressors both at work and at home, the intent of this strategy is to help employees recognize and mitigate stress and illness due to stress. This will be accomplished through education on self-care and by providing information regarding resources available to employees in times of need. The intent is to provide an outcome-driven continuum of care by providing employees with tools to create resistance, enhance resiliency, and speed recovery when faced with life's stressors.

Goals: IV, VI, VIII
Budget Impact: Resource Neutral. No impact is anticipated as this strategy employs existing staff resources.
Strategy Status: Active
Partners: Executive Staff, Outreach Committee, Operations, Information Technology

OPERATIONS

Centralize Risk Management System to Improve Efficacy

In an effort to eliminate inefficiencies in the Risk Management system, the processes for reporting, data collection, and notification of incidents, accidents, injuries, and near misses will be centralized. This change will allow for establishment of trends associated with such occurrences and subsequent analysis of the trends will be used for prevention or prediction in lieu of reaction. Additional benefits of this approach will be reduction in duplication, learning from errors or mistakes, reduction of time on task, reduction in the overall amount of injuries and accidents, and the reduction of costs associated with such occurrences. This system will be applicable District-wide not just within the Operations Division.

Strategic Plan – Management Tools, continued

Goals: IV, VI, VII
Budget Impact: Resource Neutral. No budget impact is anticipated with the re-organization of existing resources.
Strategy Status: Active
Partners: Human Resources, Training

TRAINING

Increase Efficiency of Individual Mandatory Compliance Training Delivery Methods

Research, propose, and implement authorized modifications to the method by which annual Individual Mandatory Compliance Training is delivered. Proposed modifications should allow for fewer out-of-service units, improve consistency of delivery, and enhance the ability to track progress as well as the ability to expand the scope of subjects.

Goals: IV, VI, VII
Budget Impact: Increase Required. Budget impacts relative to personnel costs such as overtime are anticipated, however, modifications could increase the deployable hours with apparatus in service.
Strategy Status: Active
Partners: Operations, Human Resources, Media Services, Occupational Health Services/Wellness

Goal V

Develop and enhance a diverse workforce that honors and respects our individual and group differences and reflects the community we serve. *Anticipated Outcomes:* Increase the percentage of employees who speak a second language; increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of the 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.

HUMAN RESOURCES

Develop Programs to Connect More Effectively to Target Populations

In order to make progress on the District's diversity goals, it is important to research and analyze the District's outreach and diversity history as well as its current status. Based on data from this analysis, HR will develop programs and benchmarks to more effectively connect with the targeted populations.

Goals: V, VI
Budget Impact: Resource Neutral. Existing personnel resources and possibly a graduate student intern will be utilized to complete this work.
Strategy Status: Active
Partners: Executive Staff, Outreach Committee, Operations, Information Technology

Implement Second Language Incentive Policy

Implement the policy on providing TVF&R employees with an incentive to use their second language skills to communicate with non-English speaking people on incidents, at community and public education events, and other District activities to improve customer interactions where the quality of communication or response is significantly impaired by barriers associated with racial, ethnic, cultural, or language challenges.

Goals: V
Budget Impact: Increase Required. The costs of this program will be directly related to the number of individuals chosen to participate at the rate defined within the policy.
Strategy Status: Active
Partners: District personnel fluent in a second language, Community Services, Public Education, Fire Prevention, Operations

Goal VI

Promote craftsmanship, innovation, and excellence throughout the organization. *Anticipated Outcomes: 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, DPSST, and adherence to NIMS; increase the percentage of TVF&R members with four-year and advanced degrees.*

FIRE PREVENTION

Formalize Fire Prevention Quality Improvement Program

Formalize the Fire Prevention Division’s Quality Improvement (QI) internal assessment and review program through established goals and bylaws. This strategy would institutionalize the process of program evaluation, including QI, and improve QI effectiveness through established expectations. It would also define the roles of managers and Deputy Fire Marshals in the QI process, and establish terms and conditions of committee membership.

Goals: VI
Budget Impact: Resource Neutral. No budget impact is anticipated.
Strategy Status: Active
Partners: Data Analyst

HUMAN RESOURCES

Review and Improve Firefighter Hiring Process

Improve the firefighter hiring process to be more time- and cost-efficient and in a manner that ensures selection of employees who maintain the District’s high standards of performance and professionalism. During the next two years, HR will review and analyze the current hiring practices. Based on their findings, they will retain those pieces that work well and create new processes to maximize cost and time efficiency.

Goals: VI, IV, VIII

Budget Impact: Resource Neutral. No impact is anticipated as existing personnel resources will be used to complete this work.

Strategy Status: Active

Partners: Operations, Civil Service Examiner

OFFICE OF THE FIRE CHIEF

Develop an Internal Assessment Team

Develop and train an internal assessment team to assist in measuring performance to the strategic plan and with review and production of the accreditation process from an objective perspective. Participants would be from all Divisions including Company or Chief Officers with aptitude and interest in organizational management/leadership. Select members of the team would be trained and deployed as Commission on Fire Accreditation (CFAI) peer assessors within the accreditation site team process to “glean” exposure to and insight from other agencies, as well as to work on internal processes from the perspective of the site teams that come to review the District. Participation on the team would support development of future leaders, which in turn supports succession planning. Managers and supervisors may be asked to make allowances to support participation by their personnel.

Goals: VI

Budget Impact: Increase Required. Costs associated with initial accreditation/peer assessor training workshops and related training travel expenses. Travel costs associated with peer assessor site team visits on behalf of CFAI are paid by the hosting agency, not TVF&R.

Strategy Status: Pending

Partners: Executive Staff, Division Managers, Program Managers, Local 1660, Center for Public Safety Excellence/Commission on Fire Accreditation International (CFAI)

Expand Leadership Succession Plan

In preparation for a planned leadership transition occurring due to a series of retirements from 2006 through 2011, there is a need to coach and facilitate professional development for Executive Staff members and other personnel with an identified role in the future leadership model. A key approach will be utilizing temporary transfers and special project assignments to expose personnel to various aspects of the business including the work and programs of other Divisions (e.g., HR, Logistics, Training), the duties of the Fire Chief’s office, the Executive Staff’s planning and decision-making processes, relations with the customer cities, and so forth. Another approach will be to encourage and support participation in external educational and career development courses.

- Goals:* VI
- Budget Impact:* Resource Neutral. The potential costs associated with this strategy are anticipated to remain within normal budget levels.
- Strategy Status:* Active
- Partners:* Executive Staff, Division Managers, Program Managers, Local 1660

Implement New Strategic Planning Approach

Implement and coach managers on the new strategic planning approach and develop baseline measurements and related internal assessment tools (e.g., annual employee survey). Contract with Campbell DeLong Resources, Inc., to cap their facilitation of the new process by aiding the leadership team through the assessment functions.

- Goals:* VI
- Budget Impact:* Resource Neutral. The anticipated costs for the contracted facilitation services are within normal budget levels.
- Strategy Status:* Active
- Partners:* Executive Staff, Division Managers, Program Managers, key staff

TRAINING

Expand Blended Learning Approach District-wide

This is a multifaceted, multi-year strategy. In the first phase of this strategy, the Training Division will work with Media Services to support expansion of the blended learning tools already in use at TVF&R whereby information and training is delivered to the workforce in a non-traditional manner using existing technologies and media tools (i.e., video, District TV, web-based modules). This approach is used in lieu of instructor-led sessions that require lengthy travel time and time out-of-service for line companies. This phase of this initiative is “resource neutral.”

Strategic Plan – Management Tools, continued

In the second phase, Training will follow established processes to research and, if approved, select a Learning Management System (LMS) and a Learning Content Management System (LCMS), which are software systems designed to consolidate many of the training management logistical functions (e.g., records, tracking, scheduling). Also, these systems can significantly simplify the processes currently in use to deliver learning modules. The third phase will be the system implementation phase, which could take until 2008 or beyond.

The final phase is to add a “Multi-Media Developer” position to the Training Division specifically to adapt training content and work with Media Services to produce the appropriate multi-media formats. This would expand and improve our ability to produce effective e-learning projects.

Goals: VI, I, VII

Budget Impact: Increase Required. While anticipated to be resource neutral in the first year, additional resources for the purchase and implementation of the LMS/LCMS and the addition of the Multi-Media Developer would be required. The Multi-Media Developer FTE has been prioritized as part of the Service Level Objectives and staffing plans for the last two fiscal years.

Strategy Status: Active

Partners: Information Technology, Technology Assessment Group, Human Resources, Media Services, companies with similar programs (e.g., Intel Corporation), private consulting companies

Goal VII

Leverage use of existing resources for the greatest community good. *Anticipated Outcomes: Maintain or improve upon the estimated value of net savings from interagency efficiency partnerships (in inflation adjusted dollars); 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.*

FINANCE

Further Finance Team Cross-Training

To better support business continuity and procedural consistency during extend job leaves, vacations, and disaster operations, the Finance team will engage in additional cross-training activities with new and existing employees. Activities will include those specific to TVF&R’s accounting, accounts payable, and payroll functions (Ceridian for TVF&R and ADP for the WCCCA contract services). The Finance team will perform job duty switches over the course of a year to ensure primary accounting procedures have been documented and practiced.

Goals: VII, II

Budget Impact: Resource Neutral. No budget impact is expected.

Strategy Status: Active

Partners: WCCCA staff, ADP and Ceridian representatives

FIRE PREVENTION

Develop and Implement a Customer Satisfaction Survey

Develop an effective means to measure customer satisfaction, perception, or attitudes following Fire Prevention personnel’s contact with the public by surveying customers about the services they have received. Analysis of the feedback will serve to enhance Fire Prevention programs, measure community understanding, and determine the impact of alternative delivery methods. Surveys will be used to measure individual and program performance, message effectiveness, and identify key demographics. Additionally, once modeled and tested, a similar survey system could be adapted by other Divisions to measure the efficacy of patient care, fire response, community events, etc.

Goals: VII, III, VIII

Budget Impact: Resource Neutral. The anticipated budget impact is minor, and will be further refined as the survey tool and data analysis method are developed.

Strategy Status: Pending

Partners: Fire Prevention QI Committee, Information Technology, Community Services, local hospitals, other fire departments with similar programs, survey development consultants

Equip Fire Investigators with Wireless Laptop Computers

To increase on-scene productivity while on overtime, Fire Prevention personnel will work with IT and the Technology Assessment Group to research, select, train, and equip Fire Investigators with wireless laptop computers. This will enable more efficient collection of investigation and occupancy information and allow for real time informational updates for Chief Officers and Public Information Officers. These units would replace the existing desktop units.

Goals: VII, VI

Budget Impact: Increase Required. In addition to the initial costs for portable equipment, IT and Fire Prevention Office staff time will be expended on research, selection, training, and ongoing support for these units. The potential to recoup costs through surplus of or reassigning the desktop units will be explored.

Strategy Status: Pending

Partners: Information Technology, Technology Assessment Group

Research Alternative Models for New Construction Services

Fire Prevention personnel will research alternative models for delivering new construction plans review. Such models will include a prioritization of services based on personnel capacity and a review of potential data-based accountability measures. Potential research methodologies include dispatching personnel for a series of site visits to other agencies with successful, varied service delivery systems and/or retaining the services of a consultant versed in alternative delivery models.

Strategic Plan – Management Tools, continued

Goals: VII
Budget Impact: Increase required. Anticipated costs include personnel and travel costs, site visits, and possibly the cost of contracting with consultants to evaluate and make recommendations on the current service delivery system.
Strategy Status: Pending
Partners: Fire Prevention QI Committee, customer city/county building departments, neighboring fire agencies

LOGISTICS

Develop Common Work Order and Asset Tracking Process/System

The use of one process/system to manage department work orders and assets would contribute significantly to the goal of ensuring effective resource management. It would maximize the ability to accurately track and manage assets, provide a reliable method to identify and manage workloads, improve accountability of staff resources, minimize redundancies, provide consistent reporting, facilitate improved intradepartmental communications and coordination, provide enhanced customer service, reduce the impact on IT by having one system to support rather than having multiple databases, hardware, and software, and reduce IT support costs (hardware and software maintenance agreements).

Goals: VII
Budget Impact: Increase Required. An initial expenditure for project analysis and software would be required. Over time, the implementation of one common process/system would result in cost savings due to the elimination of expenses for multiple databases, hardware, and software.
Strategy Status: Pending
Partners: Finance, Operations, Technology Assessment Group, external fleet maintenance customers

Foster Formation of Regional Fire Department Logistics Group (Supply Department)

Informally, the Logistics and Purchasing Managers of area fire departments have met to explore strategies to improve their operations and save money through collective efforts. TVF&R will take an active role in encouraging a more formal formation of a Regional Fire Department Logistics Group. Potential opportunities may include the sharing of purchasing approaches, practices, and lessons learned, as well as the adoption of standardized equipment and vendors to advance resource sharing and improve coordinated responses. The group will also share knowledge of available contracts, problems with vendors, and general business policies/procedures for managing their warehouse, inventory, and purchasing efforts.

Goals: VII
Budget Impact: Savings Expected. A limited outlay of staff time will be expended to participate in meetings and may result in cost savings.
Strategy Status: Active
Partners: Finance, area fire departments

Incorporate and Prioritize Environmental Considerations in Purchasing Decisions

Of high priority for future decisions relative to fleet, facilities, equipment, and supply purchases will be environmental considerations and energy conservation. While implementing the major capital construction and fleet purchasing cycle, the opportunity exists to become a public sector leader in environmental responsibility through energy conservation and the application of emerging environmentally-friendly alternative energy concepts. Decisions made in support of this strategy should reflect the District’s commitment to help protect the environment and reduce reliance on conventional energy sources. This commitment will require a concentrated cultural shift throughout the agency and will have a significant downstream impact on all departments/functions.

Goals: VII, VI, IV, VIII

Budget Impact: Resource Neutral. While there will be up front costs to design and construct the energy efficient facilities, and to identify and purchase compliant vehicles, equipment, and supplies, the long-term impact of adherence to this commitment is anticipated to be budget neutral or result in savings.

Strategy Status: Pending

Partners: Executive Staff, Operations, Finance, Community Services, LEEDS-certified architectural design team

OPERATIONS

Develop a Community Outreach Plan to Recruit Support Volunteers

Development of a recruitment plan is necessary to attract Support Volunteers into the organization. One area of community involvement that has not been recruited for is the non-traditional firefighter roles. Many companies in the local area support volunteerism, and making contact with those and other companies can enhance the District while offering non-firefighter support opportunities to the citizens of the community.

Goals: VII, III

Budget Impact: Resource Neutral. Possible need for marketing materials that would result in a budget impact; however, any costs are projected to be within current budgetary plans. Some companies offer financial support to organizations where their employees volunteer; this may benefit the District.

Strategy Status: Pending

Partners: Training, Human Resources, Community Services

Strategic Plan – Management Tools, continued

Develop Non-Traditional AED Partnerships to Improve Cardiac Response System (Emergency Medical Services)

To reduce the time from cardiac arrest to initial defibrillation, Operations will expand the Community AED Program to create a quick-response cardiac response system in targeted areas by exploring and developing strategic, non-traditional response resources throughout the community. Possible partners that would receive an AED and training could include law enforcement, private security services, property managers, and local businesses.

Goals: VII, I, VI

Budget Impact: Resource Neutral. Grants and private funding will be sought to purchase the necessary AEDs and existing personnel resources will be used.

Strategy Status: Active

Partners: WCCCA, various grant resources, allied public safety and governmental agencies, private companies (e.g., security services, property managers)

Restructure Command Hierarchy within Combat Volunteer Program

The command structure of the fire combat portion of the volunteer program has not evolved along with the changing priorities and needs of the program. Therefore it is necessary to assess whether the current command structure fits with the current and projected management approach. Restructuring the hierarchy would support increased efficiencies between the career and volunteer programs of Operations.

Goals: VII, VI

Budget Impact: Resource Neutral. While changes in the command structure may result in changes to the rank incentive points allotted volunteer officers, the budgetary impact is not anticipated to be significant.

Strategy Status: Active

Partners: Training

TRAINING

Expand Occupational Health and Wellness Services to Additional Contract Agencies (Occupational Health Services)

Currently, OHS staff provides annual occupational health services by contract to four area fire departments with little impact to normal OHS operations. By providing services such as pre-physical exams, fitness evaluations, and educational seminars to contract agencies, TVF&R is able to offset OHS operational costs by 20-25%. Expanding existing services to additional contract agencies is anticipated to offset operational expenses by up to 50%. The application of staff time to prepare for and administer off-site services will have a moderate impact on daily OHS operations. An additional part-time OHS employee may be necessary, especially to ensure no adverse impact on the provision of services to TVF&R's members.

Goals: VII, VIII

Budget Impact: Resource Neutral. The costs of an additional part-time OHS employee will be offset by the additional revenue from new contracts.

Strategy Status: Pending

Partners: Training, existing contract agencies

Expand Use and Functionality of OHS Multi-Media Educational Tools (Occupational Health Services)

OHS will work with Media Services and Training to expand existing, and develop additional, multi-media educational tools covering the areas of communicable diseases, safety information, and wellness topics such as physical fitness, nutrition, and injury prevention. This strategy would allow mandatory, as well as educational, information to be distributed to all District members and contract agencies in a convenient, cost-effective, and time-sensitive manner.

Goals: VII, VI

Budget Impact: Resource Neutral. Staff time is allotted within normal budget range for research and development of educational tools.

Strategy Status: Pending

Partners: Media Services, Information Technology, Training Division, Local 1660, TVF&R contract agencies

Goal VIII

Ensure Ongoing financial stability and predictability. *Anticipated Outcomes: Maintain approximately five months of operating funds in ending fund balance; ensure overall expenditures do not exceed the growth rate trends of primary revenue sources; maintain Executive Staff confidence in the value of financial modeling and forecasting tools to remain at or better than current levels; maintain the District's financial and credit ratings at levels that are equal to, or better than, 2006 levels; ensure voter confidence in TVF&R's efficient and effective use of resources remains equal to, or better than, the percentage (62%) measured in the 2006 survey.*

LOGISTICS

Replace Outmoded Finance Operating Software (*Information Technology*)

The current financial operating software is outmoded, unreliable, and nearly unsupportable by IT and the software and hardware vendors, thus, it is necessary to follow established research and selection processes to replace the software with a reliable, cost-effective product from a vendor that can ensure long-term viability. Optimally, in addition to operating on an environment that IT can support, the desired system would provide the same, if not improved, level of integration between finance and supply/purchasing functions as well as potentially allow for further integration with such functions as shop inventory management and payroll support. The project will likely span multiple fiscal years.

Strategic Plan – Management Tools, continued

Goals: VIII, VII, VI

Budget Impact: Increase Required. The related costs include hardware, software, project manager consultants, and Finance and IT staff time to adequately select, implement, and support the software.

Strategy Status: Active

Partners: Finance, Supply Department, Technical Assessment Group

OFFICE OF THE FIRE CHIEF

Fine Tune the Long-term Financial Business Plan

Update and refine the District's long-term Financial Business Plan that addresses the fiscal needs of the organization, including recommendations on future LOLs, bonds, and other revenue strategies. This living document must be forward-thinking and nimble enough to move with the ever-changing working environment, current community affairs, and changes to mandates.

Goals: VIII, VI

Budget Impact: Resource Neutral. No budget impact is anticipated.

Strategy Status: Active

Partners: Executive Staff, Division Managers, Program Managers, key staff