

Strategic Plan

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Strategic Plan

STRATEGIC PLAN 2008

The District updated its Strategic Plan in 2008. A full copy of the plan may be accessed at

http://www.tvfr.com/about/pdfs/TVFR_Strategic_Plan-2008.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 Shared Vision - Our 2008 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:

Strategic Plan, continued

- 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.

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 & 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 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.

Strategic Plan, continued

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.

COMMUNITY GOALS & OUTCOMES

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 of EMS calls per 10,000 estimated population.
- Reduce severity of specific EMS calls with measurable outcomes.
- Reduce the percentage of false-alarm calls.

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/Life Safety and Emergency Preparedness.
- Increase percentage of adults who report taking action on Fire/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 relative 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 members.

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

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 members 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 accredited agency status, CFODF, the current ISOF rating, the GFOAF status, the State Fire Marshal's Office "exempt jurisdiction" status, local fire code adoption including multi-family appendices, and compliance with DPSSTF and NIMSF.
- 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.

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 stability and predictability.

- Maintain approximately five months of operating funds in 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, 2007 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"> • <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 of EMS calls per 10,000 estimated population.</i> • <i>Reduce severity of specific EMS calls with measurable outcomes.</i> • <i>Reduce the percentage of false-alarm calls.</i> 	 <p>Worse</p>

Trend Summary - Outcomes are mixed for this goal, with some being met, some holding steady, others declining, and most being difficult to fully analyze until a population study is completed in December 2007. Response rates continue to slowly deteriorate, despite several direct improvements (see Recent Innovations below for details). Over the past five years, the number of structure fires has declined. On the other hand, the number of EMS calls is slowly increasing each year; it is not yet known, however, if the rate is increasing faster or slower than the population growth. 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. Additionally, residential false alarms are steadily decreasing. Commercial false alarms, however, are increasing (17% jump over the last five years).

Recent Innovations - Recognizing the need to improve response times, many innovative ideas have been implemented including technological enhancements, increased peak-hour deployment, and other initiatives to increase response readiness at the station level. In the future, the District will add fire stations, personnel, and equipment/apparatus which will help reduce travel times. To reach the desired 90% goal, significant improvements are still needed. These are outlined in the District's *Standard of Cover for Emergency Response* document.

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 impact severity.

To reduce the number and severity of fires, the District will begin to measure fire loss versus assessed value this year. The District has also significantly increased the number of facilities that receive annual inspections (approximately 53% over last year) and supports campaigns to increase the installation of fire sprinkler systems in single-family homes (which account for nearly 50% of the fires in the District).

Data Analysis Considerations - In the calendar year 2008, significant improvements in data collection and analysis are anticipated. New incident reporting software will allow the District to capture better data than in the past. In addition, the December 2007 population study will provide demographics and specific population numbers by geographical area which will allow 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 Portland metropolitan area (estimates project an additional one million people by the year 2027). With this sustained growth comes increased density, particularly within the designated urban growth boundary. Increased density can adversely impact incident response in many ways including increased traffic/slower response times, increased demand, less fire separation between structures, etc.

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, provides 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.

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, station relocations/additions, improved response, and data technologies, etc.
- Develop and implement false alarm 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.
- Increase data accuracy and efficiency from call creation to analysis.

II. Increase citizens' participation in their safety and preparedness, and knowledge of the District's services.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> • <i>Increase percentage of adults who report having awareness of fire/life safety and emergency preparedness messages.</i> • <i>Increase percentage of adults who report taking action on their safety and preparedness.</i> • <i>Increase percentage of children who demonstrate basic fire safety awareness.</i> • <i>Increase percentage of adults who can identify TVF&R's role in the community.</i> 	 Better

Trend Summary - Program analysis and multiple survey findings indicate that the trend for this goal is incrementally improving. Baseline criteria have been identified and will be tracked in the upcoming 2008 survey. Conclusions can be drawn about the District's performance toward increasing individual citizens' exposure to safety preparedness messages by reviewing existing program data and anecdotal evidence specific to: the estimated population reached through campaigns delivered through the media, the number of communications delivered directly to citizens (e.g., *Safety Matters* newsletter), and attendance at community/education events and program-specific trainings.

Strategic Plan, continued

The District's effectiveness at reaching and making a lasting impression on specific risk groups has improved as a result of using data analysis and research to target and evaluate programs and communications. For example, preliminary findings from survey data indicate that a positive impact has been made on the likelihood that the participants in landlord trainings will give attention to, and take actions on improving the safety of their properties. Since this approach has demonstrated value, it has been, and will continue to be replicated to address other risk groups/behaviors identified through incident data analysis (e.g., elder falls, cardiac arrests). Indicators from surveys with children (who attend events in the Safety House) demonstrated a positive impact on what the children learned and retained. When the 2007 data becomes available in January 2008, the District will verify whether or not the positive impact has continued or lessened, although anecdotally it is felt that it continues to improve.

Survey data and strong voter support for the District in 2004 and 2006 also suggest that the public is increasingly knowledgeable and positive about TVF&R's role in the community. The District will continue to measure to what extent citizens understand and concur with the District's vision, how effectively the District is communicating, and what resonates with the community.

Recent Innovations - By attending the Community Academy and Executive Development Series, key community leaders are informed about District priorities and engage in an exchange of business practices. Subsequently, the District reaps the benefit of their perspective and experience, and of strengthened relationships and potential strategic partnerships.

Fire Prevention is making contact with, and educating more businesses on safety practices on an annual basis as a result of instituting a system of pre-scheduling code inspections. In addition, business owners receive a pre-inspection brochure with a list of the most common deficiencies.

Over 550 subscribers are receiving the monthly landlord e-newsletter, which provides safety tips geared towards multi-family housing needs, information on the Multi-family Housing Fire Reduction Program, and landlord training announcements. The highlight of this delivery method is that it is invited, direct, and narrowly targeted to a high hazard audience.

Findings from focus groups and survey research involving children led to the development of new and innovative key safety message posters for use in the Safety House. These posters are uniquely age-appropriate and have a contemporary feel.

The Public Education Committee recently identified minimum criteria on awareness and action necessary for fire/life safety and emergency preparedness (i.e., smoke kills, planning and practicing escape plans, calling 9-1-1) to use as benchmarks for future research and surveys.

Data Analysis Considerations - 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, or actions were taken as a result of those efforts. Recently the District started tracking behavioral change with children who attended Safety House events in a pre- and post-test. The District, however, will need to utilize the aforementioned minimum criteria list in future surveys to create a baseline to better demonstrate the achievement toward reported awareness and actions.

The full-circle approach (e.g., research, implementation, and evaluation) the District employs on a few of the newer programs and initiatives have proven valuable to reaching a specific target audience. This model has helped determine the effectiveness of efforts and further refines the various programs. Using this model, the District would benefit from a cross-discipline analysis to refocus and improve existing programs and before establishing new ones.

Challenges - Population growth and transient community members will present an ongoing challenge for the District (demographic data from 2004 shows that 39% of residents have been in their current home less than five years). Turnover rate in commercial businesses and residential communities (especially apartments) also occur. For these reasons, continued informational/educational initiatives will always need to be a priority and new and innovative ways to disseminate District information/messages needs to be explored.

Another challenge internally is that the Public Education program resources are limited. Therefore, the ability to address non-fire (life safety) topics is very limited. As a focused, full-circle approach to improving citizen safety becomes the standard, the challenge will be how to maintain current successful programs and then how to add new ones as needed.

And finally, various cultural backgrounds and language barriers will also present challenges to future programming.

Opportunities - Grant funds and strategic partnerships can help leverage and expand the reach of the District's limited resources toward identified risks or problem areas.


Over 50% of respondents to a survey of business owners reported they would invite periodic or regular communications from TVF&R. Given the popularity of the landlord e-newsletter, the District should consider utilizing that, or other emerging web-based technologies (e.g., RSS), to distribute safety information.

The comprehensive communications strategies used to develop and disseminate key messages about ballot measures proved valuable in focusing the District's efforts to its best advantage; a methodology that, when applied in a larger scope, could streamline the whole of the District's communications efforts to ensure the most beneficial use of its resources.

The Call for Action - To advance action toward increasing community awareness and participation in Fire/Life Safety and Emergency Preparedness in a safety partnership with TVF&R, the District's leadership calls for strategies to address the following:

- Survey the general population on reported awareness of, and action taken towards, specific safety preparedness measures.
- Seek/form strategic partnerships that best leverage and augment District resources toward addressing target risk groups as well as individuals and businesses new to the area.
- Develop and focus the District's communications strategies around specific key initiatives.
- Increase the direct delivery of information and education materials through emerging technologies.
- Increase the community's awareness and use of TVF&R's web-based services and information resources.
- Involve and inform the community relative to TVF&R, its priorities, and future projects.
- Replicate methodologies of existing data-driven, targeted programs with evaluation components to address other targeted risk groups.

ORGANIZATIONAL GOALS

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"> • <i>Improve the District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events.</i> • <i>Measurably and sustainably enhance the District's structural and non-structural seismic mitigation status.</i> • <i>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.</i> 	 Better

Trend Summary - Anecdotally, staff reports improvement over the last several years in emergency management preparedness for the District. This is evidenced by observations, evaluation reports, and critiques by external and internal personnel. Further, 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 Washington County's Emergency Operations Center (EOC).

In addition to Emergency Management preparedness for staff, the District will continue to take action on preparing TVF&R buildings, equipment, and data for catastrophic and unforeseen events.

Recent Innovations - Some recent innovations include the addition of the Employee Family Welfare function to the FOC, participation in a large scale drill with the National Guard, structural improvements made to our new and existing buildings, and earthquake mitigation and preparedness of the District's computer workstations. Additionally, TVF&R participated in the federally-coordinated "TOPOFF" exercise in October of 2007. This major terrorism response exercise helped identify the strengths and weaknesses of disaster preparedness and response systems regionally.

Data Analysis Considerations - Preliminary emergency preparedness baselines were established in February 2006. In addition, District buildings are being seismically built/upgraded and new personnel have been allotted to oversee critical data recovery.


Challenges - Continual exercise and evaluation of the FOC and Washington County's EOC, in conjunction with large scale field operations, is needed to improve TVF&R's ability to manage major emergencies. In addition, much remains to be done in terms of encouraging and supporting the efforts of partnering jurisdictions. It will also be critical for the District to develop a disaster recovery plan for critical data and support operations and complete the seismic upgrade plan for the District's major facilities.

Challenges to reaching this goal include bringing partnering agencies on board with the National Incident Management System (NIMS). However, improvements have already been noted in several city and county EOCs.

Opportunities - The Office of Consolidated Emergency Management (OCEM), with the participation of TVF&R's personnel and other county-wide agencies, has created a countywide taskforce to address the issues of NIMS implementation including adoption, planning, and training (classroom and field exercises) by countywide partners. An integrated and structured interagency response to emergencies based on NIMS principles and practices should significantly enhance multi-jurisdictional disaster preparedness.

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 comprising of OCEM to manage 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 District baseline to measure the level of preparation for catastrophic and unforeseen events, and consider extending that baseline assessment to OCEM.

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"> • <i>Reduce the number and severity of on- and off-the-job illnesses and injuries that TVF&R members experience each year.</i> • <i>Increase the number of members who understand and participate in the District's internal educational programs.</i> 	 Better

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.

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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, as well as 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 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.

V. Develop and enhance a diverse 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"> • <i>Increase the percentage of members 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> • <i>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.</i> 	 <p>No change</p>

Trend Summary While some progress has been made in areas applicable to the first and third outcomes over the last 10 years, the highest degree of progress in the past three years has been made in the second outcome, as shown by recent benchmark data.

Recent Innovations The most recent innovation has been 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 percentage of the District's workforce currently considered to be represented as "protected class" has more than doubled in the past 10 years. This data analysis will be updated and reviewed annually.

Challenges As the District's population increases, it becomes increasingly important for the District to understand the community's diversity in order to provide outstanding service. TVF&R needs to continue 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 In late 2006, the District established an incentive program for employees who utilize their second language with the community; few employees, however, have chosen to participate. The District will continue to fine tune this program and establish methods to measure the program and the benefit to the community. Plans for a more focused recruitment strategy will also play a critical role in increasing organizational diversity.

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:

- Establish a recruiting plan to develop a workforce that is more reflective of the community TVF&R serves.
- Provide training opportunities for current employees to broaden and strengthen employee understanding of what diversity means and how to capitalize on unique attributes in order to create a stronger organization.
- Better communicate the second language incentive program to all employees and develop a system for measuring the utilization of the program.

<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 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.</i> • <i>Improve overall performance based upon the processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.</i> • <i>Increase the percentage of TVF&R members who have initiated or achieved four-year and advanced degrees.</i> 	<div style="text-align: center;">  <p>Better</p> </div>

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 the International Association of Fire Chiefs Award of Excellence, receiving multiple years of awards for budget preparation and audit reporting, the Moody's Aa1 bond rating, the Information Technology and Communication workgroups, the ongoing succession planning associated with the District's Field Incident Technicians as well as the independent validation of achievement to high industry standards through the award of CFAI re-accreditation. (These are a few of the status indicators that the District and other organizations in the industry use to measure innovation and excellence.)

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 Information Technology and Communications re-evaluated their work group and subsequently reorganized their job positions. This has allowed for greater depth and expertise from IT to meet the critical needs of all divisions.

Fire Prevention has reorganized its operations resulting in an increase of annual inspections by approximately 54%. In addition, Fire Prevention instituted a customer satisfaction survey of recently inspected businesses and the feedback was overwhelmingly positive. This information will also provide a basis for future decisions relating to program enhancements and execution.

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.

Challenges Maintaining a sustained level of craftsmanship, innovation, and excellence can present many challenges. For example, the *changing of the guard* over the next three to five 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.

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>Develop and maintain partnerships that create efficiencies.</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> • <i>Increase the percentage of environmentally friendly practices for daily operations.</i> 	 Better

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.

Strategic Plan, continued

- 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.

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 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 the ending fund balance to support the District's dry period financing requirements.</i> • <i>Ensure overall expenditure growth rates do not exceed the growth rates of primary revenue sources.</i> • <i>Measure actual financial performance against the financial modeling and forecasting tools.</i> • <i>Maintain the District's financial and credit ratings at levels that are equal to, or better than, 2007 levels.</i> • <i>Ensure voter confidence in TVF&R's efficient and effective use of resources remains equal to, or better than, the 2006 survey benchmark.</i> • <i>Pursue legislation to ensure that property taxes are used for intended local government purposes.</i> 	 Better

Trend Summary Trend data indicates solid, positive performance with this goal and future financial forecasts modeling suggests that this positive trend is likely to continue; specifically:

- 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 from the counties.
- Increases in overall expenditures have not exceeded the growth rate trends of the District's primary revenue source (property taxes).
- 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.
- 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 the District's management staff to prudently manage operations and finances.

Recent Innovations The District utilized research and focus group surveys to determine if the District was meeting the expectations of citizens to help assess election results. Over the course of many months, Executive Management built a long-term financial plan around voter approval elections and incorporated major capital and staffing plans.

Strategic Plan, continued

Challenges Under the current system of property taxation, whereby operating levies must be renewed regularly and double majority rules force most public agencies to compete on the same election dates (general elections in even numbered years), TVF&R must continue to seek operating fund support at the ballot; even if that means competing against other public agencies. As a result, and due to population growth, turnover, etc., TVF&R will need to continue to educate citizens about the level and value of the services it provides.

In addition, significant portions of TVF&R are dependent upon continued or increased voter-approved levies; the District, therefore is challenged to find ways to reduce its vulnerability from temporary funding and ensure continuous delivery of services.

With a transition of the District's outgoing leadership, 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 Moody's Aa1 bond rating is a demonstration of financial health and organizational forward thinking which create a platform from which to strengthen the District's presence in the community. There is opportunity for the transitioning management to maintain this bond rating through the application of forecasting and contingency planning and the efficient delivery of services within targeted budget constraints.

As public entities increasingly compete for voter approval of tax measures, legislative sessions provide opportunities to suggest changes that can result in better service to our community and stabilized funding possibilities for all competing agencies.

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 outreach efforts to the community on awareness and understanding of TVF&R and its fiduciary performance.
- Pursue legislative efforts to enhance financial stability for the District.
- Develop reporting metrics that can be easily understood and shared among members to communicate the financial "health" of the District.