

STRATEGIC GOALS AND OBJECTIVES

Based on careful consideration of the collective values of our employees, the expectations of the customers, and the unique challenges to the District, the following **strategic goals** were established:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
<p>I. Ensure the health and safety of all members.</p>	<p>A. Continue to promote wellness for all members of the District.</p> <ol style="list-style-type: none"> 1. Support goals of the District’s Wellness Program through: <ol style="list-style-type: none"> a. Medical examinations b. Physical fitness c. Rehabilitation d. Behavioral health e. Data management 2. Review, revise, and communicate the District’s Wellness Program by June 30, 2006. <p>B. Emphasize safety in all District activities.</p> <ol style="list-style-type: none"> 1. Maintain the District’s Safety Committee and related programs. 2. Evaluate and implement applicable safety standards and practices. 3. Implement strategies and tactics in fire ground activities in conjunction with the District. 4. Promote a safety-conscious culture through: <ol style="list-style-type: none"> a. Training and education b. Behavior c. Enforcement <p>C. Maximize safety for emergency responders.</p> <ol style="list-style-type: none"> 1. Participate in local, regional, and state planning processes to ensure necessary transportation, communication, and development-related infrastructure. 2. Ensure buildings are constructed and maintained in accordance with adopted codes. 3. Ensure changes in building use and occupancy are identified, and such information is made available to emergency responders.
<p>II. Reduce the number and severity of emergency incidents.</p>	<p>A. Emergency Response</p> <ol style="list-style-type: none"> 1. Annually update the deployment plan to meet emergency response demands and goals to include staffing and facilities over the next five years. Improve response programs through modifications in station location, deployment, notification, dispatch, vehicle routing, information availability, training, and pre-planning.

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<p>II. Reduce the number and severity of emergency incidents (cont).</p>	<p>2. Support ongoing implementation for the production, management, and delivery of response aids to provide accurate and timely information to responders at incident scenes.</p> <p>3. Using technology, model deployment options that maximize our response capacity.</p> <p>4. Support legislative initiatives that reduce reliance on emergency services for essential health care.</p> <p>5. Support planning and legislative initiatives to reduce the number and severity of emergency incidents and limit the operational adverse impact on the District.</p> <hr/> <p>B. Prevention</p> <p>1. Continue to develop, employ, and evaluate current core prevention programs:</p> <ul style="list-style-type: none"> a. Code enforcement b. New construction c. Fire investigation d. Public education <p>2. Continue to develop, implement, and evaluate specifically targeted intervention programs to address identified risks.</p> <p>3. Assimilate prevention values through all programs and levels in the District.</p> <p>4. Create ownership of prevention programs within the business community by education, training, and communication.</p>
<p>III. Maximize utilization of existing resources.</p>	<p>A. Evaluate District Facilities and update the Facilities Plan for existing and future resource needs.</p> <p>1. Provide and maintain facilities and associated equipment in a manner that supports the operational requirements of the District and helps present a public image of reliability, professionalism, and quality.</p> <p>2. Demonstrate fiscal and environmental responsibility through energy conservation and the use of emerging environmentally friendly, alternative energy concepts in the design and construction of facilities. Facilities should reflect the District's commitment to helping protect the environment by incorporating concepts and designs in their construction that will reduce reliance on conventional energy sources and subsequently help reduce the production and release of Green House gas into the environment.</p> <hr/> <p>B. Update the Apparatus Plan to support the District's operational directives, deployment models, and Capital Plan.</p> <p>1. Provide and maintain apparatus and staff vehicles that meet the operational needs and standardization goals of the District.</p> <p>2. Demonstrate fiscal and environmental responsibility through fuel economy, vehicle selection, safety rating, and assignment.</p>

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<p>III. Maximize utilization of existing resources (cont).</p>	<p>C. Finalize, implement, and annually update the Communication and Technology Plan to support the District’s business needs, operational directives, and deployment models.</p> <ol style="list-style-type: none"> 1. Complete the integration of personnel databases. 2. Build a technology system that allows for cross-divisional data sharing and utilization.
	<p>D. Annually analyze Service Level Objectives to ensure that personnel resources are adequate to support the District’s goals.</p> <ol style="list-style-type: none"> 1. Complete the first version of the Service Level Objectives program. 2. Include a predictive model of staffing needs for program areas and support functions. <ol style="list-style-type: none"> a. Include a regular evaluation of job descriptions and/or staffing utilizations. 3. Utilize existing and emerging data collection capabilities to better manage existing and future resources. 4. Develop a methodology to collect and utilize data to measure performance.
	<p>E. Community cooperative efforts</p> <ol style="list-style-type: none"> 1. Seek and utilize community (corporate, civic, etc.) partnerships to fund safety awareness campaigns and assign financial benchmarks to these campaigns. 2. Provide more meaningful volunteer assignments by moving to an organized project-focused program, including: <ol style="list-style-type: none"> a. Communications systems b. Identify knowledge, skills, and abilities. c. Match session and assignments based on skills and abilities.
	<p>F. Local government cooperative efforts</p> <ol style="list-style-type: none"> 1. Annual review and, if necessary, update closest-force agreements. 2. Influence policy development that directly impacts District operations (land use, transportation, traffic calming, DEQ-burning, utilities, and code adoption). Utilize “service availability” as the source of influence. 3. Continue to partner with local government partners to address problems associated with illegal fireworks. 4. Seek a reduction in false alarm responses through multi-jurisdictional code enforcements, addressing repeated false alarms, modification of monitored notification procedures, and reporting processes. 5. Complete Broadband Users Group (BUG) governance document November 2006.

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<p>III. Maximize utilization of existing resources (cont).</p>	<p>6. Collaborate with partner agencies to maintain robust/redundant and interoperable communications systems consistent with the overall Communications and Technology strategic plan.</p> <ul style="list-style-type: none"> a. Common radio template b. Nextel rebanding c. UASI communication initiatives d. SIEC recommendations <p>7. Collaborate with partner agencies to enhance emergency preparedness throughout the county through effective oversight of the Office of Consolidated Emergency Management.</p> <ul style="list-style-type: none"> a. Foster development of comprehensive emergency response and recovery plans. b. Provide continuing support for development of county Emergency Operation Centers and their roles in effective resource management. c. Encourage development of and participation in realistic, multi-agency, multi-discipline emergency response and recovery exercises. d. Support implementation of national preparedness and incident management goals and federal homeland security grant programs. e. Promote employee and public preparedness through appropriate training and community education programs. <p>G. External business plans (see separate document: Occupational Health Services and External Training Business Plans):</p> <ul style="list-style-type: none"> 1. Continue to build and maintain partnerships with the business community and public agencies to provide training materials, educational opportunities, and extend OHS services. <p>H. EMS cooperative efforts</p> <ul style="list-style-type: none"> 1. Promote and utilize partnerships to enhance patient care and provide more efficient use of community medical resources. 2. Annually evaluate effectiveness of partnership programs (e.g. Clackamas County Integration Agreement and Public Access AED Program).
<p>IV. Pursue maximum institutional financial stability and predictability.</p>	<p>A. Adopt and annually review key financial policies.</p> <p>B. Perform long-term financial forecasting on at least an annual basis; include analysis of local economic trends, political climate, labor contracts, personnel projections, and other key risks that could impact long-term financial trends (e.g., loss of Local Option Levy, general obligation Bond Support, and/or reduction in community property values).</p> <p>C. Increase employees’ understanding of District and personal financial fundamentals, practices, trends, and goals.</p>

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<p>IV. Pursue maximum institutional financial stability and predictability (cont).</p>	<p>D. Annually prepare and communicate long-term capital forecasting, funding models, and timelines to be incorporated in financial forecasting, considering such factors as growth, regional planning, transportation, Facilities Plan, Apparatus Plan, Communications and Technology Plan, Staffing Plan, Standards of Coverage, Service Level Objectives, and items identified by the Master Capital Plan.</p>
	<p>E. Prepare and communicate annual budgets with identified objectives in concert with the Strategic Plan and Standards of Coverage. Regularly review financial policies to ensure they incorporate current financial goals during annual forecast reviews.</p>
	<p>F. Compare budget to the actual financial statement on a monthly basis, thereby encouraging financial management at all levels and assisting cost-center managers to perform accurate forecasting.</p>
	<p>G. Advocate, plan for, and implement revenue diversification (e.g., bond capital, levy expansion, fee-for-service, grants, legislative changes, etc.).</p>
	<p>H. Obtain biannual actuarial updates of non-PERS pension plans.</p>
	<p>I. Participate in the PERS restructuring process to effect manageable employer rates, while preserving adequate pension benefits, and communicate regularly with employees.</p>
	<p>J. Develop, implement, and assess strategy for demonstrating fiscal responsibility to the public.</p>
<p>V. Enhance preparedness for catastrophic events.</p>	<p>A. Facilities and Infrastructure</p> <ol style="list-style-type: none"> 1. Identify and fund seismic upgrades to ensure member safety and emergency response capability. 2. Continue to evaluate and obtain adequate preparedness supplies for District facilities. 3. Develop and maintain a back-up communication system.
	<p>B. Policies and Procedures</p> <ol style="list-style-type: none"> 1. Develop and maintain policies and procedures to protect District personnel from work-place related hazards during major emergencies and other unusual events. This may include vaccinations, medication, monitoring systems, and facility improvements. 2. Promote individual member and family emergency preparedness. 3. Integrate TVF&R operations planning with other relevant county and regional planning.

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<p>V. Enhance preparedness for catastrophic events (cont).</p>	<p>4. Continue to evaluate and maintain a family and employee welfare plan.</p> <p>5. Promote individual member and family preparedness.</p> <hr/> <p>C. Mitigation</p> <p>1. Promote hazard mitigation throughout the District through public education and plan development.</p> <p>2. Continue to conduct structural and non-structural hazard mitigation in District facilities and modify mitigation plan as needed in accordance with the existing plan.</p>
<p>VI. Develop and enhance a diverse workforce that reflects the community we serve and that honors and respects our individual and group differences.</p>	<p>A. Review, revise, and implement the District’s Diversity Plan.</p> <p>1. Develop short and long-term recruitment and outreach plans to create a workforce that reflects the diversity of the community we serve.</p> <p>2. Develop and deliver an on-going diversity training program geared toward all District members.</p>
<p>VII. Promote craftsmanship throughout the organization.</p>	<p>A. Encourage craftsmanship and pride in workmanship.</p> <p>1. Set expectations from the Fire Chief down: set example for receiving criticism about work – encourage culture where it is okay to take measured risks and learn from mistakes.</p> <p>2. Support change for improvement – educate employees on personal and professional impacts of change and transition.</p> <p>3. Promote employee team-based learning in critical skill areas and continue to refine process to memorialize “lessons learned” into guidelines and procedures.</p> <p>4. Let people make a difference and solve problems by encouraging decision-making at the level at which the problem arises. Encourage ownership, detail-oriented work, and follow-through to completion.</p> <hr/> <p>B. Promote a positive work environment.</p> <p>1. Promote core values at all levels throughout the District.</p> <hr/> <p>C. Promote Quality.</p> <p>1. Maintain non-punitive Continuous Quality Improvement (CQI) programs that measure performance using objective criteria and subjective peer review.</p> <p>2. Use the results of the CQI and safety programs to improve education, service delivery, craftsmanship, and deployment.</p> <p>3. Continue implementation of document management and control processes addressing Standard Operating Guidelines, contracts, agreements, and manuals, including the evaluation of all personnel rules, policies, and procedures for clarity and currency. Ensure that process considers the interrelationship of one document to another.</p>

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<p>VIII. Increase community understanding of TVF&R’s mission and the community’s role in a safety partnership.</p>	<p>A. Community interaction.</p> <ol style="list-style-type: none"> 1. Continue to create opportunities for positive community contact. 2. Emphasize the importance of community fire stations by supporting: <ol style="list-style-type: none"> a. Station access and activities b. Personnel involvement in the community and the local government c. Recognition of unique characteristics of each community d. Contact with the community. <p>B. Support, improve and maintain a database of government and community contacts for the purpose of distributing District news.</p> <p>C. Refine and conduct additional Community Academies.</p> <p>D. Research and analyze community opinion.</p> <ol style="list-style-type: none"> 1. Identify key messages and talking points.
<p>IX. Maintain a positive work environment through collaborative labor/management relations with both bargaining and non-bargaining unit employees.</p>	<p>A. Ensure ongoing dialogue by holding regularly-scheduled labor/management meetings.</p> <p>B. Recognize and promote the relationship between union leadership, and the Fire Chief and executive staff as the preferred method for addressing labor/management issues.</p> <p>C. Recognize the input and contributions of union leadership as instrumental to successful day-to-day operations.</p>
<p>X. Maintain CFAI accreditation and industry credentials.</p>	<p>A. Ensure CFAI accreditation remains a high priority.</p> <p>B. Review CFAI recommendations annually to monitor progress and prepare necessary reports to the commission.</p> <p>C. Ensure CFAI recommendations are incorporated in annual performance objectives as appropriate.</p> <p>D. Ensure that all future updates to the District’s Strategic Plan include CFAI recommendations as key objectives.</p> <p>E. Maintain industry credentials:</p> <ol style="list-style-type: none"> 1. ISO rating 2. CFAI (Commission on Fire Accreditation International) 3. CFOD (Chief Fire Officer Designation) 4. GFOA (Government Finance Office Association) 5. Exempt jurisdiction status with Fire Prevention (State Fire Marshals Office) 6. Fire code adoption 7. Multi-family appendices 8. National Incident Management System