

Strategic Plan

2014-15 Strategic Plan

TVF&R's Strategic Plan defines a vision for change and provides guidelines for formation and prioritization of strategies, annual work plans, and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan outlines the following:

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

Mission Statement

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

Vision & Principles

Our Shared Vision

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

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

In fulfilling this vision, we are committed to being an organization that:

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

Strategic Plan, continued

Our Shared Principles

A plan cannot anticipate every decision that we will make and no amount of training can cover every situation that will confront members of our organization. That is one reason why we have defined three core principles — known to the members of Tualatin Valley Fire & Rescue as the “Chief’s Bull’s-Eye” — as a reminder to all members of our organization that excellence is achieved only when decisions are made consistent with these cornerstones:

Safety and Performance — Employee and volunteer safety shares top priority with getting the job done well. Everyone who comes to work goes home from work, and everyone is expected to perform their jobs at the highest level possible. We will create safer communities by reducing the risk of emergencies through prevention and preparedness programs.



Despite our best efforts of prevention, when response is required, it will be effective and purposeful. We will seek innovations and external partnerships to increase efficiencies and maximize resources, and will serve as role models for implementing change in our industry.

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

Professionalism — We recognize that we are accountable to the public we serve and will be good stewards of the finances and resources entrusted to us. We will conduct ourselves in a manner that brings credit to the organization and the fire service while both on and off duty.

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

Organizational Values

TVF&R’s board, management, and members commit to upholding these values in how we run our organization and work with each other:

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

Strategic Goals, Targeted Outcomes and Annual Organizational Report Card

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

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

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

The Calls for Action component within the report card highlights target areas that have been prioritized by the leadership team. Managers are encouraged to focus annual divisional service measures, change strategies, work plans, and budget requests toward these priorities to expedite achievement of that goal.

Process changes instituted for 2014-15: The number of Strategic Goals was reduced to seven, down from eight, and the goals were renumbered to reflect the change. The qualities of craftsmanship, innovation and excellence -- recognized as key tenets of the District's culture -- are now reflected in the Organizational Values listed above, rather than within a Strategic Goal (previously Goal VI).

To encourage more meaningful data trend observations and thoughtful organizational review, only four goals will be reviewed for the report card each year. A biennial review schedule was implemented whereby Goals II through VII would be reviewed every other year. Due to its particular significance, however, Goal I will be reviewed every year. As such, the report cards for Goals I, III, VI, and VII were reviewed and updated for fiscal year 2014-15. It is important to note that the priorities outlined in the 2013-14 Calls for Action for the remaining goals carry forward for the new fiscal year.

Strategic Plan, continued

Goal I: Reduce the number and severity of emergency incidents.

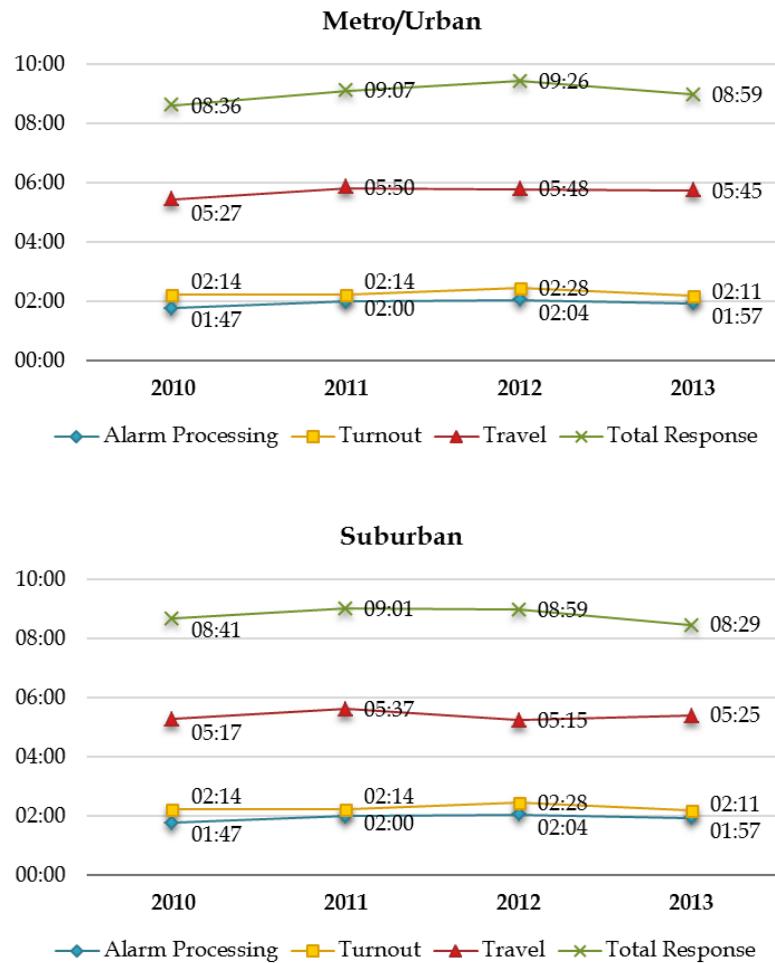
Updated for 2014-15

Analysis of Targeted Outcomes

A. Improved or maintained the TVF&R baseline trend for the total response time of all Code 3 incidents within all planning zones.

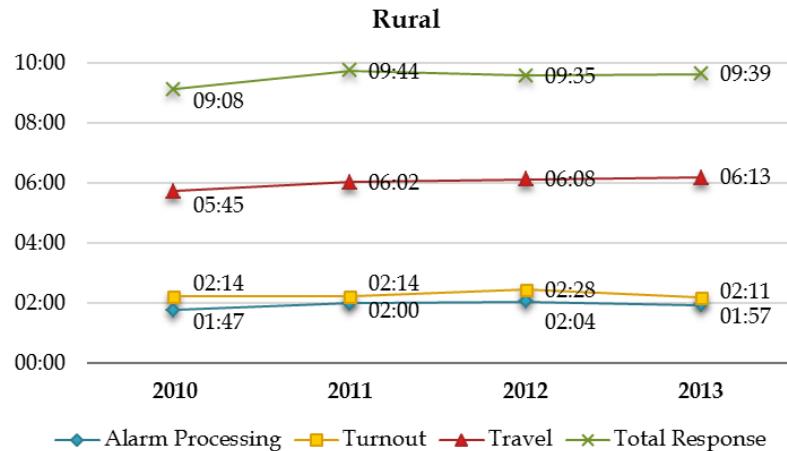
As shown in the Figure 1.1 graphs (green line), the TVF&R baseline total response time performance for Code 3 incidents decreased in the Metro/Urban and Suburban planning zones, and slightly increased in the Rural planning zone. Performance is measured at the 90th percentile (rather than averages), meaning that nine out of ten responses happened in the time indicated or faster. Four time components are highlighted: Alarm processing, turnout, travel and total response.

Figure 1.1 – First Arriving Unit TVF&R Baseline, All Code 3 Incidents



Strategic Plan, continued

Figure 1.1 – First Arriving Unit TVF&R Baseline, All Code 3 Incidents (continued)

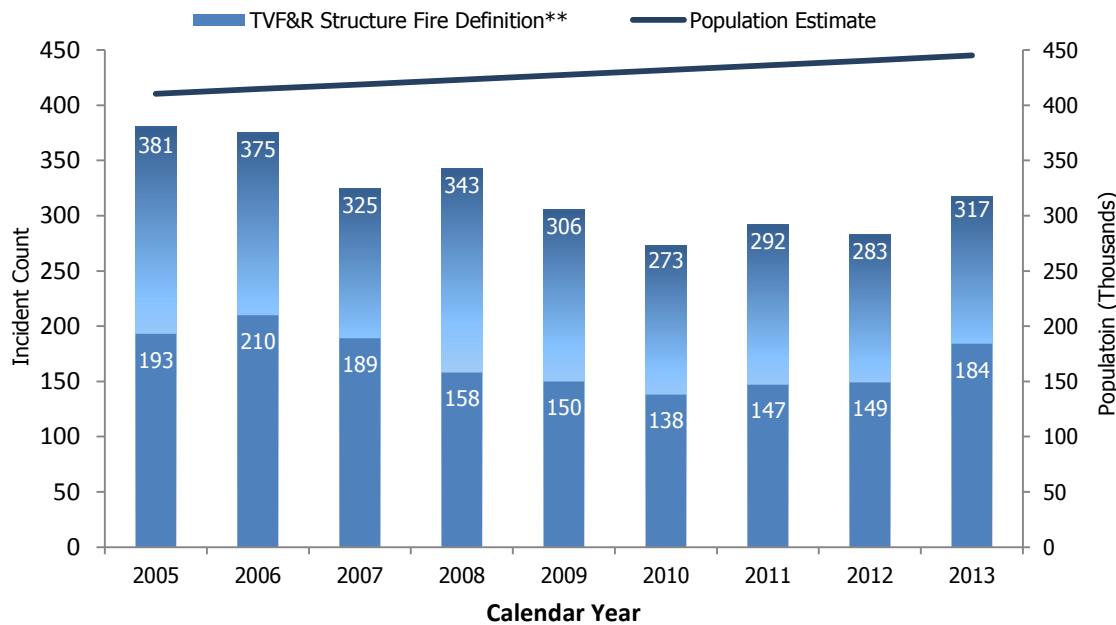


Significant improvement occurred in total response performance (better by approximately 30 seconds) in the Metro/Urban and Suburban response zones due to faster alarm processing and turnout times. A slight four second increase occurred in total response performance in the Rural response zone. The travel time interval remains a challenge in all planning zones.

B. Reduced per-capita rate and severity of structure fires.

TVF&R tracks structure fires in two ways. The total annual incident counts, depicted by the medium blue bar in the following Figure 1.2, represent the National Fire Incident Report System (NFIRS) definition, which is the more inclusive industry measure, and includes a variety of fires of typically lesser intensity (e.g., cooking fire contained to a pot, chimney fire, etc.). The TVF&R-specific definition, represented by the dark blue bar in Figure 1.2, focuses on fires of generally greater intensity, which are dispatched as a Task Force response or greater.

Figure 1.2 – All Structure Fires*



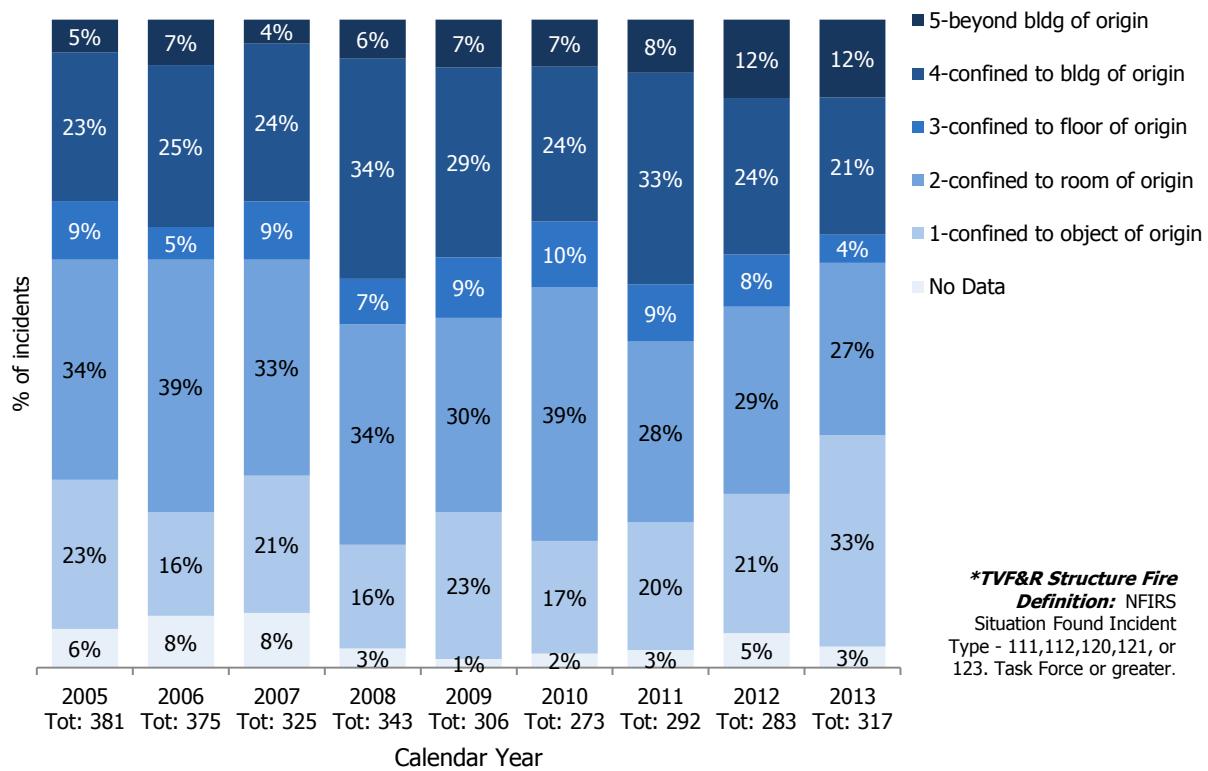
* All Structure Fires: NFIRS Situation Found Incident Type - 110 or 120 series

Strategic Plan, continued

In calendar year 2013, an increase occurred in all NFIRS-defined fires and the more significant TVF&R Task Force or Greater fires, due to a 17% increase in single and multi-family structure fires. The actual number of commercial fires decreased by approximately 15%, as compared to calendar year 2012.

Several indicators are used by the District to track the severity and impact of structure fires. One benchmark is the extent to which fire spread is limited. While there were more structure fires in calendar year 2013, a significantly higher number of those fires were confined to the object of origin, which is generally a positive indicator of both prevention and operational response efforts.

Figure 1.3 – Fire Spread in Structure Fires per TVF&R Structure Fire Definition*



Strategic Plan, continued

Other factors relevant to structure fire impact include the number of civilian and firefighter fatalities and the extent of the fire loss in financial terms (see Table 1.1). Civilian fatalities remained in the low single digits and no firefighter fatalities occurred during this reporting period. Since the beginning of calendar year 2008, property and content value has been captured for structure fires on a consistent basis, enabling the calculation of loss/value percentages. While more structure fires occurred in 2013, the total dollar loss was considerably less than in calendar year 2012.

Table 1.1 Fire Fatalities/Fire Loss per TVF&R Structure Fire Definition*

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Civilian Fatalities	3	1	1	0	2	2	1	1	2
Structure Fire Property/Contents Loss	\$ 9.7 M	\$ 10.7 M	\$ 6.6 M	\$ 15.8 M	\$ 8.1 M	\$ 7.3 M	\$ 5.6 M	\$ 11.6 M	\$ 6.4 M
Pre-Fire Property/Contents Value	no data	no data	no data	\$ 265 M	\$ 179 M	\$ 486 M	\$ 136.3 M	\$ 112.3 M	\$ 92.4 M
Structure Fire Loss/Value Percentage				5.96%	4.53%	1.50%	4.11%	10.33%	6.93%

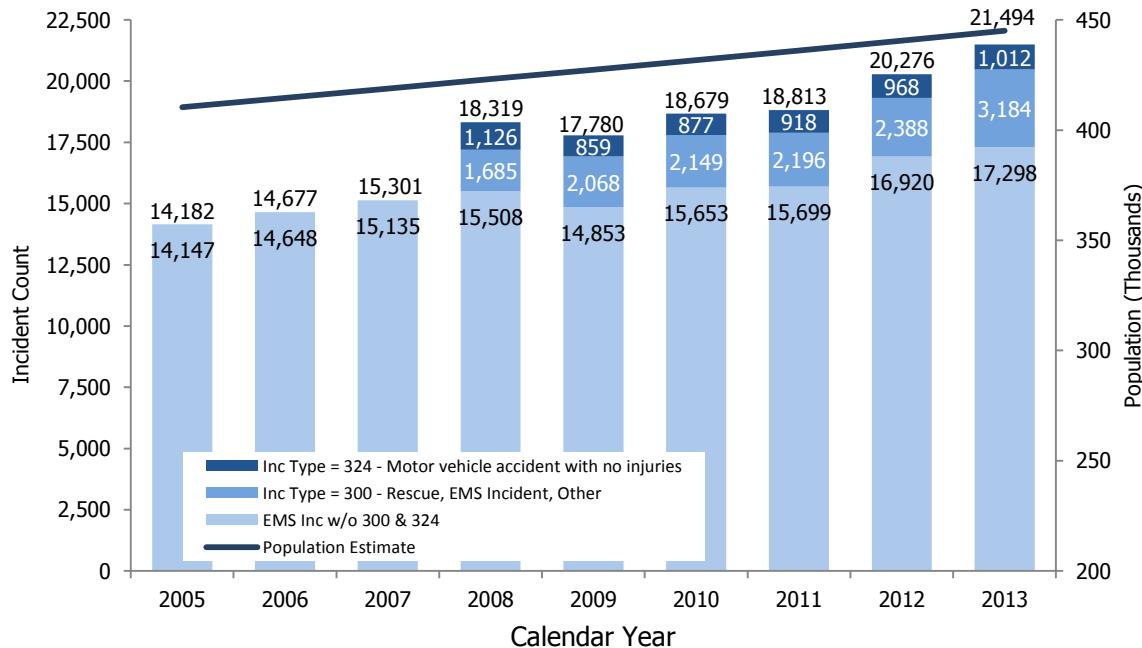
NOTE: Dollar amounts displayed in millions ("M"); incident reporting dollar amounts for both value and loss are subjective estimates.

***TVF&R Structure Fire Definition:** Situation Found Incident Type = 111,112,120,121 or 123; Task Force or greater

C. Reduced the per-capita rate of emergency medical services (EMS) calls.

EMS calls are reported in two ways: All EMS incidents (including both Code 1 and Code 3 responses) and EMS Code 3 responses only.

Figure 1.4 – EMS Incidents*



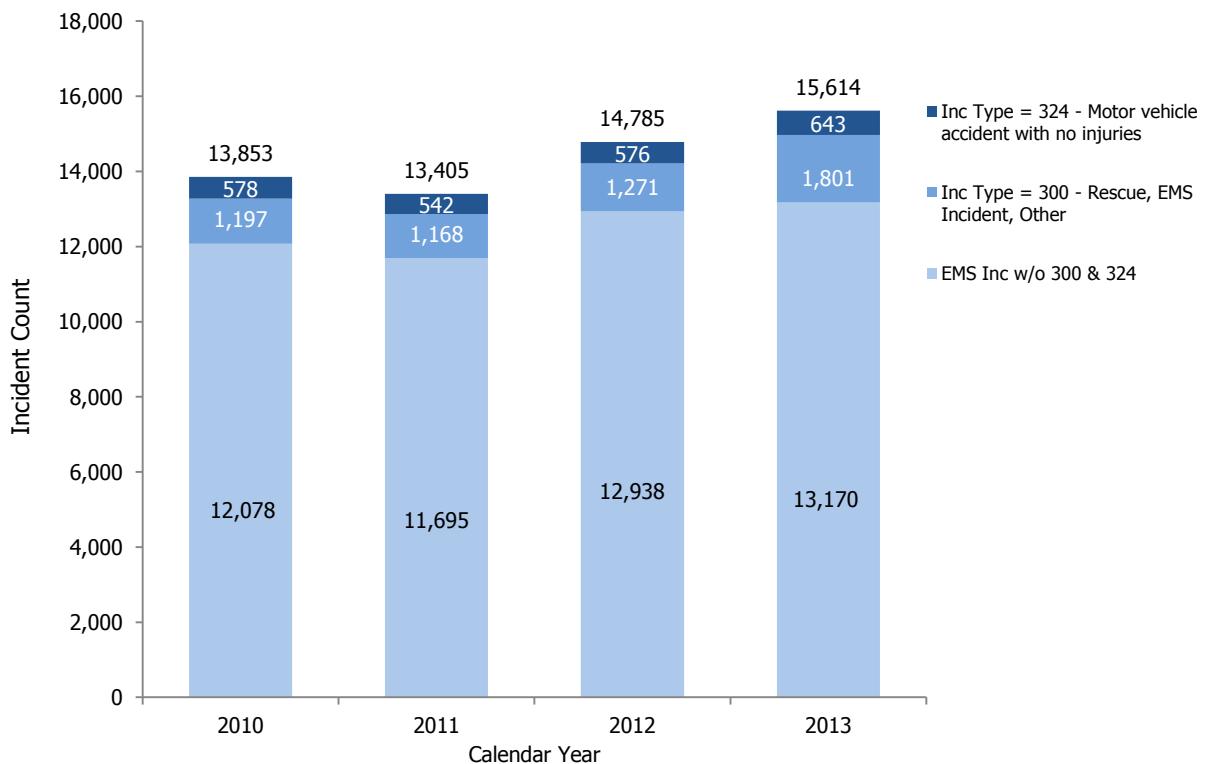
* NFIRS Situation Found Incident Type - 300 series

Note: Beginning in 2008, NFIRS incident types "324 - Motor vehicle accident with no injuries" and "300 - Rescue, EMS Incident, Other" were added; these were not previously assigned incident types in EMS - 300 series.

Strategic Plan, continued

The number of all EMS incidents (including both Code 1 and Code 3) increased approximately 6% in calendar year 2013. This chart shows the increase largely in Incident Type 300 responses, which generally do not involve patient care. Early analysis points to a dispatch change made in June 2013 that impacted call type codes for incidents at medical clinics with trained nurses and doctors on site. This reflects more of an increase in code adjustments, than an actual increase in the numbers of these types of calls. Subsequently, calls to these facilities will be dispatched as "ambulance only" responses; thereby, decreases in this category and impacts on overall EMS calls are anticipated for calendar year 2014.

Figure 1.5 – EMS Incidents: Code 3 Enroute and Arrival Only*



D. Improved EMS performance for key treatment systems (e.g., cardiac arrest, STEMI, stroke, trauma, and respiratory distress).

The EMS Quality Improvement (QI) Committee continues to support three process action teams (PATs) to monitor and improve the District's systems of care specific to ST-segment elevation myocardial infarction (STEMI), cardiac arrest, and airway management (as a component of respiratory distress). In late July 2013, new Philips cardiac monitors were deployed to all emergency response apparatus. These monitors are able to transmit 12-lead electrocardiographs (ECGs) to hospitals, which decrease the door-to-balloon time for patients, leading to significantly better outcomes.

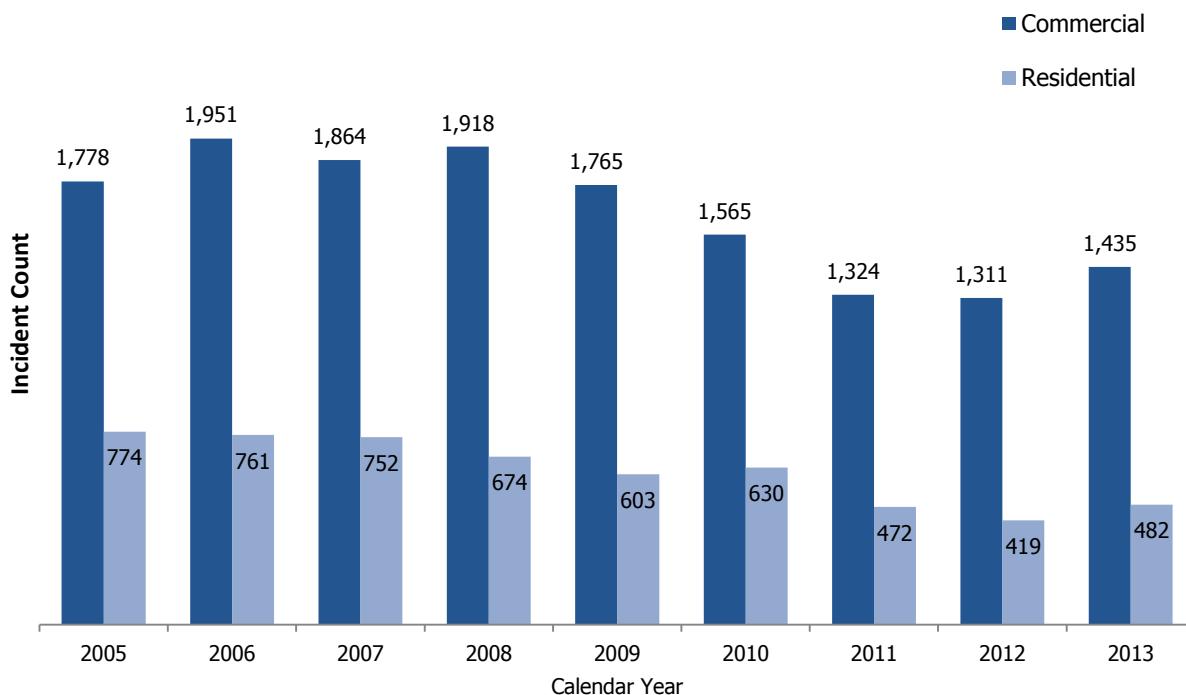
Additionally, cardiopulmonary resuscitation (CPR) reports provided by a QI PAT indicated improvement to TVF&R crew performance in CPR and other cardiac resuscitation efforts.

Furthermore, TVF&R paramedics attended advanced airway management training using video laryngoscopy and proper ventilation and oxygenation. Concurrently, the TVF&R Airway PAT is studying the overall success rate for endotracheal intubation in both Rapid Sequence Intubation (RSI) and non-RSI attempts in an effort to improve airway management performance. Success rates continue to be a challenge due to the low frequency of the event and the number of paramedics in the field. Further emphasis on airway management and improving equipment for intubation in the field is necessary.

E. Reduced the percentage of false alarms and inaccurate dispatched call types.

During calendar year 2013, a slight increase occurred in the number of false alarms. This was anticipated as the economy continued to improve and occupancy vacancy rates decreased. The significant cold spell in December 2013 accounted for a large percentage of the overall increase due to fire alarm system activations for frozen and broken sprinkler pipes. False alarm reduction efforts continued to be effective, with false automatic alarms calls down approximately 30% from their peak.

Figure 1.6 False Automatic Alarms*



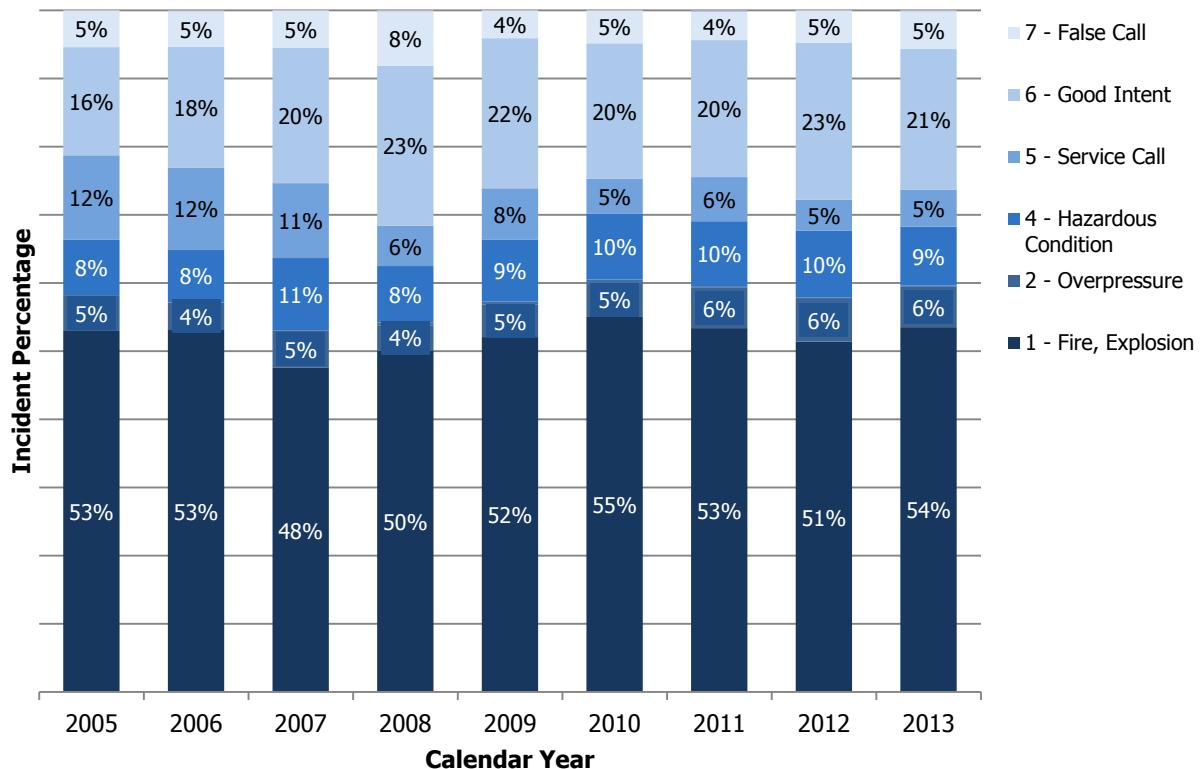
*** False Automatic Alarm:** Incident dispatched as an "Automatic Alarm", but subsequently cancelled prior to arrival (NFIRS Incident 600 series) or upon arrival, found to be a false alarm (NFIRS Incident Type - 700 series).

One measure of dispatch accuracy is the consistency between how a call is dispatched (situation dispatched) and the true nature of the call upon the crews' arrival (situation found). When this standard is applied to incidents dispatched as commercial or residential fires, the situation found incident type was determined to be "fire" approximately 50 percent of the time. No significant improvement or decline has been noted over several years.

NOTE: Moving forward, in an effort to narrow the focus to strategic action toward components on which TVF&R has direct impact, the wording of the targeted outcome will be revised to read, "Reduced the percentage of false alarms."

Strategic Plan, continued

Figure 1.7 – "Residential Fire" or "Commercial Fire" Situation Found Categories by Incident Percentage



Progress Toward 2013-14 Calls for Action

1. Reduce response times through data analysis, innovative resource deployments, call stratification, station relocations/additions, new technology, and other strategies.

Staff conducted comprehensive data analysis in an effort to understand where response performance issues are occurring within the District. The review included analyzing turnout, travel, and total response performance; understanding the impacts on overall crew performance of improved performance within specific first due areas; and confirming station orders and crews' ability to travel to areas in the District within response time objectives. Additionally, within areas of the District where improved performance is desired, a more in-depth review provided staff with an understanding of the call types, patient severity, call volume, location, and incident priority (i.e., Code 1 vs. Code 3) experienced in these areas. Performance analysis was conducted for both distribution (first arriving unit) and concentration (effective response force). This analysis allowed staff to make informed decisions and begin the planning stages for the future placement of resources (e.g., land, buildings, apparatus/vehicles, and staff). This will allow the District to improve present response performance, but also be prepared for the future growth of the service area.

New dispatch to station alerting (or "tapout") technology replaced old, expensive and problematic copper lines to all stations. This improved dispatch notification time and enabled monitoring capabilities should a station system fail for any reason.

Strategic Plan, continued

2. Work with partners to refine and target metrics to better capture inaccurate call types and location.

Incident analysis and work with the dispatch center continued in an effort to improve dispatch accuracy and provide the right resource to the right calls. For example, a retrospective study of all abdominal pain responses indicated 95% resulted in a non-emergent patient. Subsequently, a decision was made to reduce the majority of abdominal pain response to Code 1 (no lights or siren) when no critical symptoms are reported by the 9-1-1 caller.

An additional study was conducted on responses to urgent care and emergency medical clinics. Since these facilities are staffed routinely with physicians and nurses with equipment and medication capable of handling the majority of call types, changes were made in dispatch protocols. Urgent calls at these facilities for service such as cardiac arrest, STEMI, stroke, active seizure, eminent childbirth, and unconscious patients still receive the closest first response unit and a transporting ambulance. All other calls for service at these facilities receive an ambulance-only response for transport to the hospital. Subsequently, an overall reduction in TVF&R responses to non-essential calls occurred, leaving crews available and in-service more frequently to handle other emergency calls.

Significant analysis of call types and locations has been conducted over the past several years and is now firmly integrated into the data analysis functions. Further gains from such activities are relatively minor and no longer rise to the priority level that would warrant a specific Call for Action. Additionally, potential metrics for "inaccurate location" could not be identified, and are outside of TVF&R's direct control. Therefore, the authors recommended retiring this Call for Action.

3. Continue prevention efforts aimed at EMS and other non-fire events. This includes research on innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health/mental health services, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.

The EMS Division worked on several fronts to provide more efficient and effective health care delivery. A TVF&R paramedic joined Washington County's Mental Health Response Team on a pilot basis to bring emergency medical knowledge to the team. The primary objectives were to reduce the number of mental health crisis situations that escalated to a law enforcement issue, and to enhance the overall stability of at-risk individuals. The study demonstrated that mental health calls handled via this model lowered costs by taking fewer emergency response resources out of service and, with the aid of On-Line Medical Control, diverting patients to more appropriate facilities.

TVF&R partnered with Providence St. Vincent Medical Center (PSVMC) to study and pilot test the Mobile Integrated Health Care concept. A TVF&R paramedic conducts follow-up visits at the home of patients released from the hospital, and who have enrolled in the pilot test. The objective is to reduce the number of subsequent emergency calls, improve patient health, and reduce overall system costs.

TVF&R hosted two healthcare "academies" aimed at building relationships and exploring opportunities with health care system providers. While staying mindful of patient confidentiality issues, efforts are being made to share pertinent information on those individuals seen in common by these health care providers and TVF&R's paramedics. Additional technological devices and continued work with the area hospitals are necessary to gain access to real time data.

4. Continue to refine targeted Community Risk Reduction efforts with an emphasis on developing steps toward long term evaluation tools.

Completed. Resources and tools for conducting formative, process, impact or outcome based evaluation were made available on the intranet Community Risk Reduction (CRR) site. With these tools, Station Captains are able to determine which evaluation method works best for the type of CRR project the station is coordinating, and provide assistance with developing measurements and data collection.

Strategic Plan, continued

Moving forward, there is a need to consolidate the types of community risk reduction efforts. This consolidation would be driven by data analysis and efforts to align CRR projects with District priorities, such as augmenting response time improvements and health care initiatives. A revised Call for Action to this effect is proposed below.

5. Improve the quality of report writing and data collection through QI review, system maintenance and enhancements, and education.

The EMS Chart Review Committee has been reviewing and retooling the process to capture more of the data necessary to analyze EMS system performance and provide feedback to chart writers and crews. The redesign will give the writer feedback on their chart and performance as well as physician feedback on their patient's outcome.

The Integrated Operations Quality Improvement Committee (Ops-QI) continued its initiative toward this Call for Action and conducted monthly fire report review to ensure the accuracy of fire response data, specifically Incident Type accuracy. As information is gleaned during these sessions, it is distributed to personnel through one-on-one interactions, a semi-annual Ops-QI Newsletter, presentations at a minimum of one Company Officer In-Service, and updates to the OnSceneRMS incident reporting system through user tips and standardized reporting tools (i.e., Standard Calls). The committee has recognized improved fire reporting accuracy during monthly reviews specific to errors that were common at the onset of the initiative. Additionally, feedback from Company Officers has been extremely positive and there is interest from personnel in further training.

6. Support efforts to require or encourage installation of residential sprinkler systems in the early stages of new development.

TVF&R staff has made a routine practice of encouraging residential sprinklers when working with local jurisdictions in the early phases of development on every land use review. Staff analyzes developments for sprinkler requirements or possible construction tradeoffs that could offset the cost of sprinkler systems. The success of voluntary efforts has been limited due to the cost of the systems as well as system development charges, frequently required because of larger water meter requirements.

To markedly increase the installation of residential sprinklers would require mandatory efforts, which are not feasible at this time as the residential building code will not be revised until 2016, at the earliest. Further, the Oregon Fire Marshals Association (OFMA) and the Oregon Residential Sprinkler Coalition have chosen to stand down any mandatory efforts until 2016. The authors recommend retiring this until further opportunity is present.

7. Educate personnel on significant changes within the *Standards of Cover*, including but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures.

Standards of Cover 101 training was presented at the fall Company Officer In-Service (attended by all company and chief officers). The focus of this education was to provide a basic foundation of understanding of the TVF&R *Standards of Cover* document. The presentation included an explanation of terminology (e.g., cascade of events, fractals), industry performance objectives, and an overview of the TVF&R's three-year response performance trends. Personnel are also receiving monthly Turnout Performance Reports that outline performance at the unit level (station, unit, and shift). Staff is actively engaged in the Enterprise Geographic Information System (E-GIS) program, which has been developing crew-level dynamic tools that will allow users to actively review and analyze performance in an almost real-time geospatial atmosphere. Beta-testing for the Unit Level Performance Metrics begins early 2014, with a goal of implementation at the spring Company Officer In-Service.

Strategic Plan, continued

Challenges

As reported in the progress on Call to Action #1, extensive analysis has identified staffing, resource needs, and changes necessary to improve total response performance. These changes will require significant financial and operational resources to accomplish.

From a data perspective, there are fragmented internal and external reporting systems that limit the ability to produce meaningful data analysis and reports. Considerable efforts will be needed to connect the disparate systems across multiple local, regional, and state agencies.

Opportunities

Even in the yearly stages, the District's commitment to building out an Enterprise Geospatial Information System has produced meaningful data analysis and reports by bridging multiple data systems together in a single interface. The District must maintain its strong commitment to this program to maximize the results.

TVF&R's efforts to participate with state initiatives, hospital systems, mental health agencies, and other medical providers can ensure that EMS response is integrated into the rapidly changing health care system, which calls for better care, improved health, and lower costs.

The District has a significant opportunity to ensure that the Oregon Health Authority's proposed statewide medical information hub is completed in such a manner that allows effective access to integrated information from all providers.

2014-15 Calls for Action

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

1. Improve total response performance through specific strategies to target alarm processing, turnout times, and travel times.
2. Actively participate with state initiatives, hospital systems, mental health agencies, and other medical providers to ensure that EMS response is part of an integrated health care system, to include the ability to share data.
3. Conduct a comprehensive analysis to identify CRR program priorities targeted at the local level (e.g., leading fire causes, impediments to response performance, etc.).
4. Improve the quality of report writing and data collection through QI review, system maintenance and enhancements, and education.
5. Educate personnel on significant changes within the *Standards of Cover* including, but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures.

Strategic Plan, continued

Goal II: Increase the community's participation in their safety and preparedness, and knowledge and support of the District's services.

Updated for 2013-14

Analysis of Targeted Outcomes

A. Increased the percentage of individuals who participate in fire and life-safety prevention activities.

In fiscal year 2012, the District delivered 755 safety events, compared to 712 the previous year. Historically, the District has increased the delivery of events annually, thereby increasing the opportunity for community members to participate in prevention activities. Event data indicates participation in District-organized fire and life safety activities in fiscal year 2012 held steady at over 62,000 people, or approximately 14 percent of the service area population, as compared to fiscal year 2011.

Also during fiscal year 2012, the number of community members exposed to District-provided Hands-Only Cardiopulmonary Resuscitation (CPR) instruction grew from the initial 125 individuals to 2,500. During the same period, the following educational activities targeting specific at-risk populations reached approximately 5,000 people:

- Rent Well tenant education program (high-risk renters)
- Safety Kids Day at the Zoo (underprivileged youth)
- Safety events targeting senior citizens
- Safety events targeting at-risk apartments (including door-to-door smoke alarm campaigns)

B. Increased or maintained the percentage of adults who can identify TVF&R as their service provider and its role in the community.

The 2012 report card cited the 2011 public attitude survey conducted by Campbell DeLong Resources, Inc. (CDRI), which measured public awareness of TVF&R's role in fire response, prevention/preparedness, and EMS. While a formal biennial public attitude survey was not conducted during this reporting year, CDRI suggested that several more focused activities demonstrated that the public identified TVF&R as their emergency provider.

- New subscriptions to the Public Alerts notification service spiked following a related article in TVF&R's Safety Matters newsletter. In Washington County, 510 new subscriptions were submitted through the dispatch center's website link from June 28-July 11, 2012 (compared to four during the week prior). Similarly, on the home page of the Public Alerts website, the number of new subscriptions in the five day period following Safety Matters ranged between 182-380 each day, depending on the day (as compared to historical daily averages of less than 100 per day). This suggests that District residents identify TVF&R as a trusted source for emergency preparedness advice.
- Over 168 new landlords attended the Multi-Family Housing Fire Reduction Program training in fiscal year 2012, the largest attendance since the program's inception. This up-tick suggests that landlords, property managers, and owners recognize TVF&R's role as a fire prevention expert.
- Meetings with stakeholders in the newly formed regional coordinated care organization have resulted in an increased awareness of TVF&R's role and potential value in the healthcare reform initiative. Additionally, TVF&R's EMS role has been highlighted through involvement in the Clackamas County ambulance franchise request for proposals process.

Strategic Plan, continued

C. Increased prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations.

Establishing correlations between prevention programs and associated impacts is challenging. For some of the examples listed below, the District can only claim an intuitive (i.e., we think it helps) linkage at this time. This does not diminish the organization's commitment to innovative prevention efforts or to collecting and analyzing data regarding the effectiveness of those initiatives. Common to all the efforts listed here is gaining greater participation in public safety actions from the community and other public and private organizations.

Hands-Only CPR: While crews respond to approximately 200 cardiac arrests each year, TVF&R's survival rate for a witnessed cardiac arrest continues to exceed the national rate, ranging from about 11 percent to 23 percent. This has been partially attributed to the dispatch centers' adoption of Hands-Only CPR instruction via phone and proximity of AEDs throughout the service area. The District also has embraced American Heart Association research validating that Hands-Only CPR is an effective means of assisting an adult person in cardiac arrest until help arrives. The District continues to increase community awareness of this life-saving procedure in hopes that more individuals are prepared for a cardiac emergency. To date, over 2,500 individuals have been trained. Over 1,000 middle school aged children have received train-the-trainer instruction. At one middle school in TVF&R's service area, 125 students have trained over 1,500 friends and family since November 2011. Additionally, instruction and education has been delivered to students by station crews, Deputy Fire Marshals (DFMs), and Public Affairs Officers (PAOs) as part of another partnership with the American Heart Association and Legacy/Meridian Park Hospital.

Door-to-Door Smoke Alarm Campaigns: Firefighters canvassed and replaced non-working smoke alarms and batteries in four neighborhoods with a fire fatality and high-risk apartment communities. In one case, following the smoke alarm canvass, the manager and maintenance staff attended the next Multi-Family Housing Fire Reduction Program.

Tracking Citizen Use of Emergency Medical Cards: Station 35 is tracking the availability of completed emergency medical cards (a.k.a., refrigerator cards) on medical calls as well as working to distribute the cards through local businesses, community meetings, homeowners associations, and assisted living centers. The intent is to reduce or eliminate the need to collect patient medical information on arrival to decrease time between crew arrival and transfer of patient care.

Law Enforcement AEDs: In May 2012, TVF&R firefighters helped generate private sector donations to increase the number of AEDs carried by the Tualatin Police Department officers. To date, all seven law enforcement departments within the service area carry AEDs. In the past calendar year, four cardiac saves occurred in Tualatin, West Linn, and Wilsonville thanks to law enforcement officers responding to incidents and using their AED before TVF&R crews arrived.

Transportation Safety: The District partnered with TriMet on the *Be Safe Be Seen* outreach campaign around pedestrian incidents with busses and light rail. Additionally, the Washington County Department of Transportation solicited TVF&R's input on proposed road construction projects associated with the Major Street Transportation Improvement Program (MSTIP) to help prioritize project funding.

Moving forward, this targeted outcome will no longer be associated with Strategic Goal II; the intent will be reflected in the targeted outcomes associated with Strategic Goal I.

Strategic Plan, continued

D. Increased the percentage of individuals who participate in TVF&R's electronic media.

The percentage of individuals participating in TVF&R's electronic media increased across all platforms since the 2012 report card (see Figure 2.1 below):

- Followers of the TVF&R Facebook site grew from 1,372 to 1,817, a 32 percent increase. It is important to note that TVF&R's 1,817 Facebook fans are "friends" with 508,983 other Facebook users, demonstrating the possible viral reach.
- The District's Twitter site grew from 1,088 followers to 1,811, a 60 percent increase.
- Subscribers to TVF&R's YouTube site grew from 196 to 267, an approximate 40 percent increase. In addition, those videos have been uploaded a total of 163,675 times, an approximate 50 percent increase over the 2012 report card.
- TVF&R's Blog continues to be the most utilized electronic medium. However, visits declined in July-October 2012, with total visits at 16,472, compared to 20,122 in the same time period in 2011. This may be attributed to the growth and popularity of TVF&R's other electronic media platforms, which feature similar news stories, and a decrease in fire and EMS incident blog postings, which tend to attract visitors to the site.

Progress Toward 2012-13 Calls for Action

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

The Community Risk Reduction Program (CRR) was rolled out to all stations in the first quarter of 2012. Captains have since reviewed customized incident data reports and identified projects within their first due areas to address targeted risks. Quarterly CRR meetings and data review have been instituted. CRR projects are in various stages of implementation; the first round of initial data point comparisons will be available late summer/fall 2013. Those data points will be tracked year over year to demonstrate potential trends where possible. Some of the projects include:

- Assisted care facility interaction
- Transportation safety and emergency response
- Smoke alarm education and replacement
- Wildland fire prevention information dissemination in urban interface areas

2. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.

In fiscal year 2012, the Multi-Family Fire Reduction Program training recorded the largest attendance since 2006, ranging from 40 to 70 participants per class (168 total). Promotional activities for recruitment of new participants included distribution of program flyers during every inspection, dissemination of an invited monthly eNewsletter, placement of articles and advertising in various print publications, and a partnership with Kennedy Restoration. In addition, the following strategies were implemented in fiscal year 2012:

- Utilized Integrated Operations staff to identify and develop strategies to recruit apartment communities that had not yet attended the training.
- Partnered with Housing Authority of Washington County (HAWC) to increase their landlords' participation in a TVF&R Multi-Family Fire Reduction Program. In fiscal year 2011-12, there were eight HAWC landlords who attended, compared to two in 2010-11 and 13 between 2006 and 2010. Increased participation by all new staff who manage these properties is anticipated in 2013 and beyond.

Strategic Plan, continued

- Staffed an informational booth at the Spectrum conference, which attracted over 1,000 landlords, maintenance staff, and property owners from the Portland metro area.

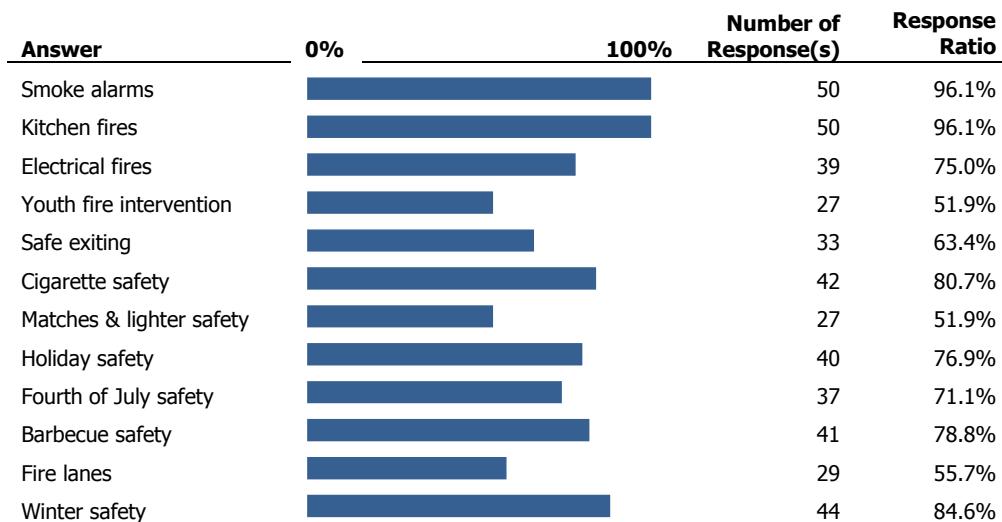
Moving forward, there is a plan to engage with major property insurers of multi-family occupancies with the intent of motivating them to promote and encourage landlord participation in the training.

3. Utilize community attitude research to better understand the opinions and priorities of residents, their awareness and support for current proposed District programs, and their own preparedness for emergencies.

As reported under Targeted Outcome B above, data points used previously to support achievement of this call for action are not available as the CDRI public attitude survey was not conducted this year. However, CDRI believes this call for action can be evaluated by other actions the District took to understand community sentiment (e.g., survey tool and other research). Examples include:

- *Station 68 Land Use Process:* In response to initial citizen concerns, the District initiated a multi-faceted informational campaign on the reality of living near a fire station. Over time, the number of neighbors opposing the new station decreased. Additionally, during the code amendment process, the District agreed to implement buffering measures after hearing the concerns expressed by neighbors and the Washington County Planning Commission.
- *Apartment Manager eNewsletter:* In November 2012, an online survey was sent to the 516 landlords and property managers who receive TVF&R's monthly eNewsletter. Specific to the value and use of TVF&R's monthly eNewsletter, 71.1 percent of recipients always read the eNewsletter, over 50 percent shared the newsletter with their maintenance personnel and residents, and approximately 68 percent shared the safety flyer with their residents. Figure 2.1 below depicts the safety issues that respondents rated as most important. The survey findings will be reflected in future landlord training and educational materials.

Figure 2.1 Safety Issues Most Important to Landlords (November 2012)



4. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.

Capital Bond Program: The Fire Chief's Office and PAOs routinely share information on the District's capital bond projects. TVF&R staff engaged with Washington County Planning staff and County Commissioners, and interacted proactively with news reporters for the Station 68 land use process. Additionally, staff served as a resource for neighbors who organized in support of the new fire station. The 2013 *Safety Matters* newsletter will also include a bond report card.

Strategic Plan, continued

Public safety, financial, land use, and infrastructure issues: The Fire Chief's Office and Integrated Operations staff routinely track and engage on issues involving the District's finances, service area, and operations. Specific issues in which staff was active during fiscal year 2012 include:

- Urban growth boundary planning in the Stafford Basin area
- Wilsonville reservoir and Lake Oswego/Tigard water treatment plant
- Aloha-Reedville Study/Tualatin Valley Highway Corridor Study
- Basalt Creek Transportation Refinement Plan

5. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.

Involvement with the regional community care organization, preliminary discussions for a pilot program with a major healthcare provider, and EMS integration in Clackamas County (via the Ambulance RFP) were initiated. These activities will promote the TVF&R EMS role in the community. Stories on TVF&R EMS programs were highlighted in the *Safety Matters* newsletter, by local media entities, and on social media platforms.

Hands-Only CPR education was advanced through a four-week awareness campaign on Channel 8/KGW television, in post-cardiac code save news stories, at community events, and through advertising in the program for the Body Worlds display at the Oregon Museum of Science and Industry.

The District became the only fire department in Oregon to implement the PulsePoint mobile application, which registers CPR-trained community members to receive alerts on their mobile device when a cardiac arrest occurs.

Over 4,500 emergency medical cards (refrigerator cards) were distributed. Additional cards were given to the Meals on Wheels program and Washington County Disability, Aging, and Veterans department to distribute to at-risk seniors.

Challenges

Community Outreach Resources and Focus: With the shared responsibility for conducting community outreach efforts within Integrated Operations, assigned workload can conflict with or take priority over scheduled outreach activities. As a result, most community events are still scheduled in a reactive rather than proactive manner, and most CRR projects are worked on when time allows. The ability to develop comprehensive, targeted, and sustained educational outreach programs and campaigns continues to be a challenge. Evaluation of community outreach efforts at all levels should be conducted to ensure priorities and resource allocations are supportive of desired outcomes and sustained success.

Social Media: While news media and individual followers of TVF&R's social media forums continue to increase, measuring the percentage of individual followers who reside in the District's service area is still a challenge. Staff continues to seek ways to reach its target audience using this method.

Opportunities

Survey opportunities: The District would benefit from expanding survey opportunities outside of the formal, biennial CDRI public attitude survey. TVF&R should consider gathering feedback via community events, online and social media platforms, Quick Response (QR) codes, and switchboard operators.

Local option levy: Results from the pending 2013 CDRI public attitude survey will be used to proactively and strategically message TVF&R's fiscal stewardship, operations, and value in advance of the next local option levy.

Strategic Plan, continued

2013-14 Calls for Action

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

1. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
2. Utilize research to better understand the opinions and priorities of District residents, awareness and support for current and proposed District programs, and their own preparedness for emergencies.
3. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.
4. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.
5. Develop and execute a communications and community engagement plan for the District's next local option levy.

Goal III: Enhance preparedness for catastrophic and uncommon events.

Updated for 2014-15

Analysis of Targeted Outcomes

A. Improved the District's ability to respond to and recover from major emergencies and catastrophic events.

The new South Operating Center (SOC) enhances District capacity and capabilities in the following ways:

- Provides a more robust South Battalion Headquarters (SBHQ) that is – for the first time – co-located with the people most likely to staff it.
- Utilizes the SBHQ space as the District's backup Fire Operations Center (FOC); a substantial improvement over the original location at Station 35.
- Offers the District more resilient information/communications infrastructure.

As per the "Four-S" model of response needs--space, staff, stuff, and systems--the physical improvements (i.e., space, stuff and systems) have been significant, but the "staff" component has room for improvement. Little evidence exists to indicate that the goal of developing a culture of preparedness has advanced among managers or their staff. A detailed analysis of achievements, gaps, and recurring challenges may establish a foundation for more focused efforts, but it will remain a management issue.

Moving forward, this outcome will focus on specific action items that are derived from the District preparedness assessment, along with any new findings (e.g., from exercises or actual events in the coming year) that may be considered highest priority. The highest-priority action items will be assigned to specific responsible parties, largely as performance goals for that year. While the ultimate objective represented by this targeted outcome remains the same, it will be assessed relative to specific but likely disparate assignments, with accordingly varying responsible parties.

B. Enhanced the District's structural and non-structural seismic mitigation status measurably and sustainably.

The District's commitment to investing in seismic resiliency in the built environment is evident; specific progress is simply reflective of the projects in play in a given year (i.e., SOC, Stations 56 and 65 completed, Station 68 in progress, and planning for stations 35, 51, and 52 in progress). There is and will be room for improvement in employee work-spaces, where engineering can be trumped by behavior. Improvements like flat computer screens on anchored arms and greater attention to non-structural elements during construction and renovation

Strategic Plan, continued

have made employee workspaces much safer with respect to earthquakes, but individual workspaces are only as safe as their occupants allow them to be.

As the District completes scheduled retrofits, rebuilds, and new construction, this outcome is in the process of becoming obsolete. Ultimately, this is now how we do business rather than a specific (or measurable) outcome; that's a strongly positive development, but it makes it less useful in its current context. Therefore, moving forward, this targeted outcome will be retired.

C. Fostered enhancement of regional emergency management capabilities.

Significant District resources have been dedicated toward push/pull collective action with other agencies regionally, with mixed results. Specific, finite projects in which the District sees value have been achievable with direct resource allocation (e.g., position-specific training for Emergency Operations Center staff, tabletop exercises for District cities created and led by District staff). Projects, processes, and consortia that require substantial collective action are far less productive, with little apparent sense of shared commitment. Continued engagement may still be appropriate, but only with honest evaluation of outcomes and ongoing cost/benefit analysis ("cost" being used in the broad sense). For those reasons, moving forward, this targeted outcome will be retired. It is vague and of decreasing relevance, results will always be difficult to measure, and outcomes are largely beyond the District's control.

Progress Toward 2013-14 Calls for Action

1. Work with Washington County Fire Defense Board to finalize updates to their fire resource management plans and incorporate them into the County's Emergency Operations Plan. Advocate with the Clackamas County Fire Defense Board to complete similar updates in cooperation with their respective emergency management offices.

This was started with Washington County, but has seen no significant progress. There is no action pending in Clackamas County. It is recommended that this call for action be retired; while it is worth continuing, it is not of a higher priority than other key tasks and it requires greater collective engagement.

2. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division level business continuity plans.

A dichotomy exists between engineered and behavioral solutions inherent with achievement toward this item. The District's Information Technology (IT) Department has developed a procedure and likely sequence in the event of a primary network failure, using the new backup facilities at SOC. Tests leading up to SOC completion and occupation identified successes and items needing improvement, including specific network capabilities that are not yet duplicated at SOC. Continued development and assessment of the IT plan, as well as the District's disaster communications capability and capacity, will lead to greater resilience. The District has already made substantial progress in this area over the past two years.

The need for identification and prioritization of critical functions on the division level was emphasized in a District tabletop exercise in October 2006. Although some divisions and individual departments have made progress, organizational structure is still limited and it remains a challenge to keep this item on people's radar screen. In the absence of a sustained, focused effort, this status is unlikely to change.

3. Improve emergency preparedness and response coordination through integration of the three operating centers with interagency and intergovernmental partners.

The three operating centers are, for the first time since this model was considered, relatively stable in terms of physical location and facilities. There is some coordination with city and county emergency preparedness through the operating centers, but there is no consistent approach, little reciprocation, and apparently minimal sustainable progress. This is unlikely to change significantly.

Strategic Plan, continued

4. Complete and implement a mechanism for evaluating the District's ability to respond and recover as an organization from major emergencies and catastrophic events.

A comprehensive review of after-action reports and similar documents from District exercises and actual events, dating back to 2003, was compiled, analyzed. It forms the basis of recommended priorities through fiscal year 2014-15. Of the 66 gaps listed, 25 have already been addressed, including:

- Real-time CAD monitoring for daily and FOC use
- District priorities for Disaster Operations
- Robust backup communications
- Substantially improved capability to communicate with employees in emergencies
- Improved, standardized ICS forms for FOC and IMT use
- Updated photo identification combined with electronic access for all employees

Of the remaining 41, gaps, 14 have been prioritized for initial focus, including: Improved planning section function in the FOC and extended field operations, countywide damage assessment procedures and emergency fuel planning, proficiency with alternative communication systems, and personnel accountability reporting).

Challenges

As with all organizations, there are inherent challenges related to unifying policy and actual practice. The District has made substantial progress in improving its "inanimate resiliency," meaning within its built environment, where engineered improvements can make substantial differences. Similar to safety domains, engineered improvements tend to produce demonstrable, or even measurable, results; whereas, behavioral changes are more difficult to generate, measure, and sustain. There is little question that District leadership has placed greater emphasis on meaningful, sustainable preparedness; there is little evidence, however, that this has taken hold across most of the District's organization. The rarity of "real" disasters in our area contributes to the perceived absence of "jeopardy" attached to lack of preparedness; this is unlikely to change without substantial effort.

Opportunities

Completion of the new SOC allows for less focus on facilities and more on their occupants. The presence of several recently hired/promoted Division Chiefs/Managers raises the possibility of new perspectives and ideas for engagement at that critical level.

2014-15 Call for Action

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

1. Identify, assign responsible parties, and implement the prioritized recommendations from the preparedness assessment.

Strategic Plan, continued

Goal IV: Foster an environment conducive to the safety and health of all members.

Updated for 2013-14

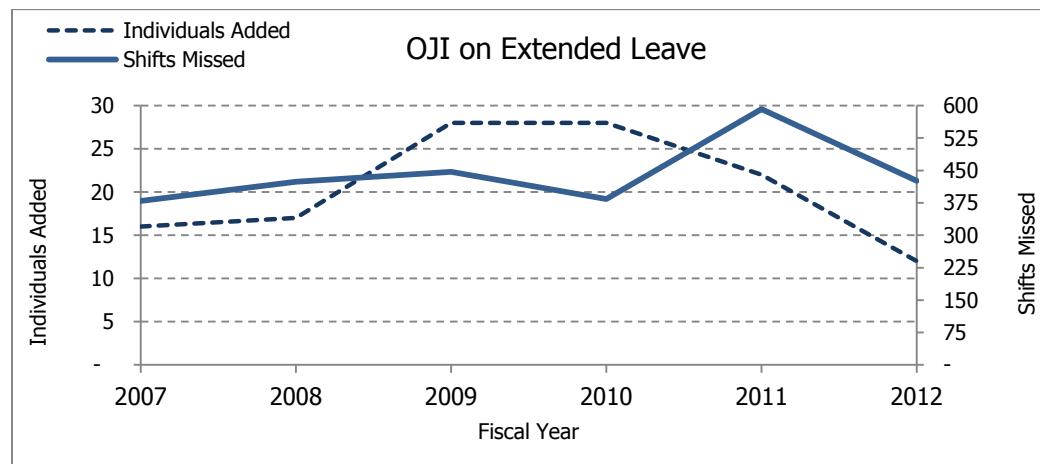
Analysis of Targeted Outcomes

A. Reduced the number and severity of on-the-job illnesses and injuries experienced each year.

One metric of injury severity is the number of individuals on extended leave for on-the-job injuries (OJI) and the total number of shifts missed. While acknowledging that a single serious injury and lengthy leave can significantly impact the number of missed shifts, monitoring this OJI trend remains useful when evaluating the effectiveness of prevention efforts and return-to-work case management. Figure 4.1 below pertains to extended leaves due to OJIs:

- Extended leave OJIs dropped from 22 in fiscal year 2011 to 12 in fiscal year 2012; a 45 percent decrease.
- OJI shifts missed dropped from 592 in fiscal year 2011 to 426 in fiscal year 2012; a 28 percent decrease.
- Assuming that a higher ratio of "shifts missed" to "individuals added" equates to greater severity, the year-over-year performance indicated both reduced number and severity of OJIs.

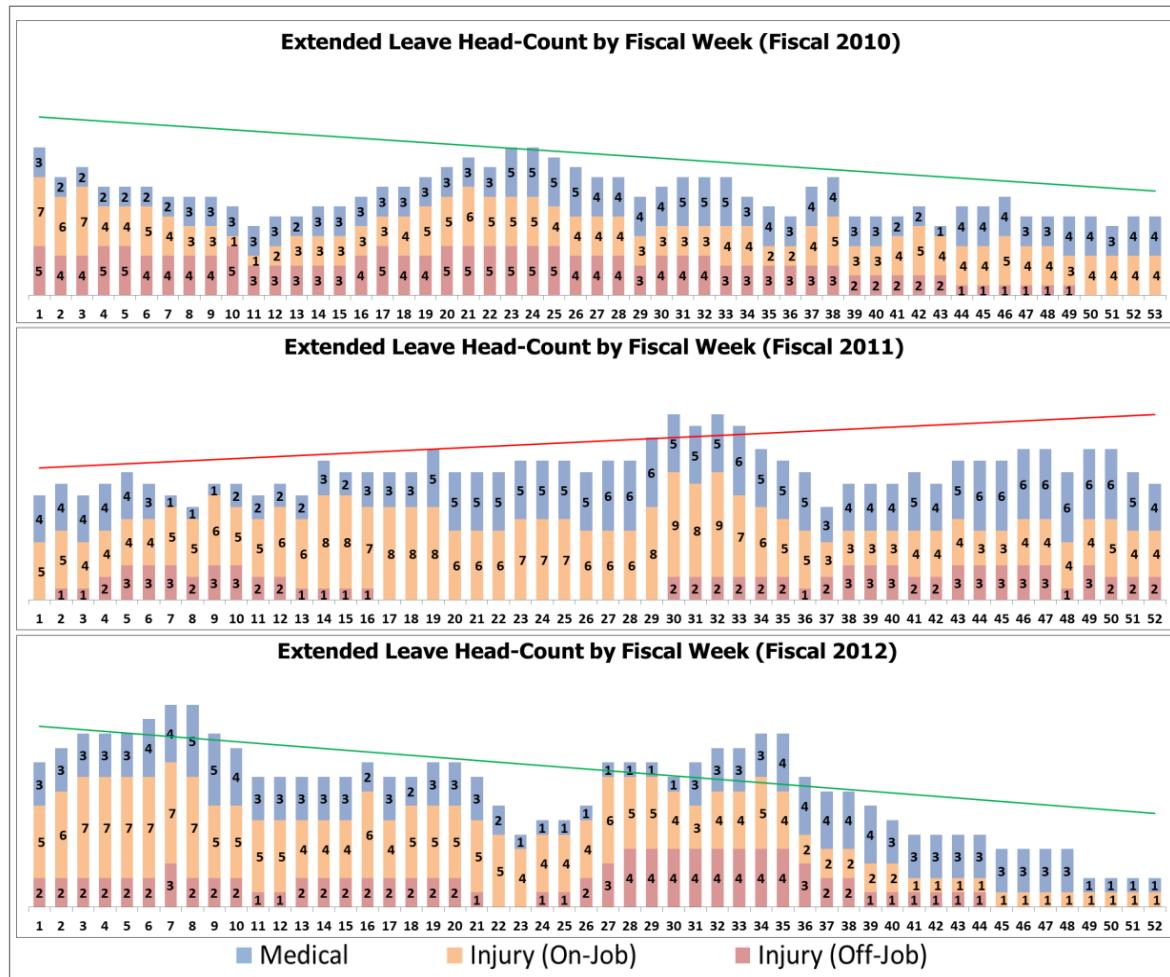
Figure 4.1 OJI Extended Leave by Fiscal Year



Strategic Plan, continued

Figure 4.2 below represents weekly head counts of medical and injury extended leave types in the past three fiscal years. While fiscal year 2011 trended upward, fiscal year 2012 had a more significant and consistent downward trend.

Figure 4.2 Extended Leave Head-Count by Fiscal Week



Since deployment schedules and head counts change from year to year, measuring the relationship between OJI days missed compared to days worked allows for a relative metric that can add additional comparative value. The total days worked per year are calculated based on the budgeted deployment schedule each fiscal year. The percentage of OJI days missed compared to total work days has varied between 3.7 percent and 5.7 percent over the last six years with an average of 4.4 percent. Fiscal year 2012 came in at 4.1 percent, which was down from the six year high of 5.7 percent in fiscal year 2011.

The District's focus on job-related illness is less developed when compared to the tracking and intervention strategies directed at on-the-job injuries. Efforts continue to identify and ensure prevention actions for recognized occupational illnesses, such as hearing loss.

Strategic Plan, continued

B. Increased or maintained the percentage of personnel who understand and participate in the District's health and fitness programs.

The annual Wellness Survey has shown a steady increase in uniformed personnel who exercise during all shifts, with an increase from 27 percent in 2004 to 64 percent in 2012. Non-line employees, surveyed triennially, who report a minimum of two hours per week spent on wellness-related activities has increased from 16.3 percent in 2008 to 32.1 percent in 2011.

Additional 2012 findings also indicate:

- Aerobic activity three or more times per week increased to 80 percent, up from 55 percent in 2000.
- Resistance training three or more times per week increased to 45 percent, up from 32 percent in 2000.
- Flexibility training three or more times per week has remained steady at 30 percent since 2000, and remains an educational priority for Wellness Services.
- Although non-line participation rates have remained steady for aerobic and resistance training, participation in flexibility training has increased from 31.8 percent in 2008 to 41.1 percent in 2011.

C. Improved workplace safety trends.

Due to a needed upgrade to the RMS system, assessment of trends has not been possible. The process used to review injuries/accidents and potentially dangerous conditions has been modified significantly to both recognize trends that have developed, as well as quickly illuminate potentially dangerous working conditions. Injuries, damage, supplemental event reports, and near misses are all reviewed on a monthly basis. When a safety issue is determined by the Safety Committee, a causal analysis is immediately initiated to lessen the chances of further injury/accidents from occurring. Furthermore, any injury/accident reported that is determined to contain elements that would suggest a high likelihood of reoccurrence or extreme danger is labeled as a "sentinel event" and is immediately reviewed and/or investigated by the District's Safety Chief/Officer.

The Safety Committee also reviews the event and investigation, and working with the Safety Chief, conduct follow-up. Example events include:

- Best practice for toxic exposure
- Secondary fall restraint
- Improvements to current firefighting props (standpipe system, vertical ventilation prop)

D. Increased or maintained the percentage of personnel who understand and participate in their own external financial benefit programs.

Employee 457 plan participation rates have remained steady over the past four fiscal years. Specifically, 94 percent of eligible employees participated in fiscal year 2012 as compared to 93 percent in fiscal year 2011. Prior to that, 95 percent of eligible employees participated in fiscal year 2010 and 92 percent in fiscal year 2009.

Strategic Plan, continued

Progress Toward 2012-13 Calls for Action

1. Measure on-the-job injuries, time lost due to injuries and illness data to identify and act on trends and causal causal factors for types and severity of injuries for all personnel.

A new system of injury/accident reporting is in development, which includes a goal to include modifications to the OnSceneRMS software to support improvement of data collection, records maintenance, and trend recognition. When fully implemented, the scope of trending injuries/accidents will be expanded and that data will be easier to access. Goals to complete this project have been drafted and related work is in progress.

2. Educate personnel on fitness and nutritional practices known to have positive effects on body composition, blood pressure, participation, and overall health.

Over the course of the year, Wellness staff and the Peer Fitness Trainer group offered a wide range of fitness opportunities for both line and non-line personnel. Initiatives include: instructing group aerobics, yoga, and core strengthening classes; one-on-one and group exercise equipment instruction; disseminating "workout of the day" routines; and ongoing encouragement of the District's workout facilities. In addition, Wellness staff hosts a "Fitness Forum" prior to each career and volunteer recruit academy exposing recruits to warm-up techniques, moderate-high intensity interval training, nutritional strategies, current fitness status, and physical and emotional expectations.

Two initiatives that have had a positive effect on health include:

Performance Therapy Project: Throughout fiscal years 2011 and 2012, TVF&R collaborated with ADAPT Training in Beaverton to provide "industrial-athlete" rehabilitative care to active-duty "uniformed" employees facing chronic injuries. Forty-five employees volunteered for this two-year project seeking treatment for various orthopedic conditions. Although employees were asked to participate off-duty, the treatment was offered at no cost to the employee. Survey data and clinical outcomes included:

Survey Data:

- 82.5 percent of participants described their condition at discharge as improved or much improved.
- 87.7 percent of the participants rated their improvement greater than 50 percent.
- 92.5 percent of participants believed this type of therapy is applicable to the fire service.

Clinical Screening:

- Individuals whose primary complaint was back pain increased their movement screening scores on average 42 percent.
- Individuals whose primary complaint was shoulder/elbow pain increased their movement screening scores by an average of 64 percent.
- Individuals whose primary complaint was knee/ankle pain increased their movement screening scores by an average of 86 percent.

Fitness challenge: From January 9 to February 5, 2012, the Wellness Program promoted the "Engine 2 Diet" fitness challenge, which focused on eating a plant-strong diet for 28-days. Although all District employees received education, 48 employees participated in the challenge. Of those, 31 employees completed the challenge. A group of ten uniformed and non-uniformed employees completed a cholesterol screen prior to and upon completion of the challenge (see Table 4.1 below for results). While some individuals experienced modest decreases in their total cholesterol, others decreased their numbers by 30-40 points. The table below outlines the cholesterol results in aggregate form.

Strategic Plan, continued

Table 4.1 Results of 2012 E-2 Diet Fitness Challenge Blood Composition Screens

SCREEN (n=10)	PRE January 2012	POST February 2012	RESULT
Total Cholesterol (TC)	186	164	Total cholesterol dropped by 22 points
HDL (good cholesterol)	49	51	Good cholesterol increased by 2 points
Triglycerides (TRG)	120	95	Triglycerides dropped by 25 points
LDL (bad cholesterol)	112	95	Bad cholesterol dropped by 17 points
TC/HDL Ratio	4.2	3.5	Coronary risk ratio dropped to the "optimal" category
Glucose (GLU)	94	87	Blood sugar dropped by 7 points

3. Work with partner agencies to establish, share, and evaluate standardized data to identify causes of injuries and target evidence-based solutions.

TVF&R is developing new policies, procedures, and standards, in conjunction with automatic aid fire departments, to lessen toxic exposures. National research into the "toxic environments" that firefighters are regularly exposed to and the potential dangers of those exposures led TVF&R to do its own internal study. That study not only helped to identify the range of some toxic environments but also the need for changes in human behavior, equipment, and use of PPE. Multiple fire departments, state agencies, and representatives from NFPA gathered at a state summit to discuss these issues. The result was a set of "best practices" that were incorporated into TVF&R fire rescue protocols to lesson toxic exposures.

4. Establish an electronic medical data collection system to meet occupational health needs and enhance information exchange with appropriate healthcare providers.

To date, upgrades made in software and equipment for echocardiogram, spirometry, and hearing have improved electronic collection of data points from 60 percent in 2011 to 97 percent in 2012. The results, along with the history form, were immediately available to the District physician for the annual physical exams in October 2012.

Upon reviewing different electronic medical record (EMR) systems, the District selected 4Medica®. The District's Occupational Health program has used this system in limited capacity for about five years, mainly in the transfer of lab results. While approved in the 2013 budget, the system could not be fully integrated into the September physical exam process due to the short timeline after purchase.

Staff plans to continue researching legal mandates and best practices, and comparing 4Medica® with other electronic records management systems to identify and ensure the most optimal approach to maintaining and securing current and past medical records in the future.

5. Update the Wellness Initiative to better reflect an emphasis on prevention and active personnel involvement.

In advance of updating the District's Wellness Initiative and related documents, the Wellness Advisory committee performed a comparison of current practices with the 3rd edition Joint Wellness-Fitness Initiative (Joint WFI) produced by the International Association of Fire Chiefs and the International Association of Fire Fighters. Many preventative measures performed by the District's Occupational Health Services and Wellness programs are based on current best practices and exceed what is listed in the Joint WFI document. A small number of preventative measures listed in the Joint WFI were determined not to be required.

With concurrence of management and labor, the Wellness Advisory Committee decided to utilize the Joint WFI document as a reference to inform the District's policies and procedures rather than maintain a separate, District-specific Wellness Initiative document. In order to remain current in best practices, an active list of "differences" between the Joint WFI and the District's policies and practices will be maintained and periodically reviewed by the Wellness Advisory Committee.

Strategic Plan, continued

6. Increase critical incident stress management (CISM) incident response and other peer support resources.

The District's Behavioral Health Specialist trained six District personnel to provide peer support services and to expand CISM incident response in spring 2013. The trained peer support team will then meet with the Behavioral Health Specialist every six months for a half-day refresher and training update. Peer support and CISM personnel will report to, and be under the direct supervision of, the Behavioral Health Specialist.

Trained peer support personnel act as an early warning system for the prevention of, and assist with identification and intervention of behavioral health related issues.

This potentiates a reduction of stress related illness experienced each year. It is regarded as a part of a continuum of care that supports improved workplace safety, health, and wellness trends.

7. Reallocate staff resources and improve tools used to conduct and expand baseline trend analysis on the type, cause, and cost associated with accidents, on-the-job injuries, unusual events, and near misses.

In late January 2013, the assigned employee's responsibilities were restructured to increase the time allocated to support these functions. The Safety Committee adopted a more efficient and targeted scope of injury report review, which focuses on sentinel events over a greater period of time for trending. Plans are being established to modify the OnSceneRMS software to support these functions and related work is in the initial development stages. The modifications will automate many of the reporting and review procedures that are conducted manually, and are expected to reduce the demand on staff time.

8. Pursue expansion and development of on-site occupational health services programs to include a contracted occupational health physician.

Expansion of an on-site District funded clinic is on hold pending further research. The District continues to contract with an off-site occupational health practice. Services include: new hire, annual and CDL physicals; workers' compensation, return to work and fit for duty evaluations. This medical practice is within the service area and supports three board certified occupational medicine physicians with knowledge of NFPA 1582.

Challenges

TVF&R's Occupational Health Services and Wellness program staff are working under inordinately heavy workloads to provide services to over 300 TVF&R firefighters and more than 50 enterprise client agencies. As the scope of these services has expanded over the years, so has the risk to the District and the complexity of the supporting administrative and business management requirements (e.g., records keeping, data management, billing, program analysis). The scope and type of services provided by Occupational Health and Wellness programs should be evaluated to validate a realistic, manageable, and strategically-defined program model, and determine the appropriate depth of resources, infrastructure, and expertise needed to support that model.

The demand for behavioral health services (BHS) continues to grow. Events like the shooting at Clackamas Town Center, responses to suicides, and pressures brought on by the economy are driving the need for BHS resources. Because retirements depleted the ranks of personnel trained in Critical Incident Stress Management (CISM), training for six new CISM-trained peers was initiated in fiscal year 2012-13. A request for six more has been included in the fiscal year 2013-14 budget request. Additional hours were approved for the Behavioral Health Specialist, but the demand on this resource and Chaplains continues to grow (scene response grew from 603 hours in 2011 to 660 hours in 2012).

The previous transfer of the Safety function to the Training Division included a shift away from a more focused Safety Officer. Care must be taken to ensure that this move does not diminish the resources or focus allocated to the District's safety mission.

Strategic Plan, continued

Opportunities

The Safety Committee has asked Oregon-OSHA to conduct an informal, non-punitive evaluation. The goal of this evaluation is to inform the District of how it is performing in regards to inspecting, identifying, and limiting hazards that may cause a possible injury. Results of this evaluation are anticipated in early calendar year 2013.

The District would also benefit from exploring opportunities to share resources and partner with other agencies, including Clackamas Fire District #1 (CFD1), specifically on safety and training programs.

Behavioral health is a major part of an employee's overall wellness. The District would benefit from trending behavioral issues to target prevention and intervention efforts. Data from the Behavioral Specialist, Chaplains, Employee Assistance Program (EAP), and other sources can be quantified collectively to direct behavioral health resources.

2013-14 Calls for Action

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

1. Update the current RMS system to support data collection, measurement, and maintenance of on-the-job injuries, time lost due to injury, and illness. Expand baseline trend analysis on the type, cause and cost associated with accidents, on-the-job injuries, supplemental events, and near misses for all personnel.
2. Educate personnel on lifestyle and behavioral health practices known to have both qualitative and quantitative effects on body composition, blood pressure, cholesterol, and overall health.
3. Develop metrics that describe the demand for CISM response and other peer support resources and establish a plan to resource appropriately.
4. Pursue opportunities to share training and safety resources with partner agencies.
5. Complete an updated operational plan for the Occupational Health Services and Wellness programs.

Goal V: Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.

Updated for 2013-14

Analysis of Targeted Outcomes

A. Increased employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.

The Goal V task force (G5) finalized its charter document and identified its scope as encompassing initial strategic-level decision making. This work will largely set the course for developing a diversity plan and specific programs to increase employee awareness and competency in this area over the next several years. While tactical activity towards this outcome has not yet commenced, the G5 engaged in several tasks during the reporting period that will inform the diversity plan. This included completing an initial draft of a diversity statement, as follows:

Tualatin Valley Fire & Rescue is committed to building a diverse workforce that understands and respects individual and group differences. This allows us to provide quality services that earn our community's trust.

Strategic Plan, continued

Additionally, G5 outlined the need to enhance the communication frequency around diversity and cultural competency, as well as educational efforts. Anecdotally, G5 members report more talk within the fire stations about the efforts put forward by the task force.

B. Increased employee cultural competence to more effectively serve citizens of different backgrounds and cultures.

The District has not established a baseline yet to define the state of diversity and cultural competency within TVF&R, therefore data to demonstrate progress toward this outcome is not available. The G5 identified the need to develop and execute survey instruments for that purpose. Observations, however, suggest the workforce is empathetic and routinely demonstrates a “can-do” attitude when making the necessary adjustments to overcome emergent cultural challenges. For example, crews at Station 50 (Tigard/Walnut Street) adapted to language and cultural barriers when conducting a door-to-door prevention campaign in a predominately Latin-American community by using Spanish-speaking crew members and “dressing down” to remove the authority stigma associated with the Class B uniform. Occupational Health and Wellness staff also received training targeted at increasing cultural competency.

C. Increased organizational diversity to better reflect the communities’ racial, ethnic, cultural, linguistic, and gender diversity.

There was little change among the line firefighter ranks. Adding two new female firefighters with the 2013 recruit class (16 total recruits) was a productive step that was subsequently offset by the pending retirement of two long-time female firefighters. Better outcomes are achieved with the volunteer program where the percentage of Hispanic (8.6 percent), Asian (5.2 percent), and Black (1.7 percent) personnel is greater than the career side of the organization (3.6 percent, 0.6 percent, and 0.6 percent respectively); while still lower than overall community rates. The percentage of females involved with the volunteers (8.6 percent) is slightly higher than on the career side (6 percent). While recognizing that the volunteer program is considerably smaller than the career side of the organization, the advantages gained by District volunteers in the career hiring process underscore the value of the volunteer program as a tool for advancing the District’s commitment to a diverse workforce.

On the non-line side of the organization, women are much more strongly represented (41.2 percent). There has been some success in terms of attracting employees of Asian descent, but overall ethnic diversity remains limited.

Progress Toward 2012-13 Calls for Action

1. Finalize, implement, and communicate to all personnel the multi-year diversity plan.
2. Through numerous meetings, the G5 came to appreciate the complexity and expertise demands associated with this this call for action. Progress was limited to establishing the foundational specifications, scope, and priorities for a multi-year plan based on what will provide the best return on investment for the organization. As such, the G5 proposed that the District would be best served to invest in the selection and hiring of a consultant that will assist with completion of the multi-year plan.
3. Capture trends specific to employee awareness regarding the benefits of a diverse workforce, as well as employee’s cultural competency.
4. No progress was made toward this action statement; however, within the proposed framework for the multi-year plan, the G5 called for the development and execution of survey instruments that better define the current state of diversity and cultural competency within TVF&R. Additionally, the G5 identified the intent to develop a diversity score card that would measure and routinely track the impact of specific diversity initiatives on achievement of organizational goals and targeted outcomes.
5. Pursue updated service area demographics based on 2010 census data.

Strategic Plan, continued

The Planning Division provided updated population and demographic data, including 2010 census data, which was derived from research conducted by the Portland State University Population Research Center. The G5 uses this data in ongoing comparison of the community's composition to that of TVF&R's workforce.

Challenges

As the organization has experienced in other endeavors, the need for subject matter expertise was realized and G5 believes that to create significant further movement towards the goal, the District needs to seek professional assistance in the finalization of a multi-year plan. This may be accomplished before the end of fiscal year 2012-13 with resources already appropriated for this effort. To meet the increased level of performance expectations as expressed by the Board of Directors and the Internal Budget Review Committee, additional resources need to be dedicated to the pursuit of this goal in the fiscal year 2013-14.

While workforce demographic data, and its comparison to service area demographics, is one of the only readily available data points reviewed, G5 recognizes that making significant changes in the District's workforce composition is a long-term proposition that will likely come only as a result of all of the other efforts proposed herein and envisioned for the multi-year plan. As such, it is an *indirect* objective—meaning one that should continue to be measured but not held forward as an indicator of short-term success or failure.

Opportunities

Developing the blueprint for making diversity an integral part of TVF&R, including specific projects toward that end, offers many opportunities. The work that G5 has completed allows the District to better focus additional research, possibly including directly interacting with agencies that have had success within the industry, and applying what has been learned from outside the organization. Revising the Goal V calls to action enables the organization to focus on what G5 believes to have the greatest impact on achieving the goal, and meeting near-term needs that support the business case and diversity statement for TVF&R. Rewriting and focusing on Outcome B will create the best return on investment, although G5 believes that there will be positive impact on the other two outcomes as well.

As part of its strategic planning function, one of several activities discussed by the G5 was working with National Testing Network (NTN) to review the entry-level firefighter recruitment and selection processes in relation to diversity objectives, including NTN's recruitment of targeted groups, and an analysis of the disposition of members of those groups through the application, testing, and selection processes. G5 also outlined the need to identify barriers that reduce TVF&R's effectiveness to recruit and hire with greater diversity and develop initiatives to reduce those barriers.

The District's pending Volunteer Program needs assessment, with a focus on recruitment and retention, provides an opportunity to strengthen the District's understanding of effective outreach efforts and research new strategies that increase the attractiveness of this employment "doorway" for the diverse community.

2013-14 Calls for Action

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

1. Select and hire a consultant to execute completion of a multi-year plan specific to achievement of Goal V; allocate resources to implement plan elements.
2. Establish baseline measurements to define and track progress relative to the state of employee cultural competency within TVF&R. Develop and execute survey instruments to collect related data/information.
3. Identify training intended to enhance employees' cultural competency.
4. Increase the frequency of communication and educational opportunities to employees around diversity initiatives and cultural competency.
5. Ensure that the Volunteer Program needs assessment considers opportunities to advance the District's commitment to attracting a diverse workforce.

Goal VI: Leverage use of existing resources and seek efficiencies for the greatest community good.

Updated for 2014-15

Analysis of Targeted Outcomes

A. Developed and maintained partnerships that create efficiencies.

Partnerships continue to create financial and operational efficiencies, as well as commit additional resources to projects of shared interest. Examples include:

- The focused shift to more vendor-direct ordering has reduced volume delivered via the Supply route along with space necessary for warehousing District supplies. For every two items stored and available from Supply, approximately three additional are available directly from private vendors. The resulting reduction in time allocated to inventory management, receiving and distribution makes it possible for staff to more effectively address material management issues such as repairs and maintenance, warranty follow-up and other vendor compliance matters.
- Fleet Service's defined maintenance program agreements with neighboring fire departments are in the third year of operation. Caring for a larger fleet is challenging, but efficiencies associated with parts purchasing and the ability to ensure varied expertise within the technician team create value for the District. Additionally, a consistent maintenance program for District apparatus and neighboring fleets enhances system reliability for mutual-aid responses.
- Active utilization of the Training Center by partner agencies creates valuable opportunities to participate in training focused on low-frequency, high-risk scenarios such as an active shooter situation (Washington County Sheriff's Office and other local law enforcement).
- Staff worked closely with local governments to understand and incorporate assumptions about new growth areas, including street placement, into local option levy modeling.

B. Pursued state, federal, and foundation grants for strategic service enhancements.

The District focused more on successful utilization of previously approved grants in the past year, as new grant activity was limited. Key activities included:

- Addressed findings from the District's 2012 Financial Audit regarding the administration of grant funds; subsequently, there were no findings in the 2013 Financial Audit.
- Completed a needs assessment specific to recruitment and retention of volunteer firefighters. This project was funded with a federal 2011 Staffing for Adequate Fire and Emergency Response (SAFER) grant. The findings outlined barriers to recruitment and retention, methodology for determining appropriate volunteer staffing levels, and an overview of opportunities for collaboration with other agencies in the region that also deploy volunteers.
- Applied an award from the federal 2013-14 Hazardous Materials Emergency Preparedness Grant to conduct specialized training for the Hazardous Materials Response Team in February 2014. The coursework enhanced the team's ability to rapidly determine the safest and most efficient interventions during responses, and eliminate the loss of mission-critical time in their initial size-up.

Strategic Plan, continued

C. Pursued greater financial diversification.

While TVF&R remains almost entirely reliant on property taxes, significant progress was made during 2013 in the development of new service and revenue options, specifically in areas of health care delivery. The District is listed as a subcontractor on a new ambulance franchise awarded in Clackamas County, and two different

hospital systems have expressed strong interest in committing to patient-focused partnerships that utilize the unique Mobile Health Care capabilities of TVF&R paramedics. Payment for services is established in the ambulance agreement, and the hospital systems have acknowledged that if patient health is improved and system cost-savings are achieved, TVF&R should share in the accrued financial benefits.

D. Increased environmentally friendly practices and behaviors for daily operations.

A greater emphasis on the sale of surplus items resulted in the discovery of new markets, an increase in sales, and a reduction in the number of items heading to a landfill. Energy conservation efforts continue with projects like remote sensing on HVAC systems and a light-bulb identification and standardization project designed to drive down purchase prices while maintaining compliance with energy efficient ratings. Deployment of the computer-based WebEx software has increased the number of employees participating in meetings on-line.

E. Demonstrated cost control and reduction strategies.

Now in its third year, the Asset Management Program (AMP) has changed the manner by which material and capital items associated with emergency operations are acquired. Integrated Operations personnel are vested with the responsibility to clearly identify the need and functional requirements well before any consideration of a specific product is contemplated. Full circle consideration of policies, training, maintenance, and surplus considerations must also be developed. As part of the procurement phase, research is conducted into leveraging regional opportunities such as existing purchasing agreements or selections processes. In addition to a more disciplined and holistic approach to materials and capital acquisition, AMP encourages research and project management skill development in line personnel, and has produced outcomes that squarely achieve both cost control and reduction, i.e., purchase of a combination fire suppression foam rather than maintaining two types, and purchase of a common District jacket rather than multiple options.

Preventative maintenance programs in both Fleet Services and Facilities are extending the life-cycle of capital items.

Progress Toward 2013-14 Calls for Action

1. Encourage innovative ideas and partnerships to achieve revenue diversification, cost control, service efficiency efforts and service enhancements.

The District worked closely with Clackamas County, other public responders and private ambulance providers to encourage a more integrated EMS system. This work was reflected in a subsequent RFP that the County issued for ambulance transport services. After offering to work with any responding ambulance company, TVF&R was asked to serve as a sub-contractor to the eventual successful bid submitted by American Medical Response (AMR). In addition to generating revenue, the provision of paramedic response and transport by TVF&R personnel to Clackamas County residents in the District's service area should also enhance the continuity of their medical treatment.

Providence Health & Services and the District have entered into a research-based trial focused on the management of post-hospital discharge patients. While the immediate focus is testing the efficacy of Mobile Health Care with a TVF&R paramedic serving as an extension of the medical treatment team, there is an understanding that a financial partnership could develop if the model is deemed successful.

Strategic Plan, continued

A TVF&R paramedic also participated in a health care pilot focused on providing integrated emergency response to individuals with significant mental health problems. Other partners included mental health case workers and the Washington County Sheriff's Office. Delivery of immediate medical services by the paramedic negated the need for several ambulance trips and hospital emergency room visits. The results of the pilot are being considered as new program and patient support structures are being rolled as part of the State and region's participation in health care reform.

Fleet Services' enterprise function grew again this year with the addition of services to the Boring Fire Department in October 2013. Current customers express very high levels of satisfaction and yet another regional partner has expressed interest.

2. Establish District goals and enhance internal coordination to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

After District leadership sharpened its emphasis on the sale of surplus equipment, the utilization of on-line auctions expanded the District's market reach and increased the sale and reuse of items. On a related note, the District accommodated an emergency need for tenders by Molalla Fire with an option in the Intergovernmental Agreement to purchase two surplus apparatus after six months of use; a choice this partner agency intends to exercise. Another success was repurposing older AEDs and cardiac monitors to community partners.

Smart technology is gaining greater acceptance with District personnel. Examples that moved forward in the last year included: an expansion of light sensors, metered laundry soap and cleaning chemicals, and remote HVAC controls in eight District buildings.

Comprehensive overhaul and replanting of bio swales on District properties enhanced treatment of storm water run-off.

Better coordination among the Logistics Managers and other District personnel resulted in increased District participation in training and networking opportunities sponsored by the Partners for a Sustainable Washington County Community. Focus areas included managing energy conservation programs, sustainable purchasing, and green fleet practices.

Challenges

TVF&R's predisposition to partnership and collaboration is healthy, but must also be weighed against the value achieved. That said, in some cases the value of the relationship alone may be worth pursuing; its value may only come clear at a later date. An example would be the 2013 Washington County Code changes associated with station siting.

There was disappointment with the inability to successfully advance school-based Hands-Only CPR education in the 2013 Legislature. Given multiple stress points experienced by Oregon's public school systems, this initial outcome is not surprising, and additional partnership-building and campaign results with school districts locally could prompt a different result in the future.

The human factor associated with the District's sustainability efforts remains inconsistent (e.g., utilization of recycling resources.)

Pilot projects focused on mobile health care have underscored the importance of shared messaging around sensitive issues (i.e., the term "filling gaps" as a way to diffuse concerns about job rights).

Strategic Plan, continued

Opportunities

Additional opportunities can be leveraged from the District's enterprise fleet maintenance agreements with partner organizations. Apparatus sharing and possible adoption of common standards (apparatus type, parts, maintenance) could increase the efficiency and effectiveness of their use. As a precursory step, the Fleet Manager is now part of Clackamas Fire District's Apparatus Committee where best practices are exchanged.

District interest in, and exploration of, Idle Reduction Technology for apparatus should continue to be an active element of new apparatus standards and purchase.

Energy efficiency efforts would benefit from a more focused goal(s). The completion of the energy audit and greenhouse gas inventory provided several baselines against which to contrast annual energy consumption, but a more specific outcome would help build support for these efforts. Identifying and supporting a champion for this work will be important.

A logical next step for the District's inventory management and resource utilization is logo uniform items. While these items are almost entirely stocked and distributed from the Supply Department, a vendor-direct approach warrants consideration and is under review. On a related note, research into the e-Procurement element of the MUNIS

business management software should be pursued to see if the ordering process can be streamlined. Both opportunities carry potential customer impacts that must be factored in.

2014-15 Calls for Action

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

1. Encourage innovative idea and partnerships to achieve revenue diversification, cost control, service efficiency efforts or service enhancements.
2. Establish District goals and enhance internal coordination to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

Goal VII: Ensure ongoing financial and business operations stability and predictability.

Updated for 2014-15

Analysis of Targeted Outcomes

A. Maintained five months of operating funds in the ending fund balance to support the District's dry period financing requirements.

The District met its objective of maintaining at least five months of operating expenditures at the end of each fiscal year as depicted in Table 7.1 and Figure 7.1 on the following page.

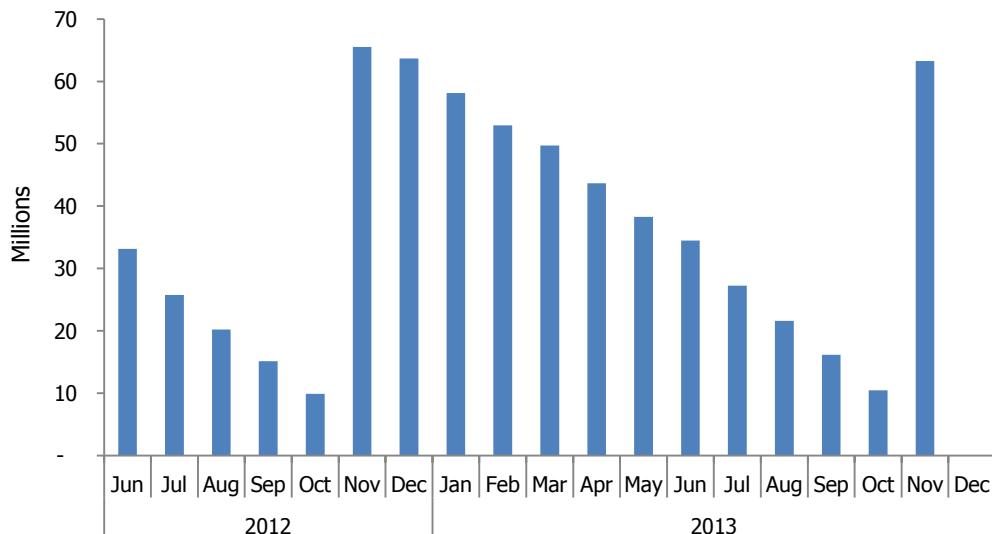
Strategic Plan, continued

Table 7.1 – Months of Ending Fund Balance

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
	Actual	Actual	Actual	Actual	Actual
Beginning Fund Balance	\$ 30,880,694	\$ 32,752,110	\$ 32,870,970	\$ 33,873,850	\$ 33,165,053
Property Tax Revenue	65,060,487	67,867,374	70,775,306	72,127,769	74,187,616
Investment & Interest Income	610,134	202,263	180,535	178,919	149,414
Charges for Services	728,157	583,312	763,085	1,308,643	1,227,268
Insurance Refunds	230,529	415,446	655,797	179,479	526,133
Miscellaneous	104,683	220,507	140,766	215,498	239,710
Total Revenue	97,614,684	102,041,012	105,386,459	107,884,158	109,495,194
Personnel Services	53,795,595	57,031,104	60,203,978	61,740,442	63,749,453
Materials & Services	7,801,526	7,457,909	7,783,312	7,509,188	7,874,725
Transfers Out	3,265,453	4,681,029	3,525,319	5,469,475	3,400,120
Total Expenditures	64,862,574	69,170,042	71,512,609	74,719,105	75,024,298
Ending Fund Balance	\$ 32,752,110	\$ 32,870,970	\$ 33,873,850	\$ 33,165,053	\$ 34,470,896
Months of Fund Balance	6.1	5.7	5.7	5.3	5.5

(Source: 2009-13 Comprehensive Annual Financial Reports)

Figure 7.1 – Ending Fund Balance by Month



(Source: Monthly Financial Statements)

B. Monitored, maintained, and adjusted expenditures so that a balance is achieved between revenue and expenditure growth rates on both a current operational and long-term forecasted basis.

The District's multi-year focus on expenditures in the General Fund helped accommodate the anticipated end of the Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant in the 2012-13 fiscal year. The SAFER grant had been providing funding for nine additional firefighters. Budgetary management and adjustments in Transfers Out to capital funds were utilized to achieve fund balance and stability targets despite the continued sluggish growth in the District's primary revenue source—property taxes.

Strategic Plan, continued

Table 7.2 – Annual Revenues and Expenditures

	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Revenues	\$ 66,733,990	\$ 69,288,902	\$ 72,515,489	\$ 74,010,308	\$ 76,330,141
Growth Rate	1.8%	3.8%	4.7%	2.1%	3.1%
Expenditures	\$ 61,597,121	\$ 64,489,013	\$ 67,987,290	\$ 69,249,630	\$ 71,624,178
Growth Rate	5.7%	4.7%	5.4%	1.9%	3.4%

(Source: 2009-13 Comprehensive Annual Financial Reports)

C. Measured actual financial performance against the financial forecasts, and ensured adequate plans are in place for various fluctuations.

Monthly financial reports continued to measure organizational financial performance against budget and budget targets. Long-term forecasts were continually updated to reflect current actual revenues and expenditure forecasts, long-term capital and operational deployment strategies, and Standards of Cover goals. These forecasts were utilized extensively in determining the amount of the proposed replacement local option levy that will be presented to the voters in May 2014.

D. Preserved the District Moody's Aaa bond rating.

The bond rating was preserved by the timely filing of municipal disclosures and financial statements to the Municipal Securities Rulemaking Board. These filings and financial statements continue to indicate that District management is meeting its financial targets.

E. Developed and maintained financial forecasts that include long-term financing and levy plans; long-term equipment, apparatus, facility maintenance and replacement plans; and the modifications needed to serve the District's changing population and service roles.

The District's financial forecasts continued to improve as a result of including long-term plans from additional departments as part of the budget process. These department forecasts were incorporated into the long-term financial modeling with different response deployment scenarios. The scenarios address plans to meet growing population and response volume projections in an operationally responsible and effective manner.

Proposed New Targeted Outcome for 2014-15

As discussed in the "Challenges" section below, consistently preparing employees to assume progressive leadership or specialist roles is integral to maintaining business operations stability. Moving forward, this will be reflected in a new targeted outcome, which will read: 'Delivered measureable talent management practices to attract, develop, and retain a highly qualified workforce.'

Progress Toward 2013-14 Calls for Action

1. Develop outreach efforts to promote awareness of the value of service provided by the District and its performance.

TVF&R's first Popular Annual Financial Report (PAFR) was prepared for the fiscal year ended June 30, 2013. The PAFR is a high-level financial summary intended to provide an accessible and easily understandable view of the financial activities of the District. The data reported is taken from the audited financial statements.

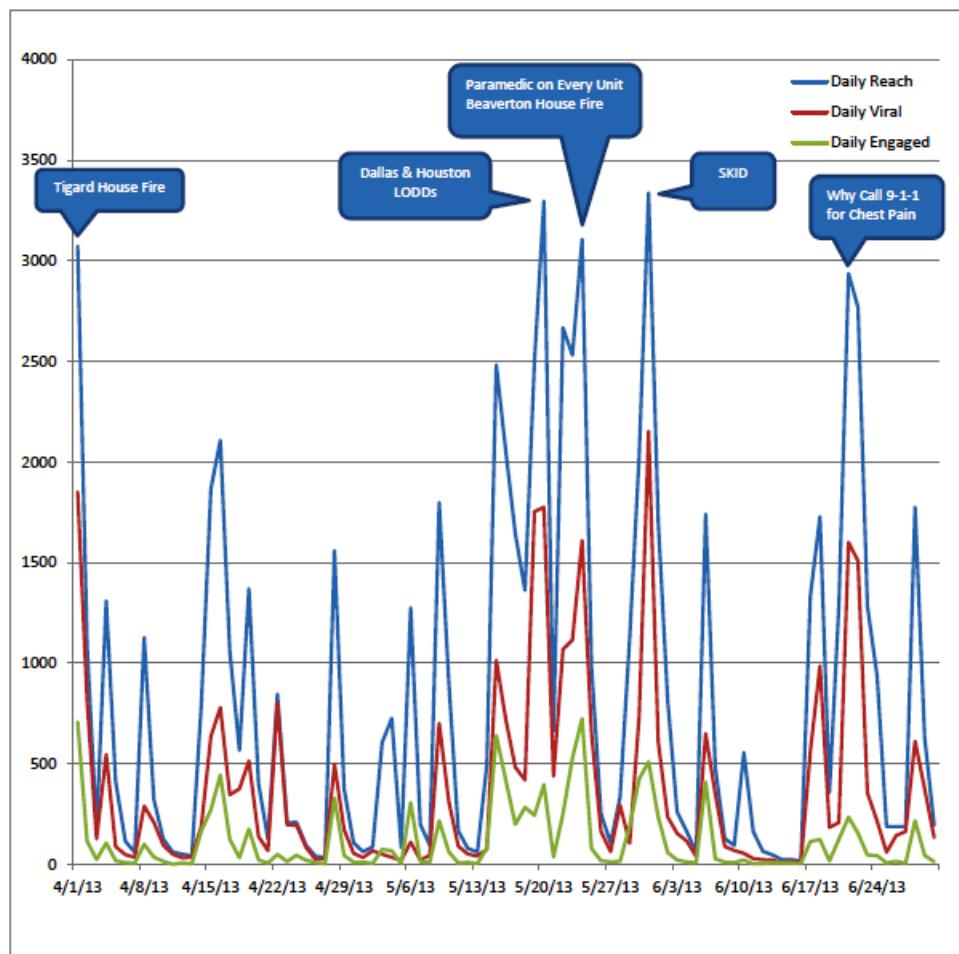
Strategic Plan, continued

In fiscal year 2013-14, TVF&R hosted two community "academies" focused on the District's EMS role and potential contribution to a more integrated health care system. Key state and regional leaders involved in Oregon's implementation of changes to the health care system participated. As a result, a number of new collaborations with hospital systems and other medical providers are providing District paramedics a chance to move beyond reactive (i.e., response only) and to contribute towards Oregon's "triple aim" goal of better health, better care, and lower cost.

A variety of District sponsored campaigns utilized both traditional and social media formats to convey public safety messages and to enhance awareness of TVF&R's role in the community. Examples included You Tube videos showing healthy cooking for diabetes awareness, heart health messaging, and PulsePoint mobile application promotional campaigns designed to increase CPR training and bystander response. A remodeled external website (www.tvfr.com) was rolled out with a simplified user experience and expanded options for subscription updates that are automatically delivered to interested parties. The Quarterly Electronic and Social Media Metrics report assists in measuring the effectiveness of informational campaigns in reaching target audiences (see Figure 7.2).

Figure 7.2 – Quarterly Electronic and Social Media Metrics

How Many People Are We Reaching?



(Source: TVF&R Intranet--Public Affairs & Information site)

Strategic Plan, continued

New metrics obtained from the Campbell and DeLong public attitude survey, conducted in fall 2013, suggest strong community awareness and support for District programs. These results were shared with the Board of Directors, union leadership, and company officers as part of establishing a foundation with common messaging for the May 2014 proposed replacement local option levy election.

2. Expand reporting mechanisms that can be easily understood and shared among personnel and budget managers, thereby communicating the financial "health" of the District and allowing the managers to effect positive financial change.

Monthly financial statements that are presented to the Board each month, and shared with managers at monthly District Staff meetings, were improved to reflect comparative data for a two-year period. The new, easier-to-read format and additional data are expected to assist management in identifying any concerns with revenue and spending trends in a timely fashion. Outreach meetings with various work groups were held to explain the financial statements and the underlying transactions. These smaller settings have allowed employees an opportunity to ask questions that they may not ordinarily ask in a larger setting.

The resulting benefit has been that budget managers reviewing their own accounts at a deeper level of understanding than in the past and are asking questions about their own department's financial activities. This awareness also has been apparent during budget season as people look to their historical spending to budget for the future.

MUNIS Budget trainings were conducted during the Budget Kickoff event. Both group and one-on-one sessions were offered and have been popular with the station Captains and budget managers. These opportunities also allowed for questions in a more personal environment.

3. Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.

The Union was informed of financial matters at Board meetings and in other meetings where financial statements were presented, as well as through the forward-looking economic and financial presentation given at the Budget Kickoff for all budget managers. Financial information, survey results, and operational decisions were reviewed with Union leadership to ensure continued focus on long-term financial stability.

4. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.

The 2013 *Standards of Cover* document highlighted continued operational performance issues with increasing response times in the Metro/Urban and Suburban planning zones. While the reasons for this performance trend are numerous (and addressed in the report card for Strategic Goal 1), none change the fact that the community's top priority for TVF&R is fast and effective fire and medical response. In response, considerable long-term planning and modeling was completed to inform decisions concerning the District's May 2014 proposed replacement local option levy. Of particular focus were incident density, response times, effective response force, and growth and demographic data. Numerous deployment models including additional units, stations and other options have been analyzed.

For the third year in a row, the Assessed Value (AV)/Real Market Value (RMV) mapping study revealed that, during economic downturns in which housing values drop and remain low for extended periods of time, value compression has a negative effect on District property tax assessment growth rates. More recent increases in RMV suggest that this trend is beginning to turn around.

5. Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery.)

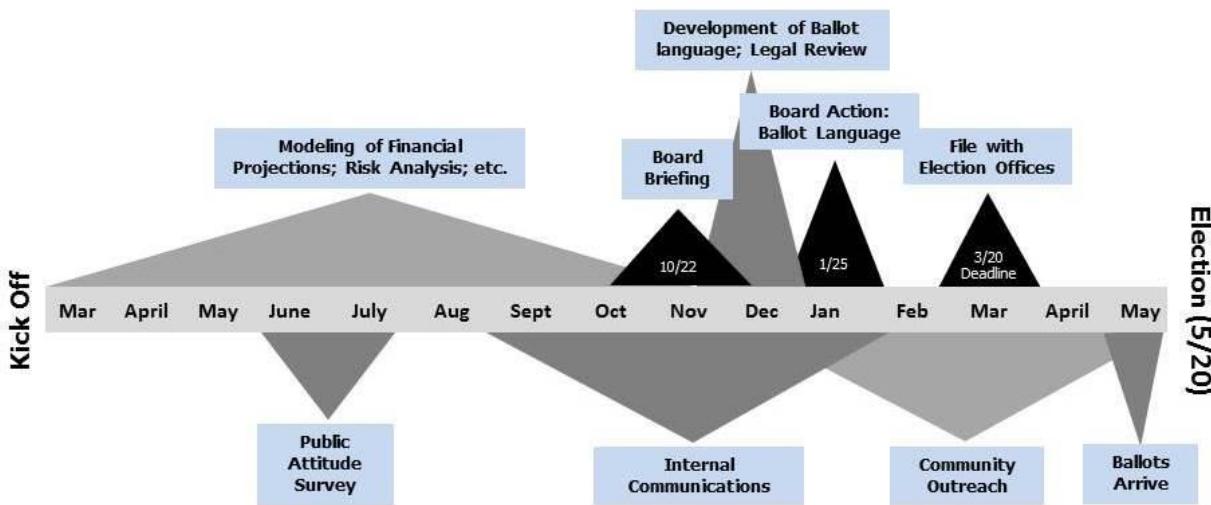
While other departments have been contributing capital plans for several years, the Training Center, Specialty Teams, EMS, Media, and long-term capital project (bond) plans were developed for utilization and incorporation into the future forecasts as part of the fiscal year 2014-15 budget process.

Strategic Plan, continued

6. Pro-actively plan and message for levy elections and debt financing.

Planning for the local option levy vote for May 2014 has continued as scheduled (see Figure 7.3 below), with development of public messaging and information on target for the winter of 2014.

Figure 7.3 – Election Timeline



(Source: Public Affairs and Information SharePoint site)

7. Expand understanding of federal grant compliance. Train program managers to recognize the required roles and necessary contributions in each grant opportunity to ensure the District's ability to participate in future revenue streams.

Finance offered grant compliance training internally, taught by our audit firm partner to all concerned parties. This brought a greater awareness to the management level, created more communication and has resulted in marginally more involvement in the grant application process. More communication with granting agencies has helped inform us of risks and potential pitfalls. This awareness still needs to be pushed down to individuals involved in the Urban Areas Security Initiative (UASI) grant. The granting-agency's sub-recipient monitoring for this particular grant has been minimal, leaving the compliance mainly resting on the District.

The Planning Division has added value to the grant application and monitoring process by acting as the gatekeeper for new applications (exclusive of UASI). Unfortunately, the UASI grant continues to be the most problematic to determine and administer compliance. Given the nature of the UASI grant administration structure, whereby TVF&R receives pass-through benefits from the primary grant recipient agency, TVF&R is further removed from the application and administration process for federally funded equipment than experienced with other federal grant programs. The same circumstances result in less communication from the granting agency than experienced with other grants.

More District involvement in the Regional Disaster Preparedness Organization (RDPO) Grant and Finance Committee has allowed for an earlier awareness of potential grant resources, primarily UASI funded. This will, in the future, ensure a more accurate Schedule of Expenditures of Federal Awards (SEFA) to withstand the rigorous Single Audit.

Strategic Plan, continued

Challenges

Recent and upcoming retirements in key positions will cause leadership to look at depth for certain strategic areas in order to avoid disruption to vital services. There is a need to develop and maintain leadership and general bench strength in the succession plan. Employees are retiring from the District with decades of experience that will be difficult to replace. The development of leaders will continue to be an important focus.

A positive result of the local option levy election would cause the implementation of various deployment models. A close eye should be kept on the financial position to ensure the cost of any new deployment does not outweigh its benefit.

The Oregon Supreme Court litigation surrounding the latest round of Oregon Public Employee Retirement System (PERS) changes had a direct impact on TVF&R. This litigation will need to be monitored, and as well, any new legislation that will need to be implemented. The Affordable Care Act (ACA) provisions will have a direct impact on the financial position of the District going forward. Changes have been coming fast, sometimes with little advance warning. Additionally, there is a possibility of potential state tax system reforms that could also have a financial impact.

Opportunities

Voter support of the May 2014 replacement local option levy request would allow enhancements to service delivery capabilities, that wouldn't otherwise be affordable.

District leadership has developed a shared vision of an integrated talent management approach, and has made a commitment to proactively develop the needed workforce capacities.

2014-15 Calls for Action

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

1. Monitor and model the impacts of the Affordable Care Act (ACA) on future health care costs, including implementation of provisions with effective dates up through 2018
2. Maintain Union collaboration to successfully negotiate a labor contract that will become effective July 1, 2015.
3. Model the financial, personnel, and capital requirements of District operations and support functions, as well as long-term impacts of funding fluctuations.
4. Implement and support talent management components, including competency modeling, learning and development, and performance management.