

## Strategic Plan

### 2015-16 Strategic Plan

TVF&R's Strategic Plan defines a vision for change and serves as a guideline for managers as they develop and prioritize annual work plans, performance measurements, and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan has its origin in the mission, shared vision, principles and values outlined below, and which define TVF&R's purpose and intention. It also outlines the following:

- 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.

### Mission Statement

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

### Vision and Principles

#### *Shared Vision*

Developed jointly with the Board of Directors, the statements below comprise our shared vision for optimal safety in our community. Together, we invite community members and partner governmental agencies to help us advance a community with the following attributes:

- Protection from fire, medical, and other emergencies is increasingly achieved through prevention, yet when emergencies occur, fast and effective response services are provided by highly qualified personnel.
- Homes and businesses are equipped with effective life safety technology and maintained in a manner that ensures early detection, alerting, and intervention.
- Neighbors and businesses do their part and participate with us in an active emergency preparedness partnership.
- Cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.
- 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 growth and change in order to ensure that excellent services are continually available throughout the service area. To do so we make informed data-driven deployment decisions, conduct forward-thinking workforce planning, and maintain active community outreach.
- 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 a principled organization that exemplifies the concept of good government.

## Strategic Plan, continued

### *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.



## Organizational Values

TVF&R's Board of Directors, management, and personnel 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 Organization Report Card

The following identifies the District's seven strategic goals and corresponding targeted outcomes within the context of the organizational report card. The report card 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 targeted 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 organizational report card narrative.

The goals and targeted outcomes are developed to be consistent with these parameters:

- **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.
- **Specifically measurable outcomes.** 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 outlines focus areas that have been prioritized by the leadership team. Managers are encouraged to align annual divisional service measures, change strategies, work plans, and budget requests toward these priorities to expedite achievement of that goal.

**Biennial review schedule:** To encourage more meaningful data trend observations and thoughtful organizational review, only four goals are reviewed for the organizational report card each year. A biennial review schedule is in place whereby Goals II through VII are reviewed every other year. Due to its significance, however, Goal I will be reviewed every year. As such, the report cards for Goals I, II, IV, and V were reviewed and updated for fiscal year 2015-16. It is important to note that the priorities outlined for the other goals will carry forward.

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

*Updated for 2015-16*

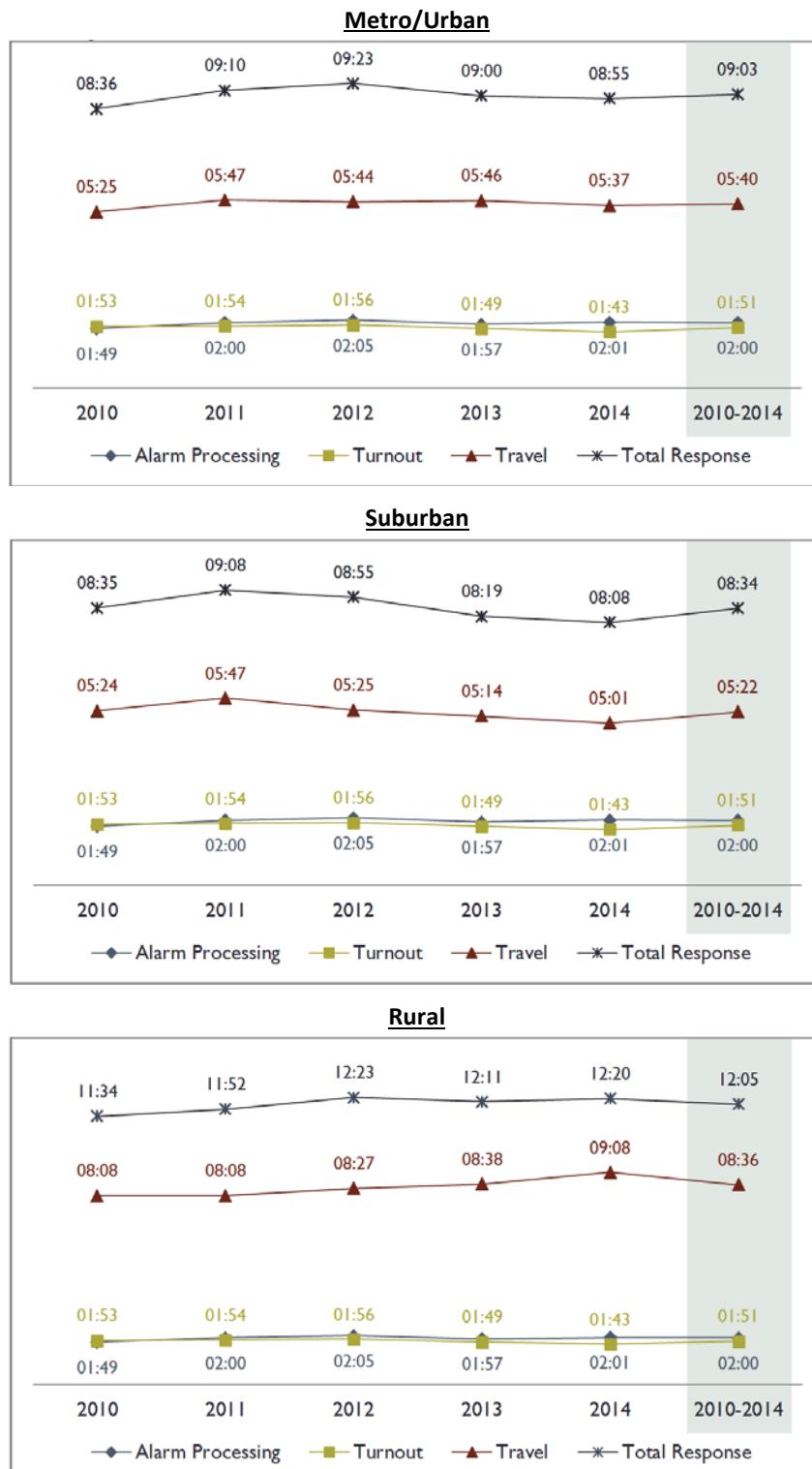
##### Analysis of Targeted Outcomes

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

Total response-time performance in the Metro/Urban and Suburban Planning Zones showed slight overall improvement for all Code 3 incidents in 2014, while total response time in the Rural Planning Zone increased. The alarm processing component remains relatively steady at approximately two minutes since 2011. After a high of one minute and fifty-six seconds in 2012, turnout performance has improved in both 2013 and 2014.

Travel times improved in both the Metro/Urban and Suburban Planning Zones, but increased in the Rural Planning Zone.

Figure 1.1 First Arriving Unit TVF&R Baseline Performance, All Incidents\*



\*Response performance for each time segment is calculated at the 90<sup>th</sup> percentile.

## Strategic Plan, continued

With the implementation of a new Computer Aided Dispatch (CAD) system at the Washington County Consolidated Communications Agency (WCCCCA) in July 2009, the beginning of calendar year 2015 is the first time staff has been able to analyze a five-year combined dataset of the District's response performance (see Figure 1.1). Reviewing performance in this combined manner provides a balanced view and can smooth over irregularities or "spikes" that may occur in single-year analysis. Examples include a severe weather event where performance times are increased by the inability to travel quickly due to snow or ice, or smaller datasets such as structure fires occurring in the Rural Planning Zones.

For all incidents in the Metro/Urban Planning Zone, where the majority of the District's Code 3 incidents occur, the five-year trend for alarm processing, turnout, travel, and total response times remain relatively stable. Trends based upon annual performance are difficult to establish in the Planning Zones with lower incident counts where greater fluctuations may occur due to only a few incident variances. Moving forward, staff will have the ability to evaluate combined-year trends (i.e., 2010-2014, 2011-2015, 2012-2016, etc.).

*Table 1.1 Incident Counts Analyzed for Total Response Performance, All Incidents\**

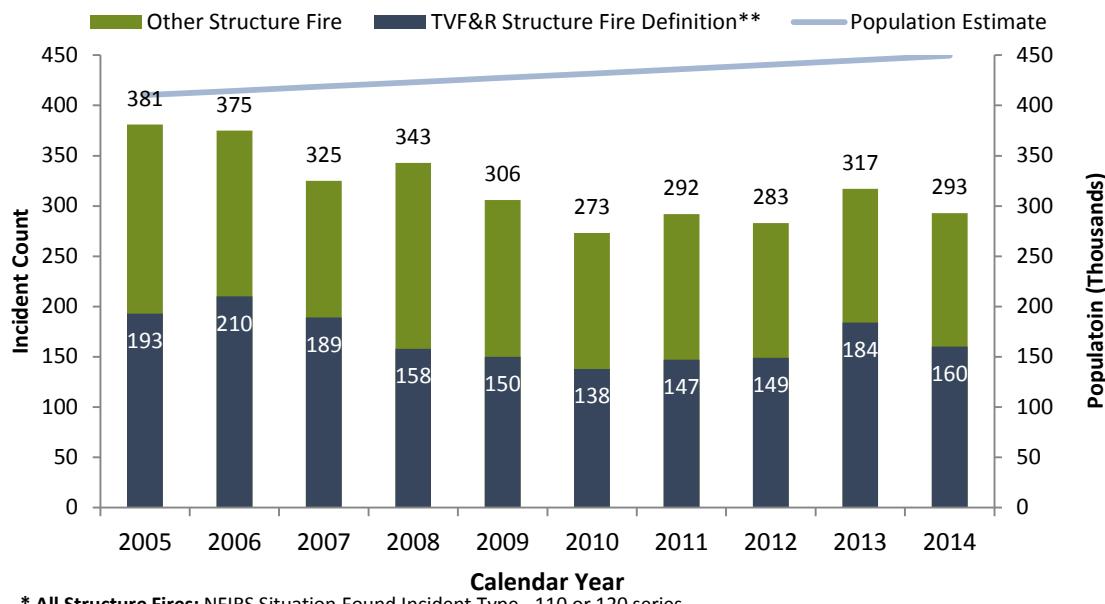
Zone	2010	2011	2012	2013	2014	2010-2014
Metro/Urban	11,110	11,303	13,108	12,762	13,072	62,625
Suburban	1,071	1,096	1,238	1,192	1,327	5,948
Rural	572	599	700	638	699	3,221

\* Represents a specific subset of all calls whereby the crews were dispatched Code 3 and arrived Code 3.

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

TVF&R tracks structure fires in two ways. The total annual structure fire incident counts, depicted by the green bars in 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 bars in Figure 1.2, focuses on fires of generally greater intensity, which are dispatched as a task force response or greater.

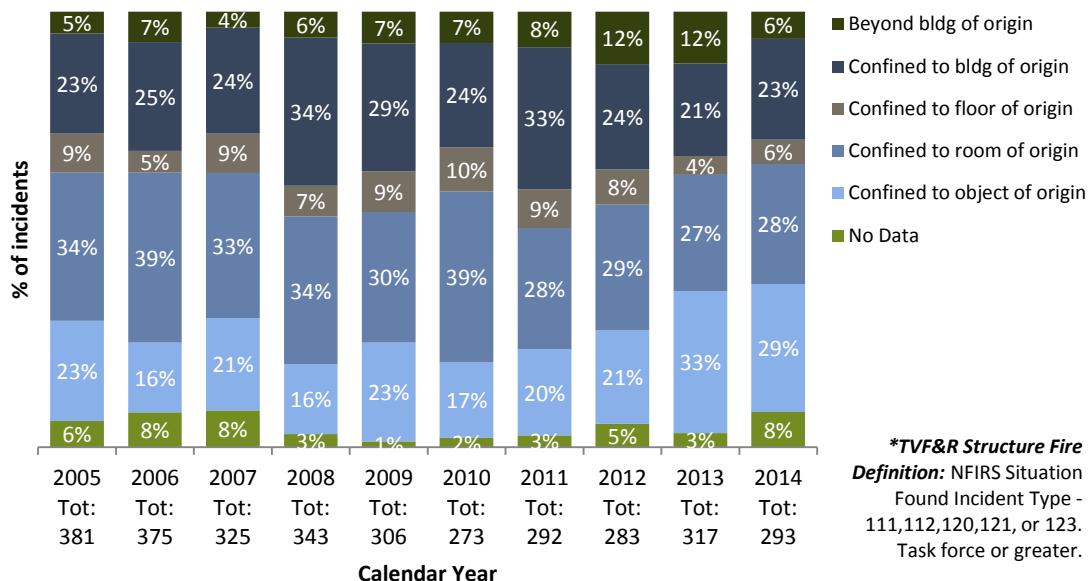
*Figure 1.2 All Structure Fires\**



In calendar year 2014, a decrease occurred in all NFIRS-defined fires and the more significant TVF&R Structure fires, due primarily to a 20% decrease in single-family structure fires. The actual number of multi-family and commercial fires remained relatively stable compared to calendar year 2013.

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 fewer structure fires in calendar year 2014, roughly the same percentage of those fires were confined to object, room, floor, and building of origin (see Figure 1.3 below).

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



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 1.2). There were no civilian fatalities during 2014. 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 fewer structure fires occurred in 2014, the total dollar loss was greater than in calendar year 2013.

Table 1.2 Fire Fatalities/Fire Loss per TVF&R Structure Fire Definition\*

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Civilian Fatalities	3	1	1	0	2	2	1	1	2	0
Structure Fire Property/Contents Loss	\$9.7M	\$10.7M	\$6.6M	\$15.8M	\$8.1M	\$7.3M	\$5.6M	\$11.6M	\$6.4M	\$9.4M
Structure Fire Property/Contents Value	No Data	No Data	No Data	\$265M	\$179M	\$486M	\$136.3M	\$112.3M	\$92.4M	\$104M
Structure Fire Loss/Value Percentage	No Data	No Data	No Data	5.96%	4.53%	1.50%	4.11%	10.33%	6.93%	9.04%

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.

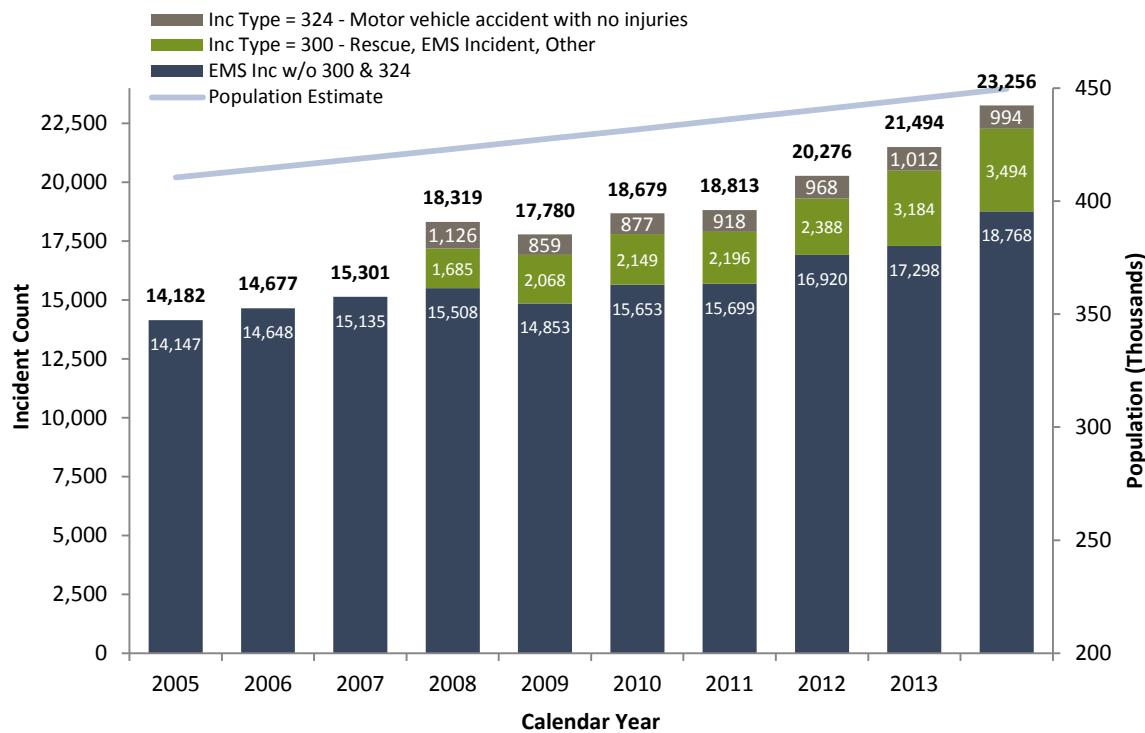
## Strategic Plan, continued

### 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.

The number of all EMS incidents (including both Code 1 and Code 3) increased approximately 7.5% in calendar year 2014. The charts below show substantial increase in all EMS categories, except for motor vehicle collisions without injuries.

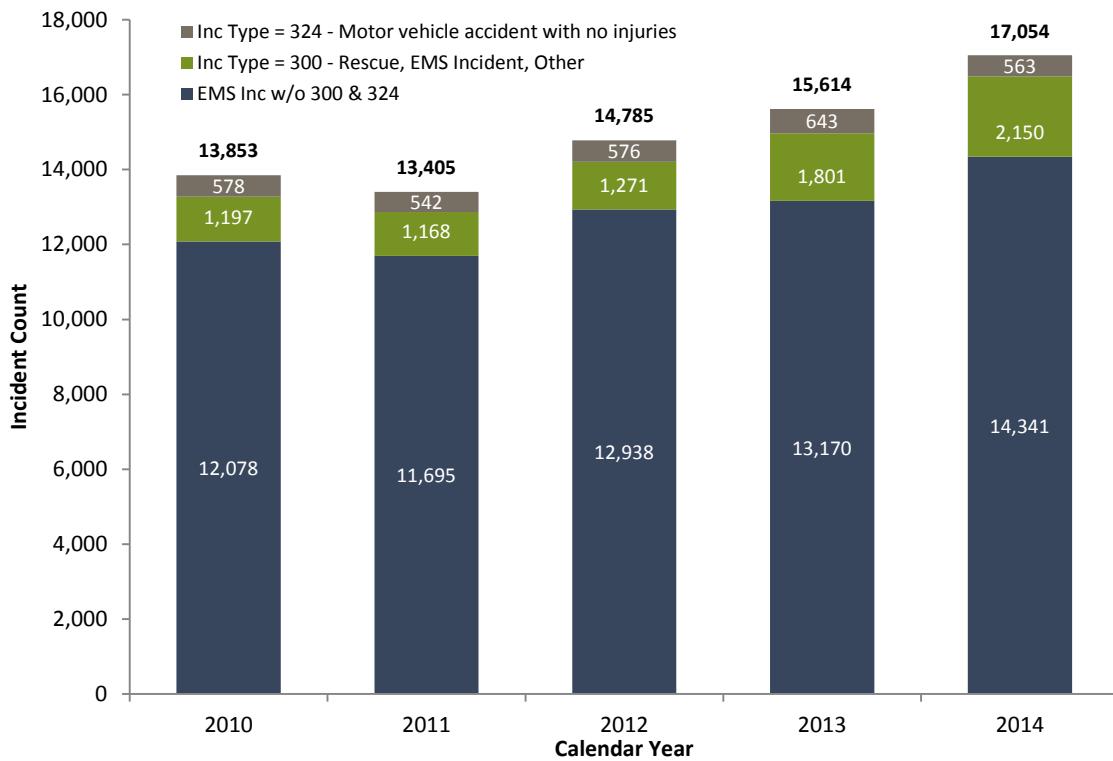
Figure 1.4 EMS Incidents\* (Combined Code 1 and Code 3)



\* 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.

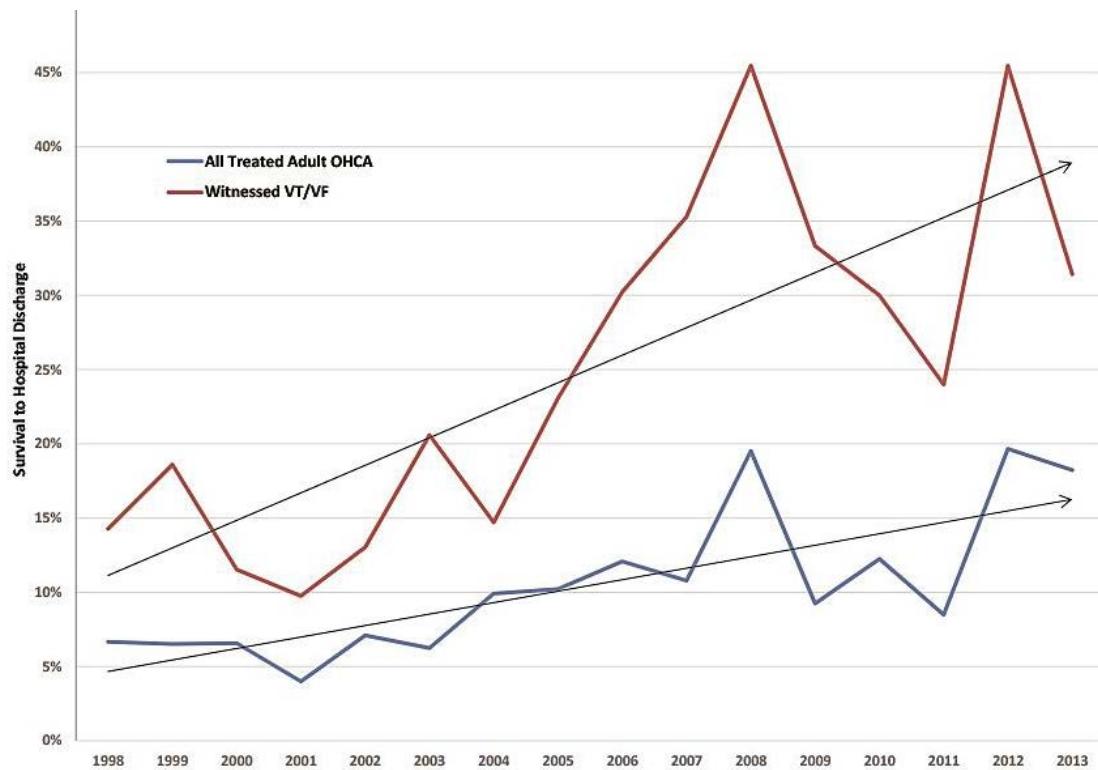
Figure 1.5 EMS Incidents: Code 3 En Route and Arrival Only\*



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

The EMS Quality Improvement (QI) Committee supported 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). The committee added stroke, pediatric, and trauma PATs that will begin work in calendar year 2015.

Figure 1.6 Cardiac Arrest Survival 16-Year Trend



Crews transmitted 12-lead electrocardiographs (ECGs) to hospitals, which decreased the door-to-balloon time for patients, leading to significantly better outcomes. First medical contact to balloon times continued to be at or below national benchmarks of 90 minutes. Work continues toward improving patient outcome feedback from hospital partners, decreasing false hospital STEMI team activations.

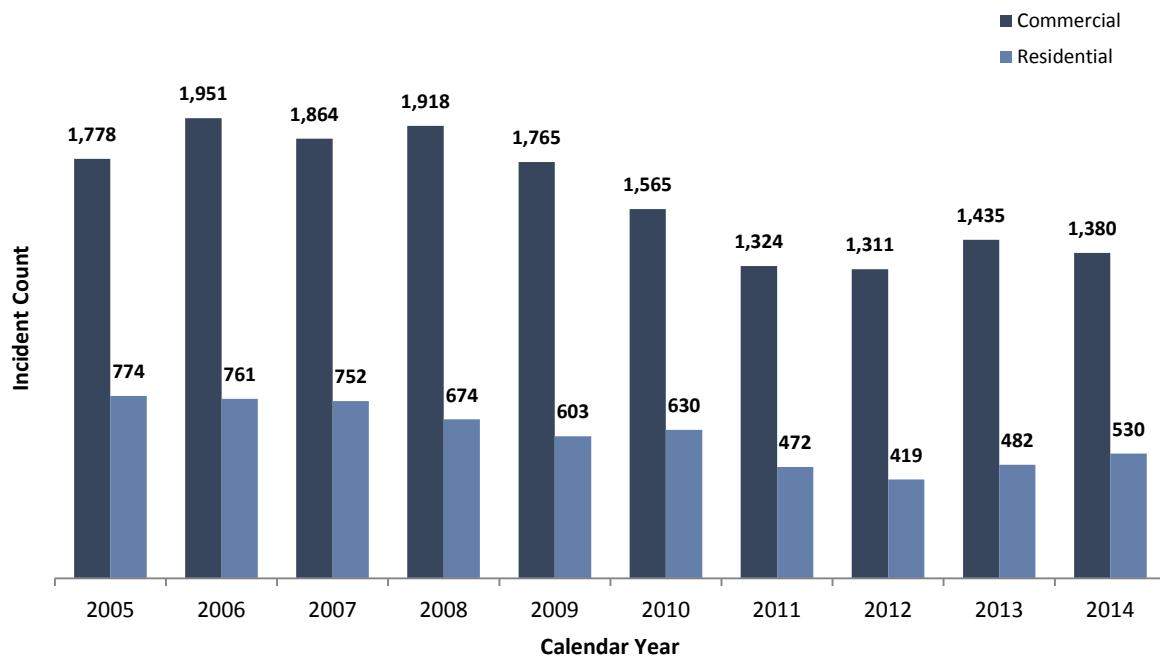
Cardiopulmonary resuscitation (CPR) reports provided by the Cardiac QI PAT indicated improvement to TVF&R crew performance in CPR and other cardiac resuscitation efforts. Newly developed STEMI feedback reports have been sent to crews depicting their performance against set benchmarks and patient outcome. New STEMI performance metrics will be placed into a data base and reports generated to quantify district performance for system QI comparison.

Efforts continued toward identifying necessary improvements in airway management and related resources. Through the Asset Management Program (AMP), work began on evaluating video laryngoscopes (VL). Data supports the use of VL to increase first pass and overall intubation success.

**E. Reduced the percentage of false alarms.**

During calendar year 2014, a slight decrease occurred in the number of false alarms (see Figure 1.7). False alarm reduction efforts continued to be effective, with false automatic alarm calls down approximately 30% from their peak, despite an increase in overall call volume and the number of buildings with alarm systems.

Figure 1.7 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).

### Progress Toward the Previous Calls for Action

1. *Improve total response performance through specific strategies to target alarm processing, turnout times, and travel times.*

Through staff deployment analysis in 2013 and successful passage of the District's replacement local option levy in the May 2014 election (to be levied first in 2015-16), a plan has been developed for the construction of new stations and deployment of additional resources over the next 10 to 15 years. These efforts are directly aimed at impacting distribution and concentration performance issues in targeted locations, while also being prepared for the future expansion of population in the service area. Staff is actively engaged in locating and purchasing property in the identified areas, one of which has been secured, and a station is under construction. Two medic units were deployed in the South Division and are staffed with two Paramedics on each shift. Station 68 was rebuilt in a more appropriate location for greater impact on performance.

It had been many years since station response orders had received a wholesale update. Through spring 2015, all orders were reviewed and updated to reflect actual travel speeds considering street infrastructure and other factors. Subsequently, staff used these revisions and updated software to adjust first-due area response orders (as well as second due, third due, etc.). This was necessary to ensure the closest unit is dispatched to an incident location.

## Strategic Plan, continued

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.*

A pilot project with Providence St. Vincent Medical Center enrolled 94 post-discharge patients into a study, which included 288 home visits by the District's community paramedic program personnel. Data from the District and hospital system is being evaluated to determine the impact of mobile integrated healthcare on return visits to the emergency department (ED), inpatient admission, and 9-1-1 call volume. Additionally, staff worked with Oregon Health Authority/EMS to transmit TVF&R's EMS data to the state data base. TVF&R's EMS staff is also working with Clackamas County mental health to share response data in order to provide better patient care.

3. *Conduct a comprehensive analysis to identify Community Risk Reduction (CRR) program priorities targeted at the local level (e.g., leading fire causes, impediments to response performance, etc.).*

Integrated Operations initiated the next phase of the CRR program, aimed to "sweep" the entire District toward focused District-wide strategic priorities. No new station-based CRR programs will be initiated, and only existing station-based initiatives will be continuing. Staff is researching and developing global fire, EMS and response priorities, with an anticipated roll-out date of July 1, 2015. The updated CRR priorities will support and target the most significant issues facing the District, such as response times, residential fire loss, and key EMS initiatives.

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

The Integrated Operations Quality Improvement Committee (Ops-QI) reviews fire reports on a monthly basis to determine accuracy of fire incident coding. When corrections are needed, staff contacts the report author and provides coaching on the appropriate coding. The OnSceneRMS incident reporting system has been updated to include "Quick Tips," which are brief, easy to understand references for report writing. Quick Tips include guidance for basic reporting, as well as fire and EMS specific reporting. The Ops-QI also distributed a regular newsletter, which includes report writing information. The "Standard Calls" list was updated to be more representative of the incidents reported by personnel and the errors seen by the Ops-QI Committee. This list provides basic terminology for cryptic incident types. For example, a "Bark Dust Fire" (listed in Standard Calls) is a "142 – brush or brush-and-grass mixture fire" per the National Incident Fire Reporting System (NFIRS).

The EMS Chart Review Committee has reviewed and retooled their 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 writers feedback on their chart and performance as well as physician feedback on their patient's outcome. Chart reviewers have been identified and are awaiting completion of software enhancements to begin.

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.*

Updates on District performance were outlined in the internal local option levy campaign in advance of the May 2014 election, as well as in the Ops-QI Newsletter. Personnel have access to monthly and quarterly Turnout Performance Reports that outline performance at the unit level (station, unit, and shift). Additionally, Line Personnel and Battalion Chiefs have access to Unit Level Performance Metrics, a module on the District's Enterprise Geographic Information System (E-GIS) platform. This module provides a geographic representation of incidents with visual gauges of performance (i.e., alarm, turnout, travel, and total response) and incident detail. The information is accessible on-demand and includes near real-time incidents. In January 2015, turnout clocks (timers) were installed in all stations. These clocks are located in the bays and are activated when the crews are dispatched to an incident. The timers provide an "in the moment" visual queue for crews as they are exiting the station and enhance awareness of their turnout-time performance.

## Challenges

While the successful passage of the May 2014 local option levy brings much needed resources to the District, it will require extensive planning, successful delivery of numerous capital projects, recruitment, training and deployment of staff, and additional demands on all facets of support services – all of which will stretch those resources. In addition, a ramp up in succession planning and growth of existing human capital is necessary due to the forecasted retirements, which could take an additional toll on the District.

The numerous internal challenges are also met with significant external challenges. Regional dispatch and radio communication challenges are significant, with implementation of a new CAD system (detailed under Opportunities below) and planning for future dispatch and radio equipment taking center stage. Costs to maintain robust regional emergency communication systems are rising rapidly, and development of sustainable long-term solutions will further tap resources.

A large increase in development in the region is leading to greater population, increased density and more traffic. The economic success of the region will translate into more calls for service, more traffic delays, and the need for modified equipment and tactics as the region becomes more urbanized. The continual aging of the population will require more EMS responses and challenge the District to explore more effective and efficient ways of serving the EMS and health care needs of the community.

While continual monitoring of the impact of interventions, resources, and traffic anomalies on the travel-time segment of our response performance has become a routine practice, there remains the need to institutionalize efforts to understand and address the turnout-time segment. Focus should be driven around executing progressive ideas and interventions toward improving turnout-time performance.

## Opportunities

The planned addition of Station 70 and response resources into the system is intended to help improve the baseline trend for total response times.

Significant projects for the coming year include implementing the CAD upgrade to enhance interoperability between the Washington County, Lake Oswego, and Clackamas County radio communications/9-1-1 dispatch centers (WCCA, LOCOM, and CCOM respectively). This will lead to increased cost effectiveness, build redundancies for disaster recovery, and – most importantly – eliminate delays for call transfer between agencies. As part of the upgrade, all call types for all agencies will be standardized to become one uniform set of call types across all agencies served. The vision is that each work station at WCCA, LOCOM, and CCOM can operate independently of the main CAD server. Additionally, the goal is to build one large, system-wide "unified command" allowing all resources to be available to all agencies. The vision is that any dispatcher from any communications/dispatch agency can work from any of the others' locations. For example, in a snow storm, a Lake Oswego (LOCOM) dispatcher who lives closer to CCOM can work from a CCOM terminal with their terminal ID and their setup would be fully functional.

To take advantage of emerging technologies to support response and prevention activities, TVF&R will be deploying iPads and iPhones to all front-line apparatus.

As a result of data sharing with partners and expanded use of geospatial analysis, the District will be engaging in new mobile healthcare pilot studies. The evidence provided by these new studies will guide future decisions to improve emergency response and target efforts in mobile integrated healthcare.

## Strategic Plan, continued

### The 2015-16 Calls for Action

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

1. Improve response performance through specific strategies that reduce turnout times.
2. Improve the quality of report writing and data collection through targeted system enhancements, user education, structured data entry, and established QI processes.
3. Increase response performance awareness by our Company Officers and Battalion Chiefs through education and use of Enterprise GIS.

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

*Updated for 2015-16*

#### Analysis of Targeted Outcomes

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

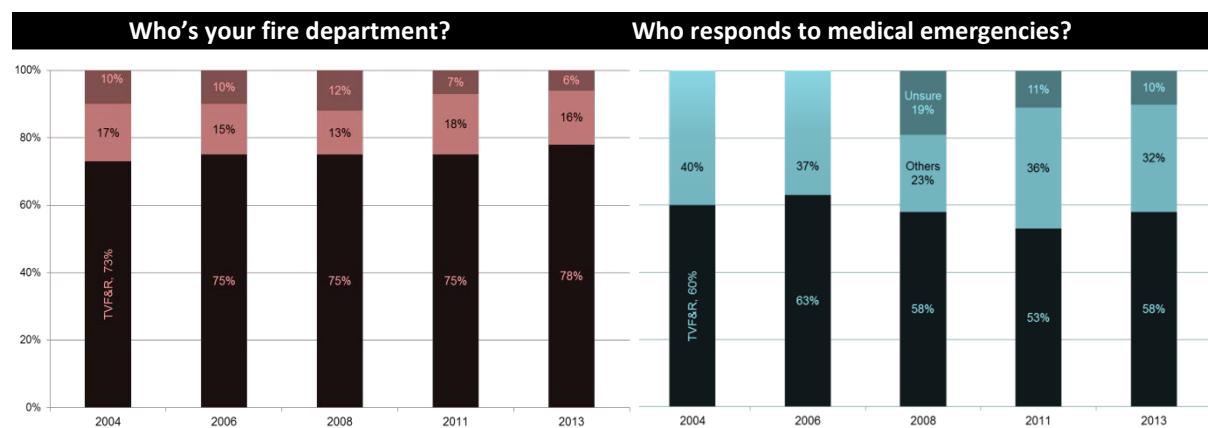
After careful consideration, the authors of this report card acknowledged that presenting the metrics in numbers rather than percentage is more effective, and have done so herein. Moving forward, the wording of this Targeted Outcome is adjusted to read, *“Increased the number of individuals who participate in fire and life-safety prevention activities.”*

From July 1, 2013 to July 1, 2014, the District participated in 735 community events, compared to 712 the previous year. This number has stabilized at an average of 700 per year and should remain constant considering recurring annual events and current District safety and education programs. The number of people that participated in District-organized fire and life-safety activities reached over 50,000 with the addition of Hands-Only CPR training. Topics covered by the education programs include: cardiac awareness, fire prevention, escape planning, fall prevention, disaster preparedness, and landlord training.

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

The percentage of adults who can identify TVF&R as their fire department increased to 78% in 2013 compared to 75% in 2011. Since 2004, the level of awareness has maintained fairly high, but a 2013 survey reflects the highest percentage since the polling started in 2000.

*Table 2.1 Public Attitude Survey Responses to Service Provider Questions*



Awareness of TVF&R's role in emergency medical care still needs to improve. When asked, "To the best of your knowledge, which agency is responsible for responding to medical emergency calls such as heart attacks, injury accidents, and rescues in your area?," only 58% of respondents surveyed understood TVF&R's role. Another public attitude survey will be conducted in 2015 using the same criteria, measurements, and analysis as in past years.

*C. Increased the number of individuals who participate in TVF&R's electronic media.*

The Public Affairs Team and Media Services used the TVF&R.com website, social media, mass media, and electronic newsletters to promote operations, provide training, deliver education, report on incidents, and inform stakeholders.

**TVF&R.com** – Media Services launched a new version of the website with improved graphics, navigation and administration. There was an increase of 496,018 total page views from fiscal years 2012-13 and 2013-14 (343,166 compared to 839,184 respectively), which represents a 40.8% increase in overall traffic.

The "careers" page remained the most popular. Though seven out of 10 visitors access the website from computers, the trend reflects an increase of visits from mobile devices.



Table 2.2 Social Media and Mobile App Metrics

Facebook	2012-2013	2013-14*
Followers (Page Likes)	2,402	3,226
Average Post Reach	365	632
Average Total Reach	511	901
Twitter	2012-2013	2013-14*
Followers	2,706	4,448
Daily Avg. Follower Increase	5	5
YouTube	2012-2013	2013-14*
Clip Views	81,949	86,791
PulsePoint	2012-2013	2013-14*
Subscriptions (Multiple Devices)	N/A	11,536
Bystander Activations	N/A	94
News Alerts	N/A	2,555

\*From July 1-July 1

Figure 2.1 TVF&R.com Homepage



**Facebook, Twitter, YouTube and PulsePoint** – As detailed in the adjacent Table 2.2, TVF&R's Facebook, Twitter and YouTube metrics increased between fiscal years 2012-13 to 2013-14.

**Facebook**, an interactive medium, contains pictures, videos, and "status updates" of what's happening at TVF&R. "Fans" follow and comment on the page, which is managed at all times by an on-duty PIO to ensure frequent posts and fast follow-up. Many posts link to TVF&R.com or news stories. Users can "like" the page, allowing staff to track the reach.

The **Twitter** platform uses short posts to "tweet" about current affairs at TVF&R and usually highlights incidents and community events. Tweets also use links to push traffic to the website and educational resources. During a disaster, a Twitter feed can provide real-time updates to our community and can be used to monitor changing environments.

TVF&R's **YouTube** channel features 77 videos showing firefighters training, safety tips, voter information, and fire station life.

## Strategic Plan, continued

In 2013, TVF&R was the first fire department in Oregon to launch the **PulsePoint** smart phone application that notifies subscribers to provide CPR to someone suffering a cardiac emergency in a public place. The app uses dispatch data and also allows followers to track live incidents, hear radio traffic, and see AED locations. News alerts can also be sent to subscribers.

### Progress Toward the Previous Calls for Action

#### 1. *Increased the number of TVF&R apartment communities that participate in the Multi-Family Fire Reduction Program.*

The Multi-Family Fire Reduction Program training, also known as the Apartment Program or Landlord Training, recorded the most consistent attendance during all four class offerings during fiscal year 2013-14, averaging over 40 participants per class. Promotional activities aimed at recruiting new participants included distribution of program flyers during every property inspection, dissemination of a monthly eNewsletter, presentations to city and county partners, and features on our web and social media. An ongoing partnership with Kennedy Restoration provided financial support, as well as content experts and marketing. Starting in January 2014, the captain and crew at Station 66 conducted outreach to property managers at apartments in their first-due area to encourage participation in a program hosted at their station to improve communication and safety at complexes.

In addition, the following strategies were implemented in fiscal year 2013-14:

- Partnered with Housing Authority of Washington County to increase their landlords' participation in the program. As a result, 100% of their landlords have been trained.
- Presented the program to over 200 multi-family housing attendees at the Spectrum Conference in Portland.

#### 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.*

Since 2000, the District has conducted public attitude surveys every four years utilizing Campbell DeLong Resources. During funding measure cycles, additional surveys may be conducted to better understand community priorities. The last complete survey took place in 2011, with voter-specific surveys in 2011, 2013, and 2014. As part of the survey process, a demographic profile was completed and questions were posed about TVF&R's performance, emergency preparedness, and fire safety awareness. Each survey included a cross-section of District residents who have voted in recent elections. Respondents tended to be long-time residents, middle-aged or older, well-educated, and without young children at home. However, 15% of respondents lived in their current home for fewer than five years.

The majority of respondents engaged with TVF&R as a result of a response to a medical emergency or fire, at a community or school event, or during a class or training (see Table 2.3 below.)

*Table 2.3 Survey of Engagement with TVF&R*

Reason for Contact	2011 n=119	2013 n=122
Responded to medical emergency, home or office	42%	46%
Attended community/school event	29%	19%
Responded to fire at home or office	10%	9%
Seen at emergency scene	4%	7%
Attended class or training	7%	6%
Seen in grocery store	N/A	5%
Business/fire inspection	3%	2%
Other	11%	11%

Fast response to medical and fire emergencies remained a consistent priority for the community, followed by making efficient use of tax dollars. Fully trained personnel and keeping promises to voters were also highly important. In addition to direct contact, approximately 20% of citizens recalled seeing TVF&R in the news or receiving direct mail.

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

The Fire Chief's Office, Integrated Operations, and Public Affairs staff routinely shared information with citizens and partners on capital projects, operational performance or changes, response priorities, and new construction requirements. In addition, staff monitored land-use, community development, and transportation projects to determine potential impacts on response. Interactions take place at open houses, community forums, chamber of commerce meetings, neighborhood and citizen participation organization meetings, and advisory committee meetings.

In addition, during this reporting period, the Fire Chief and/or his designee delivered an annual State of the District address to city councils and county commissions and the Fire Marshal and Integrated Operations Division Chiefs attended city council meetings. Fire station luncheons were held with city staff.

Though the local option levy replacement initiative dominated most of the outreach from July 2013 until the May 2014 election, periodic updates were provided on capital projects including a bond report card mailed in the 2013 edition of the *Safety Matters* newsletter to more than 200,000 households. Open houses were also hosted at the new Station 65 and Station 68 to highlight new community resources; hundreds of people attended. Meetings with the City of Beaverton planning staff specific to Station 70 took place.

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

Staff increased efforts toward securing earned and paid media coverage, as well as outreach related to community health and EMS response in 2013 and 2014. Stories were highlighted in all platforms including web, press releases, advertising campaigns, social media, newsletters, and interviews. According to the media monitoring service, there were at least 730 earned media stories referring to TVF&R during fiscal year 2013-14 (not including advertisements; see Table 2.4 below). *The Oregonian*, *Community Newspapers*, and all the major television stations covered TVF&R on topics including diabetes prevention, stroke awareness, baby deliveries, cardiac awareness, and fall prevention. At least 20 of the weekly expert segments on KXL radio included an EMS topic, and TVF&R was featured monthly in the *Portland Tribune* Health Section.

*Table 2.4 Earned Media Stories in Fiscal Year 2013-14*

Metrics	Totals
Story Count	730
Audience Estimate	8,562,460
Runtime	12:59:01
Ad Value	\$106,219
Calculated Ad Value	\$313,686
Calculated Publicity Value	\$941,059

All presentations of hands-only CPR education included a reference to firefighter paramedics' role in cardiac emergencies. The "Take the Car out of Cardiac" campaign on KGW television aired in May 2013 and yielded 4,391,800 impressions. The partnership with American Medical Response and Legacy Health Systems raised awareness about early activation of 9-1-1 for cardiac symptoms and noted that medical care "starts in the living room" by trained paramedics. The campaign will be repeated in 2015.

## Strategic Plan, continued

During February 2014, all firefighters wore red t-shirts featuring CPR messages and a month-long campaign called “Eat Like a Firefighter” had a recipe from each fire house, with tips about diabetes information and the number of diabetes-related calls responded to by TVF&R.

### 5. *Develop and execute a communications and community engagement plan for the District’s next local option levy.*

For the year prior to the May 2014 election, staff developed and implemented an outreach campaign to educate voters about the levy replacement proposal. Two surveys were conducted by Campbell DeLong Resources, Inc. to better understand voters’ spending priorities. Fact usefulness was tested to help shape newsletter articles, presentations, and voter pamphlet explanations. A considerable amount of time was spent educating employees through station meetings, Chief’s Corner, and Company Officer In-services so they were equipped to provide information to citizens during community events. Over 40 presentations were made to neighborhood associations, citizen participation organizations, chambers of commerce, city councils, and other civic groups. An informational flyer was included in the April 2014 edition of the *Safety Matters* newsletter, which was mailed to over 200,000 homes.

## Challenges

In order to more successfully increase the community’s participation in their safety and preparedness, as well as their support for the District’s services, all employees must have a common understanding of key messages to share. TVF&R’s size makes frequent face time between ranks difficult. Consistent and timely sharing of strategic messaging amongst all operating centers is necessary to implement internal and external communication priorities.

Additional factors that affect community outreach and public perception include:

- Public dissension with local and state government – salaries, PERS, labor unions, etc.
- News media turnover and climate (e.g., budget cuts, “pay-per-click” compensation).
- Impact from electronic media on reputation management.
- Maintaining collaboration with neighboring organizations and local government partners also competing at the ballot box.

Outreach and education delivery through mass media and community interaction are sometimes hampered by language and cultural barriers, therefore some segments of the community are not being reached. Efforts need to be made to expand outreach and education delivery to non-English-speaking and multi-cultural audiences through additional mass media outlets, such as *TeleMundo*, and by engaging influential community leaders. This could include partnerships with organizations like Washington County, the City of Beaverton and Community Action, who have existing targeted assistance programs.

## Opportunities

TVF&R’s leadership recognizes the importance of proactive and strategic communications and has made it a priority at all levels within the organization. The TVF&R brand is associated with good governance and innovation, and often considered a trusted source for education. To maintain this, it will be important that the District continue to foster excellent media relations on a 24/7 basis.

It will also be important that TVF&R continue to use electronic media and partnerships with other organizations to educate and engage communities around safety and health. Highlighting efforts to improve system integration through mobile health and private ambulance partnerships will elevate awareness about our role in EMS.

The District would benefit from increasing its use of technology as a delivery vehicle for public education and community outreach in the field as a means to modernize and increase efficiency. Examples may include safety

videos and tools shared by firefighters and prevention personnel during inspections, mobile integrated health home visits, smoke alarm installations and other outreach events.

The level of data collection, application, and analysis specific to the education and prevention outreach programs should be elevated to assess outcomes and effectiveness, and inform further program development.

### The 2015-16 Call for Action

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

1. Expand delivery of outreach and education programs to non-English-speaking and multi-cultural audiences through additional mass media outlets, influential community members and partnerships with existing targeted assistance programs in the service area.
2. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.
3. Increase the use of technology as a delivery vehicle for public education in the field.
4. Expand the data collection, application, and analytical capabilities of the education and prevention outreach programs.

### 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 have

## Strategic Plan, continued

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 the Previous 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 in 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.

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 and analyzed. It forms the basis of recommended fiscal-year priorities. 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.

### The 2015-16 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.

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

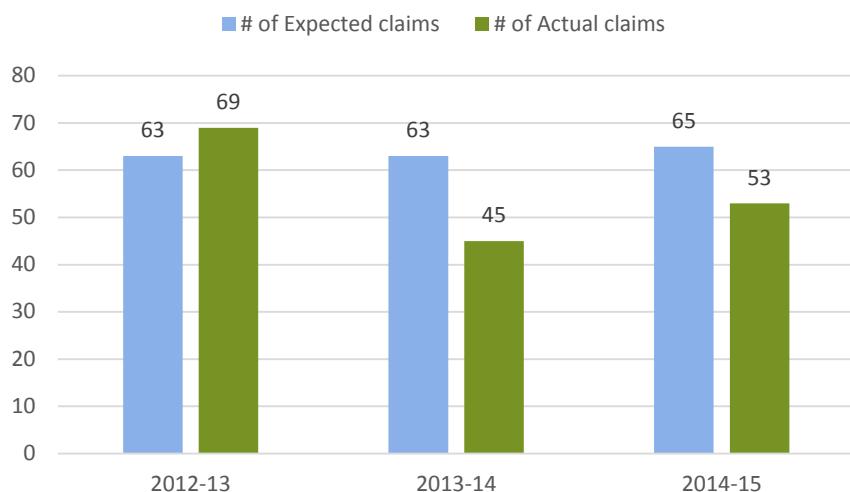
Updated for 2015-16

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

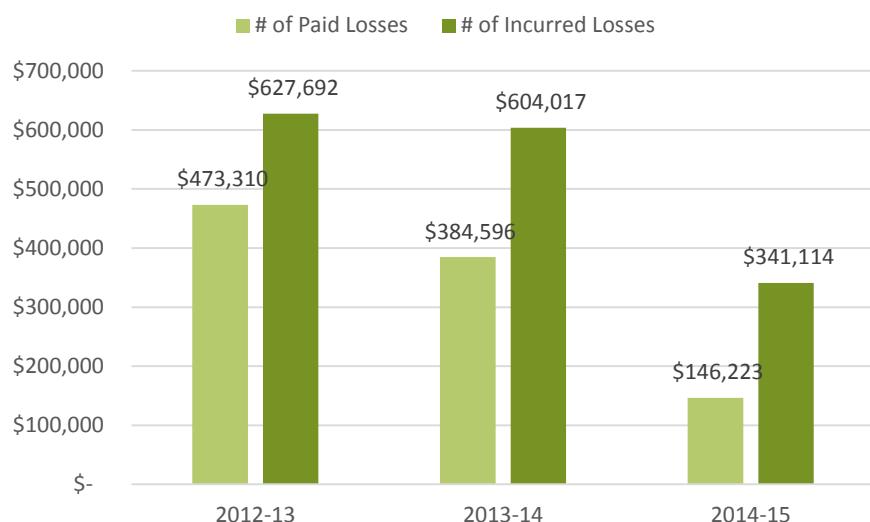
As per data provided by the State Accident Insurance Fund (SAIF), the District's workman's compensation provider, the District continues to experience variability in claim counts by fiscal year. Nonetheless, even with this claim count variability, there does appear to be data that supports a claim cost reduction across the last three fiscal years. It should be noted that while a reduction trend is identified, the post year claim variability can cause this trend to be altered moving into the future.

**Moving forward, the intent of, and indicators tracked for, this Targeted Outcome will be combined with those in Targeted Outcome C below. Therefore, this Targeted Outcome will be retired.**

*Figure 4.1 TVF&R Claim Count by Policy by Fiscal Year*



*Figure 4.2 TVF&R Claim Cost by Policy by Fiscal Year*



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

During this reporting period, the Occupational Health and Wellness (OHW) Program underwent reorganization, and there was a protracted vacancy in the Wellness Coordinator position (August 2013-February 2014). This resulted in reduced time and attention available for the wellness/fitness program elements directed to District employees, such as the fitness assessments for line personnel. With the new Wellness Coordinator's high energy level, and implementation of program revisions, work toward the stated outcome is back on track (e.g., conducting fitness assessments with annual pre-physicals for uniformed personnel). As of June 2015, 60% of line personnel have completed the revised annual physicals and fitness assessments, with an estimate of 62% completion by the end of the 2014-15 fiscal year.

Fiscal year 2015-16 will be "year one" of OHW's new metrics focusing on:

- Provision of pre-physical medical and fitness assessments and annual physicals for uniformed personnel over the calendar year (rather than a few select months). Target: 98% completion by fiscal year end.
- Increased priority for service provision to non-line personnel, to include health and wellness-related topics and individual assessments, and provision of access to expanded health related services, such as flu vaccinations, cholesterol, and hearing testing. Target: 80% of District personnel, to be measured by contacts and services provided.

To further demonstrate progress toward improving the reach of health and fitness programs, staff recommends also tracking and reporting on the number of contacts and services provided.

**Moving forward, to reflect this, the wording of this Targeted Outcome would be revised to read: "Increased or maintained the percentage who participate in the District's health and fitness programs, and the total number of contacts and services provided to all personnel."**

C. *Improved workplace safety trends.*

During this reporting period, the long-standing process used by HR, OHW, and the safety program was modified to better identify, prioritize, and prevent on-the-job injuries and exposures in a timely manner. The following list outlines the improvements implemented in the system:

- Review of all time-loss injuries by the Safety Committee and Safety Chief.
- Implementation of an annual five-year comparison of the District's injury statistics to injury costs, based on data from SAIF (as provided in Figure 4.1 and Figure 4.2 above).
- Development of methodology to prioritize recognized trends and safety suggestions based on probability and severity.

Examples of interventions implemented to address trends that will be identified through the modified process include:

- Approval of new high-temperature, self-contained breathing apparatus (SCBA) masks.
- Purchase of stair chairs for all frontline apparatus.
- Safety award program-approved freezing road condition indicators.
- Changes to rehab practices to reduce toxic exposures.

## Strategic Plan, continued

During the reporting period, the Safety Committee and Safety Chief reviewed the findings and recommendations of an Oregon Occupational Safety and Health Administration (OR-OSHA) consult, which identified areas where the District could improve workers' safety.

SAIF provided a five-year trend report to the Safety Committee and a representative from the District's Risk Management program. This data was compared to TVF&R injury statistics to assist in the development of the Safety Committee's annual focus. The top three focus areas were identified as the reduction of strains and ruptures, and limiting toxic and carcinogenic exposures (cancer).

The Safety Committee received a report from the National Fire Protection Association (NFPA) identifying the most frequent causes of firefighter injuries and death. The top four causes were cancer, suicide, cardiac, and driving. The Safety Committee, Training Division, and Health and Wellness have been working together to lessen the chances of occurrence within our organization.

As previously mentioned, staff recommends incorporating the intent and indicators tracked in Targeted Outcome A with Targeted Outcome C to support inclusion of occupational health, behavior health and wellness trends. Staff also recommends tracking and reporting time loss rather than severity as part of those trends.

**Therefore, moving forward, this Targeted Outcome will be revised to read: "*Improved workplace safety, occupational health, and wellness trends.*"**

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 declined slightly over the past four fiscal years but still remain over 90%. Specifically, 91 percent of eligible employees participated in saving for their own retirement in fiscal year 2014 as compared to 92.5 percent in fiscal year 2013. Prior to that, 94 percent of eligible employees participated in fiscal year 2012, and 93 percent in fiscal year 2011. It is believed that the main reason for the recent decline of employee participation is that there has been an influx of new employees in the last year (44 hired or 9.3% of current employees) that are not yet eligible for the 401(a) employer match. These employees will be informed of the external benefit programs and encouraged to take part in their personal financial planning for the future.

**While participation in financial benefit programs will continue to be encouraged, this Targeted Outcome will be retired moving forward.**

## Progress Toward the Previous Calls for Action

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.*

The planned migration to track injuries and exposures, as well as assess trends, through a customized module of the First OnScene records management system (RMS) is still pending. However, progress was made during the reporting period. Until the migration is complete, personnel will continue to use the restricted Risk Management intranet site in place to collect data points that will allow trend analysis, cause, and cost of accidents, injuries, and near misses once transferred into the new system.

When fully implemented, the First OnScene system will expand the scope of injury/accident/exposure trending and provide for more streamlined access to data. Both the content and format to be migrated to this system have been determined. The identified content meets the guidelines established by District protocols and procedures and will meet the needs of the Safety Committee. Additionally, the identified content has been presented to the following agencies to ensure compliance is met at both the national and state levels:

- National Fire Incident Reporting System (NFIRS)
- Oregon Office of the State Fire Marshal
- Occupational Safety and Health Administration (OSHA)
- SAIF

The primary challenge with the migration has been determining how to best collect and store injury and/or exposure data in one location within the system. This would include information on injuries and/or exposures that occurred on the scene of an emergency incident, while not at an incident, and for all non-line personnel in their assigned workplaces. Once this challenge is overcome, the following steps will be needed to complete the upgrade.

- Demonstrate the information in a test environment.
- Meet with all identified divisions and groups for input, including Human Resources, OHW, and Local 1660 representatives.
- Train all personnel on how to use the new program.

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.*

As stated above, the vacancy in the Wellness Coordinator position and the focus on OHW reorganization decreased the time and attention available to devote to these important outcomes during this reporting period. Since the last review, however, examples of efforts made to educate personnel on the above topics include individual sessions with the OHW staff for fleet and supply personnel, and fitness and informational sessions delivered to personnel in the operating centers and command center by a peer fitness trainer on light-duty assignment.

Going forward, it is part of the OHW Operational Plan to provide improved access to, and a wider range of, education and services for all personnel. For example, OHW intends to provide fitness assessments and wellness consultations for non-line personnel.

Additionally, program changes will support better identification of individuals needing further evaluation and risk-reduction strategies. For example, the IAFF/IAFC Fitness Assessment now is combined with the pre-physical testing to complete a Cardiac Risk Stratification.

3. *Develop metrics that describe the demand for CISM response and other peer-support resources and establish a plan to resource appropriately.*

The Behavioral Health Specialist is collecting basic program information on CISM and peer-support team activity (e.g., number of CISM consultations, number of other individual interactions/contacts). However, an analysis of the demand and related resource needs has not been conducted yet. The Behavioral Health Specialist is working with the Training Division to begin using the Target Solutions software system to administer the program and track program data in a manner that will support analysis.

4. *Pursue opportunities to share training and safety resources with partner agencies.*

The Training Division shared its live-fire decontamination procedures, Field Training Evaluation Program documents, and mandatory training requirements with partner agencies. In addition, the District partnered with the International Association of Fire Fighters (IAFF) and Oregon Metro Fire Safety Officers during the June 2014 National Safety Week and produced a widely distributed cancer-awareness video.

## Strategic Plan, continued

### 5. *Complete an updated operational plan for the Occupational Health Services and Wellness programs.*

The first edition of the OHW Operational Plan was completed in August 2014 to reflect program restructuring and alterations in service provision, and has been made available on the OHW intranet site. As this is a robust, living document, it will be updated continually to capture transition, service structure changes, and progress on short, mid, and long range program goals.

## Challenges

In the past, efforts focused on reduction of injury have been reactive and based on post injury data. The District would be better served to shift the focus to increasing the opportunities to provide proactive “pre-habilitation” services targeting the prevention of injuries, illness, and stress.

As significant industry research indicates, select work groups within the District are at an increased risk of cancer, coronary artery disease, and suicide because of environmental exposures and cultural factors. Research also shows that shift workers are acutely and chronically sleep deprived, which contributes to stress, injury, illness, and decreased performance.

As such, the demand for behavioral and occupational health services in the District, and nationally in the fire service, has been growing for the last several years. Challenges include measuring where District resources should be spent as applied to preventative, rehabilitative, educational, counseling, and crisis services.

## Opportunities

The District would benefit from expanding the comprehensive array of in-house preventative, acute, and rehabilitative healthcare services to personnel, volunteers, family, and retirees to improve the quality of life and longevity of personnel. This would include occupationally-relevant medical screening, injury and disease management, fitness evaluations, and health education.

To aid in preventing and counteracting a wide range of conditions related to employee stress, the District would benefit from increasing its understanding and support of mindfulness-based stress-reduction/resilience training and organization-wide behavioral health foundations.

Given the increased awareness of the risk of on the job exposures, the District should develop action plans, training and safety activities to reduce or mitigate exposure to carcinogens, toxins, chemicals, and infectious agents.

## The 2015-16 Call for Action

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

1. Prevent avoidable exposures and mitigate unavoidable exposures to carcinogens, toxins, chemicals, and infectious agents for all personnel.
2. Increase pre- and rehabilitative programs for all personnel to reduce time loss due to on-the-job injuries and/or illness (e.g., strains and ruptures).
3. Improve data collection and use to support trend analysis for the stated Targeted Outcomes and related health, wellness, and safety programs' report subsequent findings and recommendations to inform program development.

**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 2015-16*

**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.*

A tool to track progress in this area has not been identified, but it is likely that awareness has not appreciably changed. During this reporting period, an employee survey facilitated by the FIRE 20/20 consulting group was conducted (as detailed later in this document), the results of which provided a “where are we today” snapshot of employee attitudes toward awareness and importance in this area. FIRE 20/20 also provided recommendations specific to diversity and inclusion initiatives, including the need for skill building at all levels.

The Goal V task force (G5) completed a follow-up report informed by the FIRE 20/20 survey and additional work completed by the task force on best practices. The report was shared and discussed with, and subsequently supported by, leadership. It included staff recommendations for strategic direction moving forward, proposing the framework for a more cohesive and coordinated approach toward accomplishing Goal V over the next several years. The proposed approach included overarching direction and specific expectations, including program ideas and a model for appropriate personnel (see Figure 5.1 below), as well as resources to establish accountability in the organization.

*Figure 5.1 Proposed Personnel Model for Goal 5 Initiative*



Implementation of the proposed approach has been initiated and will be further communicated throughout the organization. This will signal a shift in focus around these initiatives from establishing strategic direction to implementing strategies and work plans consistent with the Calls for Action to move forward and progress toward the Targeted Outcomes.

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

A measurement of progress from year to year is not available yet, it remains a priority to research and validate an appropriate instrument and data set to track progress in this area over time.

Unfortunately, only 44.9% (N=231) of all TVF&R members (N=514) responded to the FIRE 20/20 assessment (survey). This low response rate was impacted significantly by only 38.9% (N=159) of all TVF&R non-

## Strategic Plan, continued

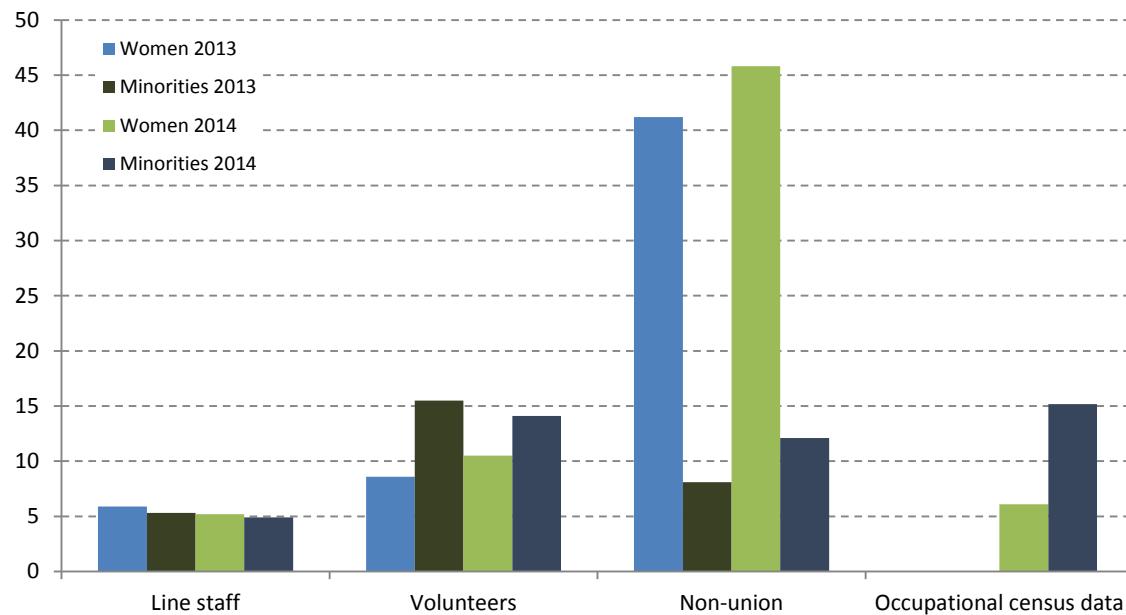
supervisors responding. The response rate does not provide statistical confidence or predictability for all members.

Among the Supervisors' response to the overall rating of cultural competency 26.4% rated TVFR's success as excellent, 62.5% rated it as getting by and 11.1% rated our efforts as failing.

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

In calendar year 2014, the District hired 28 new union employees, three of which are female, representing 10.7% of that new hire group. A review of the firefighter job classification showed that females represent 5.2% and minorities represent 4.9% of the District's total number of firefighters.

*Figure 5.2 TVF&R Demographics*



The Volunteer Program experienced an increase in females from 8.6%, as reported in the 2013-14 report card, to 10.5%. The total number of minorities declined slightly from 15.5%, as reported in the 2013-14 report card, to 14.1%.

Based on the total number of non-union employees (107), the number of women increased from 41.2%, as reported in the 2013-14 report card, to 45.8%. Non-union minorities represent 12.1% of the total number of non-union employees.

As it relates to reflecting the community, it has been past practice to use census data representing the demographics of the entire service-area population to compare the demographics of the District's line personnel. However, a comparison of the District's workforce against the general population is not a comparison of estimated availability of qualified labor in the market. For example, in general terms, one would expect the population of the service area to be approximately 50% female, but does not anticipate that 50% of the female population is qualified to perform the essential functions of the firefighter position.

Occupational census data allows for comparison of the District's progress against the available labor market. Comparable area data shows that estimated availability of qualified females in the protective service/sworn/fire/entry-level occupational category is 6.1% as compared to the total TVF&R female count of 5.2% in the same category. Minority data for the same occupational category, in our area, shows estimated availability of 15.2%, and TVF&R minorities represent 4.9%.

**Moving forward, staff recommends that the wording of this Targeted Outcome will be adjusted to read: "Increased organizational diversity that reflects the estimated availability of qualified labor in the market."**

### Progress Toward the Previous Calls for Action

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.*

While a number of interviews were conducted to select a consultant that would assist with the development of a more comprehensive multi-year plan, none of the consultants interviewed to date have been a good fit with the organization. Staff has selected a facilitator for diversity and inclusion learning opportunities, which will occur in advance of further planning efforts. The District will continue to explore opportunities to engage experts to support future planning efforts at the appropriate time.

As outlined in more detail in the response to Call for Action 2 below, the District did contract with FIRE 20/20 to conduct an employee survey to assess and set a baseline specific to diversity and inclusion strengths and weaknesses from which to measure the success of inclusion and diversity initiatives developed and implemented in the District. FIRE 20/20 also applied the findings to recommend priorities for the District to accomplish Goal V.

As previously noted under the response to Targeted Outcome A, the FIRE 20/20 findings and recommendations informed the written plan that the G5 task force developed in December 2013 and the specific program elements they outlined to increase employee awareness and competency in this area over the next several years. Moving forward, the HR Director will provide input and perspective to the plan and suggested program elements before it is fully implemented.

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.*

As previously noted, there is still work to be done to research and identify an appropriate instrument and data set to track progress in this area.

TVF&R management, Local 1660 representatives, HR staff and the G5 task force worked with FIRE 20/20 to conduct an employee survey in June and July 2013, applying the FIRE 20/20 Report Card and the Inclusion and Diversity Best Practices Assessment™. However, there was low confidence in the validity of the findings due to a low response rate. Only 231 of the 514 TVF&R District members who were sent the assessment (survey) completed it (44.9% of all members), including career and volunteer firefighters, supervisors, and administrative staff. The subsequent FIRE 20/20 report recommended the following actions:

- Conduct facilitated inclusion training for TVF&R leadership, Local 1660 Executive Board, G5 Task force members, HR, and District Board of Directors in advance of, and to help them establish, guidance on future inclusion, diversity, community outreach, targeted recruitment, mentoring, or cultural competency initiatives undertaken by the District.
- Interact with stations and workgroups to discuss related issues and concerns, and to encourage courageous conversations about inclusion and diversity topics.
- Conduct facilitated inclusion and diversity training for all personnel, with involvement from TVF&R leadership, Local 1660 Executive Board, and the G5 task force members.

## Strategic Plan, continued

- Invite more diverse participation in related planning and program structure throughout the District at all ranks and levels, with a cross section of all members (e.g., ages, gender, race, and ethnicity). Identify definitions for inclusion, diversity, and cultural competency that will be included in all training materials, on the website, in the strategic plan, and in other printed materials about TVF&R.
- Formal mapping of the community to identify and enroll multicultural leaders as partners with TVF&R and to assist with recruitment. Including community leader “meet and greets” with the TVF&R leadership to engage in conversations, build trust, and understand the community’s safety concerns.
- Staff also identified the need to administer an appropriate survey instrument in the future with an eye toward appropriate timing and more adequate preparation of the workforce in advance.

### 3. *Identify training intended to enhance employees’ cultural competency.*

During the May 2014 Company Officer In-service, Assistant Chief Havener delivered training on the topic of bias and demeaning stereotyping. The “OUCH! That Stereotype Hurts” program explored the impact of bias and stereotypes, explained why people don’t speak up against bias and stereotypes, and helped participants learn techniques for speaking up against bias and stereotypes without blame or guilt. The training was well received by Company Officers and appeared to have prompted greater awareness on the topic of bias. Managers attended training in March to increase awareness around the meaning of cultural competency and inclusion.

### 4. *Increase the frequency of communication and educational opportunities to employees around diversity initiatives and cultural competency.*

Examples of related efforts during this reporting period include:

- Segments featured on the Chief’s Corner internal television program.
- District TV presentation from Division Chief Stevens on cultural competency.
- A public statement by the Local 1660 President outlining the union’s position on being supportive of a diverse and inclusive work force.
- Attendance at a public sector diversity conference in Fall 2014 by 11 employees of all ranks.
- The aforementioned “Ouch! That Stereotype Hurts” training.
- A pilot Career Explorer Program with Beaverton Health and Sciences High School.

### 5. *Ensure that the Volunteer Program needs assessment considers opportunities to advance the District’s commitment to attracting a diverse workforce.*

A needs assessment of the Volunteer Program was conducted by Emergency Services Consulting Inc. during this reporting period; however, the contractual scope of work had been determined prior to the direction provided by this Call for Action. The resulting report did not include substantive guidance in this area. Additionally, no volunteer recruitment was conducted in 2014 that could apply. However, this direction will be applied to the planning for the next cycle of recruitment, which will include expanded roles of potential volunteers under a revised model that will be deployed in early fiscal year 2015-16. These expanded roles will provide new opportunities that may attract a more diverse cross section of the community.

## Challenges

Diversifying the District’s workforce is a long-term proposition that will likely come, if at all, only as a result of all of the other efforts proposed in the written plan. Over time, the achievement of Goal V will depend in large part on increased and ongoing resources, workload priorities, employee turnover and vacancies, and projected growth in the service area. A key factor will be improved organizational commitment. Purposeful efforts are needed to increase the level of understanding, ownership, and involvement around the concepts of diversity and inclusion at

all levels of the organization. In order to do that, the focus cannot be merely on a set of numbers tracked by one work group (i.e., HR) but also on elevating employees' skill and awareness.

Historically, the fire service industry has been a predominantly white, male occupation as indicated by a variety of data and publications. In addition to the industry-wide demographic challenge, TVF&R's recruiting area has been largely focused in the State of Oregon, which is also predominantly non-minority. These two facts create challenges for the organization to recruit and retain qualified women and minorities.

For TVF&R, the aims around diversity and inclusion are twofold: 1) trying to address the perceptions, norms, and lack of awareness within the organizational culture affecting current and new employees, as well as (2) being attractive to prospective employees. While it will require engaging in difficult and courageous conversations, the organization would benefit from training on cultural sensitivity for all levels of the organization to provide employees with immediate tools for interacting both internally and externally.

## Opportunities

The proposed approach defined in the G5 written plan places emphasis on the need for a dedicated lead role to facilitate the overarching direction of related projects, programs, training, messaging, and allocation of resources. This focused and coordinated attention is needed to move the District forward with the aims of these initiatives.

Much like the approach used when rolling out the community risk reduction initiatives, the proposed model seeks to leverage local, grassroots knowledge, and research to best target tactical efforts. The task force envisioned the advocates' role as identifying needs and opportunities unique to a first-due area or particular community. These could be recruitment opportunities at schools, involvement in and connections to diverse groups, and participation in community events that include those diverse groups.

With a highly qualified and tenured workforce, TVF&R had been experiencing low overall employee turnover. It has ranged between 2% and 5.3% over the past 10 years. As a result, there have been few opportunities to increase diversity in the workforce in the form of new employees. However, staff anticipates an increase in employment that will create new opportunities to increase the diversity of the workforce. At the end of calendar year 2014, 27 out of a total 468 employees were eligible to retire (or 5.77%). Analysis in fiscal year 2014-15 indicates that 15.4% of the District's total workforce will be eligible to retire within the next five years. Additionally, as a result of the local option levy approved by voters in May 2014, the District will be adding an estimated 42 frontline firefighters up through fiscal year 2019-20.

To help jumpstart achievement toward Goal V in the short-term, the District should pursue learning opportunities with the following objectives:

- Increase TVF&R leaders' insight into the concepts of diversity, inclusion, cultural competency, the value proposition, and how to advance a collective understanding.
- Increase knowledge of diverse and multicultural environments for personnel that deliver service to the community.
- Educate personnel on learned prejudices and fears about differences and how these impact organizational culture and personal and professional relationships.
- Develop skills to increase the level of cultural competence, cross-cultural communication and conflict resolution, and creative problem solving throughout the organization.
- The District also would benefit from engaging with established and emerging resources external to the organization, such as:
  - Sponsoring and attending future offerings the NW Public Employees Diversity Conference.

## Strategic Plan, continued

- Developing the Career Explorer Program with the Beaverton Health and Science High School
- Participating in the Portland Metro Fire Camp for Girls.
- Developing partnerships with local organizations such as the Urban League, Hispanic Chamber, Partners in Diversity, and the State of Oregon Veterans Office.
- Assess the National Testing Network (NTN) 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.

The HR Division has identified the need to create a comprehensive branding strategy for both internal and external outreach. This strategy would then be leveraged to reach new sources for recruiting diverse applicants, such as the State of Oregon Diversity and Inclusion job posting/newsletter, and targeted gender-or minority-focused associations, such as the International Association of Black Professional Firefighters, National Association of Black Veterans, and International Association of Women in Fire and Emergency Services.

### The 2015-16 Calls for Action

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

1. Communicate and implement the plan proposed by the G5 task force.
2. Develop and deliver learning opportunities for the TVF&R leadership team, supervisors, and all employees.
3. Research and identify appropriate measurements and associated instruments to gather data for comparison and to assess progress toward the stated Targeted Outcomes.
4. Engage in, and make use of, existing external programs, initiatives, and resources to support achievement of Goal V and the stated Targeted Outcomes.
5. Develop and enact communication strategies and materials specific to diversity and inclusion, targeted at both internal and external audiences.

## **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 agencies).
- 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.*

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.

Update for FY 2015-16:

- Awarded three State Seismic Rehabilitation Grants in December 2014, totaling \$2,358,000, to conduct seismic upgrades to Stations 62 (Aloha), 64 (Somerset), and 69 (Aloha/Cooper Mountain) up through March 2017.

*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-efficiency 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

## Strategic Plan, continued

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 Fleet Services and Facilities are extending the life-cycle of capital items.

### Progress Toward the Previous 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.

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 a 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).

### 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, and 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.

### The 2015-16 Call for Action

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

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

## Strategic Plan, continued

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

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

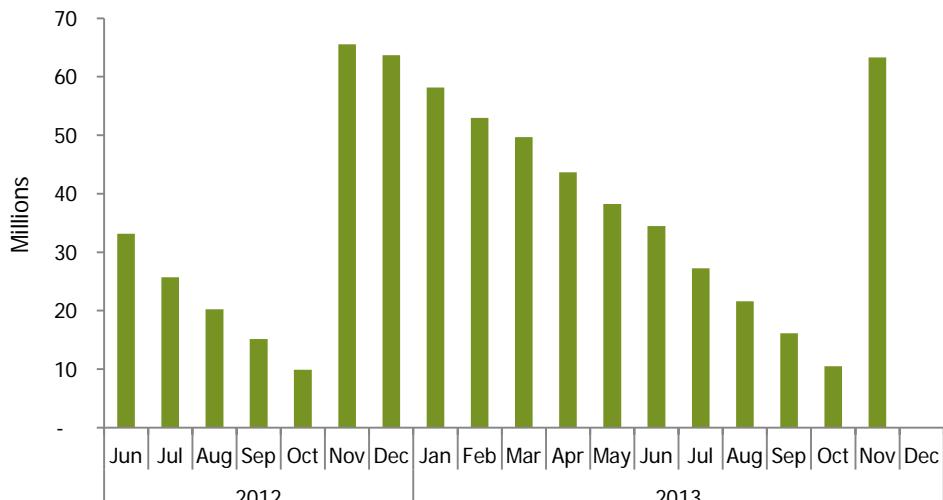
The District met its objective of maintaining at least five months of operating expenditures at the end of each fiscal year as depicted in Table 7.1 and Figure 7.1 on the following page.

*Table 7.1 Months of Ending Fund Balance*

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 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
<b>Total Revenue</b>	<b>97,614,684</b>	<b>102,041,012</b>	<b>105,386,459</b>	<b>107,884,158</b>	<b>109,495,194</b>
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
<b>Total Expenditures</b>	<b>64,862,574</b>	<b>69,170,042</b>	<b>71,512,609</b>	<b>74,719,105</b>	<b>75,024,298</b>
<b>Ending Fund Balance</b>	<b>\$ 32,752,110</b>	<b>\$ 32,870,970</b>	<b>\$ 33,873,850</b>	<b>\$ 33,165,053</b>	<b>\$ 34,470,896</b>
<b>Months of Fund Balance</b>	<b>6.1</b>	<b>5.7</b>	<b>5.7</b>	<b>5.3</b>	<b>5.5</b>

*(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.

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.

## Strategic Plan, continued

### 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.

### *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 the Previous Calls for Action

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

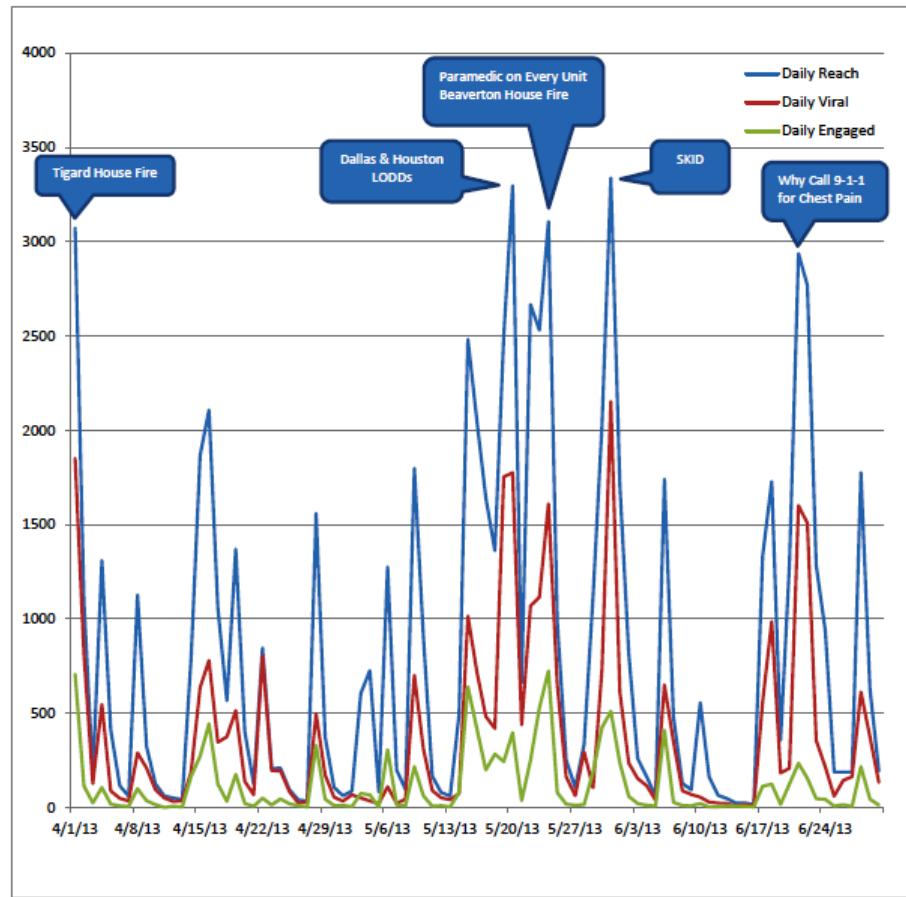
TVF&R's first Popular Annual Financial Report (PAFR) was prepared for the fiscal year ended June 30, 2013. The PAFR is a high-level financial summary intended to provide an accessible and easily understandable view of the financial activities of the District. The data reported is taken from the audited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

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 toward 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 YouTube 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](http://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&amp;R Intranet – Public Affairs and Information site)

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 affect 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.

## Strategic Plan, continued

The resulting benefit has been that budget managers are 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.

*Updated for 2015-16*

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

Planning was conducted for the replacement local option levy vote for May 2014, which was approved by the voters. Related messaging and information was shared with the public and employees.

*Update for FY 2015-16:*

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.

### 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.

## Strategic Plan, continued

### The 2015-16 Call 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.