

Strategic Plan

2013-14 STRATEGIC PLAN

The 2013 Strategic Plan is included here to emphasize the alignment of budgeted resources with strategies for improvement. The plan defines a vision for change and provides guidelines for formation and prioritization of strategies, annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan outlines the following:

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

MISSION STATEMENT

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

VISION & PRINCIPLES

OUR SHARED VISION

Our 2013 Strategic Plan is designed to support and build on the shared vision and principles familiar to every member of Tualatin Valley Fire & Rescue. Together, we invite all members of the communities we serve, along with our partner governmental agencies, to join us in supporting a shared vision for the safety of our community:

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

In fulfilling this community vision, we want our community partners to know that we are committed to being an organization that:

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

Strategic Plan, continued

OUR SHARED PRINCIPLES

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



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

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

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

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

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

ORGANIZATIONAL VALUES

The Board, management, and members of TVF&R are committed to upholding the following values in how we run our organization and work with each other:

- We value 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 positive work environment for all employees and volunteers.
- We value respect and tolerance.
- We value collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation and region-wide planning with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.


STRATEGIC GOALS, TARGETED OUTCOMES AND ANNUAL ORGANIZATIONAL REPORT CARD

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

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

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

Each year, staff completes a comprehensive assessment of the goals and outcomes in the form of a "report card." This review measures progress towards achievement of each goal and, through the "call for action" component, highlights target areas where divisional strategies, work plans, and budget requests should be focused to expedite achievement of that goal.

Goal I:	Reduce the number and severity of emergency incidents.	Trend
		 No Change

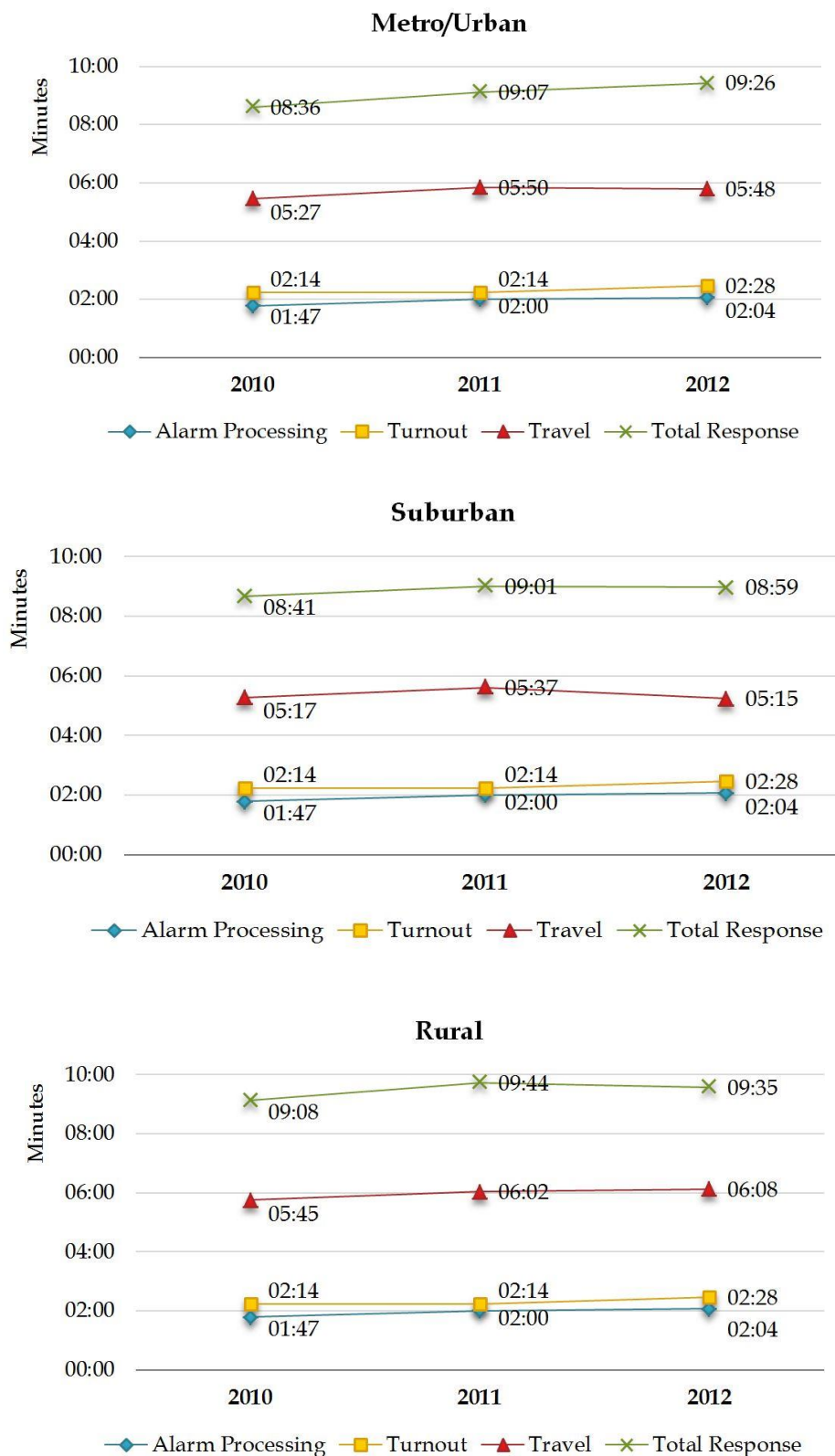
ANALYSIS OF TARGETED OUTCOMES

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

As shown in the Figure 1.1 graphs (in green), the District's baseline total response time performance for Code 3 incidents increased in the Urban planning zone, held fairly constant in the Suburban, and declined in the Rural. Performance is measured at the 90th percentile (rather than averages), meaning that nine out of ten responses happened in the time indicated or faster. Four time components are highlighted: alarm processing, turnout, travel and total response time.

Strategic Plan, continued

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



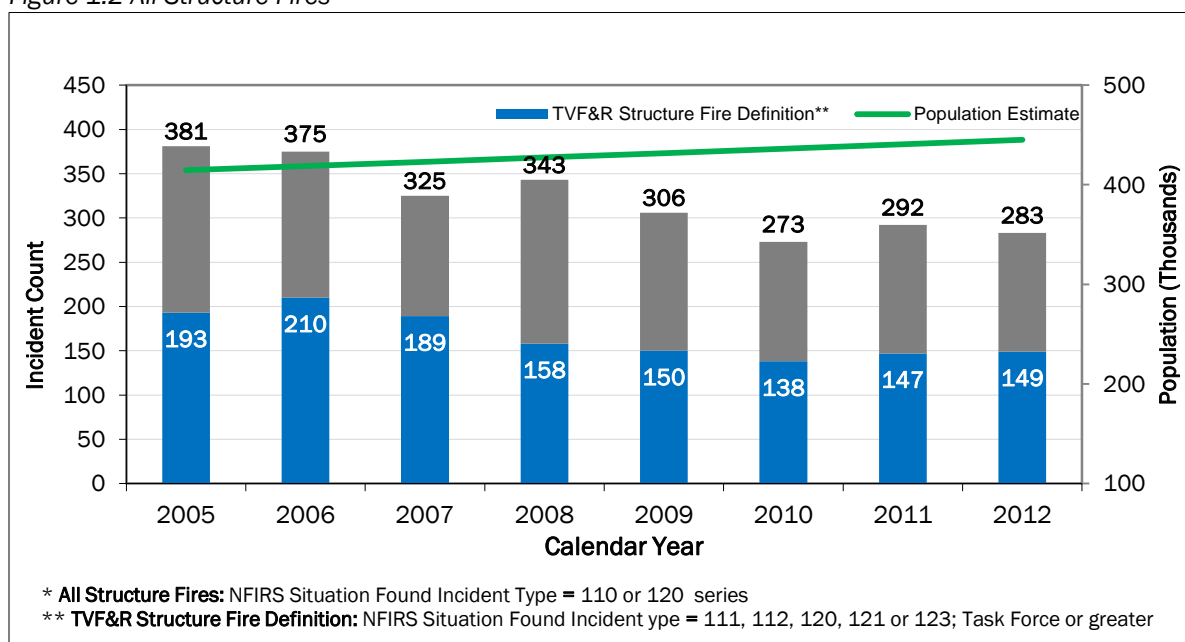
Strategic Plan, continued

Some of the increase reflected in the alarm processing component is purposeful. TVF&R has asked dispatchers to take the time necessary to increase the overall accuracy of call data. When compared against national standards (as detailed in the *TVF&R Standards of Cover*), the Rural and Suburban planning zone total response times measure up well, while the total response time in Urban is deficient.

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

TVF&R tracks structure fires in two ways. The total annual incident counts depicted by the gray bar in Figure 1.2 represent the 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 blue bar, focuses on fires of generally greater intensity, which are dispatched as a Task Force response or greater.

Figure 1.2 All Structure Fires*

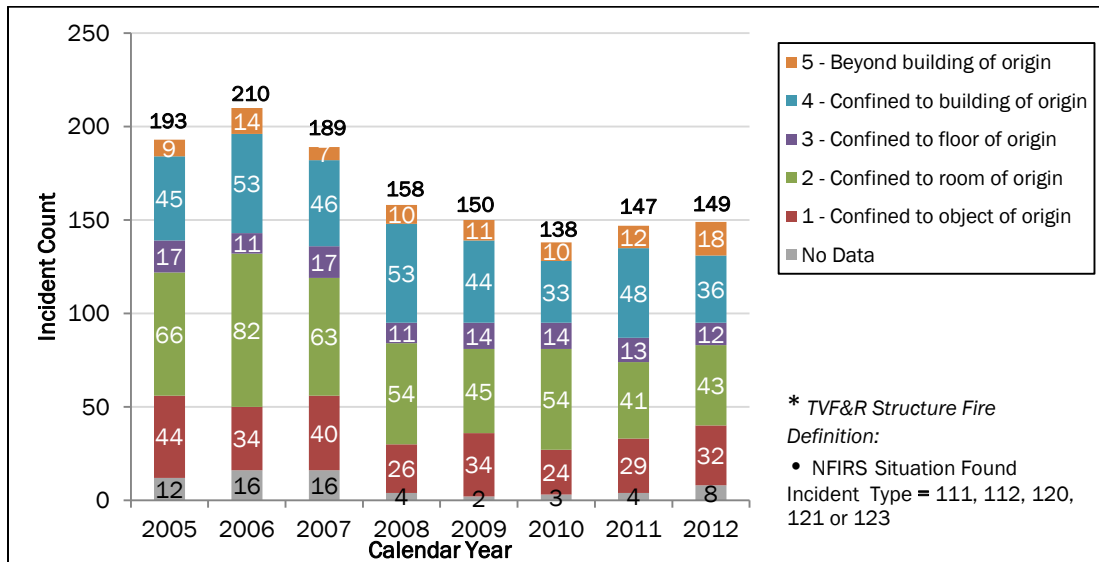


Based on the NFIRS definition, the overall per capita trend (fires per 1,000) continued downward for the five-year period of calendar years 2008 through 2012 (0.803 - 0.636), with a decline of 20.8 percent. Similarly, the trend for structure fires fitting the TVF&R-specific definition continued downward for the five-year period of calendar years 2008 through 2012 (0.370 - 0.335), with a decline of 9.4 percent.

Several indicators are used by the District to track the impact of structure fires. A key operational benchmark is the extent to which fire spread is limited. For the five-year period of calendar year 2008 through 2012, firefighter response contained the spread of the fire to the object of origin (e.g., a sofa fire) or room of origin (e.g., within a kitchen) at least 50 percent of the time, with the exception of 47.6 percent in 2011.

Strategic Plan, continued

Figure 1.3 Fire Spread in Fire 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 1.1). Civilian fatalities remained in the very low single digits and no fire-involved firefighter fatalities occurred during this reporting period. Since the beginning of calendar year 2008, property and content value has been captured for structure fires on a consistent basis, enabling the calculation of loss/value percentages. After several years of decline, the value/loss percentage for calendar year 2012 increased significantly.

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

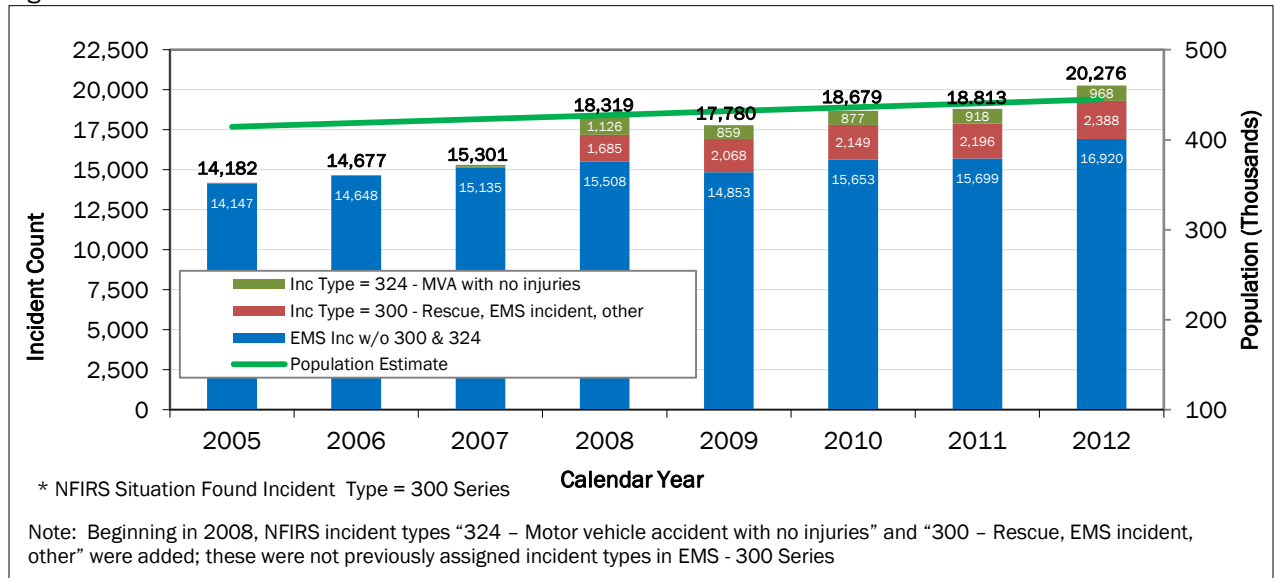
Fire Fatalities / Fire Loss Per TVF&R Structure Fire Definition*								
	2005	2006	2007	2008	2009	2010	2011	2012
Civilian Fatalities	3	1	1	0	2	2	1	1
Structure Fire Property/Contents Loss	\$ 9.7 M	\$ 10.70 M	\$ 6.6 M	\$ 15.8 M	\$ 8.1 M	\$ 7.3 M	\$ 5.6 M	\$ 11.9 M
Structure Fire Property/Contents Value	No Data	No Data	No Data	\$265.0 M	\$179.0 M	\$486.0 M	\$136.3 M	\$115.2 M
Structure Fire Loss/Value Percentage	-	-	-	5.96%	4.53%	1.50%	4.11%	10.33%
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.

The number of EMS incidents per 1,000 population remained fairly static between calendar years 2010 (42.83) and 2011 (42.70), with an increase in 2012 (45.56).

Figure 1.4 EMS Incidents*



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

The EMS Quality Improvement (QI) Committee established 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). Data is being collected, analyzed, and reviewed to provide a comparison to national standards for response. TVF&R will use national standards as a minimum but seeks to exceed these standards wherever possible.

Under the direction of TVF&R's Medical Director, Washington County's 9-1-1 dispatch center switched to providing Hands-Only Cardiopulmonary Resuscitation (CPR) instruction to callers to improve bystander CPR during a cardiac arrest. TVF&R crews also started using CPR standards focused on minimizing CPR pauses between defibrillation and changing out rescuers every two minutes.

TVF&R continued its work with the Resuscitation Outcomes Consortium (ROC) to improve advanced life support in trauma and cardiac arrest care. All cardiac arrest cases were submitted to the cardiac registry and reviewed by staff at ROC for feedback on CPR and patient outcomes. Reports provided back to crews reflected their performance in CPR and cardiac resuscitation.

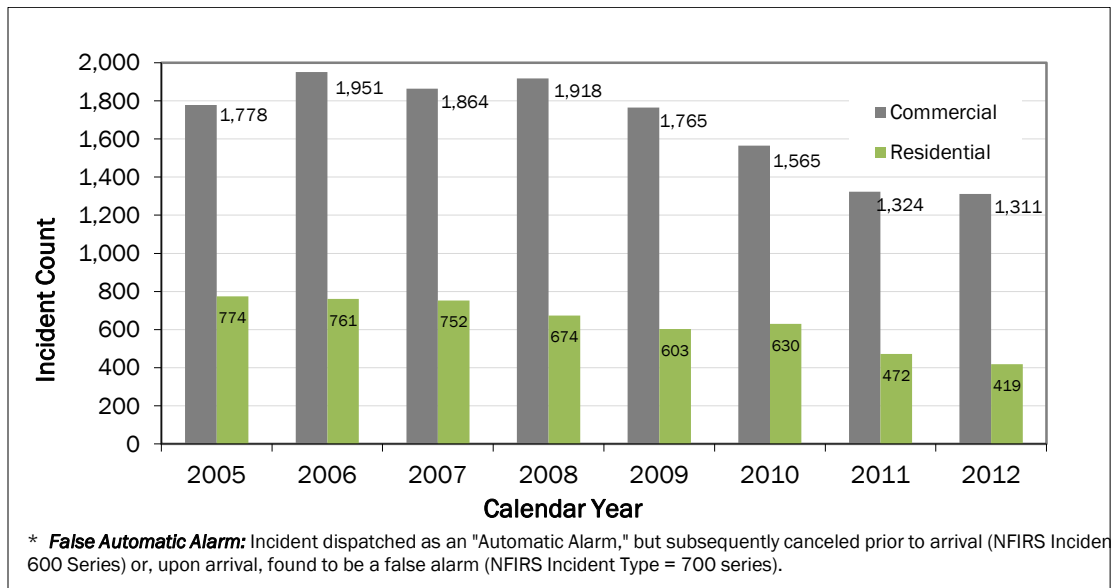
TVF&R actively participated in two hospital-sponsored STEMI QI groups at Legacy Meridian Park Hospital and Providence St. Vincent's Medical Center. These QI groups met quarterly to review STEMI performance by the various pre-hospital care providers. These meetings served as a forum for STEMI care improvement in the region.

Strategic Plan, continued

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

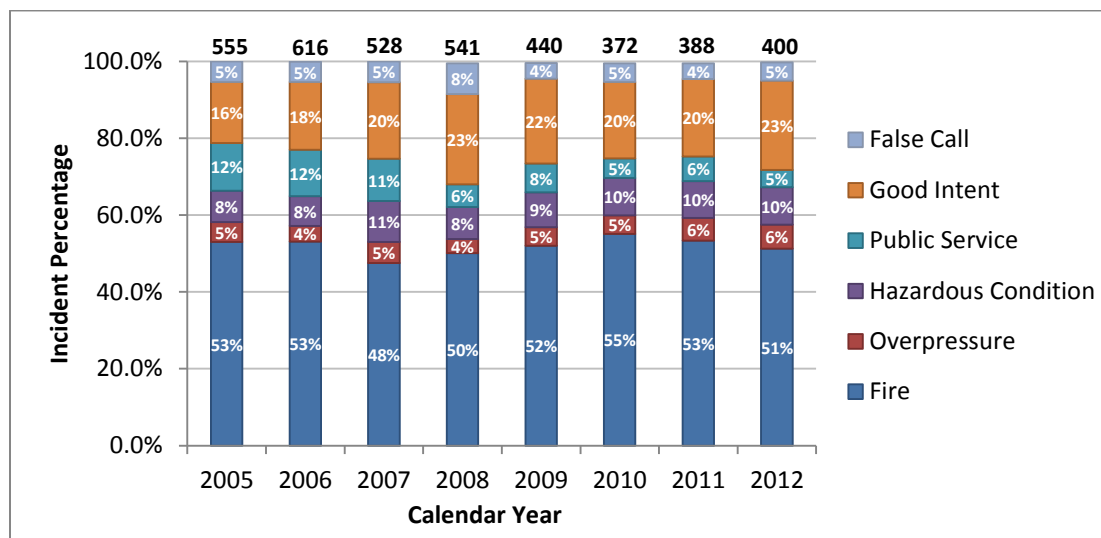
This outcome is fundamentally about increasing the reliability of information available through the dispatch process. After several years of double digit reductions, false automatic alarms were reduced an additional 3.7 percent in 2012. The five-year period from calendar year 2008 through 2012 reflects a 33.3 percent decrease.

Figure 1.5 False Automatic Alarms*



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

Figure 1.6 "Residential Fire" or "Commercial Fire" Situation Found Categories by Incident Percentage



Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

- 1. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.**

A new alerting technology was deployed connecting the dispatch center and fire stations via a digital signal. This is expected to speed the alarm processing interval by several seconds, with the biggest benefit occurring on incidents requiring a multi-company response. The travel time component is being addressed in part through the District's more assertive engagement in transportation priority setting by partner cities and counties. Efforts to move Station 68 to a more strategic location are back on track after a year's delay due to land use issues. Finally, capturing real-time operations performance metrics (including turnout time) is a prioritized element of the District's project to expand its geospatial information system (GIS) technology.

- 2. Develop metrics for "inaccurate location" and "inaccurate dispatched call type" calls.**

A suggested "inaccurate call type" metric for fires was developed (as represented by Fig. 1.6). Potential metrics for "inaccurate location" call types have yet to be identified, but District leadership has asked that issues underlying this problem continue to be reviewed and analyzed in cooperation with dispatch center personnel.

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

The EMS Division worked on several fronts to position EMS responders to contribute to more efficient and effective health care delivery. A TVF&R Paramedic joined Washington County's Mental Health Response Team on a pilot basis to bring emergency medical knowledge to a team currently composed of law enforcement and a mental health specialist. The team's objective is to reduce the number of mental health crisis situations that escalate to a law enforcement issue and to enhance the overall stability of at-risk individuals.

Improved data sharing has been a priority for outreach to hospital systems and Health Share of Oregon, the primary Coordinated Care Organization (CCO) for the service area. While staying mindful of patient confidentiality issues, efforts are being made to share pertinent information on those individuals seen in common by District paramedics and these health care providers.

The District has also taken a lead role with the regional EMS group that is coordinating with Health Share of Oregon on specific EMS strategies. An early focus has been on more appropriate service options for low acuity patients rather than a costly visit to a hospital emergency room.

- 4. Develop community risk-reduction efforts; communicate outcomes internally to personnel and externally to the community and key leaders.**

The Community Risk Reduction program (CRR) was implemented in all 20 fire stations. Each station identified one or more projects on which to focus their CRR efforts. An intranet website was developed as a central repository for all of the project documentation. This site also allows personnel to see what other worksites have focused their efforts toward. With input from the pilot program, the Planning Division updated how first due area incident data is acquired and used. In addition, several new resources have been created and shared with station staff to use in their efforts (e.g., Partnering in Patient Care brochure, Rural Addressing brochure).

Strategic Plan, continued

Internal communication on CRR efforts have been achieved through a number of resources. Station Captains took turns presenting their CRR activities at the monthly District Staff meeting, CRR activities were showcased on the District's closed cable television channel programming (e.g., Chief's Corner monthly program), in the Current News bulletin on the intranet, and during the Board of Directors/Budget Committee meetings. External communications about the CRR program were featured via the *Safety Matters* newsletter, community academies, the Apartment Managers Workshops, city council meetings, community meetings, social media, and the external website (www.tvfr.com).

5. Improve the quality of fire report writing, data collection, and QI review for fires consistent with the standards achieved for EMS.

The Operations Quality Improvement Committee (OPS-QI) took numerous substantial steps to improve the quality of fire reports, including establishing a quality assurance review system for fire reports. Fire report review has become a standing agenda item on their monthly meetings. They also initiated updates to the OnSceneRMS system's standard calls list to ensure accuracy for commonly-used report options. OPS-QI is working to integrate fire report information into new Company Officer curriculum and Company Officer training. Finally, a new policy was implemented for incident report writing that establishes standard procedures for all reports.

6. Support efforts to require or encourage installation of residential sprinkler systems.

To actively support efforts to require or encourage the installation of residential sprinkler systems, TVF&R hosted the first residential sprinkler symposium in the state. With the continuing downturn in the residential real estate market, efforts to mandate residential sprinkler systems would be untimely. However, the District continues to make progress on educating and encouraging builders and homeowners to voluntarily install residential sprinkler systems, or utilize them as a trade-off in difficult development scenarios.

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

Progress on this task was limited during the reporting period, but it remains a leadership priority. An updated *Standards of Cover* (SOC) document was adopted by the Board of Directors at the April 23, 2013 meeting; and strategies have been identified for conveying key elements of the document to personnel. Financial resources for the integration of the SOC into ORSMS have been requested for the fiscal year 2013-14 budget.

CHALLENGES

A variety of factors have made deployment planning more challenging, including a desire by some neighboring agencies to site fire stations based on geo-political boundaries rather than an efficiency-based regional approach. Several substantial Urban Reserve Areas were established and will be developed as new residential centers in the service area, which adds additional layers of challenges. These circumstances complicate existing travel time issues in several areas of the District.

OPPORTUNITIES

Progressive build-out of the 2006 capital bond-funded construction projects has and will continue to be an opportunity to relocate fire stations to be more responsive to current and future development patterns and emergency call types. The ongoing implementation of station-based risk reduction programs will expand efforts to reduce the number and severity of emergency incidents. The health care system's openness to pilot projects to test strategies to meet Oregon's Triple Aim (i.e., Better Health. Better Care. Lower Cost) fits well with the District's commitment to innovation and requires continued assertive action. One of those projects, specifically participation with response partners in the Clackamas County ASA (Ambulance Service Area)


Strategic Plan, continued

franchise request for proposals process, opens possibilities for redefining how TVF&R is connected to the regional emergency medical system.

THE 2013 CALL FOR ACTION

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

1. Reduce response times through data analysis, innovative resource deployment, call stratification, station relocations/additions, new technology, and other strategies.
2. Work with partners to refine and target metrics to better capture inaccurate call types and location.
3. Continue prevention efforts aimed at EMS and other non-fire events. This includes research on innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health services, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.
4. Continue to refine targeted Community Risk Reduction efforts with an emphasis on developing steps toward long term evaluation tools.
5. Improve the quality of incident report writing and data collection through QI review, system maintenance and enhancements, and education.
6. Support efforts to encourage installation of residential sprinkler systems in the early stages of new development.
7. Educate personnel on significant changes within the *Standards of Cover*, including but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures.

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

ANALYSIS OF TARGETED OUTCOMES

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

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

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

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

Strategic Plan, continued

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

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

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

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

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

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

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

Tracking Citizen Use of Emergency Medical Cards: Station 35 is tracking the availability of completed emergency medical cards (a.k.a., refrigerator cards) on medical calls as well as working to distribute the

Strategic Plan, continued

cards through local businesses, community meetings, homeowners associations, and assisted living centers. The intent is to reduce or eliminate the need to collect patient medical information on arrival to decrease time between crew arrival and transfer of patient care.

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

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

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

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

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

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

PROGRESS TOWARD 2012 CALLS FOR ACTION

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

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

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

Strategic Plan, continued

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

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

- Utilized Integrated Operations staff to identify and develop strategies to recruit apartment communities that had not yet attended the training.
- Partnered with Housing Authority of Washington County (HAWC) to increase their landlords' participation in a TVF&R Multi-Family Fire Reduction Program. In fiscal year 2011-12, there were eight HAWC landlords who attended, compared to two in 2010-11 and 13 between 2006 and 2010. Increased participation by all new staff who manage these properties is anticipated in 2013 and beyond.
- Staffed an informational booth at the Spectrum conference, which attracted over 1,000 landlords, maintenance staff, and property owners from the Portland metro area.

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

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

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

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

Strategic Plan, continued

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

Answer	0%	100%	Number of Response(s)	Response Ratio
Smoke alarms			50	96.1 %
Kitchen fires			50	96.1 %
Electrical fires			39	75.0 %
Youth fire intervention			27	51.9 %
Safe exiting			33	63.4 %
Cigarette safety			42	80.7 %
Matches & lighter safety			27	51.9 %
Holiday safety			40	76.9 %
Fourth of July safety			37	71.1 %
Barbecue safety			41	78.8 %
Fire lanes			29	55.7 %
Winter safety			44	84.6 %

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

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

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

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

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

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

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

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

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

Strategic Plan, continued

CHALLENGES

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

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

OPPORTUNITIES

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


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

THE 2013 CALL FOR ACTION

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

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

Strategic Plan, continued

Goal III: Enhance preparedness for catastrophic and uncommon events.	Trend
	 Better

ANALYSIS OF TARGETED OUTCOMES

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

The North Battalion Headquarters (NBHQ) "opened" for use in early 2012 and was activated for the first time during the April countywide exercise. This completes the transition of the NBHQ from the cramped C5 quarters and places oversight under the North Division Chief and North Operating Center (NOC) staff. The Fire Operations Center (FOC) and NBHQ each had dedicated Amateur Radio (ARES) staffing with a station manager and staffing pool for each site (including monthly equipment checks, exercise participation, and ARES "ownership"). Although NBHQ is looking for a new station manager, there seems to be a sustainable presence at both sites.

The April countywide exercise provided the opportunity to assess four new/updated tools for disaster communications and situational awareness: the mutual aid radio channels designated by the National Public Safety Planning Advisory Committee (NPSPAC), personal accountability reports (PARs) from on-board mobile data computers (MDCs), the WebEOC system, and new windshield survey damage assessment routes and reporting structure. Findings included:

- NPSPAC channels provided better-than expected coverage for tactical traffic
- Use of MDC-based PAR reports was sufficient to generate necessary input for substantial improvements (since completed)
- Despite real and exercise-related problems, WebEOC and the new windshield survey procedures (both discussed in Outcome C) showed substantial promise for internal and regional use

As it relates to improvement in space, stuff, and systems, there remains the need for improvement in staff, which is the most important. The transition to a more electronic FOC and becoming proficient in most aspects of the incident planning process have been slow and will require continued focus in 2013.

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

The Capital Projects Team coordinated the construction of new Station 65, and made major progress on the new South Operating Center/Station 56 shared facility, both of which meet the District's seismic standard. Work started on the designs for Station 51 and 52 remodels to include structural standards. New building plans for Station 53 are in the early phase of design. Education was provided by Facilities Maintenance staff and the Safety Committee for securing non-structural items (e.g., file cabinets, computer monitors), and safety and security in new and existing stations—especially the Operating Centers. Overall, as new buildings are designed and construction completed, the rating for this outcome will continue to improve; however, it will be at the pace of the capital projects long-range plan.

C. Fostered enhancement of regional emergency management capabilities.

The District either led or substantially participated in several countywide/regional initiatives that showed significant results in 2012.

The April countywide exercise used the WebEOC system for exercise design, damage assessment reports, and general situational awareness. WebEOC is also the centerpiece of the Regional Logistics Support

Strategic Plan, continued

Team, providing online resource ordering and tracking (still in development but well along); this developing capability could support individual counties or the entire region itself.

The focus of the April exercise was implementing the new countywide damage assessment process, with all agencies reaching consensus on critical-facility definitions and priorities, procedures, and reporting forms (paper and electronic). Impact on District operations was substantial: for the first time, District crews did not have to cover every facility by themselves, resulting in reduced survey/reporting burden, more consistent criteria, and more realistic survey routes (based on likely travel paths rather than on first-due areas).

Driven in part by planned exercises in 2013, a Medical Care Point protocol that will be realistic and relevant to all regional stakeholders is under development.

The District provided fire-service and emergency management input on post-earthquake water system needs and other content recommendations to the draft Oregon Resilience Plan, which was established to identify 50-year seismic-resilience priorities for infrastructure and other critical sectors.

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Advocate for the development of performance benchmarks for regional emergency management organizations in which the District services as a major participant.

After a very active year of engagement with the leadership of Washington County Office of Consolidated Emergency Management (OCEM), District leadership has a new appreciation for the varied expectations that prompt the partners (Washington County, Hillsboro, Tigard, Beaverton, and TVF&R) to participate in OCEM. As the one agency that has emergency response as its core mission, TVF&R has pushed for a focused OCEM work plan and performance benchmarks, and advocated for a substantial level of member commitment. While still believing that this would be ideal, the reality of the general government partners' varied expectations and commitments to OCEM makes the pursuit of shared performance benchmarks unrealistic at this time. Even so, OCEM and its staff still provide significant value to TVF&R. Connections among senior staff and elected officials in the participant organizations contribute toward a collaborative foundation (e.g., exercises, training, public information, and political matters) that helps build a regional approach to preparedness. The concern is that, absent greater commitment, the foundation is not as strong as it should be and may provide a false sense of security. Individual OCEM staff contribute to the District's efforts through coordination of grant processes, connections with a substantial network or people and resources, coordination and action on issues involving overlapping jurisdictions (e.g., a boil water order), and facilitation of multi-county initiatives.

The Regional Disaster Preparedness Organization (RDPO), and District membership/leadership in it, is still in its early stages; meaningful performance assessment does not yet seem possible. Despite that – possibly because of it – it is worth defining District objectives and decision points, i.e., District goals and indicators that those goals are being met and/or that the likelihood and desirability of the RDPO itself becoming a sustainable organization are sufficiently high.

2. Advocate with the Washington and Clackamas County Fire Defense Boards to take the lead on updating and testing their fire resource management plans, in cooperation with their respective emergency management offices, and to incorporate them into their county Emergency Operation Plans.

The Washington County Fire Defense Board (WCFDB) has initiated the update process for the countywide fire resource management plan. There is general agreement on what the updated version should contain, how it should be structured, who should be involved, and what input should be provided to the State Fire Marshal to make the State Fire Mobilization Plan more conducive to smooth operations in event of a mobilization.

This process has not yet begun in Clackamas County, but a successful WCFDB outcome could provide the combination of momentum, credibility, and template in 2013.

Strategic Plan, continued

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

Information Technology developed a concept of operations for incident response for continuity and recovery related to network disruptions. This was the basis for a Fire Chief's Office tabletop exercise in August, which raised internal awareness but still needs to be reinforced for the entire organization. Division Chiefs/Managers were briefed on expectations for continuity of operations fundamentals: identifying critical tasks, tying division/departments priorities to District priorities during uncommon events, maximizing capability to contact and exchange information with staff when primary systems are degraded or unavailable, and reinforcing staff preparedness at home and at work. The District Emergency Operations Plan identifies critical functions and divisional responsibilities; Division Managers are responsible for validating that content, for coordinating among each other on supporting critical functions, and maintaining currency. Standard Operating Guideline 11.1.10.1 was approved to establish Operating Center drills and make Division Chiefs responsible for their respective Operating Centers.

4. Improve emergency preparedness and response coordination through integration of the three Operating Centers with interagency and intergovernmental partners.

The physical space, equipment, and systems for the North Battalion Headquarters (NBHQ) were completed in early 2012 at the North Operating Center. The new NBHQ was activated and staffed for the April 2012 countywide exercise, allowing a low-key test. For the first time, the District had dedicated amateur radio stations managers for the FOC and NBHQ (the manager for the latter has since stepped down, resulting in a search for a replacement).

Completion of the new South Operating Center in calendar year 2013 will complete the transition to BHQs co-located with Operating Centers. The District is still evaluating models for BHQ roles, BHQ-FOC interaction, and the best way to coordinate with member cities before and during disasters.

5. Establish a consistent method for evaluating the District's ability to respond to and recover as an organization from major emergencies and catastrophic events.

The most meaningful aspects of preparedness are qualitative, but they can be assessed consistently and (mostly) objectively. Criteria based on compliance with mandates (e.g., National Incident Management System/NIMS) or consensus standards (e.g., NFPA 1600, accreditation) tend to be either too specific (e.g., number of people trained to a certain level) or too broad (e.g., presence of an emergency operations plan). Detailed review of District after-action reports for exercises and real incidents, along with applicable lessons from exercises and real incidents elsewhere, so far offers the best means of evaluation. Qualitative review to date indicates recurring deficiencies as well as successfully addressed needs. As is common in other domains, it is easier to implement physical/engineering improvements than behavioral ones. More detailed review should allow identification of progress and ongoing needs, along with prioritization of the latter. If nothing else, findings indicate a need to change how TVF&R trains and exercises the FOC and BHQs, i.e., a new way of doing things for emergency management.

CHALLENGES

Internally, the greatest challenge by far is staff training/exercises. The combination of lack of real disasters and the limitations of exercises (especially those that must meet external needs) demands more productive training and practice, and a better way of testing (exercising) staff, so that there is less individual focus on performing "correctly" in exercises and more on gaining proficiency at the task and system level. Many staff are not yet comfortable with electronic information systems (themselves continually evolving); those systems are the way of the future and for many agencies are becoming the way of the present. That presents opportunities as well as challenges, but the challenges are more immediate. The three-Operating Center model requires less staff-intensive systems and the District (and region) as a whole require greater real-time information-sharing.

Strategic Plan, continued

The greatest external challenge related to this goal is the status of constituent cities and other partners: few local emergency management programs are in ascent, and several experienced personnel have left or will soon be leaving. The District can strongly encourage its partners to maintain fundamental capabilities for responding to and recovering from disasters, but cannot dictate as such.


OPPORTUNITIES

The most significant opportunity for fiscal year 2013-14 is completion of the new South Operating Center, which will include the South BHQ (doubling as a backup FOC). This will co-locate almost all District day staff, (other than those assigned to Training and to Clackamas Fleet operations) with their FOC/BHQ; it will also provide a substantial upgrade to the District's backup network capabilities.

THE 2013 CALL FOR ACTION

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

1. Work with the 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, and to incorporate them into their County Emergency Operation Plan.
2. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.
3. Improve emergency preparedness and response coordination through integration of the three Operating Centers with interagency and intergovernmental partners.
4. Complete and implement a mechanism for evaluating the District's ability to respond to and recover as an organization from major emergencies and catastrophic events.

Goal IV:	Foster an environment conducive to the safety and health of all members.	Trend
		 No Change

ANALYSIS OF TARGETED OUTCOMES

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

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

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

Strategic Plan, continued

Figure 4.1 OJI Extended Leave by Fiscal Year

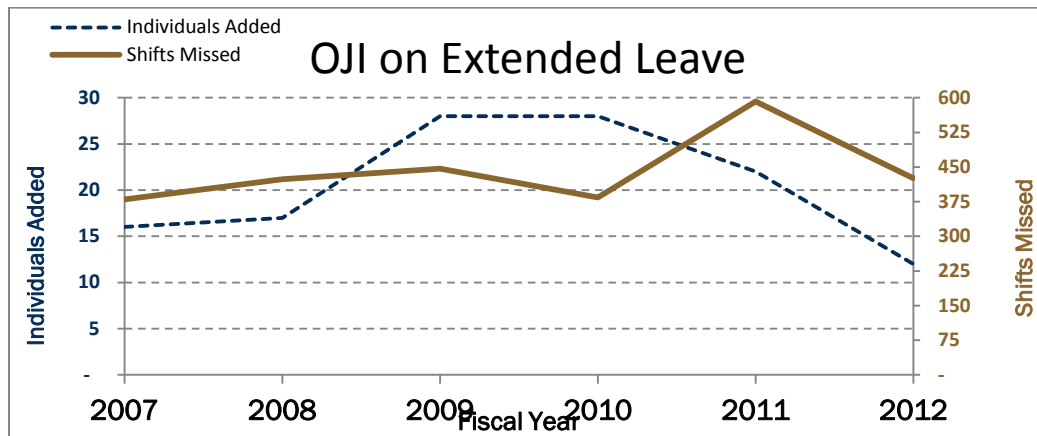
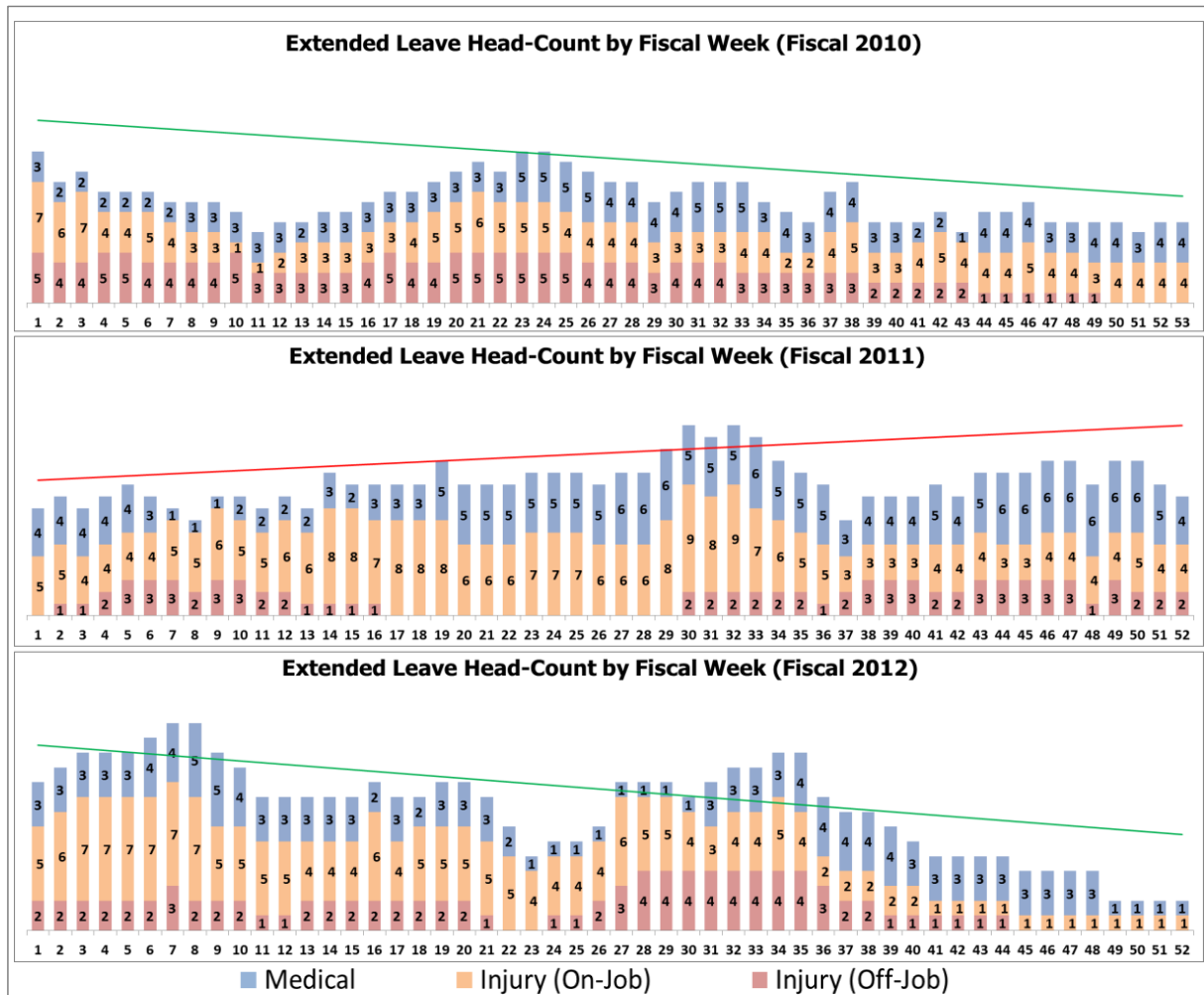


Figure 4.2 below represents weekly head counts of medical and injury extended leave types in the past three fiscal years. While fiscal year 2011 trended upward, fiscal year 2012 had a more significant and consistent downward trend.

Figure 4.2 Extended Leave Head-Count by Fiscal Week



Strategic Plan, continued

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

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

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

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

Additional 2012 findings also indicate:

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

C. Improved workplace safety trends.

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

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

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

Strategic Plan, continued

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

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

PROGRESS TOWARD 2012 CALLS FOR ACTION

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

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

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

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

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

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

Survey Data

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

Clinical Screening

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

Strategic Plan, continued

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

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

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

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

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

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

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

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

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

Strategic Plan, continued

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

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

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

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

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

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

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

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

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

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

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

CHALLENGES

TVF&R's Occupational Health Services and Wellness program staff are working under inordinately heavy workloads to provide services to over 300 TVF&R firefighters and more than 50 enterprise client agencies. As the scope of these services has expanded over the years, so has the risk to the District and the complexity of

Strategic Plan, continued

the supporting administrative and business management requirements (e.g., records keeping, data management, billing, program analysis). The scope and type of services provided by Occupational Health and Wellness programs should be evaluated to validate a realistic, manageable, and strategically-defined program model, and determine the appropriate depth of resources, infrastructure, and expertise needed to support that model.

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

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

OPPORTUNITIES

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

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


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

THE 2013 CALL FOR ACTION

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

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

Strategic Plan, continued

Goal V: Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

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

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

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

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

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

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

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

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

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

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Finalize, implement, and communicate to all personnel the multi-year diversity plan.

Through numerous meetings, the G5 came to appreciate the complexity and expertise demands associated with this call for action. Progress was limited to establishing the foundational specifications, scope, and priorities for a multi-year plan based on what will provide the best return on investment for the organization. As such, the G5 proposed that the District would be best served to invest in the selection and hiring of a consultant that will assist with completion of the multi-year plan.

2. Capture trends specific to employee awareness regarding the benefits of a diverse workforce, as well as employee's cultural competency.

No progress was made toward this action statement; however, within the proposed framework for the multi-year plan, the G5 called for the development and execution of survey instruments that better define the current state of diversity and cultural competency within TVF&R. Additionally, the G5 identified the intent to develop a diversity score card that would measure and routinely track the impact of specific diversity initiatives on achievement of organizational goals and targeted outcomes.

3. Pursue updated service area demographics based on 2010 census data.

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

CHALLENGES

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

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

OPPORTUNITIES

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

As part of its strategic planning function, one of several activities discussed by the G5 was working with National Testing Network (NTN) to review the entry-level firefighter recruitment and selection processes in relation to diversity objectives, including NTN's recruitment of targeted groups, and an analysis of the

Strategic Plan, continued


disposition of members of those groups through the application, testing, and selection processes. G5 also outlined the need to identify barriers that reduce TVF&R's effectiveness to recruit and hire with greater diversity and develop initiatives to reduce those barriers.

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

THE 2013 CALL FOR ACTION

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

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

Goal VI: Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
<i>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.</i>	 No Change

ANALYSIS OF TARGETED OUTCOMES

- A. District's compliance toward industry certifications, standards, and best practices (e.g., CFAI accreditation, ISO rating, GFOA status, DPSST certification, Moody's rating) maintained or increased.

Compliance at the higher-end of industry and District standards has been maintained in all areas.

Strategic Plan, continued

Table 6.1 Industry Standards Compliance

	2010	2011	2012
Commission on Fire Accreditation International (CFAI) Accredited Agency Status	✓ <i>Re-accredited August 2010. Good for 5 years.</i>	✓	✓
Insurance Services Office (ISO) Rating ¹	✓ <i>Rated in 2009. Good for 10 years.</i>	✓	✓
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	✓	✓	✓
GFOA Certificate of Achievement for Excellence in Financial Reporting	✓	✓	✓
Moody's Investor's Service Credit Quality Rating ²	Aaa	Aaa	Aaa
Oregon Dept. of Public Safety Standards and Training (DPSST) Agency Certification	✓	✓	✓
TVF&R Individual Mandatory Compliance Training (IMCT)	✓	✓	✓

¹ Rating in incorporated areas = 2; in unincorporated areas = 3; in unincorporated areas 5+ miles from fire station = 10

² Aaa is the highest rating that Moody's bestows to public organizations based on fiscal policy, responsible practices, revenue, and liabilities.

In addition to the maintenance of the industry standards detailed above, there has been a significant effort District-wide to maintain proficiency in operations and business practices. Examples include SCBA Training, CPR/AED training, specialty team certifications, NIMS certifications, as well as strategy and tactics training. Compliance with OSHA, CDC, NFPA, and public health mandates has also been maintained, including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.

B. A training and operational focus emphasizing the critical importance of individual accountability for competency and craftsmanship achieved.

The Training Division has utilized several mediums to reinforce core competencies and accountability for operational personnel, such as the fire behavior training prop, acquired structures, the critical skills program, probationary benchmark evaluations, and Company Officer training. Skills include fire behavior training, mental mapping, apparatus operation, SCBA familiarization, communications, and situational awareness.

Though there was a slight increase in apparatus, vehicle, and facility damage (47 incidents compared to 43 incidents in fiscal year 2010-11), the trend remains down from the peak of 65 occurrences in fiscal year 2008-09. Meanwhile, the District is maintaining an intensified focus on safe driving.

At some stations, officers have shared the accountability for routine training and proficiency maintenance with their subordinates. This has empowered firefighters to develop engaging content, to collaborate with other shifts, to be creative, and ultimately foster leadership skill.

Additionally, there was a purposeful focus on leadership training and performance assessments/management throughout the organization.

Strategic Plan, continued

C. Major innovation efforts institutionalized.

While the District did not launch a significant new innovation during this reporting period, the Community Risk Reduction (CRR) program implementation continued at all fire stations and intervention/education activities are being established and measured by integrated operations personnel. Examples of CRR activities include:

- Multiple Hands-Only CPR initiatives involving Valley Catholic and West Linn High School resulted in 2,500 people being trained in Hands-Only CPR.
- Research and implementation of the PulsePoint mobile application by the EMS Division to improve cardiac arrest survival rates by increasing bystander CPR/AED response.
- Blood pressure screenings for over 100 citizens accomplished through a collaborative effort between Station 67 and Recruit Academy 12-01.
- A law enforcement ride-along program engaging all stations in the North Operating Center.
- Improved access to large multi-family complexes with high call volume in all Operating Centers, as well as increased fire safety outreach to tenants and property managers.
- A rural addressing audit in the South Operating Center for better access and response.
- A template for assisted living center staff to facilitate better interactions with first responders and staff, as well as clarification of non-emergent dispatch protocols.
- Increased communication in all Operating Centers with transportation partners for traffic safety improvements at high call volume intersections and corridors.
- Better coordination on mental health crisis calls for Station 62 due to improving relationships with multiple agencies including law enforcement, Washington County Mental Health Crisis Response Team, and private social/mental health services.
- A public and private partnership between TVF&R, Novellus, and Air Products that outfitted all Tualatin Police units with AEDs.

Several core business function advances occurred, which are essential to current operations and the long-term viability of the District, including:

- Records storage enhancement
- Improved project management tracking for capital construction projects
- Leveraging GIS data and analysis for improved deployment and evaluation of property tax trends

D. Overall performance improved based upon processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.

TVF&R engaged in multiple quality improvement processes for emergency medical services and fire suppression. With medical calls representing the largest portion of the District's emergency response (as much as 80 percent), it is imperative that performance and patient care are measured and improved. The EMS Division established three quality improvement (QI) process action teams (PATs) to review all airway/intubation calls, cardiac arrests, and ST-elevated myocardial infarctions (STEMI)* to gain greater understanding of the District's response to these time-critical events and improve patient outcomes. A partnership was forged with Washington County Mental Health, specifically the Crisis Team, to develop a

Strategic Plan, continued

reporting system to follow up on care of patients with mental illness. In Washington County, the District adopted the Ambulance Resource Management Utilization Program, which provides emergency transport to the hospital by fire crews when the ambulance service in Washington County is unable to arrive in a timely manner due to call load, location, etc.

In an effort to procure a higher level of data accuracy for planning, establishing service measures, and determining resource deployment, the Operations QI Committee (Ops-QI) initiated an ongoing review of each fire report since January 2012 to determine if the appropriate “incident type” was used, follow-up is conducted, and corrections are made if needed. Training specific to correcting common mistakes is provided as well.

Ops-QI also initiated a review of the “standard calls” designations in OnSceneRMS (records management system), which are based on the National Fire Incident Reporting System (NFIRS) incident types. There are almost 200 NFIRS incident types that a user can choose to document the situation found of an incident. Some of the Incident Type definitions are vague, can appear to be repetitive, and are not intuitive. Honing the “standard calls” feature will make reporting easier for crews and will improve accuracy.

** NOTE: An ST-Elevation Myocardial Infarction (STEMI) is a very serious type of heart attack during which one of the heart’s major arteries that supplies oxygen and nutrient-rich blood to the heart muscle is blocked.*

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Reinforce the District’s culture as one that emphasizes preparedness and prevention in addition to response.

The Integrated Operations model has increased the interaction between prevention, suppression, EMS, and public affairs personnel with the shared aim of community risk reduction and response readiness.

In fiscal year 2012, crews, Integrated Operations personnel, and Safety Education Team members participated in 755 community events. At every event, a specific education topic is reinforced, for example, home fire escape planning, emergency planning, fall prevention, etc. There has been a particular emphasis on medical issues and equipping our community to be part of the chain of survival during cardiac events by teaching Hands-Only CPR.

2. Keep personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District’s focus on prevention, preparedness, and response.

Several outlets were used to keep the District’s workforce updated on operational and risk reduction priorities including Company Officer trainings, monthly Integrated Operations briefings, managers’ meetings, Chief’s Corner broadcasts, District Net (i.e., the Bulletin Board and SharePoint), and social media. Specific to the Community Risk Reduction program, a SharePoint site documents all station activities, project goals, and progress.

Challenges remain with multiple locations and shifts; the in-person delivery of information, particularly by the Fire Chief’s Office, seems highly valued. Maintaining the momentum of Integrated Operations and the work required to shift the organizational focus to prevention requires continued communication and face time with between workgroups.

3. Encourage innovation in all areas to help safeguard the long-term viability and vitality of District services.

Several innovations were initiated that are essential to the successful core business functions, including:

- New occupancy database system development and migration planning

Strategic Plan, continued

- Records storage enhancement
- Planning for enterprise-wide use of GIS technology
- Financial analysis and education regarding property tax compression, revenue streams, and other market factors
- Continued expansion of paperless processes

4. Reinforce the importance of individual ownership and craftsmanship and their connections to the Chief's Bull's-Eye and the organization's fiscal health.

Safety and performance are at the center of the Chief's Bull's-eye. Whether managing personnel on an emergency scene or conducting regular business, maintaining clear communication between supervisors and employees reinforces expectations and ownership.

Several activities during this reporting period have encouraged craftsmanship or demonstrated financial stewardship, including:

- Development of the Promotional Growth Program, which includes task books, and ride-a-longs to create a better understanding of responsibilities for Company Officers.
- Evolution of firefighter recruit academy instruction to have "standing orders" to model District values, accountability, self-reflection, leadership roles, and responsibilities, which has translated to better retention rates and depth of abilities.
- Enhancement of the car/medic program to improve performance and response times on basic life support (BLS) medical and community assistance calls.
- Revision of the water tender deployment model (two per station).
- Development of the organizational report card to track progress on the strategic goals, as well as tying achievement of the related targeted outcomes to the performance evaluation process.

5. Manage successful implementation of organizational change initiatives; maintain once implemented.

Organizational change is a common at TVF&R and District personnel are largely supportive, but the effort required to fully adapt to a major change initiative cannot be underestimated. A good example has been the MUNIS business integration software system, which continues to be a challenge for some personnel several years after its implementation. Regular users are less challenged than those who use the system infrequently. One-on-one training and a variety of on-line modules have been developed, and a steering committee of the varied user groups has been chartered to help guide ongoing implementation efforts. The system provides better integration of business data, but ongoing attention must be paid to training and system improvements if it is to achieve its full value.

The Asset Management Program (AMP) has been a business model for the acquisition, maintenance, and surplus of material within eight program areas of Integrated Operations: EMS equipment, personal protective equipment/uniforms, wildland, information technology/communications, respiratory, apparatus/vehicles, firefighting equipment, and special operations. The program has created consistency and a systematic process where the end-user can influence outcomes, build consensus, and exercise ownership. It also provides career development opportunities through the exposure to other District departments, industry professionals, and business processes.

The performance evaluation process was restructured to include a common July 1 due date, rather than at various times throughout the year depending on job descriptions and hire dates. The new process emphasizes collaboration between supervisor and employee and the shared goal setting process emphasizes measurable aims that tie back to the Strategic Plan.

Strategic Plan, continued

6. **Improve accuracy and timeliness of data collection and analysis in all areas (e.g., upgrades to Fire RMS/occupancy database, improvements to safety data collection and analysis, continued MUNIS education, OPS QI and EMS QI initiatives, report writing training).**

A strong organizational commitment and effort towards improving the timeliness and accuracy of data collection was initiated during this reporting period and continues. Examples include:

- Work by a PAT to design and implement an occupancy database module within the OnSceneRMS software program.
- Creation of three PATs to review all EMS charts related to cardiac arrest, heart attack, and airway management to identify any gaps in training and/or equipment.
- Dissemination by Ops-QI of steps to improve the quality and accuracy of fire report writing.

7. **Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management with the promise of engaging personnel in more meaningful business performance outcomes.**

Lead by the Human Resources Division, the District executed the development and initial rollout of its talent management program. Executive staff approved a related multi-year program plan with input from the Union and non-Union staff who attended related training classes. As a result, a series of forums were held throughout the organization to educate employees on the various components of the talent management program, and to create a shared vision of what talent should mean for TVF&R's future leaders. The final step of the development process will be finalization of the charter for the committee established to move the effort forward and implement the identified program components.

CHALLENGES

While the value and content of the Strategic Plan is increasingly well understood at the supervisory and management level of the organization, there is a continued need to make it relevant broadly throughout the organization. Many employees struggle to understand in its current format, and how it relates to their job. This is problematic when the Strategic Plan is supposed to guide budgeting and goal setting processes.

Building bench strength remains a challenge. Talent management and leadership development need to be a high priority in order to fill the gaps created by a series of promotions over the last two years. Looking forward, the likelihood of key retirements means this issue will only grow in importance.

The District's commitment to innovation is fundamental to TVF&R's success, but it comes at a cost. Balancing the demands of current programs and processes while exploring implementing new ones will always stretch resources and staff. A sustainable business environment requires the demands of both be considered.

Finally, the need remains to continue explaining and reinforcing the goals and rationale for Integrated Operations. There are still employees, particularly on the line, who don't understand the aim and advantage of this approach.

OPPORTUNITIES

The successful deployment of the PulsePoint mobile application highlights opportunities associated with consumer-based technology solutions. Others should be researched or developed and then promoted.


Establishing a shared vision for the District requires a shared vocabulary. All levels of the organization need to be engaged to ensure an understanding of the definition and relevance of terms such as craftsmanship, innovation, and excellence.

Strategic Plan, continued

THE 2013 CALL FOR ACTION

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

1. Improve divisional business analysis processes; emphasize on measureable outcomes, and accuracy and timeliness of data collection.
2. Keep personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District's focus on prevention, preparedness, and response.
3. Ensure that efforts towards innovation are directly tied to the relevance and long-term viability of the District.
4. Reinforce the importance of individual responsibility and craftsmanship; make the connection to the Chief's Bulls-eye, the Strategic Plan, performance reviews, and the budget process.
5. Manage successful implementation of organizational change initiatives; maintain once implemented.
6. Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management.

Goal VII: Leverage use of existing resources and seek efficiencies for the greatest community good.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

A. Developed and maintained partnerships that create efficiencies.

Partnerships help further the efficiency of District operations in a variety of ways, such as reducing costs, providing access to information, and committing additional resources to projects of shared interest. Examples from current partnerships include:

- Supply staff continues to participate in the Regional Logistics Group where opportunities for group purchasing are realized, and product and vendor information is shared.
- Corporate sponsors continue to underwrite public safety marketing campaigns and the Multi-Family Housing Reduction Program.
- New collaborations with cities, counties, special districts, schools, state agencies, non-profits, and private businesses are advancing the District's commitment to risk reduction by focusing on a wide variety of projects including:
 - Transportation improvements
 - Education and training programs
 - Safety reviews and interventions
 - Code enforcement

Strategic Plan, continued

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

This outcome is driven foremost by the value of activity the District is able to fund with grant awards. Significant grant activity occurred during the reporting period; examples of which include:

- The federal 2010 Staffing for Adequate Fire and Emergency Response (SAFER) Grant provides funding for nine firefighters through mid-May 2013. At that time, costs will be borne by the General Fund. The additional firefighters allow for four-person staffing on all suppression units, thereby improving a variety of operational functions including the ability to conduct effective, timely, and safe search operations and provide a sustained water supply.
- In July 2012, the District was awarded the federal 2011 SAFER Recruitment and Retention grant for a Volunteer Program needs assessment. A portion of the award will be used to examine cooperative models for recruitment and retention activities with mutual aid agencies.
- State Homeland Security Grant funds allowed members of TVF&R's technical rescue team to participate in a full-scale, joint urban search and rescue exercise in May 2012. Along with four other Oregon teams, TVF&R personnel were able to test and evaluate capabilities around coordinated deployment, mobilization, and rescue tactics.
- The federal 2013 Hazardous Materials Emergency Preparedness Grant, awarded through the State in October 2012, will allow the Hazardous Materials Team to conduct a training designed to increase their ability to rapidly determine the correct course of action for safe and efficient response.

C. Developed greater financial diversification.

As measured by the percentage of the annual budget derived from sources other than property tax, progress on this outcome remains very limited; however, efforts are being made. The fleet enterprise model continues to be very positive, and additional departments in Clackamas County are considering participation. Health care reform holds some promise, but the District is focusing early work in this area on demonstrating to the larger health care system the benefits of working with an EMS provider.

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

The District's first Green House Gas Inventory provided an additional baseline against which this outcome can be measured. When combined with the 2011 Energy Audit, metrics are now in place to prioritize and measure the impact of energy conservation projects. Recognition of the District's energy conservation investments in Stations 50, 53, 58, and 59 was received in calendar year 2012 in the form of state tax credits and incentives totaling \$157,000. Introduction of virtual meeting technology allows multiple District locations and other entities to meet without traveling to a common location. The migration to more paperless work flows continues.

E. Demonstrated cost control and reduction strategies.

Leadership focus associated with this outcome is driving a cultural shift at TVF&R toward strategies designed to extend the life cycles of equipment and apparatus, as well as fixed infrastructure. The recent re-evaluation of the long range fleet replacement plan (more information below) is an example.

The Materials and Services portion of the District's General Fund budget makes evident the combined efforts of managers to control costs. From fiscal years 2005 through 2009, actual spending increased between five and seven percent annually. By contrast, there was a small overall decline over the three year period of fiscal years 2010 through 2012.

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Encourage innovative ideas and partnerships to achieve financial diversification, cost control, and service enhancements.

As previously mentioned under Outcome C, health care reform presents potential for the District that may include opportunities for financial diversification. However, even more than financial diversification, changes in how health care is delivered presents the District with an opportunity to remain responsive and relevant to the communities it serves. Conversations focused on innovative pilot projects were initiated with health care partners.

Examples of cost control and reduction strategies employed during this review period include:

- Effective fleet maintenance scheduling has extended the useful life of District apparatus resulting in a re-evaluation of the long range fleet replacement plan.
- Replacement of the mobile data computers (MDCs) in all apparatus allows for updates to be performed nightly utilizing the wireless network. In addition to increasing the frequency of updates, this approach represents a significant time savings over the previous staff-intensive process of quarterly manual updates. By opting to stay with the same hardware provider, the final MDC purchase saved the District approximately \$36,000 in purchase price and 270 staff hours of installation time.
- Use of inventory data available through the MUNIS financial systems made it possible to identify “the lowest cost per unit” pricing among several companies competing to supply all chemical and other custodial supplies to the District.

As described in the Goal I and II Report Cards above, the District’s Community Risk Reductions efforts are providing focused service enhancement projects aimed at enhancing the safety of the public.

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

While progress on establishing District goals in this area has been limited, work continues on a variety of sustainability-focused initiatives:

- Recommendations from the 2011 Energy Audit are being phased in over several years. Funds are in place to replace three heating, ventilation, and/or air conditioning (HVAC) units with more efficient units, as well as upgrading lighting systems in several fire stations, the Training Center, and the Fleet building. In response to another audit finding, existing HVAC and solar water units are being “re-commissioned” to ensure their energy use and output is as efficient as possible.
- Idle Reduction Technology (IRT) has been added to the requirements for future TVF&R apparatus. IRT responds to the need to power a wide array of electronics within an apparatus while at an emergency scene. Rather than relying on the main diesel chassis engine, it shuts down when demand is cut over to a much smaller three cylinder auxiliary power unit. The process is entirely automated and results in reduced apparatus engine use and fuel consumption.
- Significant efforts are being made to efficiently manage surplus, beginning with internal marketing of items to encourage reuse versus buying new. When materials are deemed unusable for District purposes, outreach occurs to local fire and non-profit agencies. This allows the receiving agency an opportunity to obtain items at a significant cost savings, while also saving the District in labor costs associated with moving and storing the items.

Strategic Plan, continued

3. Seek opportunities to advance electronic integration with external partner agencies' systems.

An ambitious effort to expand the access and potential of the District's geospatial information system (GIS) is underway. Key goals of the project include: development of a strategic plan for the District's use of GIS and establishment of a common operational platform that provides ease of access for an expanded group of users to a wide variety of internal and external data sets (e.g., response data, demographics, utilities, financial information, etc.).

4. Track and analyze the impact of efficiency efforts.

As previously mentioned, the District has now completed two studies that benchmark its energy use: the 2011 Energy Audit and the 2012 Greenhouse Gas Inventory. These studies can be used to prioritize energy conservation investments and, provided they are periodically updated, should also highlight the impact of these projects.

Better data analysis utilizing information provided by the MUNIS financial system is making it possible to both guide and monitor business decisions. For example, Facilities now ties assets to work orders to track the cost of maintaining that asset versus replacing that asset once it becomes too expensive to maintain.

As described in the Goal IV Report Card above, data is also providing an increasingly clear picture of the impact of the District's efforts to more proactively engage and support personnel who have experienced an on-the-job injury.

CHALLENGES

When the push for efficiency involves multiple players and strong financial pressures, there is both organizational risk as well as opportunity. Such is the case for the District's involvement in health care reform. With over 80 percent of emergency incidents involving some form of EMS response, it is abundantly clear that TVF&R is active in the delivery of health services. The challenge is to make the District's role clear to other more traditionally recognized players, such as hospitals, medical providers, and insurance companies. Key to the District's success will be continued openness and creativity regarding how its proven basic/advance life support (ALS and BLS) expertise is utilized.

The continuation of a constrained financial environment means that existing cooperative ventures and partnerships are also under pressure. Difficult budget decisions at the Washington County 9-1-1 agency (WCCCA) and the recent restructuring of the organization supporting public agency sustainability efforts in Washington County provide examples of intergovernmental efforts working through tough times. These are just two of a long list of cooperative efforts in which the District participates and from which it benefits. As budget pressures increase, the challenge is valuing and advocating for the non-monetary efficiencies that these linkages provide.

With many of the District's environmental sustainability objectives also advancing financial sustainability goals, there is a need to introduce a new level of coordination and focus to these efforts. A key objective should be assessing the impact of energy conservation efforts against the findings of the 2011 Energy Audit and the 2012 Greenhouse Gas Inventory. Attention should also be paid to advancing some of the behavior change advocated for by the Fire Chief, such as recycling and energy conservation.

OPPORTUNITIES

The Training Division is actively recruiting neighboring departments to engage in a more cooperative approach to training. Immediate priorities include: understanding the differences and similarities of programs, better alignment of training schedules, and establishing more common training procedures. Going forward, opportunities exist to share and better utilize training staff and facilities.

Strategic Plan, continued


With four metro area departments now contracting with TVF&R to receive standardized apparatus maintenance services and continued interest from other agencies, discussions are now beginning about alternative ways to resource the need for reserve apparatus. The objective would be to increase the utilization rate for any vehicle in a reserved status.

The District has engaged directly with SAIF Corporation, the workers' compensation insurer, over concerns about their service provision, premium costs, and the general need for better communication. An initial meeting involved leadership from SAIF, the Fire Chief's Office, and Local 1660. One tangible outcome was the identification of a single attorney to handle all TVF&R cases. Continued attention to this relationship should help SAIF understand TVF&R's culture and work ethic.

THE 2013 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, and service enhancements.
2. Establish District goals and enhance internal coordination efforts to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

Goal VIII: Ensure ongoing financial and business operations stability and predictability.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

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

The District continued to meet its goal of maintaining five months of operating funds in the General Fund. Transfers from the General Fund to reserve funds increased in fiscal year 2011-12, reducing the average months of fund balance held at the end of the fiscal year. This was done in order to allow future flexibility in reducing transfers to capital reserve funds in the projected near future, as a decline in the growth of property tax revenue is expected to continue. Property tax revenue increased by 4.3 percent in fiscal year 2008-09, as compared to a 1.9 percent growth rate in fiscal year 2011-12 (see Figure 8.1 below).

Strategic Plan, continued

Table 8.1 Months of Fund Balance

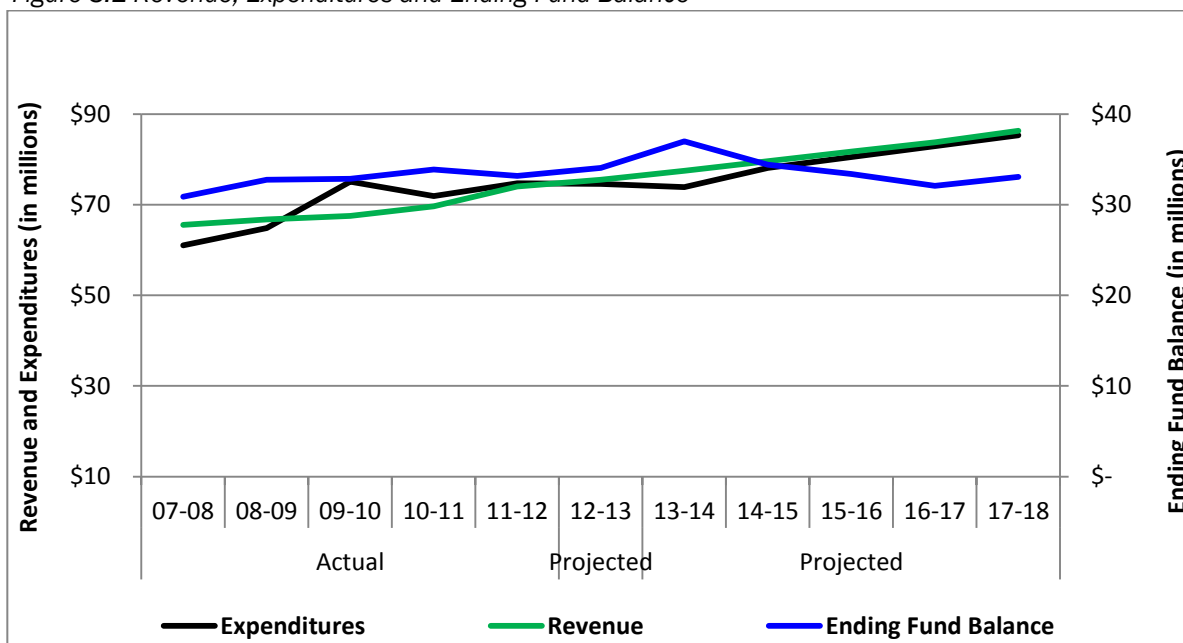
	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual
Beginning Fund Balance	30,880,694	32,752,110	32,870,970	33,873,850
Property Tax Revenue	65,060,487	67,867,374	70,775,306	72,127,769
Investment & Interest Income	610,134	202,263	180,535	178,919
Charges for Services	728,157	583,312	763,085	1,308,643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

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.

During fiscal year 2011-12, revenues, excluding beginning fund balance, increased a little over two percent, while expenditures (excluding transfers), increased a little less than two percent. This is one indicator that the District is maintaining expenditure growth in line with revenues. While a balance was maintained collectively in the Personnel Services and Materials and Services categories from one year to the next, it should be noted that Personnel Services, which is the District's greatest expenditure, grew by 2.6 percent and is anticipated to grow by an estimated 3.0 percent in fiscal year 2012-13. Long-range forecasts indicate additional economic pressures from such sources as Oregon's Public Employee Retirement System (PERS) rate increases and unknown insurance escalations. The District has planned for this by setting aside reserves for the PERS increases and will begin using the reserves in the 2013-14 fiscal year to help alleviate the significant cost increase.

Strategic Plan, continued

Figure 8.1 Revenue, Expenditures and Ending Fund Balance



C. Measured actual financial performance against the financial modeling and forecasting tools, and adequate plans in place for various fluctuations.

As anticipated and forecast for the past several years, the PERS actuarial valuation for the year ending December 31, 2011 was released in October 2012, with expected large increases in rates stated for the 2013-15 biennium and then again for the 2015-17 biennium. Designated funds that have been set aside for the past several years for this purpose will begin to be used in the 2013-14 fiscal year. This will allow the General Fund to slowly implement the cost increases on a budgetary basis.

Revenues have been modeled throughout the recession and the Fire Chief's Office has its eye on assessed value stalls in the metro area. Financial modeling created opportunities for collaboration and strategizing with other local governments, allowing for development of economic and forecast effects of competing ballot measures.

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

There has been no change in the Moody's bond rating in the past year, nor has there been reason to have it evaluated. The District continued to hold the highest rating available. The District complied with required disclosures to the national bond market.

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 built forecasts for capital and bond expenditures, facilities, fleet and apparatus replacement, IT and communications plans, small-capital equipment for operations, and salary and staffing to monitor the anticipated economic outflows. Economic forecasts, property tax and assessed valuation forecasts were used to analyze economic inflows. While forecasts have been used for years, continued questioning and refinement allow for better decision-making. Budget managers have redefined the long-term fleet and facilities forecasts, resulting in improved long-term planning efforts.

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. **Develop outreach efforts to promote awareness of the value of service provided by TVF&R and its performance.**

Outreach efforts were focused on flagging assessed valuations in TVF&R's service area, which is an emerging issue affecting all local governments. TVF&R's unique visualization of the economic risks of the Oregon property tax data were shared with all cities and counties in the service area, as well as throughout the state. This allows TVF&R to be part of a state-wide solution and is beneficial to local governments.

TVF&R engaged proactively with other providers in the Oregon health care system to ensure its unique role in first-line medical services is considered and its standing resources are utilized to the best advantage as the system evolves to meet federal reform initiatives.

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

Budget reports derived from the MUNIS business integration software were refined, allowing for easy access to the critical information that affects each budget manager's daily purchasing decisions.

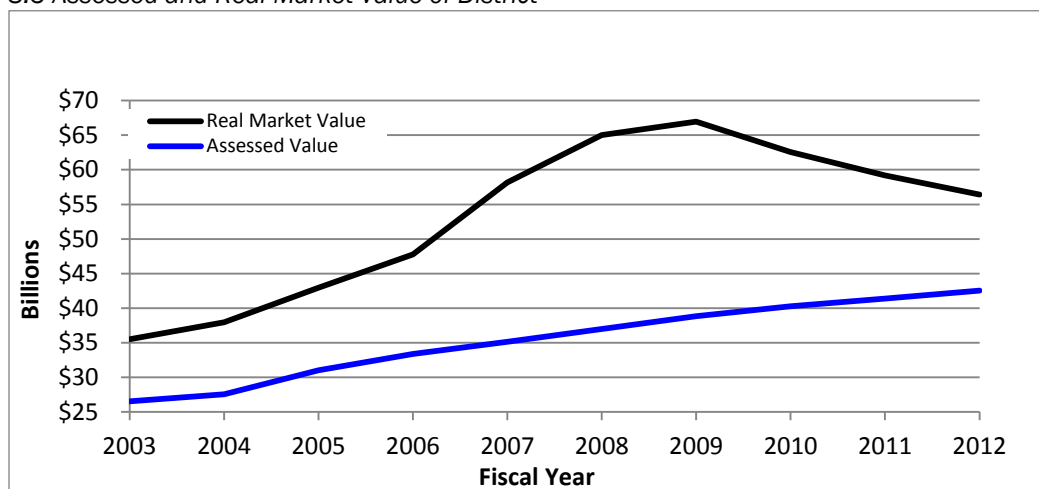
3. **Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.**

The negotiation session, which concluded in June 2012, resulted in successful interest-based bargaining between management and the Union.

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

When measured by county assessors as of January 1, 2012 for the 2012-13 fiscal year, the District's real market growth rate for fiscal year 2012-13 continued to decline. While assessed value (AV) of each individual property in the service area could increase by law by three percent a year until reaching real market value (RMV), properties that are near a 100 percent RMV to AV ratio are expected to constrain AV growth. This is particularly true in Clackamas County, where a larger proportion of properties' assessed values were near or at RMV as of the 2011 assessment data. The District's investigation into predictive tools and analytics assisted the District and other local governments to better predict this revenue stream.

Figure 8.3 Assessed and Real Market Value of District



Strategic Plan, continued

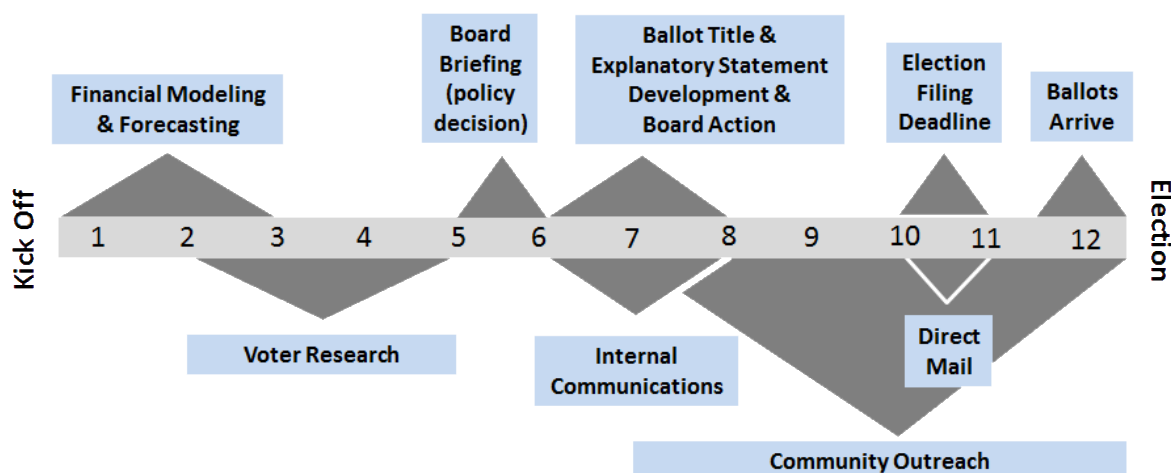
5. Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery.)

Significant adjustments were developed in the fleet long-term plan, which will reduce ongoing replacement costs in November 2017. Continued refinement on an ongoing basis by all departments enhanced the long-term capital plans focus.

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

Efforts are ongoing to study levy needs, public sentiment, other financial options to a levy, and the balance against the desire to increase. The District has embarked on the initial steps of the local option levy planning timeline to include executing voter research and communication strategies in the 2013-14 fiscal year (see Figure 8.4).

Figure 8.4 Local Option Levy Planning Timeline



No debt financing elections are currently planned in the next decade. The District has been conservative with the amount of debt levied on the public. Given the number of government agencies in the District's service area, the District must be mindful of how chosen actions could affect other local governments' revenue streams. Only recently, with prompting from the District's leadership, have local governments begun to understand the extent compression is adversely impacting local revenue

CHALLENGES

Forecasted increases in PERS rates, along with forecasted increases in health care costs, dispatch center user fees, and the consumer price index (CPI) are all above revenue trends.

Increasing pressure on the District's tax base through the formation of competing service districts and schools' use of local option levies in urban renewal areas will add additional pressures to the general governmental ten dollar rate cap in the years ahead. Urban renewal districts within the service area have a direct negative impact upon future collections during the life of the urban renewal project. Local governments must continue open dialogues in order to line up ballot initiatives.

The labor contract finalized as of July 1, 2012 is a critical component of District and employee financial stability. The District and the Union must continue to work collaboratively to ensure commitments are sustainable into the future.

Strategic Plan, continued

Providing services and being noted for business practices that successfully match or exceed the understood community value/importance will continue to be a challenge.

With two major grant projects in progress, audit scrutiny increased significantly. As a result, the District is working to meet recommendations from the auditors to increase compliance with federal grant laws.

OPPORTUNITIES

By forecasting issues far ahead, it may be possible to influence outcomes that will provide innovative solutions such as medical care delivery, legislative changes, or new partnerships with other governments. Requests from neighboring agencies have offered opportunities for new revenue sources.

One benefit of the District's long-standing forecasting practices is that reserves are in place to offset the anticipated PERS increases for the 2013-15 biennium.

The District paid out vested benefits and closed out the 1998 Volunteer Length of Service Awards Program, a defined contribution plan, which was expensive to administer. This allows the District to reset it to be a defined contribution plan with much less anticipated liability in the long run.

THE 2013 CALL FOR ACTION

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

1. Develop outreach efforts to promote awareness of the value of service provided by the District and its performance.
2. Expand reporting mechanisms that can be easily understood and shared among personnel and budget managers, thereby communicating the financial "health" of the District and allowing the managers to effect positive financial change.
3. Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.
4. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.
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.)
6. Pro-actively plan and message for levy elections and debt financing.
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.

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