

Strategic Plan

2012 STRATEGIC PLAN

The 2012 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 2012 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 are continually available to every community we serve.
- Remains aligned to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and, together, we are recognized as an organization that exemplifies the concept of good government.

Strategic Plan, continued

OUR SHARED PRINCIPLES

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



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

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

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

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

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

ORGANIZATIONAL VALUES

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 Plan, continued

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  Better
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ANALYSIS OF TARGETED OUTCOMES

A. TVF&R baselines for speed of emergency response, including dispatch time, met or exceeded.

Based upon the Commission on Fire Accreditation International's (CFAI) recommendations and in an effort to more closely align with industry standards, the District conducted a complete rewrite of the *Standards of Coverage* document for 2011. Due to significant changes in the methodologies for analyzing and reporting response performance in 2011, it is not possible to accurately compare 2010 and 2011 baseline performance. Moving forward, the District will have the ability to accurately monitor and compare performance through a true "apples-to-apples" comparison. Table 1.1 shows the 2011 TVF&R baseline objectives at the 90th percentile for the first arriving unit for all Code 3 incidents.

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Table 1.1 2011 Baseline Objectives for First Arriving Units/All Code 3 Incidents at 90th Percentile

Planning Zone	Alarm Processing* Time Interval (in minutes): Incident Initiation (9-1-1 pick-up) to Dispatch	Turnout* Time Interval (in minutes): Dispatch to Enroute for First Arriving Unit	Travel Time Interval (in minutes): Enroute to Arrival for First Arriving Unit	Total Response Time interval (in minutes)
Metro/Urban	2:10	2:25	6:15	9:20
Suburban			6:20	9:20
Rural			7:05	10:00

* The location of the incident does not influence performance during the Alarm Processing and Turnout Time intervals; therefore, an overall objective is applied.

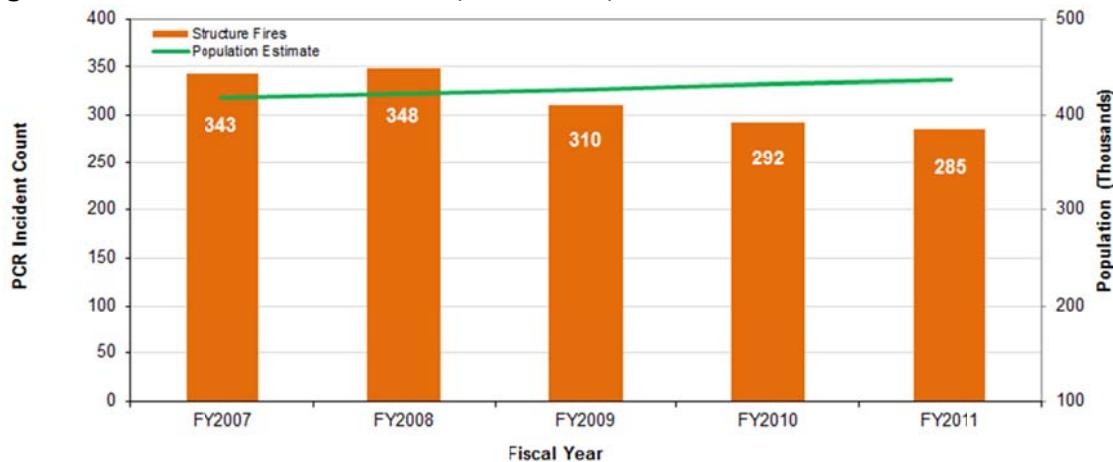
In an effort to gauge the most recent past performance, TVF&R conducted a review of fiscal year 2010 and fiscal year 2011 response data. The review showed an increase in total response time due almost entirely to longer alarm processing (i.e., dispatch) times. This increase is likely the result of a purposeful change instituted at the dispatch center in May 2010 to better triage 9-1-1 calls. It is important to note that this is a relatively short timeframe for evaluation (12 months). Furthermore, any evaluation should consider whether the new triage procedures resulted in more efficient deployment of resources and whether that offsets any potential increase in processing time.

Moving forward, the wording of this outcome should be revised to read, "Improved or maintained the TVF&R baseline trend for the total response time of all Code 3 incidents within all Planning Zones."

B. Per-capita rate and severity of fires reduced.

Despite a slight increase in population, the number of structure fires per 1,000 residents fell over three percent from fiscal year 2010 (0.68) to fiscal year 2011 (0.65), continuing the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011 (0.82-0.65), a decline of 20% .

Figure 1.1 Structure Fire Incidents and Population Comparison



Though few in number, civilian fatalities have increased in recent years; however, no fire-involved firefighter fatalities have occurred. With the exception of 2009, when a single structure fire accounted for a \$7.5 million loss, property and contents loss has been fairly consistent.

Table 1.2 Fire Fatalities/Structure Fire Property and Contents Loss

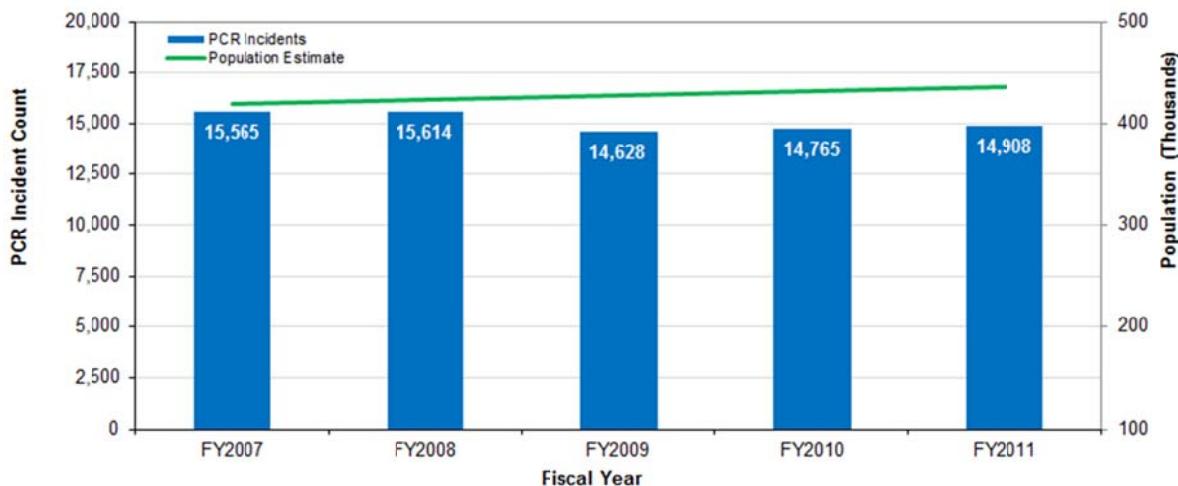
Fiscal year:	2007	2008	2009	2010	2011
Civilian Fatalities	1	1	0	3	2
Firefighter Fatalities	0	0	0	0	0
Structure Fire Property/Contents Loss	\$10,642,717	\$7,408,879	\$15,733,100	\$8,061,145	\$7,490,065

As indicators of severity, these are somewhat rudimentary measurements, which emphasize the work left to be done to better ascertain the measurable attributes of severity. Moving forward, the wording of this outcome will be revised to state, “Reduced per-capita rate and severity of structure fires.”

C. Per-capita rate of emergency medical services (EMS) calls reduced.

The number of incidents that generated patient care reports (PCR) per 1,000 residents fell slightly from 34.20 in fiscal year 2010 to 34.18 in fiscal year 2011. This is consistent with the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011 (37.16 to 34.18), a decline of 8%.

Figure 1.2 Incidents with Patient Care Reports (PCRs) and Population Comparison



D. Severity of specific EMS calls with measurable outcomes (e.g., cardiac arrest) reduced.

To the extent that the severity of existing EMS calls can be reduced, that impact will be best achieved through improvements in EMS performance. Similar to Outcome A on page 31, the initial challenge is to establish baselines that can be tracked over time in order to assess system performance. During the last year, changes regarding how cardiac-related data (e.g., STEMI¹) is tracked by Washington County EMS have resulted in consistent and detailed performance data for the “door to balloon” time interval, which is key to assisting efforts to measure and provide care that is fast and effective.

Moving forward, the focus of the outcome will be redirected toward key treatment protocols that affect severity, and will read, “Improved EMS performance for key treatment systems (e.g., cardiac arrest, STEMI, stroke, trauma, and respiratory distress).”

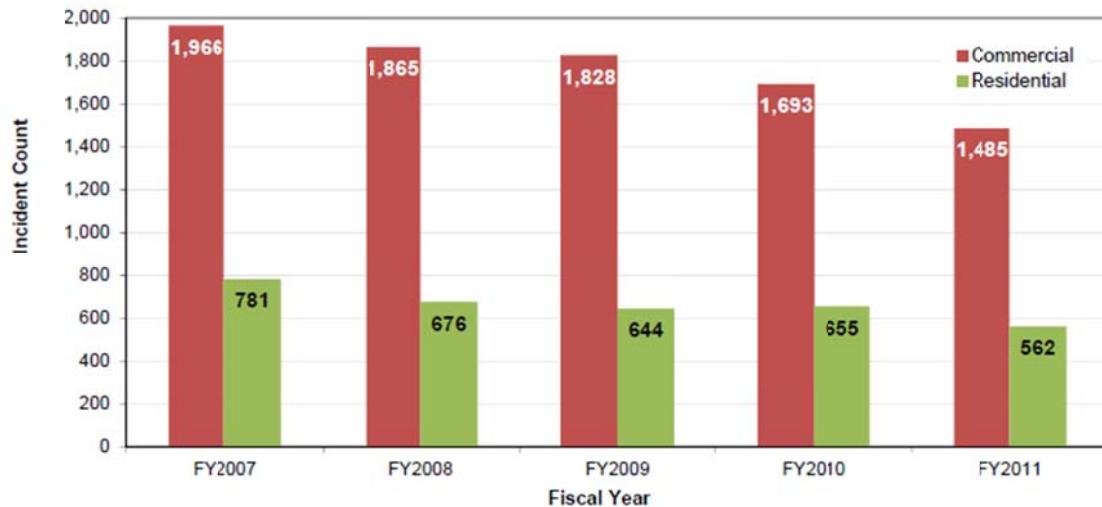
E. Percentage of false alarms, inaccurate location, or inaccurate situation found calls reduced.

False automatic alarms were reduced by 12.8% in fiscal year 2011 as compared to fiscal year 2010, continuing the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011, which reflects a 25.5% decrease.

¹ ST Segment Evaluation Myocardial Infarction

Strategic Plan, continued

Figure 1.3 Incidents with False Automatic Alarms – Commercial and Residential



Because no standardized method for determining “inaccurate situation found” calls is in place, this outcome will be reworded to state, “Reduced the percentage of false alarms, inaccurate location, and inaccurate dispatched call types.”

PROGRESS TOWARD 2011 CALLS FOR ACTION

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

The District continues to take purposeful steps to be consistent with the industry standards as outlined within CFAI's guidance documentation. The EMS and Operations Quality Improvement (QI) Committees continue to make recommendations on placement of alternative response units to meet the response performance expectations outlined in the *Standards of Coverage* document. As addressed in the analysis of targeted outcomes above, TVF&R needs to regularly evaluate total response times to ensure that baseline performance does not degrade.

Efforts to relocate Stations 68 and 65 continue, consistent with improving overall response times. The District initiated a new 24-hour Battalion Chief unit (C7) out of Central Integrated Operations, housed at Station 53, which has reduced response times for command officers throughout the service area.

2. **Implement false alarm, inaccurate location, and inaccurate situation found reduction strategies.**

False alarm reduction programs have been effective, resulting in a decline in false alarms of more than 25% since fiscal year 2007; this improvement has been achieved in part through teamwork involving Deputy Fire Marshals (DFMs) and personnel assigned to the car units, as well as the Board of Directors' adoption of the 90-Second Verification Ordinance for commercial properties.

TVF&R worked with the Washington County Consolidated Communications Agency (WCCA/dispatch) to expand call triage protocols to reduce “inaccurate situation found” calls by allowing dispatchers to better identify the actual type and location of the call and more accurately deploy the right type of resource for each call. TVF&R recommends further studies to determine the efficacy of this change.

It is important to note that the District does not have a standardized method for measuring “inaccurate location” or “inaccurate situation found” calls (which, would be better termed as “inaccurate dispatched call type”).

Strategic Plan, continued

3. Expand District prevention efforts aimed at EMS and other non-fire events. This includes research of 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 has recently fostered a number of relationships geared toward better connecting patients to the care they require.

- On-scene support from mental health professionals for TVF&R crews has increased following a collaborative planning process involving law enforcement, dispatch, hospitals, and mental health providers that was focused on improving care for individuals with mental illness.
- Educational and training efforts involving the District, Oregon's Department of Human Services (DHS), and several large senior care facilities have emphasized better triaging of true 9-1-1 calls from those who would benefit from additional evaluation or non-emergent requests for assistance. The number of calls from these facilities has decreased.
- The District participated in the Washington County Multi-Discipline Team specific to developing collaborative efforts to address solutions for identified citizens who have significant health or welfare issues.
- The District participated in efforts to transform Oregon's healthcare approach, which will result in a new community-based structure for patient care.

4. Develop and implement a station-based community risk-reduction model.

TVF&R's community risk-reduction program is in the early stages of development. Initial steps included research and development of the District's vision, concept, and framework; first-due incident data; and station risk analysis tools. Subsequent actions included appointment of a program manager, re-emphasis of the DFM station liaison role, in-service briefings for Company Officers, beta testing with three pilot stations, and Battalion Chief training.

TVF&R will highlight lessons learned from the pilot stations as part of the broader roll-out to the remaining 18 stations. The program has already recognized some successes with projects such as those at Summerfield (smoke alarms), Valley Catholic Middle School (hands-only CPR), Wilsonville retirement centers (patient care), and at the newly developed Knoll apartment complex (building access and prevention).

5. Update the *Standards of Coverage* document, drawing on information and insights gained during the recent re-accreditation process.

As described in Outcome A, the *Standards of Coverage* document was completely updated and adopted by the Board of Directors at its August 2011 meeting.

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

The Operations QI team established a Process Action Team that began working on this issue in fall 2011. Progress is anticipated going forward.

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

Efforts toward this call for action continue. However, with the downturn in the economy, there are few new homes being built. The State of Oregon amended the International Residential Code to remove the provision for mandatory residential sprinklers, which means that persuading builders to install sprinklers in homes will require alternate approaches.

Strategic Plan, continued

CHALLENGES

Forecasts suggest that slowing of the District's historic revenue growth rate will continue. Leadership will be challenged to constrain costs and still provide the high level of performance typical of TVF&R.

The District is in the process of rebuilding and relocating several fire stations, which may adversely affect response performance temporarily.

The State of Oregon continues to suffer from a significant and long-term budget shortfall, which has historically resulted in more people using the 9-1-1 safety net as state services are cut in the areas of senior services, healthcare, mental health, and other critical human services. Regional dispatch systems are underfunded and experiencing end-of-life issues with critical hardware and software, which could have a significant impact on District operations.

OPPORTUNITIES

Continued relocation of fire stations should help reduce or maintain response times, thereby reducing the severity of EMS and fire incidents in those areas. The continued implementation of station-based risk reduction efforts will provide opportunities to further reduce the number and severity of emergency incidents. A proposed comprehensive overhaul of Oregon's healthcare system may provide opportunities to positively affect emergency medical care and new options for response, diagnosis, and treatment of EMS patients.

To better inform and understand issues around incident severity, the District would benefit from efforts to improve the quality of fire reporting, retrieve information from dispatcher comments, and glean information available from insurance claims and hospital patient outcome data.

THE 2012 CALL FOR ACTION

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

1. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.
2. Develop metrics for "inaccurate location" and "inaccurate dispatched call type" calls.
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.
4. Develop community risk-reduction efforts; communicate outcomes internally to personnel and externally to the community and key leaders.
5. Improve the quality of fire report writing, data collection, and QI review consistent with the standards achieved for EMS.
6. Support efforts to require or encourage installation of residential sprinkler systems.
7. Educate personnel on significant changes within the *Standards of Coverage*, including 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
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ANALYSIS OF TARGETED OUTCOMES

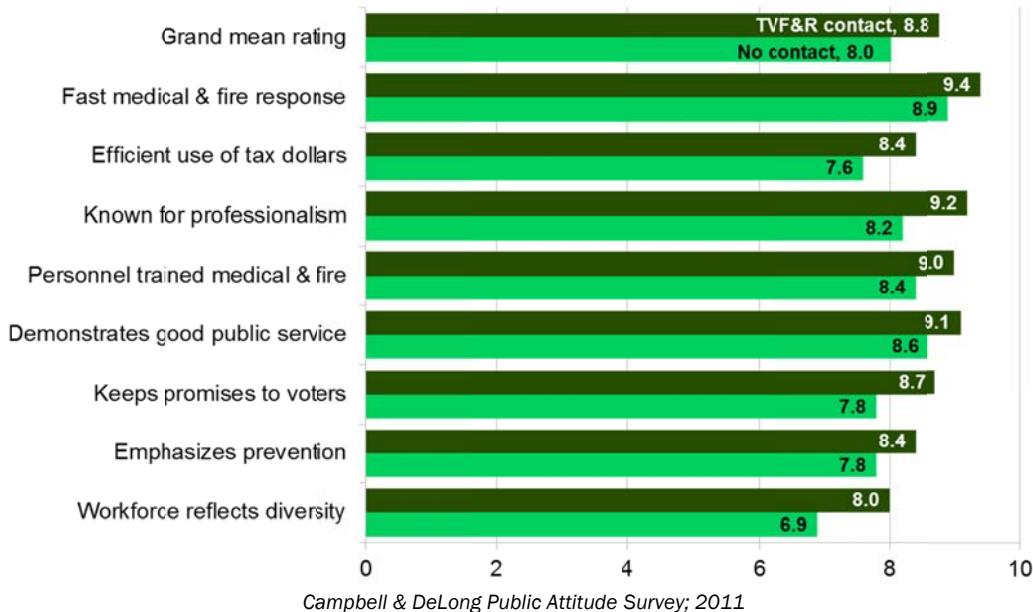
A. Percentage of individuals who participate in fire and life-safety prevention activities increased.

Event data indicates over 62,000 people, or approximately 14% of the service area population, participated in a District fire and life-safety activity in fiscal year 2011. The District participated in 712 safety events, an increase of 42% over the prior year. The following educational activities targeted at-risk populations, reaching approximately 2,000 people:

- Rent Well tenant education program (high-risk renters)
- Safety Kids Day at the Zoo (Head Start)
- Senior safety events
- Safety events at targeted/at-risk apartments
- Somali Family Fire Safety program

In addition to providing a forum for safety education, these activities increased community contact. Based on a fall 2011 public attitude survey, community contact positively influences public perception of TVF&R's performance as shown in Figure 2.1.

Figure 2.1 Effect of Contact with TVF&R on Public Perception



B. Prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations increased.

Multi-Family Housing Fire Reduction Program: DFM's continue to inspect all multi-family occupancies and work with landlords and property managers on fire and life-safety code violations. Of the 649 multi-family dwellings in the occupancy database, an estimated 30% have sent managers or maintenance staff to the Multi-Family Housing Fire Reduction landlord training. This percentage remains virtually unchanged over the past six years. Of the 153 complexes that have attended a training session, less than 2% have experienced a significant fire, while slightly over 10% of the 496 complexes that have

Strategic Plan, continued

not attended the training have experienced a significant fire. (“Significant” is described as resulting in fire death and/or severe injury, having multiple alarms or a number of residents affected, and resulting in financial loss.)

Assisted Living Facilities: Efforts over the past two years to educate and collaborate with a large assisted living facility continue to positively affect the facility’s emergency call volume and patient care. TVF&R met with staff from the institution and provided them with education about the facility’s elevated 9-1-1 call volume and number of non-emergency responses and helped them identify issues with their at-risk populations. Subsequent interventions implemented by the facility resulted in improvements in staff resources and patient care practices, as well as a significant reduction in their EMS and good intent (assist) call volume. Lessons learned from this outreach are being applied to other senior care facilities in the District.

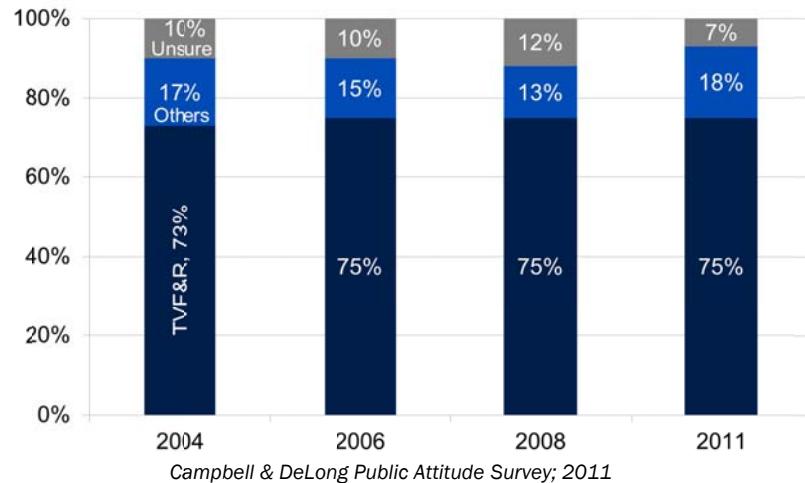
Table 2.1 Incident Response to a single Assisted Living Facility

Situation Found Incident Type	Fiscal Year				
	2007	2008	2009	2010	2011
Fire, Explosion	-	3	-	2	1
Overpressure	-	1	-	-	-
EMS/Rescue Call	136	170	277	168	85
Hazardous Condition	-	-	1	1	-
Service Call	6	9	7	9	1
Good Intent Call	144	162	101	66	20
False Call	10	24	21	15	10
Total	296	369	407	261	117

C. Percentage of adults who can identify TVF&R as their service provider and its role in the community maintained or increased.

Public attitude research conducted in 2011 explored public awareness of TVF&R as well as its role and standing in the community. When asked which agency responds to fire calls in your area, 75% of survey participants indicated “TVF&R” or some form of “Tualatin Valley Fire & Rescue.” This remained unchanged from 2004, 2006, and 2008 surveys.

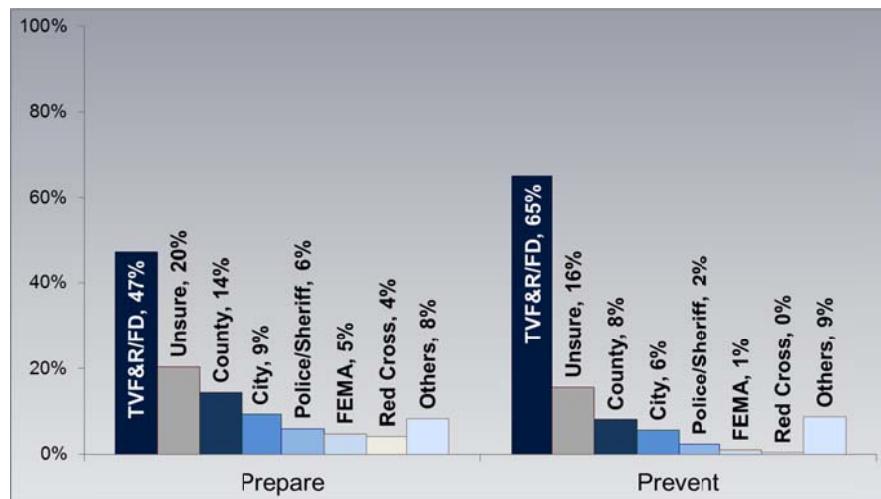
Figure 2.2 Public Awareness of TVF&R’s Fire Response Role



Strategic Plan, continued

When survey participants were asked which agencies are most responsible for emergency prevention*, 65% indicated “TVF&R” or some form of “Tualatin Valley Fire & Rescue.” When participants were asked which agencies are most responsible for preparedness in your area*, 47% said “TVF&R” or some form of “Tualatin Valley Fire & Rescue.”

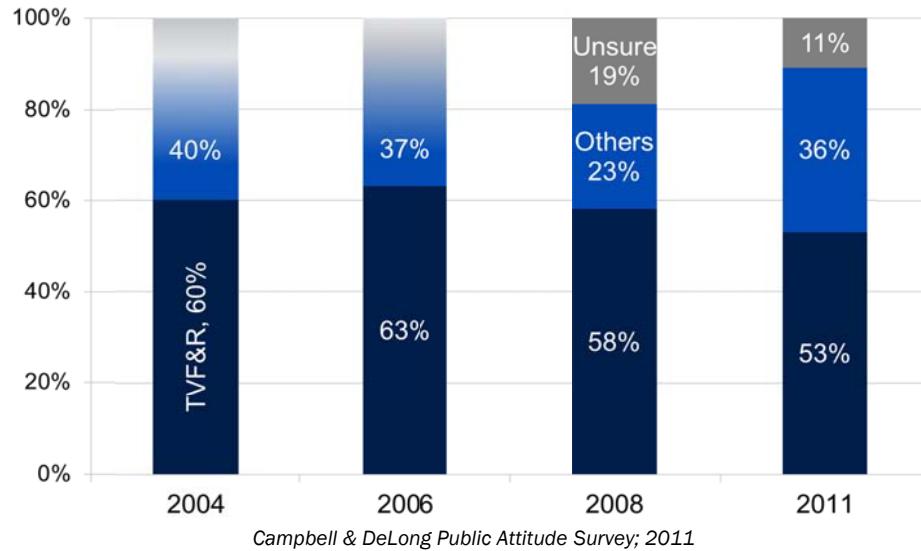
Figure 2.3 Public Awareness of TVF&R’s Prevention/Preparedness Role



Campbell & DeLong Public Attitude Survey; 2011

Recognition of TVF&R’s EMS role shows a troubling multi-year declining trend, with a drop to 53% in fiscal year 2011.

Figure 2.4 Public Awareness of TVF&R’s EMS Role (2011)



Campbell & DeLong Public Attitude Survey; 2011

* Measured for the first time in fiscal year 2011.

Strategic Plan, continued

D. Percentage of individuals who participate in TVF&R's electronic media increased.

The percentage of individuals participating in TVF&R's social media grew for all platforms. Since its implementation in July 2010, followers of the TVF&R Facebook site have almost doubled from 770 to 1,392. The number of followers of the Twitter site grew from 579 to 1,088. Viewership of the videos on TVF&R's YouTube site grew from 116 to 196 subscribers over the past year (67% increase). In addition, those videos have been uploaded a total of 81,573 times (90% increase over 2010). Averaging almost 7,000 visits a quarter, blog.tvfr.com had 24,000 visits in 2010 and already had 20,122 visits by end of the third quarter of 2011. The percentage of direct traffic to the blog has increased from 26% to 34%, and referred traffic from TVF&R's social sites (i.e., Facebook and Twitter) and other websites increased from 21% to 54%. These metrics indicated that visitors are familiar with and purposefully visiting TVF&R's blog.

While the 2011 public attitude survey found that only five percent of respondents relied on social media as a source for information about TVF&R, it is important to note that local media outlets are active consumers of the District's Twitter, blog, and Facebook platforms.

PROGRESS TOWARD 2011 CALLS FOR ACTION

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

Although still in its infancy, the District's new community risk-reduction program is expected to further define and implement strategic prevention and preparedness programs within first-due areas. Examples of projects in progress or completed include working with assisted care facilities on call validation and potential targeted call type reduction, senior fall prevention, rural addressing outreach and education, and a smoke alarm replacement campaign. Continued improvement of station-based incident reports for data analysis, educational outreach action plans, and related tools will help to measure the community's participation in safety and preparedness.

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

In spite of current activities, the percentage of TVF&R apartment communities that have not attended a training session remained unchanged at 70% (496 complexes). Recruitment activities included distribution of program flyers during every inspection, dissemination of a monthly invited eNewsletter,

placement of articles and advertising in various rental and housing publications, and provision of speakers at regional property management forums. The following targeted strategies are being evaluated and/or implemented for 2012:

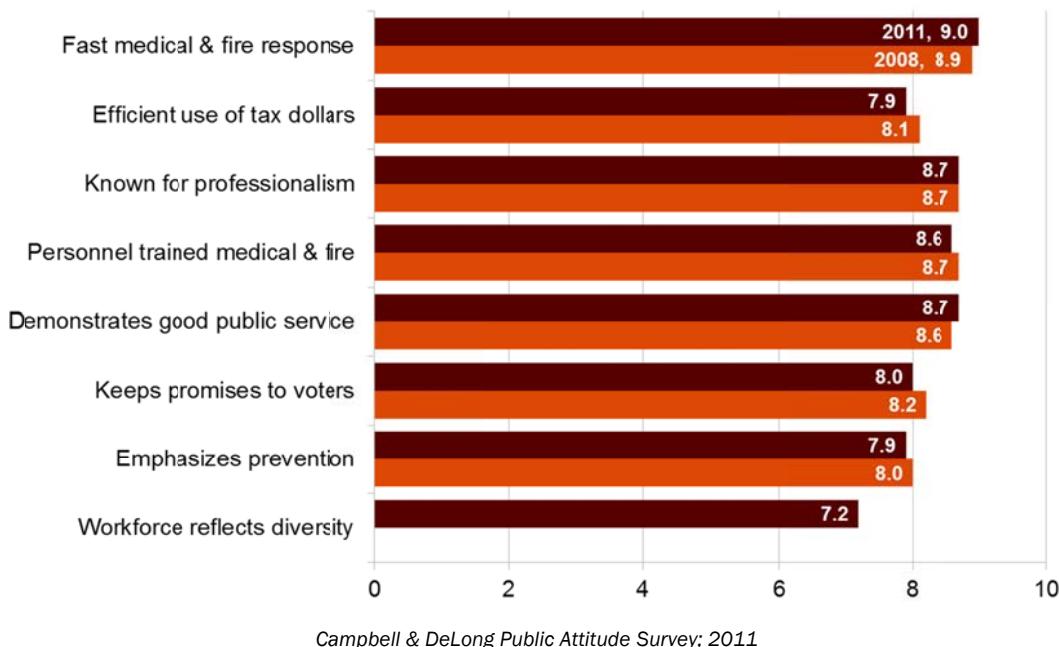
- Working with station officers, DFM's, and Public Affairs Officers to identify and strategize about how to recruit apartment communities that have not attended the training.
- Partnering with Washington County to require landlord training participation for managers of affordable housing units owned and operated by Washington County or local non-profits enrolled in the requested property tax deferral program.
- Identifying and engaging with major property insurers of multi-family occupancies with the intent of motivating them to require landlord participation in the training.
- Developing criteria for a Meritorious Award that acknowledges landlords/property managers who have taken significant actions to ensure a safe community.
- Having a presence in the form of a display booth and table sponsorship at the Metro Multi-Family Housing Association Annual Banquet in May and Spectrum Trade Show in September 2012.

Strategic Plan, continued

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

The public attitude survey of fall 2011 asked participants to rate a list of performance values and measure TVF&R in those areas (Figure 2.5). Consistent with responses in the 2004 and 2008 surveys, the participants rated “fast fire and medical response,” “known for professionalism,” and “demonstrates good public service” as having the highest value. Conversely, the ratings for “efficient use of tax dollars” and “keeps promises to voters” slipped slightly. Although this decline could be attributed to the public’s growing cynicism toward government overall, it is a critical reminder that TVF&R must continue to highlight its stewardship of the taxpayers’ investment.

Figure 2.5 Attributes of a Fire/EMS Agency Valued by the Community



In the same survey, participants indicated that the following statements created a favorable impression of TVF&R:

- The District deploys specialty rescue teams
- TVF&R’s job is to prevent, prepare, and respond
- TVF&R’s preparedness efforts include preparing its facilities and responders and increasing community preparedness.

It is important to note that, relative to preparedness, a significant percentage of survey respondents had an unrealistic expectation of post-disaster response time (under one hour: 41%; within several hours: 21%). TVF&R must develop and disseminate strategic messages that educate the community about realistic post-disaster response and motivate them to prepare to help themselves and their neighbors.

Participants continue to rate their own preparedness as high and report that their weakest preparedness efforts include knowing what to do when smoke alarms activate in the middle of the night, having a three-day supply of water, and having a plan to reunite family if separated.

Strategic Plan, continued

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

Residential Sprinkler Systems: The Side-by-Side Home Fire Sprinkler Demonstration Burn exposed the benefits of home sprinkler systems to 150 middle school students directly and to their parents through take-home materials. A video of the live demonstration on TVF&R's YouTube site, which was promoted in the take-home materials, was viewed 1,393 times between May and November 2011. In addition, four residential sprinkler billboard ads (underwritten by the National Fire Protection Association and the Home Sprinkler Coalition) were viewed by approximately 155,400 motorists, approximately 3.2 times each, over the month-long display periods.

Capital Improvement Projects: Recognizing that it is fortunate to have capital bond funding to rebuild fire stations and the Command and Business Operations Center, TVF&R has been sensitive to the perception of excessive spending in an economic downturn. For the first time, TVF&R experienced opposition from individual citizens on plans to locate new fire stations within specific neighborhoods. TVF&R increased purposeful messaging around active capital improvement projects. The District created fact sheets and briefings to prepare employees to speak publicly on the bond projects, made available a capital bond report card on TVF&R's website and in the *Safety Matters* newsletter, and uploaded a video showcasing TVF&R's neighborhood fire stations to the District's YouTube site.

CHALLENGES

Resources and Focus: While the responsibility for conducting community outreach efforts was expanded to more workgroups, coordinating and supporting these outreach efforts still proves challenging as all involved must juggle conflicting priorities in their assigned job functions and/or duties. Often emergency responses, inspections, and general workload interfere with or take priority over scheduled planning meetings and outreach activities, which stalls progress and limits opportunities. As a result, most community events are still scheduled in a reactive rather than proactive manner, and participation in most community events is often on an "if we can make it" or "if we find staffing" basis.

Competing demands not only limit options for community interaction, but also affect TVF&R's ability to develop comprehensive, targeted, and sustained educational outreach programs and campaigns in a short period of time. Stakeholders must form and communicate realistic expectations about the amount of time, resources, and focus needed to develop, implement, and manage new programs when the goal is to reach targeted populations with measurable interventions. To do this well, in some cases, a slower and more purposeful process will be appropriate to ensure that the District applies the right amount of focus.

EMS Role: In spite of a concerted communications effort to increase awareness of the District's role in EMS, research indicates a declining trend in community awareness. This is especially problematic in that 80% of the District's business relates to EMS.

Social Media: While the number of followers of TVF&R's social media platforms continues to increase, it is difficult to ascertain the percentage of followers who reside in the District's service area, given the available metrics. Staff must continue to seek ways to reach target audiences (e.g., taxpayers, at-risk populations, targeted demographics). Staff must also look for other communication vehicles to reach desired followers.

OPPORTUNITIES

In general, TVF&R should improve its use of the tools available internally and through partner agencies (e.g., GIS, surveys, demographic data) to help target risk areas. Also, the District should expand the use of teachable moments to reinforce key speaking points.

S.K.I.D.: The Stop Kids from Intoxicated Driving program was renamed as Stop Kids from *Impaired* Driving in an effort to highlight a multitude of unsafe driving behaviors, including texting and other distractions. TVF&R is exploring a year-long radio campaign with Clear Channel.

Strategic Plan, continued

Hands-Only CPR Awareness: Through a partnership with Valley Catholic Middle School and the American Heart Association (AHA), TVF&R provided 125 CPR-trained students with a Friends & Family CPR Anytime kit to teach Hands-Only CPR to five friends or family members. Those students were expected to have collectively taught Hands-Only CPR to over 625 individuals before the end of 2011. This program is the first of its kind in Oregon, and the District desires to replicate it in additional middle schools in 2012, as resources allow. TVF&R is also considering implementing a smart-phone application that notifies CPR-trained individuals when a cardiac call is occurring nearby.

Emergency Preparedness: In 2011, the dispatch center enhanced its community notification (public alert) system to include the option of sending a cell phone, email, or text message to individuals affected by, or in danger of being affected by an emergency. TVF&R will be assisting in a public awareness campaign that encourages the public to sign up for public alerts. In addition, TVF&R will have a role in developing a work plan for a coordinated campaign focused on the importance of self-reliance in the early hours and days following a disaster.

THE 2012 CALL FOR ACTION

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

1. Use Integrated Operations and station-based data analysis to further define and implement strategic prevention and preparedness programs for targeted, at-risk populations.
2. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
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.
4. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.
5. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.

Goal III: Enhance preparedness for catastrophic and unforeseen events.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

A. **District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events improved.**

The new Fire Operations Center (FOC) adds capability and capacity; more can be done with fewer staff and situational awareness tools allow enhanced interagency information-sharing. Organizational preparedness is reinforced repeatedly from the executive level, and while it doesn't always filter down, there seems to be a greater sense that it is an organizational priority. However, numerous examples indicate that there is far less awareness of roles, responsibilities, and in-house resources at every level. The greatest challenge at this point is in assessment.

There is a need to develop and implement a strategy for meaningful self-evaluation that would also make sense to an outside observer. Such a method would incorporate after-action reports for exercises and real incidents, and assess the District's performance against its organizational corrective action plans. This could also suggest options for regular assessment; the current model of exercise design and participation meets some needs but may not be the most effective method. This is primarily an emergency management practice issue as opposed to an organizational deficit.

Strategic Plan, continued

Moving forward, the wording of this outcome will be revised to read, "Improved the District's ability to respond to and recover from major emergencies and catastrophic events."

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

The 2006 capital bond measure included funding for seismic improvements to stations 64, 62, 69, 52, and 51. Work is in progress on these projects during fiscal year 2012 and will continue over two years. In addition to upgrades of the fire stations, the fleet building in Aloha needs seismic reinforcement. A state grant proposal was turned down in fiscal year 2011, so other resources are being considered. Grant funding for additional station upgrades is being researched and evaluated. On a smaller scale, efforts to secure equipment and furnishings continue (e.g., workstations, water heaters, bookshelves, vending machines, computer monitors, etc.). A continuation of seismic assessment and upgrades will be part of an ongoing process to ensure code compliance as well as the safety for District employees.

C. Regional emergency management capabilities enhanced as the result of training and challenging exercises that foster competency among regional partners, particularly District cities and counties.

Much of this outcome depends on factors beyond District control. Any attempt at a regional or just a multi-agency exercise is a trade-off between greater interaction and learning and sacrificing control over exercise length, content, and quality. That does not mean it should not be done, but it is not always win-win. The District has put substantial effort and resources into this for more than a decade, with limited return on investment. Any additional gains, if possible, will likely require disproportionate District investment. The newly implemented Emergency Operations Center (EOC) Planning and Operations courses represent a positive and much-needed development, but even there the District is faced with a very small instructor pool. Regional efforts present a mixed bag: substantial resources are going into a regional preparedness organization that has no response role, and Urban Area Security Initiative (UASI) funding for the region may be in its last year.

A nascent Regional Logistics Support Team program may help bring in consistency and assistance in regional resource ordering, and the regional health preparedness organization continues to lead the way in developing a regional Multi-Agency Coordination Group.

Moving forward, the wording of this outcome will be revised to read, "Fostered enhancement of regional emergency management capabilities."

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Foster collaborative efforts with interagency and intergovernmental partners to effectively prepare for and manage major emergencies and catastrophic events.

The Washington County Office of Consolidated Emergency Management (OCEM) staff and the newly reconstituted OCEM Executive Committee are completing a strategic planning process intended to clarify OCEM roles and goals. In 2011, the first countywide exercise with most agencies playing at the same time and level occurred since 2006. The five-county, UASI-based Regional Logistics Support Program is underway, with initial and follow-up training and team assembly complete. This has also helped move the District toward more regional resource-ordering protocols in disasters.

2. Establish a District emergency disaster recovery plan for critical data and support operations.

The move into CBOC has provided greater capability in this area; the eventual move to TVF&R's new South Operating Center (SOC) will substantially augment redundancy and the security of primary and secondary sites. The continued development of MUNIS means fewer disparate and obsolete systems for which to manage data. The District has initiated a records management process that, if fully developed, will address additional aspects of critical data management.

Strategic Plan, continued

3. Fully develop division business continuity plans to guide operations and administrative decisions during major emergencies and catastrophic events.

Division-level continuity plans are dependent on division managers, but there is a need for a holistic, systematic approach. The first Fire Chief's Office (FCO) tabletop exercise was held in November in an attempt to generate awareness and start building decision-support expectations and capability. Moving forward, it could be a valuable tool that could ultimately serve Division Managers as well. It will require a consistent level of activity and commitment to follow-through, as well as consistent direction at all levels of the organization.

4. Maximize District preparedness and response, and coordination with interagency and intergovernmental partners through integration of the three operating centers, including a new South BHQ/backup FOC.

This is clearly a work in progress, as efforts continue to firm up definitions on how best to take advantage of the three-center structure in relation to the cities in the service area. The District has been able to engage several cities via Integrated Operations, Emergency Management, Incident Management Teams (IMTs), and joint Board of Directors meetings, but there is little in this that has changed with more operating centers other than more and different personnel. It is also not clear whether this in fact is a needed or valid approach. Until the new SOC/South Battalion Headquarters (SBHQ) is complete, there likely will not be another BHQ-based major exercise. This is due to the combination of learning how best to use the new FOC in CBOC, and the fact that the effort required for a major BHQ-based exercise would not be justified until the new SBHQ is available (the limitations of the temporary SBHQ are known and it would not achieve a major need).

5. Implement and enhance EOC function-specific Incident Command System training within the District and with partners to promote position competency.

Courses in Operations and Planning were completed and rolled out this year, with a full Operations class offered just before the May 2011 exercise. Several Operations and Planning classes were offered this fall. As intended, the courses foster interdisciplinary and interagency training but also offer training tools to individual agencies (a one-day FOC Planning Function course in October drew 18 people and will be offered at least annually in the future). The Operations class should build comfort and competence among

District staff that may end up filling a Fire Branch Director role in a city or county EOC. The greatest remaining challenge is building a qualified instructor pool.

CHALLENGES

District preparedness is an ongoing process that can never actually reach a conclusion, although it can achieve specific objectives. An ongoing process requires ongoing commitment and engagement at every level. As in any organization, executive commitment is indispensable, and appears to be firm, but division-level engagement continues to be highly variable.

The entire region is hampered by the fact that true disasters here are rare and come without warning. Many "best practices" in emergency preparedness are based on hazard domains with greater frequency and with enough warning to mobilize and take action (e.g., "Hurricane Alley"). Maintaining a sense of awareness in the public and the District's staff is challenging; generating action is even more difficult, as it requires the combination of recognizing the hazard, believing that one is vulnerable to it, believing that there are manageable actions that can reduce the vulnerability, and then actually taking those actions. None of this is unique to any one agency and much of it is common to the human race, with the added challenge of extended, harsh, economic constraints for much of the public.

Economic and political pressure are leading most cities and counties to either cut back or hold a thin line; only one city in the service area has at least 1.0 FTE in emergency management, and one more with 0.5, and even in those cities' progress has been limited. It is difficult to effectively measure progress among multiple

Strategic Plan, continued

agencies on an annual basis when progress is slow or varied. The number of joint District/city events can be considered (e.g., training, small drills, large exercises), but that's only part of the equation and it is even tougher to measure preparedness for an external agency.

OPPORTUNITIES

For OCEM and other regional emergency preparedness organizations, there is a need for District leadership to advocate for the development of performance benchmarks. The OCEM strategic planning process may bring focus to that organization, but ultimately that will depend on the executives making it a high priority for their respective organizations, and holding each other accountable as well. The new EOC classes offer not just long-desired training for all, but the material for more thorough training within TVF&R.

The District's role with the Washington and Clackamas County Fire Defense Boards provides an opportunity to advocate for updating and testing of agency fire resources plans, as well as incorporation into their county Emergency Operations Plans.

CBOC's Fire Operations Center (FOC) requires far fewer people to set up and operate than did the FOC in Aloha, furthering the concept of each operating center using its day staff as its primary FOC/BHQ staffing pool. The combination of newer technology in the FOC and substantial effort by Communications staff allows for recurrent radio training (long identified as a priority) to be incorporated with new-employee training without having to add contact-hours or separate scheduling.

The effects of the March 2011 Japanese earthquake and tsunami clearly gained the attention of staff, the general public, and city and corporate leaders, allowing opportunities to influence those organizations' decisions and support emergency preparedness improvements with strategic use of District resources (e.g., IMTs, tabletop exercises, direct consultation). This has been particularly noticeable with the District's private-sector partners (e.g., Providence hospitals (particularly St. Vincent's), Legacy Health Systems, Nike, and several assisted/independent living facilities).

THE 2012 CALL FOR ACTION

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

1. Advocate for the development of performance benchmarks for regional emergency management organizations in which the District serves as a major participant.
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.
3. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.
4. Improve emergency preparedness and response coordination through integration of the three operating centers with interagency and intergovernmental partners.
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.

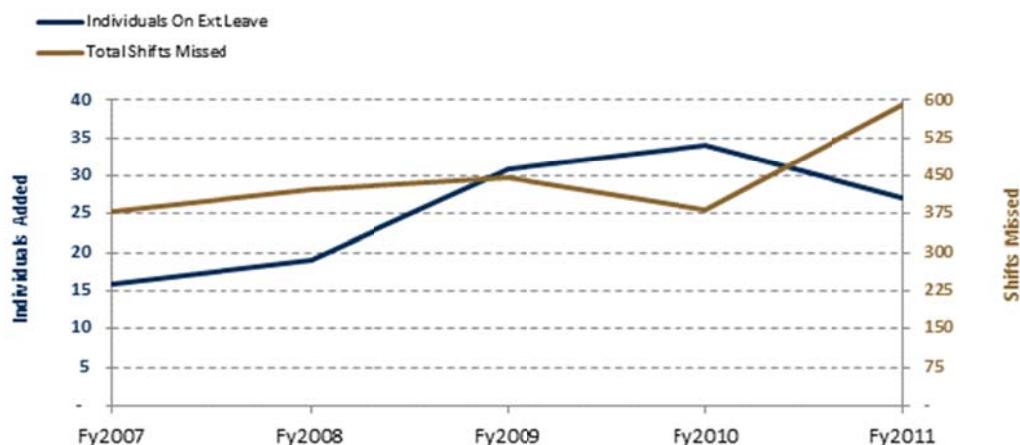
Goal IV: Foster an environment conducive to the safety and health of all members.	Trend
ANALYSIS OF TARGETED OUTCOMES	↔ No Change

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

The District's "extended leave" designation for on-the-job injuries typically applies to line individuals who miss three or more shifts. The number of new extended leave on-the-job injuries dropped from 34 in fiscal year 2010 to 27 in fiscal year 2011, a 19% reduction.

The number of shifts missed increased from 384 in fiscal year 2010 to 592 in fiscal year 2011, a 54% increase. Because a seriously injured firefighter might miss more than 100 shifts in a year, this data set is sensitive to the impact of a small number of employees. A review of the 2010 and 2011 cases found an increase in the number of employees missing 30 or more shifts (3 in 2010 vs. 8 in 2011) and a decrease in those missing nine or fewer shifts (20 in 2010 vs. 8 in 2011).

Figure 4.1 Extended Leave Injuries and Shifts Missed Comparison



B. The number of members who understand and participate in the District's health and fitness programs maintained or increased.

Line personnel maintained 100% compliance with the mandated wellness initiative requirements specific to pre-physicals and physicals. The annual Wellness Survey has shown a steady increase in line employees who exercise during all shifts, with an increase from 27% in 2004 to 62% in 2010. Findings also indicated participation in aerobic activity three or more times/week increased to 76%, up from 55% in 2000. Participation in resistance training three or more times/week also increased to 47%, up from 32% in 2000. Participation in flexibility training three or more times/week increased 4.5% from 2000, and remains a training priority for the Wellness Division.

While the District has increased wellness offerings and opportunities for non-line employees, specific metrics regarding participation and fitness, similar to those for line personnel, need to be established and tracked to provide better measurement from year to year. A voluntary wellness survey (43 of 126 non-line employees participated) found that 91% of respondents participated in a District wellness initiative, and 89% agreed that having dedicated Wellness personnel assigned to the work site increased their participation. Many of those responding cited increased participation both on and off the job.

Strategic Plan, continued

Moving forward, this outcome will read, "The percentage of personnel who understand and participate in the District's health and fitness programs maintained or increased."

C. Awareness of and active involvement in the District's safety programs maintained or increased.

All federal, state, local, and internal safety mandates were met with 100% compliance, including the mandatory respiratory protection program, annual individual mandatory compliance training, and Oregon-OSHA quarterly site self-inspections. The Safety Committee received training to better understand the site inspections process and plans to develop a related job-aid to assist station captains through future inspections. The site inspection forms were transitioned from static documents to a database linked to the MUNIS work order system. This new record keeping system will allow TVF&R to leverage data and report on length of time from violation through remedy, costs associated with corrections, trend identification, etc.

As part of the Respiratory Protection Program, aging SCBA equipment was replaced, two new rehabilitation units were deployed with new on-board air compressors, new air compressors were added to the District's two compressor rooms, a Respiratory Protection Administrator was identified, and a dedicated Respiratory and Emergency Equipment Technician was hired. Fire investigators were outfitted with new personal protective equipment (PPE), breathing apparatus, and other safety equipment. A new fire investigation vehicle was deployed featuring separate compartments for contaminated clothing, PPE, water supply, covered seating, etc.

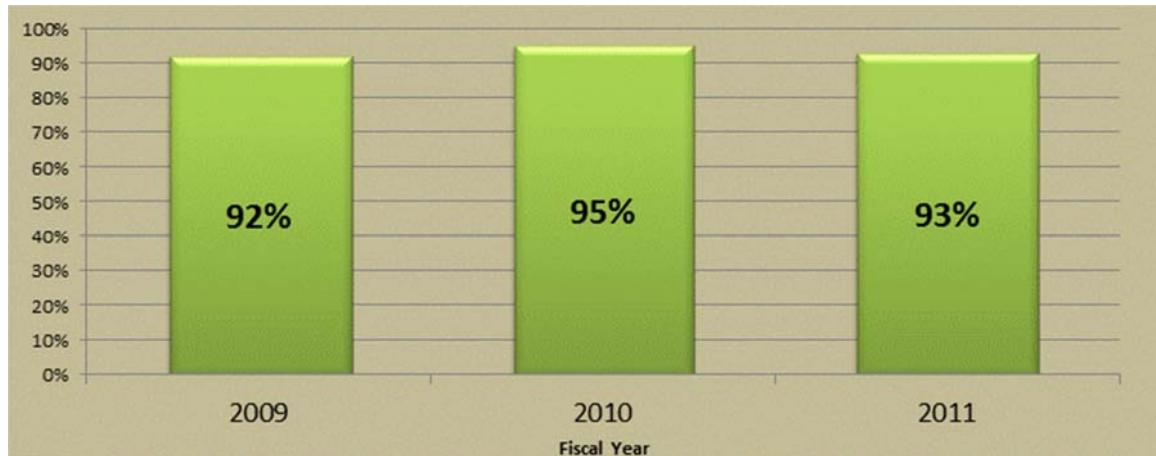
In conjunction with Safety Week (July 2011), all line crews participated in a case study review of rehab and mayday communications protocols. Safety Week activities aimed at general personnel, initially introduced in 2010, included an optional drivers' training class and simulator in 2011. While this represents an increase in Safety Week opportunities for general personnel, there remains room for improvement in participation.

To shift focus toward improving safety trends and away from simply tracking participation in safety programs, moving forward this outcome will be reworded to read, "Workplace safety trends improved."

D. The number of members who understand and participate in their own external financial benefit programs maintained or increased.

While no substantial change occurred in the percentage of employees who participate in the 457 deferred compensation program (Figure 4.2), the percentage remains high.

Figure 4.2 Employee 457 Plan Participation



Strategic Plan, continued

The District's plan participation rate is significantly higher than the national average of 22%, as reported for 2010 by the National Association of Government Defined Contribution Administrators (Schneyer, F., April 2011, *NAGDCA Offers Statistical Snapshot of Government Plans*. Retrieved from <http://www.PLANSPONSOR.com.>)

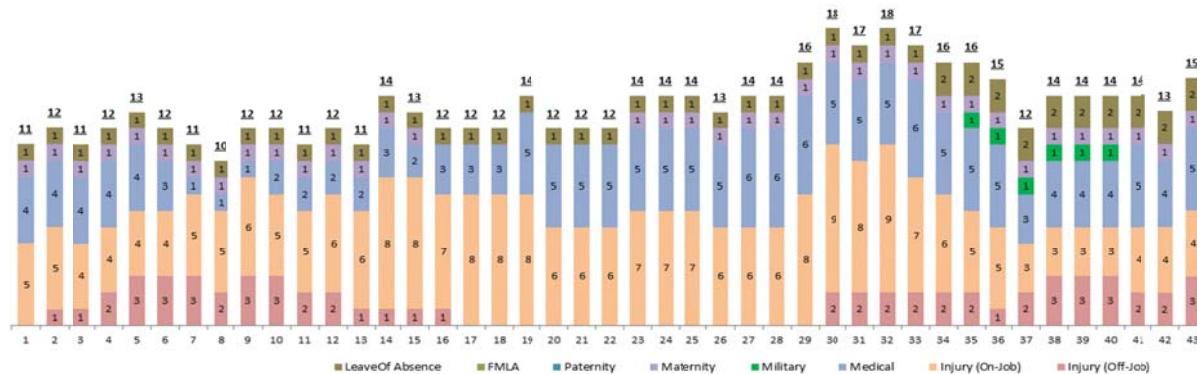
Moving forward, this outcome will read, "The percentage of personnel who understand and participate in their own financial benefit programs maintained or increased."

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Monitor recently-established baselines that measure on-the-job injuries, time lost due to injury, illness, and recruit firefighter injury data, to identify trends in types and severity of injuries for all members.

Along with the tools depicted above, the impacts of extended leave (e.g., time lost, number of claims, cost to District, etc.), are being tracked by week and type with the tool below. Additional data collection tools, including those that address less severe injury and stratify injury data by the type of activity, are yet to be developed as discussed in "Challenges" below.

Figure 4.3 Extended Leave Count by Fiscal Week, Fiscal Year 2011 (Excerpt)



A Safety Committee Project Action Team is tasked with reviewing injuries associated with the Fire Critical Skills Program. Among other factors, they will consider the origin and validity of individual drills, industry research, biomechanics, ergonomics, and any other human factors. Key to their efforts will be addressing if accuracy is being traded for speed.

2. Educate personnel on fitness and nutrition, which appear to be having a positive effect on body composition, blood pressure, participation, and overall fitness.

Wellness staff addressed all work groups, including career and volunteer recruit academies, on a variety of wellness-related themes such as fitness, nutrition, injury prevention, and blood pressure/cholesterol checks. For example, staff hosted a "Fitness Forum" prior to each academy exposing recruits to warm-up techniques, moderate-high intensity interval training, nutritional strategies, current fitness status, and physical and emotional expectations.

During the reporting period, a Peer Fitness Trainer (PFT) on temporary assignment to the Wellness Program was tasked with increasing knowledge and participation among non-line personnel. The focus was both fitness activities and nutritional education. Findings of the previously mentioned follow-up survey of non-line personnel found that 74% of respondents reported a positive change in nutritional habits.

Strategic Plan, continued

3. Actively encourage utilization of on-site workout facilities.

Outreach to line personnel to encourage on-site workouts included fitness challenges, items in the monthly wellness newsletters, and “hot topics” information sent out by the Wellness staff. Over the course of the year, PFTs also offered a wide range of fitness opportunities for non-line personnel. Examples include: leading aerobics, yoga, and core strengthening classes; exercise equipment instruction; disseminating “workout of the day” routines; and meeting with individuals, groups, and managers to encourage use of the workout facilities. Based on survey data showing that PFT involvement increased wellness activity, a PFT resource has been assigned to each administrative facility.

Improvements to the standardized list of exercise equipment were finalized with the intent of ensuring a broader complement of quality equipment as an incentive for employees to utilize the facilities.

4. Establish baselines for measuring illness for line personnel and non-line personnel (separately) to determine whether increased participation in the Wellness Program has an effect on time loss for illness.

Despite efforts, no significant progress toward this action item has been made, as no effective method could be identified to establish a correlation between Wellness program participation and time loss due to illness. Additional work needs to be done to define illness and narrow down what can and should be tracked to validate the effectiveness of the District’s Wellness program. Annual surveys on program participation provide only a partial view at this time and can be subjective due to self-reporting.

Moving forward, the District would be better served to refocus this action item on tracking known health baselines that are widely validated to have a positive impact on illness/time loss (e.g., blood pressure, cholesterol, blood glucose, weight management, vaccinations, and annual physicals).

5. Work collaboratively with partner agencies to share and evaluate injury data to identify causes of injury and target evidence-based solutions.

Staff attended preliminary meetings with Clackamas County Fire District #1 (CCFD #1) relative to discussing potential collaborative efforts and injury data comparison. TVF&R has shared injury data and CCFD#1 is working with TVF&R to standardize their data points before sharing their data. When the data is available for direct comparison, the intent is to evaluate opportunities for collaboration using resources from both agencies to affect the rate of injury and reduce related costs. Staff is also working through the Portland Metro Safety Officers group to standardize data points.

6. Improve medical data collection systems to meet occupational health needs.

Staff is evaluating electronic medical record systems (medical e-records) to meet the District’s occupational health needs and National Healthcare Information Technology (IT) initiatives. EMS and IT staff attended a National Health IT conference to help Oregon providers implement health information exchange systems.

Hard-copy employee medical history and pre-physical forms are being digitized and new medical and rehabilitation data will be captured electronically, which will support the eventual transition to medical e-records. Replacement spirometry and auditory software have been selected with an eye toward interfacing with future medical e-records once developed.

7. Update the Wellness Initiative to better reflect an emphasis on prevention and to actively involve all members.

The District’s Wellness Initiative needs to be updated to reflect the initiatives described below and to include the previously mentioned non-line initiatives that were added in 2011.

The Functional Movement Screen (FMS), a tool used primarily for professional athletes, was administered to a large number of line, non-line, and volunteer personnel. Individuals with low FMS scores were referred

Strategic Plan, continued

to solutions to address target areas for improvement. If follow-up scores validate FMS as a useful preventative tool, it will be incorporated into the Wellness Initiative.

Phase I of the ADAPT/Performance Therapy Project, a rehabilitative care therapy study utilizing “industrial athlete” rehabilitative care offered to line personnel with chronic injuries or returning to work from injury, has been completed (the results of which are discussed under “Opportunities” below). Phase II of the ADAPT study is underway. A comparative analysis of the efficacy of ADAPT versus FMS for preventative and therapeutic purposes will determine how these tools could be utilized within the Wellness Initiative.

CHALLENGES

The system in place to report incidents of damage, injury, unusual events, and near misses is adequate for basic data collection and retrieval, but completing meaningful analysis requires manual manipulation, which is very labor intensive. Reallocation of dedicated staff resources is needed to meet the demand for data comparison and trend analysis. This could include reconfiguring the reporting process away from a static system to take better advantage of electronic tools already available in the District. Any system changes should include a review of the type of risk management information being collected to ensure it meets the leadership team’s expectations moving forward.

The addition of new line personnel has resulted in an increase in use of station exercise equipment, which is aging and already in need of replacement, to meet the new standardized equipment list and capital replacement plan. The increased budget impact needs to be evaluated against the organization’s goals for employee wellness and fitness.

The number of members trained in Critical Incident Stress Management (CISM) and certified to conduct debriefings has declined to a point that acute CISM response and support is jeopardized.

OPPORTUNITIES

There are preliminary signs that the District’s use of aggressive medical case management to help injured employees speed their recovery is working, and there is certainly strong anecdotal support. Given the human and financial implications, this strategy and associated outcomes should be continually monitored.

Positive impacts were reported after the initial phase of the ADAPT therapy study/project; specifically, of the 31 participants, 89% reported their condition improved or much improved after treatment. Moreover, 81% reported their condition improved by greater than 50%. Staff will evaluate the results after the second phase to determine the most appropriate forms of therapy for different types of injuries moving forward.

Given that better clinical outcomes for members and lower costs/risks for the District are desired, on-site occupational health services programs should be pursued to provide higher-quality, more consistent, and sustainable care. Having a contracted Occupational Health Physician perform annual physicals, and stress and injury assessments in-house would have a positive impact on both the timeliness and quality of care.

The possibility of interfacing District medical records with the EPIC system used by most all area hospitals/healthcare providers should be explored for the potential to meet District, local, and state operational needs for healthcare information exchange at a cost savings to all parties.

THE 2012 CALL FOR ACTION

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

1. Measure on-the-job injuries, time lost due to injury, and illness to identify and act on trends and causal factors for types and severity of injuries for all personnel.
2. Educate personnel on fitness and nutritional practices known to have positive effects on body composition, blood pressure, participation, and overall health.

Strategic Plan, continued

3. Work with partner agencies to establish, share, and evaluate standardized injury data to identify causes of injury and target evidence-based solutions.
4. Establish an electronic medical data collection system to meet occupational health needs and enhance information exchange with appropriate healthcare providers.
5. Update the Wellness Initiative to better reflect an emphasis on prevention and active personnel involvement.
6. Increase incident CISM response and other peer support resources.
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.
8. Pursue expansion and development of on-site occupational health services programs to include a contracted occupational health physician.

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 scope of the chartered diversity committee, now in place and working, to develop a comprehensive diversity/inclusion plan, encompasses front-end strategic-level decision making, which will largely set the course for District action steps in this area over the next several years.

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

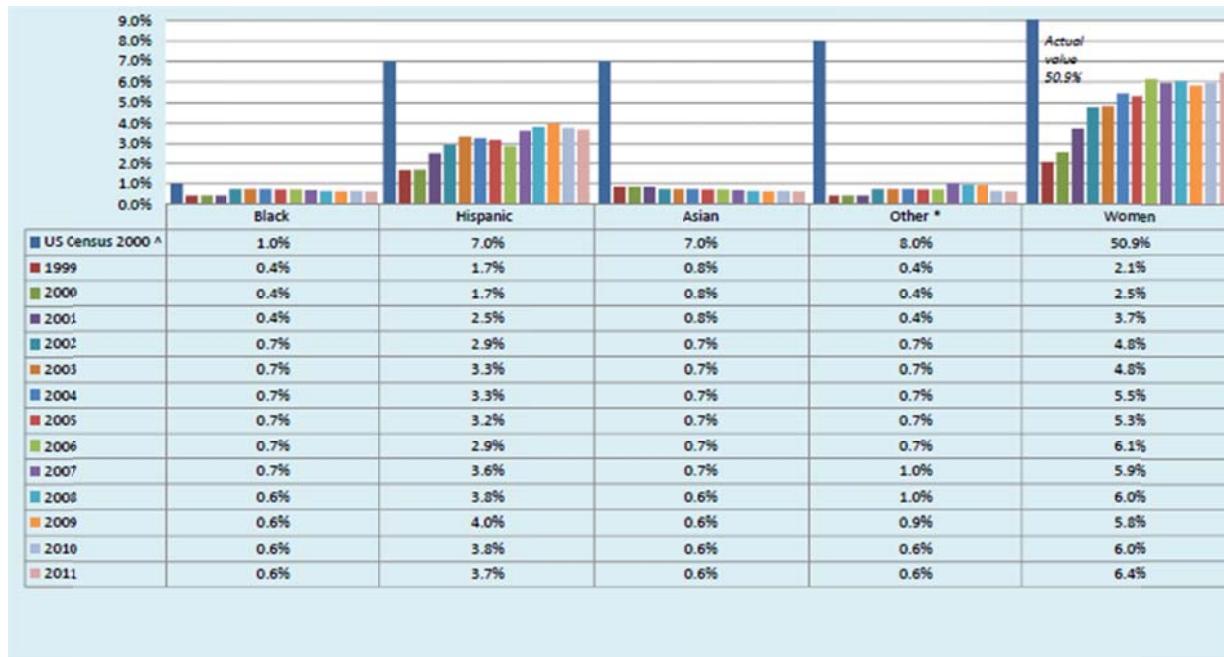
The chartered diversity committee is addressing this issue as part of the multi-year strategy for accomplishing Goal V.

C. Organizational diversity increased to better reflect the communities' racial, ethnic, cultural, linguistic, and gender diversity.

The chartered diversity committee also is addressing this issue as part of the multi-year strategy for accomplishing Goal V. While staff continues to take advantage of many opportunities to attract and recruit a diverse group of candidates for all positions, there have been no new programs or efforts to increase organizational diversity. Progress is anticipated as the committee identifies strategies to address the Calls for Action for next year.

Strategic Plan, continued

Figure 5.1 Line Personnel Demographics and 2000 US Census Comparison, 2000-2011



¹ Includes bargaining positions in Operations, Training, and Prevention

[^] for TVF&R service area, from demographic study published in 2003 Smoke Alarm Study

* Includes the following designations: American Indian, Alaskan Native, Pacific Islander, and "Two or more races"

Addressed later in this document as both a challenge and a call for action, the lack of current demographic information for citizens in the District's service area reduces the value of the data presented in the chart above.

Additionally, moving forward, the District intends to expand the focus to broader concepts and attributes of diversity, not just gender, ethnicity and race.

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Complete the multi-year, comprehensive diversity plan including creation of a chartered committee to develop a long-term plan by the end of the 2011-2012 fiscal year. Establish deliverables and related budget for the phases of the plan including implementation, evaluation, and (as necessary) revision.

The Fire Chief identified and selected the chartered committee members and they are currently developing the long-term, multi-year action plan. This group has the responsibility to define why having a diverse workforce is important to employees and citizens of the District, while identifying strategies that address the Calls for Action for next year.

In addition, the transition of leadership for this from an effort driven by the Human Resources Division to a broader District-wide responsibility has been completed. The Assistant Chief of Integrated Operations is heading the chartered committee, which sends a clear message that this goal is being addressed operationally as well as administratively. The chartered committee is comprised of a select group of employees from a variety of departments who have shown that they are strategic, out-of-the-box thinkers. This helps to support the message about diversity being an organizational responsibility and the District's need to change the way it approaches all of the identified Outcomes for Goal 5.

Strategic Plan, continued

CHALLENGES

There are many challenges associated with this goal, including honestly identifying and looking to shift the cultural norm within the District as well as to begin to change that paradigm within the fire service. Most fire departments suffer from a lack of diversity among their firefighters and struggle to develop the answers and methodology to correct and change that situation. Studies show that the demographics within the District's boundaries are becoming more diverse, yet the District is not keeping pace internally and is not providing the right tools to help personnel overcome cultural barriers among many minority communities. This begs the question of what District personnel need to enhance their understanding of the cultural differences of citizens within its jurisdiction and their varying requirements and needs in an emergency situation.

One challenge for the chartered diversity committee is to recommend where to begin as the District pursues answers to all three targeted outcomes. In order to actively recruit more diversity, it would be helpful to have a more diverse workforce. In order to attract and retain a diverse workforce, the District must have a culture that supports individual differences.

With the growing diversity within its boundaries, the District recognizes there is room for improvement in the ability to understand and engage citizens in ways that show understanding and respect for their culture, especially in emergency situations when those differences can be most evident and important.

Finally, without current demographic information regarding the ethnic and cultural differences of the citizens TVF&R serves, it is difficult to measure the trends in the changing ethnic diversity among the communities within the District's service areas and the current levels of success the District is making in meeting the outcomes of this goal.

OPPORTUNITIES

It will fall to the chartered diversity committee to build a plan that offers the District the opportunity to look at diversity in a new way. Is the District willing to think outside the box and take some risks as it reassesses ways to adapt to its community's various cultural attributes? There are fire departments that have had some success in increasing the diversity of their workforce; who are they and what have they done to be successful when most other fire departments are not? The District has the opportunity to learn more about the cultures in the communities it serves, and by engaging with those communities, it increases the opportunity to spread the word about the profession of firefighters and the fire service. Additionally, the District would benefit from initiating and engaging in conversations with other public safety agencies around commonplace experiences and successful practices in this arena. For example, TVF&R will be participating in a diversity "think tank" forming through the Metro Fire Planners as a result of related discussions at their 2011 conference.

TVF&R must enhance its workforce's understanding of individual and group differences, and strengthen the trust of residents of all ethnicities and backgrounds. The creation and implementation of a comprehensive diversity/inclusion plan is necessary to integrate efforts related to workforce culture, cultural competence, and recruitment outreach, and realize meaningful organizational impact.

The development of a more culturally competent workforce only enhances the ability of District employees to effectively serve its communities, broadening the affect staff has on incident scenes, in various business situations, and in forming favorable opinions about the District going forward.

THE 2012 CALL FOR ACTION

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

1. Finalize, implement, and communicate to all personnel the multi-year diversity plan.
2. Capture trends specific to employee awareness regarding the benefits of a diverse workforce, as well as employees' cultural competency.
3. Pursue updated service area demographics based on 2010 census data.

Strategic Plan, continued

Goal VI: Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
	 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 standards has been maintained in all areas.

Table 6.1 Industry Standards Compliance

Fiscal Year	2009	2010	2011
Commission on Fire Accreditation International (CFAI) Accredited Agency Status	✓	Re-accredited August 2010	✓
Insurance Services Office (ISO) Rating ¹	2/3/10	2/3/10	2/3/10
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	✓	✓	✓
GFOA Certificate of Achievement for Excellence in Financial Reporting	✓	✓	(pending)
Oregon Dept. of Public Safety Standards and Training (DPSST) Certification	✓	✓	✓
Moody's Investor's Service Credit Quality Rating ²	Aa1	Aaa	Aaa

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

² Moody's changed rating schedule between fiscal year 2008-09 and fiscal year 2009-10; highest possible rating for governmental agency changed from "Aa1" to "Aaa" (title change, not rank change).

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

Creation of a third battalion in January 2011, reduced the span of control for Battalion Chiefs and increased crew contact and conversation. An informal survey of Battalion Chiefs indicates a generally high level of motivation and curiosity among line personnel. Creation of the Integrated Operations Centers and re-emphasis of the Station Liaison program is designed to strengthen connections and accountability between prevention staff and crews.

Turnover at all levels of the organization and promotions has highlighted the challenges and shared responsibility of preparing the next generation of District leadership (e.g., exhausted Civil Service lists, limited "bench strength").

The three-year trend for accidents involving District apparatus, vehicles, and facilities shows a 33% reduction from 65 in fiscal year 2008 to 43 in fiscal year 2010. This data does not distinguish between fault and no-fault situations.

There is room for improvement in accountability and tracking for individual National Incident Management System (NIMS) compliance.

Strategic Plan, continued

C. Major innovation efforts (e.g., capital bond program, community risk-reduction, MUNIS software, etc.) completed and institutionalized.

Capital projects continue to be completed within scope and budget. On a program level, significant progress has been made documenting the organizational structure, procedures, business standards and controls, and financial reporting required to successfully manage multiple concurrent construction and apparatus purchase projects.

While core business functions in Finance, Human Resources, and Logistics have been migrated to the MUNIS software, challenges remain in adapting to workflow requirements and learning (“mature with”) the system. As reported below, while steps have been taken, community risk-reduction remains a work in progress.

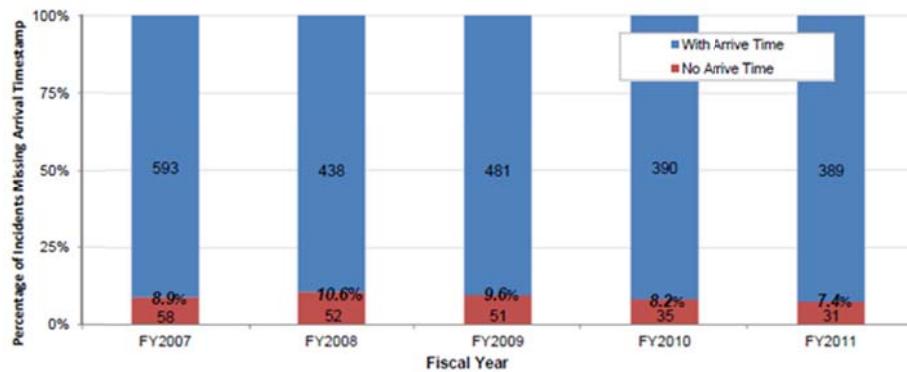
Moving forward, this outcome will be refined to read, “Major innovation efforts institutionalized.”

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

In terms of business practices, focused attention applied to the Capital Projects Program has resulted in improvements to the quality and transparency of financial reports and controls, improved project management, and enhanced internal and external communications.

A variety of initiatives are focused on improving emergency operations. The Operations Quality Improvement Team (OPS QI) participated in the rewrite of the Standards of Coverage, offering valuable recommendations on effective response force (ERF) and parameters for a “Working Fire.” Additionally, they established a Process Action Team (PAT) focused on improving the quality of fire reports and led an effort to improve compliance with the “arrive” timestamp, which is critical to producing reliable response data. Utilizing single unit fire incidents as a sample, missing arrival timestamps decreased 0.8% in the last year and 3.2% over the five-year high point in fiscal year 2008.

Figure 6.1 Single Unit Fire Incidents Missing an Arrival Timestamp



Three EMS Operations Quality Improvement initiatives are noteworthy:

- Identification of a decrease in airway management success by District Paramedics resulted in a Spring 2011 training for Advanced Life Support (ALS) employees (follow-up on the affect is being tracked via the airway registry and will require at least a year to evaluate given the small number of intubations).
- Training and improvement in announcing the “at patient side” benchmark with compliance increased from 42% to 65% in just over one year.
- Changes to how cardiac-related data is tracked by Washington County EMS resulted in consistent and detailed performance data for the “door to balloon” time interval, which enhances the ability to measure and provide care that is fast and effective.

PROGRESS TOWARD 2011 CALLS FOR ACTION

- 1. Institutionalize the concept of “community risk-reduction,” and keep District employees and key external partners apprised and engaged in the “why” and the “what” of these and other innovation efforts.**

Prevention and preparedness have long been emphasized at TVF&R, but after the priority of response. As evidenced by the creation of Integrated Operations and incorporation of the Emergency Management Program into the Fire Chief's Office, the District's strategic focus is gradually shifting to a more balanced approach. As it relates to community risk-reduction efforts, specific accomplishments this past year included: appointment of a program manager, re-emphasis of the Deputy Fire Marshal (DFM) station liaison role, Company Officer in-service training, beta testing of community risk-reduction meetings and strategy development with three stations, and Battalion Chief training. By early 2012, each station should be working collaboratively with their Public Affairs Officer and DFM station liaison to implement community-based projects that emphasize proactive interventions to reoccurring problems or opportunities. Projects already underway include: safety trainings with staff at senior care facilities, rural addressing and access issues, working with managers of a new subsidized housing facility to develop effective emergency procedures and encourage resident education, and partnering with Valley Catholic Middle School and the American Heart Association to provide Hands-Only CPR training to students, their families, and other area residents. After a slow start, where program development and communication were sporadic, the program's goals and strategies are now highlighted in academies, crew and staff briefings, on a SharePoint site, and in meetings with local elected officials.

- 2. Leverage innovation to help safeguard the long-term viability and vitality of District services.**

Car unit response to designated Code 1 incidents accounted for 6% of all incident response in fiscal year 2011, resulting in improved system response reliability and a cost-effective response model for low intensity incidents. Active engagement by DFMs and District-initiated changes in alarm verification procedures are presumed to be contributing to a continued decline in false fire alarms (13% decline in fiscal year 2011; 26% decline fiscal year 2007-fiscal year 2011). Both efforts have advanced the District's deployment focus of getting the right resource with the right staffing to the right call at the right time.

A third-party recruiting process for career firefighters was implemented in January 2011, resulting in a constantly refreshing list of candidates and a reduction of staff time expended on this activity equivalent to approximately .25 FTE. The annual cost is \$3,500.

- 3. Reinforce the importance of individual craftsmanship and excellence, and their connections to safety, customer service, and the organization's fiscal health.**

Strong leadership provided by several District firefighters set a highly productive and positive tone for two new academies. The personal responsibility these individuals assumed for the success of 25 new recruits and the examples of excellence they set were noteworthy.

The past year brought significant change to TVF&R, including implementation of the Integrated Operations Division, introduction of the community risk-reduction concept, and promotion of new Chiefs and Company Officers. The pace of change challenged individual craftsmanship as many employees adapted to new management, new responsibilities, and a new way of doing business over a short period of time.

Some aspects of community risk-reduction have an internal focus and a connection to craftsmanship. For example, an increased emphasis on improving rural addressing and access issues helps improve emergency response and situational awareness. Proactive work conducted by Station 67 has helped improve the District's already positive working relationship with the Beaverton Police Department.

The rollout of the Asset Management Program (AMP) makes greater use of data to ensure that the potential impacts of major District purchases are evaluated in a comprehensive manner (fiscal, operational, logistical, and training). Because the program focuses on people and process ahead of the material items, it is hoped that employees will take more interest and ownership.

Strategic Plan, continued

A growing awareness of the budget process and its connection to strategic priorities has increased the number of employees who feel a sense of ownership for this work. MUNIS-generated reports make it easier for budget managers to control and track current expenditure activity; and multi-year financial projections provide a clearer picture of the financial future and equip leadership with an understanding of the long-term impacts of key budget decisions.

4. Manage successful implementation of organizational change initiatives (e.g., bond projects, community risk-reduction strategies, Integrated Operating Centers, Respiratory Protection Program, Fleet Services Enterprise, competency-based leadership/career development, etc.).

The Capital Projects Program initiated construction on a new set of projects (Stations 56, 65, 68, and the South Operating Center). Progress on Station 68 is delayed pending resolution of a land use appeal filed by an adjacent property owner. The Bond Project Management Team was established to better organize staff associated with the program. Structured in a manner similar to the Incident Command System (ICS), the team includes Fire Chief's Office personnel in the Incident Command role, construction and apparatus personnel in the Operations role, and Logistics, Finance, and Communications representatives supporting the Public Information function. Having clearly defined roles and responsibilities has helped streamline processes, limit span of control, and ensure consistent information sharing among stakeholders.

Formal Fleet Enterprise Intergovernmental Agreements were reached with Clackamas County Fire District #1, Gladstone Fire Department, Lake Oswego Fire Department, and Hillsboro Fire Department. A satellite District maintenance facility opened at Clackamas County Fire District #1.

Progress continues on the Respiratory Protection Program: Policies have been updated, a program administrator has been established, SCBA units were replaced, two new rehabilitation units with mobile air-filling capability are now active, and larger air bottles are being deployed.

5. Improve accuracy and timeliness of data collection and analysis in all areas.

Examples of improvement in the accuracy and timeliness of data collection include the previously mentioned increase in "arrived" and "at patient side" benchmark compliance. Deployment of on-demand incident response reports for each station prompted important discussions about the need to code more consistently, with the best example being occupancy type. A commitment to "data craftsmanship" is present in both the OPS and EMS QI efforts.

A general concern remains regarding individual commitment to data accuracy, particularly as it applies to report writing. Organizational efforts explaining the impact of inaccurate coding on the community and the organization must continue. Opportunities also need to be explored for providing formal training (e.g., report writing training for new Company Officers).

CHALLENGES

Multiple indicators suggest that the District will function in a challenging financial environment for the foreseeable future. When combined with upward pressures on expenditures, the economic environment makes the job of managing and forecasting District finances increasingly complicated and important. It is critical that employees understand and support efforts aimed at creating efficiencies and controlling costs.

Successfully navigating change is time consuming. Whether learning to use MUNIS software or working as part of an integrated team to identify and intervene with community risks, new organizational priorities compete with an individual's existing work tasks. Care must be taken to ensure that time remains for the drilling, training, and focused individual learning that are essential to developing the knowledge and skill required of emergency responders and of those who support them.

A significant number of organizational change initiatives rolled out over the last eighteen months. An employee focus group (May 2011) indicated that although most personnel are optimistic about the changes, they're uncertain of their roles in the organization. While acknowledging that the organization's mission has not

Strategic Plan, continued

changed, participants identified a sense of disruption associated with new locations, new chains of command, and general reorganization issues. Most understood that trying something new takes adjustment time.

While the findings of the focus groups are arguably an inevitable part of any major organizational change, they provide a healthy reminder of the importance of focus, planning, and regular communication, when initiating change. Critical efforts such as the roll-out of the community risk-reduction initiative run the risk of being viewed as “flavor of the week” when significant gaps in activity and communication leave employees wondering about direction and commitment.

Talent development and succession planning must be emphasized to prepare for the next round of retirements, as well as to encourage and grow an increasingly young workforce. On a related note, there is a concern that there is waning interest in the District’s formal QI initiatives and committee work in general. Those who are active are dedicated, but they need reinforcement.

OPPORTUNITIES

Partnerships with Clackamas County Fire District #1, the Beaverton Police Department, Valley Catholic Middle School, and others provide opportunities for the District to develop innovative, measurable initiatives that contribute to the organization’s long-term success and make the communities safer.

Key to community risk-reduction is the belief that firefighters, in partnership with their DFM station liaison and Public Affairs Officer, are in the best position to observe and respond to risk in the communities they serve. With time, this has the potential to encourage a new era of individual and organizational creativity as teams problem-solve ways to help the public avoid preventable emergencies and better prepare for the unavoidable ones. Improved quality of incident report writing and continued refinement of data tools, such as a replacement for the current occupancy database, and the potential of a major expansion in access to geographic information system (GIS) technology, will strengthen the analysis that must serve as the foundation for these efforts.

The District has been introduced to a competency-based leadership development program and recognizes the opportunity to develop a more general talent management system. Such a system integrates competencies into its job classification system, job descriptions, recruitment and selection processes, performance management, workforce and succession planning, and several other areas, with the promise of engaging employees more meaningfully in business performance outcomes. This program requires dedicated project leadership to develop the components of the system and align them with existing talent management strategies.

THE 2012 CALL FOR ACTION

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

1. Reinforce the District’s culture as one that emphasizes preparedness and prevention in addition to response.
2. Keep District personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District’s focus on prevention, preparedness, and response.
3. Encourage innovation in all areas to help safeguard the long-term viability and vitality of District services.
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.
5. Manage successful implementation of organizational change initiatives; maintain once implemented.
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).
7. Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management with the promise of engaging employees in more meaningful business performance outcomes.

Strategic Plan, continued

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

ANALYSIS OF TARGETED OUTCOMES:

A. Partnerships that create efficiencies developed and maintained.

Partnerships continue to be a priority strategy for achieving efficiencies in District business practices and service delivery. Examples of new or expanded business collaborations include:

- standardized fleet services delivered to several area departments;
- increased participation in state and industry purchasing cooperatives;
- a partnership with Energy Trust of Oregon (ETO), focused on improved energy conservation in District facilities; and,
- private sector support for the quarterly landlord workshops.

Emergency service delivery benefited from:

- adding a third area hospital to a consortium focused on improving cardiac outcomes;
- turning over board-up and security services at emergency scenes to a private vendor (following a competitive process); and,
- multi-agency collaborative efforts focused on improving the quality and efficiency of services provided to individuals with mental illness who are involved in emergencies.

B. The value of state, federal, and foundation grants that enhance TVF&R's ability to better serve customers maintained or improved.

The first year of funding from the federal Staffing for Adequate Fire & Emergency Response (SAFER) grant allowed nine additional firefighters to be trained and deployed during the summer and fall of 2011. The two-year, \$1.63 million grant is the largest ever received by the District.

Moving forward, this outcome will be refined to read, "Pursued state, federal, and foundation grants for strategic service enhancements."

C. Greater financial diversification developed.

While several steps were taken to diversify revenue sources, the District remains almost entirely reliant on property taxes. Securing the SAFER Grant was a positive step, but funds are only available for two years and a third year match is required of the District. Formal intergovernmental agreements (IGAs) for fleet services have been reached with Clackamas County Fire District #1, Hillsboro Fire Department, Lake Oswego Fire Department, and Gladstone Fire Department. These IGAs are based on a full cost recovery model and have expanded the service capacity of the District. Finally, statewide healthcare reform holds the possibility of a new service and revenue model, but remains conceptual only at this time.

Consideration was given to dropping this outcome due to the historic inability to make a meaningful change, but District leadership retained it because the objective remains important even if progress comes slowly.

D. Environmentally friendly practices for daily operations increased.

A variety of conservation initiatives were completed this year. Successful application was made to the ETO to complete a comprehensive energy use study of all District facilities. The study benchmarked utility consumption, identified possible conservation projects and anticipated return on investment timelines, and may result in additional ETO funding for specific improvements. With the move to CBOC, several technology enhancements have resulted in a reduction in hardware and space needs, as well as power

Strategic Plan, continued

consumption and staff support. They include: Virtualization technology that reduced the number of physical servers, magnetic storage of nightly backups that replaced a large tape library, and shared multifunction printers that resulted in reduced staff support needs and lower materials and capital costs. There is room for improvement in how staff takes advantage of other efficiency features built into the CBOC building.

Metered use of cleaning materials in stations continues to expand with clothes washing machines (can extend appliance lifetime) being the newest to be tested. Performance requirements for contract custodial and landscaping firms continue to emphasize use of environmentally friendly products. District personnel should be encouraged to continually increase their individual environmentally friendly behaviors.

Moving forward, the wording of this outcome will be revised to read, "Environmentally friendly practices and behaviors for daily operations increased."

E. Cost control and reduction strategies demonstrated.

District initiatives focused on cost control and reductions include:

- Proactive case management of injured employees reduced waiting times for treatment and provided greater support and structure for rehabilitation activities. In many cases, this resulted in a faster return to work.
- IT staff estimate the first-year savings (fiscal year 2010 versus fiscal year 2011) associated with the CBOC shared multifunction printers at \$38,000-\$40,000.
- Increased vendor-direct purchasing has reduced the number of inventoried products in the District warehouse, as well as handling by Supply personnel, and allows for contract purchase prices. Expansion to janitorial supplies and clothing/uniforms is being researched and tested.
- A third-party recruiting process for career firefighters was implemented at a cost of \$3,500 in January, 2011. In addition to providing a constantly refreshing list of candidates, this change has resulted in a reduction in work equivalent to .25 FTE.
- MUNIS tools were used for the first time to identify and make reduction in materials and services requests during the fiscal year 2012 budget process.
- Strategies were identified to extend the replacement cycle for apparatus.

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Encourage innovative ideas for financial diversification.

Providing fleet services to other agencies is not new to TVF&R, however, the Intergovernmental Agreements adopted in August 2011 with Clackamas County Fire District #1, Gladstone Fire Department, Hillsboro Fire Department, and Lake Oswego Fire Department added a new element of structure via detailed work scopes and carefully calculated full-cost recovery. Additional agreements for other services, such as communications and technology, are being researched. The District is also actively participating in the planning process for healthcare restructuring in Oregon, which could produce an impact. Even with initiatives such as these, TVF&R will remain heavily reliant on property tax revenue for the foreseeable future.

2. Implement sustainable practices in acquisition, operation, and disposal of resources to minimize environmental footprint.

While the activities highlighted in Outcome D (above) suggest the District is making progress in its efforts in this area, the lack of any kind of environmental benchmark makes measuring the impact impossible. With this in mind, initial steps have been taken to develop a greenhouse gas inventory for District operations.

Strategic Plan, continued

3. Ensure internal and external collaborative efforts to continue to implement open-standards technology, allowing for future electronic integration with external partner agencies' systems.

Rapid changes in technology in the last year have significantly reduced the challenges of connectivity and sharing data between agencies. The best example is the growing utilization of web-based data storage and software services (Cloud) hosted externally and accessible – with permission – to other users. The Cloud is not a one-size fits all solution, however, and attention must still be paid to the selection of internal systems that promote information sharing.

The District is exploring a significant expansion in its geographic information system (GIS) capabilities. GIS uses property specific references as a way to organize, analyze, and present data and is widely adopted among external partners.

4. Develop and track data to gauge the impact of efficiency efforts.

An honest appraisal would describe this as possessing possibility but little real progress. Purchasing patterns and cost comparisons are available through both internal and external systems. MUNIS report capabilities are still being developed for management purposes. The shift to vendor-direct purchasing for day-to-day items should yield better reporting (e.g., cleaning supplies on a per square foot basis). A positive step that did occur is the benchmarking of utility use for District facilities.

CHALLENGES

The transition to vendor-direct purchasing has resulted in a workload shift to station personnel. This change is complicated by the “double entry” demands of the vendor system and MUNIS. Potential solutions are being researched, but the days when the Supply Department’s warehouse served as the store front for all District needs are changing. Going forward, a concerted effort should be made to communicate the context for the change by Supply (i.e., flat staffing for many years, increasing service demands), as well as the benefits. Benefits include: The ability to focus on mission critical items (e.g., turnouts, thermal imagers, gas monitors); time to follow-up on warranty issues; and the ability to engage in key purchase planning activities and the workload associated with the bond program.

Greater attention needs to be paid to the behavioral change that is part of doing business in a more environmentally sustainable manner. As an example, smart systems designed into CBOC increase the building’s energy efficiency (e.g., light harvesting, heat transfer, light sensors). When individuals override these systems to meet more personalized light or temperature requirements, these efficiencies can be lost. Another area for improvement is expanded use of the District recycling program.

OPPORTUNITIES

A priority should be placed on establishing an all-in-one (superstore) interface between authorized vendors and the MUNIS ordering systems to eliminate double-entry and ensure staff time is utilized to the greatest level of efficiency.

Increased service sharing among local governments is a likely outcome of the constrained fiscal environment. Where appropriate, the District should be prepared to respond with full cost proposals. Alternatives to the traditional method of contracting prior to annexation (i.e., “date then marry”) should be considered as it relates to how neighboring agencies can partner with TVF&R. Emphasis should be placed on understanding ways economies of scale can be achieved without affecting local service levels, funding realities, or governance structures.

The District’s sustainability efforts require a clearer sense of purpose (goals) and some ability to measure the impact (benchmarks). Following up on the energy audit funded by ETO, consideration should be given to allocating funds necessary to provide matching dollars for projects identified with positive return on investment scores and highlighted for additional funding by ETO.

Strategic Plan, continued

THE 2012 CALL FOR ACTION

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

1. Encourage innovative ideas and partnerships to achieve financial diversification, cost control, and service enhancements.
2. Establish District goals to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.
3. Seek opportunities to advance electronic information system integration with partner agencies.
4. Track and analyze the impact of efficiency efforts.

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

ANALYSIS OF TARGETED OUTCOMES

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

The ending fund balance exceeded the goal of five months of General Fund expenditures.

Table 8.1 Ending Fund Balance History

Fiscal Year	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual
Beginning Fund Balance	26,368,346	30,880,694	32,752,110	32,870,970
Total Revenue	91,931,441	97,614,684	102,041,012	105,386,459
Total Expenditures	61,050,747	64,862,574	69,170,042	71,512,610
Ending Fund Balance	30,880,694	32,752,110	32,870,970	33,873,849
Months of Operating Expenses	6.1	6.1	5.7	5.7

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

The District's only significant revenue source is property taxes. Because this revenue source is not under the organization's control, it is critical that long-term forecasts and expenditure trends maintain a long-term balance of expenditures in line with revenue. In 2011, the return to the tax rolls of the City of Tualatin's urban renewal district allowed the District to cover expenditures by increasing taxable assessed valuation to a total of 3.97%, even though overall assessed valuation increased only 2.73%. The fiscal year 2012 valuation increase of 2.73%, with expected lower collections due to appeals, increases the challenge of balancing expenditures within available revenue. Forecasted cost increases in Oregon Public Employee Retirement System (PERS), healthcare, workers' compensation, dispatch center charges, and facility maintenance costs are coming at a time of curtailed revenue increases.

While the economic environment is problematic, the tools available to District leadership and managers to monitor and manage the organization's finances are improved. Monthly financial statements including expenditures by directorate and department are compared to a monthly benchmark for revenue and expenditures trends. All non-salary expenditures are verified to the budget for validity and budget availability, and all budget managers monitor their own departments to avoid exceeding the budget.

Strategic Plan, continued

In addition, newly developed budget reports allow managers at all levels to drill down to the original budget detail for cost comparisons as they make their purchasing decisions.

C. Actual financial performance measured against the financial modeling and forecasting tools and adequate plans in place for various fluctuations.

The District continues to monitor trends for revenues and expenditures and create new financial models to plan for options. As soon as tax levy data is released, revenue forecasts are updated. Expenditure monitoring and discussion of trends takes place monthly with staff and the Board of Directors.

D. District Moody's Aaa bond rating preserved.

This was achieved as part of the June 2011 bond issuance. The District's prudent fiscal management is cited in this excerpt from the Moody's opinion:

PRUDENT MANAGEMENT MAINTAINS STRONG FINANCIAL POSITION

The District continues to demonstrate a strong financial position as demonstrated by substantial reserves and prudent budgetary management. Over the last five years, general fund reserves averaged 51.2% of general fund revenues, which is above average compared to many highly rated peers. The District relies on property tax revenues for 97.9% of general fund revenues, mostly from its permanent levy rate of \$1.5252/1,000 of AV. The District also benefits from a local option levy of \$0.25/1,000 of assessed value that remains in place until 2014.

E. Financial forecasts include long-term financing and levy plans, long-term equipment, apparatus, facility maintenance and replacement plans, and the changes needed to serve the District's changing population and service roles.

TVF&R's management relies heavily on forward-looking financial models and forecasting tools, historical data, and findings of the annual audit process for critical decision making related to budgeting and business operations. Facility maintenance, apparatus replacement schedules, and IT/Communications plans were prepared as part of the budget process and will continue to be refined by Logistics and Integrated Operations staff.

Levy renewal forecasting is in process, as is the planning for the final phase of general obligation bonds and any potential decisions on future bond sales.

Moving forward, this outcome will be refined to read, "Developed and maintained financial forecasts that include long-term financing and levy plans; long-term equipment, apparatus, facility maintenance and replacement plans; and the changes needed to serve the District's changing population and service roles."

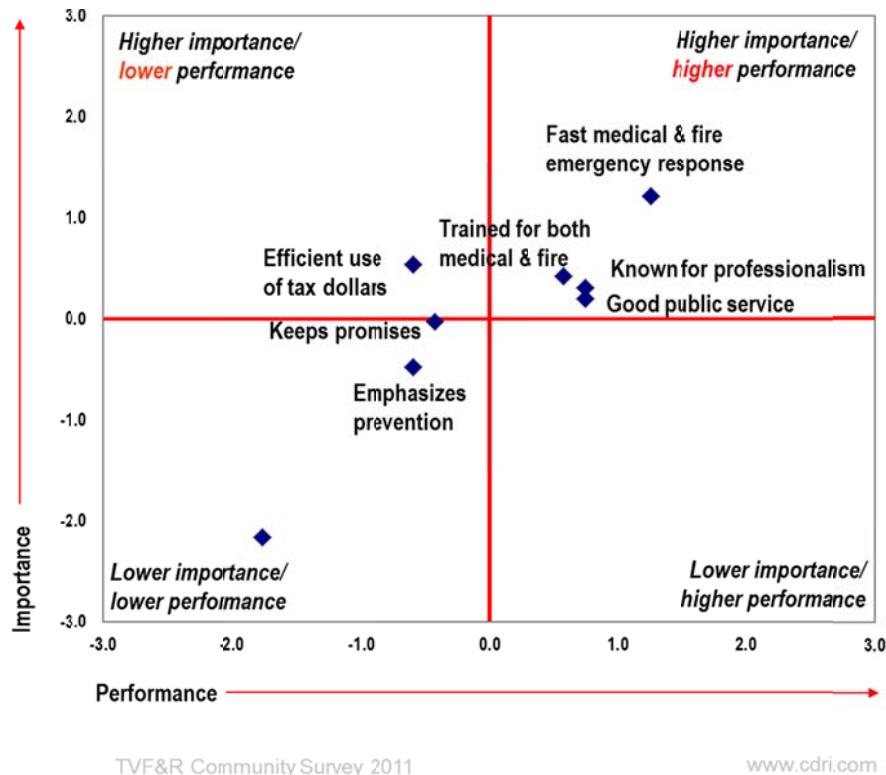
PROGRESS TOWARD 2011 CALLS FOR ACTION

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

Continual messaging about TVF&R and its value to citizens is performed through a variety of traditional and social media sources, and through direct District communications and outreach. In spring 2011, focus groups were utilized to gain insight into the level of public awareness and knowledge about TVF&R programs; insights gained helped inform content for the spring 2011 *Safety Matters* newsletter. The findings of the fall 2011 public attitude survey underscored the importance of personal contact with TVF&R personnel in building awareness of the value of District services. A strong correlation exists between the importance that survey respondents place on attributes of their ideal fire and EMS providers and their actual rating of TVF&R's performance (Figure 8.1).

Strategic Plan, continued

Figure 8.1 Public Perception: Importance/Performance Matrix (2011)



District performance underperformed public importance relative to the “efficient use of tax dollars” and “keeps promises to voters” attributes. While these may be more a casualty of public mistrust of government, the finding highlights a community perception that merits continued focus and thoughtful strategies by the District.

2. Plan for differing deployment models in financial forecasts to explore different service delivery models; collaborate with Union leadership to achieve mutual goals for the District and employee financial stability.

Receipt of the SAFER grant award accelerated the District's ability to add staffing to response units and achieve desired deployment levels. Keeping the current staffing levels post-SAFER grant will be challenging and different models may need to be considered. The District's upcoming labor negotiations will need to be focused on achieving the goals of District and employee financial stability. The Union and District support of the deferred compensation match should serve to improve employee long-term financial stability. Current General Fund reserves, including the PERS rate reserves, are expected to provide a measure of stability in the next three to five years.

3. Expand reporting mechanisms that can be easily understood and shared among employees and budget managers, thereby communicating the financial “health” of the District and allowing the managers to effect positive financial change.

A surge of data has become available with the implementation of the MUNIS system. All employees now have the ability to look up non-salary data in a variety of ways, using either the MUNIS system itself or using Sequel Server Reporting Services reports. In addition, budget managers now have the ability to browse through some payroll records, further enhancing their management abilities. These reports are real-time, easy-to-use, report on multiple years for comparability and allow staff the ability to drill down into individual account details.

Strategic Plan, continued

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

TVF&R is fortunate to enjoy a healthy, collaborative relationship with Local 1660. This partnership has availed opportunities to grow the District in strategic and innovative ways such as the car units deployment in the spring 2010. This program has yielded positive feedback from the District management, staff, and the public. In addition, the 2011 public attitude survey indicated that the public has come to expect this level of performance. Both management and labor groups continue to dialog about innovations, current issues, economic factors, and the future of the District in a manner that resembles more of a partnership rather than opposing forces.

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

The economic risks that impact TVF&R the most are the continuing escalation of payroll-related costs such as labor costs, workers' compensation insurance, PERS pension contributions, and healthcare premiums. Long-term modeling using various scenarios is performed each year to raise awareness of where the pitfalls might be, and to cause management to address potential risks before they occur.

6. Refine and develop long-term capital plans (IT/Communications, Fleet, Facilities Maintenance, and Integrated Operations) supporting the overall District financial forecast. Recognize that the District must proactively adjust them as it adjusts its service delivery.

It is understood that capital items need the longest planning period in order to deliver large-dollar items in a timely, proactive manner, rather than as a reaction to a sudden need. As the environment changes, the organization tries to adapt in a thoughtful way. It is critical that long-term capital plans continue to be refined, even after they are developed, to ensure all aspects of the business are continually addressed.

7. Proactively plan and message for levy elections and debt financing.

The District is approximately two years out from consideration of levy renewal. Messaging and planning at this stage is targeted around increasing awareness and knowledge of District services. Among the objectives for the 2011 focus groups and public attitude survey were gaining an understanding of community values and critique of District performance, as well as useful messaging moving forward.

CHALLENGES

Long-term real estate troubles have resulted in an increasingly narrow gap between real market value (RMV) and assessed value (AV). The District's AV growth has provided long-term financial stability, but that growth is becoming more constricted as the RMV of more property is nearing AV levels thus constraining the expected 3% AV growth. For 17.2% of property in Washington County as a whole, RMV already has declined to the point where it meets the AV level for the tax year 2011-12.

Forecasted increases in PERS rates, along with forecasted increases in workers' compensation rates, healthcare cost trends, dispatch center 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.

Negotiations for a new labor contract after June 30, 2012, are a critical component of District and employee financial stability. The District and the Union must work collaboratively to ensure commitments are sustainable into the future.

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

Strategic Plan, continued

OPPORTUNITIES

All challenges are an opportunity to create new solutions and partnerships with other governments. By forecasting issues far ahead, it may be possible to influence outcomes that will provide novel 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.

THE 2012 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 TVF&R 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. Proactively plan and message for levy elections and debt financing.