

# *South Lane County Fire and Rescue*



## **Strategic Plan**

**July 2019**



**Emergency Services  
Consulting International**

**TABLE OF CONTENTS**

**ACKNOWLEDGEMENTS** \_\_\_\_\_ **2**

**ORGANIZATIONAL BACKGROUND** \_\_\_\_\_ **2**

**COMMUNITY OPINIONS** \_\_\_\_\_ **3**

**MISSION** \_\_\_\_\_ **6**

**VISION** \_\_\_\_\_ **6**

**CORE VALUES** \_\_\_\_\_ **7**

**STRENGTHS** \_\_\_\_\_ **8**

**WEAKNESSES** \_\_\_\_\_ **8**

**OPPORTUNITIES** \_\_\_\_\_ **9**

**THREATS** \_\_\_\_\_ **9**

**GOALS AND OBJECTIVES** \_\_\_\_\_ **10**

**Goal 1 – Develop an effective organization responsive to the needs of its members and the community it serves** \_\_\_\_\_ **11**

**Goal 2 – Effectively manage the organization’s financial and capital resources** \_\_\_\_\_ **14**

**Goal 3 – Deliver effective and efficient services to the community** \_\_\_\_\_ **17**

**Goal 4 - Develop a safe community through proactive fire prevention, public safety education and hazard mitigation** \_\_\_\_\_ **19**

**Goal 5 – Maintain close and effective communications with the public** \_\_\_\_\_ **20**

**PERFORMANCE GOALS** \_\_\_\_\_ **21**

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### **South Lane County Fire and Rescue Strategic Planning Team**

<b>John Wooten</b>	<b>Fire Chief</b>
<b>Joe Raade</b>	<b>Division Chief</b>
<b>Joel Higdon</b>	<b>Board Member</b>
<b>AJ Nichols</b>	<b>Firefighter/Medic</b>
<b>Mike Becerra</b>	<b>Captain/Paramedic</b>
<b>Justin Baird</b>	<b>Division Chief</b>
<b>Leesa Martindale</b>	<b>Administrative Assistant II</b>
<b>Stephen Beach</b>	<b>Engineer/Medic</b>
<b>Chris Ewing</b>	<b>Engineer/Medic</b>
<b>Tim Heuser</b>	<b>Captain/Medic</b>
<b>Tyler Bergeland</b>	<b>Engineer/Medic</b>
<b>Danny Solesbee</b>	<b>Division Chief/Fire Marshal</b>
<b>Alex Wales</b>	<b>Firefighter/Paramedic</b>

## ORGANIZATIONAL BACKGROUND

South Lane County Fire & Rescue (SLCFR) proudly serves the cities of Cottage Grove, Creswell, and rural South Lane County. SLCFR was formed July 1, 2003 under ORS Chapter 478 as an Oregon Special District, for the provision of fire, rescue, EMS, and fire prevention services. The District is governed by a five-member elected Board and led by the Fire Chief, who is employed by the Board. The Fire Chief is the CEO of the District and all other District personnel work for and under the Fire Chief's direction.

SLCFR is located south of the Eugene/Springfield area of Western Oregon, along the I-5 corridor, in the Willamette Valley. SLCFR operates from four recognized fire stations, and is an ISO Class 2/4/10W, having achieved this rating from ISO on April 1, 2016. The District serves a population of approximately 25,000, within the 132 square mile boundary of the Fire District. SLCFR provides 24/7 advanced life support transporting ambulance service to an 800 square mile area, including those areas within the Fire District boundaries.

SLCFR has a permanent property taxing rate of \$1.0335/\$1000 of assessed value. The District voters approved an Operations and Staffing Levy of \$0.047/\$1000 in 2012, which has been crucial in maintaining essential District services. Without the 2012 voter approved Operations and Staffing Levy, the District would be unable to provide advanced life support ambulance services due to forced staffing reductions, negatively affecting station staffing in Creswell and Cottage Grove. In 2016 the District upgraded its aging fleet following a voter approved five and half year bond measure.

SLCFR employs 21 career operations personnel assigned to three shifts, consisting of seven personnel per shift. Each shift has a Division Chief/Paramedic, Captain/Paramedic, two Engineer/Paramedics, and three Firefighter/Paramedics working 48 hours on 96 hours off duty. The career staff are supplemented by a dedicated force of Resident FF/EMTs and Community Reserve FF/EMTs. The administrative branch of the District consists of the Fire Chief, Fire Marshall (July 2017), and two administrative personnel. The District now handles approximately 12 calls per day, compared to 8 calls per day in 2011.

## COMMUNITY OPINIONS

South Lane County Fire and Rescue exists to serve the community. As such it is critically important that it understand the community's expectations and concerns and use that information to craft its path forward.

A cross-section of the community was assembled prior to the strategic planning workshop in order to gain a clear understanding of their expectations, concerns, positive attitudes, other thoughts, and to prioritize the services delivered. The results of that session are shown below.

### Community Expectations

Community members were asked what they expected of South Lane County Fire and Rescue. The following were their responses. There was general agreement to all by the participants.

- Skilled staff – focused on continuing education and training
- Quick response 5-10 minutes in town, 15 out of town
- Well equipped
- Modern technology
- Well maintained apparatus and equipment
- Adequate staffing
- Ability to handle concurrent emergencies
- Good radio communications
- Strong mutual aid systems
- Strong public presence and visibility
- Strong leadership
- Good fiscal management
- Strong support for community development efforts
- Strong partners with emergency management programs
- School age public safety education
- Have an effective disaster/emergency plan
- Adequate facilities
- Forward thinking

### Community Concerns

Community members were asked what concerns they have about the district and the services it provides. In some cases, these may be unmet expectations. In others it may be simply a curiosity about why the district operates in the manner it does. The following are the concerns expressed by the participants.

- Balancing funding with needs
- Concern about potential conflict for funding between district and city
- Will the community support a new bond measure?
- Competition by another ambulance provider
- Over-commitment of current staffing
- Ability to attract and retain new staffing
- Challenges to maintaining a volunteer force
- International trade conflicts delaying truck replacement/parts
- Is the district supporting firefighters for PTSD, health, and well-being?

### Positive Community Attitudes

Participants were asked to share their positive thoughts about the district and its services. Strategic plan workshop participants should ensure that these positive comments are addressed to prevent them from becoming concerns.

- Quick response
- Very visible in public
- Excellent leadership
- Good transparency
- Web site is a good source of info
- District is forward thinking
- Solid fiscal planning and management
- Great outreach to kids and community
- Good partnership with hospital – emergency management
- Excellent collaboration with city emergency management plan
- Strong succession planning
- Well-trained
- Excellent ISO rating
- Staff are compassionate professionals
- Strong partnerships with neighboring agencies
- Life Flight Base at hospital
- Open and collaborative with other organizations/agencies
- Strong community reputation
- Outcome focused
- District has worked hard to “mend fences”

- Team focused

**Other Community Thoughts and Ideas**

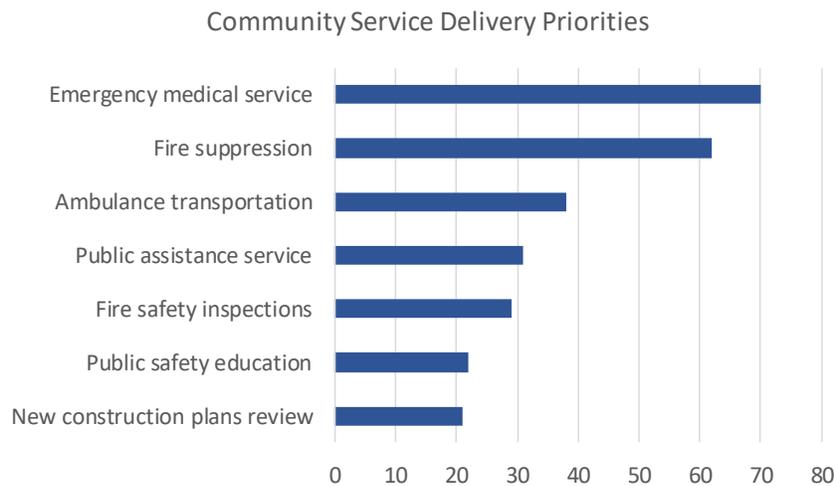
The community forum participants offered the following suggestions for consideration by the district.

- Consider operating a high school recruiting program
- South Lane Wheels wants involvement in a disaster exercise
- Involve a broader audience in disaster planning and emergency management (schools, hospital, etc.)
- Consider implementing an adult CERT Program
- Offer disaster preparedness public education
- Promote wildfire fuels mitigation around homes and businesses
- Staying focused on long-term community growth
- Continue proactive public outreach

**Community Service Delivery Priorities**

The community forum participants were asked to rank each of South Lane County Fire and Rescue’s service categories by order of importance. The service categories are illustrated in the chart below.

The process used was a direct comparison between each service. In other words, the participants were asked to compare the importance of each of the seven general service categories against each of the other categories. The results indicate the community believes emergency medical services are the most important service the district delivers followed closely by fire suppression. Although fire prevention services ranked low, other community input indicates each are still important services. However, when the district is making choices about how to allocate scarce resources, this analysis should be considered.



## MISSION

An organization’s mission statement is intended to describe, in succinct terms, the purpose for the organization’s existence. It articulates the principal reason for the organization’s presence within the community.

South Lane County Fire and Rescue has developed the following mission statement.

***South Lane County Fire and Rescue***  
**Mission Statement**

“We protect life, property, and the environment through quality service”

## VISION

In addition to understanding its purpose and reason for existence, all successful organizations need to define where they expect to be in the future. After having established the organization’s mission the next logical step is to establish a vision of what South Lane County Fire and Rescue should be and achieve in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed for South Lane County Fire and Rescue.

**South Lane County Fire and Rescue**  
**Vision Statements**

Utilizing our core values, we will be an example for others to follow by providing the highest standard of service.

We will

- Operate according to our core values
- Be prepared for the future of our growing communities
- Be marked by professionalism and known for responsiveness
- Be dedicated to safety, reliability, and service
- Have a management/labor partnership where decisions are made collaboratively.
- Be an organization that anticipates, influences, and embraces change.
- Be recognized as a regional leader by our community, neighbors and peers.
- Be enthusiastically supported by our community which views us with pride, respect and confidence.
- Be an organization that develops and promotes the wellness and fitness of its members.

## **CORE VALUES**

Establishing core values embraced by all members of an organization is extremely important. They recognize those attitudes and behaviors that make up the personality of the organization. The leadership of South Lane County Fire and Rescue declared the following statement of core values for the organization.

### **South Lane County Fire and Rescue Core Values**

All personnel are expected to demonstrate these values through their behavior and actions.

#### **Integrity**

The quality or state of being of sound moral principle; uprightness, honesty, and sincerity.

- Personal integrity in our individual conduct
- Professional integrity in the manner which we conduct the business of the Fire District

#### **Respect**

- Respect for self
- Respect for the Citizens we serve
- Respect for all members of the organization
- Respect for all agencies/organizations with whom we work

#### **Courage**

- The courage of performance under dangerous and stressful conditions
- The courage of being honest-and not tolerating others who are dishonest

#### **Caring and Compassion**

- The caring and compassion to render aid and provide service to all without reservation

#### **Commitment**

- The commitment to a sense of duty and responsibility
- The commitment of loyalty to the other members of the organization
- The commitment to service above self
- The commitment to continued professional development

#### **Community**

- Dedication to-the communities we serve
- Dedication to be an active member of the community
- Dedication to continuous transparency with those we serve

#### **Collaboration**

- Working together to achieve a common goal
- Open, honest and timely communication

## STRENGTHS

It is important for any organization to identify their strengths in order to ensure they are capable of providing the services requested by customers. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of South Lane County Fire and Rescue were identified.

### *Strengths of South Lane County Fire and Rescue*

- Majority of members all strive for the same progression and commitment to uphold mission, vision and values
- Community and neighbors have a positive perception of the fire district
- Leadership, mentorship with fiscal responsibility
- Positive relationships between all members within the organization
- Positive relationships between the district, city government, local organizations and patrons
- Effective/up-to-date apparatus and equipment to meet mission
- Training, continued education and career development
- Public outreach and education
- Strong local economic growth and development
- New staff come with better education skills

## WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all.

### *Weaknesses of South Lane County Fire and Rescue*

- Limited outreach to new immigrants
- Limited bilingual capability
- Inefficient staffing to cover call volumes
- Delayed patient transfers at Riverbend Hospital causing medic unit delays to return to service
- District's dependency on non-permanent funding
- Lack of interest in the reserve firefighter program
- Availability of care at the local hospital results in out-of-district transport
- Need to improve staff retention rates
- Outgrowing district properties
- Some ASA patrons do not pay District taxes
- Increased response times due to need to stage while awaiting law enforcement
- Quality organizational communications is still lacking

## OPPORTUNITIES

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for South Lane County Fire and Rescue.

### *Opportunities for South Lane County Fire and Rescue*

- Explore alternate deployment models
- Improved outreach to migrant and other populations
- Utilize grants for preparedness, equipment and training
- Explore alternate funding sources
- Improve succession planning through career development and mentoring
- Strengthening partnerships in the community and beyond
- Seek opportunities for consolidation with neighboring agencies
- Improve networking opportunities locally, statewide, and nationally
- Reforming the fire district to provide a sustainable future.
- Explore community risk reduction opportunities
- Explore opportunity for community paramedic program

## THREATS

There are conditions in the internal and external environment not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate these threats or respond effectively when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

### *Threats to South Lane County Fire and Rescue*

- Loss of public trust
- Economic recession with lack of revenue
- Lack of natural disaster response plan
- Privatization of our ambulance service
- Providing service to non-tax paying businesses, government, and non-profits
- Changes in political attitudes

## **GOALS AND OBJECTIVES**

In order to achieve South Lane County Fire and Rescue’s mission and vision, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

As goals and objectives are management tools, they should be reviewed and updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The strategic planning team set priorities for the accomplishment of its objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. Overall these goals and objectives provide very specific timelines (project completion dates) for the next several years.

**Goal 1 – Develop an effective organization responsive to the needs of its members and the community it serves**

**Strategic Initiatives**

- Develop and implement a comprehensive internal communications system
- Improve the recruitment and retention of a quality and diverse workforce
- Improve career development efforts to ensure future succession needs are met

**Objective 1-A** Fully inform District personnel of the revisions to the Mission, Vision, and Core Values

**Timelines** January 2020

**Responsibility** Wooten

**Critical Tasks:**

- Develop new training to inform District personnel of the new Mission, Vision, and Core Values
- Schedule and present the training
- Update current materials such as letterhead, business cards, email, etc. to reflect the new Mission, Vision, and Core Values
- Incorporate adherence to the Core Values as an element in the personnel performance evaluation
- Train supervisors on how to use the new performance evaluation element

*Outcome: Employees fully understand the revised Mission, Vision, and Core Values, their job expectations related to these, how well they are meeting those expectations, and the specific steps they can take to improve performance.*

**Objective 1-B** Determine the District’s current staffing challenges and propose solutions

**Timelines** January 2021

**Responsibility** Baird

**Critical Tasks:**

- Evaluate call volume, response times, “back to back” calls (concurrency), unit reliability, below minimum staffing occurrences, and high call areas
- Evaluate the effect of population and development growth on future response workload
- Compare current and future response performance against the District’s adopted response performance goals
- Identify staffing levels and deployment models that will achieve response performance goals
- Quantify the cost of improvements and potential sources of funding
- Present options to the Board of Directors for consideration

*Outcome: Staffing levels provide the resources needed to deliver a reliable response within the District’s response performance goals*

**Objective 1-C** Develop a succession plan for all levels of District positions

**Timelines** January 2021

**Responsibility** Smith

**Critical Tasks:**

- Determine estimated exit dates for all members (example: when members are eligible to retire)
- Determine level of preparedness of remaining members for upward promotions
- Establish employee development plans for each level of the District
- Improve the mentor program between senior and junior members including a review/follow up process
- Create a system that maintains an organized database of available training programs
- Implement the succession plan

*Outcome: Qualified personnel are available to fill higher level District positions*

**Objective 1-D** Identify networking opportunities locally, statewide, and nationally that would have value to the district

**Timelines** January 2023

**Responsibility** Baird

**Critical Tasks:**

- Identify networking opportunities at the local, state, and national level that would enhance district service delivery
- Identify how information learned from networking opportunities will be shared to District staff
- Develop a plan to incorporate identified networking opportunities

*Outcome: Strengthens and improves District's ability to provide service*

**Objective 1-E** Maintain full staffing of the resident reserve positions

**Timelines** January 2020

**Responsibility** Raade

**Critical Tasks:**

- Review current resident program materials for relevance and currency
- Evaluate current entry requirements for program
- Prepare a recruitment flyer to advertise the program
- Schedule current program coordinator to present program quarterly to local community colleges
- Design and deliver a fire/EMS class for high school seniors interested in the fire service
- Mail recruitment announcements to all EMT's using OHA mailing list
- Contact other agencies with similar programs to compare resident program materials
- Visit job fairs at local high schools to promote the program

*Outcome: Current and future vacancies in our resident firefighter program are easily filled with qualified personnel*

**Objective 1-F** Develop and implement a comprehensive internal communications system

**Timelines** January 2020

**Responsibility** Smith

**Critical Tasks:**

- Identify current internal communication system components
- Identify issues and concerns with the current internal communications system components
- Identify alternative methods of internal communications
- Utilizing data from tasks 1,2, 3, implement changes to improve internal communications

*Outcome: Improved internal communications throughout the organization*

**Objective 1-G** Improve the recruitment and retention of a quality workforce

**Timelines** January 2022

**Responsibility** Smith

**Critical Tasks:**

- Identify components of a quality workforce
- Develop recruitment/retention strategies based on outcomes of task 1
- Utilize identified strategies to improve retention

*Outcome: Improved recruitment/retention within the organization*

**Objective 1-H** Develop a comprehensive interagency training program with mutual aid partners

**Timelines** January 2023

**Responsibility** Smith

**Critical Tasks:**

- Assemble a task force of District and mutual aid training personnel
- Identify interagency training that would be valuable to service delivery
- Identify potential differences in operational practices between agencies
- For those differences, identify if agencies are willing to accept common standards
- Develop a schedule and logistical requirements to conduct interagency training

*Outcome: A higher level of service is provided to our constituents when utilizing mutual aid*

**Goal 2 – Effectively manage the organization’s financial and capital resources**

**Strategic Initiatives**

- Implement measures to stabilize and improve revenue
- Develop plans to preserve the quality of facilities, apparatus and equipment

**Objective 2-A** Quantify the financial impact of non-taxable properties on District revenues

**Timelines** January 2022

**Responsibility** Wooten

**Critical Tasks:**

- Form a committee to identify non-taxable entities
- Quantify the financial impact they have on the district
- Explore options to recover the lost revenue
- Propose viable options to the Board of Directors for consideration

*Outcome: Additional revenues to the district are gained to support operations*

**Objective 2-B** Establish alternative funding for current and future District operations

**Timelines** January 2024

**Responsibility** Wooten

**Critical Tasks:**

- Establish a committee to explore funding options
- Review current District funding streams
- Survey other fire agencies to identify other funding options
- Identify options for:
  - grants and alternative funding sources for emergency preparedness
  - training opportunities for grant writing
  - alternate funding sources/grants for equipment
  - alternate funding sources/grants for provided services
  - alternate funding sources/grants for training
- Evaluate each option for application to the District
- Present options to the Board of Directors for consideration

*Outcome: Additional revenue is available to support District operations*

**Objective 2-C** Explore the viability and process to dissolve and then reform the District at a higher permanent tax rate

**Timelines** January 2023

**Responsibility** Wooten

**Critical Tasks:**

- Establish a task force to explore viability process of dissolution and reformation of the District at a higher permanent tax rate
- List the steps required to accomplish this effort
- Identify the tax rate required to provide the District long-term financial stability
- Engage community stakeholder/taxpayers to determine their willingness to support this effort
- Present the proposal to the Board of Directors for consideration

*Outcome: The District no longer relies on optional voter funding for financial stability*

**Objective 2-D** Seek opportunities for cooperative efforts with neighboring agencies

**Timelines** January 2022

**Responsibility** Baird

**Critical Tasks:**

- Assemble a task force of representatives of each potential partner agency
- Explore opportunities for cooperative efforts such as:
  - purchasing of equipment
  - joint training
  - shared command staff
  - others
- Develop a plan to implement potential opportunities from task 1 and 2

*Outcome: Improve the quality of service and fiscal responsibility*

**Objective 2-E** Recoup funding from out of Fire District patients

**Timelines** January 2023

**Responsibility** Raade

**Critical Tasks:**

- Determine the subsidy from the general fund for ambulance services
- Explore additional funding mechanisms for non-fire District ambulance service users
- Explore creating a Lane County EMS taxing district (Health District) to provide additional funding for these services

*Outcome: Decrease subsidy from the general fund to ambulance operations*

**Objective 2-F** Develop a capital improvement plan for District facilities to meet current and future operational needs

**Timelines** January 2020

**Responsibility** Baird

**Critical Tasks:**

- Evaluate current District facilities for needed upgrades and improvements
- Develop costs and schedules for needed upgrades and improvements
- Prioritize upgrades and needs of all District facilities
- Present the proposed capital improvement plan to the Board of Directors

*Outcome: District facilities meet current and future operational needs*

**Objective 2-G** Submit a ballot measure to voters to renew the operating levy

**Timelines** November 2023

**Responsibility** Board of Directors

**Critical Tasks:**

- Determine the tax rate needed from the levy to support ongoing operations
- Develop informational materials to inform voters about the measure
- File the measure with the County Clerk
- Schedule informational presentations at various locations around the District

*Outcome: The District is provided the financial support needed to preserve levels of service*

**Objective 2-H** Develop a capital replacement plan for apparatus and major equipment

**Timelines** January 2020

**Responsibility** Baird

**Critical Tasks:**

- Establish criteria for when apparatus and major equipment should be replaced
- Evaluate District apparatus and major equipment against the criteria
- Based on this review, establish timelines for replacement of current apparatus and equipment
- Identify future costs for the replacement of apparatus and equipment
- Formulate a capital replacement schedule
- Develop a funding stream to ensure replacements are made as needed

*Outcome: Ensure updated equipment and apparatus are available to best serve constituents*

**Goal 3 – Deliver effective and efficient services to the community**

**Strategic Initiatives**

- Plan for the addition of resources to preserve levels of service despite increased workload
- Expand cooperative efforts with partner agencies and organizations
- Evaluate and modify the deployment of response resources to ensure an effective delivery of service
- Improve the efficiency of the delivery of EMS services
- Implement initiatives to improve response capability during natural and man-made disasters

**Objective 3-A** Explore alternate response resource deployment models

**Timelines** January 2021

**Responsibility** Wooten

**Critical Tasks:**

- Evaluate and quantify current response performance for EMS and fire suppression incidents
- Develop options for alternate EMS deployment models
- Develop options for alternate fire suppression deployment models
- Evaluate and create a cost and benefit analysis for each of the deployment options

*Outcome: Resources are deployed to provide the best level of service with available funding*

**Objective 3-B** Develop a District natural and man-made disaster response plan

**Timelines** July 2020

**Responsibility** Wooten

**Critical Tasks:**

- Establish a committee to research potential natural and man-made disasters in our area
- Identify the potential impacts of each on the District
- Identify activities the District should take to mitigate vulnerabilities
- Create a personnel report back and family care plan for major events
- Prepare a budget for necessary materials and equipment
- Work with mutual aid partners to coordinate our plan with theirs

*Outcome: The District and its personnel are prepared to operate effectively during natural and man-made disasters*

**Objective 3-C** Develop a community paramedic program

**Timelines** January 2024

**Responsibility** Raade

**Critical Tasks:**

- Conduct assessment to determine the need for this type of program
- Identify potential program partners
- Evaluate the various options for delivering this type of service
- Develop a business plan for the preferred option
- Develop community/stakeholder information campaign
- Present the program to the Board of Directors for consideration

*Outcome: Improve the quality of medical care to the community and improve emergency response unit reliability*

**Objective 3-D** Decrease out-of-service times for EMS resources at emergency departments

**Timelines** January 2023

**Responsibility** Raade

**Critical Tasks:**

- Continue meeting with other EMS agencies that are impacted by wait times at Riverbend Hospital to create a unified voice on an issue
- Work with hospitals and other EMS agencies to develop a triage system of park times of medic units at regional hospitals to help with transport destination decisions
- Review destination options based on patient condition with District staff and medical director
- Provide training to staff on destination options and decision making

*Outcome: Improve hospital turn-around times at regional hospitals*

**Goal 4 - Develop a safe community through proactive fire prevention, public safety education and hazard mitigation**

**Strategic Initiatives**

- Explore opportunities to slow response workload growth (community risk reduction)
- Develop and implement a comprehensive external (public) communications system that reaches all audiences

**Objective 4-A** Develop and implement public safety programs for immigrant populations

**Timelines** July 2022

**Responsibility** Solesbee

**Critical Tasks:**

- Identify existing immigrant populations within the district
- Identify potential communication issues with these populations
- Identify cultural barriers to communication within these populations
- Identify available resources to facilitate communications with identified groups
- Train staff in the use of these resources
- Implement needed programs to educate population and workforce about District services and fire safety

*Outcome: District personnel communicate with immigrant populations and immigrant populations are aware of District services and fire safety practices*

**Objective 4-B** Evaluate our current records management system for the ability to collect incident and other data to support community risk reduction efforts

**Timelines** July 2024

**Responsibility** Solesbee

**Critical Tasks:**

- Identify data needed to conduct a comprehensive assessment of risks within the community
- Analyze ESO to determine if needed data is being gathered
- Work with ESO to add fields to capture needed information
- Ensure reports and custom queries can be created to draw needed information from ESO
- Provide training to personnel as needed

*Outcome: Data can be collected and analyzed to evaluate current community risk*

**Objective 4-C** Implement the “Vision 20/20 CRR” process to identify and prioritize local risks

**Timelines** January 2021

**Responsibility** Raade

**Critical Tasks:**

- Conduct a data evaluation to identify frequently occurring incident types and vulnerable populations
- Identify programs that can be implemented to reduce risk
- Identify resources needed to conduct the programs
- Provide training to staff as needed
- Re-evaluate data to determine if programs were successful

*Outcome: Public safety within the District improves*

**Goal 5 – Maintain close and effective communications with the public**

**Strategic Initiatives**

- Develop and implement a comprehensive external (public) communications system that reaches all audiences
- Expand cooperative efforts with partner agencies and organizations
- Increase opportunities for positive interaction with the public

**Objective 5-A** Improve the external (public) communications system

**Timelines** January 2022

**Responsibility** Raade

**Critical Tasks:**

- Revamp the District Facebook page and website
- Create an Instagram account
- Budget for reader boards at staffed stations for public service announcements
- Contribute informational pieces to newspapers and radio
- Include a District update with the annual FireMed mailer

*Outcome: The public will be updated with current events. Increases opportunities for positive outcomes with the public*

## PERFORMANCE GOALS

No program or service can be improved unless the ability exists to measure the effectiveness of those programs and services. Outcome based measures are critically important to any effective organization so that it can evaluate whether its efforts and expenditures are making a difference.

South Lane County Fire and Rescue have established the following performance goals to evaluate the success of its programs.

**1) Dispatch Call Processing Time**

Response resources shall be notified of a priority incident within 64 seconds from receipt of the call at the dispatch center 90 percent of the time.

**2) Turnout Time**

a. *Response personnel shall assemble on apparatus and initiate movement towards a priority fire and special operations incident within 80 seconds of notification by the dispatch center, 90 percent of the time.*

b. *Response personnel shall assemble on apparatus and initiate movement towards all other priority incidents within 60 seconds of notification by the dispatch center, 90 percent of the time.*

**3) Response time for arrival of the first response unit at a priority incident**

a. *Suburban*

1)*The first response unit capable of initiating effective incident intervention shall arrive at a priority fire and special operations incident within five minutes 20 seconds from notification of response personnel, 90 percent of the time.*

2)*The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within five minutes from notification of response personnel, 90 percent of the time.*

b. *Rural*

1)*The first response unit capable of initiating effective incident intervention shall arrive at a priority fire and special operations incident within ten minutes 20 seconds from notification of response personnel, 90 percent of the time.*

2)*The first response unit capable of initiating effective incident intervention shall arrive at all other priority incidents within ten minutes from notification of response personnel, 90 percent of the time.*

**4) Response time for arrival of the effective response force at a moderate risk incidents**

a. *Suburban - For moderate risk incidents, SLCF&R shall assemble an Effective Response Force (ERF) consisting of personnel sufficient to effectively mitigate the incident based on risk within 15 minutes from notification of response personnel, 90 percent of the time.*

b. *Rural - For moderate risk incidents, SLCF&R shall assemble an Effective Response Force (ERF) consisting of personnel sufficient to effectively mitigate the incident based on risk within 20 minutes from notification of response personnel, 90 percent of the time.*

**5) At least “X” percent of serious trauma patients will be delivered to an operating room within one hour of injury.**

**6) Cardiac placeholder**

**7) Cardiac placeholder**

**8) Property loss due to building fires shall not exceed \$X per \$1,000 involved.**

Suburban      \$X per \$1000

Rural            \$X per \$1000

**9) The number of building fire incidents shall not exceed “X” per 1,000 buildings.**

Residential    To be determined

Commercial    To be determined