

Lebanon Fire District

Strategic Plan

June 2017



**Emergency Services
Consulting International**

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ACKNOWLEDGEMENTS

This strategic plan was developed by the leadership of the Lebanon Fire District through a collaborative process. The time spent by each person to provide input and insight into the department’s future was very valuable. Special thanks go to Chief Sletmoe and each of the strategic plan development participants for their leadership and commitment to the process.

Lebanon Fire District Strategic Planning Team

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Gordon Sletmoe - Fire Chief	John Tacy - Division Chief
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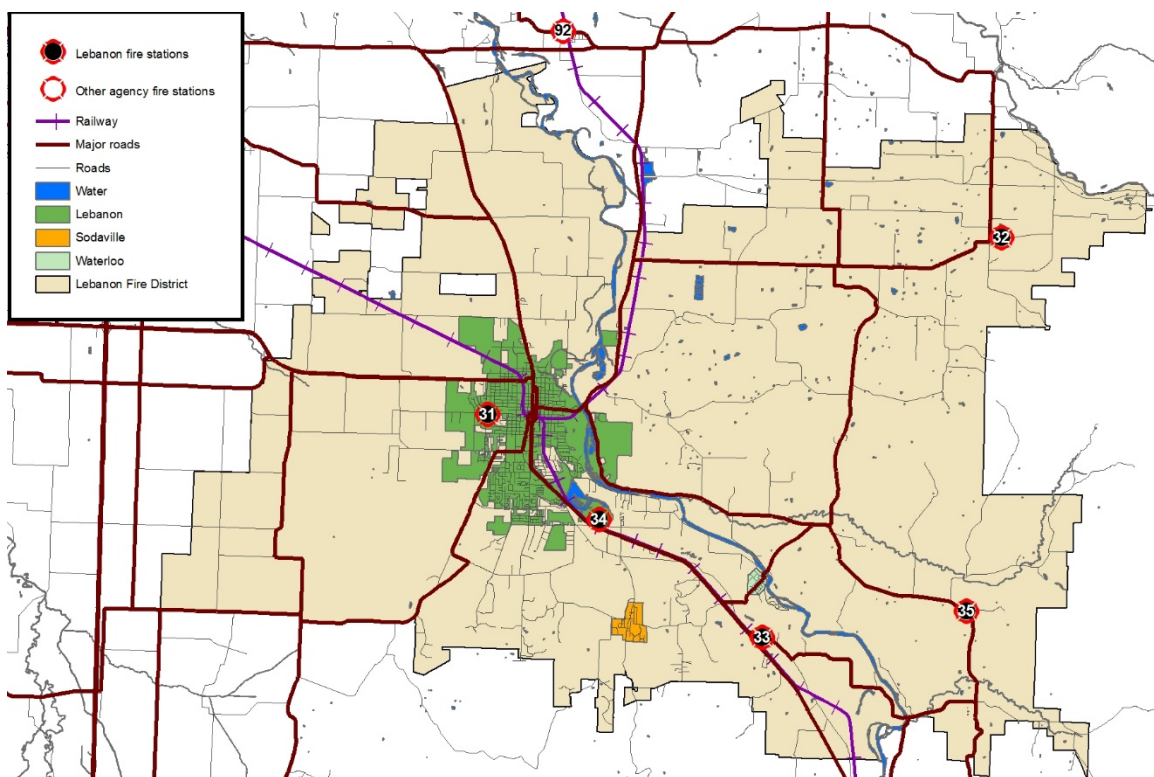
ORGANIZATIONAL BACKGROUND

Lebanon Fire District (LFD) is a fire and emergency services agency organized as a rural fire protection district under the laws of the state of Oregon (ORS Chapter 478). A five-member board of directors elected at large governs the district. A fire chief, appointed by the board, manages the district.

The district encompasses an area of 134 square miles and serves a population of 29,000. The city of Lebanon is an incorporated part of the fire district. 16,300 of the district's citizens reside in the city.

LFD also provides ambulance services within a 416 square mile area that includes the district. The total population served within the ambulance service area (ASA) is estimated to be 36,000. The map shows the service area of the district. The district provides service from five stations. Two stations are staffed 24 hours per day with full-time personnel and three are staffed by volunteer firefighters.

The area served by LFD contains a mix of residential, commercial and industrial properties as well as a significant amount of rural/agricultural uses. More intense development is centered on the city of Lebanon, also the area of greatest population density.



COMMUNITY OPINIONS

The Lebanon Fire District 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 the Lebanon Fire District. The following were their responses. There was general agreement to all by the participants.

- Be the best service delivery organization
 - Staff should be well trained
 - Keep district equipment and apparatus well maintained and up-to-date
 - Operate as efficiently as possible (be fiscally conservative, share resources with other agencies)
 - Provide reliable service - be there when needed
 - Be well staffed so that services can be delivered effectively
 - Personnel should be held to a high professional standard
 - Be accessible to the community – stay engaged and be collaborative with other community efforts
 - Assist with community preparedness for major emergencies and disasters
 - Assist with community growth and development. Offer innovative resource and technology opportunities that will help ensure services are available to the demands of new development
 - Support a strong public awareness of the district and its services
- Provide a quick response to emergencies
 - “Quick” depends on location
 - Focus should be to respond effectively to prevent loss of life or home
 - Efforts should be directed to continually improve on response effectiveness

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.

- For some incidents, it seems the district is sending too many response resources
- Are there enough stations and personnel to adequately serve the rural area?
- Are cell phones complicating emergency reporting to 9-1-1?
- The district should deliver an aggressive address sign and house number campaign
- Is the district funded adequately to deliver the services the community expects?
- Is the main station of adequate size and design?
- The district needs to proactively plan the impact of new development on fire district services and actively participate in the development review process to ensure impacts are minimized
- LFD should actively collaborate with other agencies to improve effectiveness and efficiency
- Are drivers pulling to the right when approached by a responding vehicle?
- Are fire safety inspections up to date?

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.

- Social media efforts are greatly appreciated
- The district's involvement in community events is valued
- Recent leadership changes have been highly positive. The district is now much more approachable
- District personnel are positive and compassionate
- Response time seems quick
- The strong volunteer force with their diverse skill sets are appreciated
- The district has been responsive to special requests (i.e. work with the MRI Facility)

Other Community Thoughts and Ideas

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

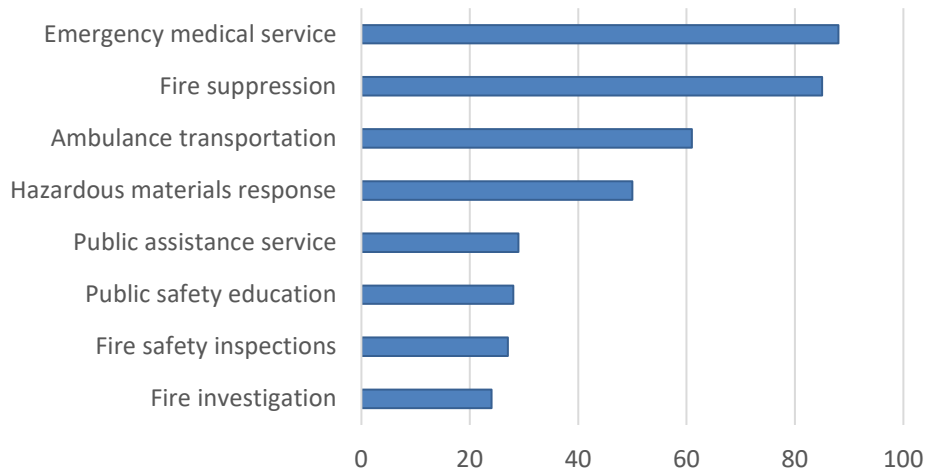
- Use community volunteers to expand the delivery of public education programs
- Engage service clubs/hospital to support delivery of public education and risk reduction programs
- Explore grants through non-government sources (i.e. private foundations)
- Utilize expert support for finance, information technology, and other needs so that the district can focus energy on core services
- Use local medical students for EMS public education

Community Service Delivery Priorities

The community forum participants were asked to rank each of the Lebanon Fire District’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 eight 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.

Community Service Delivery Priorities



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.

The Lebanon Fire District has developed the following mission statement.

Lebanon Fire District

Mission Statement

*Provide superior incident response together with
progressive community risk reduction and emergency preparedness*

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 the Lebanon Fire District 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 the Lebanon Fire District.

Lebanon Fire District

Vision Statements

Our Vision:

A team empowered to provide professional and superior service to our community and to the citizens we serve.

We will:

- *Proactively deliver service while anticipating growth and change in our community.*
- *Effectively and efficiently utilize resources while serving our community.*
- *Communicate transparently and honestly at all levels.*

VALUES

Establishing 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 the Lebanon Fire District declared the following statement of values for the organization.

Lebanon Fire District Values

- **Professionalism** – *We believe in professionalism through training, career development, and mentoring our team to meet the high standards expected by our community.*
- **Service** - *We believe in providing our customers with the highest level of courtesy, respect and compassion.*
- **Community** – *We believe in improving the quality of life in our community and are dedicated to enhancing relationships with all our partners.*
- **Safety** – *We believe in providing a culture of safety for our team and our community.*

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 the Lebanon Fire District were identified.

Strengths of the Lebanon Fire District

- Strong community support and respect
- Well maintained equipment and vehicles
- High level of community involvement
- Passionate and dedicated members
- We have a good vision for the future
- Educated, knowledgeable and technically proficient employees
- Strong rapport with and clear direction from the Board of Directors
- Strong mutual aid partnerships
- Strong labor/management relationships
- Vested employees – high retention/low turnover
- Future revenue should sustain current services
- Strong relationships with Lebanon Police Department, City Manager, and Mayor
- Multiple education opportunities internal and external

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 the Lebanon Fire District

- Low number of substation volunteers
- Quantity of capital equipment near end of life
- Lack of public knowledge of our services
- Relying on levy or bond long-term funding
- Lack of adequate personnel to deliver projects and programs
- Competitiveness of employee pool to fill future positions
- Capacity and age of current facilities
- Delayed response due to relying on mutual aid
- Inability to meet NFPA time response
- Inability to do multi-company and/or mutual aid training due to location and staffing
- Percentage of experienced employees nearing retirement age
- Daily call volume that impacts daily projects and training
- Employee fatigue due to daily call volume and staffing
- Employees lack of physical fitness and wellness
- New technology out-pacing employees and equipment

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 the Lebanon Fire District.

Opportunities for the Lebanon Fire District

- Community partnerships to deliver public education and outreach projects
- Cooperative opportunities with city for future fire service delivery
- Opportunity to acquire funding/partnerships – community businesses
- Collaborative agreements with other agencies (Medic 71, City of Lebanon IT, Finance, Intern Program, hospitals)
- Grant opportunities
- Consolidation of services/county-wide systems, local systems succession planning/job sharing
- Partnership with medical school for education, future employees (EMS program)
- Social Media – convey transparency, education, community preparedness and involved
- Community Appreciation Day

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 the Lebanon Fire District

- The impact of a natural disaster on an inadequately trained workforce
- Community growth which leads to the inability to meet rising call demand
- Sudden loss of community support in the public's perception
- Decisions of local governments and the strength/weakness of the local economy
- Increased training requirements which reduce volunteer participation
- Local hospital demands for service and regionalization of health care
- Increase in the aging population and their demand on our service
- Loss of veteran institutional knowledge

GOALS AND OBJECTIVES

In order to achieve the Lebanon Fire District’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 for the next several years and more general timelines beyond that.

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

Objective 1-A Explore collaborative purchasing opportunities with other fire departments in the region

Timelines FY 2018-FY 2019

Responsibility Lieutenant Fitzwater

Critical Tasks:

- Develop a committee with other agencies to identify common items purchased
- Identify current costs/projected savings
- Assess the project for benefit
- If beneficial, develop a plan for implementation

Outcome: The cost of materials is reduced for all agencies involved

Objective 1-B Review and revise the District code of ethics

Timelines FY 2018

Responsibility Lieutenant Nunes

Critical Tasks:

- Establish a review committee
- Review the current code of ethics
- Research codes of ethics used by other agencies
- Create a draft revised LFD code of ethics
- Present the draft to the fire chief for review
- On approval provide training to all personnel regarding the code of ethics and its application

Outcome: District personnel clearly understand their obligations under the code of ethics

Objective 1-C Develop and implement a citizen complaint process

Timelines FY 2018

Responsibility Lieutenant Brookfield

Critical Tasks:

- Review current procedures and compare to what other agencies are currently using
- Establish protocol to include routing of complaint discussion with complainant, investigation of all parties involved, and follow up with complainant, and any further action as needed
- Revise procedures if needed
- Provide training for staff regarding the procedure

Outcome: Citizen complaints are promptly and fairly investigated

Objective 1-D Develop an annual employee performance evaluation system

Timelines FY 2018

Responsibility Office Administrator Smith

Critical Tasks:

- Establish a committee to review the current procedure, forms, evaluation standards and performance standards
- Establish procedures and guidelines for employee evaluation and use of performance guidelines
- Revise and modify forms as appropriate for various employee classifications
- Provide training about the revised system to include individual responsibility, accountability, and timeframe

Outcome: Employees fully understand their job expectations, how well they are meeting those expectations, and specific steps they can take to improve performance

Objective 1-E Develop a contingency plan for the sudden attrition of command/management staff in the District and region

Timelines FY 2021

Responsibility Fire Chief Sletmoe

Critical Tasks:

- Identify regional departments vulnerable to rapid attrition of command/management personnel
- Implement a task force to evaluate the impacts of rapid attrition and options to minimize those impacts
- Develop a regional plan to share and manage resources

Outcome: The sudden attrition of command/management personnel does not harm the ability of fire agencies to deliver services

Objective 1-F Increase our District personnel's level of physical fitness and wellness

Timelines FY 2018-FY 2019

Responsibility Division Chief Tacy/Engineer Duerr

Critical Tasks:

- Evaluate current health and wellness programs offered by the District
- Determine current and desired outcomes of these programs
- Identify program improvements needed and additional funding that may be required
- Create individual health and wellness programs for each member of the District
- Create a tool to measure progress/effectiveness of each program

Outcome: The health, wellness, and physical fitness of District personnel improves

Objective 1-G Develop succession plan for all levels of District positions

Timelines FY 2019-FY 2020

Responsibility Division Chief Tacy/Battalion Chief Savage

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
- Create a mentor program between senior and junior members including a review/follow up process
- Create an archive system that maintains an organized database of training programs
- Implement succession plan

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

Objective 1-H Create a staffing plan that supports daily emergency response and other core functions

Timelines FY 2018

Responsibility Chief Sletmoe

Critical Tasks:

- Research and determine staffing deficiencies in emergency response and other core functions
- Determine staffing required to provide emergency response and other core functions to levels identified in District goals
- Research and develop a funding mechanism to support funding needs
- Establish a timeline for implementation of a staffing plan

Outcome: The District is appropriately staffed to provide effective emergency response and delivery of other core functions

Objective 1-I Improve the collection and dissemination of District data

Timelines FY 2019-FY 2020

Responsibility Division Chief Bolen

Critical Tasks:

- Identify performance elements to be evaluated and the data required to produce the analysis
- Evaluate current data collection systems to determine if required data elements are captured
- Research and identify new technologies required
- Develop an implementation process for new technologies including funding and training
- Redesign the annual report to include data analysis that is useful to the public and to the District
- Create readily accessible data retrieval tools for internal use

Outcome: The District's level of performance and capability can be easily determined

Objective 1-J Develop a more formal program to gather input from customers

Timelines FY 2018

Responsibility Lieutenant Brookfield

Critical Tasks:

- Gather and review customer input processes used by other agencies
- Develop a program for the district that provides customers the opportunity to provide input
- Provide training to personnel on the program
- Advertise the opportunity to the public

Outcome: LFD's ability to understand the views of its customers about the district's services and delivery is improved.

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

Objective 2-A Develop an apparatus replacement plan and cost schedule

Timelines FY 2018

Responsibility Division Chief Sipe/Engineer Suing

Critical Tasks:

- Complete an inventory of all apparatus
- Identify surplus apparatus
- Identify current condition and estimated replacement date for each apparatus
- Identify cost to replace each apparatus
- Determine long-term funding plan
- Build apparatus replacement plan into the budget

Outcome: The apparatus fleet is appropriately sized, in reliable condition, technologically up-to-date, and funded

Objective 2-B Develop a facilities capital improvement plan

Timelines FY 2018

Responsibility Fire Chief Sletmoe/Battalion Chief Savage

Critical Tasks:

- Prepare an inventory of all District facilities
- Assess the condition of current facilities
- Determine need of additional or relocation of existing facilities
- Establish a timeline and priority for facility replacement, upgrade, and major maintenance
- Develop a funding plan
- Present plan to the LFD Board of Directors

Outcome: Facilities are well maintained and of appropriate size and design for District operations

Objective 2-C Develop an equipment replacement plan and cost schedule

Timelines FY 2019

Responsibility Division Chief Sipe

Critical Tasks:

- Complete an inventory of all equipment to be included in the plan
- Identify current condition and estimated replacement date for each item
- Identify cost to replace each item
- Determine long-term funding plan
- Build equipment replacement plan into the budget

Outcome: Major equipment is maintained in reliable condition, technologically up-to-date

Objective 2-D Conduct a needs assessment for training program facilities, equipment, and delivery improvements. Develop a training system master plan.

Timelines FY 2021-FY 2022

Responsibility Division Chief Tacy

Critical Tasks:

- Research NFPA, DPSST, and other standards for guidance on training delivery systems
- Review current programs against these standards
- Identify modifications needed to the current delivery system
- Research NFPA for current training facility guidelines
- Determine District needs for a new training facility and equipment
 - Size
 - Location
 - Cost
 - Features
 - Technology
- Research funding options such as grants or private funding
- Inventory current usable facilities and equipment
- Develop a master plan for training facility, equipment, and program delivery

Outcome: District training facilities and programs provide quality educational experiences for all personnel

Objective 2-E Develop a comprehensive revenue plan with other local governments to limit potential negative impacts to funding or revenue streams

Timelines FY 2018-FY 2022

Responsibility Fire Chief Sletmoe

Critical Tasks:

- Identify other governments within the District that compete for tax and other revenue
- Establish a workgroup of these entities
- Share the funding plans of each entity
- Develop a funding coordination plan to minimize competition

Outcome: Requests for additional funding by all governments through levies, bonds, and other means are coordinated and less competitive

Goal 3 – Deliver effective and efficient services to the community

Objective 3-A Review and revise District response and performance goals

Timelines FY 2018

Responsibility Fire Chief Sletmoe

Critical Tasks:

- Evaluate current response performance and compare against existing goals
- Compare District goals to various NFPA standards
- Develop achievable goals based on community needs
- Adopt new goals and develop the capability to measure performance

Outcome: District response and performance goals are clearly defined and regularly measured for quality improvement purposes

Objective 3-B Develop a service delivery plan to meet the anticipated growth of the community

Timelines FY 2019-FY2020

Responsibility Fire Chief Sletmoe

Critical Tasks:

- Collaborate with city and county officials to determine areas projected for growth
- Identify potential call volume impact of projected growth
- Determine trigger points for staffing increases or response model changes
- Identify community risk reduction strategies that can reduce service demand from new growth
- Develop a long-range financial forecast incorporating revenue expectations and funding requirements to manage projected growth
- Develop options for funding any gap between revenue and requirements

Outcome: The District can maintain service levels in a growing community

Objective 3-C Develop a communication and education plan with long-term care facilities

Timelines FY 2018-FY 2022

Responsibility Division Chief Sipe

Critical Tasks:

- Determine number of care homes
- Determine frequency of visits
- Determine delivery method i.e. flyer, person, video, etc.
- Create educational materials and/or lesson plan
- Determine how often the training should be given

Outcome: Better coordination and joint operations between District and care facilities results in improved patient care.

Objective 3-D Partner with the health care schools to provide enhanced EMS training for Lebanon Fire District

Timelines FY 2018-FY 2019

Responsibility Division Chief Tacy

Critical Tasks:

- Identify a list of skills/training needed by LFD that the health care schools could provide
- Identify the mutual benefits to each party
- Present the proposal to school officials
- Develop plan for implementation

Outcome: EMS education for LFD responders improves

Objective 3-E Identify organizations that we can partner with to provide funding and/or other resources for service delivery

Timelines FY 2021-FY2022

Responsibility Battalion Chief Savage

Critical Tasks:

- Identify organizations in the District that may be willing partners
- Identify equipment, training and other service delivery needs not currently available to the District
- Develop and present specific requests for each organization for financial or other support

Outcome: LFD is better prepared to respond to hazards and risks within these businesses

Objective 3-F Increase joint training with regional mutual aid partners

Timelines FY 2019-FY 2020

Responsibility Division Chief Tacy

Critical Tasks:

- Identify the current shortfall in joint training with mutual aid partners
- Determine which partners want to participate and establish a training workgroup
- Identify specific training to be delivered, delivery methods and locations
- Determine if there is a need for a training program coordinator
- Identify funding and other resources needed and develop a cost sharing plan
- Create a mutual aid partner training schedule

Outcome: Stronger partnership with mutual aid departments that results in more effective operations at emergency scenes

Objective 3-G Review and improve the pre-incident planning program

Timelines FY 2018-FY 2019

Responsibility Division Chief Bolen

Critical Tasks:

- Review NFPA guidelines and formats used by other agencies
- Develop a standardized format for District pre-incident plans
- Determine which computer program will be used
- Ensure the program interfaces with the District's computer technologies
- Develop a schedule and plan for initial set up and training

Outcome: Informative and up-to-date pre-fire plans are easily accessible

Objective 3-H Review and improve the recruitment and retention plan for volunteers

Timelines FY 2018-FY2020

Responsibility Division Chief Tacy/Lieutenant Tyler

Critical Tasks:

- Determine the specific number of volunteers needed at each station
- Review and revise the minimum standards for selection and retention of new volunteers
- Identify the skill sets required for each station
- Identify the minimum qualifications and accreditations required for each job function performed by volunteers (see Objective 3-K)
- Review and revise volunteer job descriptions
- Review and revise as needed the minimum participation standards for volunteers
- Develop a recruitment plan targeted for individual stations
- Identify funding requirements for the recruitment plan
- Identify incentives and other efforts that will promote volunteer retention
- Identify funding requirements for the retention effort

Outcome: The number of active volunteers at each station meets District staffing needs

Objective 3-I Develop a recruitment and retention plan for employees

Timelines FY2018-FY 2020

Responsibility Division Chief Tacy/Division Chief Bolen

Critical Tasks:

- Evaluate the District's current employee recruitment and retention program
- Review recruitment and retention programs used by other fire agencies
- Develop an enhanced recruitment program for full time employees
- Create an employee incentive program for recruiting new employees
- Determine need for sign-on bonuses
- Consider lateral employment opportunities
- Partner with the City of Lebanon and neighboring fire agencies to formulate recruiting tools
- Develop a method to measure the effectiveness of the recruitment and retention programs

Outcome: The District easily fills vacant positions and the employee turnover rate remains low

Objective 3-J Ensure District personnel can respond effectively to natural and man-made disasters

Timelines FY 2022

Responsibility Division Chief Sipe

Critical Tasks:

- List the types of natural and man-made disaster likely to impact the District
- Identify the District's role in natural and man-made disaster response
- Identify training requirements for the District's identified role in disaster response
- Identify equipment not currently available to the District
- Identify funding requirements for training and other equipment
- Explore cooperative efforts and cost sharing with regional partners
- Develop an implementation plan

Outcome: The District is well prepared to respond to natural and man-made disasters

Objective 3-K Develop a plan to reduce the training time impact on volunteers

Timelines FY 2018-FY 2020

Responsibility Division Chief Tacy/Lieutenant Tyler

Critical Tasks:

- Clearly define the minimum qualifications and accreditations required of each volunteer based on their expected duties
- Evaluate the current delivery of training
- Identify options to provide more flexibility in training such as on-line training, alternate training times, etc.
- Recruit District members to participate in DPSST standards committees
- Identify cost impact of modified training programs

Outcome: Volunteer retention improves due to the streamlined training procedures

Objective 3-L Develop a comprehensive plan for coordinating with the local community hospital

Timelines FY 2019

Responsibility Division Chief Sipe

Critical Tasks:

- Create partnerships with the local hospital administration to identify changes in service methods
- Identify partnerships with mutual aid departments to assist with increased call load
- Develop additional bypass protocols for patients with illnesses and injuries with treatment requirements that cannot be met by our local hospital
- Develop a plan to prioritize transfers for peak activity ambulance transport
- Identify additional funding options for increasing staffing during times of identified increased call load

Outcome: The District can effectively meet the demands of the local community hospital

Objective 3-M Evaluate the feasibility of deploying alternative response units

Timelines FY 2019-FY 2020

Responsibility Division Chief Sipe

Critical Tasks:

- Evaluate current and projected system demand to identify time periods of reduced response reliability
- Consult with agencies currently utilizing alternative response units to learn their successes and challenges
- Evaluate the costs and benefits of alternative response units and determine if our community would benefit from their use
- Develop specific vehicle and equipment acquisition and maintenance costs related to program
- Determine appropriate schedule and staffing model for program with associated costs
- Present results to Operations Chief and Fire Chief for evaluation of feasibility

Outcome: Delivery of services to the community improves through the use of alternative response resources

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

Objective 4-A Develop a fall prevention education program

Timelines FY 2019

Responsibility Division Chief Bolen

Critical Tasks:

- Review response data and other information to identify areas of need for a fall prevention program
- Identify other agencies that offer this kind of program and obtain their program materials
- Create a program to present to people at risk or people who care for them
- Develop an implementation plan including instructors, schedules, funding needs, etc.

Outcome: Fall injuries are reduced, decreasing morbidity, mortality, and call volume

Objective 4-B Deliver emergency preparedness education to the public

Timelines FY 2022

Responsibility Division Chief Sipe/Division Chief Bolen

Critical Tasks:

- List the types of natural and man-made disaster likely to impact the District
- Assess current preparedness status of community and level of public knowledge of personal preparedness
- Design public education programs for the community based on identified needs
- Develop a program delivery plan that utilizes existing community partnerships and reach out to identified unaffiliated citizens

Outcome: The public is well prepared to cope with the aftermath of a natural or man-made disaster

Goal 5 – Maintain close and effective communications with the public

Objective 5-A Develop a comprehensive community outreach plan

Timelines FY 2019-FY 2020

Responsibility Division Chief Bolen

Critical Tasks:

- List and define messages to be presented
- Determine targeted audience and best way to reach them
 - Email
 - Newsletters
 - Flyer in FireMed application
- Create a schedule to present various messages to the community
- List and define communication mediums used to present information
- Develop a pool of qualified presenters
- Develop an evaluation tool to determine message effectiveness

Outcome: The public is well informed of District activities, issues, and challenges

Objective 5-B Reach a more diverse demographic at the community appreciation day

Timelines FY 2018

Responsibility Division Chief Bolen

Critical Tasks:

- Identify demographics who are and who are not attending
- Identify needs of those demographics
- Identify delivery method most appropriate for those demographics
- Acquire funding for delivery costs
- Implement education

Outcome: Increased community involvement and improved community perception of the District. Previously missed groups receive educational opportunities

Objective 5-C Expand the use of social media to improve the level of interaction with the public

Timelines FY 2019-FY 2020

Responsibility Division Chief Bolen

Critical Tasks:

- Evaluate the effectiveness of current social media efforts (number of people following, feedback from audience)
- Identify options to increase the number of people viewing information about the District on social media
- Identify topics not currently presented that would have value shared on social media
- Develop plan to expand the use of social media with the community including staffing and funding

Outcome: Public awareness of District activities, issues, and challenges is improved

Objective 5-D Organize and create a Fire Ops 101 program for elected and appointed officials

Timelines FY 2020

Responsibility Lieutenant Kibble/Firefighter Maynard

Critical Tasks:

- Identify the target audience for this program
- Identify other agencies who might be partners
- Develop presentation agendas and information materials
- Develop an implementation plan including presentation dates, instructors, and funding needed

Outcome: Elected officials and leaders become more knowledgeable about the daily operations and needs of our District

Objective 5-E Develop a plan to deliver public safety education to the community

Timelines FY 2019-FY 2020

Responsibility Division Chief Bolen

Critical Tasks:

- Review incident data to determine the types of risks the community faces
- Develop a list of public safety topics that should be included in the plan
- Identify target audiences for the various public safety topics
- Identify time and locations best suited for delivery of information to various audiences
- Identify resources required to deliver public safety education including staff and materials
- Develop a system to evaluate the effectiveness of the public safety education program

Outcome: The community is well informed of ways to reduce their risk to fire, injury and other emergencies

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.

The Lebanon Fire District have established the following performance goals to evaluate the success of its programs.

- 1) Dispatch Call Processing Time**
 - a. Response resources shall be notified of a priority incident other than emergency medical within 60 seconds from receipt of the call at the dispatch center 80 percent of the time.
 - b. Response resources shall be notified of a priority emergency medical incident within 90 seconds from receipt of the call at the dispatch center 90 percent of the time
- 2) Turnout Time**
 - a. Urban**
 - i. Response personnel shall initiate the response of a unit capable of mitigating an incident to a priority fire and special operations incident within 90 seconds from notification 90 percent of the time.
 - ii. Response personnel shall initiate response to a priority emergency medical incident within 60 seconds from notification 90 percent of the time.
 - b. Rural**
 - i. Response personnel shall initiate response of a unit capable of mitigating an incident to a priority fire and special operations incident within 90 seconds from notification 90 percent of the time.
 - ii. Response personnel shall initiate response to a priority emergency medical incident within 60 seconds from notification 90 percent of the time.
- 3) Response time for arrival of the first response unit at a priority fire or special operations incident**
 - a. **Urban** - The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within five minutes 30 seconds from notification of response personnel 90 percent of the time.
 - b. **Rural** - The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within 10 minutes from notification of response personnel 80 percent of the time.
- 4) Response time of the first arriving response unit at a priority emergency medical incident**
 - a. **Urban** - The first response unit capable of initiating effective incident intervention shall arrive at a priority emergency medical incident within five minutes from notification of response personnel 90 percent of the time.
 - b. **Rural** - The first response unit capable of initiating effective incident intervention shall arrive at a priority emergency medical incident within 10 minutes from notification of response personnel 80 percent of the time.
- 5) Response time for arrival of the effective response force at a moderate risk structure fire**
 - a. **Urban** - The full effective response force shall arrive at a moderate risk structure fire within ten minutes 30 seconds from notification of response personnel 90 percent of the time.
 - b. **Rural** - The full effective response force shall arrive at a moderate risk structure fire within 15 minutes 30 seconds from notification of response personnel 90 percent of the time.

Values for the following performance goals will be developed in the future (see Objective 3-A)

6) X percent of viable cardiac arrest victims will be delivered to an emergency room with a pulse.

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

Urban \$X per \$1000

Rural \$X per \$1000

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

Residential To be determined

Commercial To be determined

9) 90 percent of citizens surveyed rate the Department’s performance satisfactory or better