

# SISTERS - CAMP SHERMAN FIRE DISTRICT

## Customer Centered Strategic Plan

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2008



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## TABLE OF CONTENTS

<i>ACKNOWLEDGEMENTS</i>	<i>3</i>
<i>THE CUSTOMER CENTERED STRATEGIC PLANNING PROCESS</i>	<i>5</i>
<i>EXECUTIVE SUMMARY</i>	<i>6</i>
<i>ORGANIZATIONAL BACKGROUND</i>	<i>8</i>
<i>CUSTOMER PRIORITIES</i>	<i>9</i>
<i>CUSTOMER EXPECTATIONS</i>	<i>10</i>
<i>AREAS OF CUSTOMER CONCERN</i>	<i>11</i>
<i>POSITIVE CUSTOMER FEEDBACK</i>	<i>12</i>
<i>ADDITIONAL CUSTOMER COMMENTS</i>	<i>13</i>
<i>THE MISSION STATEMENT</i>	<i>14</i>
<i>THE VISION STATEMENT</i>	<i>15</i>
<i>VALUES</i>	<i>16</i>
<i>STRENGTHS</i>	<i>17</i>
<i>WEAKNESSES</i>	<i>18</i>
<i>OPPORTUNITIES</i>	<i>19</i>
<i>THREATS</i>	<i>20</i>
<i>GOALS AND OBJECTIVES</i>	<i>21</i>
<i>PLANNED PERFORMANCE OBJECTIVES AND TARGETS</i>	<i>34</i>

## **ACKNOWLEDGEMENTS**

The original Sisters-Camp Sherman RFPD Customer Centered Strategic Plan document was created in June 2004 with the help of the Emergency Services Consulting, inc. (ESCi) strategic planning team, a District planning team (career and volunteer members), and community involvement. Special thanks to Chief Robertson for his leadership and commitment to the process.

The development of this plan was truly a “team effort”.

### **Strategic Planning Team:**

- Jeffrey May
- Jeff Liming
- Thornton Brown
- David Moyer
- Jeremy Ast
- Ken Enoch
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- Beth Mitchell
- Jay Crawford
- Les Schell
- Michael Ryan
- Gary Lovegren
- Dave Wellington
- Susan Houck
- Dave Moyer Sr.
- David Wheeler

### **Citizens of Sisters-Camp Sherman Rural Fire Protection District who gave their time and valuable input:**

- Eric Metzger
- John O’Neil
- Jim Cornelius
- Kathy Hitt (Crossroads Community Board member)
- Bobbie Bourne
- Betty Fadeley (representing the Tollgate Property Owners)

The 2008 revision of this plan was again truly a “team effort” by the District planning team and the District community, lead by Chief Robertson.

**Strategic Planning Team:**

- Tay Robertson
- Ben Bruegeman
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- David Gentry
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- Les Schell
- Peter Storton
- Dave Wellington

**Citizens of Sisters-Camp Sherman Rural Fire Protection District who gave  
their time and valuable input:**

- District citizen input collected via email survey and added to initial information.

## **THE CUSTOMER CENTERED STRATEGIC PLANNING PROCESS**

Today's fire service providers face an ever increasing challenge to provide a more diverse customer service base. The District has to strive to meet the community needs and expectations prior to the necessity of providing them. As community demographics change, it stretches fire and EMS managers, policy makers, and staff to provide excellence in customer services.

To help ensure customer needs are met or exceeded, this planning process has been adopted by many national and regional emergency service providers.

### **The CCSP Process Outline**

The specific steps of the CCSP process are as follows:

- ❑ Establish the community's service *Priorities*.
- ❑ Establish the community's *Expectations* of the organization.
- ❑ Identify any *Concerns* the community may have about the organization and its services.
- ❑ Identify those aspects of the organization and its services the community views *Positively*.
- ❑ Develop the *Mission Statement*, giving careful attention to the service priorities and expectations of the community.
- ❑ Develop a *Vision* of the future.
- ❑ Establish the *Values* of the organization.
- ❑ Identify the *Strengths* of the organization.
- ❑ Identify any *Weaknesses* of the organization.
- ❑ Identify areas of *Opportunity* for the organization.
- ❑ Identify potential *Threats* to the organization.
- ❑ Establish realistic *Goals and Objectives* for the future.
- ❑ Identify implementation *Tasks* for each objective.
- ❑ Define service outcomes in the form of measurable *Performance Objectives and Targets*.
- ❑ Develop organizational and community commitment to the plan.

## **EXECUTIVE SUMMARY**

The process of creating this document challenged the strategic planning committee to look critically at values, philosophies, beliefs, desires, and futuristic goals focusing on customer service. This document has been created to allow District personnel and community members an opportunity to plan and look to the future with direction, purpose, and timelines.

### **Mission, Vision and Values**

The **Mission** statement of the Sisters-Camp Sherman RFPD has been intentionally and simplistically stated to reflect the organization’s general purpose:

***“Protecting life and property through quality service!”***

With this Mission statement in mind, the committee identified a **Vision** statement to establish future targets of excellence:

***“Our vision is to be a world class fire district that sets the standard in public service, fire prevention, rescue, suppression, and Emergency Medical Services utilizing effective and innovative practices.”***

The committee members recognized diversity in personalities, yet we all agree on core **Values** of excellence in service through teamwork to meet our community needs.

### **Goals**

The committee focused on developing realistic strategic goals and objectives that will guide the District onward towards the future. They did this by identifying the mission, vision, values, strengths, weaknesses, opportunities, and threats with customer priorities foremost in their minds. They were identified as follows:

**Goal One**     *Maintain and improve an effective organization, responsive to the changing needs of the community we serve.*

**Goal Two**    *Effectively and responsibly manage the organization’s financial and capital resources.*

**Goal Three** *Deliver quality services to effectively control risks to life, property, and the environment.*

**Goal Four** *Maintain close and effective communications with the public, policy makers and other agencies.*

**Goal Five** *Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities.*

**Goal Six** *Ensure capital assets (facilities, apparatus, and equipment) meet the future needs of the District and our communities.*

**Goal Seven** *Promote and maintain a strong sense of teamwork and mutual respect.*

## **ORGANIZATIONAL BACKGROUND**

The Sisters-Camp Sherman Rural Fire Protection District covers approximately 240 square miles for initial response to fires with over 2000 square miles in ambulance service. Resident population fluctuates with approximately 4000 residents with over 20,000 during summer months. The main station is located within the Sisters city limits. Additional substations are in Camp Sherman, Squaw Creek Canyon Estates, and Tollgate communities.

A five person Board of Directors oversees the Sisters-Camp Sherman RFPD. The District employs (2008 staffing) the following full-time staff: a Fire Chief, an Assistant Fire Chief, a Division Chief, three Shift Commanders, five Fire-Medics, an Executive Assistant, and an Administrative Assistant. The District has approximately forty volunteers and six college scholarship students.

## **CUSTOMER PRIORITIES**

A citizen group was asked to prioritize their service concerns offered by the District. This will assist the District to dedicate time, energy, and resources.

### **Service Priorities of the Customers of Sisters-Camp Sherman RFPD**

1. Emergency Medical Services and Response
2. Fire and Other Emergency Response
3. Wildland Fire Prevention Efforts
4. Disaster Planning
5. Fire Cause Investigation
6. Fire Safety Inspections and Code Enforcement
7. Public Safety Education

## **CUSTOMER EXPECTATIONS**

Understanding community expectations of their fire and emergency services is important in helping to develop long-range planning perspectives. With this knowledge, District directions will need to adapt and change to fulfill customer needs.

### **Customer Expectations of Sisters-Camp Sherman RFPD**

1. Save Lives and Property
2. Provide Excellent Medical Response and Care
3. Provide Excellent Fire and Other Emergency Response
4. Provide Extensive Training to all Employees
5. Stay Current with the Newest Technology and Equipment
6. Provide Excellent Customer Service
7. Provide Excellent Fire Prevention, Health and Education Programs
8. Be Easily Accessible by Everyone in the Community
9. Provide Fiscal Responsibility and Controls
10. Provide Comprehensive Disaster Plans
11. Aggressive Enforcement of Fire Code Regulations
12. Be Involved with Community and Community Organizations

## **AREAS OF CUSTOMER CONCERN**

This process would not be complete without our customers being allowed to express concerns about the District. Some areas may be a weakness identified within the delivery system while others may be misconceptions due to lack of information.

### **Areas of Customer Concern of Sisters-Camp Sherman RFPD**

- The ability of the District to maintain service levels as the community grows (will there be a need for increased taxation to acquire needed resources?)
- Is the District staffed and equipped as it needs to be?
- Is the District budget adequate to meet needs?
- The corridor west of Crossroads has not been “cleaned and burned”
- Are wages structured to promote personnel quality and longevity?
- Are fiscal controls in place to adequately protect District financial assets?
- What can citizens do to support District needs and concerns?

## **POSITIVE CUSTOMER FEEDBACK**

A department should always know what it is doing right. By knowing what our customers feel is positive, we can build on those strengths and become even better. The opposite may also be true, with needless energies and resources being expended where we are already successful.

### **Positive Customer Comments about Sisters-Camp Sherman RFPD**

- Quality ambulance personnel – highly skilled, calm and compassionate
- The District is going beyond the call of duty in promoting community involvement
- The District is open and welcoming to the community
- Equipment always looks great
- The District is planning for the future
- The District owns land sufficient for its growth needs

## **ADDITIONAL CUSTOMER COMMENTS**

The citizen group was asked to share any additional thoughts concerning the District.

### **Additional Customer Comments about Sisters-Camp Sherman RFPD**

- Have a plan and schedule to recruit, train, and retain future volunteers.

## **THE MISSION STATEMENT**

An organization's MISSION STATEMENT is intended to describe the purpose of its existence. It articulates the principal reason for the organization's presence within the community.

### **Sisters-Camp Sherman Rural Fire Protection District MISSION Statement**

**“Protecting life and property through quality service!”**

## **THE VISION STATEMENT**

All successful organizations define where they expect to be in the future. The VISION STATEMENT helps to clarify a future positive direction that supports the previously defined MISSION STATEMENT. A VISION STATEMENT is further strengthened through goals and objectives with set timelines, addressed later in this document.

### **Sisters-Camp Sherman Rural Fire Protection District VISION Statement**

**“Our vision is to be a world class fire district that sets the standard in public service, fire prevention, rescue, suppression, and Emergency Medical Services utilizing effective and innovative practices.”**

## VALUES

Establishing VALUES is extremely important for the survival of any organization. They must be recognized and embraced by the organization and its personnel.

### **Sisters-Camp Sherman Rural Fire Protection District VALUES**

We value:

- our community and the opportunity to serve
- excellence and professionalism
- clear and effective communication
- innovation
- teamwork within and outside our department
- family in the department and the fire service
- integrity
- a pleasant and positive work environment
- compassion
- treating all people as we expect to be treated
- health and wellness
- balance in family relationships and work
- excellence through training and education
- having fun together
- quality equipment and facilities

## **STRENGTHS**

Organizational strengths need to be identified to help ensure the District can provide the customer services expected by the community. With identified strengths, the District can channel efforts and resources into meeting or exceeding community services that they are capable of providing.

### **Strengths of Sisters-Camp Sherman RFPD**

- Valued, respected, and supported by our community
- High level of community involvement
- Career and volunteer staff work well together
- We have a good equipment replacement program
- Safety is a high priority
- Dedication of personnel
- Experienced leadership
- The District is well-funded for the services it provides
- The District has exercised good fiscal planning and management
- Solid and effective relations with national, regional, and state agencies
- Strong dedicated volunteer force
- Flexible and multi-talented workforce

## **WEAKNESSES**

An organizations performance or lack thereof depends upon identified weakness. They must be confronted and eliminated, if at all possible, to provide excellence in customer service. For the District to progress forward, it will utilize its strengths and opportunities to overcome any weakness.

### **Weaknesses of Sisters-Camp Sherman RFPD**

Lack of:

- adequate rural water supply sources
- adequate radio coverage in some areas
- adequate staffing to provide prompt 911 response
- plan to improve satellite facilities (i.e.: bays, training, storage, etc)
- adequate staffing to accommodate workload and provide necessary training
- plan to enhance our student program
- a wellness program
- extensive fire prevention and education programs
- Standards of Cover plan
- comprehensive local Emergency Operation Plan
- a comprehensive volunteer development program
- a risk management plan
- formal performance review system for volunteers
- multi-lingual capabilities
- definition of training curriculum
- improved training materials and equipment
- current and updated pre-emergency plans
- accurate or available addressing data via map book for Jefferson County

## OPPORTUNITIES

Non-realized opportunities exist with every organization. The focus of opportunities is to be able to expand and develop new service possibilities.

### **Opportunities for Sisters-Camp Sherman RFPD**

- Be more visible and involved in the community resulting in community support for our programs and goals
- Increase training and education for personnel resulting in personal development and improved service and safety
- Increase funding and equipment acquisition through grants
- Improve service delivery through regional training, planning, mergers and annexation
- Utilize high school students and senior citizens to increase effectiveness of department programs
- Expand career and volunteer staffing to provide improved emergency support and response
- Expand services (water rescue, high angle, etc.)
- Increase revenue through contract services (i.e. equipment contracts, training)
- Improve facilities to meet present and future need
- Address cooperative purchasing and facilities construction with fire agencies resulting in reduced costs
- Reduce interface hazards through expanded fuel reduction programs
- Expand the use of volunteers for non-emergency activities
- Develop a local training facility
- Expand the District and its tax base through new annexation
- Provide more regional training with new 701 facility for Fire, EMS, community, etc
- Expand practical training opportunities utilizing local commercial facilities
- Explore expansion of revenue through fee for service

## THREATS

There are external conditions that an organization may or may not be able to control or influence. The District should develop plans to lessen or eliminate identified potential threats through planning. Programs can be developed to mitigate these threats prior to them becoming a reality and be able to reduce or eliminate potential loss of life, property or the environment.

### **Threats to Sisters-Camp Sherman RFPD**

- Large scale fire threat to rural/urban interface area
- Lack of preparedness for substantial growth
- Natural and man-made disasters
  - earthquakes, South Sister eruption, Carver Lake flood
  - large scale aircraft incident
  - terrorism incident
  - transportation of hazardous materials on highways
  - exposure to communicable diseases and viruses
  - violence within Sisters School District
  - civil unrest
- Fiscal threat from economic downturn and lack of revenue
- Significant decline of volunteer based response
- Dramatic loss of morale and cohesion within the fire department
- Loss of EMS and Fire Science programs at COCC
- Loss of regional Hazmat program
- Decline in mutual aid
- Excessive increased call volume
- Lack of specialized training (water rescue, etc)

## GOALS AND OBJECTIVES

Goals and objectives are necessary to guide personnel with a clear positive direction. These are management and measurement tools that should be periodically updated and adjusted, as needed, through a continuing evaluation process. It is vital that goals and objectives have a specific timeline to be met with recognition and/or reward when completed. It also allows evaluation whether or not the goal or objective was realistic. .

The strategic planning committee has set priorities for the accomplishment of the listed goals and objectives. Each goal has critical tasks to be accomplish, the order dictated by the priority.

The department should meet periodically to review progress towards these goals and objectives adjusting timelines and targets as needed based on current conditions.

**Goal One - Maintain and improve an effective organization, responsive to the changing needs of the community we serve.**

**Objective 1-A**            **Provide sufficient personnel to accommodate District needs and daily duties**

**Timelines**            **Ongoing**

**Responsibility**      **Fire Chief**

**Critical Tasks:**

- Develop a comprehensive list of duties required of all personnel
- Review and evaluate the productivity of current workload assignments and expectations
- Evaluate the adequacy of current staffing levels to accomplish workload demands and assignments
- Identify tasks or assignments that are department specific versus non-specific; i.e., could be done by contracted or support staff
- Prioritize assigned tasks or assignments and delegate appropriately as needed.
- Reevaluate and revise the District staffing plan to address needs assessment
- Budget for and hire additional staffing to accomplish tasks and assignments if required.

**Objective 1-B**            **Recruit, hire and retain quality career employees**

**Timelines**            **FY 10-11**

**Responsibility**       **Fire Chief/Asst. Chief**

**Critical Tasks:**

- Update recruitment, hiring, training and retention programs
- Acquire equipment for a standardized physical abilities test
- Explore regional testing and recruitment opportunities
- Recruit and hire career personnel utilizing updated programs
- Train new personnel utilizing updated training program
- Create an exit interview process to identify reasons for turnover

**Objective 1-C**            **Recruit, select and retain quality volunteer personnel**

**Timelines**            **FY 09-10**

**Responsibility**       **Volunteer Coordinator**

**Critical Tasks:**

- Continue needs assessment for volunteer staffing
- Evaluate feasibility and funding capabilities for volunteer staff expansion
- Create a staffing plan to address needs assessment
- Update recruitment, training and retention programs
- Recruit volunteer personnel
- Update validated physical abilities test
- Develop and implement a mentor program for new volunteers
- Train new volunteer personnel utilizing updated training program
- Create an exit interview process to identify reasons for turnover

**Objective 1-D**            **Increase individual personnel commitment to emergency response staffing and training**

**Timelines**            **Ongoing**

**Responsibility**       **Fire Chief**

**Critical Tasks:**

- Identify District needs for emergency response staffing and required training
- Develop and improve personnel performance standards and accountability, in relation to training and emergency response staffing

**Objective 1-E            Develop a comprehensive career and volunteer development program**

**Timelines            FY 09-10**

**Responsibility        Asst. Chief**

**Critical Tasks:**

- Identify model career and volunteer development programs
- Develop a plan to implement a career and volunteer development program
- Budget for the increased costs of implementing the plan
- Implement the career and volunteer development plan

**Objective 1-F            Develop a periodic performance review process for volunteers**

**Timelines            FY 10-11**

**Responsibility        Volunteer Coordinator**

**Critical Tasks:**

- Research and develop volunteer performance standards and review criteria
- Implement the volunteer performance review process, include reviews

**Objective 1-G            Improve the level of communication between department members**

**Timelines            Ongoing**

**Responsibility        Fire Chief**

**Critical Tasks:**

- Develop guidelines for distribution and accessibility for meeting minutes and agendas
- Continue conducting periodic meetings open to all personnel to discuss current issues
- Continue preparing agendas for all meetings and keep a current list of all action items until completed
- Establish a list of response capabilities for each department member
- Produce and distribute an annual calendar of events in a timely manner
- Post minutes of officer, staff and committee meetings in a timely manner
- Provide time at the beginning of each drill to share pertinent information

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

**Objective 2-A**            **Ensure fiscal accountability, integrity, and that the District’s assets are appropriately utilized to meet its mission**

**Timelines**            **Ongoing**

**Responsibility**      **Fire Chief**

**Critical Tasks:**

- Monitor and analyze current District practices to ensure appropriate fiscal management
- When new issues are identified, utilize consultants to ensure appropriate practices are utilized
- Ensure procedural, policy or budgetary changes to conform with accepted practices
- Maintain the current schedule and process to review budget and practices

**Objective 2-B**            **Develop a long range financial plan**

**Timelines**            **FY 10-11**

**Responsibility**      **Fire Chief**

**Critical Tasks:**

- Project revenue and expenditures required to maintain future service levels for at least five years into the future
- Identify the points in time at which funding shortfalls may occur
- Identify alternative revenues and/or expenditure reductions that can be implemented to resolve the shortfall
- Provide customers and District residents with information upon request

**Objective 2-C**            **Improve financial risk management practices**

**Timelines**            **Ongoing**

**Responsibility**      **Fire Chief**

**Critical Tasks:**

- Monitor current financial risk management program
- Identify areas that lack necessary analysis and practices
- Make recommendations for implementation of new and/or improved financial risk management practices for evaluation
- Implement recommended financial risk management procedures

**Goal Three – Deliver quality services to effectively control risks to life, property, and the environment**

**Objective 3-A            Develop and implement a regional emergency operations plan**

**Timelines                FY 08-09**

**Responsibility        Assistant Chief**

**Critical Tasks:**

- Assess potential natural disaster threats, including hazards and risks, with county emergency management
- Define the fire department's role in a disaster
- Coordinate roles and responsibilities with other agencies
- Educate the community and personnel about their role in a disaster
- Conduct a community-wide disaster drill

**Objective 3-B            Implement and maintain a database of adequate water supply sources for fire suppression**

**Timelines                FY 09-10**

**Responsibility        Shift Commanders/Fire Marshal**

**Critical Tasks:**

- Locate potential resources within our response district or surrounding adjacent areas
- Acquire permission to access and use private or restricted resources
- Evaluate limitations and recommend appropriate solutions to owners
- Identify location of resources through maps, run cards, signage, etc.
- Identify capacities and capabilities of these resources
- Train personnel on setup and use of these resources
- Develop an annual review program for recommending maintenance and upkeep
- Identify individual responsible for electronically maintaining and updating data

**Objective 3-C            Eliminate radio problems within our District and adjacent response areas**

**Timelines                FY 09-10**

**Responsibility        Shift Commander - Communications**

**Critical Tasks:**

- Locate areas that currently lack sufficient radio coverage
- Install repeater on Santiam Summit
- Train personnel on radio procedures

**Objective 3-D**            **Maintain and enhance the fire prevention and public education programs**

**Timelines**            **Ongoing**

**Responsibility**      **Fire Marshal**

**Critical Tasks:**

- Evaluate current fire prevention and public education programs and revise as needed
- Develop specific fire prevention and public education programs (i.e. smoke detectors, car seat safety, bicycle safety, community CPR and AED, etc.) identified as having significant value
- Budget for the developed programs
- Be present at school fire drills
- Train personnel for effective program implementation

**Objective 3-E**            **Explore annexation opportunities**

**Timelines**            **FY 10-11**

**Responsibility**      **Fire Chief**

**Critical Tasks:**

- Identify annexation opportunities
- Determine feasibility of annexation
- If feasible, develop annexation plan
- Develop marketing, budgeting, political action plans
- Implement marketing, budgeting and political action plan

**Objective 3-F**            **Reduce interface hazards through support of fuel reduction programs**

**Timelines**            **Ongoing**

**Responsibility**      **Fire Marshal**

**Critical Tasks:**

- Review and provide input to fuel reduction plans
- Identify gaps and District capabilities in addressing existing and future fuel reduction plans
- Provide resources and staffing to increase involvement in fuel reduction programs

**Objective 3-G            Develop a deployment plan based on the Oregon Deployment Plan process**

**Timelines            FY 10-11**

**Responsibility       Fire Chief/Asst. Chief**

**Critical Tasks:**

- Perform a community risk analysis
- Establish response performance objectives
- Develop standards of coverage
- Develop incident critical tasking
- Evaluate current performance against performance objectives, standards of coverage, and critical tasking
- Identify resources needed to achieve desired performance
- Develop a plan to acquire and implement resources needed to achieve desired performance

**Objective 3-H            Increase the capability to communicate with non-English speaking people**

**Timelines            FY 09-10**

**Responsibility       Division Chief**

**Critical Tasks:**

- Identify the non-English languages that exist within and around our District
- Identify local resources available to the District for assistance in language barriers (i.e. interpreters, instructors, training programs, “AT&T Language Line Services” etc.)
- Identify available language training programs for District personnel
- Budget for language training
- Implement available training for department members

**Objective 3-I            Implement and expand use of electronic hardware and software for operational applications**

**Timelines            FY 10-11**

**Responsibility       Asst. Chief**

**Critical Tasks:**

- Update/convert to appropriate computers
- Update current Jefferson County map book data
- Implement comprehensive mobile data program
- Implement AVOL in selected apparatus
- Continue to purchase mobile data hardware and software

**Objective 3-J**            **Plan and build new District training facility**

**Timelines**            **FY 12-13**

**Responsibility**       **Division Chief**

**Critical Tasks:**

- Establish a training facility committee
- Create planning document outlining all aspects of project
- Secure funding
- Build facility

**Goal Four – Maintain close and effective communications with the public, policy makers and other agencies**

**Objective 4-A**            **Continue involvement in community events**

**Timelines**            **Ongoing**

**Responsibility**       **Fire Chief/Association President/PIO**

**Critical Tasks:**

- Identify community events in which department participation is welcomed
- Perform a cost/benefit evaluation for each community event in which the department is involved
- Identify the type of participation, association involvement, and resources needed to participate in community events
- Budget the funds needed for involvement in community events

**Objective 4-B**            **Ensure the community is fully informed about our services and the needs facing the District**

**Timelines**            **Ongoing**

**Responsibility**       **Fire Marshal/PIO**

**Critical Tasks:**

- Develop public information procedures
- Develop and distribute an annual report of District activities and accomplishments
- Continue to provide appropriate information to the news media about the District
- Maintain channels of communication with homeowners, associations, schools, community service clubs, and others
- Update and expand the District web site
- Increase department activities around fire prevention week and EMS week
- Hold an open house annually
- Expand information partnerships with ODF, USFS, BLM, BBR, Cloverdale, etc.
- Explore means of electronic data exchange

**Goal Five – Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities**

**Objective 5-A            Improve and review expansion of the scholarship and OJT programs**

**Timelines                FY 09-10**

**Responsibility        Division Chief**

**Critical Tasks:**

- Evaluate current program for strengths and weakness
- Review and update the goals and expectations for students
- Determine the optimum student staffing levels
- Determine fiscal and facilities capacities of the District
- Budget for additional scholarships and OJT positions
- Recruit and fill student positions if appropriate
- Develop a system and schedule to provide regular performance evaluations

**Objective 5-B            Develop and implement a physical fitness standard and wellness program**

**Timelines                FY 10-11**

**Responsibility        Division Chief**

**Critical Tasks:**

- Form a wellness program development committee
- Research national standards for physical fitness and wellness programs
- Evaluate the local availability of program resources (i.e. physicians, testing facilities, exercise facilities, etc.)
- Develop physical fitness and wellness programs with cost analysis for implementation
- Evaluate implementation of a scheduled medical exam program
- Evaluate implementation of an employee assistance program for all personnel
- Budget the funds for program, equipment, etc. for implementing the programs
- Research grant opportunities for implementing wellness programs

**Objective 5-C**            **Evaluate and improve the District’s training program**

**Timelines**            **Ongoing**

**Responsibility**       **Division Chief**

**Critical Tasks:**

- Monitor required training standards and adjust existing programs
- Identify local and regional training needs not included in training standards
- Monitor curriculum to standardize training for all stations
- Budget for expanded training program
- Implement updated training program based on training plan
- Purchase updated training technology
- Provide opportunities for personnel to attend outside training
- Ensure provision of quality outside instructors

**Objective 5-D**            **Improve officer education and training**

**Timelines**            **Ongoing**

**Responsibility**       **Division Chief**

**Critical Tasks:**

- Monitor standards that define the skills and abilities required of officers
- Develop curriculum and implement programs to provide officer level training
- Provide for officer level training needed to meet standards
- Identify continuing education opportunities for officers and potential officers

**Objective 5-E**            **Train personnel to effectively utilize regional emergency operations plan**

**Timelines**            **FY 09-10**

**Responsibility**       **Asst. Chief/Division Chief**

**Critical Tasks:**

- Define who needs training on existing plan
- Develop and deliver training based on the needs definition
- Ensure continued exercise of the plan on an annual basis

**Goal Six – Ensure capital assets (facilities, apparatus, and equipment) meet the future needs of the District and our communities**

**Objective 6-A**            **Replace ineffective or outdated emergency use tools and equipment**

**Timelines**            **Ongoing**

**Responsibility**       **Fire Chief/Asst. Chief**

**Critical Tasks:**

- Inventory equipment annually
- Identify needed equipment necessary to perform tasks
- Identify equipment and tools to be acquired or replaced
- Develop a prioritized purchasing list
- Budget for the acquisition of projected equipment necessary
- Purchase and distribute equipment throughout the District
- Train personnel on use of new equipment
- Continue to utilize equipment committee

**Goal Seven – Promote and maintain a strong sense of teamwork and mutual respect**

**Objective 7-A**            **Foster positive morale and cohesion within the department**

**Timelines**            **Ongoing**

**Responsibility**       **Fire Chief**

**Critical Tasks:**

- Identify potential causes of loss of morale or cohesion
- Establish team building training program
- Plan and implement interpersonal communications training, conflict management and solution education as needed
- Ensure awareness of department counseling services: CISD, chaplain services, individual counseling, mediation
- Provide opportunities for social interaction for all personnel

## PLANNED PERFORMANCE OBJECTIVES AND TARGETS

The Sisters-Camp Sherman Rural Fire Protection District selected the following performance objectives to provide it the ability to measure and evaluate the level of service it provides to the communities. Future work (Standards of Cover) will define current levels of performance and establish targets where improvement from current performance is desired.

- 1. Provide for the arrival of adequate resources to initiate basic emergency medical services at the scene of any medical emergency within “X” minutes following dispatch, 90% of the time.**

Current: TBD<sup>1</sup> minutes                      Target:              TBD minutes

- 2. Provide for arrival of adequate resources to initiate advanced life support service at the scene of any serious medical emergency within “X” minutes following dispatch, 90% of the time.**

Current: TBD minutes                      Target:              TBD minutes

- 3. Provide for the arrival of adequate resources to initiate interior fire suppression operations at the scene of any fire within “X” minutes following dispatch, 90% of the time.**

Current: TBD minutes                      Target:              TBD minutes

- 4. Percentage of viable cardiac arrest victims delivered to an emergency room with a pulse.**

Current: TBD %                      Target:              TBD %

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

Current: \$ TBD                      Target:              \$ TBD

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

Residential              Current: TBD              Target: TBD

Commercial              Current: TBD              Target: TBD

- 7. Percentage of citizens surveyed rating the Department’s performance satisfactory or better shall be “X”.**

Current: TBD%                      Target:              TBD%

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<sup>1</sup> “TBD” – To be determined (see Objective 3-G)