

Sisters-Camp Sherman Fire District

CUSTOMER-CENTERED

STRATEGIC PLAN

Updated - 2023



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ACKNOWLEDGEMENTS

The Sisters-Camp Sherman Fire District has been operating within the framework of a customer-centered strategic plan since 2004. The strategic planning process has allowed the District to prioritize and focus its efforts and resources towards the completion of community and organizational goals. The most recent strategic plan was completed in 2019 and 90% of the identified goals have been completed. The remaining goals were either included in the 2023 plan update, or were determined to not be a priority any longer.

This plan was completed with the assistance of George Dunkel with Special Districts Association of Oregon. The strategic planning work group (SPWG) included partner agencies, District staff, volunteers, and committee members. The SPWG worked throughout the day in small work groups, and larger facilitated discussions, to identify organizational goals for the next five years. SPWG members also completed an analysis of District strengths, weaknesses, opportunities and threats (SWOT).

After the SPWG completed their work, District staff prepared a comprehensive “draft” list of proposed goals and desired outcomes. These “draft” goals and desired outcomes were distributed to District staff that provided additional insight and detail. Based on the input received, the desired outcomes were revised, and a list of action items and timeline was established, which will guide District operations and budgeting during the life of the plan. The District would like to recognize the members of the SPWG for their efforts in developing this Strategic Plan.



Strategic Planning Work Group

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STRATEGIC PLANNING PROCESS

Strategic planning is a management tool that provides direction for an organization and helps build a shared vision with the community and employees. Strategic planning in the fire service identifies organizational priorities and establishes goals and objectives. By establishing organizational goals and prioritizing scarce resources, organizations are able to focus their efforts on the most critical issues facing the community and organization.

While the strategic planning process provides a structured plan, it should be noted that the planning process is flexible and dynamic. Periodic review of the plan and the community needs should be conducted to ensure priorities are being met. Changes in the community landscape or service demands may require adjustments to plan priorities, or a comprehensive update of the plan itself.

THE CUSTOMER-CENTERED STRATEGIC PLANNING PROCESS

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 Strategic Plan for the Sisters-Camp Sherman Rural Fire Protection District is intended to guide the District for the next five years. The Strategic Plan will provide guidance to staff and policy makers in administrative, budgetary and policy decisions. The Strategic Plan will help determine organizational goals, and will be audited annually to determine whether goals have been met. Lastly, the Strategic Plan will provide guidance to our staff about our mission, vision and core values that guide our organization and maintain an effective organizational culture.

ORGANIZATIONAL BACKGROUND

The Sisters-Camp Sherman Rural Fire Protection District provides fire protection to 55 square miles of area in and around the community of Sisters Oregon and the community of Camp Sherman. In addition to fire protection, the District also provides advanced life support ambulance service to 800 square miles of area. The District has a resident population of approximately 7,000 residents. Along with the resident population, the area is recognized nationally as a tourist destination and the City of Sisters hosts numerous statewide, regional and multi-national events that draw as many as 10,000 tourists at a given time. The District operates from three fire stations. The main station is located within the Sisters city limits. Additional substations are located in Camp Sherman and Squaw Creek Canyon Estates.

A five-person elected Board of Directors oversees the Sisters-Camp Sherman RFPD. The District employs the following full-time staff: A Fire Chief, a Deputy Fire Chief, three Shift Commanders, six Engineer-Medics and an Executive Assistant. The District's part-time employees include a Fire Safety Manager, Office Assistant, and Mechanic. The District has approximately 78 volunteers including: volunteer firefighters, emergency medical technicians, Fire Corps members and resident volunteers/students.

The District provides all-hazard emergency response including advanced life support ambulance transport. The District responded to 1,424 requests for emergency assistance in 2022.

MISSION, VISION AND VALUES

Sisters-Camp Sherman Fire District personnel are guided by the following mission, vision and value statements. The mission statement is the foundation of the service the District provides the community. The vision statement is an aspirational description of what the organization would like to accomplish in the future. The values are the guiding principles of the organization.

Mission Statement

“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:

Vision Statement

“Enhancing the well-being of our community through exceptional emergency, prevention and educational services.”

The committee members recognized diversity in personalities, yet all agreed on the following core organizational values:

Value Statements

We value:

Community

Service

Excellence

Wellness

Respect

Stewardship

Compassion

Integrity

Innovation

Inclusiveness

Collaboration



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 -2023

- ***Senior Leadership***
- ***Positive relationships***
- ***Genuine care for the community***
- ***Culture of continuous improvement***
- ***Support of continuing education***
- ***Fiscal integrity***
- ***ISO rating***
- ***Stable tax base***
- ***Opportunities for growth***
- ***Facilities and equipment***
- ***Collaborative culture***
- ***Community support***
- ***Quality employees***
- ***Service driven members***
- ***Trust from internal and external partners***
- ***Bank of goodwill***
- ***Fire Corps***
- ***Community presence***



WEAKNESSES

An organization’s performance or lack thereof depends upon identified weaknesses. 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- 2023

- *Lack of dedicated training officer*
- *Volunteer recruitment and retention*
- *Internal communications*
- *Morale*
- *Fluctuations in staffing*
- *Call back frequency and efficacy*
- *Lack of specialization*
- *Accountability*
- *Participation and support of Association*
- *360 feedback opportunities*
- *Prioritization and execution of projects*



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-2023

- **Grants to support or supplement programs**
- **Interagency cooperation and coordination (IGA's)**
- **Cross staffed special operations teams**
- **Program management/IGA for training officer**
- **Cross staffed units (ambulances, wildfire response)**
- **Cross boundary wildfire risk reduction**
- **Co-location of facilities**
- **Shared services for maintenance of facilities, apparatus and equipment**
- **Better utilization of technology for accountability, personnel capabilities and qualifications**
- **Succession planning/career planning and growth**
- **Business partnerships-encouraging local business employees to volunteer**
- **Connectedness/Esprit de corps/engaging with our people and culture**
- **Training grounds vision and master planning**
- **Enhancing relationships with COCC/Sisters High School**
- **Implementing BLS ambulance response**
- **Urgent care facility collaboration**



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-2023

- ***Increases to District PERS rates***
- ***Employment cost increases***
- ***Decline in property values***
- ***Inflation***
- ***Economic contraction***
- ***Recruitment and retention of career employees***
- ***Recruitment and retention of volunteers***
- ***Decline in interest in profession and COVID requirements***
- ***Wildfire risk***
- ***Cascadia***
- ***Catastrophic natural disaster***
- ***Traffic impacts on Hwy 20***
- ***Severe weather events***
- ***Erosion of public trust***
- ***Changing political environment (local and global)***
- ***Misinformation***
- ***Wildfire risk map impacts***
- ***Added infrastructure impacts on operations and aquifer***
- ***Transportation infrastructure impacts with increased development***
- ***Lag between development and revenue growth***
- ***Mutual aid imbalance***
- ***Lack of BLS employment opportunities***
- ***Re-emergence of pandemic***
- ***D-Shift***



GOALS 2023

The SPWG focused on developing strategic goals and objectives that will guide the District in future years. They did this by identifying the mission, vision, values, strengths, weaknesses, opportunities, and threats of the organization. Goals were then created by the SPWG at the end of the strategic planning work session. District staff then identified a list of desired outcomes, objectives, timelines and critical tasks necessary to meet the goals. The final organizational goals are:

Goal One *Ensure training division meets needs of members in achieving organizational mission and goals.*

Goal Two *Enhance internal communications.*

Goal Three *Ensure District financial management practices allow for the achievement of organizational goals and objectives.*

Goal Four *Provide comprehensive fire prevention and public education programs that enhance community resilience.*

Goal Five *Enhance coordination and collaboration with regional emergency service providers.*

Goal Six *Ensure District services are capable of meeting the needs of a rapidly growing community.*

Goal Seven *Ensure recruiting and retention programs provide necessary career and volunteer staffing to meet organizational objectives.*

DESIRED OUTCOMES 2023

1. Ensure training division meets needs of members in achieving organizational mission and goals.

Desired Outcomes:

- Maintain a three-year training calendar that provides the necessary training for maintenance of certifications and career and volunteer advancement.
- Develop a training matrix (requirements) for each position/rank in the organization. The matrix will show minimum requirements for the position.
- Provide semi-annual training status reports for department members indicating status of maintenance training.
- Ensure stations have qualified volunteer leadership and succession planning.
- Research opportunities for enhanced training delivery through cooperative agreements.

2. Enhance internal communications.

Desired Outcomes:

- Identify current internal communications strategies, timelines, practices and obstacles.
- Establish an internal communication working group of impacted stakeholders to identify strategies to enhance practices.
- Provide opportunities for leadership and other staff to engage more frequently to enhance awareness of workplace successes and challenges.
- Develop real time tracking and access to organizational goals and progress.
- Ensure policies reflect the practices of the organization.
- Establish a process and timeline for updating policies.

3. Ensure District financial management practices allow for the achievement of organizational goals and objectives.

Desired Outcomes:

- Financial modeling projects sustainability of District operations, ending fund balances and reserve fund requirements for five years.
- Adequate cash resources are available to fund District operations prior to receipt of taxes.
- Update District billing ordinance including ambulance transport fees.
- Meet Board adopted goals for PERS funding.

- Develop a plan for when the station 701 Bond is paid off. (Plan completed by 7-1-25, election May and November of 2026)
- Update facilities, fleet and equipment replacement/master plans. (Fleet plan will be updated in 22-23 budget year)
- Identify opportunities to increase revenue.
- Reserve funds meet projected needs.
- Achieve and maintain a Distinguished Budget Award from GFOA.
- Collect 50% percent of ambulance billing.
- Collect 30% percent of engine company response billing.
- Increase grant writing capacity.
- Ensure financial management priorities meet the operational needs identified in Goal 6.

4. Provide comprehensive fire prevention and public education programs that enhance community resilience.

Desired Outcomes:

- Provide enhanced staff support to the Fire Corps program.
- Train all career line staff and resident volunteers to perform wildfire home risk assessments. Develop a checklist to support this initiative.
- Seek grant opportunities to enhance prevention services.
- Develop in-house capacity to certify Firewise communities.
- Develop succession plan for prevention division.
- Develop guidelines for staff to assist customers with emergent code consultations and inspections.
- Business owners to receive an engine company fire & life safety evaluation every three years.
- All new businesses shall receive a fire safety consultation.
- Fire and Life safety information shall be published on a weekly basis through social media, print, radio or television.
- All escaped debris burns shall be investigated to determine cause.
- Develop online materials for insurance companies seeking ISO rating or response capacity.
- Develop online educational prevention materials for residents.

5. Enhance coordination and collaboration with regional emergency service providers.

Desired Outcomes:

- Develop and enhance collaboration with regional partners.
- Enhance coordination of training in northwest fire area.

- Identify opportunities for enhanced service delivery through shared service agreements (IGA).
- Host periodic coordination meetings and trainings with regional partners.
- Coordinate emergency response to meet performance objectives and maintain regional coverage.
- Evaluate opportunities for shared career and volunteer staffing.
- Identify opportunities for enhanced coordination with law enforcement, state and federal wildfire partners.
- Coordinate with partner agencies the master planning and development of the training grounds.

6. Ensure District services are capable of meeting the needs of a rapidly growing community.

Desired Outcomes:

- Evaluate regional planned growth and development.
- Evaluate growth impacts on emergency service demands.
- Evaluate financial trends related to growth and development.
- Identify staffing needs based on growth and development.
- Identify impacts of growth on non-emergency programs.
- Coordinate with the City of Sisters and Deschutes County regarding development standards that may impact fire district service delivery.
- Evaluate emergency service demands by occupancy type.
- Develop plans to mitigate response impacts in high demand occupancies.
- Annually review performance against the adopted Standards of Coverage.
- Evaluate efficacy and opportunities to enhance the volunteer emergency response system.
- Evaluate run-cards for needed changes in response and coverage.

7. Ensure recruiting and retention programs provide necessary career and volunteer staffing to meet organizational objectives.

Desired Outcomes:

- Ensure stations have adequate volunteer staffing to meet emergency response needs and maintain current ISO ratings.
 - Station 701 minimum (15) volunteers.
 - Station 703,704 (7) volunteers each.
- Develop high school recruitment program.
- Develop volunteer recruitment program for local business owners.
- Ensure resident volunteers and volunteer firefighters are provided educational opportunities to prepare them for career service.
- Develop a career employee retention program.
- Develop succession plan for Fire Chief position.

OBJECTIVES AND TIMELINES 2023

GOAL 1

Ensure Training Division meets needs of members in achieving organizational mission and goals.

Goal One- Ensure Training Division meets needs of members in achieving organizational mission and goals.

1.1 Training division shall maintain a three-year training calendar that provides the necessary training for maintenance of certifications for career and volunteer advancement.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- SOG's are established for staffing of emergency incidents.
- Volunteer staff trained for appropriate level with autonomous operation.

1.2 Meet or exceed the adopted Standards of Coverage for emergency response.

(A) Response data is compiled annually.

Timeline: Ongoing

Responsibility: Fire Chief & Finance Mgr/Exec Asst

Critical Tasks:

- Emergency response data is available for auditing performance
- Personnel enter required data into reporting software in a standardized manner.

(B) Standards of Coverage document updated as necessary.

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

- Standards of coverage reviewed annually to determine if modifications are necessary.

1.3 Maintain three ISO recognized stations.

(A) Conduct recruitments annually in Camp Sherman and Buffalo Road Station Areas.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Develop a comprehensive recruitment program for Camp Sherman and Squaw Creek Canyon Estates residents.
- Host open houses in targeted communities annually.

(B) Develop alternate staffing options for Camp Sherman and Squaw Creek Canyon Estates.

Timeline: FY 2023-2024

Responsibility: Deputy Chief

Critical Tasks:

- Identify alternative staffing options for remote stations.
- Implement staffing option based on individual community needs.

1.4 Maintain an active volunteer force in each station area with at least one officer, one engineer and three firefighters.

(A) Adequate numbers of volunteers are available in each station area.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Conduct recruit academies as necessary to maintain desired volunteer capacity.
- Volunteer officer training available biennially.
- Volunteer pumper operator training available annually.

1.5 Maintain a Resident Volunteer Firefighter/Paramedic program.

(A) Continue active participation in the COFIA Joint Recruitment Committee (JRC).

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Actively participate in planning, testing and after-action reviews of the JRC.

(B) Continue to recruit high quality candidates for the Resident Volunteer program.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Online/social media advertising.
- Support of JRC advertising.
- Annually review recruiting materials for accuracy and relevancy, and update as needed.

1.6. Increase interagency cooperation with neighboring agencies.

(A) Increase coordination with neighboring agencies.

Timeline: FY 2024-2025

Responsibility: Deputy Chief

Critical Tasks:

- Automatic aid agreements are reviewed and enhanced if needed.
- Closest first response enhanced where possible.
- Duplication of emergency response reduced where appropriate.
- Support efforts of neighboring agencies to enhance their emergency operations capacity.

(B) Host an annual pre-season familiarization training with local structural and wildland partners.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Coordinate with local agency heads/training officers regarding scheduling.
- Gather updates from COFOG and OSFM regarding updates to mobilization plans and available resources.
- Prepare a presentation of new information and review of mobilization procedures.
- Prepare agency partners to present available resources for inter-agency responses.

(C) Seek opportunities for shared training and instruction with Cloverdale and Black Butte Ranch Fire Districts.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Coordinate with neighboring training officers to evaluate training division needs for their agencies.
- Develop a training calendar that incorporates multi-agency training.
- Share training calendar with neighboring agencies.

(D) Facilitate equipment standardization with Cloverdale and Black Butte Ranch Fire Districts where possible.

Timeline: FY 2023-2028

Responsibility: Deputy Chief

Critical Tasks:

- Assign one SCSFD staff member to coordinate the project for ambulance equipment and one for fire equipment.
- Coordinate with operations staff at each District for familiarization with their equipment.
- Evaluate SCSFD equipment for standardization.
- Work with each District to begin standardization as practical.

1.7 Encourage diversity and inclusiveness within the agency.

(A) Encourage diversity and inclusiveness within the organization.

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

- Ensure District policies and hiring practices support diversity.
- Ensure District policies and practices provide for a safe and rewarding working environment free from bias, discrimination or harassment.
- Provide annual training to staff regarding harassment and discrimination

1.8 Increase preparedness and capabilities to respond to natural disasters.

(A) Conduct a facilities evaluation to identify which District facilities have the capability to function independent of utilities for an extended period of time.

Timeline: FY 2023-2025

Responsibility: Facilities Manager

Critical Tasks:

- ❑ Implement recommendations for enhanced power generation systems at all stations

(B) Complete goals identified in the District Cascadia Action Plan

Timeline: FY 2025-2026

Responsibility: Fire Chief

Critical Tasks:

- ❑ Prioritize action items appropriate to Cascadia Preparedness

1.9 Enhance preparedness and capabilities to respond to acts of violence in public facilities.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Actively participate in development of regional active threat response protocol.
- ❑ Conduct multi-agency active threat training simulations biennially.

1.10 Maintain volunteer staffing at the following levels:

- Station 701- 15 volunteers
- Station 703- 5 volunteers
- Station 704- 5 volunteers
- Fire Corps members- 20
- Each station shall have at least one volunteer officer and one engineer
- One resident volunteer lieutenant

(A) Maintain operations-qualified volunteer staffing levels.

Timeline: Ongoing

Responsibility: Deputy Chief & Vol. Coordinator

Critical Tasks:

- ❑ Consistently monitor volunteer staffing and qualification levels.
- ❑ Offer training academies on the following time frames:
 - NFPA Firefighter 1 – As needed
 - NWCG Firefighter Type 2 & Type 1 – Annually
 - Driver (Ambulance and large apparatus) – Annually
 - Pumper Operator – Annually
 - NFPA Firefighter 2 – Biennially
 - NFPA Fire Officer 1 – Triennially
 - NWCG Engine Boss – Triennially
- ❑ Continue financial support of EMT training for volunteers.

1.11 Retain volunteers for an average of five years.

(A) Recruit volunteer firefighters with a goal of long-term retention.

Timeline: Ongoing

Responsibility: Deputy Chief & Vol. Coordinator

Critical Tasks:

- ❑ The District shall establish recruiting practices that emphasize in-district volunteerism.
- ❑ Increase involvement in community functions and civic organizations to help get the message of volunteerism into the community.

1.12 Ensure current employees are qualified to apply for promotional positions.

(A) Ensure access to required training.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Offer training academies on the following time frames:
 - NFPA Firefighter 2 – Biennially
 - NFPA Fire Officer 1 – Triennially
 - NWCG Engine Boss – Triennially
 - NWCG Task Force Leader - Every 5 years (or as needed)
- ❑ Develop succession planning credentials within the District’s training records management software platform.

(B) Support access to higher education required for promotion.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Continue funding for career training specifically to support higher education course work toward a bachelor’s degree in Fire Service Administration or EMS Administration.
- ❑ Maintain funding into future budget years.
- ❑ Support employee use of on-duty time to complete on-line course work, while maintaining operational response as the first priority.

1.13 Personnel attain training and certification consistent with their responsibilities and job description.

(A) Ensure that current staff have the training and qualifications needed to perform their jobs to the expected levels.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Evaluate training records of all staff to ensure minimum qualifications are met.
- ❑ Develop individual performance improvement plans as needed.

- ❑ Coordinate training activities to correct any current deficiencies.

1.14 Fleet is maintained in accordance with industry recommendations and fleet replacement is maintained per NFPA standards.

(A) Maintain & follow apparatus replacement schedule based on NFPA recommendations and District fleet needs.

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Utilize the Apparatus Replacement Plan revised during FY 22/23.
- ❑ Continue to recommend adequate funding to the Equipment Reserve Fund to support the Apparatus Replacement Plan.

1.15 District operational programs are periodically reviewed to ensure effectiveness and attainment of desired goals.

(A) Standards of Coverage performance measures are audited annually to ensure compliance with adopted standards.

Timeline: Annually

Responsibility: Fire Chief

Critical Tasks:

- ❑ Audit Standards of Coverage by March 1 of each calendar year.
- ❑ Determine if changes to adopted standards are needed.
- ❑ Implement operational changes if required to enhance response performance.

(B) Volunteer operational program goals are established for each ISO-recognized station.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Annual audits are performed of each ISO recognized station to ensure operational goals are being met.
- ❑ Implement operational changes if required to enhance response performance.

1.16 District staff are able to communicate with customers regardless of their native language.

(A) District staff are able to communicate with customers in emergent and non-emergent situations.

Timeline: 2024-2025

Responsibility: Fire Chief

Critical Tasks:

- ❑ Evaluate instances where staff were unable to communicate with customers.
- ❑ Identify alternative communication methods and contingency plans for communications.
- ❑ Identify local resources available.
- ❑ Evaluate translation technology options.

1.17 Volunteer recruit academies prepare participants for service.

(A) Volunteer recruit academies and weekly training prepare participants for service.

Timeline: Ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Recruit academies and weekly training should ensure participants possess essential skills to operate at emergency scenes.
- Recruit academies and weekly training should focus on core skills.

GOAL 2

Enhance internal communications.

2.1 Identify current internal communications strategies, timelines, practices and obstacles.

Timeline: 2023-2024

Responsibility: Fire Chief/Deputy Chief

Critical Tasks:

- Review existing communication tools being utilized by all divisions of the Fire District.
- Develop a survey for Fire District members to identify communication obstacles.

2.2 Establish an internal communication working group of impacted stakeholders to identify strategies to enhance practices.

Timeline: 2023-2024

Responsibility: Deputy Chief

Critical Tasks:

- Establish the working group inclusive of all divisions of the organization.
- Identify work plan and timeline to complete objectives.
- Report on accomplishments quarterly.

2.3 Provide opportunities for leadership and staff to engage more frequently to enhance awareness of workplace successes and challenges.

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

- Schedule events on fifth Tuesday training nights.
- Provide opportunities for administrative and career staff engagement.

2.4 Develop real time tracking and access to organizational goals and progress

Timeline: 2024-2025

Responsibility: Fire Chief

Critical Tasks:

- ❑ Utilize Target Solutions platform to provide member access to goal tracking document and updates.

2.5 Ensure policies reflect the practices of the organization.

Timeline: Ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Annually audit policy revision process for compliance with identified standards.

2.6 Establish a process and timeline for updating policies.

Timeline: 2023-2024

Responsibility: Deputy Fire Chief

Critical Tasks:

- ❑ Develop a process and timeline that allows for periodic review of department personnel and operational policies.
- ❑ Prioritize policies to be reviewed in 2023-2024 and implement review.
- ❑ Audit efficacy of process by June 30, 2024 and modify process as needed.

GOAL 3

Ensure District financial management practices contribute to achievement of organizational goals and objectives.

3.1 Adequate cash resources are available to fund operations prior to receipt of taxes.

(A) Maintain sufficient resources in ending fund balance to meet cash flow needs in the succeeding year.

Timeline: Ongoing

Responsibility: Finance Manager/Executive Assistant

Critical Tasks:

- ❑ Maintain a budget for “Unappropriated-To Fund Balance” equal to:
 - Five-twelfths (5/12) of the amount budgeted in the personnel services line item; plus
 - One-fourth (1/4) of the amount budgeted in the materials and services line item; plus
 - One-fourth (1/4) of the amount budgeted in the capital outlay line item.

3.2 Reserve funds meet projected needs.

(A) Employment Reserve Fund adequate to meet the potential costs arising from retirements and hiring.

Timeline: Ongoing

Responsibility: Finance Mgr/Exec Asst & Dep. Chief

Critical Tasks:

- ❑ Annually evaluate employment reserve fund balances and plan for known retirements or separations of service occurring in the next fiscal year.

(B) Building Reserve Fund adequate to meet the future building maintenance costs.

Timeline: 2023-2024

Responsibility: Finance Mgr/Exec Asst & Facilities

Mgr

Critical Tasks:

- ❑ Develop a maintenance schedule and cost estimate for District-owned facilities.
- ❑ Evaluate funding status vs. maintenance schedule to ensure adequate funds are available.

(C) Equipment Reserve Fund adequate to pay for long-term capital items without going out for more financing options.

Timeline: Ongoing

Responsibility: Finance Manager/Exec. Asst.

Critical Tasks:

- ❑ Calculate and propose budget line item transfer to reserve using the Equipment Master Plan.

3.3 Financial modeling projects sustainability of operations, ending fund balances and reserve fund requirements for five years.

(A) Provide a rolling 5-year budget which shows sustainability.

Timeline: Ongoing

Responsibility: Finance Manager/Exec. Asst.

Critical Tasks:

- ❑ Create a 5-year budget spreadsheet using rational assumptions twice each year (after approval of budget and again after final audit).

3.4 Achieve and maintain a Distinguished Budget Award from GFOA.

(A) Achieve Distinguished Budget Award from GFOA.

Timeline: Ongoing

Responsibility: Finance Manager/Exec. Asst.

Critical Tasks:

- ❑ Submit budget to GFOA after receiving final approval from Board. Use comments to improve future budgets.

3.5 Billing for services meets or exceeds established goals.

(A) Collect at least 30% of engine company response billing.

Timeline: Ongoing

Responsibility: Finance Manager/Exec. Asst.

Critical Tasks:

- ❑ Analyze current collections rate and look at ways to improve.

(B) Collect at least 50% of gross ambulance fees.

3.6 Update District billing ordinance including ambulance transport fees.

Timeline: 2023-2024

Responsibility: Finance Manager/Exec. Asst.

Critical Tasks:

- ❑ Review District fee ordinance and make recommendations for adjustments to the Board of Directors for adoption.

3.7 Develop a plan for when the fire station bond is paid off.

Timeline: 2024-2025

Responsibility: Fire Chief

Critical Tasks:

- ❑ Identify needed projects for bond funding.
- ❑ Determine timeline for renewal if Board determines to proceed with renewing bond.

3.8 Meet or exceed Board adopted goals for PERS funding.

Timeline: Ongoing

Responsibility: Finance Mgr/Exec Asst & Fire Chief

Critical Tasks:

- ❑ The District shall budget required funds annually to meet Board adopted goals for PERS funding.

3.9 The District will seek opportunities to increase revenue.

Timeline: Ongoing

Responsibility: Fire Chief & Finance Mgr/Exec Asst

Critical Tasks:

- ❑ District staff shall seek opportunities to increase revenue when appropriate.

3.10 Increase capacity to seek grant funding opportunities

Timeline: 2023-2024

Responsibility: Fire Chief & Finance Mgr/Exec Asst

Critical Tasks:

- ❑ Identify one additional person to assist with writing grants for the District.
- ❑ Provide needed training for new grant writing person.

3.11 Ensure financial management priorities meet the operational needs identified in goal 6.

Timeline: Ongoing

Responsibility: Fire Chief & Finance Mgr/Exec Asst

Critical Tasks:

GOAL 4

Provide comprehensive fire prevention and public education programs that enhance community resilience.

4.1 Transition staff support for the Fire Corps program from Fire Safety Manager to FF/EMT/Community Risk & Fire Safety Specialist

Timeline: 2023-2024

Responsibility: Fire Safety Manager

Critical Tasks:

- ❑ Create timeline and plan for transition.

4.2 Train all career line staff and resident volunteers to perform wildfire home risk assessments. Develop a checklist to support this initiative

Timeline: 2023-2024

Responsibility: Fire Safety Manager

Critical Tasks:

- ❑ Identify appropriate curriculum and source of training.
- ❑ Complete training for all personnel prior to summer of 2024.
- ❑ Develop a checklist that can be used as a reference for home risk assessments.
- ❑ Collaborate with local agencies that would be interested in receiving training.

4.3 Seek grant opportunities to enhance prevention services.

Timeline: Ongoing

Responsibility: Fire Safety Manager/grant writers

Critical Tasks:

- ❑ Identify gaps in prevention division needs and available funding.
- ❑ Identify potential funding sources to support program needs.
- ❑ Submit grants to seek funding for program needs.

4.4 New businesses receive fire and life safety consultation and review.

(A) The Fire Safety Manager shall work with the City of Sisters and Deschutes County to identify new businesses, or changes of occupancy within the District.

Timeline: Ongoing

Responsibility: Fire Safety Manager

Critical Tasks:

- ❑ Ensure notification system is in place and the District is being notified of new businesses and changes of use.
- ❑ Fire Safety Manager shall meet with new business owners to ensure their businesses are in compliance with fire and life safety codes.
- ❑ Fire Safety Manager shall strive to achieve fire and life safety code compliance through education vs. enforcement.

4.5 Increase the number of Firewise communities within the Fire District.

(A) Add two Firewise communities within the Fire District each year of the Strategic Plan.

Timeline: 2023-2028

Responsibility: Fire Safety Manager

Critical Tasks:

- Identify a Fire Corps member to assist with the Firewise program.
- Host annual spring meeting of Firewise communities and invite community leaders considering joining program.
- Promote Firewise communities in public relations programs.
- Develop in-house capacity to certify Firewise communities.

4.6 Escaped fires as a result of controlled burning are reduced year over year.

(A) All escaped fires are investigated to determine the cause of the escaped fire.

Timeline: Ongoing

Responsibility: Shift Commanders/Fire Safety Manager

Critical Tasks:

- Shift Commander or AIC shall respond to all escaped burns to determine root cause of escaped burn.
- Evaluate if outdoor burning regulations are effective at preventing escaped fires.
- Make necessary changes to burning regulations to reduce the number of escaped burns.

4.7 Develop a succession plan for the prevention division.

Timeline: 2023-2024

Responsibility: Fire Chief

Critical Tasks:

- Identify and implement a plan for the retirement of Fire Safety Manager in 2023.

4.8 Develop guidelines for staff to assist customers with emergent code consultations and inspections.

Timeline: 2024-2025

Responsibility: Fire Safety Manager

Critical Tasks:

- Identify frequent code consultation requests that could be completed by staff other than the Fire Safety Manager.
- Provide training and resources to staff that would be asked to assist with consultations.

4.9 Business owners to receive an Engine Company Fire and Life Safety evaluation every three years.

Timeline: Ongoing

Responsibility: Deputy Chief/Fire Safety Manager

Critical Tasks:

- ❑ Identify businesses in community to receive evaluations.
- ❑ Provide needed training and resources to staff prior to implementation.
- ❑ Annually audit effectiveness of program.

4.10 Fire and life safety information shall be published on a weekly basis through social media, print, radio or television.

Timeline: Ongoing

Responsibility: Fire Safety Manager/PIO

Critical Tasks:

- ❑ Utilize a mix of media sources to reach community and educate/inform community of community safety initiatives.
- ❑ Collaborate with regional and state associations to align messaging with other stakeholders.

4.11 Develop online materials for insurance companies seeking ISO rating or response capacity.

Timeline: 2023-2024

Responsibility: Fire Safety Manager/PIO

Critical Tasks:

- ❑ Identify information needs of insurance industry.
- ❑ Modify District website to provide easy-to-access information for insurance companies.
- ❑ Monitor requests for information once website is updated to determine if further adjustments are needed.

4.12 Develop online educational prevention material for residents.

Timeline: 2024-2025

Responsibility: Fire Safety Manager/PIO

Critical Tasks:

- ❑ Conduct a gap analysis of existing online prevention materials and needs of the prevention program.
- ❑ Identify available resources from partnering agencies.
- ❑ Update website with additional information.



GOAL 5

Enhance coordination and collaboration with regional emergency service providers.

5.1 Develop and enhance collaboration with regional partners

Timeline: 2023-Ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Schedule quarterly meetings with regional structural and wildland fire partners.

5.2 Enhance coordination of training in Northwest fire area.

Timeline: 2023-ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Maintain ICC training committee and seek opportunities for improved standardization of training.

5.3 Identify opportunities for enhanced service delivery through shared service agreements.

Timeline: 2023-ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Annually meet with regional partners to identify opportunities for enhanced collaboration.

5.4 Host periodic coordination meetings and trainings with regional partners.

Timeline: 2023-ongoing

Responsibility: Fire Chief/Deputy Chief

Critical Tasks:

- ❑ Maintain ICC subgroup meetings on quarterly basis.

5.5 Coordinate emergency response to meet performance objectives and maintain regional coverage.

Timeline: 2023- ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Review automatic and mutual aid response data monthly.
- ❑ Seek opportunities for increased operational coordination with neighboring agencies.

5.6 Evaluate opportunities for shared career and volunteer staffing.

Timeline: 2023-ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Continue to standardize the resident volunteer programs between Sisters, Cloverdale and Black Butte Ranch
- ❑ Evaluate a shared RV program
 - Identify the challenges and benefits of a shared program
 - Make a plan to overcome the challenges

5.7 Identify opportunities for enhanced coordination with law enforcement, state and federal wildfire partners.

Timeline: 2023-ongoing

Responsibility: Fire Chief/Deputy Chief

Critical Tasks:

- ❑ Continue with the well-established annual pre-season training program for the fire districts, ODF, USFS, and DCSO.
- ❑ Work with agency reps from ODF, USFS, and DCSO to identify areas of increased efficiency.

5.8 Coordinate with partner agencies for the master planning and development of the training grounds.

Timeline: 2024-2025

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Work with partner agencies in development of master plan for the training grounds prior to June 30, 2025.
- ❑ Contract with architect to complete the master plan in preparation of potential bond renewal in May 2026.

GOAL 6

Ensure District services are capable of meeting the needs of a rapidly growing community.

6.1 Evaluate regional planned growth and development

Timeline: 2023-Ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Work with the City of Sisters to identify planned growth and development.
- ❑ Work with Economic Development of Central Oregon (EDCO) regarding planned development.
- ❑ Work with Deschutes County regarding potential growth on lands outside of the City limits.

6.2 Evaluate growth impacts on emergency service demands.

Timeline: 2023-ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Consistently review response data to ensure that current staffing meets needs
- ❑ Coordinate with Finance Manager to anticipate financial needs to support additional staffing capacity based on anticipated growth in demand for service

6.3 Evaluate financial trends related to growth and development

Timeline: 2023-ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Work with Deschutes and Jefferson County Assessor to monitor changes in taxable assessed values of property prior to annual budget preparation.
- ❑ Identify properties impacted by Tax Increment Financing, Enterprise Zones, Strategic Investment Programs and other tax deferral programs and identify timing of property returning to tax roll.

6.4 Identify impacts of growth on non-emergency programs.

Timeline: 2023- ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Monitor the number and types of requests for non-emergency services.
- ❑ Monitor capacity of existing personnel to meet service demands and modify staffing as needed.

6.5 Coordinate with the City of Sisters and Deschutes County regarding development standards that may impact fire service delivery.

Timeline: 2023-ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Monitor changes to Oregon Structural and Specialty Code that would impact service delivery.
- ❑ Monitor changes to the City of Sisters and Deschutes County Development Code that would impact service delivery.
- ❑ Monitor changes to Oregon Statute that would impact service delivery.

6.6 Evaluate emergency service demands utilizing a range of geographic and demographic data.

Timeline: 2023-ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Annually audit emergency response data to identify opportunities to prevent fires and injuries.

- Annually plot locations of emergency response incidents utilizing GPS data.

6.7 Develop plans to mitigate response impacts in high service demand occupancies

Timeline: 2023- ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Identify or develop targeted programs, based on historical data, to mitigate risk and prevent fires and injuries.
- Annually monitor efficacy of programs and modify if needed.

6.8 Annually review performance against the adopted standards of coverage

Timeline: 2023- ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Report to the Board of Directors annually compliance with the adopted standards of coverage.

6.9 Evaluate efficacy and opportunities to enhance the volunteer emergency response system.

Timeline: 2023- ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Evaluate volunteer response data annually to identify opportunities to increase volunteer response and engagement.

6.10 Evaluate run-cards for needed changes in response and coverage.

Timeline: 2023- ongoing

Responsibility: Deputy Chief

Critical Tasks:

- Periodically evaluate run cards for needed response modifications and data reporting needs.

GOAL 7

Ensure recruiting and retention programs provide necessary career and volunteer staffing to meet organizational objectives.

7.1 Develop a high school recruitment program at Sisters High School

Timeline: 2023-ongoing

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Identify a primary contact at Sisters High School to facilitate implementation of a fire service awareness and recruitment program.
- ❑ Participate in high school career exploration events.

7.2 Develop volunteer recruitment program for local business owners in Camp Sherman

Timeline: 2024-ongoing

Responsibility: Fire Chief

Critical Tasks:

- ❑ Identify employers within the Metolius Basin who may have employees interested in volunteer service.
- ❑ Provide educational information to employers about the fire district, volunteer and fire station residence opportunities.

7.3 Ensure resident volunteers and volunteer firefighters are provided educational opportunities to prepare them for career service.

Timeline: 2023-ongoing

Responsibility: Fire Chief/Deputy Chief

Critical Tasks:

- ❑ Budget necessary funds to provide community college reimbursement for up to eight Resident volunteers each year.
- ❑ Budget necessary funds to provide reimbursement to an approved four-year university for two Resident Volunteers each year.

7.4 Develop career employee retention program

Timeline: 2024

Responsibility: Deputy Chief

Critical Tasks:

- ❑ Connect with current staff to determine what the challenges are to retention
- ❑ Ensure that all employees who choose to leave the organization are offered an opportunity for an open and honest exit interview to determine the reasons for their departure.
- ❑ Develop a plan to address any deficiencies identified.

7.5 Develop succession plan for Fire Chief position.

Timeline: 2023

Responsibility: Fire Chief/Board of Directors

Critical Tasks:

Work with SDAO to develop a recruitment process and timeline to assist with transition of retiring fire chief on July 1, 2024.