Canby Fire District Strategic Plan
2020 edition

Medical, Ambulance, Fire, Prevention & Preparedness

Mission

Highly skilled, efficient response to medical, ambulance, and fire emergencies, while working with our community to prevent, and prepare for, the next emergency.
A strategic plan for fulfillment of our mission and values

The Canby Fire District would like to thank the Canby community for your continued support. For over 70 years we have provided emergency medical care, ambulance service, and fire suppression. Your support has made it possible to continue providing the fast, effective emergency response our community deserves.

The Fire District is funded by property taxes approved by you, with a permanent tax rate of $1.54 and a 5-year levy rate of 45 cents per $1,000 assessed valuation presented for renewal to the voters every 5 years. The levy renewal will be on the ballot for your consideration in November of 2020. The District is also completing our first year of the 4.9-million-dollar Capitol Bond Measure approved by voters in 2018. The Bond Measure allows us to remodel the Main Fire Station located at 221 S. Pine St., provide an Emergency Medical Station on the north side of the City, and update or replace fire and emergency medical equipment. The remodel of the Main Fire Station is scheduled to begin in March of 2020. Additionally, the property has been secured for the north side Emergency Medical Station and minor remodel and repairs have been completed on the Sub-station located on Highway 170.

In 2015 the Fire District Board of Directors adopted the Fire District’s first Strategic Plan. The Plan provides approved goals, objectives, and strategies that the management team uses to compile and fulfill the District’s annual budget. In 2017 the Fire District issued the first update of the Strategic Plan after the majority of original strategies had been accomplished. Today, many of the strategies adopted in 2017 have also been accomplished with remaining additional work moving forward into this 2020 plan for completion. Some of the major accomplishments that have been achieved since our first Strategic Plan was established include:

- The District’s paid and volunteer firefighters now consistently meet critical response time targets for medical and fire emergencies. On emergency fire and life safety calls, rapid response can save lives. With your help we are doing that.
- The Fire District’s Insurance Services Office (ISO) classifications were reduced from a class 5 to a class 2 in areas with approved water supply and from class 8/10 to class 3 in the rural areas. The lower the class rating, the lower you pay for insurance.
- We established a financial plan that keeps the Fire District from depending on taking out loans for operations when taxes are not being received.
- The Fire District’s fleet of apparatus has been updated due to your support.
- Canby Fire District is an active partner in automatic aid responses to all other regional area agencies; while also depending on those fire agencies for support when our units are on simultaneous emergencies.

This 2020 Strategic Plan is our direction from the Board of Fire Directors for the next 2 to 3 years. Presenting it here is part of our ongoing effort to be transparent and accountable to our customers as we continue our commitment to providing outstanding services with the resources you have made possible.

With sincere gratitude,

James X. Davis, Fire Chief
Canby Fire District

Canby Fire District Strategic Plan
Planning Team, Partners, & Contributors

This plan is the result of a series of work sessions first convened with an internal planning team in January of 2015 and then was updated with similar meetings in 2017 and again for the 2020 plan. The following list is not comprehensive but intended to acknowledge many of the people who contributed to developing the 2020 plan.

**Canby Fire District Board of Directors**

Steve Thoroughman  
Laura Green  
Buner "Boe" Ellis III  
Ron Swor  
Shawn Carroll

**Canby Fire District Planning Team & Strategy Work Session Participants**

Board member Shawn Carroll  
Board member Steve Thoroughman  
Fire Chief Jim Davis  
Division Chief Matt Dale  
Division Chief Matt English  
Division Chief / Volunteer Representative Wayne Austen  
Chief Financial Officer Lori Fawcett  
Administrative Assistant Leanna Bursell  
Captain Nikki Heitschmidt  
Captain Jason Wanner  
Captain Adam Carter  
Firefighter / Union Shop Steward Austin Holmes  
Firefighter Josh Christenson

**Plan Consulting & Facilitation**

John Campbell & Martha DeLong, Campbell DeLong Resources, Inc.
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Plan Design/Definition of Terms

The design of this strategic plan is intended to be uncomplicated, accessible, and we certainly hope, readable for all of the members of Canby Fire as well as the community we serve. As you review the plan, keep in mind how the following terms are used:

- **Goals, where we are going:** A future-looking statement about an aspect of our mission, vision or values that describes a desired direction of change.

- **Outcome Measures, how we’ll know when we arrive:** Often called “Objectives” in a traditional plan, we have elected to call this level of the plan **Outcome Measures** to emphasize that this is the level reserved for assessing results. Note that, generally, Outcome Measures should not be measures of effort expended, but of impact achieved. Think of the difference between the number of medical calls responded to and the survivability rate of specific types of medical calls. Or consider the difference between preparing a financial plan and achieving specific savings or efficiency targets. In each case, the first describes completion of a task, while the second tells us if the intended result was achieved. Outcomes are about intended results that tell us if a Goal is being achieved. To understand how we hope to move the Outcome Measures, we look at the final level of the plan, **Change Strategies**.

- **Change Strategies, how we intend to do it:** In this plan, a strategy is a change in action — in a program, training, purchase, procedure, staffing approach, or similar. The term **Change Strategy** is used to emphasize that the plan is not about everything we do, but about how we intend to change what we do. Without a focus on change, a strategic plan can become a very long list of everything a fire district does and redundant to budgets and other documents already developed annually. Change Strategies are also the most flexible part of the plan. After all, the final test of a successful strategy is not “Did we implement the strategy?” but “Did we get the result?” That is, “Did one or more Outcome Measures move in the desired direction?” If not, it is time to rethink the strategic direction.

Finally note that, unlike traditional plans, this plan is not designed to require each Strategy to be categorized under a single Outcome, or even Goal. While every Strategy must support at least one Goal, there is no reason why a good Strategy can’t support multiple Goals, so we have substantially avoided the artificial (and editorially painful) practice of creating micro-categories for Strategies under each Outcome. Strategies are simply listed under the Goal that has the most relevance to it, with other Goals that it may support also indicated. We hope, as a result, that readers will find the plan a bit easier to understand.
Organizational Values

1. We are committed to outstanding **customer service** to our community, delivered with **skilled professionalism**. We know the importance of doing it right the first time. We stay till the job is done.

2. We are committed to **cooperative regional relationships**. We work with our neighboring emergency responders to provide the highest level of service, using the closest responders, in or out of the District.

3. We demonstrate **respect and tolerance** to everyone.

4. We have **integrity** and act with **honesty**. We take ownership of our actions.

5. We **support diversity** in our organization and the community we serve.

6. We are committed to **innovation and improvement** in changing times.

7. We are committed to **developing future leaders** in the organization.

8. We support and contribute to a **healthy, safe work environment**.

9. We believe in **collaborative labor/management relationships**.

10. We are **careful stewards** of financial and natural resources.
Goals & Outcomes Measures

GOAL 1: MEDICAL/LIFE-SAFETY & COMMUNITY HEALTH RESULTS. FURTHER IMPROVE THE EFFECTIVENESS OF MEDICAL EMERGENCY RESPONSE RESULTS AND RISK-REDUCTION FOR PREVENTABLE MEDICAL EVENTS.

Outcome indicators for progress toward this goal include:

- **Initial ambulance response time** arrival from time-of-call for Code 3 (“Emergency Response Required”) medical and rescue calls to meet the following standards 90% of the time or better within: 8 minutes in-city (urban district) locations; 12 minutes to suburban district locations; 20 minutes to rural district locations.

- **Accuracy of triage** (right resources/right call) based on analytics.

- **Meet or exceed County-adopted Emergency Medical Services (EMS) Key Performance Measures (KPI)**

  - **Standard of care for emergency treatment** to meet or exceed the following targets:
    - High performance CPR to meet or exceed regional standards.
    - Time from unit-arrival to transport for stroke, trauma, and sepsis patients less than 10 minutes.
    - Obtain 12 lead Electrocardiogram within 10 minutes of chest pain patient contact and STEMI (ST-Elevation Myocardial Infarction) activation/transport within 10 minutes thereafter.
    - Bystander CPR rates increasing year to year.

- **Risk reduction, repeat calls**: Quarterly analysis and, where appropriate, reduction in repeat-call locations, frequency, or call priority.

Strategy titles from the 2015 & 2017 plans that have been substantially completed, and thus not carried forward to this plan include:

- Improve medical response speed through change in dispatch protocols (2017 plan)
- Adoption of the Standard of Cover (effectively accomplished by approval of the standards outlined in the 2015 strategic plan)
- Increase response compliance with reconfigured career and volunteer staffing approach (2015 plan)
- Increase daytime staffing with paid and student staffing to benefit response times for 2nd and 3rd calls (2015 plan)
- Establish daytime EMS/Operations Chief Officer position (2015 plan)
- Expand EMS risk reduction through education (2015 plan)

Additional recent Goal 1 accomplishments:

- New ambulance ordered and in service 1/2019
- Station 365 remodel
- Improved performance with operational change to minimum staffing of 5 per shift
Elimination of pre-alerts
Continuation of the Community Paramedic Program
Re-energized Rehab group
Canby Ferry Water Rescue Drill
Multi-agency training drills

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrocardiogram Monitor and Emergency Medical Services (EMS) kit replacement/alignment</td>
<td>Replace Electrocardiogram (EKG) monitors to be consistent with County adopted standards.</td>
</tr>
<tr>
<td>Implement northside EMS response station</td>
<td>Organize volunteer and career deployment to meet standard of care and initial ambulance response times.</td>
</tr>
<tr>
<td>Add training on Prehospital Trauma Life Support and Advanced Medical Life Support</td>
<td>Implement addition training on Prehospital Trauma Life Support and Advanced Medical Life Support to further improve patient outcomes.</td>
</tr>
<tr>
<td>Expand law enforcement partnerships in EMS treatment</td>
<td>Furtherance of partnership with additional neighboring law enforcement agencies. Narcan, hands-only CPR, Automatic External Defibrillator (AED). Expected partners to include Clackamas and Marion County Sheriff’s Offices, and the Canby, Aurora, Hubbard, Mollala, Oregon City, and Woodburn Police Departments.</td>
</tr>
<tr>
<td>FireMed Program reorganization evaluation and recommendations</td>
<td>Evaluate 2019 changes. Make recommendation regarding continuing, changing, or eliminating in 2021. Expected partners to include Board of Directors, Systems Design West.</td>
</tr>
<tr>
<td>Title:</td>
<td>Test using single resource EMS response for low priority calls</td>
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<td>---------------------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Responsibility:</td>
<td>Division Chief Dale</td>
</tr>
<tr>
<td>Goals supported:</td>
<td>1, 2</td>
</tr>
<tr>
<td>Description:</td>
<td>We will test deployment of single EMT/Paramedic in vehicle to low priority calls and fire responses. Expected partners to include Board of Directors, Systems Design West.</td>
</tr>
</tbody>
</table>

**Expense-increase change strategies:** In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

<table>
<thead>
<tr>
<th>Title:</th>
<th>Increase ambulance availability</th>
</tr>
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<tbody>
<tr>
<td>Responsibility:</td>
<td>Division Chief Dale</td>
</tr>
<tr>
<td>Goals supported:</td>
<td>1</td>
</tr>
<tr>
<td>Description:</td>
<td>Staff a second ambulance with 2 minimum and a third with minimum of 1. Implement 24 hour northside EMS ambulance response. Adjust staffing to allow second responder on second ambulance at all times. Expected partners would include: Volunteer Firefighter Association, Community Colleges, American Medical Response (AMR) education facility, union.</td>
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<thead>
<tr>
<th>Title:</th>
<th>Expand availability of cardiac arrest tools and resources</th>
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<tbody>
<tr>
<td>Responsibility:</td>
<td>Division Chief Dale</td>
</tr>
<tr>
<td>Goals supported:</td>
<td>1</td>
</tr>
<tr>
<td>Description:</td>
<td>Add Lucas device #2. Assess feasibility and placement of open space Automatic External Defibrillator (AED) locations such as parks and businesses. Furtherance of Pulsepoint and AEDs. Expected partners to include: Clackamas and Marion County Sheriff's Offices, and the Canby, Aurora, Hubbard, Mollala, Oregon City, and Woodburn Police Departments.</td>
</tr>
</tbody>
</table>
GOAL 2: FIRE ATTACK/RESPONSE RESULTS. CONSISTENTLY MEET, OR EXCEED, TARGETS FOR FIRE-RELATED LIFE AND PROPERTY PROTECTION RESULTS.

Outcome indicators for progress toward this goal include:

- **Insurance Services Office (ISO) protection ratings** of 2 or better in hydranted areas and 3 or better in rural areas.
- **Initial-unit response time** arrival from time-of-call Code 3 fire suppression calls to meet the following standards 90% of the time or better within: 8 minutes in-city (City-Core Rural District) locations; 12 minutes to suburban (Rural Belt District) locations; and 20 minutes to rural (Southern Rural District) locations.
- **Fire suppression Effective Response Force (ERF) assembly standards** 80% of the time or better within 25 minutes in rural locations and 20 minutes in all other areas.
- **Five-year median value-to-loss ratio equal or better** than baseline (which was 2.4% for 09-14).
- **Zero fire deaths** in our district every year.
- **Firefighter 2 certified members.** All Canby Fire career firefighters to be Department of Public Safety Standards and Training Firefighter 2 certified within one year of hiring.

**Strategy titles from the 2015 & 2017 plans that have been substantially completed and thus not carried forward to this plan include:**

- Update and recommend funding for apparatus and equipment (2017 plan)
- Rural water supply improvement (2017 plan)
- Develop a plan to respond with a ladder truck out of the main station (2015 plan)
- Prepare for ISO ratings in the city and rural areas (2015 plan)

**Additional Goal 2 accomplishments:**

- Initial response time targets are being consistently met.
- ISO protection ratings reduce to meet the targetted outcome in over 90% of the District.
- There have been 2 fire deaths in the District in the past 24 years, none in recent years.

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title:</th>
<th>Develop additional rural water supply access</th>
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</thead>
<tbody>
<tr>
<td>Responsibility:</td>
<td>Chief Davis, Division Chief Dale, Division Chief English</td>
</tr>
<tr>
<td>Goals supported:</td>
<td>2</td>
</tr>
<tr>
<td>Description:</td>
<td>Work with at least 3 nurseries and/or farms to set up for rural water supply utilizing private property pumps and connections.</td>
</tr>
</tbody>
</table>
Title: Develop standards for Effective Response Force for structure fires  
Responsibility: Chief Davis, Division Chief Dale  
Goals supported: 2  
Description: Establish effective initial response force to residential and commercial fire throughout the Fire District. This is to include structures within hydrated areas as well as rural areas.

Title: Organize effective response criteria for all Canby Fire Stations  
Responsibility: Chief Davis, management team  
Goals supported: 2  
Description: Provide response plans and effective criteria for equipment and personnel response for all Canby Fire Stations.

Title: Implement joint study recommendations from the Special Districts Association of Oregon study  
Responsibility: Chief Davis, management team  
Goals supported: 2  
Description: The Fire District Board has approved a regional study to explore regional functional consolidations of services that will improve efficiencies.

Title: Make recommendations to the Board for changing the Insurance Services Office (ISO) rating at Barlow and Bernard's Road, from a class 10 to class 3  
Responsibility: Chief Davis, Division Chief English  
Goals supported: 2  
Description: While the overwhelming majority of the District now has the ISO ratings we have targeted, this area still has an ISO rating 10. We will review options for reducing the rating to 3 and present those to the Board.

Title: Organize volunteer northside response  
Responsibility: Division Chief Austen, management team  
Goals supported: 2, 1  
Description: Re-deploy volunteer forces to fulfill northside responses. Expected partners to include Canby Fire District, Volunteer Firefighters.

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title: Make key enhancements to training and training resources  
Responsibility: Captain Carter, Training Division  
Goals supported: 2  
Description: With recent retirements we have lost many long-time experts. We will be enhancing training to ensure long time expertise is replaced.
GOAL 3: EMERGENCY PREPAREDNESS & MANAGEMENT. STRENGTHEN INTERGOVERNMENTAL AND COMMUNITY COORDINATION/PREPARATION FOR EFFECTIVE RESPONSE TO NATURAL AND MANMADE DISASTERS.

Outcome indicators for progress toward this goal include:

- Meet targets for maintaining Emergency Operations Center (EOC) and Fire Operations Center (FOC) planning.
- Ensure drilling of EOC and related preparedness steps completed annually.
- Increase preparedness of members and community volunteers to be in a position to leave home to assist.

This is a new goal category for the 2020 plan. In addition to past EOC training with partner agencies, one of the more significant recent accomplishments under this goal is receiving a Seismic Grant for Station 361.

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title</th>
<th>Drill the emergency operation center and FOC in partnership with the City of Canby</th>
</tr>
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<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Division Chief English</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Perform a minimum of two drills per year for complete set up and exercising the Emergency Operations Center, and 1 drill per year for the Fire Operations Center. The District, in conjunction with Canby Police, will do two complete set ups at the City EOC and at the Fire District EOC. The Fire District will complete one FOC drill at the Fire District EOC.</td>
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<table>
<thead>
<tr>
<th>Title</th>
<th>Organize at least 2 Neighborhood Emergency Response Teams (NERTs) and drill them as part of District exercises</th>
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<tr>
<td><strong>Responsibility:</strong></td>
<td>Division Chief English</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>The Fire District will organize neighborhood emergency response teams that can effectively organize neighborhoods within the District. This would include having at least 2 teams formed and trained by 12/2021.</td>
</tr>
</tbody>
</table>
GOAL 4: COMMUNITY PARTNERSHIPS & RISK REDUCTION. BUILD ON ALREADY-STRONG DISTRICT-COMMUNITY PARTNERHIPS TO FURTHER REDUCE RISK AND ENSURE A SAFER COMMUNITY.

Outcome indicators for progress toward this goal include:

- **Partner responder satisfaction.** A necessarily qualitative assessment of working relationships with local law enforcement, mutual aid responders, and local hospitals.
- **Number of bilingual members** (especially English-Spanish) responders with patient-assessment-level speaking and comprehension.
- **Voter/community awareness** of what Canby Fire District does. Awareness of Canby Fire for responding to medical emergencies and rescues and for responding to Fire Calls.
- **Perception of Canby Fire quality of service** by community as documented in surveys.
- **Community involvement** in prevention, risk-reduction, and response support, including:
  - Number of Automatic External Defibrillators placed throughout district, including those in Canby Police cars and in other known locations.
  - Number of PulsePoint enrollees in District.
  - Indicators of smoke alarm compliance and other prevention and preparedness indicators determined through inspections and surveys.

*Strategy titles from the 2015 & 2017 plans that have been substantially completed, and thus not carried forward to this plan include:*

- Increase number of public events (2017 plan)
- Hispanic focus groups to learn more about how we can do a better job with prevention materials, education, and recruitment (2017 plan)
- Establish an incentive for career and volunteer personnel to learn Spanish. Create civil service points for bilingual applicants (2017 plan)
- Initiate regular updates of Canby Fire social media by developing a system to accomplish this at a minimum of once monthly or more frequently (2017 plan)
- Community risk reduction education to senior community by increasing the number of community classes to seniors and adding another prevention full-time position (2017 plan)
- Improve leveraging of social media to better inform the community about its fire department (2015 plan)
- Website update (2015 plan)

*Additional recent Goal 4 accomplishments:*

- Cardiopulmonary Resuscitation (CPR) / Automatic External Defibrillator (AED) / Stop the Bleed (STB) classes to all 7th and 8th graders and areas shared with Aurora Fire District
- Fall education classes for senior population
- Cardiac arrest drills with all clinics and medical facilities
Suicide Prevention Taskforce
Knox Key Box residential loaner program
Smoke alarm program
A chief attending at least 1 City Council meeting a month
Bridging Culture Activities
Social media updates and active posts
“What’s Happening in Canby” with CTV5
Rotary and Kiwanis activities including Citizen of the Year Award to Chief Gary
Chamber Board Membership
Adult Center Board Membership
Automatic External Defibrillator loaner program
Leader for EMS coverage at the Clackamas County Fair
Stop the Bleed campaign
Canby Now Podcast participation
A range of public events including 4th of July activities; numerous Christmas events; City of Canby Halloween event; Serving the seniors every Monday; Scarecrow and Snowman contests; Voter elections bond public awareness; Beautification Club’s 99E planting; October Breast Cancer awareness month; Nation prescription return day; El Grito; Football game standbys; Wilson Construction BBQ; 9/11 Memorial Ceremony; Canby’s Big Night Out; Canby Fire Annual Picnic; Clackamas County Fair and Rodeo; Fill the Boot; Nothing but Net; Harefest; Slice of Summer; High school job shadows, mock interviews, and work ethics; American Legion Easter egg hunt; and Kiwanis Food and Toy Drive.

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title</th>
<th>Develop a recommendation for staffing needs for the Community Risk Reduction Division</th>
</tr>
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<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Division Chief English</td>
</tr>
<tr>
<td><strong>Goals supported:</strong></td>
<td>4, 7</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Staffing needs for Community Risk Reduction will be reviewed with a recommendation developed for keeping up with the increase in new and existing building inspections and plans.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Title</th>
<th>Create Fire and Life Safety District Ordinances</th>
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<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Division Chief English</td>
</tr>
<tr>
<td><strong>Goals supported:</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Present to the Fire Board proposed Fire and Life safety ordinances that, if approved by the Board, would be provided to the City of Canby and the County building division. This would provide advanced information to businesses and citizens that would be submitting for building permits. This may include water supply requirements, automatic sprinklers requirements, access ways, addressing, and other requirements.</td>
</tr>
<tr>
<td>Title: Increase EMS Risk Reduction for frequent 9-1-1 system usage</td>
<td>Responsibility: Division Chief Dale</td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td>Description: Target public on leading EMS response annually. Joint County Mobile Integrated Healthcare/Community Paramedic program. Identify risk reduction opportunities associated with frequent 9-1-1 callers as appropriate. Expected partners include Volunteer Firefighter Association, union, automatic aid agencies.</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Title: Improve the Fire District’s social media and public alerting system</th>
<th>Responsibility: Division Chief English, Administrative Assistant II Bursell</th>
<th>Goals supported: 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description: Increase the amount of social media presence to the public for information regarding public events, safety messages, and various other public information. See this increase through the amount of activity on our page, such as likes, comments, and messages. Actively use the updated website to relay important messages about the District, burn information, job openings, required postings, and issues such as the Bond measure progress.</td>
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**GOAL 5: RECRUITING & RETENTION OF VOLUNTEERS. STRENGTHEN THE RECRUITMENT OF COMMUNITY AND STUDENT VOLUNTEERS AND IMPROVE RETENTION FOR VOLUNTEER PARTICIPATION.**

Outcome indicators for progress toward this goal include:

- **Student volunteer program success.** Maintenance or expansion of student volunteer program.
- **Community volunteer interest and retention.** Recruitment and retention of community volunteers to meet identified need.
- **Attractiveness of volunteering** at Canby Fire District shall remain equal or better than the baseline year of 2014 as measured by both number and level of active involvement.

**Recent Goal 5 accomplishments:**

- Develop proposal and budget for volunteer incentives and implement if funding approved (2017 plan)
- Graduated 7 new volunteers through two Volunteer Recruit Academies (2015 plan)
- Three new student volunteers at Station 365 (2015 plan)
- Three new Acting-in-Capacity personnel

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.
Title: Develop a regional student program with our automatic aid partner fire districts

Responsibility: Division Chief English, Captain Carter, Division Chief Austen

Goals supported: 5

Description: Develop a regional student volunteer firefighter recruitment and retention program with some of our neighboring districts. This may include Aurora, Molalla, and Woodburn Fire Districts. The program would be in cooperation with Clackamas Community College and Portland Community College. Priority stations would be selected by the Fire Chiefs for staffing.

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title: Review and make recommendations to the Fire Board for changes to current volunteer program

Responsibility: Division Chief Dale, Firefighter/Paramedic Holmes, Division Chief Austen, Captain Heitschmidt, Volunteer Firefighter Brain Nava

Goals supported: 5

Description: The current volunteer program does not meet the response needs for the District. The staff and volunteers have presented numerous changes to the volunteers and to the requirements to facilitate improved volunteer responses. The need for the District has changed as well, as call volume has increased causing high demands on the District for responses. The demand on our volunteers takes time away from families and the volunteers’ full-time employment. This is an issue for all combination and volunteer agencies. A majority of today’s volunteers are considering full-time employment in the fire service. The Fire District does have a small number of dedicated volunteers and rehab personnel. The Fire Chief will form a combination committee composed of Volunteers, labor, and a manager to develop a recommendation. The recommendation will be considered in the 2020/2021 budget process.
GOAL 6: CAREER STAFF RETENTION & SATISFACTION. MAINTAIN AND IMPROVE A MUTUALLY SUPPORTIVE, MISSION-ORIENTED WORK ENVIRONMENT AND WIDEN THE DIVERSITY OF CAREER STAFF WORKING AT CANBY FIRE DISTRICT.

Outcome indicators for progress toward this goal include:

- Member satisfaction and ratings performance both anecdotal and formally measured when available.
- Longevity/retention of personnel will be maintained at levels equal to or better than baseline year of 2014.
- Organizational diversity indicators will move in the direction of greater alignment to the diversity of our community, with particular near-term focus on: Members who speak Spanish, and organizational support for both men and women.

Strategy titles from the 2015 & 2017 plans that have been substantially completed, and thus not carried forward to this plan include:

- Establish an incentive-based program for existing employees to learn Spanish (2017 plan)

Additional recent Goal 6 accomplishments:

- Increased staffing to meet levy increase requirement
- Hiring 3 full-time firefighters resultant of resignations and retirements
- Promotion of Matt English to Division Chief anticipating the retirement of Division Chief Gary
- Hiring of Division Chief Austen as Volunteer Coordinator
- Captain’s Testing with Woodburn Fire
- Firefighter hiring list with Molalla
- Driving qualifications

Key strategies for improvement: In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title</th>
<th>Present a recommended operational staffing plan for 2020/2021 to 2026/2027 budgets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility</td>
<td>Chief Davis, Chief Financial Officer (CFO) Fawcett, Division Chief English, Firefighter/Paramedic Holmes</td>
</tr>
<tr>
<td>Goals supported</td>
<td>6, 7</td>
</tr>
<tr>
<td>Description</td>
<td>The District’s anticipated new construction revenue is limited to 3% per year. Anticipated salary and benefits plus new career firefighters will be limited until the Urban Renewal’s bond debt is paid off, which is anticipated at 2026/2027. Until the Urban Renewal Bonds are paid off, the Fire District will face significant challenges hiring necessary personnel to staff additional units. A plan will be presented to the Board which is sustainable with existing revenues, and options for their considerations by 12/2020 for the 2020/2021 budget.</td>
</tr>
</tbody>
</table>
Title: Develop succession plan for Acting-in-Capacity future officers and future captain positions
Responsibility: Captain Heitschmidt, Firefighter/Paramedic Holmes, Firefighter/Paramedic Christensen
Goals supported: 6
Description: Identify members interested in the Acting in Capacity (AIC) position. Create and provide training opportunities on duty as well as off-site classes. Provide annual training for all AIC/Captain positions. This may include partnership with outside training as identified.

Title: Identify and recommend approaches to improve career retention
Responsibility: Captain Heitschmidt
Goals supported: 6
Description: Collect information (likely using a survey that has been created but not yet given out) regarding areas that employees like about Canby Fire as well as areas they might like to see growth or change in. After collecting the information, identify areas that could be changed, whether via union contract, training or other internal steps. This strategy can be implemented, with results reported, by the end of the 1st quarter 2020. Partners would include the Chief and other internal Canby Fire partners.

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title: Raise awareness and access to Peer Support Team and use of Employee Assistance Program
Responsibility: Captain Heitschmidt
Goals supported: 6
Description: Raise awareness and access to Canby Fire’s Peer Support Team as well as the use of the Employee Assistance Program in order to promote a culture of talking and knowing where and how to ask for assistance or help. Peer support training is ongoing. Peer Team access & training to Canby Fire personnel to be completed in first quarter of 2020. Partners on the strategy would include Employee Assistance Program current provider (Reliant Behavioral Health) and Peer Support current provider (Responder Life).

Title: Improve efficiency and effectiveness of wellness program through partnerships
Responsibility: Division Chief Dale
Goals supported: 6
Description: Maintain National Fire Protection Agency (NFPA) 1582 wellness program at current levels and seek partnership with neighboring agencies to bring all partner agencies’ firefighting personnel to the same level to improve fireground safety and obtain cost sharing benefits. Partners on this strategy would include Volunteer Firefighter Association, union, automatic aid agencies.
GOAL 7: FISCAL PREDICTABILITY, STABILITY, & EFFICIENCY. CONTINUE TO IMPROVE ON EFFICIENT, AND TRANSPARENT, USE OF DISTRICT RESOURCES TO STRENGTHEN OUR MISSION AND FURTHER PROMOTE PUBLIC TRUST IN HOW DISTRICT FIRE AND RESCUE SERVICES OPERATE.

Outcome indicators for progress toward this goal include:

- **Cost management.** Year-over-year budget changes for similar levels of services held to rate of inflation.
- **Operating balance.** Maintain six months’ operating balance and dedicate 12% of budget to Unappropriated and 10% to Contingency
- **Auditing standards.** Financial audit performance equal to or better than targets and on-time completion of all audits every year.
- **Board confidence** in accuracy of administration projections regarding levels of funding needed to accomplish strategic goals and objectives (*Assessment to be provided by Board members.*)
- **Annual efficiency review.** Results of annual “stop doing” or “change methods” survey with members.
- **Voter confidence** in the ability of Canby Fire to efficiently and effectively use resources remains equal to, or better, than that measured in baseline surveys.

Strategy titles from the 2015 & 2017 plans that have been substantially completed, and thus not carried forward to this plan include:

- Provide leadership management succession planning (2017 plan)
- Eliminate the need to incur borrowing cost associated with a Tax and Revenue Anticipation Note (TRAN); thus providing the means to operate from July 1 to December 1 of each fiscal year more efficiently, with lower borrowing costs (2017 plan)
- Pass a station and equipment capital bond measure (2017 plan)
- Evaluate all information technology for efficiencies (2017 plan)
- Compile and post financial information on website regularly (2015 plan)
- Establish regular monthly and annual independent financial oversight (2015 plan)
- 2015/2016 levy recommendation to the Board of Directors (2015 plan)

Additional recent Goal 7 accomplishments:

- Eliminated current financial need for the Tax Revenue and Anticipation Note (TRAN)
- Completion of Oregon State Audit for FY18 with no findings
- Fire District of the Year award from the Oregon Fire District Directors Association
- Presentation and approval of FY18/19 budget
- Passed the Capitol Bond Measure by 64%
- EMS Revenue increase as a direct result of the 45¢ per thousand voter approved levy and 2nd full-time medic unit
- Completed the new Computer Aided Dispatch changeover and purchased new radios
- 3 Oregon Wildland Fire Mobilizations and 1 California
- Richard Davies First Responder Assistance Fund public donations and outreach

**Key strategies for improvement:** In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

<table>
<thead>
<tr>
<th>Title</th>
<th>Present to the voters a renewal of the existing levy in November 2020</th>
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</thead>
<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Chief Davis, Chief Financial Officer (CFO) Fawcett, Division Chief Dale, Division Chief English</td>
</tr>
<tr>
<td><strong>Goals supported:</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>In 2020 the Board of Directors may decide to put out to the Canby voters a renewal of the existing local option levy, which is 45 cents per thousand of assessed valuation. If approved by the Board the submittal for the local option levy will need to be submitted to the County by 7/20/2020. Partners on this strategy will include Local 1159, Volunteer Association.</td>
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<table>
<thead>
<tr>
<th>Title</th>
<th>Meet and exceed board policy for budget fund carry over of 6 months</th>
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<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>Chief Davis, CFO Fawcett, Administrative Assistant II Bursell</td>
</tr>
<tr>
<td><strong>Goals supported:</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>Ensure all budget custodians have better awareness of their spending by providing access to their general ledger budget line items that outlines what they have spent. Provide a class on how budgets work and the basic components of our budgets in order to better train new staff who are in charge of, or contribute to, the management of a line item. Work with budget custodians to ensure budget sheets are cleaned up and reviewed in detail.</td>
</tr>
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<th>Title</th>
<th>Implement and replace the Intergovernmental Agreement (IGA) for administrative services with Aurora and Woodburn Fire Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Responsibility:</strong></td>
<td>CFO Fawcett, Administrative Assistant II Bursell, Chief Davis</td>
</tr>
<tr>
<td><strong>Goals supported:</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
<td>The IGA with the Aurora and Woodburn Fire Districts ties the three agencies together, helping to form and strengthen partnerships. Having Canby Fire District CFO train both Aurora and Woodburn Fire Districts’ Administrative Assistants in the same systems and modules that Canby Fire uses gives each district an advantage because we now have other personnel to rely on for help or coverage when needed. We gain efficiencies when we have others to help who already know the system and already have that set of knowledge. Partners on the strategy include Aurora Fire District, Woodburn Fire District.</td>
</tr>
</tbody>
</table>
Title: Improve the processes and efficiencies for accounts receivable

Responsibility: CFO Fawcett, Administrative Assistant II Bursell

Goals supported: 7

Description: Develop a policy that more clearly outlines the process for incoming checks and other monies in order to ensure proper tracking and depositing of funds. Current checks and balance in place for making a deposit will be made into a formal policy to ensure proper procedures are followed each time. Also, having basic invoicing format and language defined in the policy will keep everything going out to vendors more uniform and easier to read, hopefully resulting in a faster turnaround time.

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title: Increase succession planning and training for Administrative Assistant II (AAll) positions & CFO

Responsibility: CFO Fawcett, Administrative Assistant II Bursell

Goals supported: 7

Description: Accounting and administration can benefit from additional training that goes deeper into the why of the procedures we are already completing. Understanding the purpose of procedures in place can better ensure that, when an anomaly occurs, our deeper understanding of the process and background of the task will greatly increase the chances of completion with little to no assistance. The strategy is to gain more training off-site for the AAll position for Canby Fire District, Aurora Fire District, and Woodburn Fire District as needed. Topics may include budgets, Public Employee Retirement System reporting, ADP/payroll terms and processes, and accounts payable. Partners on this strategy will include Aurora and Woodburn Fire Districts and outside training agencies.
THIS PLAN IS INTENDED TO PROMOTE THE BEST POSSIBLE MANAGEMENT OF PUBLIC RESOURCES.

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Your cooperation will help us save on extra copying costs.