

Canby Fire District Strategic Plan **2023 edition**

Medical, Ambulance, Fire, Prevention & Preparedness



Mission

Canby Fire District is committed to creating safer communities through prevention, preparedness, and effective fire and medical emergency response.



A strategic plan for fulfillment of our mission, vision, and values

The Fire Board of Directors, Staff, and Firefighters from the Canby Fire District would like to thank the community for your continued support.

Canby Fire District's strategic planning documents, as approved by the Fire Board of Directors, set goals and objectives for the next three years. The mission, vision, organizational values, and goals are created and embraced by the entire department. The first strategic plan on my watch was approved by the Fire Board in 2015. Since the completion of the 2015 document, the plan was updated in 2017 and again in 2020. Some of the major accomplishments achieved since our first plan include:

- Consistently meeting our established response time criteria for both fire and medical emergencies. Note that Canby Fire is one of two fire districts in Clackamas County that provide advanced life support (paramedic) transportation for our communities.
- The citizens passed a \$4.9 million Capital Bond measure in 2018 and we have completed most projects as promised.
- The Northside EMS Station located on North Redwood off Territorial Road was opened and staffed, exceeding staffing as promised to the citizens.
- The District's insurance rating was reduced by the Insurance Standards Office from a class 8/10 in the rural areas to a class 3, and class 5 in the hydranted areas (city) to a class 2.
- Ensuring a minimum of six months of operations funding from July of each year to November (this saves significant interest expense).
- Establishing a capital reserve fund to help replace apparatus and equipment.

Canby Fire is funded by a permanent property tax rate of \$1.54 per \$1,000 assessed valuation (though taxes collected in Urban Renewal Areas do not contribute to the permanent rate until Urban Renewal Bonds are paid off – at Canby Fire this is a difference of six firefighter/medics). The Fire District also receives \$0.45 per \$1,000 assessed valuation from a voter-approved special levy. The levy is voted on every five years and supports firefighter staffing. The Fire District will make recommendations to the Fire Board during the 2023/2024 budget presentations regarding solutions to increased call volume and increased costs for operations.

In 2023, it is my plan to retire as your Fire Chief. The Fire District has prepared for all retirements by building in succession planning for each position, including Fire Chief. I am confident Canby Fire's professional management team and firefighter/medic personnel will continue providing excellent service to the greater Canby community in the years to come.

With sincere gratitude,

James X. Davis, Fire Chief
Canby Fire District

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 for plan revisions in 2017, 2020, and now 2023. The following list is not comprehensive but intended to acknowledge many of the people who contributed to developing the 2023 plan.

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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 members of Canby Fire and 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 part of the plan *Outcome Measures* to emphasize that these are examples of how we assess 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 achieve the Goals and move the Outcome Measures, we look to the *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 this 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 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, “Do we have evidence that it supported the Goal, that 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.

Vision

Together with community members and our partner governmental agencies, we help advance a community with the following attributes:

- ▶ Protection from fire, medical, and other emergencies achieved through targeted, proactive risk-reduction strategies.
- ▶ Skilled personnel provide fast, effective response services when emergencies do occur.
- ▶ Education delivered to residents and businesses that motivates their active role in emergency prevention, preparedness, and resilience measures. Our personnel take steps to ensure this in their own lives as well.
- ▶ Cooperative resource sharing and collaborative partnerships that ensure a highly effective and efficient emergency response system.



Organizational Values

At Canby Fire we bring the following values to the work we do every day:

1. Providing **outstanding customer service** to our community, delivered with **skilled professionalism**. We know the importance of doing it right the first time, and we stay till the job is done.
2. Maintaining **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. Demonstrating **respect and tolerance** to all.
4. Having **integrity**, acting with **honesty**, and taking ownership of our actions.
5. **Supporting diversity** in our organization and the community we serve.
6. Staying committed to **innovation** and **improvement** in changing times.
7. **Developing skilled future leaders** in the organization.
8. Supporting and contributing to a **healthy, safe work environment**.
9. Maintaining **collaborative labor/management relationships**.
10. Being **careful stewards** of financial and natural resources.

Goals

In this plan, goals are future-looking statements that describe what we are working toward as opposed to items to check off on a to do list. As we develop specific strategies, we use the goals to think about different aspects of what we hope to achieve.

Goal 1: Medical/life-safety & community health. Continually improve the effectiveness of medical emergency response results and risk-reduction for preventable medical events.

Goal 2: Fire attack/hazard response. Consistently meet, or exceed, targets for life and property protection related to structure fires, wildland fires, rescue, and all-hazard emergency response.

Goal 3: Emergency preparedness & disaster response. Strengthen intergovernmental and community coordination/preparation for effective response to natural and manmade disasters.

Goal 4: Community partnerships & risk reduction. Expand and strengthen District-community partnerships to further reduce risk and ensure a safer community.

Goal 5: Recruitment, retention, & satisfaction of personnel. Maintain and improve a mutually supportive, mission-oriented work environment and widen the diversity of career, volunteer, and student-intern staff working at Canby Fire District.

Goal 6: Fiscal predictability, stability, & efficiency. Maintain efficient, and transparent, use of District resources to strengthen our mission and further promote public trust in how District fire and medical response services operate.



Outcome Measures

Outcomes can provide some objective indication of whether there has been positive movement toward a goal. Outcomes are not tasks or actions; they are simply measures of results. They are one answer to the question: “How do we know when we get there?”

GOAL 1: MEDICAL/LIFE-SAFETY & COMMUNITY HEALTH OUTCOME MEASURES

- **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 standards. (See further information in the CPR discussion in the Appendix.)
 - ✓ 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. (See additional information in the CPR discussion in the Appendix.)
- **Risk reduction, repeat calls:** Quarterly analysis and, where appropriate, reduction in repeat-call locations, frequency, or call priority.

GOAL 2: FIRE ATTACK/HAZARD RESPONSE OUTCOME MEASURES

- **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.**
- **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.

GOAL 3: EMERGENCY PREPAREDNESS & DISASTER RESPONSE OUTCOME MEASURES

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

GOAL 4: COMMUNITY PARTNERSHIPS & RISK REDUCTION OUTCOME MEASURES

- **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.
- **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 (86 have been placed as of 2022).
 - ✓ Number of PulsePoint enrollees in District.
 - ✓ Indicators of smoke alarm compliance and other prevention and preparedness indicators determined through inspections and surveys.



GOAL 5: RECRUITMENT, RETENTION, & SATISFACTION OF PERSONNEL OUTCOME MEASURES

- **Member satisfaction** and ratings performance both anecdotal and formally measured when available.
- **Longevity/retention of personnel** will be maintained at current or better levels.
- **Attractiveness of volunteering** at Canby Fire District, including internship, support, and emergency response volunteers, as measured by both number and level of active involvement will be maintained at current or better levels.
- **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.
- **Student-intern program success.** Maintenance or expansion of student intern program.
- **Community volunteer interest and retention.** Recruitment and retention of community volunteers to meet identified need.

GOAL 6: FISCAL PREDICTABILITY, STABILITY, & EFFICIENCY OUTCOME MEASURES

- **Cost management.** Year-over-year budget changes for similar levels of services held to rate of inflation.
- **Operating balance.** Maintain six months' operating balance in the contingency account per Fire Board Policy.
- **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.

Change Strategies Organized by Goal

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 this 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 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, “Do we have evidence that it supported the Goal, that one or more Outcome Measures move in the desired direction?” If not, it is time to rethink the strategic direction.

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

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:	Evaluate feasibility of additional County-implemented EMS innovations	
Responsibility:	Division Chief Dale	<i>Goals supported: 1</i>
Description:	Evaluate the potential benefit and feasibility of innovations in EMS that may improve health and safety outcomes and make recommendations to the Fire Chief regarding implementation. There are a range of innovations that we expect to evaluate under this strategy, with the following being a few examples: Changes to dispatch triage, community paramedic programs, behavioral health programs, high frequency 911 use care, substance abuse disorder programs, two-tiered ambulance deployment (ALS & BLS), and technological advancements such as telehealth and drone delivery of AEDs to cardiac arrests.	

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:	Ambulance minimum staffing reassignment	
Responsibility:	Division Chief Dale	<i>Goals supported: 1</i>
Description:	Budget for and/or reassign personnel to ensure ambulances arrive on scene to 911 calls with a 2-person qualified crew 99% of total arrivals measured quarterly.	

Title:	Adopt new Ambulance Service Area (ASA) requirements	
Responsibility:	Division Chief Dale	<i>Goals supported: 1</i>
Description:	Once the Board of County Commissioners adopts an updated Ambulance Service Area plan, adopt new requirements for ambulance operation consistent with that plan.	

Title: Law enforcement hemorrhage control pilot program

Responsibility: Firefighter Starrett **Goals supported: 1**

Description: Create a pilot program for the Canby Police Department teaching hemorrhage control, with the eventual goal of creating a standardized program for all Clackamas County law enforcement agencies. This program will ensure that, when law enforcement arrives prior to EMS, there is a known level of care that has been provided. We expect this to improve outcomes in patient populations and strengthen bonds between Clackamas EMS agencies and Clackamas County law enforcement.

Title: Implement EMS equipment maintenance consistent with product life and County recommendations

Responsibility: Station Captain Aamodt **Goals supported: 1**

Description: Maintain EMS equipment to manufacturer's guidelines of life and useability and maintain compatibility with County EMS recommendations (i.e., monitors, kits, etc.).

Title: EMS continuing education

Responsibility: Firefighter Frank **Goals supported: 1**

Description: As allowed through budgeting process, provide EMS continuing education for Canby Fire District members with the following classes every two years: Advanced Cardiac Life Support, Pediatric Advanced Life Support, and Advanced Medical Life support. Provide Prehospital Trauma Life Support classes every 4 years. This will help with EMS recertification on a State and National level.



GOAL 2: FIRE ATTACK/HAZARD RESPONSE. CONSISTENTLY MEET, OR EXCEED, TARGETS FOR LIFE AND PROPERTY PROTECTION RELATED TO STRUCTURE FIRES, WILDLAND FIRES, RESCUE, AND ALL-HAZARD EMERGENCY RESPONSE.

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 additional rural water supply access

Responsibility: Fire Chief, Division Chief Dale, Division Chief English **Goals supported: 2**

Description: Work with at least 3 nurseries and/or farms to set up for rural water supply utilizing private property pumps and connections.

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 staffing for community growth

Responsibility: Fire Chief, Division Chief English **Goals supported: 2, 1, 3, 4, 5**

Description: Should Canby Fire's anticipated replacement levy pass in May of 2023 (see description under Goal 6), we will increase station staffing to cover the growing need for responses on the North and South sides of the rail line for structure, wildland, rescue, and all-hazard emergency response. Six new levy-funded positions will allow increased staffing at both Station 363 and Station 361. Depending on assessments anticipated elsewhere in this plan, the plan for the additional personnel will be to either add six (6) firefighter/medics or add four (4) firefighter/medics, plus one (1) community paramedic and one (1) Fire Inspector. Note that, in addition to being able to serve our community better, the additional personnel would contribute to equalizing Canby Fire District with outside competitors regarding workforce competition.

Title: Acquire training structure and equipment to improve training

Responsibility: Fire Chief, Division Chief English **Goals supported: 2, 1, 3, 4, 5**

Description: Acquire a training structure, such as a shipping container, and needed adjuncts to modify for training exercises. Training is paramount to ensure effective fire service to our community. Training proficiency must include all aspects of the job for civilian rescue in a structure fire, automobile accident entrapment extrication, as well as training to prevent injury or death to firefighters on low frequency and high-risk type emergencies. Acquiring the structure and equipment intended with this strategy will allow for improvements in repetitive training for victim rescue, downed firefighter rescue, fire attack line movement while flowing water, cutting open an outside wall of a structure to enter a room from the outside to rescue a victim, forcible entry practice, and ventilation of structures using chain saws to open the roof to remove heat and flammable smoke from a structure.

Title: Update the apparatus replacement schedule

Responsibility: Fire Chief, Division Chief English **Goals supported: 2, 1, 3, 4, 5**

Description: Update the apparatus replacement schedule to ensure scheduled aging fleet replacement and to determine the need for future apparatus for City and Rural operations for all response needs, including staff vehicles.

Title: Utilize/hire outside training expertise

Responsibility: Fire Chief, Division Chief English **Goals supported: 2, 1, 3, 4, 5**

Description: Seek outside education and training for Canby Fire District members to look for new concepts and best practices along with the practices for continuation of skills and abilities. Identifying, and making use of, outside training expertise will help ensure Canby Fire personnel can better shape our service delivery models to provide our community with the most up-to-date EMS, mental health, fire, and all hazards response.



GOAL 3: EMERGENCY PREPAREDNESS & DISASTER RESPONSE. STRENGTHEN INTERGOVERNMENTAL AND COMMUNITY COORDINATION/PREPARATION FOR EFFECTIVE RESPONSE TO NATURAL AND MANMADE DISASTERS.

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 Community Emergency Response Team (CERT)

Responsibility: Division Chief Walker **Goals supported:** 3, 4

Description: Develop a Community Emergency Response Team (CERT) through community outreach, training, exercises, and preparedness planning. This will be done in conjunction with partner agencies and community members and focus on response during local emergencies / disasters.

Title: Improve prevention planning for disasters

Responsibility: Division Chief Walker **Goals supported:** 3, 4

Description: This strategy will involve multiple prevention planning elements including: Develop and perform at least one annual training to the public outlining the basics of disaster management, communication, and opportunities for involvement. Ensure up-to-date information for emergency contacts and facility managers in case of an emergency. Encourage the development of District and partner emergency operation plans and procedures and engage businesses and industries in the prevention planning process. Enhance social media outreach efforts to keep the public informed and otherwise expand public education and awareness capabilities. Enhance planning efforts through collaboration with community partners and their engagement in drills and exercises.



GOAL 4: COMMUNITY PARTNERSHIPS & RISK REDUCTION. EXPAND AND STRENGTHEN DISTRICT-COMMUNITY PARTNERSHIPS TO FURTHER REDUCE RISK AND ENSURE A SAFER COMMUNITY.

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 communications improvement plan and begin implementation where feasible**

Responsibility: Division Chief Walker *Goals supported: 4, 5*

Description: Communication among our neighboring partner agencies, government leaders and authorities, as well as within our community need to be improved. We will start by looking at other fire district's social media and outreach programs to better understand what agencies are putting out there for comparison. We will develop an outreach calendar that outlines different events in town and other recurring opportunities for social media presence, such as fire prevention week and weather-specific safety tips. We will work as a team to develop a recorded virtual station tour that also talks about who Canby Fire is, our apparatus, and the structure of our personnel's working force.

Title: **Implement five innovations to improve communication with partners and public**

Responsibility: Division Chief Walker *Goals supported: 4, 5*

Description: Implement the following: 1) Establish an online scheduling platform for classes, trainings, meeting room reservations, job shadows, and station tours. 2) Have a booth at the Clackamas County Fair with information on programs, offered trainings, and basic safety information. 3) Be involved with at least one career day at a local college or high school to promote Canby Fire and teach about the fire service. 4) Look into appropriate sponsorship opportunities. 5) Develop and publish (virtually) a newsletter that shows the public the different areas we are involved in (prevention, wildfire response, public event participation, medical transportation, event standbys, etc.).

Title: **Develop a community risk plan**

Responsibility: Division Chief Walker *Goals supported: 4, 3*

Description: Staff will work with stakeholders to identify local risks and develop a community risk plan based on these findings. The community risk plan items will be prioritized by importance and will need review and modification, as needed, based on the continuous growth and culture change within the community. The desired outcome of this strategy is to mitigate risk, especially those most frequently witnessed, and impact to the community using developed tactics, community resources, partnerships, trainings, strategic investment of resources, and other avenues of education and prevention.

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 prevention personnel staffing

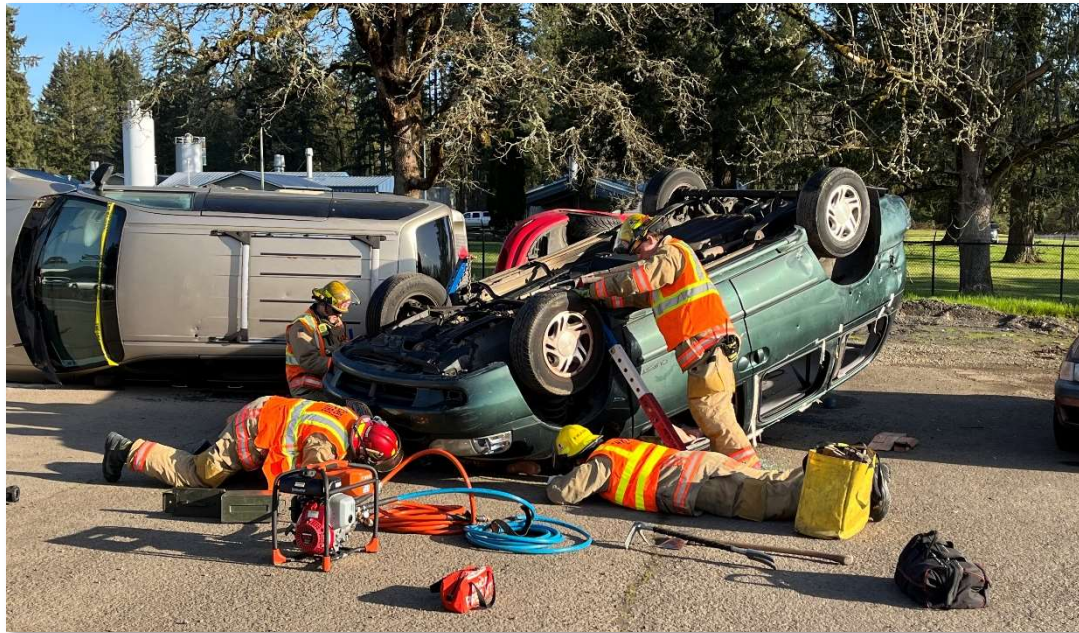
Responsibility: Division Chief Walker **Goals supported:** 4, 1, 2, 3

Description: Identify personnel and/or the need for added capacity to meet the requirements for pre-planning, annual fire/life safety inspections, community risk reduction and education, new residential and industrial development access, water supply, and overall fire safety. Increased staffing could mean new personnel being added or the use of current staff in a revised capacity. "Prevention" can encompass fire and medical, or just one as a singular task depending on the proposed model.

Title: Part-time Public Information Officer or similar position

Responsibility: Division Chief Walker **Goals supported:** 4

Description: Budget dependent, hire a part-time Public Information Officer or similar position to coordinate the communications improvement strategies listed under Goal 4 of this plan, increase the amount of "working" photos we have, and participate in community events where able.



GOAL 5: RECRUITMENT, RETENTION, & SATISFACTION OF PERSONNEL. MAINTAIN AND IMPROVE A MUTUALLY SUPPORTIVE, MISSION-ORIENTED WORK ENVIRONMENT AND WIDEN THE DIVERSITY OF CAREER, VOLUNTEER, AND STUDENT-INTERN STAFF WORKING AT CANBY FIRE DISTRICT.

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 and implement expanded career recruitment & hiring plan

Responsibility: Division Chief Dale **Goals supported:** 5

Description: Develop and implement a plan to reach potential career firefighters and/or EMTs and/or paramedics. 1) Explore alternative outreach opportunities including: Further reduce application barriers by eliminating NTN testing process while maintaining hiring process notification reach; provide applicant the choice of applying for one or both agencies at time of application; hire paramedic-only candidates without fire experience and determine if possible to train FF certs while on shift; increase recruitment within community of intern program to support career hiring pool; compare area intern student programs to maintain competitive advantage. 2) Explore alternative opportunities for retention, including: 2 paramedics for ALS ambulance response and 2 EMT for BLS ambulance response.

Title: Increase Volunteer Firefighter workforce

Responsibility: Division Chief Austen **Goals supported:** 5

Description: Develop a plan to raise community awareness of volunteer opportunities and increase volunteer engagement. Steps will include: A) Educate the community of opportunities, time commitment, and benefits of joining Canby Fire including identifying events to attend to share vision and opportunities at Canby Fire. B) Identify the desired number of volunteers in each area, ie. Tender Operators (4), Rehab (8), Ham Radio Operators (5), Student Interns (9), and Combat Firefighters (15).



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 number of Student Intern Firefighters	
Responsibility:	Division Chief Austen, Station Captain Heitschmidt	Goals supported: 5
Description:	Increase the number of Student Intern Firefighters per shift from 2 to 3 with better outreach and adjustments in reimbursement. Outreach changes will include: A) Create a sustainable outreach/information sharing program within Canby High School aimed at senior students interested in the Fire and EMS services; B) Create an outreach program to area colleges with Fire and EMS programs in Oregon and Washington, including PCC, Clackamas CC, Chemeketa CC, and NCTI (paramedic school); C) Revamp the information page on the Canby Fire website to include answering more entry level questions on how to get into the fire service, EMS, volunteering, academy requirements, certifications and how they matter, etc. Reimbursement changes will include: 1) Increase the school reimbursement amount; and 2) Increase the living expenses reimbursement amount.	



GOAL 6: FISCAL PREDICTABILITY, STABILITY, & EFFICIENCY. *MAINTAIN EFFICIENT, AND TRANSPARENT, USE OF DISTRICT RESOURCES TO STRENGTHEN OUR MISSION AND FURTHER PROMOTE PUBLIC TRUST IN HOW DISTRICT FIRE AND MEDICAL RESPONSE SERVICES OPERATE.*

Expense-increase change strategies: The following items are recommended pending resource availability and approval for relevant budget increases:

Title: **Increase the current operating levy to fund additional firefighters after property taxes are received in November 2023**

Responsibility: Fire Chief, Chief Financial Officer (CFO) Fawcett **Goals supported: 6, 1, 2, 3**

Description: Make a proposal to the Board of Directors to request from voters an increase of \$0.50 in Canby Fire's Local Option Levy in May of 2023. The entire levy requested would be the current \$0.45 plus the increase of \$0.50 for a total Local Option Levy of \$0.95 per \$1,000 of assessed valuation. The replacement levy would provide for additional firefighters/medics. If approved, the levy would maintain the current six (6) firefighter/medics and provide for an additional six (6) positions. The total personnel funded with the \$0.95 replacement levy would therefore be 12 firefighter/medics. (Note: The operational specifics of how the new staffing would be deployed is described in the strategy under Goal 2 of this plan: *Increase staffing for community growth.*)

Title: **Fully fund the contingency fund to ensure adequate cash carry over for six (6) months of operating expense.**

Responsibility: Fire Chief, Board of Directors, Chief Financial Officer (CFO) Fawcett **Goals supported: 6, 1, 2, 3, 5**

Description: In order for Canby Fire District to remain independent and fiscally stable, we will prioritize the funding of the contingency funds and ensure that six (6) months of cash carry over is maintained at all times through the appropriate depository of those funds.

Title: **Hire an Administrative Assistant I to cover the front office duties and ensure a successful transition of CFO Duties and Administrative Assistant III duties to the successor of each position.**

Responsibility: Chief Financial Officer (CFO) Fawcett, Administrative Assistant III Shaw *Goals supported: 6, 5*

Description: Hire an Administrative Assistant I (AAI) in January of 2024. The AAI will be trained on all front office duties, which will then allow the CFO to train the current AAIII on higher level fiscal management duties in preparation for CFO retirement and transition in May of 2026.



Appendix

STRATEGIC PLANNING ACCOMPLISHMENTS FROM PRIOR PLANS

Canby Fire District has used the current strategic planning approach since the 2015 plan was introduced. The following shows key accomplishments under past plans.

Strategies completed from 2020 plan

Strategy titles from the previous plan (2020) that have been substantially completed, and thus not carried forward to this plan, include:

- ▶ Electrocardiogram Monitor and Emergency Medical Services (EMS) kit replacement/alignment
- ▶ Implement northside EMS response station
- ▶ Add training on Prehospital Trauma Life Support and Advanced Medical Life Support
- ▶ Expand law enforcement partnerships in EMS treatment
- ▶ FireMed Program reorganization evaluation and recommendations
- ▶ Increase ambulance availability
- ▶ Expand availability of cardiac arrest tools and resources
- ▶ Develop standards for Effective Response Force for structure fires
- ▶ Organize effective response criteria for all Canby Fire Stations
- ▶ Implement joint study recommendations from the Special Districts Association of Oregon study
- ▶ 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
- ▶ Organize volunteer northside response
- ▶ Make key enhancements to training and training resources
- ▶ Drill the emergency operation center and FOC in partnership with the City of Canby
- ▶ Organize at least 2 Neighborhood Emergency Response Teams (NERTs) and drill them as part of District exercises
- ▶ Create Fire and Life Safety District Ordinances
- ▶ Increase EMS Risk Reduction for frequent 9-1-1 system usage
- ▶ Improve the Fire District's social media and public alerting system
- ▶ Develop a recommendation for staffing needs for the Community Risk Reduction Division
- ▶ Develop a regional student program with our automatic aid partner fire districts
- ▶ Review and make recommendations to the Fire Board for changes to current volunteer program
- ▶ Present a recommended operational staffing plan for 2020/2021 to 2026/2027 budgets
- ▶ Develop succession plan for Acting-in-Capacity future officers and future captain positions

- ▶ Identify and recommend approaches to improve career retention
- ▶ Raise awareness and access to Peer Support Team and use of Employee Assistance Program
- ▶ Improve efficiency and effectiveness of wellness program through partnerships
- ▶ Present to the voters a renewal of the existing levy in November 2020
- ▶ Meet and exceed board policy for budget fund carry over of 6 months
- ▶ Improve the processes and efficiencies for accounts receivable
- ▶ Increase succession planning and training for Administrative Assistant II (AAll) positions & CFO

Strategies completed from earlier plans

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)
- ▶ 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)
- ▶ 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)

- ▶ 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)
- ▶ Establish an incentive-based program for existing employees to learn Spanish (2017 plan)
- ▶ 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 accomplishments during the time periods covered by the 2015 and 2017 plans

- ▶ 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
- ▶ 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.
- ▶ Procure a Seismic Grant for Station 361
- ▶ 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 loner 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.
- ▶ 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
- ▶ 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

HIGH PERFORMANCE CPR AND BYSTANDER CPR GUIDELINES

Among the many terms used in this plan one in particular – CPR – is especially important for everyone to know. When an Out of Hospital Cardiac Arrest (OHCA) occurs, bystanders need to act fast. The American Red Cross recommends beginning CPR (Cardiopulmonary Resuscitation) within 10 seconds of the suspected sudden cardiac arrest (SCA) -- for example, the person is not responsive, suddenly collapses, has no pulse, is not breathing or is only gasping. CPR should only be stopped if a pulse is found or if the individual regains consciousness. If the person no longer needs CPR, their pulse should be monitored every two minutes.

Once determined that CPR is needed, start it immediately and have another bystander call 911 fast and then look for an automated external defibrillator (AED) device nearby. The following guidelines can help improve the victim's chances of favorable outcome:

- ▶ **Push Hard:** High-performance CPR is best suited for adults and teens (conventional CPR is still considered best for children). Press hard and fast in the center of the chest, down at least 2 inches with full bodyweight. People are often nervous about pushing down hard enough, but any minimal injuries to the patient are less important than their survival. Blood is being pushed through the entire body, and it takes a significant amount of pressure.
- ▶ **Push Fast:** The optimum rate of compression is 100 to 120 beats per minute. The American Red Cross suggests singing one of the following songs internally to get the correct tempo: “Stayin’ Alive” by the Bee Gees, “Girls Just Want to Have Fun” by Cyndi Lauper, or “Should I Stay or Should I Go?” by The Clash.
- ▶ **Pay Attention:** Allow for full chest recoil between compressions and don’t lean on the patient’s chest. The effect of chest recoil in helping blood flow is significant.
- ▶ **Don’t Stop:** It can be tiring to deliver high-performance CPR, so ideally several people are willing to take turns until EMS arrives. However, it’s important to communicate when handing off compressions to avoid any disruption of the tempo. Stopping between compressions can cause an instant decrease in blood pressure, which takes a long time to build up again.
- ▶ **Use the AED:** Automated external defibrillators, increasingly more common in public places today, can send an electrical shock through the heart tissue. Because it is important to begin CPR right away, ideally another responder can work on hooking up the AED while the first continues CPR. Read the included instructions. Some AEDs also offer CPR feedback on rate and depth of compressions, as well as audio instructions.
- ▶ **Avoid Excessive Ventilation:** High-performance CPR eliminates rescue breaths because excessive air volume can result in complications that reduce the quality of the effort.



THIS PLAN IS INTENDED TO PROMOTE THE BEST POSSIBLE MANAGEMENT OF PUBLIC RESOURCES.

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