



Strategic Plan, 2020-2025



THEME #1: HOW DO WE SAVE MORE LIVES?

Strategic Initiative 1.1 – Improve Survivability for Victims of Fire, Hazardous Materials Release, Entrapment or other Crisis Incidents.

Objective 1.1.1 – Provide a minimum daily staffing level of at least five fire responders and one chief officer (six total) throughout the district.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2021 – December 31, 2021

Critical Tasks:

1. Gather data and review to determine the percentage of time this objective is not met and to what extent.
2. Survey volunteers to determine overall daily, weekly, and monthly availability.
3. Increase in-District and out-of-District recruitment of volunteers.
4. Determine the number and cost of additional career staff to correct the shortage.
5. Develop and implement a staffing plan to fill gaps when staffing is short.
6. Request a 2020 levy lid lift of voters to hire additional career staff.

Objective 1.1.2 – Contain structure fires to room of origin 20% of the time or better.

Lead: DC Training

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – June 30, 2020

Critical Tasks:

1. Gather data to determine the percentage of time this objective is not met and to what extent.
2. Create a staffing plan to ensure resources are available to reach a fire in less than 10 minutes to allow for higher containment success.
3. Develop specific training plan on best practices for rapid fire control and extinguishment.
4. Develop consistent, scenario based training to improve emergency operations skill level.
5. Ensure all members are meeting the training requirements.

Objective 1.1.3 – Zero civilian fire fatalities or significant injuries measured annually.

Lead: DC Training

Support: Records Manager, DC Operations

Timeline: January 1, 2020 – June 30, 2020

Critical Tasks:

1. Gather data to determine the number of times this objective is met and to what extent.
2. Determine method/timing of collecting and analyzing data.
3. Implement a Home Safety Program to reduce the number of residential fires and reduce fatalities and significant injuries.
4. Implement a Commercial Code Enforcement Program to reduce the number of commercial fires and reduce fire fatalities and significant injuries.
5. Train at least one certified NFPA 1035 public educator by 2024.

Objective 1.1.4 – Arrive on scene of structure fires within 14 minutes, 80% of the time.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – December 31, 2021

Critical Tasks:

1. Gather data and review to determine the percentage of time this objective is not met and to what extent.
2. Review current staffing and deployment model to ensure the objective is met.
3. Implement a staffing plan to ensure 24 hour coverage for fire and medical calls.
4. Adjust run cards to ensure resource deployment to ensure the objective is met.
5. Review for cost and impact.

Objective 1.1.5 – Explore the implementation of a residential sprinkler ordinance for water deficient areas.

Lead: Fire Chief

Support: Records Manager, DC Operations

Timeline: June 1, 2020 – December 31, 2020

Critical Tasks:

1. Determine the number of un-sprinklered residential buildings within the District.
2. Determine the costs for new and retrofitted installations.
3. Determine the insurance cost savings for property owners.
4. Determine the process necessary to create an ordinance within the District and County.
5. Present an ordinance to the Board of Fire Commissioners for approval.

Strategic Initiative 1.2 – Improve Survivability of Patients Experiencing Acute Medical Emergencies.

Objective 1.2.1 – Maintain cardiac survival rate at or above 15% (ROSC).

Lead: DC Training

Support: Records Manager, DC Operations

Timeline: January 1, 2020 – December 31, 2020

Critical Tasks:

1. Define what constitutes survival from a Cardiac Arrest
2. Gather data to determine the percentage of times this objective is met and to what extent.
3. Implement consistent, high performance, scenario based training to improve skills.
4. Evaluate, experiment and deploy emerging technology platforms that enhance operational performance and resiliency.
5. Use findings to update resources, programs, and policies.

Objective 1.2.2 – Explore accessing Cardiac Arrest Registry to Enhance Survival (CARES) data to track “Utstein” level performance.

Lead: DC Training

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – December 31, 2023

Critical Tasks:

1. Evaluate the feasibility of implementing the use of CARES and Utstein model.
2. Collaborate with local resources (Island County EMS Council) to implement the use of standard methodologies of reporting Cardiac Arrest.
3. Provide training and awareness on Cardiac Arrest Reporting.
4. Develop a system to more efficiently manage and track Cardiac Arrest data.
5. Analyze the data and use findings to update resources, programs, and policies.

Objective 1.2.3 – Explore the feasibility of implementing the PulsePoint application for improved frequency of bystander CPR.

Lead: DC Training

Support: Fire Chief, DC Operations

Timeline: January 1, 2020 – December 31, 2022

Critical Tasks:

1. Evaluate, experiment and deploy emerging technology platforms that enhance operational performance.
2. Collaborate with local resources (ICOM, DEM and other fire and EMS agencies).
3. Implement training program for members of the department.
4. In collaboration with Public Education, provide training to educate the community.
5. Institute a manner to evaluate the effectiveness of PulsePoint.

Objective 1.2.4 – Participate in activities that improve bystander “hands only CPR” participation.

Lead: DC Training

Support: DC Operations, Records Manager

Timeline: January 1, 2020 – December 31, 2022

Critical Tasks:

1. Identify areas where the organization is not participating.
2. Research the availability of technology to enhance participation by citizens in community CPR.
3. Provide quarterly classes for hands only CPR..
4. Train and certify 75% of all department firefighters and EMTs to teach hands only CPR
5. Provide hands only CPR training to South Whidbey High School students twice per year.

Objective 1.2.5 – Explore the development of a BLS transport program.

Lead: Fire Chief

Support: Records Manager, DC Operations

Timeline: June 1, 2020 – September 1, 2021

Critical Tasks:

1. Identify barriers to a BLS transport system housed in District stations.
2. Determine the number of BLS transports annually from within the District.
3. Determine cost of the system, including apparatus, staff, insurance, and fees.
4. Request support and approval from Island County EMS Council.

5. Request a change in ambulance Min/Max numbers to the North Region EMS & Trauma Council.
6. Acquire State of Washington, Department of Health approval.

Objective 1.2.6 – Arrive on scene of medical emergencies within 10 minutes, 80% of the time.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – December 31, 2021

Critical Tasks:

1. Gather data and review to determine the percentage of time this objective is not met and to what extent.
2. Review current staffing and deployment model to ensure the objective is met.
3. Develop a staffing plan to ensure coverage.
4. Adjust run cards to determine properly covered
5. Review for cost and impact.

Objective 1.2.7 – Provide a minimum staffing level of at least two EMS responders for all emergency medical responses.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2021 – June 30, 2021

Critical Tasks:

1. Gather data and review to determine the percentage of time this objective is not met and to what extent.
2. Survey volunteers to determine overall daily, weekly, and monthly availability.
3. Determine the number and cost of additional career staff to correct the shortage.
4. Develop a staffing plan to fill gaps when staffing is short.
5. Request a \$0.30/\$1000 levy lid lift of voters to hire career staff.

Strategic Initiative 1.3 – Improve Firefighter/EMT Safety and Survival.

Objective 1.3.1 – Implement policies, strategies and training that limit firefighter exposure to high-risk operations.

Lead: DC Training

Support: DC Operations, DC Resources

Timeline: June 1, 2020 – December 31, 2020

Critical Tasks:

1. Identify areas of deficiencies within current standards.
2. Create a process within the department to report “close calls” to the department Safety Committee.
3. Provide training on policies to increase awareness of high-risk operations.
4. Evaluate, experiment and deploy emerging technology platforms to enhance operational performance during high risk operations.

5. Research and implement policies, practices, procedures and strategies to mitigate organizational risk exposure.

Objective 1.3.2 – Provide at least one qualified Safety Officer at all “working” incidents.

Lead: DC Training

Support: DC Operations, DC Resources

Timeline: March 1, 2020 – September 30, 2021

Critical Tasks:

1. Gather data on the number of “working” incidents responded to each year.
2. Identify training, education and experience requirements for identified the position.
3. Determine staffing consistencies of volunteers and part-time firefighters to ensure availability.
4. Train and maintain 50% of all firefighters as certified Safety Officers.
5. Assess yearly and use findings to update resources, programs, and policies.

Objective 1.3.3 – Develop a leadership training program for all field and command level positions.

Lead: DC Training

Support: Fire Chief, DC Operations

Timeline: June 1, 2020 – June 1, 2021

Critical Tasks:

1. Implement a plan to train one officer trainee for each officer position at each station.
2. Implement a mentorship program for guidance and professional development.
3. Implement a training plan to include higher level education.
4. Implement a Company Officers Responsibility and Expectation program.
5. Implement an ongoing evaluation process for individual professional growth.

Objective 1.3.4 – Improve radio communications.

Lead: DC Resources

Support: DC Operations, DC Training

Timeline: June 1, 2020 – December 31, 2021

Critical Tasks:

1. Request for proposal from an outside contractor to evaluate and measure actual talk-in, talk-out and paging coverage of the current Fire 3 and Fire 1 VHF simulcast communications system, including component level analyses from each site to existing user equipment.
2. In addition to analog systems, perform detailed system analyses and coverage maps to determine the future feasibility of P25 coverage using existing VHF systems, sites, and components and viability of P25.
3. Evaluate feasibility of moving to 700/800 LTE systems and costs with our partner agencies.
4. Determine future end user components to replace obsolete hand-held radios that will last at a minimum of 10 or more years, work on systems used by all partner agencies, and meet challenges of harsh fire service use and emerging safety and technology improvements.
5. Apply for grants and determine budget funding options for equipment outlined in 1, 2, 3 & 4.

Objective 1.3.5 – Explore expanding employee health and wellness program to better protect employees over time.

Lead: DC Training

Support: Fire Chief, Finance Officer

Timeline: January 1, 2020 – December 31, 2021

Critical Tasks:

1. Gather data to determine the percentage of injuries/illnesses over the last 10 years.
2. Provide on-site education using community professionals to educate members in the areas of proper sleep habits, nutrition, ergonomics, and mental health and wellness.
3. Develop a personal wellness program for each member that improves the member's health and wellness through benchmark data collection.
4. Institute regular exercise program and wellness checkups.
5. Maintain ongoing analysis of member's benchmarks yearly.

Objective 1.3.6 – Evaluate emerging technologies to improve operations and reduce risk to responders.

Lead: DC Resources

Support: DC Operations, DC Training

Timeline: January 1, 2020 – ongoing.

Critical Tasks:

1. Form a Research & Evaluation Committee to include a diverse group of members that reflects all user types and needs for Fire, EMS and Marine programs.
2. Develop written evaluation criteria and user feedback forms to ensure accuracy of evaluations.
3. Evaluate emerging technologies across all aspects of fire service responder needs to include but not limited to; firefighting equipment, hand tools, PPE, electronics, EMS equipment, electronic media/apps, and communications equipment.
4. Evaluate emerging technologies for EMS responder and patient needs to include but not limited to; diagnostic tools, Personal Protective Equipment, replacement electronic devices that take into account options for upgraded abilities and longevity of equipment with potential service needs.
5. Determine budget impacts and funding options annually for equipment outlined in 1, 2, 3 & 4 and seek grants or other outside funding options to present annually by August for budget consideration.

Strategic Initiative 1.4 – Improve Agency Resiliency During Crisis-Level Events.

Objective 1.4.1 – Improve coordination strategies with local, state and federal partners.

Lead: Fire Chief

Support: DC Training, DC Operations

Timeline: January 1, 2020 - ongoing

Critical Tasks:

1. Continue to participate with Island County EMS Council and Island County Fire Chiefs.
2. Continue to participate with North Region EMS Council.
3. Continue joint training with emergency services partners.
4. Participate with the Island County Hazard Mitigation review.
5. Meet with Island County Department of Emergency Management quarterly.

Objective 1.4.2 – Expand opportunities for Community Emergency Response Teams (auxiliary members) to assist with daily operations, prevention, public education, etc., activities.

Lead: Fire Chief

Support: DC Operations, Administrative Specialist

Timeline: July 1, 2020 – December 31, 2020

Critical Tasks:

1. Survey the CERT certified individuals in the community to determine interest in department functions.
2. Determine what additional training, costs, and time commitment is necessary.
3. Incorporate Fire Operations orientation into local CERT classes.
4. Create a CERT Auxiliary division of the organization.
5. Create protocols for dispatch of CERT individuals.
6. Budget for and purchase additional equipment and PPE for safe operations.

Objective 1.4.3 – Develop a “family liaison” position to provide outreach to responder families during crisis level events.

Lead: Administrative Specialist

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – September 30, 2020

Critical Tasks:

1. Review policy for definition of “family liaison” and “crisis level event” and review EAP (emergency action plan) for definitions.
2. Define what a crisis level event is; who declares it, how is that declared, how does staff receive that information.
3. Define responsibilities of family liaison.
4. Define process for choosing and training family liaison, and integrating that person into the command system.
5. Define resources available to family liaison for the receipt of information, conveyance of information, transportation, uniform, etc.
6. Define process for training existing staff and members about the family liaison and the new process of providing outreach to responder families
7. Outline any reimbursement that the family liaison will receive.
8. Make any changes to the policy and the Emergency Action Plan as necessary to incorporate the defined family liaison position.

Objective 1.4.4 – Develop an “emergency supply cache” program.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 - ongoing

Critical Tasks:

1. Increase non-perishable supplies in all stations to last responders at that location for up to a minimum of three (3) weeks.
2. Research the options and costs to convert Tender 9103 to a potable water delivery unit, complete with desalination system to pull water from Puget Sound to reduce the amount of bottled water needed.
3. Increase dry-goods and bottled water cache to supply SWFE responders for three (3) weeks.
4. Work with local resources for cataloging what is available and priority in utilizing their resources during emergencies, i.e. SWSD fuel, alternate shelters for responder’s families.
5. Develop a phased in budget plan for the program starting in 2021.

THEME #2: HOW DO WE MEET THE INCREASING DEMANDS OVER THE COMING YEARS?

Strategic Initiative 2.1 – Reduce Financial and Legal Risk/Liability to SWFE.

Objective 2.1.1 – Address fire station safety/seismic safety in current and future capital improvement plans.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – June 30, 2023

Critical Tasks:

1. Based upon the coverage needs identified in the Standards of Coverage Study, develop a ten year plan to acquire property to relocate Station 33 in an area to better serve the population of that catchment area and to also be in an area outside of the tsunami flood zone that would also be built to current seismic and fire suppression standards.
2. Contract with an engineering firm specializing in seismic retrofits to evaluate Station 32, Station 33 and Maintenance facility to develop 5, 10 and 15 year plans for structural improvements.
3. Install fire alarm systems in all SWFE facilities by 2023.
4. Install fire suppression system (sprinklers) in facilities that have an adequate water supply (Station 32, Station 34, Station 35, Maintenance Facility) by 2030.
5. Develop a long range budget plan to include any relevant grants for these specific projects.

Objective 2.1.2 – Conduct a Standards of Cover study.

Lead: Fire Chief

Support: DC Operations, Finance Officer

Timeline: January 1, 2021 – December 31, 2021

Critical Tasks:

1. Secure Board approval.
2. Advertise RFP, selected qualified bidder, and approve contract for services.
3. Gather data for the study.
4. Review and approve study findings.
5. Make changes identified in the findings to enhance efficiency and quality of service.

Objective 2.1.3 – Enhance fire station accommodations to better meet changing staffing patterns and programs.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: January 1, 2020 - December 31, 2030

Critical Tasks:

1. Work with Architect to draft bid ready plans to complete the originally planned day room, kitchen, bedroom addition, and fire sprinkler system installation for Station 34.
2. Develop a Request for Proposal for evaluation of the District owned lot adjacent to Station 32 for soil contamination from current long term business use and required remediation if contamination is found.

3. Work with Architect to draft bid ready plans to add three bedrooms and sprinkler system installation to Station 32.
4. Work with Architect to develop plans for a new station in the Station 33 catchment area to better serve the responders and population in that catchment, based upon the findings of the Standards of Cover Study. The new design should incorporate kitchen, bedroom, day room, and sprinkler system to last 50 years into the future.
5. Work with Architect to determine feasibility of adding quarters to Station 35 or an alternate plan for that location to house residents or response staff.
6. Develop budget plans for the projects and research grant opportunities for a new station and fire sprinkler retrofits in existing facilities.

Objective 2.1.4 – Improve the health of the apparatus fleet to ensure reliability for response and on scene capabilities.

Lead: DC Resources **Support:** Fire Chief, Finance Officer

Timeline: January 1, 2020 - ongoing.

Critical Tasks:

1. Hire in-house full time mechanic (non-response) to perform routine and preventative maintenance as well as increase repairs of aging fleet to free up other maintenance staff time to complete other projects.
2. Retrofit all apparatus to 100% LED lighting to allow older apparatus to be shut off on scene to lengthen life.
3. Ensure all new apparatus and fleet vehicles have anti-idle systems to prolong engine life and less of a carbon footprint.
4. Actively pursue and improve specifications to be rigid in using and providing for a lower carbon footprint and longer life with design.
5. Evaluate Lease options for staff and smaller vehicles at least one year prior to nearing end of service life expectancy for budget consideration the following year.

Objective 2.1.5 – Develop a research and development policy for new innovations, technology, tactics, etc.

Lead: DC Resources **Support:** DC Operations, DC Training

Timeline: March 1, 2020 – ongoing.

Critical Tasks:

1. Develop Research & Evaluation Committee to include a diverse group of members, that reflecting all user types and needs.
2. Develop written evaluation criteria and user feedback forms to ensure accuracy of evaluations.
3. Evaluate emerging technologies across all aspects of fire service responder needs to include but not limited to; firefighting equipment, hand tools, PPE, electronics, EMS equipment and tools.
4. Evaluate emerging technologies across all aspects of current agency certification levels for EMS responder and patient needs to include but not limited to; diagnostic tools, PPE, electronics.

Timeline: January 1, 2020 – August 30, 2020

Critical Tasks:

1. Ensure a broad representation of members on the department's recruitment/retention committee.
2. Evaluate the effectiveness of the committee's current recruitment/retention strategies.
3. Identify the diverse community populations from which to recruit members.
4. Provide a maximum of available benefits to volunteers to enhance retention.
5. Evaluate the effectiveness of recruitment/retention efforts annually.

Objective 2.2.7 – Explore implementation of a cost recovery program to address nuisance calls, incidents caused by extreme negligence or intentional criminal acts.

Lead: Fire Chief

Support: Finance Officer, Records Manager

Timeline: January 1, 2020 – September 30, 2020

Critical Tasks:

1. Determine the criteria for classifying incidents as nuisance, negligence or intentional acts.
2. Determine the annual number of calls in each category and associated costs.
3. Determine the legal standing for charging for calls within each category.
4. Determine the amount to be charged for each incident.
5. Query the insurance industry to identify potential cost recovery avenues.

Objective 2.2.8 – Develop a method of providing/communicating rapid organizational updates to all members.

Lead: DC Resources

Support: Fire Chief, Administrative Specialist

Timeline: February 1, 2020 – April 1, 2021

Critical Tasks:

1. Develop a survey to ask all members to determine the best form of communications with each member, including but not limited to: phone call/ring down, VHF voice pagers, I am Responding, Text messages, Email or other modalities.
2. Measure the effectiveness of each method listed above taking into account time each takes and resiliency in each type during a disaster or emergency.
3. Determine limitations of each method and determine if improvements can be made to each to improve resilience from disasters and the financial impact of such improvement.
4. Evaluate and examine existing systems (Mitel VoIP, station paging, VHF Repeaters) to determine ways they could be used or improved to perform such functions as automatic ring down trees or paging from the local Emergency Operations Center.
5. Determine financial needs and funding for options and features above to be budgeted in 2020 for implemented in 2021.

Strategic Initiative 2.3 – Prepare the Agency for the Next Economic Downturn.

Objective 2.3.1 – Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs.

Lead: DC Resources

Support: Finance Officer, Fire Chief

Timeline: January 1, 2020 – ongoing.

Critical Tasks:

1. Adopt policy that all future project shall utilize green star or LEED technologies and provide as little of a carbon foot print as possible through technology and efficiency upgrades.
2. Retrofit older buildings to take advantage of solar energy, starting with highest consuming facilities first.
3. Continue to retrofit older buildings with energy wise components, motion and occupancy sensors, and LED lighting throughout starting with the largest savings by 2030,
4. Install better drainage and pave/concrete gravel parking lots to eliminate annual maintenance and repairs from water, weed and vehicle damage.
5. Ensure all new and upgrade station system devices are remote manageable via internal LAN.

Objective 2.3.2 – Invest in high-quality equipment/apparatus that can withstand deferred replacement when necessary.

Lead: DC Resources

Support: Finance Officer, Fire Chief

Timeline: January 1, 2020 - ongoing

Critical Tasks:

1. Develop long lasting and durable bid specifications for each type of apparatus that will ensure continued life five (5) years beyond NFPA recommended levels and increased call demands.
2. Utilize non-proprietary components as much as possible on all new apparatus to ensure ease and speed of replacement, purchase and reduced purchase and repair costs.
3. Build in standardization and consistency in like apparatus purchases to reduce familiarization, training and repair times for both users and maintenance personnel.
4. Whenever possible purchase multiple apparatus to reduce duplication in parts and training needs as well as reduced purchase price.
5. Due to the age of majority of response apparatus exceeding twenty (20) years, review lease options prior to purchases and weigh upfront and long term costs of cash purchase and lease against long term repair and maintenance costs for front line apparatus at the time of purchase.
6. Develop a 2, 3, 5, 10 year budget plan for replacement based on cash purchases, lease options or potential need for increased taxpayer support and update every two years.

Objective 2.3.3 – Develop/identify cutback strategies that can be implemented for immediate cost savings during an economic crisis.

Lead: Fire Chief

Support: All Staff

Timeline: March 1, 2020 – October 31, 2020

Critical Tasks:

1. Determine 5 year trends in spending over all divisions.
2. Identify facilities maintenance that could be deferred during an economic crisis.
3. Identify apparatus and equipment deferred maintenance.
4. Continue to increase deposits to Reserve and Contingency Funds.
5. Create a Financial Crisis Plan to include as part of the District's Financial Management Policy.

1. Determine the number and make up of committee.
2. Develop job description for committee members.
3. Develop schedule for quarterly meetings.
4. Develop a process by which to incorporate committee input into organization operations.
5. Send invitations and gather affirmative respondents to initial organizational meeting.

Objective 3.1.5 – Develop an "After the Call" follow up program to provide correspondence and feedback with victims.

Lead: DC Operations

Support: Administrative Specialist, DC Training

Timeline: March 1, 2020 – June 30, 2020

Critical Tasks:

1. Determine the types of calls that need follow-up.
2. Determine the information to be collected or shared.
3. Develop a method of contact/correspondence to be left with individuals contacted during the incident.
4. Implement the program by placing contact resources in all department apparatus.
5. Review the effectiveness of the program annually.

Strategic Initiative 3.2 – Provide Downward Pressure on Fire Insurance Premium Costs Within the Community.

Objective 3.2.1 – Maintain a Washington Surveying and Rating Bureau (WSRB) - Class 6 Rating or better.

Lead: Fire Chief

Support: DC Operations, Records Manager

Timeline: January 1, 2020 – September 30, 2021

Critical Tasks:

1. Develop a response plan to WSRB deficiencies, including staff, cost, and public impact.
2. Develop a list of strategies to correct deficiencies.
3. Seek public input on strategies.
4. Provide budget funding for areas of opportunity that will lower rates.
5. Request a follow-up evaluation from WRSB once corrections are complete.

Objective 3.2.2 – Prioritize salvage operations on emergency incidents to lower post-fire damage due to salvage and overhaul activities.

Lead: DC Operations

Support: DC Training, DC Resources

Timeline: March 1, 2020 – September 30, 2020

Critical Tasks:

1. Train Command staff and firefighters with focus on the importance of salvage operations.
2. Include salvage operations as a priority in all Incident Action Plans during fire ground operations.

3. Ensure all department apparatus are fully equipped to provide high quality salvage operations.
4. Utilize the “After the Call” follow up program to collect data on the effectiveness of salvage operations.

Objective 3.2.3 – Provide fire prevention education and its impact on insurance rates to target audiences within the community (homeowners, business owners).

Lead: DC Operations

Support: Administrative Specialist, Fire Chief

Timeline: January 1, 2020 – December 31, 2020

Critical Tasks:

1. Determine target audiences within community not currently being contacted.
2. Determine the correlation between insurance rates and fire loss for residential and commercial properties.
3. Provide education based upon the departments community risk assessment to target audiences.
4. Conduct Home Inspections upon request and Commercial Fire Inspections.

Strategic Initiative 3.3 – Provide Value Beyond the 911 Call.

Objective 3.3.1 – Explore partnerships to participate in a Mobile Integrated Health Care (MIHC) program.

Lead: Fire Chief

Support: DC Training, DC Operations

Timeline: July 1, 2020 – June 30, 2021

Critical Tasks:

1. Research MIHC programs involving Basic Life Support (BLS) providers.
2. Develop a BLS level program.
3. Present the program to the Island County EMS Council for approval.
4. Present the program to the State Department Of Health for approval.
5. Launch program and conduct monthly evaluations.

Objective 3.3.2 – Continue to recruit for a workforce representative of the community demographic profile (compare to appropriate census data).

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – Ongoing

Critical Tasks:

1. Review census data to determine current demographics.
2. Determine methods to contact all demographic profiles represented.
3. Implement Recruitment/Retention Committee strategies to reach the community.
4. Continue to recruit and educate the community of the importance of the volunteer.
5. Review annually.

Objective 3.3.3 – Continue to recruit members from the local community and off island for better service to the community.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – Ongoing

Critical Tasks:

1. Establish/Maintain contacts with area EMT Academies/Schools.
2. Continue to educate the community the importance of the volunteer.
3. Implement Recruitment/Retention Committee strategies to reach the community.
4. Continue to recruit and educate the community of the importance of the volunteer.
5. Review annually

Objective 3.3.4 – Recruit community business leaders to the board of commissioners.

Lead: Fire Chief

Support: All Staff

Timeline: September 1, 2020 – May 1, 2021

Critical Tasks:

1. Utilize Citizen Advisory Committee to suggest individuals who may be interested in running.
2. Request that each Board Member open communications with an individual that may be interested in running.
3. Develop Board directed survey to local organizations seeking interest in running.
4. Post the survey on department social media accounts.
5. Conduct “Meet the Board” sessions to allow interested citizens to ask questions of sitting Commissioners.

INTENTIONALLY LEFT BLANK

STRATEGIC PLAN TIMELINE

THEME #1 – HOW DO WE SAVE MORE LIVES?

Strategic Initiative 1.1 – Improve Survivability for Victims of Fire, Hazardous Materials Release, Entrapment or other Crisis Incidents.

Objective 1.1.1 – Provide a minimum daily staffing level of at least five fire responders and one chief officer (six total) throughout the district.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2021 – December 31, 2021

Objective 1.1.2 – Contain structure fires to room of origin 20% of the time or better.

Lead: DC Training

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – June 30, 2020

Objective 1.1.3 – Zero civilian fire fatalities or significant injuries measured annually.

Lead: DC Training

Support: Records Manager, DC Operations

Timeline: January 1, 2020 – June 30, 2020

Objective 1.1.4 – Arrive on scene of structure fires within 14 minutes, 80% of the time.

Lead: DC Operations

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – December 31, 2021

Objective 1.1.5 – Explore the implementation of a residential sprinkler ordinance for water deficient areas.

Lead: Fire Chief

Support: Records Manager, DC Operations

Timeline: June 1, 2020 – December 31, 2020

Strategic Initiative 1.2 – Improve Survivability of Patients Experiencing Acute Medical Emergencies.

Objective 1.2.1 – Maintain cardiac survival rate at or above 15% (ROSC).

Lead: DC Training

Support: Records Manager, DC Operations

Timeline: January 1, 2020 – December 31, 2020

Objective 1.2.2 – Explore accessing Cardiac Arrest Registry to Enhance Survival (CARES) data to track “Utstein” level performance.

Lead: DC Training

Support: Records Manager, Fire Chief

Timeline: January 1, 2020 – December 31, 2023

Objective 1.2.3 – Explore the feasibility of implementing the PulsePoint application for improved frequency of bystander CPR.

Lead: DC Training

Support: Fire Chief, DC Operations

Timeline: January 1, 2020 – December 31, 2022

Objective 1.2.4 – Participate in activities that improve bystander “hands only CPR” participation.

Strategic Initiative 1.4 – Improve Agency Resiliency During Crisis-Level Events.

Objective 1.4.1 – Improve coordination strategies with local, state and federal partners.

Lead: Fire Chief

Support: DC Training, DC Operations

Timeline: January 1, 202- - ongoing

Objective 1.4.2 – Expand opportunities for Community Emergency Response Teams (auxiliary members) to assist with daily operations, prevention, public education, etc., activities.

Lead: Fire Chief

Support: DC Operations, Administrative Specialist

Timeline: July 1, 2020 – December 31, 2020

Objective 1.4.3 – Develop a “family liaison” position to provide outreach to responder families during crisis level events.

Lead: Administrative Specialist

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – September 30, 2020

Objective 1.4.4 – Develop an “emergency supply cache” program.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – ongoing

THEME #2: HOW DO WE MEET THE INCREASING DEMANDS OVER THE COMING YEARS?

Strategic Initiative 2.1 – Reduce Financial and Legal Risk/Liability to SWFE.

Objective 2.1.1 – Address fire station safety/seismic safety in current and future capital improvement plans.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – June 30, 2023

Objective 2.1.2 – Conduct a Standards of Cover study.

Lead: Fire Chief

Support: DC Operations, Finance Officer

Timeline: January 1, 2021 – December 31, 2021

Objective 2.1.3 – Enhance fire station accommodations to better meet changing staffing patterns and programs.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: January 1, 2020 – December 31, 2030

Objective 2.1.4 – Improve the health of the apparatus fleet to ensure reliability for response and on scene capabilities.

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: January 1, 2020 – ongoing.

Objective 2.1.5 – Develop a research and development policy for new innovations, technology, tactics, etc.

Lead: DC Resources

Support: DC Operations, DC Training

Timeline: March 1, 2002 – ongoing.

Strategic Initiative 2.3 – Prepare the Agency for the Next Economic Downturn.

Objective 2.3.1 – Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs.

Lead: DC Resources

Support: Finance Officer, Fire Chief

Timeline: January 1, 2020 – ongoing.

Objective 2.3.2 – Invest in high-quality equipment/apparatus that can withstand deferred replacement when necessary.

Lead: DC Resources

Support: Finance Officer, Fire Chief

Timeline: January 1, 2020 – ongoing

Objective 2.3.3 – Develop/identify cutback strategies that can be implemented for immediate cost savings during an economic crisis.

Lead: Fire Chief

Support: All Staff

Timeline: March 1, 2020 – October 31, 2020

THEME #3: HOW DO WE BETTER MARKET OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?

Strategic Initiative 3.1 – Promote a Positive Agency Reputation Within the Community.

Objective 3.1.1 – Provide rapid and accurate information on important SWFE services and activities.

Lead: Fire Chief

Support: Administrative Specialist, Messaging Specialist

Timeline: January 1, 2020 – ongoing

Objective 3.1.2 – Improve community recognition of the differences in roles and responsibilities between SWFE and Whidbey Health.

Lead: Fire Chief

Support: All Staff, Messaging Specialist

Timeline: March 1, 2020 – August 30, 2020

Objective 3.1.3 – Improve community recognition of the performance, successes and challenges of SWFE.

Lead: Fire Chief

Support: All Staff, Messaging Specialist

Timeline: January 1, 2020 – ongoing

Objective 3.1.4 – Implement a citizen’s advisory committee.

Lead: Fire Chief

Support: All Staff

Timeline: January 1, 2020 – June 30, 2020

Objective 3.1.5 – Develop an "After the Call" follow up program to provide correspondence and feedback with victims.

Lead: DC Operations

Support: Administrative Specialist, DC Training

Timeline: March 1, 2020 – June 30, 2020

