

# La Pine Rural Fire Protection District

## Strategic Plan

2012 to 2017

Updated July 2013

2014 to 2019



Plan Adopted 6/13/2012

Plan Update Adopted 9/12/2013

Mike Supkis, Chief

Board of Directors

La Pine Rural Fire Protection District  
PO Box 10  
La Pine, Oregon 97739 541-536-2935

## Table of Contents

<b>Item</b>	<b>Page</b>
Acknowledgements	4
Strategic Planning Process Outline	5
Executive Summary	6
Mission, Vision and Values	6
Goals	6
Organizational Background	7
District Service Priorities	8
The Mission Statement	9
The Vision Statement	9
Values	9
Strengths	11
Weaknesses	11
Opportunities	12
Threats	12
Goals and Objectives:	
Goal One      Maintain and improve an effective organization, responsive to the changing needs of the community we service.	13
Goal Two      Effectively and responsibly manage the organization's financial and capital resources.	14
Goal Three     Deliver quality services as defined by the Board of Directors to effectively control risks to life, property and the environment.	15
Goal Four      Maintain close and effective communications with the public, policy makers and other agencies.	16
Goal Five      Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities.	17
Goal Six        Ensure capital assets (facilities, apparatus, and equipment) meet the future needs of the District and our communities.	18
Goal Seven     Promote and maintain a strong work force with a sense of teamwork and mutual respect.	19

**Appendix**

**Tab**

Emergency Medical Services – Short and Long Range Plan	A
Long Range Capital Requirements Plan for Facilities, Equipment and Apparatus	B
2005 – 2020 Budget History and Projections	C
2014 – 2024 Capital Local Option Levy	D
2014 – 2019 Operations Local Option Levy	E
2006 – 2014 History of Special Option Levy Elections and 2009/2010 Levy	F
Facilities Review and Long Range Plan	G
• Deschutes County land near Burgess and Farmington Roads	G
• Budget for land and new central fire station	G
• Budget for sale of Station 101, Administration building and Station 103	G

### **Acknowledgements**

The planning team consisted of:

**Board of Directors:**

Doug Cox	President
Conrad Ruel	Vice President
Henry Kelley	Secretary
Jim Williams	Director
Jerry Hubbard	Director

**Staff:**

Mike Supkis	Chief
Dan Daugherty	Assistant Chief

## **Service Centered Strategic Planning Process**

Over the years the La Pine Rural Fire Protection District has committed to several strategic planning processes with each moving the district forward. The earliest documented work is from a 1992 retreat. In 2001/2002 the original La Pine Rural Fire Protection District comprehensive strategic plan was created and completed on September 24, 2002 with the help of community and district members and Chief Michael B Sherman of 4 M consulting.

In 2011, a revisit and strategic plan review was initiated and developed by the Board of Directors and Chief Mike Supkis along with District staff. Both the Board and all line staff quantitatively reviewed levels of services provided and/or that could be provided by the District. Those services were prioritized based on community need and the challenges in providing those services identified. The result of that work was then reviewed regarding the existing strategic plan, department mission and vision statements. The planning team then reviewed goals and objects for the new strategic plan.

In July 2013, the Board and staff reviewed the strategic plan and updated the goals and objectives within each goal.

## **Strategic Planning Process Outline**

1. Establish the service priorities.
2. Establish community's expectations of the organization.
3. Identify any concerns the community may have about the organization and its services.
4. Identify those aspects of the organization and its services the community views positively.
5. Develop the mission statement.
6. Develop a vision of the future.
7. Establish the values of the organization.
8. Identify the strengths of the organization.
9. Identify and weaknesses of the organization.
10. Identify potential threats to the organization.
11. Establish realistic goals and objectives for the future. Identify implementation tasks for each objective.
12. Define service outcomes in the form of measurable performance objectives and targets.
13. Develop organizational and community commitment to the plan.

## **Executive Summary**

This strategic planning process re-identified who the primary customer was for the La Pine Rural Fire Protection District in regards to who sustains the District and the essential services they required. Emphasis was placed on which services were the most important with the realization that the District cannot be everything for everyone, but rather seek true excellence on the things that mattered most to the community. It was observed that the district could only provide what was required by law. The process challenged the strategic planning committee to look critically at values, philosophies, beliefs, desires, and futuristic goals focusing on service to the Fire District members. It was discovered that the 2002 mission was still applicable for the District:

**“Minimizing pain, suffering, and the loss of life and property through prevention, fire suppression, rescue and emergency medical services”**

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

**“To be a rural fire and rescue district that the community respects, trusts and supports”**

Through its work the committee realized that the original 2002 vision of the District really best summarized the values of the District and that they are still very valid:

**“Pride, Service and Dedication”**

## **Goals**

The committee developed seven realistic strategic goals and supporting objectives that will guide the District to focus and excel on providing sustainable services the board identified as important to the community. In July 2013, the Board and staff confirmed each goal was still relevant.

The goals were identified as follows:

- Goal One**      Maintain and improve an effective organization, responsive to the changing needs of the community we service.
- Goal Two**      Effectively and responsibly manage the organization’s financial and capital resources.
- Goal Three**     Deliver quality services as defined by the Board of Directors to effectively control risks to life, property and the environment.
- Goal Four**     Maintain close and effective communications with the public, policy makers and other agencies.
- Goal Five**     Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities.
- Goal Six**      Ensure capital assets (facilities, apparatus, and equipment) meet the future needs of the District and our communities.
- Goal Seven**    Promote and maintain a strong work force with a sense of teamwork and mutual respect.

## **Organization Background**

The La Pine Rural Fire Protection District jurisdiction covers about 117 square miles for which it is responsible by law for fire protection services. The District also serves a larger ambulance service area of 1,000 square miles in which it provides ambulance service. The population of the district is about 22,000 residents with over 8,000 structures in a largely rural wildland urban interface mix. The main station is in La Pine proper with two other stations on Burgess and Day roads and on South Century Drive.

The Fire District is organized under ORS 478 as a special public entity for the purposes of providing fire protection services as well as the option of providing emergency medical services and ambulance service per ORS 682. An elected five person Board of Directors oversees the La Pine RFP District. The District employs 25 full-time staff including: a Fire Chief, an Assistant Fire Chief, three shift Captains, 19 Fire Fighters/Paramedics, an Office Manager and an EMS Billing Clerk. The District has nine college scholarship students and seven volunteers. The District also has a volunteer Fire Corp/Service Support Staff of eight who provide non-firefighting support.

The District has four parcels of land with seven buildings making up 25,000 square feet of facilities. The District has a fleet of 22 vehicles. Each station has a structural engine, wildland engine, tender, and ambulance. The 2013-2014 budgeted personal services is \$2,784,148; budgeted materials and supplies \$354,543, budgeted capital outlay for the year is \$ -0- and a \$25,000 contingency.

In 2013, the District's voters approved two local option levies (LOL). One LOL was for five years to fund operations and primarily six fire fighters and the student and reserve program. The second LOL for ten years, replacing an expiring bond, and to forward fund the capital needs of the District.

## **District Service Priorities**

The Board of Directors and the Administrative Staff prioritized over 100 types of services and ranked the most critical services. The Fire Fighting staff did the same prioritization and ranking. The following are the joint priorities which the Board and staff reviewed in July 2013:

### **Service Priorities for the La Pine Rural Fire Protection District:**

- 1. Tax supported fire district first and always first with the ambulance service area and outside jurisdiction second, but not at the exclusion of in-district service.**
- 2. Always have an in-district La Pine response, even if only for command.**
- 3. Fire suppression – residential, wild land urban interface, car, small commercial in both hydranted areas (40% of District) and unhydranted (60% of District).**
- 4. Emergency Medical Services where paramedic advanced life support staff stabilized the patient then transports. Establishment of an urgent care facility in La Pine.**
- 5. Rescue services for fire, extrication, low angle and shore based ice and water rescue for in-district and road based rescues.**
- 6. Public communications and information on prevention of wild land fire, burn permits, proper use of 911, smoke and CO detectors, home fire safety, development check lists and district operations.**
- 7. Hazmat identification and isolation**
- 8. Public relations services such as blood pressure checks, station tours, presentations, and participation in major community events.**

## THE MISSION STATEMENT

An organization's Mission Statement is intended to describe the purpose of its existence. It articulates the principal reason for the organization's presence within the community. The process challenged the strategic planning committee to look critically at values, philosophies, beliefs, desires, and futuristic goals focusing on service to the Fire District members. It was discovered that the 2002 mission was still applicable for the District:

**"Minimizing pain, suffering and the loss of life and property through prevention, fire suppression, rescue and emergency medical services"**

## THE VISION STATEMENT

Successful organizations define where they expect to be in the future. The Vision Statement helps to clarify a future positive direction that supports the previously define Mission Statement. A vision statement is further strengthened through goals and objectives with set timelines, addressed later in this Strategic Plan. Through the process it was determined that the new vision statement for the district is:

**"To be a rural fire and rescue district that the community respects, trusts and supports"**

## VALUES

**Values** are very important for the future of any organization. They must be recognized and embraced by the organization and its personnel. Through its work the committee realized that the original 2002 vision of the District really best summarized the values of the District and that they are still very valid:

**"Pride, Service and Dedication"**

However these three words need a template or map the everyday operating values for the La Pine Rural Fire Protection District was determined to be:

1. We operate with a progressive and open minded attitude that fosters innovation, ideas, reasonable risk-taking, and actively seek to understand others view point.
2. We will always be honest and tactful in our communications, listen first, and provide communication that is timely (to the receiver) which is clear, accurate, and concise.

3. We facilitate success (of ourselves and others) at all times by promoting cooperation, inclusiveness not leaving any team member behind then sharing and celebrating the successes. When we fail we will value the teachable moment and commit to making then next outcome better.
4. We are efficient and effective in the use of resources by prioritizing needs, being resourceful, and frugal in providing the personnel and tools to carry out the district's mission.
5. Ethics and integrity will not be compromised by the individual or organization.
6. We always act in a positive and respectful manner that directly reflects our compassion in helping all citizens as well as fellow members.
7. We are community leaders that are highly visible, who will be consistent in being proactive and promoting progressive and innovative planning and action for the future and empowering others through inclusion.
8. We are professionals who commit to excellence by obtaining and maintaining high levels of knowledge, education, and skill by personally learning and practicing our trade every day.
9. We foster strong and reliable relationships through showing empathy and by sharing in outcomes that earn us the position of respected community leaders.

## STRENGTHS

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

### Strengths of the La Pine Rural Fire Protection District

- Current Board communications and leadership.
- Professional staff that is knowledgeable, skillful and competent.
- Processes and integrity.
- Fleet and facilities.
- Working relationships with outside agencies.
- Current community support.
- Ten year funding for capital (2014 to 2024)
- Five year funding for operations (2014 to 2019)

## WEAKNESSES

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

### Weaknesses of the La Pine Rural Fire Protection District

#### Lack of:

- Staffing for multiple calls and major incidents involving working fires and rescuers.
- Staff, both career and reserve availability for call backs
- Maintenance demand of current facilities and fleet.
- Previous uncompleted and or less than effective strategic plans.
- Systems for communication effectiveness. (improved 2013)
- Productivity. (improved 2013)
- Training together as a team. (improved 2013)

## **OPPORTUNITIES**

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

### **Opportunities for the La Pine Rural Fire Protection District**

- Grants.
- Inter-agency and stakeholder cooperation.
- Reason to prioritize.
- Community planning and fuel reduction programs.
- Potential community growth.
- Transparency and public relations.
- Proper use of 911 services.
- Availability of larger and better trained work force.

## **THREATS**

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

### **Threats to the La Pine Rural Fire Protection District**

- Medical call volume.
- Distance to the hospital, no local ER or urgent care facility.
- Wild land fire potential.
- Community size and demographics which effect call volume and response distances as well as and work force recruitment.
- Funding relatively static, tax base decline in current economic conditions.
- Cost and program shifting.
- Long term capital needs
- Community perception(s). (improved 2013)
- Periodic voter approval for operational and capital bond levies. (accomplished 2013)
- Current national, state and local economic environment.
- Funding employee benefit cost not controlled by employee or district – PERS, medical

## GOALS AND OBJECTIVES

The planning team focused on developing realistic strategic goals and objectives that will guide the District moving forward. They did this by identifying the mission, vision, values, strengths, weaknesses, opportunities and threats with sustainable service priorities foremost in their minds. They were identified and revisited by the Board and staff in July 2013 as follows:

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

**Objectives:**

- Board to review and evaluate annually the service demands of the District.
- Board to review and prioritize services and service levels.
- Revise and update Board policies, operational SOP and SOG manuals to 80-90%.
- Maintain student and reserve recruitment to maintain quality staffing.
- Maintain suitable quantity personnel - administrative staff, career, reserves, student reserves and support – on both in station and available for recall to handle expected service demands.
- Evaluate District operations using existing standards such as Special Districts of Oregon, OR-OSHA, Oregon Health Authority, ISO and NFPA to be able to meet or to determine a local acceptable standard.
- Future plans need to be developed with patience, understanding and due diligence.
- The District’s mission and goals to be successful will need to be carefully navigated.

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A
- A

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

**Objectives:**

- Maintain a six year financial forecast of resource needs to accomplish strategic efforts.
- Ensure fiscal accountability and integrity –keep track of every penny - so that the district’s assets are appropriately utilized to meet its mission.
- Promote frugality and spending effectiveness with every purchase with expense reduction budgeting initiatives.
- Identify and pursue new and continuing sources of revenues.
- Maximize cost recovery efforts and to increase department revenues.
  - Review EMS costs vs. billing rates
  - Medicare – obtain super rural funding status
- Ongoing Bond and Levy planning to facilitate important capital improvement plans and maintenance of staff resources in fiscally responsible manner.
- Develop strategies for each grant applied for to ensure the long-term sustainability of the grant-funded programs.
- Identify and pursue new and continuing sources of revenues.
  - Review non-federal grants from Foundations, Corporations and other sources to fund facilities, equipment, apparatus, Fire Fighter, Student and Reserve services.
  - Federal and Governmental grants – develop a five year program to apply for grants for facilities, equipment, apparatus, Fire Fighter, Student and Reserve services.
- Develop strategies for each grant applied for to ensure the long-term sustainability of the grant-funded programs.
- Develop the capital replacement plan for FY 2014-15.
- Analyze the possibility of moving some of the LOL Fire Fighters into the base operating budget by finding new funding sources.
- Analyze the feasibility of creating or using an existing 501 C 3 nonprofit to seek grants.
- PERS – analyze future impacts of PERS on the operating budget.
- Analyze the feasibility of annexation or providing contract fire services.

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A

- A

**Goal Three – Deliver quality services as defined by the Board of Directors to effectively control risks to life, property and the environment.**

**Objectives:**

- Within 2 years develop a District “standard of cover” document that identifies performance objectives for fires suppression, emergency medical, rescue, hazardous materials, and public assist requests and implement within community and district.
- Collaborate on community health care access solutions thus reducing non-emergency EMS calls.
  - Monitor EMS service alternatives (Doc in a Box, RN, and PA).
  - Assist other entities the development of urgent care services in La Pine.
- Collaborate, review and revise the regional mutual aid plan and wildland operating agreements by summer of 2012 to improve coordination efforts in emergency planning and response to enhance interagency coordination and effectiveness. (completed 2012)
- Collaborate and coordination efforts for emergency planning and response with non-fire agencies community response partners such as Sheriff Office, ODOT, County Highways, Search and Rescue, Red Cross, and Amateur HAM Radio.
- Develop strategies, prioritize and implement prevention programs that enhance fire and safety within this community by 2014.
- Collaborate with County FireFree Program, UDRC, neighborhood associations USFS, ODOF, and Walker Range in the development and implementation of wildfire prevention strategies for urban interface communities and properties.
  - Seek grants to fund the planning and implementation.
- Collaborate with OSFM, County and City planning on community development ensuring new and re-developments do not add to the fire and life safety risk of the community.
- Collaborate with other entities regarding the expansion of the hydrant system thru grants from Federal, State, City and other sources.

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A
- A
- A
- A
- A

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

**Objectives:**

- Collaborate and attend routine meetings and program reviews with those agencies whose programs or efforts directly influence the performance outcomes of the district, e.g. water district, UDRC, health care facilities, and city.
- Provide timely (within 24 hours) response with accurate information and supplemental pictures etc. - as appropriate- to all local news media requests, especially during major emergency situations.
- Provide a monthly District-related newsworthy article to local media (i.e. grants awards. personnel promotions, new equipment, and service and safety tips).
- Update monthly the district's web-based presence and service.
- Update station reader boards at least on a bi weekly basis.
- Maintain efficient and reasonable public access and information services such as telephone answering and routing, messaging (e-mail), burn permits, and administrative support services.
- Develop a quick way to communicate to the public on current fires and fire status.
- Issue press releases and articles on current fires, their origin and follow up actions by agencies.

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A
- A
- A
- A

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

**Objectives:**

- Assure daily shift training programs and monthly reserve training to keep all employees trained and/or certified to perform the duties to which they are assigned.
- Conduct at least one annual recruit training academy to train and support growth of new district staff.
- Conduct at least one annual driver-engineer training academy to train and support growth of district staff.
- Conduct at least one officer training academy to train and support growth of district staff.
- Conduct at least one annual live burn (either donated structure or DPSST trailer) to train and support growth of district staff.
- Conduct at least two “all staff” drills or training sessions to insure multi company consistency.
- Develop and maintain a “Performance Competency and Certification Plan” which follows established firefighter/EMT/officer competency and certification requirements for all district staff.
- Monitor performance standards and core competencies of all district staff – such as testing for and meeting task performance standards.

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A
- A
- A
- A

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

**Objectives:**

Apparatus

- Maintain and update long range apparatus replacement strategy and plan.
- Provide for a least one annual full service of all apparatus, high use vehicles such as medics at the recommended mileage.
- Repair all practical and affordable deficiencies and breakdowns as soon as possible.
- Develop and implement an easy and efficient maintenance records program.

Fixed Facility

- Maintain and update ten year schedule for major maintenance needs for all facilities
- Develop an annual short term capital replacement plan of current or projected major facility repairs to present at each budget session.
- Repair all practical and affordable deficiencies as soon as possible.
- Develop and maintain a facility inspection and preventive maintenance program.
- Evaluate the need for a new central station.
  - Land acquisition
  - Service improvements
  - Return on investments
    - Expense reductions
  - Community and stakeholder attitudes
  - Capital availability
  - Construction and operations costs

Equipment

- Maintain and update a long range equipment replacement plan to support adequate equipment to assure safe operations to achieve district performance objectives in compliance with industry standards.
- Develop an annual short term capital replacement plan of current or projected equipment due for replacement at each budget session.

**Timelines**

**Responsibility**

**Critical Tasks:**

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

**Objectives:**

- Ensure all job descriptions are accurate and prioritize expectations for the employees.
- Provide each employee an annual evaluation by direct supervisor.
- Promote and maintain an environment of cooperation, discipline, responsibility and accountability.
- Award initiative, share and learn from failure, celebrate success.
  - Improve process of selecting staff for yearly awards.
- Ensure all employee work agreements have mutually understood expectations and are fairly applied.
- Annual review for each employee on districts wellness and fitness initiatives.
- Maintain and support a computer network that provides consistent and dependable information exchange throughout the district.
- At least monthly, provide timely information to all employees to keep them informed of district activities (quality face to face personal communications remains the highest priority).
- Review the current officer training program to include career development (National Fire Academy)

**Timelines**

**Responsibility**

**Critical Tasks:**

- A
- A
- A
- A
- A
- A
- A
- A
- A