

***Dallas Fire & EMS  
Department  
and  
Southwestern Polk Rural Fire  
Protection District***



**Strategic Plan**  
Prepared November, 2016

**TABLE OF CONTENTS**

***ACKNOWLEDGEMENTS*** \_\_\_\_\_ **2**

***ORGANIZATIONAL BACKGROUND*** \_\_\_\_\_ **3**

***MISSION*** \_\_\_\_\_ **4**

***VISION*** \_\_\_\_\_ **5**

***VALUES*** \_\_\_\_\_ **6**

***STRENGTHS*** \_\_\_\_\_ **7**

***WEAKNESSES*** \_\_\_\_\_ **8**

***OPPORTUNITIES*** \_\_\_\_\_ **9**

***THREATS*** \_\_\_\_\_ **10**

***GOALS AND OBJECTIVES*** \_\_\_\_\_ **11**

***PERFORMANCE GOALS*** \_\_\_\_\_ **24**

## **ACKNOWLEDGEMENTS**

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### **Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

#### **Strategic Planning Team**

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## **ORGANIZATIONAL BACKGROUND**

The Dallas Fire & EMS Department (DFD) is a department of the City of Dallas, a city established and organized under Oregon law. It provides fire protection, emergency medical, and rescue services to the City of Dallas and to Southwestern Polk Rural Fire Protection District (SWP) by contract. DFD also provides emergency medical and ambulance service to a 111 square mile ambulance service area.

The City of Dallas has a resident population of approximately 14,940. SWP has a resident population of approximately 6,100 bringing DFD's total service population to 21,040.

DFD serves an area of approximately 239 square miles including 4.8 square miles in the City of Dallas, 123 square miles in SWP and an additional 111.2 square miles of ambulance service area. DFD operates one fire station and supports the SWP station by contract. Together the two agencies operate 13 response apparatus. 9-1-1 calls are answered and dispatched by the Willamette Valley Communications Center, a multi-agency public safety dispatch center.

The City of Dallas has an area of approximately 4.8 square miles. Though predominately residential, Dallas has an active downtown, shopping centers, and industry. The largest employers in the city include Forest River, Inc., Dallas Public Schools, Dallas Retirement Village, Polk County, and West Valley Hospital.

SWP is a rural fire protection district organized under Oregon law. Its service area is primarily residential and agricultural in nature. There are a number of larger buildings associated with the agricultural operations. Some of the area is also forestland. SWP operates one fire station located in Rickreall.

## **MISSION**

An organization's mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District have developed the following mission statement.

### **Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

#### **Mission Statement**

*We protect our communities from the adverse effects of fire and medical emergencies, and other hazardous situations.*

## **VISION**

In addition to understanding its purpose and reason for existence, all successful organizations need to define where they expect to be in the future. After having established the organization's mission the next logical step is to establish a vision of what the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District should be and achieve in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed for the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District.

***Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District***  
***Vision Statements***

**We will:**

- be respected and respectful in our community and membership
- engage in collaborative decision making
- adopt techniques and technologies to be an industry leader
- be proactive with community emergency preparedness
- be a leading resource for community safety and education
- be financially stable and fiscally responsible
- be committed to the professional development of our members
- anticipate and provide the resources that reflect the diverse needs of our community
- have strong partnerships in the community and industry

## VALUES

Establishing values embraced by all members of an organization is extremely important. They recognize those attitudes and behaviors that make up the personality of the organization. The leadership of the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District declared the following statement of values for the organization.

### **Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District Values**

***We hold ourselves accountable to these values:***

#### **Sense of community**

We believe we have a duty to enhance livability and be a positive presence in the community.

#### **Professional excellence and behavior**

We strive for constant improvement to better serve the community and each other. We will be courteous, respectful, and caring.

#### **Integrity**

We are committed to honest and ethical behavior.

#### **Teamwork**

We believe positive teamwork and shared leadership are integral to our organization. We will seek out and value the opinions of our members.

#### **Selflessness**

We will put the needs of others above and before ourselves while delivering service without recklessness. We will not work for recognition but rather will do work worthy of recognition.

## **STRENGTHS**

It is important for any organization to identify their strengths in order to ensure they are capable of providing the services requested by customers. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District were identified.

### **Strengths of the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

- We are becoming an inclusive organization internally
- We use our limited resources efficiently
- We have a diverse knowledge base in the organization
- We enjoy strong community support
- We honor tradition as we look forward to service improvements
- The Public Access to Defibrillators and Pulse Point programs are developing well
- Our training program is evolving positively
- We have a progressive EMS delivery system
- We enjoy strong organizational pride
- We are open to change
- We have excellent auto extrication capability
- Our members feel valued in the organization
- Our Council and Board are engaged and supportive
- We use technology to be efficient
- Our leadership shows support and values our members
- We encourage and value partnerships
- We encourage member's professional growth
- We make safety a priority
- We care for each other

## **WEAKNESSES**

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all.

### **Weaknesses of the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

- Apparatus and equipment are aging
- Inability to retain paid medic personnel
- Low recruitment for volunteer fire members
- Insufficient citizen education and outreach
- Insufficient feeling of unity between EMS, suppression, and support as well as between the agencies (DFEMS, SWP, Falls City)
- Standard procedures between agencies need improvement
- Standardization of equipment between agencies need improvement
- Standard training between agencies need improvement
- Low availability of responders during certain times of the day
- Volunteer self-selection of calls (i.e. 1:00 am medical versus a house fire)
- Lack of continuing education opportunities for fire and EMS
- Difficulty recruiting younger volunteers
- District and city budgets do not support needed service improvements
- Resource priorities with the local hospital do not align with ours
- Communication between agencies (DFEMS, SWP, Falls City) needs improvement
- Difficult to retain volunteers
- Some public believe the recent public safety levy provided money to fire/EMS departments

## **OPPORTUNITIES**

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District.

### **Opportunities for the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

- Increasing financial opportunities such as SWP levy, SWP bonds, and grants
- Greater integration and consolidation of fire agencies, including the potential for a new fire district
- Ground emergency medical transport (GEMT) revenue
- Internship/resident/high school programs to encourage volunteer recruitment
- Developing a single role volunteer responder program to encourage recruitment
- Increasing community outreach on social media and other venues
- Reaching out to other agencies with successful volunteer recruitment and retention programs
- Clarify the personal benefits of being a volunteer firefighter to the community
- Public safety training facility and fire substation

## **THREATS**

There are conditions in the internal and external environment not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate these threats or respond effectively when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

### ***Threats to the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District***

- Generational desire to serve as a volunteer is being lost or declining thus we have a smaller pool of potential volunteers
- Reassignment of our ambulance service area to another provider could impact emergency response capability and the cost and level of service to the community
- Changes in law and regulations can create new mandates, impacts to the workforce and challenges to service delivery
- The unstable and unpredictable shift in city/state economy
- Cost increases imposed by others
- The growing cost of benefits as it relates to existing and future employees
- The immeasurable destruction from a natural disaster as it relates to our response capabilities

## **GOALS AND OBJECTIVES**

In order to achieve the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District's mission and vision, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

As goals and objectives are management tools, they should be reviewed and updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The strategic planning team set priorities for the accomplishment of its objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. Overall these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

**Goal 1 – Develop an effective organization responsive to the needs of its members and the community it serves**

**Objective 1-A Improve data collection and analysis systems to provide necessary management information to evaluate system performance**

**Timelines** June 2017

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- List management information that is needed to evaluate system performance against adopted goals
- Identify current deficiencies in the data collection system including:
  - Multiple data collection systems
  - Multiple incident numbers for the same incident
  - Insufficient collection of data points
  - Inaccurate entries into the data system
  - Others
- Identify actions necessary to resolve current deficiencies
- Develop standard reports and queries to simplify extraction of needed management information

*Outcome: Data accuracy is improved. Data systems can easily produce required management information for service analysis and performance measurement.*

**Objective 1-B Create a plan to promote unity among all segments of the various agencies**

**Timelines** December 2017

**Responsibility** Chief Hertel

**Critical Tasks:**

- Establish an inter-departmental work group to develop the plan
- Explore and list methods to improve internal communication and working relationships between the different departments and divisions
- Identify options to increase joint training between departments and divisions
- Develop options to increase interaction outside of calls and training
- Develop options to increase informal internal communication and personal interaction opportunities
- Present the plan to the organization for comment

*Outcome: A greater sense of cross-agency unity is created improving the effectiveness of service delivery*

**Objective 1-C Create a communications workgroup to improve the flow of information between boards, councils, and administration**

**Timelines** March 2018

**Responsibility** Chief Hertel

**Critical Tasks:**

- Create a work group to develop improved external communications methods
- Evaluate external communication methodologies currently used
- Identify new external communication methodologies that would improve the flow of information
- Develop a process that improves two-way external communication in a timely fashion
- Establish efficient processes for external communication between officers and administrative staff
- Research and implement methods to disseminate information about informal or social events
- Implement new external communication methodologies

*Outcome: The quality and quantity of information available helps all feel fully informed*

**Objective 1-D Evaluate the contractual relationship between Dallas Fire & EMS Department and SW Polk Rural Fire Protection District to identify more efficient and effective ways to provide services**

**Timelines** April 2017

**Responsibility** Chief Hertel

**Critical Tasks:**

- Create a workgroup to evaluate the current contract
- Create a list of duplicated and different services or efforts
- Evaluate the list to determine contractual changes needed to improve overall organizational efficiency
- Make recommendations for changes to the current contract to the Council and Board

*Outcome: Administrative and operational efficiency is maximized for both agencies*

**Objective 1-E Create and disseminate a uniform set of policies and standard operation procedures for all organizations and provide training on the procedures**

**Timelines** December 2017

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Assemble an inter-departmental work group to create the policies and standardized procedures
- Review existing procedures and identify differences in policies and procedures
- Revise those policies and procedures with differences to create a more standardized approach as appropriate
- Present the proposed revisions for review and approval
- Develop a training program to ensure all personnel understand the revisions

*Outcome: Operational and administrative efficiency and improved response effectiveness results from standardization of policies and procedures*

**Objective 1-F Review our current safety practices against National Fire Protection Association Standard 1500**

**Timelines** January 2018

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Create a work group to conduct the review
- Inventory current safety practices
- Compare current practices to NFPA 1500
- Review EMS safety practices against relevant sections of NFPA 1500 and other standards to be determined
- Identify necessary changes to current practices and equipment
- Fund and implement changes

*Outcome: Injury rates decrease and safety hazards are discovered and corrected*

**Objective 1-G Evaluate the current member award and recognition program**

**Timelines** January 2019

**Responsibility** Community Services Officer Welsh

**Critical Tasks:**

- Establish a work group to review the current program
- Review incentive options to encourage participation in community activities
- Evaluate the effectiveness of current recognition activities
- Identify new formal and informal recognition opportunities and methods
- Develop a proposal for modifications to the current program
- If approved, communicate the new program to members and implement

*Outcome: Exemplary performance is recognized appropriately and in a timely manner*

**Goal 2 – Effectively manage the organizations’ financial and capital resources**

**Objective 2-A Develop an apparatus replacement plan and cost schedule for Dallas and SW Polk apparatus**

**Timelines** December 2017

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Complete an inventory of all apparatus
- Identify any surplus apparatus
- Identify current condition and estimated replacement date for each apparatus
- Identify cost to replace each apparatus
- Present plan to Board and Council

*Outcome: The apparatus fleet is appropriately sized, in reliable condition, and technologically up to date.*

**Objective 2-B Develop an equipment replacement plan and cost schedule for Dallas and SW Polk equipment**

**Timelines** December 2018

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Prioritize and identify equipment needs
- Create specifications for standardization of equipment between agencies
- Inventory the equipment, including condition, age and expected life
- Identify equipment replacement costs
- Present plan to Board and Council

*Outcome: Equipment used is reliable, up-to-date, readily available for use in delivering services, and standardized between agencies*

**Objective 2-C Develop a facilities plan and cost schedule for Dallas and SW Polk**

**Timelines** May 2018

**Responsibility** Chief Hertel

**Critical Tasks:**

- Identify and prioritize facility needs
- Develop a space and function analysis for each facility
- Identify facilities that are not currently available including a training facility
- Develop a cost analysis and plan to improve existing facilities and add new facilities
- Present plan to Board and Council

*Outcome: Facilities are functional, up-to-date, and readily available for use in delivering service*

**Objective 2-D Prepare, and if approved, present a ballot measure to the citizens of SW Polk that will increase revenue to sustainable levels**

**Timelines** March 2017

**Responsibility** Chief Hertel

**Critical Tasks:**

- Complete a long-term financial analysis
- Identify the additional cost of service delivery improvements needed to meet performance goals
- Calculate a special levy tax rate that will provide long-term financial stability and funding for service improvements to meet performance goals
- Present the special levy proposal to the Board of Directors
- If approved, develop a marketing plan to educate voters

*Outcome: Sufficient revenue is available to ensure long-term financial stability and to improve service to identified performance goals*

**Objective 2-E Identify potential grant opportunities and develop a grant writing team**

**Timeline:** November 2017

**Responsibility:** Chief Hertel

**Critical Tasks:**

- Identify the types of grants for which the agencies may be eligible.
- Determine the application process and timelines for each
- Identify people who are qualified and successful in writing these types of grants
- Provide training for others interested in participating in grant writing
- Develop a process to ensure effective grant application, management, and reporting

*Outcome: The agencies are effective in securing grant funding to support delivery of programs and services.*

**Objective 2-F Develop a report identifying the costs and benefits of creating a new fire district covering SW Polk, Falls City, and City of Dallas**

**Timelines** December 2018

**Responsibility** Chief Hertel

**Critical Tasks:**

- Identify and describe the legal processes to dissolve the existing district and create a new district
- Create a cost/benefit analysis that includes funding opportunities and the potential limitations on tax rates due to compression
- Conduct a citizen survey to determine interest in the proposal and willingness to absorb the additional cost
- Develop a comprehensive report to be presented to the elected officials of each jurisdiction

*Outcome: Elected officials have full information with which to make an informed decision*

**Objective 2-G Implement the Ground Emergency Medical Transport Program (GEMT) for the Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District**

**Timelines** July 2017 – OHA program implementation

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Prepare data supporting the cost of providing EMS services
- Develop an educational presentation describing the GEMT program for the elected officials
- Obtain Council and Board approval to implement GEMT program
- Secure funding for the up-front costs to required to participate in the program
- Prepare and submit necessary applications as required

*Outcome: Additional funding to support the agencies operations is made available*

**Goal 3 – Deliver effective and efficient services to the community**

**Objective 3-A Improve upon our current training program to provide more opportunities for continuing education**

**Timelines** May 2018

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Identify easily accessible and inexpensive external training opportunities that members can access
- Evaluate the cost and benefit of providing secondary education to members
- Establish a way to communicate outside training opportunities efficiently to all members including access to the DPSST list serve
- Explore the possibility of using education opportunities as a recruitment tool for staff and volunteers
- Develop a procedure and distribute information to members to ensure all are aware of educational opportunities
- Consider offering training opportunities on additional days during the week

*Outcome: Members become better trained through increased access to educational opportunities*

**Objective 3-B Develop tools that will improve the recruitment and retention of ambulance personnel**

**Timelines** September 2018

**Responsibility** Community Services Officer Welsh

**Critical Tasks:**

- Perform a wage and benefit survey of comparable EMS operations
- Evaluate the costs and benefits of converting flexible schedule employees to full-time employees
- Develop a partnership with EMS educators to recruit career ambulance staff
- Evaluate the benefit of educational incentives to recruit and retain new employees
- Evaluate the cost and benefit of ensuring guaranteed minimum hours for flexible schedule employees

*Outcome: The pool of applicants for ambulance positions and personnel retention is increased*

**Objective 3-C Review and improve the current volunteer recruitment and retention plan**

**Timelines** September 2017

**Responsibility** Community Services Officer Welsh

**Critical Tasks:**

- Review successful volunteer recruitment programs conducted by other fire agencies
- Identify alternative volunteer incentive models and evaluate each for cost and benefit
- Identify community leaders and partner with them to promote volunteerism
- Work with local businesses to promote employee response from work
- Develop promotional materials that will increase citizen awareness of the need for and benefits of being volunteers
- Explore the feasibility of alternate volunteer models like out-of-district, standby, etc.
- Develop a plan to target the “ideal” volunteer as identified in the 2016 sustainability presentation.

*Outcome: The number of active volunteers increases improving response effectiveness*

**Objective 3-D Develop a single role volunteer program**

**Timelines** June 2018

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Identify the functions that can be performed by single role volunteers that would be of value to the delivery of services
- Develop job descriptions for each role
- Develop policy and procedures defining the utilization of single role volunteers on incidents and other activities
- Develop a training program for each role
- Incorporate the single role volunteer into recruitment program materials and outreach

*Outcome: The number of volunteers providing service increases*

**Objective 3-E Develop a resident/intern program for one or both agencies**

**Timelines** June 2020

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Research programs operated by other fire agencies
- Develop policies and procedures for the program
- Evaluate the proposed program for compliance with applicable labor rules
- Identify the resources needed to implement the program
- Determine if a resident/intern program is viable
- Secure funding for the program
- Secure agreements with educational institutions as needed

*Outcome: The resident program improves response performance effectiveness*

**Objective 3-F Explore the creation of a high school vocational program**

**Timelines** June 2019

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Research programs operating by other fire agencies including SW Polk
- Develop an outline for how the program would operate and how the current SW Polk program could combine with the Dallas program
- Meet with school district officials to learn their interest in supporting this program
- Conduct a cost/benefit analysis for the program
- Review the program for potential legal issues
- Develop policies and procedures that define how the program will operate
- Prepare a detailed implementation plan for review

*Outcome: Implementation increases the number of volunteers available to provide services*

**Objective 3-G Explore the feasibility of providing childcare during emergency response**

**Timelines** December 2019

**Responsibility** Chief Hertel

**Critical Tasks:**

- Research other agencies with similar programs
- Identify what insurance requirements may be necessary
- Identify people and training required to be single role volunteers providing the childcare
- Identify space to provide a safe and age appropriate environment for childcare
- Identify other material needs such as entertainment options

*Outcome: The number of volunteers responding to incidents increases*

**Objective 3-H Identify and align priorities between EMS and West Valley Hospital**

**Timelines** December 2018

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Identify the patient handling priorities for each entity
- Determine how to better align the priorities between the two entities
- Make revisions to related policies and procedures as needed
- Communicate modifications to policies and procedures to all personnel
- Create additional joint training opportunities and consider personnel exchange for training and familiarization

*Outcome: Patient handling priorities are aligned and EMS resources are better managed*

**Objective 3-I Identify high frequency users of EMS resources in the community and collaborate with them to reduce use**

**Timelines** December 2017

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Analyze data to identify the high frequency users of the EMS system
- Determine methods and alternative pathways to provide EMS services to the high frequency users while decreasing the resources needed to provide those services
- Work with the high frequency users to implement identified methods

*Outcome: Overuse of EMS resources by high frequency users is minimized*

**Objective 3-J Develop standard operating guidelines and define expectations for fire and EMS personnel during a disaster**

**Timelines** February 2018

**Responsibility** Division Chief Hoxie

**Critical Tasks:**

- Research neighboring departments existing policies and procedures related to disaster response
- Develop a procedure defining personnel response during disasters when normal communications system are down
- Develop a program to provide care for families of responders during disasters
- Provide education and information to members on personal/family preparedness
- In cooperation with city and county emergency management staff, develop and provide training to members on disaster operations
- Identify, fund, and secure reserve equipment and resources. (Example: supply of MREs, gloves, water, etc.)

*Outcome: The agencies are better prepared to serve the community during times of significant disaster*

**Objective 3-K Develop and implement initiatives that will reduce turnout time**

**Timelines** January 2018

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Review turnout time data and recommendations provided in the Master Plan
- Review the EMS facility and turnout process to identify and correct turnout obstacles
- Evaluate incident data to identify the level of fire turnout time improvement gained by the daytime career staff addition
- Review alternatives offered in the Master Plan for improvement of weekend and night turnout time and consider other alternatives
- Select the best alternative and develop a plan to implement
- Review the training requirements and potential benefit of allowing personnel from each agency to cross-staff the other agencies apparatus when appropriate

*Outcome: Total response time decreases offering the opportunity for improved incident outcomes*

**Objective 3-L Evaluate the feasibility of staffing a transfer ambulance**

**Timelines** March 2019

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Quantify the number of transfer calls that occur over a given period of time
- Determine the hours a transfer ambulance would need to be staffed to improve system reliability
- Quantify the costs associated with purchasing, equipping, and staffing a transfer ambulance
- Determine if a transfer ambulance can be staffed within existing financial resources
- Determine if other funding can be acquired to staff a transfer ambulance
- Develop and present a plan for staffing a transfer ambulance to the budget process

*Outcome: Response reliability to emergency EMS incidents is improved*

**Objective 3-M Develop a proposal for a mobile integrated health care service**

**Timelines** January 2018

**Responsibility** Deputy Chief Brumfield

**Critical Tasks:**

- Research existing programs
- Quantify the need for the program
- Define the programs capabilities and limitations
- Identify potential coordinated care partners for funding and operating the program
- Create a budget identifying the costs and revenues for operating and administering the program
- Present the proposal for consideration

*Outcome: Response reliability to emergency EMS incidents is improved and community health care costs are reduced*

**Goal 4 – Maintain close and effective communications with the public**

**Objective 4-A Conduct an evaluation of current community service activities for efficiency and effectiveness**

**Timelines** January 2018

**Responsibility** Community Services Officer Welsh

**Critical Tasks:**

- Create a list of community service activities currently provided
- Identify the effort versus impact of each service activity
- Explore other community service activity options
- Create a new prioritized list of community services activities that will provide the greatest return on investment

*Outcome: Community outreach through service activities provides value to the agencies and community*

**Objective 4-B Develop a comprehensive community outreach plan**

**Timelines** November 2017

**Responsibility** Community Services Officer Welsh

**Critical Tasks:**

- List and define the messages to be presented to the community
- List and define communications mediums to present messages to the community
- Create a schedule to present various messages to the community
- Develop an evaluation tool to determine effectiveness of the messaging

*Outcome: The public is well informed of the capabilities and needs of the departments*

## PERFORMANCE GOALS

No program or service can be improved unless the ability exists to measure the effectiveness of those programs and services. Outcome based measures are critically important to any effective organization so that it can evaluate whether its efforts and expenditures are making a difference.

The Dallas Fire & EMS Department and Southwestern Polk Rural Fire Protection District have established the following performance goals to evaluate the success of its programs.

**1) Dispatch Call Processing Time**

Response resources shall be notified of a priority incident within 60 seconds from receipt of the call at the dispatch center 90 percent of the time.

**2) Turnout Time**

**a. Urban**

- i. Response personnel shall initiate the response of a unit capable of mitigating an incident to a priority fire and special operations incident within two minutes from notification 90 percent of the time.
- ii. Response personnel shall initiate response to a priority emergency medical incident within 90 seconds from notification 90 percent of the time.

**b. Rural**

- i. Response personnel shall initiate response of a unit capable of mitigating an incident to a priority fire and special operations incident within 10 minutes from notification 90 percent of the time.
- ii. Response personnel shall initiate response to a priority emergency medical incident within 90 seconds from notification 90 percent of the time.

**3) Response time for arrival of the first response unit at a priority fire or special operations incident**

- a. **Urban** - The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within seven minutes from notification of response personnel 90 percent of the time.
- b. **Rural** - The first response unit capable of initiating effective incident intervention shall arrive at a priority fire or special operations incident within 20 minutes from notification of response personnel 90 percent of the time.

**4) Response time of the first arriving response unit at a priority emergency medical incident**

- I. **Urban** - The first response unit capable of initiating effective incident intervention shall arrive at a priority emergency medical incident within six minutes 30 seconds from notification of response personnel 90 percent of the time.
- II. **Rural** - The first response unit capable of initiating effective incident intervention shall arrive at a priority emergency medical incident within 11 minutes 30 seconds from notification of response personnel 90 percent of the time.

**5) Response time for arrival of the effective response force at a moderate risk structure fire**

- a. **Urban** - The full effective response force shall arrive at a moderate risk structure fire within 14 minutes from notification of response personnel 90 percent of the time.
- b. **Rural** - The full effective response force shall arrive at a moderate risk structure fire within 25 minutes from notification of response personnel 90 percent of the time.

**6) 25 percent of viable cardiac arrest victims will be delivered to an emergency room with a pulse.**

**7) Property loss due to building fires shall not exceed \$ per \$1,000 involved.**

Urban            \$50 per \$1000

Rural            \$100 per \$1000

**8) The number of building fire incidents shall not exceed “X” per 1,000 buildings.**

Residential      To be determined

Commercial     To be determined

**9) 90 percent of citizens surveyed rate the Department’s performance satisfactory or better**