



STATUS REPORT: JANUARY 1, 2021

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

STATUS: The approved 2021 budget includes converting part-time firefighters to full-time and hiring four additional full-time firefighters to start July 1, 2021. This will result in full-time staffing of four fire responders, plus a chief officer 24/7/365. The additional position will be staffed by our volunteers through the Volunteer Staffed Engine program. Three volunteer positions equate to 1 full-time staffed position.

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

STATUS: This objective met. In 2020 we are at 29.4%. We had 17 fires with 5 contained to room of origin. The training division will continue operational training to improve upon current percentages. This will be monitored annually.

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

STATUS: This objective met. In 2020 there were no fatal fires or significant injuries, either to citizens or fire personnel. The District implemented a new data tracking system in 2020 which allows us to track data more completely. Focused training on the use and accuracy of data entry was conducted for all members. The training division will continue operational and data training for this objective. This will be monitored annually.

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

STATUS: The 14 minute standard is established for rural fire departments and considers the length of time it takes for volunteers to respond to the station and then respond to the fire. This objective is intended to ensure arrival of adequate engines within the target time frame. A study of structure fire response in 2020 discovered a compliance rate of 85% for any fire resources.

STATUS: Discussion with Whidbey Health has begun. As of this report, the hospital does not support a District owned ambulance for transport, but one owned by the hospital and staffed by the District, with District staffing under the direction of the hospital while operating in the ambulance. Similar models in partner fire agencies has met some success.

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

STATUS: The 10 minute standard in this objective is based upon the cardiac arrest point of no return, a worst case patient scenario. The measure is from dispatch to time of arrival and medical intervention. Studies have shown that for each 1 minute that care is delayed to a person in cardiac arrest, the chance of survival is reduced by approximately 10%. Ten minutes without care yields a potential 100% reduction in survival. There are, of course, many variables to this, such as CPR by citizen responders or family which improves survivability. This standard is used as a target to give the patient the best chance of survival.

A 2020 study of 1563 SWFE medical responses found that we arrived in 10 minutes or less 805 times, or a compliance rate of 52%. Some solutions to this objective are to place medical resources within 10 minutes of every location within South Whidbey, increase the number of responders available, reduce response times, improve citizen CPR response, etc. Under the current staffing plan, MERVs can be at a wide range of locations. Increasing staffing and centralizing response should have a positive effect. Other objectives in this plan, once met, will improve this objective. This will be monitored annually.

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 – December 31, 2021

STATUS: Under the current staffing system, this is met primarily during the weekdays when part-time staff in on duty. Some stations attempt to meet this goal during evening and weekend shifts, however, we are not consistent. The change to 24/7 staffing as noted in Objective 1.1.1 will achieve this objective most of the time, and may allow for an extra MERV response during volunteer shifts evenings and weekends.

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

STATUS: The highest risk to firefighters in 2020 was Covid-19. We have implemented on-going training, operational procedures for response, cleaning and personal protective equipment (PPE) policies.

We have also improved ongoing training on chronic exposures that may lead to cancer. DC Beck has assisted in guidelines for decontamination procedures for our personal protective equipment (PPE). We are continuing to utilize Rehab and our Hood Exchange Program during fires to further reduce risk.

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

STATUS: An Associate Member program is under development in order to incorporate individuals interested in serving in non-emergency responder roles into the organization. This includes CERT trained individuals, chaplin services, and community members with specific skills, such as truck driving, public outreach, etc. Training will be an important portion of this program. Due to the COVID-19 pandemic in person training and events have been delayed.

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

STATUS: The program is under development, but delayed due to the COVID19 pandemic. Work will continue throughout the coming months to get the system in place.

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

Lead: DC Resources

Support: Fire Chief, Finance Officer

Timeline: July 1, 2020 – ongoing

STATUS: In progress. We have been continuing to maintain our medical supplies and have not run out of personal protective equipment (PPE) for medical responders as a result of COVID-19 supply shortages. Supplies are acquired from multiple vendors as they become available. Due to Covid-19, our ability to procure some of the essential supplies, such as toiletries, has been reduced. We do have a full pallet of water as well as additional stock of paper products, sanitizers and firefighting foam that we did not have prior to 2020. Further work will be done in the area of disaster supplies.

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

STATUS: In progress for 2021. Carletti Architects has been hired to conduct evaluations of Stations 32, 33 and the maintenance facility and develop a plan to update the seismic protections for each station. Work done to achieve the retrofits will be budgeted as possible until stations are complete.

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

STATUS: A Request for Proposals will be released in 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 2.2.3 – Develop a succession plan for all levels in the organization.

Lead: Fire Chief

Support: All Staff

Timeline: January 1, 2020 – June 30, 2020

STATUS: A draft succession plan is complete and being amended to reflect changes to staffing, hiring of new positions, and the District's intent to hire full-time firefighters in the coming year.

Objective 2.2.4 – Develop a community risk reduction plan to reduce/mitigate demand for service (fall prevention, fire prevention, etc.).

Lead: Fire Chief

Support: DC Operations, DC Training

Timeline: July 1, 2020 – December 31, 2020

STATUS: The plan is in draft form and is being updated to include a stronger section on epidemic/pandemic response. Lessons learned from the current pandemic are being accumulated and will be incorporated into the plan.

Objective 2.2.5 – Develop a program that formalizes how new ideas from throughout the organization can be submitted for review and tracked.

Lead: DC Resources

Support: Fire Chief, Records Officer

Timeline: March 1, 2020 – ongoing

STATUS: No progress due to Covid-19 focus and staffing shortages.

Objective 2.2.6 – Explore strategies to improve recruitment and retention of personnel/percentage of turnover.

Lead: DC Operations

Support: Fire Chief, Records Manager

Timeline: January 1, 2020 – August 30, 2020

STATUS: Recruitment for upcoming fire academy shows higher recruitment numbers than the prior academy. A proposal has been developed for a cadet program. Meetings with volunteer officers are ongoing to address retention issues.

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

STATUS: State law is not clear concerning tax based Fire Districts, who are not the Authority Having Jurisdiction, being allowed to bill for response services over and above tax revenues. One exception is restitution from intentional criminal acts, such as arson or theft of government property, in which the courts recover funds from the guilty party to cover the cost of response and/or property loss. Those funds are forwarded to the District. The District has received these funds on 3 occasions in the last decade, two for arson fires and one for theft of fuel. The only other exception is for collection of inspection fees, for which we have an Interlocal Agreement with Island County.

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

STATUS: In progress. We are moving many notifications to IamResponding as a single point of notification. This application provides notices of ICOM dispatches, the training calendar, apparatus status, member contact information and other links we can add. In addition we are

