

LEWISTON FIRE DEPARTMENT



STRATEGIC PLAN



2015 - 2020

We will respond to each call with

COURAGE

CONVICTION

COMPASSION



1245 Idaho Street



Foreword

I am proud to present the Lewiston Fire Department's strategic plan for 2015-2020. This is the first time the Lewiston Fire Department has engaged in a strategic planning process. In doing so, we recognize the great benefit to the department and the City of Lewiston in determining what the needs of the department are in order to provide excellent services both now and into the future.

Over the past few years, the Lewiston Fire Department has had to make significant changes in certain areas of the organization. These changes have presented difficult challenges in the delivery of services and programs to the community. Like many fire departments in our region, we continue to experience steadily increasing call loads, which challenge our core program service delivery expectations.

The Lewiston Fire Department must reassess its priorities through this strategic planning process with valuable input from the community, as well as members of the organization. In today's difficult fiscal challenges, collaborative participation is more important than ever as we set strategic goals for the next five years.

This plan contains nine overall goals that I am fully confident we will be able to attain. These goals focus on improving our organization through career development and succession planning, increasing efficiency through the use of technology, promoting greater collaboration with other departments and agencies, and addressing the needs of service delivery and staffing.

The idea that the men and women of the Lewiston Fire Department are actively engaged in an ongoing process for improvement is exciting to me. Our members' commitment to this strategic planning process clearly shows their commitment to the City of Lewiston and the Lewis-Clark Valley.

I would like to thank the members of the fire department and our partners for their ongoing commitment to improving the Lewiston Fire Department. We would not be able to look towards the future without all of you and we will continue to succeed because of your hard work.

– **Travis A. Myklebust, Fire Chief**

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ORGANIZATIONAL BACKGROUND

ORGANIZATION: The 52 full-time and 15 part-time employees are divided into four divisions: Administration (fire chief and 2 administrative secretaries), Suppression (division chief, 2 battalion chiefs and 24 firefighters), Emergency Medical Services (1 battalion chief and 18 firefighters) and Prevention (division chief and 2 inspectors). There are 15 personnel on duty 24 hours each day serving the public from 4 fire stations; 3 in Lewiston and the Asotin County Fire Protection District 1 Station: Station 1 (1 battalion chief, 1 captain, and 4 firefighters) serves downtown, North Lewiston and East Lewiston; Station 2 (1 captain and 3 firefighters) serves the East Orchards; Station 4 (1 captain and 2 firefighters) serves the airport area, West Orchards and Elks area; and the AC Station (2 firefighters) serves Asotin, Asotin County, Elks Addition, Hells Gate area and parts of downtown Lewiston. The three battalion chiefs are located at Headquarters.

MISSION: We will respond to each call with courage, conviction and compassion.

CORE VALUES: People are our most valued asset. Patient care comes first. Life takes precedence over property. Give the patient/victim/citizen the benefit of the doubt. Err on the side of caution. Send the appropriate resources for the appropriate call. Practice safety all the time. Customer service is paramount.

CROSS-TRAIN AND CROSS-STAFF: Firefighters are cross-trained to meet the various department missions; all department vehicles are cross-staffed. The on-duty crew takes the vehicles and tools it needs to perform the mission. Suppression and EMS Division duties include fire suppression; emergency and nonemergency ambulance service; aircraft rescue firefighting (ARFF) at the airport; hazardous materials response; rescue and extrication; disaster response; and public education. LFD is a multi-dimension, multi-function organization. By training and equipping the same personnel to perform numerous missions, the City receives greater return on its investment in personnel. All firefighters are certified EMS providers; all Paramedics and EMTs are firefighters.

Reserve Firefighters are part-time employees who fill in for full-time personnel absent for vacation, illness, injury, training, Union business, jury duty, subpoena leave, leaves of absence less than 60 days, public education, awaiting new hires, and special assignments as agreed by both parties of the Collective Labor Agreement. Their activity is limited to either firefighter or ambulance attendant positions (FF/E71, AA/M71, M72, M73). Utilizing Reserve Firefighters curtails overtime costs.

OPERATIONAL CONCEPT: Firefighters operate in teams carrying the tools and equipment needed to perform the various missions on board self-contained fire engines, ambulances and support vehicles. Firefighters function as risk managers, moving people, tools and equipment around to complete the multiple missions of the department.

AMBULANCE SERVICE: LFD has provided emergency and nonemergency ambulance service to Lewiston since 1961, and now by contract to Asotin, Asotin County, Colton, Nez Perce County, Uniontown and the southeastern part of Whitman County.

Effective January 1, 2010 our only response in Clarkston is for out-of-area transfers and trauma verified calls. Out-of-area transfers are a matter of patient choice and are not governed by Clarkston's ordinance establishing their ambulance service as the exclusive provider for the City of Clarkston.

Presently, counting the Reserve force, the department has 33 Paramedics, 7 Advanced EMTs, and 17 Basic EMTs. A council-appointed Emergency Medical Services Advisory Board (EMSAB), created by ordinance, makes recommendations to the council on medical service issues relating to rules and standards. Our expectation for FY15 is to collect \$2.0 million or more in revenue on approximately \$3.0 million in billed services.

CALL VOLUME: Regardless of the number of vehicles responding to an incident, a "call" is defined as a single response to an address for assistance. We don't multiply the number of vehicles times the response to ascertain our call volume.

Total call volume for Fiscal Year 2014 was 7,531. Ambulance call volume was 7,033 and fire responses totaled 498.

FIRE PREVENTION: The Prevention Division provides for the life safety of the public, as well as the firefighters, through the application and enforcement of the International Fire Code. The International Fire Code fits into an entire *family of codes* intended to work as a cohesive unit. It is designed and written as a *minimum code* for the protection of life and property from fire and explosion. Prevention conducts plan review and new and remodel construction inspections under the 2009 International Fire Code (IFC); conducts fire cause and arson investigations; conducts business license inspections; issues blasting permits and monitors blasting sites; determines needed fire flow and fire apparatus access requirements per IFC; operates the Juvenile Fire-Setter Counseling Program; enforces the IFC on commercial use of hazardous materials and processes; and provides operational support to other divisions. New construction, additions or remodels, as well as changes in occupancy or process, is subject to the City's review process. There are several City entities involved at this level however, only the Fire Department has maintenance responsibility over the life of the subject property.

The IFC has adopted into law by the State Fire Marshal through the authority granted by state statute (Idaho Code 41-253) as a minimum standard for the State of Idaho. Conversely, cities and counties must take specific action to adopt the International Building Code in their jurisdictions to apply and enforce its requirements. The Fire Marshal and Fire Inspectors are considered assistants to the State Fire Marshal in

carrying out the provisions of the IFC (Idaho Code 41-256). This code has been constructed through a process of public hearings and debate with all interested parties, weighing the political, social and economic considerations against the technical and legal requirements found within. Changes made to it on a local level must be more restrictive, not less restrictive, per State law. The City of Lewiston has adopted less restrictive amendments in opposition to this direction; therefore, the City has chosen to assume that liability. The Prevention Division makes every effort to enforce the fire code uniformly, consistently and above all, in a fair and unbiased manner. The City Code Board of Appeals may review Fire Department interpretations of the IFC but does not have authority to waive the code.

FIRE LOSS: Fire loss in FY14 was \$1,912,370.

HAZARDOUS MATERIALS RESPONSE: LFD is the lead agency in the public-private partnership providing Type I hazardous materials emergency response to the five-county area: Clearwater, Idaho, Latah, Lewis, and Nez Perce. The State funded the North Central Emergency Response Team (ERT) with \$97,000 in 1994 for three vehicles and equipment, and pays for some of the training. The State is the lead agency in cost recovery for emergency response.

MUTUAL AID: LFD has mutual aid agreements with Asotin, Moscow and Pullman Fire Departments, Asotin County Fire Protection District, Wheatland Fire Protection District and Moscow Rural Fire District. We work closely with city, county and state law enforcement agencies in Idaho and Washington.

VEHICLES: LFD operates 7 ambulances; 5 engines; a 100-foot aerial; a rescue/extrication truck; 2 4WD grass-firefighting vehicles; a utility vehicle; an aircraft/rescue/firefighting vehicle; 30-patient Mass Casualty trailer; Public Education trailer; 2 State-owned hazardous materials trucks and 4 trailers; and 2 pick-ups and 3 cars.

UNION: Battalion chiefs, captains, engineers, firefighters, fire inspectors and reserve firefighters are represented by International Association of Firefighters Local 1773; they are affiliated with the AFL-CIO and work under a Collective Labor Agreement that is negotiated to address wages, rates of pay, working conditions, and all other terms and conditions of employment as provided by state law.

BUDGET: The FY15 budget, out of the General Fund, is \$8,080,200. Personnel cost is approximately 90% of the budget.

PROGRAMS: Department programs include Fire and Life Safety Education, First Grader Smoke Alarm Program, Juvenile Fire-Setter Counseling, Sober Graduation, Fire Prevention Week, EMS Week, Internal Quality Improvement, Ice and Cold Water Rescue, External Physician Quality Assurance Program, Blood Pressure Monitoring, Citizen Smoke Alarm Program, Emergency Medical Dispatch (EMD), Emergency Medical Information Cards, and a willingness of Firefighters to use their construction and computer skills to improve station living and working conditions.

CLASS 3. Idaho Surveying and Rating Bureau has listed Lewiston as a Class 3 fire protection city.

THE FUTURE: Continue to deliver quality customer service; firefighter safety and training; public education efforts with emphasis on smoke alarms; and implement the Strategic Plan. Call volumes continue to rise and there is uncertainty regarding future EMS system delivery with changes in the ACA (Affordable Care

Act). Working with the city council and city manager to evaluate service delivery models that appropriately address citizen expectations is paramount to success. The fire department is poised to assist the parties through this process and look forward to development of a plan that addresses all facets of public safety in a fiscally responsible manner.

Firefighter safety will continue to be an issue for the Department – immunization for work-related diseases, fitness, annual physicals and protective equipment. Public safety issues constantly evolve, as may be observed after the September 2001 terrorist attacks in New York and Washington, DC. We look forward to serving you and are confident that we will be able to foster a positive working relationship that will serve the citizens of Lewiston well.

WHAT IS A STRATEGIC PLAN?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Goodstein, Nolan, & Pfeiffer define Strategic Planning as *“a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.”*²

1, 2 Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*.

The U.S. Federal Consortium Benchmarking Study Team explains that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

continuous refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;

systematic recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;

process recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);

guiding members identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made);

procedures and operations means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and

how success is to be measured recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

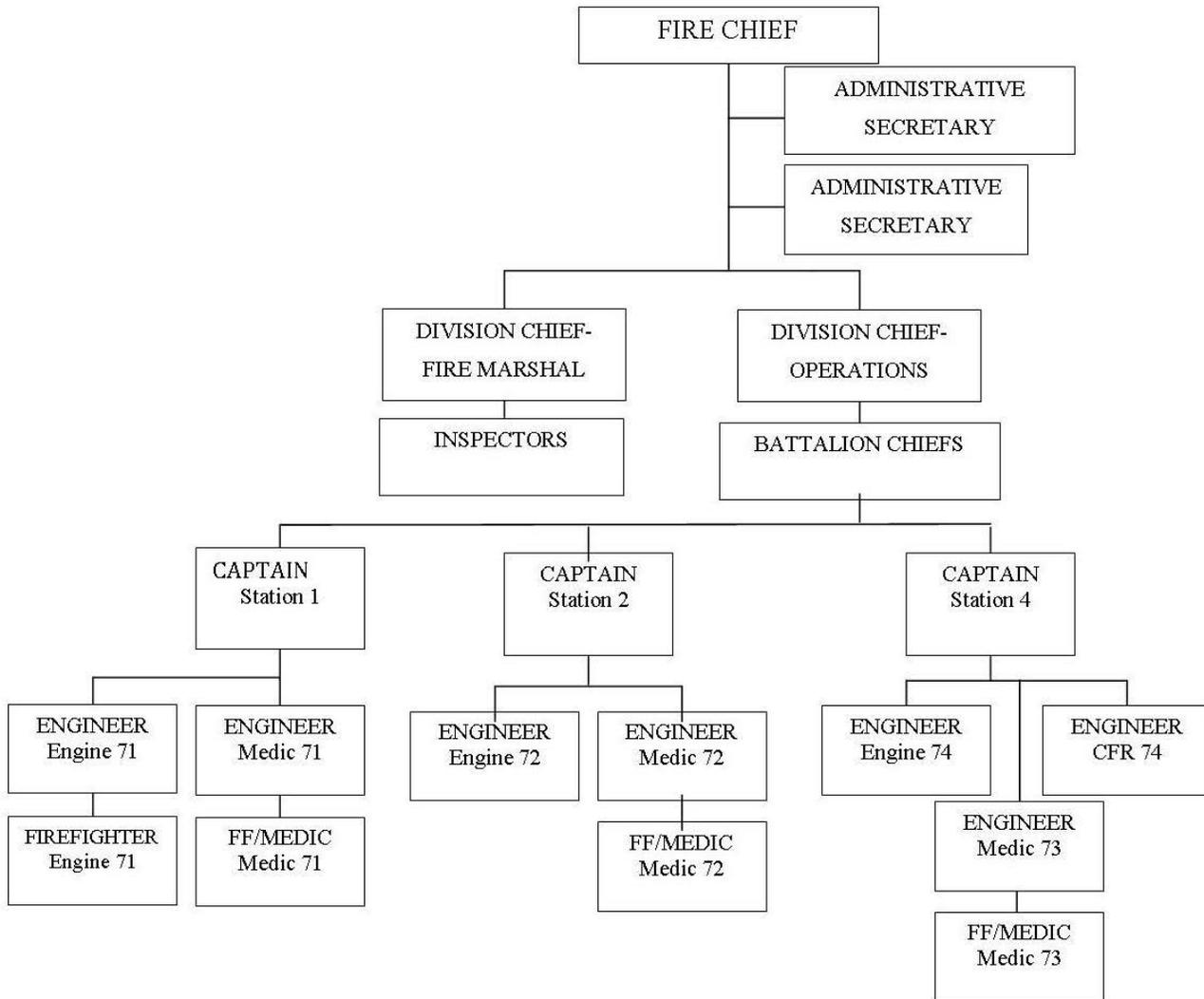
Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the *process of planning that is important*, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the City, leadership, members, and stakeholders through a common understanding of where the department is going, how everyone involved can work toward that common purpose, and how progress will measure success.

THE STRATEGIC PLANNING PROCESS OUTLINE

1. Define the services provided to the community and establish the community's service priorities.
2. Establish the community's expectations of the department, department aspects that the community views positively, as well as any concerns they may have about the department.
3. (Re)Develop the department's Mission Statement.
4. (Re)Establish the Values of the department's membership.
5. Identify the Strengths and any Weaknesses of the department.
6. Identify areas of Opportunity for and potential Threats to the department.
7. Establish realistic goals and objectives, along with critical tasks for each objective.
8. Develop a Vision of the future.
9. Develop organizational and community commitment to the plan.

ORGANIZATIONAL CHART

LEWISTON FIRE DEPARTMENT



MISSION

LEWISTON FIRE DEPARTMENT MISSION

We will respond to each call with courage, conviction, and compassion.

VALUES

Establishing values embraced by all members of an organization is extremely important. The LFD recognizes the features and considerations that make up the personality of the organization.

LEWISTON FIRE DEPARTMENT CORE VALUES

Lewiston Fire Department Values:
People are our most valued asset
Patient care comes first
Life takes precedence over property
Give the patient/citizen the benefit of the doubt
Err on the side of caution
Send the appropriate resources for the appropriate call
Practice safety all the time
Customer service is paramount

VISION

Our visions provide us targets of excellence that the organization will strive toward and provide a basis for its goals and objectives.

LEWISTON FIRE DEPARTMENT VISION

Our Vision is...

We recognize the first impression may be our customer's lasting impression; compassion and professionalism are essential elements in every customer contact.

Will what I do today, change tomorrow?

GOALS

In accordance with the Strategic Planning process, the following goals were developed after establishing core programs, supporting services, strengths, weaknesses, opportunities, threats, critical issues, and service gaps. Those essential steps in the process are included to follow this section, as are the complete set of goals and strategies with critical tasks and timeframes.

LEWISTON FIRE DEPARTMENT GOALS

Goal 1	Develop an improvement plan to address department staffing, station replacement and services to be delivered
Goal 2	Develop a resource management plan to replace apparatus, fire equipment, EMS equipment and enhance information technology
Goal 3	Develop a plan for recruitment, career development and succession planning
Goal 4	Evaluate the effectiveness of the current public education program and identify areas for improvement
Goal 5	Develop an information delivery process that meets the needs of the community and supports the mission of the department
Goal 6	Identify and prioritize standards and mandates
Goal 7	Develop and implement a formal safety program
Goal 8	Develop a plan to accomplish commercial building inspections
Goal 9	Evaluate the process and coordination among city departments for improvements



PROGRAMS AND SERVICES

Prior to the development of the department's goals, the LFD Internal Stakeholders identified the following core programs provided to the community:

Core Programs

• Fire Suppression	• Technical Rescue
• Emergency Medical Services	• Hazardous Materials Mitigation
• Fire/EMS Safety Education	• Domestic Preparedness Planning and Response
• Fire Investigation	• Fire Prevention

S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is designed to allow a department to make candid observations. The Internal Stakeholders participated in this analysis by noting department strengths and weaknesses, as well as possible opportunities and potential threats.

STRENGTHS

It is important to identify department strengths in order to ensure capability of the provision of services requested by the community, and to ensure consistency with the issues facing the department. Through a consensus process, the Internal Stakeholders identified the strengths of the LFD which can be found in **Appendix B**.

WEAKNESSES

For any department to begin or continue to move forward, it must identify areas where its functions can improve. The areas which can be improved upon consist of internal issues and concerns that may slow or inhibit progress. The items that were identified by the Internal Stakeholders as weaknesses can be found in **Appendix C**.

OPPORTUNITIES

Potential opportunities were identified both within as well as beyond our traditional service area. The Internal Stakeholders identified potential opportunities which can be found in **Appendix D**.

THREATS

Understanding that threats are not completely and/or directly controlled by the department, possible threats were identified in an effort to reduce the potential for loss. Some of the current and potential threats identified by the Internal Stakeholders can be found in **Appendix E**.

PERFORMANCE MEASUREMENT

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. The department must further be prepared to revisit and revise their goals, strategies, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked. 4

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government
David Osborn and Ted Gaebler

In order to establish that the LFD's Strategic Plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

4 Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.

DEPARTMENT MEASURABLE OBJECTIVES

Monthly

- Response Times
- Training Hours
- Performance Evaluations
- Quality Assurance of EMS and Fire Reporting
- Vehicle Service Day
- Vehicle Usage
 - Monitor use of spare apparatus
- Staff and Operations Meeting
- Activity Report

Quarterly

- Budget Review
- All Hands Officers Meeting (3 times a year)
- Capital Improvement Plan Review
- EMS CE Review

Annually

- AED Inspections
- Medical Physicals as per SOP
- SCBA Testing
- Fit Testing
- Physical Fitness Assessments
- Publish Strategic Plan
- Hose Testing (July)
- Ladder Testing (July)
- Pump Testing (May)
- Hydrant Testing

GOALS, STRATEGIES AND TASKS

In order to achieve the mission and vision of the LFD, Internal Stakeholders established realistic goals and objectives. These are management tools that should be updated on a continuing basis in order to identify what has been accomplished and to note changes within the department and the community.

By carrying out these goals and objectives, the department will be directed toward its desired future. Each objective has an established timeframe for completion, thus leadership should look to responsible parties and/or work groups to report progress and adjust as needed. Further, performance measurement tips are addressed in **Appendix A**.

THE SUCCESS OF THE STRATEGIC PLAN

The Lewiston Fire Department has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the external stakeholders and members of the department during the development stage of the planning process. The department utilized the hard work of staff and the Strategic Planning Process to compile this document. The success of the LFD's Strategic Plan will not only depend upon implementation of the goals and their related objectives, but also from the support received from the City of Lewiston, membership of the department, and the community at-large.

The final step in the Strategic Planning Process is to develop organizational and community commitment to the plan. Everyone who has a stake in the present and the future of the LFD also has a role and responsibility in this Strategic Plan.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided that the strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005), *Strategic Planning and Management for Library Managers*



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APPENDIX A

GOALS, STRATEGIES AND TASKS

GOAL I		Develop an improvement plan to address department staffing, station replacement and services to be delivered			
			Status	Target Date	Responsible
Strategy	I-1	Determine the most effective service delivery model for the department			
Task	I-1-1	Review the efficiency and effectiveness of current service model	Completed	12/31/2015	Admin
Task	I-1-2	Evaluate enhancements of current model		01/31/2017	Admin
Task	I-1-3	Review feasibility of different models		06/30/2017	Admin
Task	I-1-4	Provide feedback to elected officials		10/1/2017	Admin
Strategy	I-2	Determine services to be delivered			
Task	I-2-1	Review current services	Completed	06/30/2015	Operations
Task	I-2-2	Review ability to provide services	Completed	10/31/2015	Admin
Task	I-2-3	Evaluate coordinated or joint efforts	Completed	12/31/2015	Admin
Task	I-2-4	Prioritize services		10/31/2016	Operations
Task	I-2-5	Provide information to elected officials		10/1/2017	Admin
Strategy	I-3	Research various methods to quantify work-load and staffing in prevention division			
Task	I-3-1	Research and identify a model the department can use to track Fire Prevention's work load	In Progress	05/31/2016	Prevention

Strategy		I-4 Perform a staffing, station and call volume study. Determine efficient and effective staffing levels			
Task	I-4-1	Review job description	Completed	04/30/2015	All
Task	I-4-2	Review daily tasks	Completed	06/30/2015	All
Task	I-4-3	Review time spent on tasks	In Progress	08/31/2015	All
Task	I-4-4	Identify tasks not covered	In Progress	09/30/2015	All
Task	I-4-5	Identify positions and roles/responsibilities (emergency response and support)	Completed	09/30/2015	All
Task	I-4-6	Review options of formal staffing and station studies from outside source	In Progress	7/31/2016	All
Task	I-4-7	Review response times for each station	Completed	08/31/2015	Admin
Task	I-4-8	Review call volumes for each station/unit	Completed	08/31/2015	Admin
Task	I-4-9	Perform staffing study		10/31/2016	All
Task	I-4-10	Review call volume	Completed	10/31/2015	Admin
Task	I-4-11	Evaluate staffing levels for current services	In Progress	7/31/2016	Admin
Task	I-4-12	Determine what services are being provided	Completed	06/30/2015	Operations
Task	I-4-13	Project needs for changes in service delivery	In Progress	10/31/2016	Admin
Task	I-4-14	Provide information to elected officials		1/30/2017	Admin

Strategy I-5 Provide adequate resources for services delivered					
Task	I-5-1	Evaluate each service delivered for its resource needs	Completed	10/31/2015	Operations
Task	I-5-2	Evaluate standards for each service delivered	In Progress	03/31/2016	Operations
Task	I-5-3	Provide for storage and response for needed equipment		10/01/2017	Admin
Task	I-5-4	Identify acquisition opportunities		10/01/2016	Admin
Strategy I-6 Remodel/replace Station 4					
Task	I-6-1	Address governmental mandates	Completed	05/31/2015	Admin
Task	I-6-2	Work with appropriate elected officials to develop an implementation plan	In Progress	4/30/2016	Admin
Task	I-6-3	Determine funding source for city's portion of station	In Progress	10/01/2016	Admin
Task	I-6-4	Construction of station		6/01/2017	Admin
Strategy I-7 Determine if current facilities are in appropriate locations to provide a timely service					
Task	I-7-1	Conduct a station modeling study		12/31/2017	Admin
Task	I-7-2	Review department response time data	Completed	08/31/2015	Admin
Task	I-7-3	Review departments' response area	In Progress	05/31/2016	Operations
Task	I-7-4	Review Idaho Survey and Rating findings from last report, new criteria and anticipated impact		10/31/2016	Admin

Strategy	1-8	Assess the functions of current facilities and identify the needs in regards to remodeling, repairs, additions to provide a safe and effective work environment			
Task	1-8-1	Determine how to conduct a needs assessment		12/31/2016	Admin
Task	1-8-2	Identify and prioritize critical needs		05/31/2017	All
Strategy	1-9	Determine if resources are being deployed in the most efficient manner			
Task	1-9-1	Identify the medical priority dispatch options	Completed	10/31/2015	Operations
Task	1-9-2	Identify the impact on dispatch centers	Completed	01/31/2016	Operations
Task	1-9-3	Identify response impacts on current delivery model	Completed	01/30/2016	Operations
Strategy	1-10	Research and review potential organizational structures and response options that meet the departments' needs			
Task	1-10-1	Review results of staffing study		01/31/2017	All
Task	1-10-2	Review service delivery models		10/31/2016	All
Task	1-10-3	Review different shift schedules		01/31/2018	Admin
Task	1-10-4	Review organizational structure		01/31/2017	Admin
Task	1-10-5	Implement recommendations		10/01/2018	All

GOAL 2		Develop a resource management plan to replace apparatus, fire equipment, EMS equipment and enhance information technology			
			Status	Target Date	Responsible
Strategy 2-1		Perform a needs assessment for additional and replacement apparatus			
Task	2-1-1	Review replacement cycle with service center and administrative services and ensure that all response apparatus is included	Completed	09/30/2015	Operations
Task	2-1-2	Review the department operations for apparatus needs. Identify whether or not those needs are being met with the current apparatus	In Progress	04/30/2016	Operations
Task	2-1-3	Provide education and information to the elected officials and budgetary decision makers	In Progress	07/31/2016	Admin
Task	2-1-4	Maintain a replacement schedule with updated costs	In Progress	10/01/2017	Admin
Strategy 2-2		Perform a needs assessment for back-up and replacement equipment			
Task	2-2-1	Maintain a current and complete inventory list	Completed	01/31/2016	Operations
Task	2-2-2	Identify an equipment cache location		01/31/2017	Operations
Task	2-2-3	Determine life expectancy of equipment and develop a replacement schedule		01/31/2017	Admin
Task	2-2-4	Identify critical items for department back-up and replacement		11/30/2016	Operations
Task	2-2-5	Develop a replacement plan in the budget, broken down over a certain number of years		01/31/2017	Admin
Strategy 2-3		Perform a needs assessment to replacement and maintain PPE & SCBAs			
Task	2-3-1	Maintain a current inventory and develop a replacement schedule	Completed	04/01/2015	Operations
Task	2-3-2	Review PPE options with vendors	Completed	01/01/2016	Operations
Task	2-3-3	Maintain a current and complete inventory of all SCBAs and related equipment (bottles/masks)	Completed	05/31/2015	Operations

Task	2-3-4	Review updated standards for implementation and impact on department and city	Completed	10/01/2015	Admin
Task	2-3-5	Explore other equipment options	Completed	01/01/2016	Operations
Task	2-3-6	Explore cooperative purchasing options and identify if a savings plan needs to be developed	Completed	02/28/2016	Admin
Strategy 2-4 Determine the best equipment and options for MDCs in response vehicles					
Task	2-4-1	Explore equipment options	In Progress	12/01/2017	Operations
Task	2-4-2	Support implementation of city-wide network	In Progress	Ongoing	Admin
Task	2-4-3	Identify hardware and software needs		12/01/2017	Operations
Task	2-4-4	Develop a phased implementation plan		02/01/2018	Operations
Task	2-4-5	Determine funding mechanism for purchase		12/01/2017	Admin
Task	2-4-6	Provide training for department members		10/01/2018	Operations
Strategy 2-5 Improve communication networks between all stations and provide a secure and reliable communication system					
Task	2-5-1	Work with IS to identify current strengths, weaknesses and opportunities	Completed	07/01/2015	Admin
Task	2-5-2	Install needed infrastructure	In Progress	01/01/2017	Admin
Task	2-5-3	Provide necessary training for all department members	In Progress	04/31/2016	Admin
Task	2-5-4	Request city to develop and install a communication network	In Progress	10/01/2016	Admin

Task	2-5-5	Analyze current system stability	Completed	08/01/2015	Admin
Task	2-5-6	Analyze emerging reliable technologies	In Progress	12/31/2016	Admin
Task	2-5-7	Connect all stations via cameras for training and meetings	In Progress	03/01/2016	Admin
Strategy	2-6	Develop a frequency and communication plan to meet the needs of the LC Valley			
Task	2-6-1	Look at frequency needs and use	Completed	12/31/2015	Operations
Task	2-6-2	Look at frequency ownership	Completed	01/31/2016	Operations
Task	2-6-3	Discuss communication options with Valley partners	In Progress	05/31/2016	Admin
Task	2-6-4	Develop a frequency use plan	In Progress	06/01/2016	Operations
Task	2-6-5	Develop a replacement and maintenance plan	In Progress	07/01/2016	Admin
Task	2-6-6	Provide interagency input and training opportunities		01/01/2017	Admin
Task	2-6-7	Review interoperability requirements		01/01/2017	Operations
Strategy	2-7	Perform a complete review of current report writing and data management software and technologies			
Task	2-7-1	Determine the information the department needs	In Progress	06/01/2016	Admin
Task	2-7-2	Identify reporting mandates		06/01/2016	Admin
Task	2-7-3	Identify what processes or programs are meeting the needs and mandates		01/01/2017	All
Task	2-7-4	Review the efficiencies of the department's programs and processes		03/01/2017	All

Task	2-7-5	Identify area to change		05/01/2017	All
Task	2-7-6	Review program and software options with vendors		10/01/2017	All
Task	2-7-7	If changes are needed, identify funding for changes		02/01/2018	All

GOAL 3		Develop a plan for recruitment, career development and succession planning			
			Status	Target Date	Responsible
Strategy	3-1	Develop and maintain a retention plan to ensure department stability and low turnover			
Task	3-1-1	Provide an enjoyable and safe work environment	In Progress	Ongoing	All
Task	3-1-2	Provide top quality facilities, apparatus and equipment for personnel	In Progress	Ongoing	All
Task	3-1-3	Maintain a positive labor/management relationship	In Progress	Ongoing	All
Strategy	3-2	Identify recruiting opportunities to hire the best employee for the community			
Task	3-2-1	Create a recruiting committee	Completed	03/01/2015	Admin
Task	3-2-2	Identify existing challenges in attracting qualified candidates for certain classifications	Completed	04/01/2015	All
Task	3-2-3	Identify solutions for improvement	Completed	05/01/2015	All
Task	3-2-4	Develop and implement changes to process	Completed	07/01/2015	All
Task	3-2-5	Identify external outreach opportunities	Completed	07/01/2015	All

Task	3-2-6	Develop a recruitment plan for all entry level positions	Completed	08/01/2015	All
Task	3-2-7	Develop and implement a marketing strategy	Completed	09/01/2015	Admin
Strategy	3-3	Develop strategies for selection, promotion and training that address the personnel needs of the agency while ensuring a diverse, productive and well-trained workforce			
Task	3-3-1	Look at a mentor program to assist employees	In Progress	7/01/2016	All
Task	3-3-2	Create programs to assist employees with career advancement		01/01/2017	All
Task	3-3-3	Develop succession plans for identified career paths		06/01/2017	All
Task	3-3-4	Identify key courses, curriculum and requirements for promotions	In Progress	10/01/2016	All
Task	3-4-5	Develop task books for each promotable positions	Completed	04/30/2015	Operations
Task	3-4-6	Implement a career development program		01/01/2017	All
Task	3-4-7	Evaluate and review career development		01/01/2018	All
Strategy	3-4	Identify and develop a training and education plan for each position in the department			
Task	3-4-1	Review actual job duties and qualifications for each position and assignment	Completed	04/30/2015	All
Task	3-4-2	Identify available training and education resources	In Progress	10/30/2016	Operations
Task	3-4-3	Develop task books for each position	Completed	04/30/2015	Operations
Task	3-4-4	Create curriculum if not already available		01/01/2017	Operations
Task	3-4-5	Determine program delivery methods		01/01/2017	All

Task	3-4-6	Determine if certifications should be a requirement after training is conducted		02/01/2017	All
Task	3-4-7	Implement training plan and evaluate accordingly		01/01/2017	All

GOAL 4		Evaluate the effectiveness of the current public education program and identify areas for improvements			
			Status	Target Date	Responsible
Strategy	4-1	Conduct an analysis of the current program and educational needs of the community			
Task	4-1-1	Identify all current community education programs and activities the department participates in	Completed	12/01/2015	Prevention
Task	4-1-2	Review call data and identify trends and at-risk populations		05/01/2016	Admin
Task	4-1-3	Determine if current programs meet the needs of the at-risk population identified from call data		07/01/2016	All
Task	4-1-4	Identify specific programs that can be implemented or programs that should be terminated		10/01/2016	All
Strategy	4-2	Develop partnerships with community organizations and groups to share resources			
Task	4-2-1	Identify community organizations providing services and set up meetings	In Progress	01/01/2017	All
Task	4-2-2	Look for alternate ways to fund programs		02/01/2017	All
Strategy	4-3	Develop ways to improve the process of reaching certain audiences based on at-risk populations			
Task	4-3-1	Determine if the use of social media, PSAs, and the department website to announce public events or programs is the best method	Completed	09/01/2015	All

GOAL 5		Develop an information delivery process that meets the needs of the community and supports the mission of the department			
			Status	Target Date	Responsible
Strategy	5-1	Conduct an analysis of the current process for delivering information to the community			
Task	5-1-1	Consider establishing a taskforce involving internal and external stakeholders		10/01/2016	All
Task	5-1-2	Review current processes for delivering information to the community and identify alternative methods		02/01/2017	All
Strategy	5-2	Develop and implement a community outreach program			
Task	5-2-1	Develop a message delivery plan		01/01/2017	All
Task	5-2-2	Develop information that reflects the organization		10/01/2016	All
Task	5-2-3	Determine the need for a citizen's fire academy		10/01/2016	All

GOAL 6		Identify and prioritize standards and mandates			
			Status	Target Date	Responsible
Strategy	6-1	Develop a plan to identify, evaluate and implement various standards and mandates			
Task	6-1-1	Identify federal, state and local standards and mandates		06/01/2016	Admin
Task	6-1-2	Prioritize applicable standards		10/01/2016	Admin
Task	6-1-3	Evaluate resources and training to meet compliance		01/01/2017	All
Task	6-1-4	Determine impact on delivery of services if certain standards or mandates are not met		10/01/2016	Operations
Task	6-1-5	Identify costs associated with meeting standards and mandates		01/01/2017	Admin

GOAL 7		Develop and implement a formal safety program			
			Status	Target Date	Responsible
Strategy	7-1	To maintain a safe work environment and promote a "safety first" culture to keep the members of the organization safe			
Task	7-1-1	Conduct a review of new city safety policy and current department policies and procedures	Completed	07/01/2015	Safety
Task	7-1-2	Develop a safety program to include inspection, review, investigations and recommendation processes	Completed	10/31/2015	Safety
Task	7-1-3	Identify voids between city safety program and department operations	Completed	10/31/2015	Safety
Task	7-1-4	Provide safety training and education to personnel	In Progress	04/01/2016	All
Task	7-1-5	Evaluate current LFD safety committee and program	Completed	04/30/2015	Safety/Admin
Task	7-1-6	Review program on an annual basis	In Progress	Ongoing	All

GOAL 8		Develop a plan to accomplish commercial building inspections			
			Status	Target Date	Responsible
Strategy	8-1	Develop a plan to inspect commercial buildings			
Task	8-1-1	Identify frequency classifications of occupancies		07/01/2016	Prevention
Task	8-1-2	Identify businesses that need to be inspected		07/01/2016	Prevention
Task	8-1-3	Identify the pros and cons of having an inspection program		06/01/2016	Prev/Admin
Task	8-1-4	Look at various models being used		12/01/2016	Prevention
Task	8-1-5	Evaluate workloads and opportunities to accomplish the task		10/01/2016	All

Task	8-1-6	Develop a pilot program to implement		01/01/2017	All
Task	8-1-7	Educate local business owners about the program		01/01/2017	Prevention

GOAL 9	Evaluate the process and coordination among city departments for improvements				
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			Status	Target Date	Responsible
Strategy	9-1	Develop a process that all city departments can share information and have open communications regarding projects going on in the city			
Task	9-1-1	Determine if existing processes allow for efficient information and communication sharing between departments		12/01/2016	All
Strategy	9-2	Identify common objectives for consistent application and interpretation of procedures, policies and codes among city departments			
Task	9-2-1	Establish a committee with representatives from each department to identify objectives and a process so all departments are speaking the same language and are all on the same page		01/01/2017	Admin
Task	9-2-2	Develop joint processes with written policies / procedures for all departments to follow		06/01/2017	Admin
Strategy	9-3	Develop a program and/or process to allow for early interaction with applicants to reduce complaints or delays in projects			
Task	9-3-1	Survey current and past applicants for feedback and suggestions		06/01/2017	Prevention
Task	9-3-2	Review current processes among departments and make changes recommended from the survey and review		12/01/2016	Prevention
Task	9-3-3	Develop a joint process with written policies / procedures for all departments to follow		12/01/2017	Admin

Strategy 9-4 Provide educational tools and/or resources to customers that provide information pertaining to codes					
Task	9-4-1	Identify existing resources available to distribute		01/01/2017	Prevention
Task	9-4-2	Improve website for delivery of information	In Progress	01/01/2017	Admin
Task	9-4-3	Develop resources if none are available		10/01/2017	Prevention

APPENDIX B**LEWISTON FIRE DEPARTMENT STRENGTHS**

Currently the department has a lot of experience with the current staff	Staff and operations meetings occur on a monthly basis and minutes are distributed
The department has an electronic records and reporting program for both fire and EMS	The department has up-to-date mutual aid agreements and is looking for other partners
The department has an established safety committee that meets quarterly	The department uses ICS on all incidents and personnel are trained at the appropriate levels
Motivated, experienced and well trained EMS personnel	Regional hazmat team supported by state grant funds
Department has a long standing ARFF program	Well established and successful EMS ongoing training program recognized by State EMS
Department personnel work hard to keep facilities in good condition	Apparatus is current and following successful replacement cycles
Department has good and reliable equipment	Turnouts meet current NFPA compliance
Department has a consistent code application and is committed to life safety	Water systems are readily available and reliable.
The department has a well-respected and received public education program	Department conducts accurate, detailed and timely plan reviews

APPENDIX C

LEWISTON FIRE DEPARTMENT WEAKNESSES

No interface with the department records management system and dispatch	Current report writing software is a statewide system and the department can't modify it
Current service delivery model has limitations regarding multiple/simultaneous calls	The department does not have a dedicated training officer
Current operational staffing is at minimum levels	Inability to conduct commercial inspections
Difficulty in backfill and out-of-area transports at times	ALS ambulances are tied up responding to inter-facility BLS transports
Fast growing fires in residential structures due to combustible materials of today	No MDCs on fire and EMS apparatus
Multiple company training evolutions are difficult to complete	Stations do not provide any additional room for future growth
The department has apparatus sitting outside due to the lack of space inside stations	Increased call volume and demands with no additional staffing
There is no contingency if the department were to suffer a major loss of apparatus	Cost of equipment and training for technical rescue at technician level is very expensive and not funded at an appropriate level at this time
There is no designated training grounds for personnel to use	There are not facilities in any station to launder PPE, uniforms or bedding
There are areas of the city limits that response times are not reasonable due to location from stations	Wireless network reliability is getting better, but not at a level the department would like
There is not a common vision with the building department and contractors related to fire code	Weed abatement program takes time away from other prevention projects
Water system needs to have upgrades, especially in the LOID area	Department doesn't have timely updates on hydrant maps
There is the wrong perception and understanding by the public regarding code enforcement	Current workload on inspectors doesn't allow for annual inspections to occur as needed
The department currently does not have a professional/officer development program	Pre-fire plans are outdated and we have too many of them

APPENDIX D**LEWISTON FIRE DEPARTMENT OPPORTUNITIES**

The fire code provides an opportunity to educate people on fire safety	Maintain and improve the positive working relationships regarding water systems
Develop new and innovative public education programs	Train new and additional people for the life safety team
Partner with other agencies to provide public education	Improve the overall inspection process
Seek grants for a new Station 4	Make sure new apparatus meets the needs of the department
Look at grants, purchasing groups and leasing for future equipment purchases	Develop and refine equipment replacement, maintenance and funding for the future
Clean PPE as per the NFPA standard	Partner with other organizations and departments for an improved wireless network
Improve data and records management and utilize technology to reduce workload	Identify alternative staffing models
Career development program	Report and benchmark response time data
Multi agency training with our mutual aid partners on an annual basis	Develop a structured training program and identify alternatives for training
Identify alternative service delivery models	Identify partnerships for technician level technical rescue capabilities
Utilize the PERSI FRF contribution reduction to fund needs of the department	Develop an officer training program

APPENDIX E**LEWISTON FIRE DEPARTMENT THREATS**

Increased number of stacked calls	Changes in cost reimbursement/healthcare reform
Increased cost and liability for providing technical rescue at the technician level	Cost of ARFF training and props
Time required to complete required number of training hours	Having areas within the city that have prolonged response times
Increased risk of fire without proper inspections	No redundant wireless service in the event of a network failure
Funds for purchase of various software and hardware needed	Availability of trained personnel to conduct fire investigations
Funding to improve hydrant system city wide	

