

CANNON BEACH RURAL
FIRE PROTECTION DISTRICT
2023-2028 STRATEGIC PLAN



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Message from the Fire

I am pleased to present the 2023-2028 Cannon Beach Rural Fire Protection District strategic plan. This living document was created by the members of the Cannon Beach Rural Fire Protection District. The plan as presented lays a road map to guide us as we continue to evolve and change to match the dynamic environment of fire and emergency services. As we strive to achieve the goals and tasks detailed within this document, we do so with an understanding of the complexities of finite resources. It is with this roadmap and the creative and innovative members of this organization that we will continue to provide exceptional service to our customers.

Marc Reckmann,
Fire Chief

Introduction

The Cannon Beach Rural Fire Protection District (CBRFPD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Cannon Beach, Arch Cape, and Falcon Cove. CBRFPD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves. The following strategic plan was written in accordance with the guidelines set forth by Special Districts Association of Oregon and Oregon Fire Chief Association and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CBRFPD utilized the strategic planning process to go beyond just the development of a document. It challenged the district's members to critically examine paradigms, values, philosophies, beliefs, and desires; challenging individuals to work in the best interest of the "team." It further provided the district with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and agency stakeholders' groups demonstrated a commitment to this important project and remain committed to the document's completion and plan execution.

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Organizational

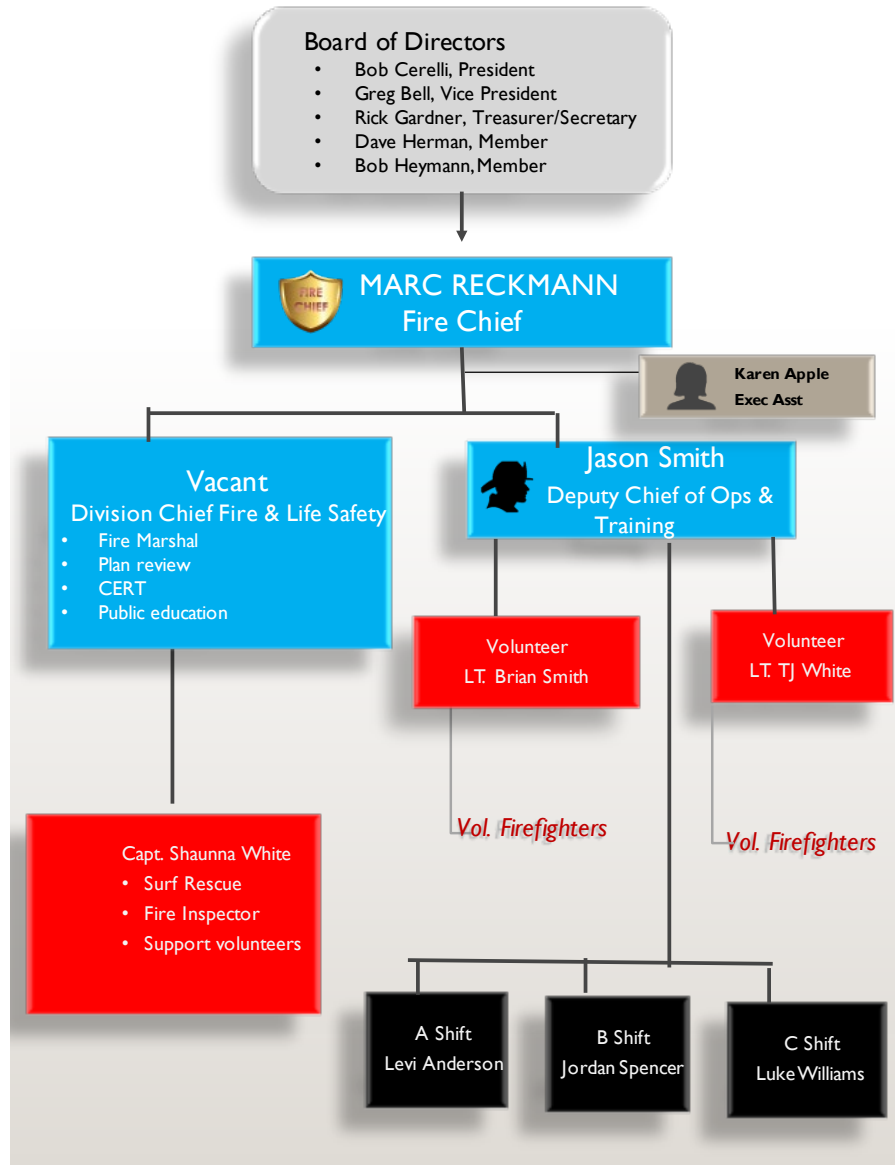
Cannon Beach Rural Fire Protection District was founded in 1947 with a mission to protect the community of Cannon Beach from the threat of fire. The District was formed with a \$.35 per thousand assessed value permanent tax rate, which it still has today. The original boundary of the fire district was mostly what today is the City of Cannon Beach, but the district was formed before the City of Cannon Beach was incorporated.



The first fire station was built on land acquired from Clatsop County and was located in the 200 block of North Spruce. In 1966 the district was expanded to include Arch Cape and then eventually Falcon Cove. A fire station was opened on Shingle Mill Road in Arch Cape. In 1996 a new station was built in Cannon Beach to replace the station on Spruce Street and in 2014 the new Arch Cape station was opened, replacing the original station on Shingle Mill Road. In the 1970's EMS was added to the Fire District and in the early 1990's rope and surf rescue were added.

Cannon Beach Fire Protection District was founded as a volunteer fire department. In 1999 a levy was passed to hire a full-time Fire Chief. In the 1990's the area began changing from blue collar working town to a retirement and vacation destination. Today Cannon Beach is a premier vacation destination. Calls have significantly increased in recent years and volunteer availability has declined. Cannon Beach Rural Fire Protection District service area includes everything along US Hwy 101 from Hwy 26 south into Tillamook County to approximately mile post 39. This includes Cannon Beach, Arch Cape, and Falcon Cove. It also includes Ecola State Park, Arcadia State Park, Hug Point State Park, and the north end of Oswald West State Park.

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Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, the board has kept the community at the front of this strategic planning process.

A strategic plan is more than just a document. Rather, it is a living management tool that provides short- term direction, builds a shared vision, documents goals and objectives, and optimizes the use of resources. The development of the strategic plan challenges the department's members to

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critically examine paradigms, values, philosophies, beliefs, and desires. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process. While plans are 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 is an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured. So complete the strategic plan, the first step was to do a 3 part SWOT analysis of the district. This consisted of the line members, management, and the board. Next was to develop a standard of cover for the district. Then based on the SWOT and the standard of cover, was to develop the goals and objectives to meet that standard of cover.

Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the organization.
3. Engage a SWOT analysis from the board, management, and line.
4. Identify the internal strengths and weaknesses of the organization from the SWOT.
5. Identify areas of opportunity or potential threats to the organization from the SWOT.
6. Determine strategic initiatives for organizational improvement.
7. Establish a realistic goal and objectives for each initiative.
8. Identify implementation tasks for the accomplishment of each objective.
9. Determine the vision of the future.
10. Develop organizational and community commitment to accomplishing the plan.

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Our Mission

Dedicated to protecting life, property, and the environment for those who are living in and visiting the communities we proudly serve.

Our Vision

To be the premier fire and rescue agency on the Oregon Coast by setting the standard of excellence in training, prevention, protection, and service for all people and communities who call upon us in a time of need.

Motto

Desire to serve, courage to act.

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Core Values

CARING

Being responsive to the needs of customers, co-workers, and the public. Demonstrating professionalism through mastery of skills and dedication to work. Performing work carefully and safely.

CITIZENSHIP

Stewardship of public resources, using them only in support of the Fire District's work. Performing work efficiently, effectively, and economically. Adheres to laws, rules, and regulations.

COOPERATION

The ability to work willingly and effectively with associates, co-workers, and the public. Communicating appropriately and showing dedication to teamwork principles. Contributing positively to the work environment.

INDUSTRIOUSNESS

Demonstrating strong work ethics through a commitment to excellence in work, being reliable in attendance, and meeting obligations. Innovative, self-motivated, and solutions orientated.

INTEGRITY

Demonstrating principles such as trustworthiness, honesty, and conformance to professional ethics. Performing one's duties to enhance the public trust, through prudent and moral decisions.

RESPECT

Recognizing the value of diversity and treating each person with dignity, fairness, and respect. Demonstrating self-respect and regard for others and their property.

RESPONSIBILITY

Being accountable for actions. Cultivating customer trust through competency, courtesy, and honoring responsibilities. Being dependable, timely, and mindful of how performance reflects on the Fire District.

The mission and values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Cannon Beach Rural Fire Protection District are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

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Programs and Services

To ensure a deeper focus exists in determining issues and gaps within an organization, there must be a delineation between core programs and supporting services. Core programs are those core deliverables provided by the department. Supporting services are all of the internal and external programs and services that help the CBRFPD deliver its core programs.

The importance of understanding the difference is that issues and gaps may exist in core programs or supporting services, and the department's strategic approach may bring forth different considerations for improvement. Additionally, supporting services may be internal or external to the organization and requires understanding how the difference impacts their location within the analysis of strengths, weaknesses, opportunities, and threats if identified. Finally, it is important that the agency stakeholders understand that delivery of the identified core programs is supported by various local, state, and national services.

Through a facilitated brainstorming session, the agency stakeholders agreed upon the core programs provided to the community, as well as many of the supporting services that support the programs.

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Agency stakeholders participated in this activity to record VFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 1 consists of the SWOT data and analysis collected by the agency stakeholders.

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Critical Issues and Service Gaps

Following the identification and review of the department's SWOT, the board met to identify themes as primary critical issues and service gaps, which lead to the development of the Standard of Cover (Appendix 2), based on NFPA 1720 (Appendix 3). The critical issues and services gaps identified by the stakeholders provide further guidance toward the identification of strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Cannon Beach Fire District Strategic Initiatives			
Staffing	Fire Prevention	Service Delivery	Training Proficiency
Succession Planning	Capital Outlay	Communication systems	

Goals and Objectives

To continuously achieve the mission of the Cannon Beach Rural Fire Protection District, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established workgroups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared by the CBRFPD's leadership.

Appendix 4 & 5 outline the staffing and capital needs of the department.

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Goal 1	Have staff, students, and volunteers to meet the standard of cover as defined in Appendix 2
Objective 1A	Secure funds to have 3 firefighters assigned to shift per day with minimum staffing of 2.
Objective 1B	Continue to explore avenues to expand student program.
Objective 1C	Continue to work with businesses to recruit volunteers
Objective 1D	Explore other forms of incentives, such as health insurance for volunteers.
Objective 1E	Expand part time program to help with daytime call volume.
Objective 1F	Expand the Arch Cape Station to include living quarters for volunteers, students, and/or paid staffing.
Objective 1G	With the addition of living quarters at the Arch Cape Station, reduce the response time to calls south of Hug Point.

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Goal 2	Develop a robust fire prevention and inspection program.
Objective 2A	Do a nationwide recruitment for an experience Fire & Life Safety Division Chief to over see and build a fire prevention program.
Objective 2B	Identify high hazard targets and ensure that they are inspected at least annually. All other commercial businesses to be inspected at least every two years
Objective 2C	Train all shift personnel to the company inspector level and provide company inspections.
Objective 2D	Ensure that all Knox Access is maintained an kept up to date
Objective 2E	Ensure that all hydrants are maintained
Objective 2F	Support the City of Cannon Beach CERT program, move towards a joint program that allows CERT to be support volunteers. This will include a well-developed Chaplain program.
Objective 2G	With City of Cannon Beach financial support, fully integrate the lifeguard program into the fire district.
Objective 2H	Develop and support a community CPR program.
Objective 2I	Engage in community events and solicit feedback.

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Goal 3 Increase service delivery in all categories of response

Objective 3A With the addition of more 24-hour staff, ensure there is a qualified apparatus operator and qualified officer on each shift.

Objective 3B Encourage and support higher EMS training (intermediate & Paramedic)

Objective 3D Enhance surf rescue program to ensure all paid staff are surf rescue qualified and support volunteer participation.

Objective 3E Ensure all paid staff are certified rope rescue technicians.

Objective 3F Support Chief Officers with housing to ensure residency in the District.

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Goal 4 Increase training proficiency

Objective 4A Increase available training to all personnel in all disciplines

Objective 4B Develop specific training times and topics for technical rescue teams.

Objective 4C Increase officer development training

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Goal 5	Plan for succession of all personnel
Objective 5A	Ensure that there is a clear succession plan for all levels, even for short term vacancies.
Objective 5B	Support higher education for succession planning
Objective 5C	Support volunteer succession, ensure the volunteers are encouraged, empowered to seek promotion, and supported with a clear path and ample training opportunities.

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Goal 6	Ensure that a capital project reserve is adequately funded
Objective 6A	Plan for engines and ladders to be replaced within 25 years; should be replacing 1 every 5-6 years.
Objective 6B	Plan for facility repairs such as generators and siding so that it is not a burden on the budget.
Objective 6C	Replace small apparatus such as staff vehicles as needed depending on use and condition.
Objective 6D	Plan for replacement of small tool and equipment at appropriate end of useful life.
Objective 6E	Replace apparatus with apparatus more suitable for our area, such as a type I/III engine in Arch Cape or a beach capable brush truck. Also replacing engine with a pumper-tender to better respond to the non-hydrant areas of the district
Objective 6F	Plan for the expansion of both stations for future staffing growth.

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Goal 7 Enhance 911 communications in the Fire District

Objective 7A Support a 911 call center consolidation

Objective 7B Support a common dispatch frequency

Objective 7C Work to improve Emergency Medical Dispatching

Objective 7D Improve radio communications in Falcon Cove by utilizing Neahkahnie Mountain radio site

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Vision

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in its strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

Tips for Institutionalization

1. Communicate to all levels, even during onboarding.
2. Get all levels involved in the implementation and tap their creativity.
3. Empower all leaders and let them go.
4. Maintain accountability.
5. Report progress regularly for all to see.

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To establish that the department's strategic plan is achieving results, performance measurements 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 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.

A "family of measures" typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the "why" of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon the implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community- at-large.

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify agency and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.

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Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community's needs.

Part of the ongoing Strategic Plan is to continue to solicit community feedback. It is important to not only educate the community, but to listen to the community. A large part of Goal 2 is based on community involvement.

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Appendix 1

SWOT

The first part of the Strategic Plan was for labor (firefighters), Management (Chief Officers), and the Board of Directors to each do a SWOT analysis of the District. Below is each groups feedback.

The Board of Directors used the SWOT from each of these groups to develop the overall goals of the Strategic Plan.

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Appendix 1

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SWOT - Labor

STRENGTHS

- 🔥 Analyzing of needs
- 🔥 Patient care/EMS care
- 🔥 Care of the community & visitors
- 🔥 Positive relationships with neighboring agencies
- 🔥 Grant success
- 🔥 Community support
- 🔥 Dedicated core volunteers
- 🔥 Training opportunities for volunteers
- 🔥 Honoring volunteers in retirement
- 🔥 Flexible training to new volunteers
- 🔥 Comradery
- 🔥 Welcoming of new members
- 🔥 Response time for major incidents.
- 🔥 Very good relationship with police
- 🔥 Updating apparatus
- 🔥 Good relationship with City staff
- 🔥 Relationship with volunteer Association

OPPORTUNITIES

- 🔥 Community outreach
- 🔥 CPR Classes
- 🔥 Recruiting for technical rescue
- 🔥 Recruiting though High School
- 🔥 Pacifica Projects
- 🔥 High School wood shop
- 🔥 Partnerships with CERT
- 🔥 Partnerships with media outside county
- 🔥 Taking over lifeguards
- 🔥 Support volunteer program
- 🔥 Increase surf rescue program
- 🔥 Increase water awareness
- 🔥 Joint training with neighboring departments
- 🔥 Large scale exercises with multiple departments

WEAKNESSES

- 🔥 Nighttime response
- 🔥 Technical rescues
- 🔥 Advanced life support
- 🔥 Company level leadership
- 🔥 Path to leadership
- 🔥 Volunteer recruitment pool
- 🔥 Housing availability
- 🔥 Physical fitness
- 🔥 Lack of advanced training
- 🔥 Very young department
- 🔥 Lack of fire experience
- 🔥 Fire prevention & Inspections
- 🔥 Public relations/outreach
- 🔥 Volunteer burnout
- 🔥 Feels like a job
- 🔥 Losing Chaplain
- 🔥 Hiring process is slow
- 🔥 History of department
- 🔥 Lack of home feeling in station
- 🔥 Lack of Involvement of Arch Cape
- 🔥 Low permanent tax rate
- 🔥 Lack of updating roads and addresses
- 🔥 Lack of responders out of Arch Cape
- 🔥 No student program

THREATS

- 🔥 Attrition
- 🔥 Housing price and availability
- 🔥 Natural disasters
- 🔥 Volunteers feeling like it a job
- 🔥 Transition from volunteer to combination
- 🔥 Tension between paid and volunteer
- 🔥 Cultural changes
- 🔥 Lack of recruitment pool
- 🔥 Increasing calls
- 🔥 Simultaneous calls
- 🔥 Code compliance
- 🔥 Increase transient and drug activity
- 🔥 Lack of trust of public to City for PFT
- 🔥 Lack of county-maintained roads
- 🔥 Lack of addressing
- 🔥 Lack of support from State Parks

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Appendix 1

SWOT Management	
STRENGTHS <ul style="list-style-type: none"> 🔥 CB Fire is in good financial condition. It continues to exercise solid accounting practices, leverages a CPA, avoids borrowing and has good accounting controls in place. 🔥 Good internal communications systems are in place. 🔥 Excellent relationships with the agencies including: police, city and county. 🔥 Maintained apparatus and building in effective working order. 🔥 Delivers training based on professional standards. 🔥 Community support 🔥 High department moral 🔥 Good relationship between firefighter association and district 🔥 Good management to labor relationship 	OPPORTUNITIES <ul style="list-style-type: none"> 🔥 Strengthening the organizational culture towards teamwork and excellence in service. 🔥 Increased standardization of training and response. 🔥 Publicizing use of PFT money 🔥 Volunteer housing in Arch Cape 🔥 District owned housing for Chief Officers 🔥 Taking over lifeguard program 🔥 Taking over CERT into a support volunteer program. 🔥 Increase levy in 2024 🔥 Moving to staffed 24 hours a day with Advanced EMT 🔥 Successful acquisition of grant funding for capital project and staffing.
WEAKNESSES <ul style="list-style-type: none"> 🔥 Delegation of authority, purchasing authority considerations and comprehensive Board Policies. 🔥 Pre-incident planning, incidents and performance tracking 🔥 Well defined promotional process, training and performance objectives. 🔥 Asset Management including Capital and non-capital assets; Long-term apparatus replacement and funding strategy. 🔥 Clear Service level definition 🔥 Fire Prevention 🔥 Project prioritization, performance measurements and targets. 🔥 Lack of long term financial stability due to low permanent tax rate 🔥 Lack of disaster planning 🔥 Lack of volunteer officer participation 	THREATS <ul style="list-style-type: none"> 🔥 Ensuring the district can effectively staff emergency responses at all times 🔥 Acquiring fiscal resources to maintain and improve equipment and facilities 🔥 Lack of available housing for volunteers 🔥 Lack of mutual aid response 🔥 Chief officers not living in district 🔥 Lack of succession planning for both paid and volunteer 🔥 Lack of succession planning for board of Directors. 🔥 Lack of workforce effecting availability of volunteers 🔥 Lack of grant funding 🔥 Lack of adequate dispatching 🔥 Long ambulance response times

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Appendix 1

SWOT Board of Directors

Strengths: *(Attributes the Board works to protect through active oversight)*

1. Excellent financial position
 - a. Accounting controls and policies (but need Delegation of Authority)
 - b. Diversity of funding sources
 - c. Conservative borrowing approach
2. Capable management team
 - a. Excellent management to labor relations (communication, morale, etc.)
 - b. Effective training processes
 - c. Strong inter-agency relations
 - d. Positive community support
3. Equipment and facilities to meet current service level requirements
 - a. Vehicles, rescue apparatus, medical equipment, firehouse systems, PPE

Weaknesses: *(Issues the Board works to mitigate through proactive steps)*

1. Volunteer based service model
 - a. Environmental challenges, e.g., housing costs and employer support
 - b. Changing cultural attitude about on-demand volunteer response
 - c. Breadth of skills required in Cannon Beach District
2. Tenuous revenue streams
 - a. Fixed property tax base
 - b. Expiring levies
 - c. High dependency on grants
3. Dependence on third party resources - dispatch, mutual aid, ambulance
 - a. No guaranteed contractual service level
 - b. Little influence over operations and methods

Opportunities: *(Areas the Boards investigates to create sustainable new Strengths)*

1. Establish a fire and emergency prevention function (e.g Fire Marshal)
 - a. Inspections, audits, public awareness, etc.
 - b. Active monitoring and investigations
 - c. Alignment with City and CERT on disaster planning, etc.
2. Engage community to support service model
 - a. Local housing
 - b. On-call volunteer benefits
3. Leverage technology to improve service and operations
 - a. Camera based monitoring (beach, public areas),
 - b. Augmented Reality based training

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Appendix 1

Strengths: *(Attributes the Board works to protect through active oversight)*

4. Excellent financial position
 - a. Accounting controls and policies (but need Delegation of Authority)
 - b. Diversity of funding sources
 - c. Conservative borrowing approach
5. Capable management team
 - a. Excellent management to labor relations (communication, morale, etc.)
 - b. Effective training processes
 - c. Strong inter-agency relations
 - d. Positive community support
6. Equipment and facilities to meet current service level requirements
 - a. Vehicles, rescue apparatus, medical equipment, firehouse systems, PPE

Weaknesses: *(Issues the Board works to mitigate through proactive steps)*

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 - c. Breadth of skills required in Cannon Beach District
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Opportunities: *(Areas the Boards investigates to create sustainable new Strengths)*

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Appendix 2 ***2023-2028 STRATEGIC PLAN***

Standard of Cover

Standards of Cover are based on well understood principles of emergency care and fire behavior:

- *Cardiac arrest will result in irreversible death without intervention in 9 minutes.*
- *A structure fire doubles in size every 30 seconds, typically leading to flashover in 7 minutes.*

The standard of cover for the Cannon Beach Rural Fire District will be to respond to the following call types with personnel and equipment within the time give.

- Emergency Medical Services
 - Within City Limits
 - EMT Advanced or higher
 - Two on scene within 7 minutes with at least 1 being EMT Advanced
 - Arch Cape/Falcon Cove
 - EMT Advanced or higher
 - Two on scene within 12 minutes with at least 1 being EMT Advanced
- Structure Fire Response
 - Within City Limits
 - 7-minute arrival with engine minimum of three people
 - 12-minute arrival of 2nd engine/Ladder
 - Duty Officer
 - Arch Cape/Falcon Cove
 - 12-minute arrival with engine minimum of three people
 - 20-minute arrival of 2nd engine/Ladder
 - Duty Officer
- High Angle/Trail Rescue
 - Two responders with at least 1 rope-technician within 12 minutes
 - Seven rescuers within 20 minutes
 - Duty officer
- Surf Rescue
 - Two responders able to enter water arriving within 7 minutes.
 - Five responders with jet skis within 12 minutes
 - Duty Officer

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Appendix 3

NFPA 1720

Demand Zone	Demographics	Minimum Staff to Respond	Response Time in Minutes
Urban area	More than 1,000 people per square mile	15	9
Suburban area (Cannon Beach)	Between 500-1,000 people per square mile	10	10
Rural area (Arch Cape)	Less than 500 people per square mile	6	14
Remote area	Travel distance of 8 miles or more	4	Depends on travel distance
Special Risks	Determined by the AHJ	Determined by AHJ based on risk	Determined by the AHJ

Standard of cover is partly based on NFPA 1720. Cannon Beach is a suburban area as defined by NFPA 1720 and the Arch Cape/Falcon Cove area would be a rural area as defined by NFPA 1720

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Appendix 4

Staffing Notes

To meet the above standards of cover, Cannon Beach Fire needs the following personnel:

- Active, duty officer rotation. Currently there are 3, it is barely manageable. There will be 4 with the addition of the Division Chief/Fire Marshal. Duty officers respond to all calls and are the point of contact for public or on shift personnel. Off duty officers will still respond as available to large incidents but cannot be relied upon.
- Minimum 2 people per shift (firefighter & Lieutenant), 3 should be the goal. It is unsafe for personnel to be responding alone, it is an unreasonable expectation. A guaranteed 2 people per shift allow for effective EMS and the start of fire suppression efforts. It is unreasonable to expect to meet standard of cover with 1 person per day.
- Off duty call back is a necessity to ensure response to larger incidents and simultaneous calls. The more 24-hour staff, the bigger the pool of off duty call back availability.
- There have been multiple avenues of recruitment through businesses; with the current climate of employment, it is difficult for employers to allow employees to leave for calls. We are going to continue to struggle with volunteer recruitment.
- Arch Cape presents its own set of challenges. It will be difficult to attract future community volunteers in Arch Cape, any recruitment will be 1 or 2. The future of Arch Cape is to have a resident volunteer program at the station, as well as Division Chief/Fire Marshal office at Arch Cape to help with coverage. To keep the ISO rating in that area, there needs to be proof of response for the 3 years prior to a rating. 2028 should be the next rating, so by 2025 there needs to be proof of response.
- Student program is very competitive. To be competitive, the Fire District needs to be able to provide them with training and mentorship as well as housing.

CANNON BEACH RURAL FIRE PROTECTION DISTRICT

2023-2028 STRATEGIC PLAN

Appendix 5

Capital Notes

The standard of cover is also reliant on having the proper equipment. There has been a lot of equipment replacement over the last few years. Cannon Beach Fire is now in a place to maintain replacement rather than catch up. To keep insurance ratings, there needs to be a replacement plan of the 3 engines and the ladder every 25 years. It is required by ISO to have 2 engines and a ladder in Cannon Beach and an engine in Arch Cape. These apparatus are de-rated by ISO after 25 years. One engine is getting replaced in 2023, so next one should be in about 2028. It is taking about 24 months to get an engine, planning needs to begin in 2026. The costs are going up on apparatus, financial planning needs to be accounting for that. The 2023 engine was ~\$550,000, if were to reorder the same engine right now it would be about \$720,000 due to inflation. The next to replace will be the 2004 type III engine with a 2010 era type III to better serve the Arch Cape area and the urban interface. The equipment reserve is just as important as the staffing. Without the proper equipment, the staffing is a not able to complete the mission. Most of the equipment replacement has been completed the last few years by grants and association fundraising. These two sources are amazing but should not be relied upon for equipment replacement.

There have been years of deferred maintenance for both stations and the COWS. The roof began leaking and was not repaired for several years due to funding, when it was, the cost was almost double what was expected because of the amount of rot. There are still places that the water damage from the leaking roof has not been repaired, this will get repaired with the seismic grant. There are many other areas of deferred maintenance that are being worked on and planned for.

The bay doors do not seal and let cold air in the bays and heat out, windows do not close fully, siding is failing; this is all part of a 30-year-old building. The COWS system is no different, there was no adequate revenue to properly maintain the system. Now as the city has taken it over, the district is still responsible for the two towers in Arch Cape. We need to have a funded capital reserve for facilities.