

Date: January 2, 2019

To: Mayor, City Council & City Manager

A handwritten signature in black ink, appearing to be the initials 'RM' or similar, written over the 'To:' line.

From: Fire Chief

Re: Fire Department Strategic Plan Update

Since 2015, the Fire Department has conducted an annual update to its 5-year Strategic Plan. This plan provides benchmarks of future goals, using a continuous improvement of services methodology. Initially, the plan had the overall goal of reaching an ISO Class 3 by 2020, by using a series of goals in the prior years to ensure the department would achieve the Class 3 rating. Every year the plan is evaluated and updated to continue the planning process for 5-years into the future and to ensure the fire department remains on track to meet future goals.

Each year the council is provided an updated version of the department's Strategic Plan and the department's Performance Outcomes, during the budget process. This provides the council with a snapshot of the fire department's objectives and a plan for future purchase request.

At the January COW meeting, I will provide a comprehensive update of the strategic plan, performance outcomes, and series of projects that will enhance services to the citizens. I have attached a copy of the strategic plan and performance outcomes. The documents attached to this memo go beyond those included in the fire department's budget submittal and provide an opportunity for the City Council to more extensively assess the short-term and long-term directions of the department, and determine if they want to change capital project or program outcomes in any way.

Streator Fire Department 5-year Strategic Plan

	2018	2019	2020	2021	2022	2023
ISO rating	4		3	Assess needs for ISO 2.		
Training	EMT-B	EMT-B & Advanced Tech Firefighter	Fire Apparatus Engineer	Leadership Development & Decision Making	Fire Officer I	Fire Officer II
Equipment	Hydraulic Rescue Tool replacement	SCBA	SCBA	SCBA / Turnout gear	SCBA / Turnout gear	Quick Response Vehicle
Training center	Burn Building Construction	Install various props	Burn Cell			Streetscape
Risk Reduction Programs	Opioid Prevention Fall Prevention Citizen Alerting	Mobile Integrated Healthcare / Juvenile Firesetter Program / Culture of Excellence in Cardiac Arrest	Risk Assessment	Risk Assessment	Risk Assessment	Risk Assessment
Best in Class Evaluation			Study Best in Class Evaluation Process	Begin Evaluation Process	Best in class Evaluation Phase II	Best in class completion
Emergency Management	Strategic Plan	Revise Emergency Operations Plan	Streator Strong	City-wide Exercise		

10/24/2018

Performance Outcome	Measurement Methodology	Source & Frequency	Baseline	Current	Benchmark
Response Time	Minutes from receipt of call by 9-1-1 until emergency responders are on scene, averaged monthly	Emergency Reporting Software/Monthly	4:36	4:11	Five minutes or less
Percentage of fires contained to their room of origin	Percentage of structure fires where emergency personnel were able to keep a fire(s) from spreading outside the room where it started	Emergency Reporting Software/Quarterly	88%	76%	90% of the time
Damage to Property	Total value of property destroyed or damaged as a percentage of the city's total assessed value	Emergency Reporting Software and data from the county tax assessors/Annually	1.20%	0.06%	5% of total assessed value
On duty injuries	Number and cost of on duty injuries as a percentage of fire department payroll	Human Resources/Quarterly	5 at 8%	2 at .5%	0 at 0 % of fire department payroll
Commercial fires	Number of fires in commercial and non-residential structures related to fire safety code violations	Emergency Reporting Software/Annually	0	0	0 Goal of 0
Emergency Medical Responder	Patient survival rate	Advanced Medical Transport/Quarterly	92%	98%	90 % or above

Streator Emergency Management Strategic Plan 2019-2023

Purpose:

This document sets out a strategic plan for Emergency Management in the city of Streator. The plan uses a series of mission and vision statements, plus categorized goals, objectives and milestones all related to local emergency management, to create a 5-year road map for Emergency Management Services.

Mission:

The mission of the city of Streator Emergency Management Plan is to develop, coordinate, and lead the local emergency management program; enabling effective preparation for and efficient response to emergencies and disasters in order to save lives, reduce property loss, and mitigate human suffering.

To accomplish this mission, Streator Emergency Management will:

- Develop plans and procedures to ensure the highest level of mitigation, preparedness, response and recovery.
- Maintain a comprehensive, risk-based, all-hazard emergency management and training program.
- Coordinate federal, state, county, and local resources for mitigation, preparedness, response and recovery operations.

Vision:

The vision of Streator Emergency Management is to strive to be the most effective small city local emergency management agency in the state.

Strategic Priorities:

Strategic Priorities of Streator Emergency Management are summarized as:

- Preservation of life and property
- Ensure that critical services the community depends on are continually provided
- Ensure that emergency personnel and stakeholders are properly trained and equipped to accomplish their expanded duties during a major emergency or disaster situation
- Make the most effective use of available funding and resources to reach our mission and accomplish our goals
- Maintain an acceptable level of essential services to the community regardless of challenges

Strategic Goals:

The following goals will be accomplished through Streator Emergency Management:

- Continually improve and strengthen all four phases of emergency management: Preparedness, mitigation, response, and recovery.
- Continue to strengthen personnel and resource capabilities of Streator through planning, training and exercising.
- Strengthen citizen preparedness through educational programs and outreach activities.
- Continually improve Emergency Operations Center (EOC) functions and capabilities based on comprehensive assessments.
- Develop and expand community partnerships and collaborative sharing of resources with Non-Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
- Develop and maintain a formal training and exercise program that is driven by hazard vulnerabilities, council priorities, corrective actions from After-Action Reports, and identified gaps in capabilities and plans.

Objectives:

The following objectives are targeted to support the key goals as shown:

1. Strengthen citizen preparedness through educational programs and outreach activities
 - a. Develop and maintain a comprehensive citizen preparedness training program.
 - b. Identify and target community preparedness education efforts for vulnerable citizens.
2. Continually improve Emergency Operations Center functions and capabilities based on comprehensive assessments.
 - a. Upgrade EOC equipment and technology.
 - b. Develop and test EOC Standard Operating Procedures (SOPs).
 - c. Train EOC staff on updated protocols.
 - d. Build personnel depth in EOC functional areas.
 - e. Test back-up EOC.
3. Enhance and expand community partnerships and collaborative sharing of resources with Non-Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
 - a. Begin to hold Emergency Services Coordinator meetings, Voluntary Organizations Active in Disaster (VOAD) meetings, and others as identified or created.
 - b. Attend community meetings and special community events. Provide support to the private sector.
4. Develop and maintain a formal training and exercise program that is driven by hazard vulnerabilities, council priorities, corrective actions from After-Action Reports (AAR), and gaps in capabilities and plans.
 - a. Define priorities and develop and implement a 5-year training and exercise plan.
 - b. Continue to establish training and exercise program protocols.

- c. Establish formal corrective action planning protocols for all AARs and improvement plans.
 - d. Ensure exercises are conducted following the HSEEP methodology and NIMS guidelines.
5. Continue to strengthen personnel and resource capabilities of emergency management through planning, training, and exercising.
 - a. Ensure the emergency management program maintenance is followed accordingly and plans are reviewed and updated as necessary.
 - b. Ensure revised plans, or newly created plans, are tied directly to training and development of scenarios used in planning and training.
6. Continually improve and strengthen all four phases of emergency management.
 - a. Regularly convene the planning team to review and revise the mitigation plan as required for the program maintenance.
 - b. Ensure stakeholders are trained and prepared appropriately on their emergency responsibilities as outlined in the Emergency Operations Plan (EOP).
 - c. Provide the tools necessary for stakeholders and citizens alike to properly respond to emergency situations in a safe and effective manner.
 - d. Ensure a seamless and effective transition for short and long term recovery that returns Streator to its pre-disaster state as soon as practical.

Implementation:

Implementation of the above priorities and goals will be accomplished through a combined effort of all Streator departments, Streator government officials, and other emergency services coordinators. Meetings will be conducted as needed to review goals and priorities, and to define and update strategies for achieving the goals.

Projected Milestones:

- One EOC exercise to be conducted in 2019
- EOC procedures expanded annually
- Training and exercise plan developed
- Technology upgrades to EOC

Program Maintenance:

The emergency management program has many elements, and many stakeholders. In order for the program to be successful, it is necessary to ensure a documented schedule and plan to ensure all plans are evaluated, maintained and revised as appropriate.

All plans are subject to revision after any EOC activation, incident, or planned event such as an exercise, in which time the plan would reflect items from the After-Action Report (AAR) and/or corrective action plan. This schedule is subject to change based on Federal, State, or local requirements, or items with grant funding attached, or as needed.

The Emergency Manager will be responsible for:

- Ensuring this program maintenance is adhered to by initiating the review and revision process
- Maintaining records of plan maintenance

- Maintaining records of corrective actions on plans exercised or tested during real or planned events
- Ensure appropriate staff members are involved in the review/revision process, and all staff members have access to the plans.

Plan Development and Maintenance Schedule

Plan	Develop	Review
Emergency Operation Plan EOP	2019	Annually
Resource Management	2018	Annually
Training & Exercise Plan	2019	2 Years
Strategic Plan	2018	5 Years
Recovery Plan	2020	5 Years
Continuity of Government Plan	2021	5 Years
Mitigation Plan	2022	5 Years

Public Education

Citizen preparedness through education and outreach activities will be an important component of the emergency management strategic plan. A well-prepared community will lead to a quick and efficient recovery from a disaster. In 2020 a campaign will begin, called Streator Strong, with the goal of making Streator and its citizens resilient to a disaster.