

Jackson County Fire District 3

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We are pleased to present the 2012 first quarter report of the District's progress toward the 3-5 year strategic plan adopted February 16, 2012. This report identifies the quality of performance on the prevention and emergency response targets and the progress on the strategic goals.

Some of the specific activities during the first quarter of 2012 include:

- Responded to 1339 incidents this quarter
 - 14 structure fires
 - 1 wildland fire
 - 597 emergency medical incidents
 - 727 other incidents (less than emergent)
- Fire prevention activities
 - 146 fire inspections
 - 16 public education events
 - 29 fire investigations
 - 8 plans reviewed
- Adopted the three to five year strategic plan
- Prepared the FY 12/13 budget
- Revised the strategic plan quarterly report
- Published the District's annual newsletter
- Hired and trained five new Firefighters
- Trained existing and future Captains on leadership and incident management
- Delivered Civil Service exam for Fire Captain and promoted two Captains
- Continued implementation of the ESCi report on the Maintenance Department
- Recruited personnel for the Battalion Chief/Rural Community
- Celebrated our personnel at the annual awards banquet

Please review the attached reports and contact staff if you have any questions regarding the activities for this quarter.

Respectfully,

Dan Petersen
Fire Chief



Jackson County Fire District 3

2012 First Quarter Prevention Report

1. Commercial Fire Inspections

- a. Inspect 33% of low hazard occupancies annually (33% of 721=240)
- b. Inspect 50% of moderate hazard occupancies annually (50% of 220=110)
- c. Inspect 100% of high hazard occupancies annually (100% of 65=65)

	2012			
	Target	2011*	YTD	YTD
Low Hazard Inspections	240	N/A	146	61%
Moderate Hazard Inspections (FLSD)	110	N/A	34	31%
High Hazard Inspections (FLSD)	65	N/A	9	14%
Totals	415	364	189	

(*Beginning on January 1, 2012 inspectable occupancies were re-classified for simplicity and re-prioritization of inspections to three classifications i.e. Low, Moderate or High hazard. Before that they were classified by Occupancy Use only as prescribed in the International Building Code which has no less than 30 classifications.)

2. Public Education Annual Activity

- a. 30% of suburban/rural households contacted with Public Education message
- b. Deliver and participate in 30 Public Education/Community Events

	2012	2011	YTD
	Target	Actual	Actual
a. Suburban/Rural Households*	30%	0%	TBD
b. Public Ed/Community Events	30	84	16

(*The Rural Community Battalion Chief will take on this Target as part of his/her duties.)

3. Fire (and Explosion) Investigations

	2012	2011	YTD
	Target	Actual	Actual
a. Operations	100%	141/141	28/28 100%
b. Fire & Life Safety	100%	22	1/1 100%
Total Investigations	100%	163	29/29 100%

4. Development

	2012	2011	2012
	Target	Actual	YTD
a. Plans Reviewed	100%	12/12 (100%)	8/8 (100%)
b. 7 Day Turnaround	100%	100%	100%



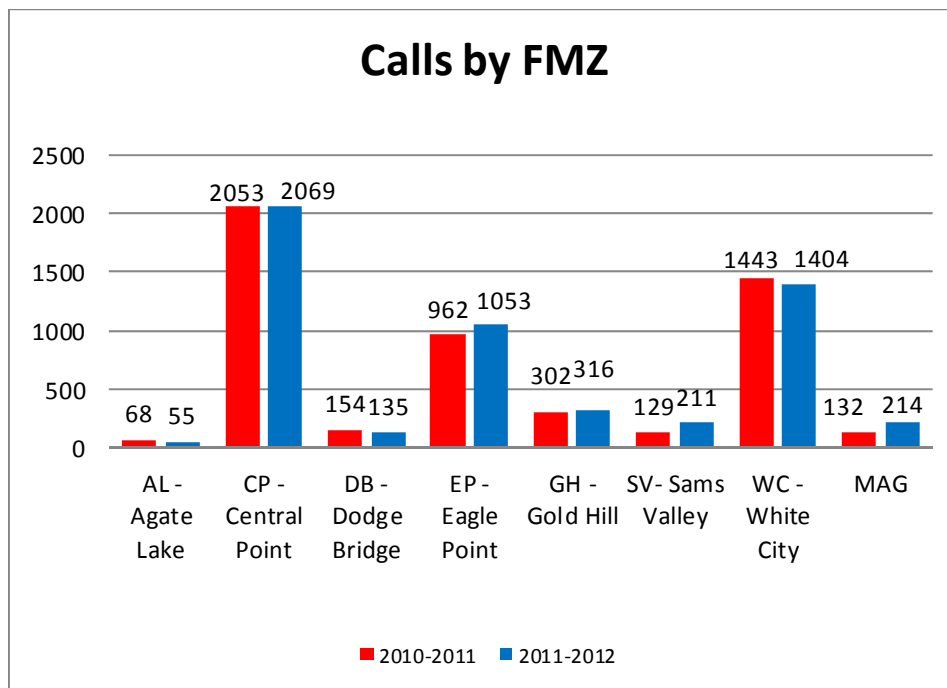
Jackson County Fire District 3 2012 First Quarter Operations Report

Incident Response Activities

1. Number of District wide calls by type

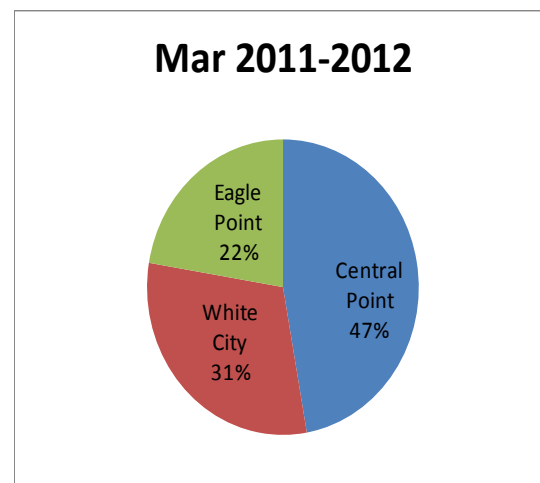
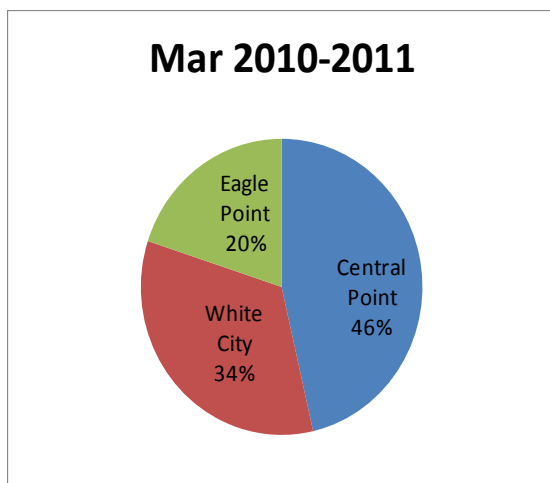
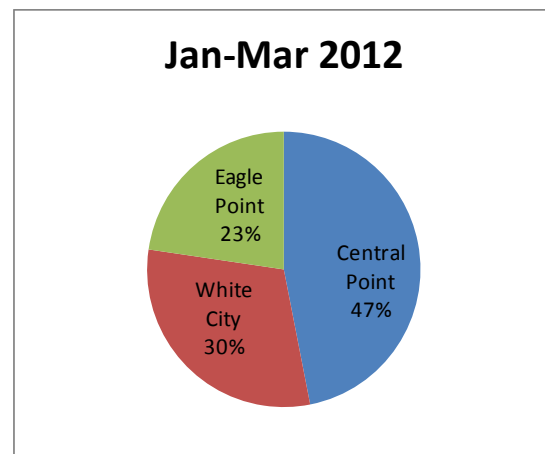
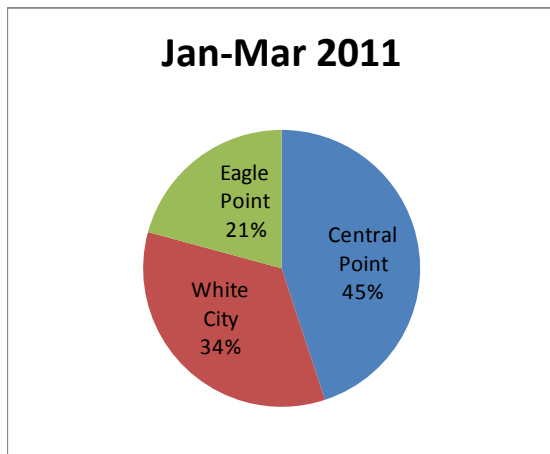
Type of Call	Jan-Mar 2011	Jan-Mar 2012	% Change	Mar 31st 2010-2011	Mar 31st 2011-2012	% Change
Structure Fires	13	14	7.69%	56	54	-3.57%
Wildland Fires	0	1	100.00%	17	28	64.71%
EMS	660	597	-9.55%	2611	2429	-6.97%
Other	674	727	7.86%	2559	2946	15.12%
Totals	1347	1339	-0.59%	5243	5457	4.08%

2. Calls by Fire Management Zone (FMZ)



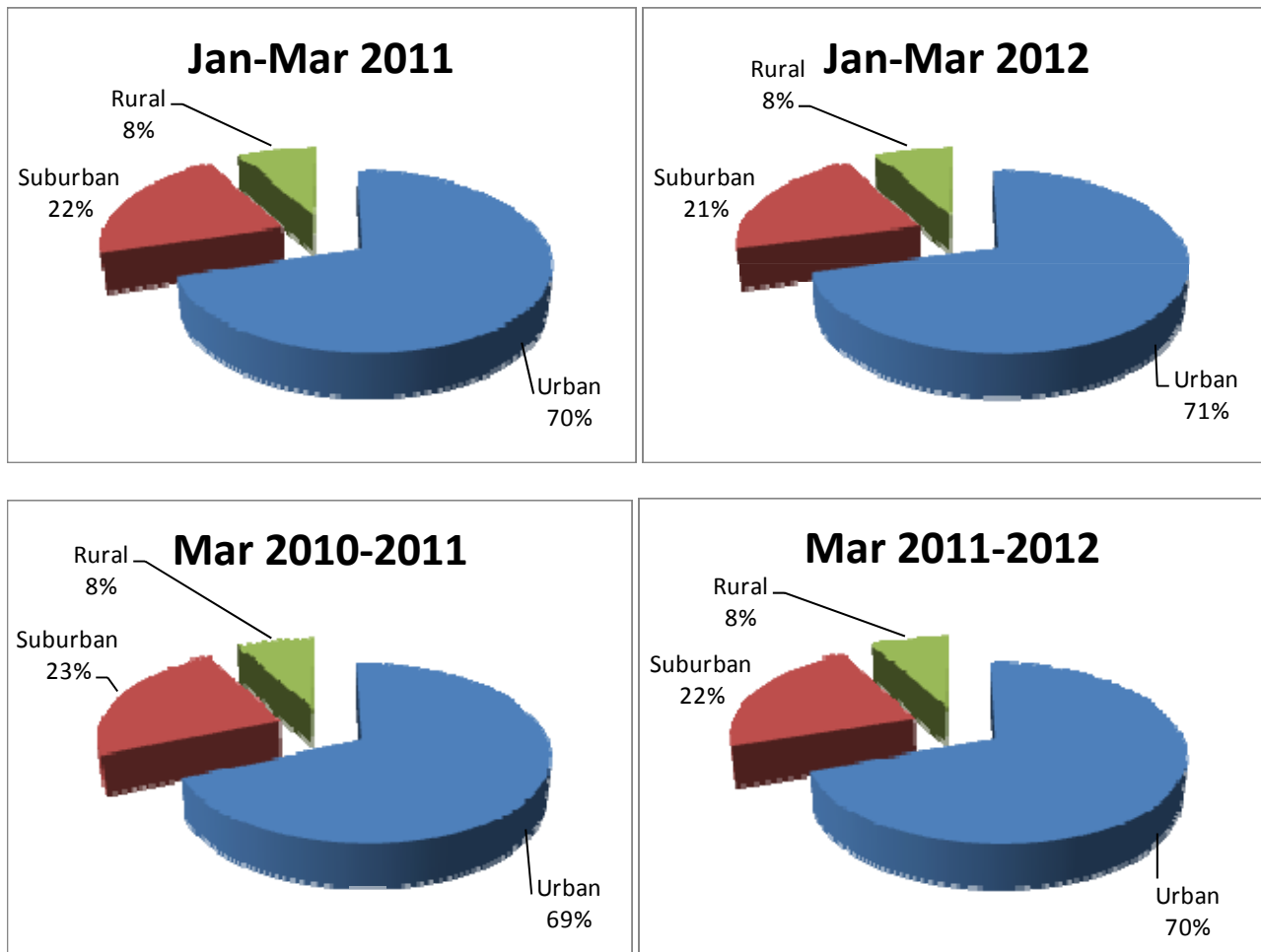
3. Calls by Career Station – Trends

The following pie charts reflect a 24 month trend in call volume:



Station	Jan-Mar 2011	Jan-Mar 2012	% Change	Mar 2010-2011	Mar 2011-2012	% Change
Central Point	595	606	1.85%	2383	2504	5.08%
White City	454	393	-13.44%	1725	1616	-6.32%
Eagle Point	275	293	6.55%	1026	1187	15.69%
Mutual Aid	23	47	104.35%	109	150	37.61%

4. Calls by Population Density



5. Number of calls by type per Fire Management Zone (FMZ) for Quarter

Type	AL		CP		DB		EP		GH		SV		WC	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
Structure	0	0	2	2	0	0	3	2	2	0	0	0	1	3
Wildland	0	0	0	1	0	0	0	0	0	0	0	0	0	0
EMS	0	2	297	257	3	1	128	154	7	27	1	0	219	150
Other	3	11	279	292	3	1	138	135	8	27	3	2	227	225
Total	3	13	578	552	6	2	269	291	17	54	4	2	447	378

Emergency Response Targets

The Scorecard: A scorecard is provided for each performance measure found under “B. Standards of Cover”; “C. Service Level Goals” and “D. Annual Goals”. The score on the scorecard indicates the trend and includes both a traditional letter grade and a descriptor i.e. Improving, Static or Declining.

1. All Emergent Responses

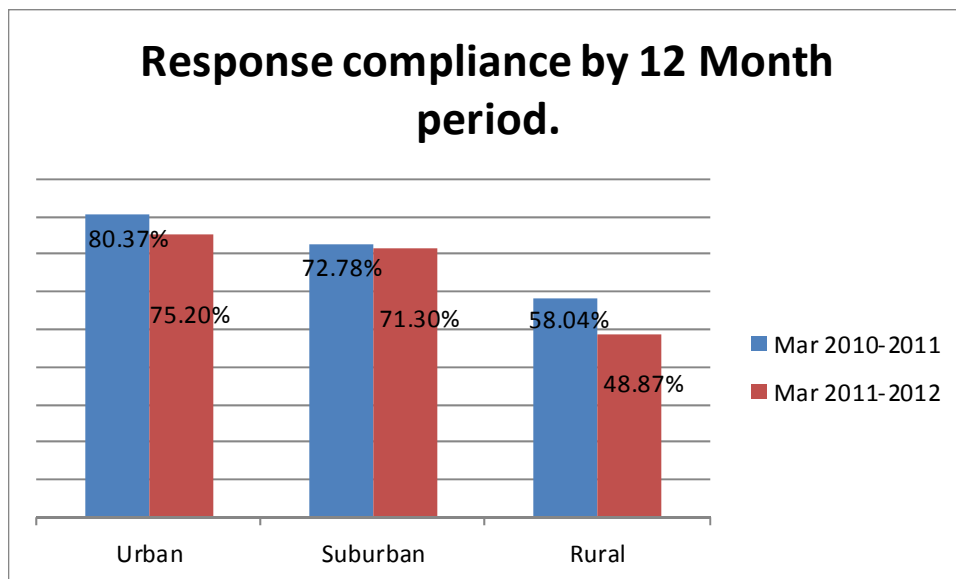
“The District will strive to get the first emergency response unit to the scene of all Emergent Type Calls as defined by Operations Chief”.

These emergency response targets identify how we measure the District’s performance for events that require an emergency response. The District will not be using the term “standard” until the baseline for performance is effectively established. Implementation of this plan will allow the District to identify standards based both on best practices and the community’s ability to support the system.

In measuring our basic response effectiveness, we measure the first arriving fire company’s response time (dispatch to arrival) as a measurement of our effectiveness. Certain events such as house fires and heart attacks require the fastest response time possible. Six minutes for the urban area will produce a higher probability of containing a house fire to the room of origin and will improve the survivability for a heart attack victim, especially if combined with a citizen responder using a community automatic external defibrillator (AED). The Suburban and Rural communities will require more citizen prevention and mitigation to make more effort to reach the six minute target.

Emergent Type Calls

Zone	Target	Compliance				Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	6 min/80%	81.25%	320	73.08%	234	80.37%	1131	75.20%	984	C DECLINING
Suburban	10 min/80%	61.90%	84	75.00%	60	72.78%	360	71.30%	331	
Rural	12 min/80%	60.71%	28	40.54%	37	58.04%	112	48.87%	133	



2. Structure Fire Responses

The structure fire response targets identify the desired time to place an effective firefighting force on the scene of a working residential fire. An effective firefighting force consists of a Battalion Chief and three Fire Companies, each led by an Officer. Not every problem will be solved by this response; the Incident Commander assigns tasks based on the most critical need with Firefighter safety as a high priority. Some less critical tasks will not be assigned immediately. The tables on the following page identify the specific targets for the Battalion Chief and the first, second, and third crew on scene.

Chief Officer and three Crews on scene at Structure Fires

Zone	Target	Quarterly Compliance				Annual Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	14 min/80%	100.00%	1	50.00%	2	77.78%	9	42.86%	7	C DECLINING
Suburban	17 min/80%	25.00%	4	N/A	N/A	16.67%	6	50.00%	6	
Rural	20 min/80%	N/A	N/A	50.00%	2	100.00%	2	66.67%	3	

First Arriving Crew at Structure Fires

Zone	Target	Quarterly Compliance				Annual Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	6 min/80%	50.00%	4	20.00%	5	68.00%	25	66.67%	15	C DECLINING
Suburban	10 min/80%	42.86%	7	N/A	N/A	63.64%	11	92.31%	13	
Rural	12 min/80%	N/A	N/A	66.67%	3	75.00%	4	60.00%	5	

Second Arriving Crew at Structure Fires

Zone	Target	Quarterly Compliance				Annual Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	10 min/80%	50.00%	2	33.33%	3	65.00%	20	72.73%	11	C DECLINING
Suburban	14 min/80%	40.00%	5	N/A	N/A	50.00%	8	80.00%	10	
Rural	16 min/80%	N/A	N/A	50.00%	2	100.00%	4	50.00%	4	

Third Arriving Crew at Structure Fires

Zone	Target	Quarterly Compliance				Annual Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	14 min/80%	100.00%	1	50.00%	2	90.00%	10	42.86%	7	B DECLINING
Suburban	17 min/80%	50.00%	4	N/A	N/A	33.33%	6	42.86%	7	
Rural	20 min/80%	N/A	N/A	50.00%	2	100.00%	2	66.67%	3	

First Arriving Chief Officer at Structure Fires

Zone	Target	Quarterly Compliance				Annual Compliance				Scorecard
		1st Quarter 2011		1st Quarter 2012		Mar 2010-2011		Mar 2011-2012		
Urban	10 min/80%	75.00%	4	50.00%	4	59.09%	22	57.14%	14	C DECLINING
Suburban	14 min/80%	57.14%	7	N/A	N/A	54.55%	11	80.00%	10	
Rural	16 min/80%	N/A	N/A	50.00%	2	100.00%	4	66.67%	3	

Service Level Goals

1. Dispatch Processing Time Goal

“Dispatch processing time is the interval between the receipt of a 911 call and notification of responding units. The District recognizes the following goals established by Emergency Communications of Southern Oregon (ECSO);”

3.3 Fire Dispatch – Dispatch Benchmarks

These benchmarks are developed in conjunction with NFPA 1221 2007 Edition, Section 7.4.2

3.3.1 Priority E and Priority 1 incidents shall be processed and dispatched to the appropriate agency(s) within 60 seconds, 95 percent of the time. (Initiate to dispatch time)

3.3.2 Priority E and Priority 1 incidents shall be processed and dispatched to the appropriate agency (s) within 90 seconds, 99 percent of the time. (Initiate to dispatch time)

Goals	Actual Averages	Percentage
60 seconds 95% of time	60 Seconds	67.86%
90 Seconds 99% of time	60 Seconds	87.24%

Scorecard
B
NO COMPARISON

2. Turnout Goal

“The turnout time is the interval between the receipt of the alarm by the District and initial response. The District goal is two minutes or less for code three responses.”

Goal <= 2 Minutes	Actual Average
2011	1:44
2012	1:26

Scorecard
A
IMPROVING

Annual Goals

1. Fire per Capita Goal

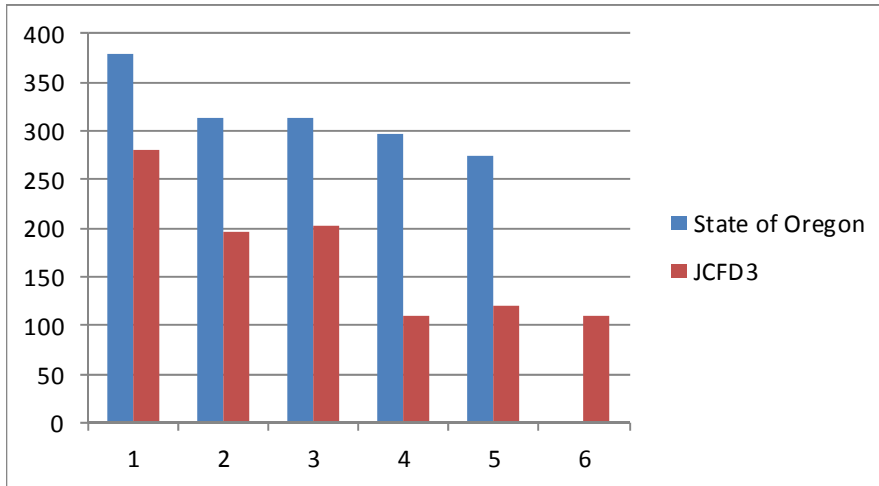
“The District’s goal is to maintain a number of structure fire incidents per capita equal to or less than the State of Oregon average for the reporting year.” We have 48,000 people in the District and 3.8 million in the State of Oregon. Figures shown for per 100,000 people. 2011 figures not yet available from the State.

Jurisdiction	2006	2007	2008	2009	2010	2011
State of Oregon	378.9	312.6	313.9	297.2	274.6	
JCFD3	281.2	195.8	202.1	110.4	120.8	110.4

Scorecard

A

STATIC



2. Life Loss Due to Fire Goal

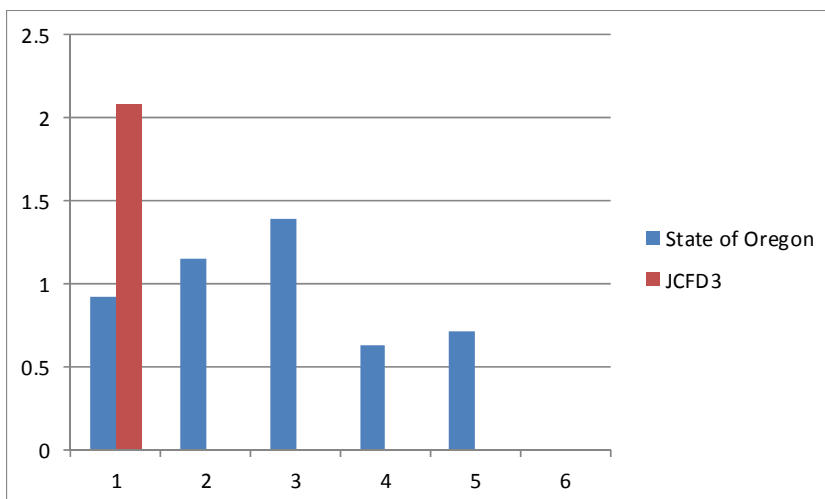
“The District’s goal is no fire deaths due to fire. A secondary goal is to maintain a civilian fire death rate that is equal or less than the State of Oregon average”. Figures shown for per 100,000 people. 2011 data not yet available from the State.

Jurisdiction	2006	2007	2008	2009	2010	2011
State of Oregon	0.92	1.16	1.39	0.63	0.71	
JCFD3	2.08	0	0	0	0	0

Scorecard

A

STATIC

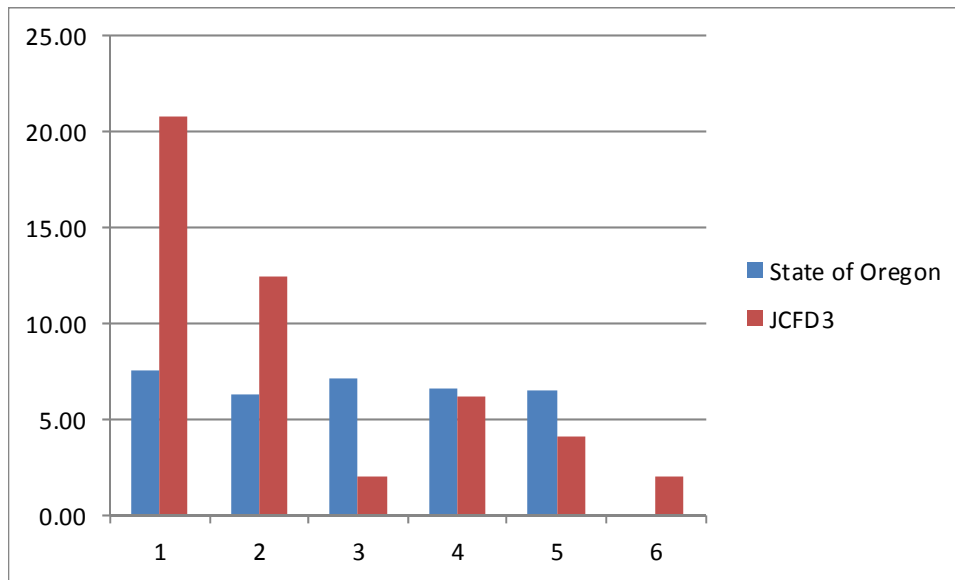


3. Injuries Due to Fire Goal

“The District’s goal is no civilian injuries due to fire. A secondary goal is to maintain a civilian fire injury rate that is less than the State of Oregon average for the reporting year”. Figures shown for per 100,000 people. 2011 data not yet available from the State.

Jurisdiction	2006	2007	2008	2009	2010	2011
State of Oregon	7.58	6.34	7.18	6.63	6.53	
JCFD3	20.83	12.50	2.08	6.25	4.17	2.08

Scorecard
A
IMPROVING



GOAL STATEMENT #1: Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.		
NEW OUTCOMES:	Progress	Completion Date
Rate of survivability for EMS calls with measurable outcomes are at or above best practices.	Evaluating how to determine the measurable outcomes and current best practices.	
99% of viable victims are rescued with no injuries to firefighters.	100% of victims have been rescued with no injuries. Establishing a tracking tool to verify this outcome.	
SUSTAINING OUTCOMES:		
Emergency response and prevention targets are met or exceeded.	Prevention targets are met. Response targets are partially met and partially not. Strategic plan strategies are being implemented to make improvements.	
Community risk assessment, prevention standards, deployment standards, and response standards are revised and adopted by the Board of Directors.	Current set has been adopted; revised set is in progress.	
Civilian deaths and injuries from fires are below the State average.	Currently below the state average.	
Firefighter deaths or "debilitating" injuries are at zero.	Zero deaths or debilitating injuries.	
Firefighter injuries at emergency incidents are less than the State average.	Determining what the State average is to compare our statistics.	
Incidence and severity of fires are below the State average.	Determining the incidence and severity of fires at the State level.	

Jackson County Fire District 3 Strategic Plan - FIRST QUARTER REPORT FOR 2012

GOAL STATEMENT #1: Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies						
Strategy	Dept.	Assigned to:	Target Date	Strategy Description	Progress	Completion Date
1.1	Admin	Fire Chief	5/1/2013	Explore and secure funding to increase minimum staffing and relocate the second crew in Central Pont to a new facility in a more advantageous location.	Staff was successful in meeting several objectives during the budget process. Non-essential items were traded for the critical areas. Positions are proposed for FY 12/13 and station for FY 13/14.	
1.2	F&LS	FM Holden	Ongoing	Support efforts to require or encourage installation of residential sprinkler systems.	Plan to meet at local and state levels to identify realistic plan. Develop contingency plan should sprinkler initiative not be feasible.	
1.3	F&LS	FM Holden	Ongoing	Provide and/or promote education and training to residents on self-sufficiency, fire prevention, reduction of fire spread, safe exiting, CPR and first aid, and child safety restraint system.	Work with Rural Community BC, and RVFPC to develop plan to meet this strategy.	
1.4	F&LS	FM Holden	12/1/2012	Explore and implement methods to improve code enforcement and fire investigation practices and reporting.	Working with staff to brainstorm ideas.	
1.5	Ops	DC Bontemps	7/1/2012	Expand the "BC of Volunteer's" role to a "Rural Battalion Chief" position that develops and implements objectives that meet the response and prevention targets in the rural communities.	Job description developed and adopted by the Board of Directors; selection process has identified the two finalists out of 53 applicants for the position.	
1.6	Ops	DC Bontemps	3/1/2013	Review and implement EMS protocols and systems that will maximize patient survivability.	Evaluating current EMS protocols and systems to determine alignment with nationally accepted best practices.	
1.7	Training	DC Blakely	12/31/2012	Provide training to all emergency response personnel to improve performance, minimize firefighter injury, and eliminate firefighter death.	Implementing performance standards, delivering training that targets FF safety, planning Command level training for Battalion Chiefs	

GOAL STATEMENT #2: Ensure sustainability of service delivery (people, facilities, fleet, and finance).		
NEW OUTCOMES:	Progress	Completion Date
Pool of personnel ready for promotion for all positions.	Personnel are more prepared for Engineer and Captain positions; more development work needs to be done. All positions are being addressed in the new development plan.	
SUSTAINING OUTCOMES:		
Forecast collectible revenue within 1.5% accuracy for the ensuing fiscal year and within 5% accuracy for fiscal years three to five in the future.	Forecasting is on target, exact accuracy is being calculated.	
Maintain a general fund contingency of no less than 6% of operating revenues.	Contingency is budgeted at 9%.	
Maintain a general fund unappropriated ending fund balance of 24% of budgeted personnel services and materials and services.	Ending Fund Balance is budgeted at 24% of operating revenue.	
Fund the capital replacement plan at a minimum of \$300,000 each year to provide a fund that maintains a contemporary fleet or emergency apparatus.	Capital Fund is budgeted to receive \$1.5 million this year.	
Delays of emergency responses due to facility or fleet breakdowns are at zero.	No reported delays, need to create a clear expectation of how to report any delays.	
Uninterrupted services of ambulance transport and emergency dispatch.	No reported service interruptions.	

Jackson County Fire District 3 Strategic Plan - FIRST QUARTER REPORT FOR 2012

GOAL STATEMENT #2: Ensure sustainability of service delivery (people, facilities, fleet, and finance).						
<i>Strategy</i>	<i>Dept.</i>	<i>Assigned to:</i>	<i>Target Date</i>	<i>Strategy Description</i>	<i>Progress</i>	<i>Completion Date</i>
2.1	Admin	Fire Chief	Ongoing	Work collaboratively with Labor to ensure financial stability	Labor executive board included as a member of the budget team, meeting routinely to ensure transparent and frequent communication.	
2.2	Admin	Fire Chief	6/1/2013	Develop realistic performance targets that are sustainable.	Established new targets during strategic planning, District will spend the next year evaluating methods to perform within the targets.	
2.3	Finance	CFO Maxwell	Ongoing	Maintain a firm commitment on our financial policies and procedures.	Policies remain firm during the FY 12/13 budget process.	
2.4	F&LS	FM Holden	Ongoing	See creative options to meet the Fire and Life Safety prevention targets.	Working with staff to brainstorm ideas, preparing to work with the BC/Rural to meet the prevention targets in the Rural community.	
2.5	F&LS	FM Holden	Ongoing	Foster industrial growth in the White City Industrial Park by working collaboratively with stakeholders to create a safe industrial friendly environment.	Engaging with SOREDI to be involved at the beginning of interest in the industrial park and ensure that we can meet the intent of the code while still promoting growth.	
2.6	Ops	DC Bontemps	10/1/2012	Develop and implement a comprehensive fleet and facilities maintenance program.	Implementing the eight recommendations of the ESCi study. Facilities has been separated from fleet, policy statements have been adopted, meetings have been held to consider contracting out fleet maintenance.	
2.7	Ops	DC Bontemps	2/1/2013	Identify and develop a program that will reduce the risk in the rural community.	Identifying the risk and planning to work with the BC/Rural to determine how to mitigate the risk	
2.8	Ops	DC Bontemps	2/1/2013	Develop contingency plans to prepare for possible shortfall with Emergency Communications of Southern Oregon.	Planning to facilitate discussions with partner agencies to meet this strategy.	
2.9	Ops	DC Bontemps	2/1/2013	Develop contingency plans to prepare for the unlikely event of Mercy Flights' inability to provide ambulance service in our District.	Planning to facilitate discussion with Mercy Flights and our Fire Service partners.	
2.1	Training	DC Blakely	11/1/2012	Produce a development plan that prepares and motivates personnel for promotion.	Overview of development plan has been submitted for review, beginning to develop specific plans for each rank.	

GOAL STATEMENT #3: Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.		
NEW OUTCOMES:	Progress	Completion Date
After Action Reviews reflect improvement in emergency scene performance.	After Action Reviews are conducted and behavior change is being evaluated.	
Performance manual is adopted and skills evaluations institutionalized.	Portions of manual are adopted, plan in place to complete the manual.	
Lominger leadership competencies are implemented at all levels of the organization and utilized in employee hiring, development, evaluation, and promotion.	Lominger competencies identified for Captain, Operations Chief, and Battalion Chief / Rural Community - these competencies are used in hiring and evaluation.	
Innovative efforts that advance our vision are identified, developed, and institutionalized.	In progress.	
OSHA Safety and Health Achievement Recognition Program (SHARP) are implemented.	Meetings with OSHA and staff to identify the steps to take for SHARP.	
Commission on Fire Accreditation International Fire Department Accreditation evaluated and gap analysis is completed to determine value of re-accreditation.	No action on gap analysis, however systems are in concert with CFAI requirements.	
Health and wellness program is in place.	Medical physicals are in place for employees, wellness program in initial development phase.	
SUSTAINING OUTCOMES:		
Government Finance Officers Association recognition is maintained.	GFOA received for 2011/12 budget.	
Office of State Fire Marshal exempt status is maintained.	OSFM exempt status current.	
Effective data analysis and GIS efforts to evaluate our performance are in place.	Data analysis and GIS currently supporting quarterly reporting and future planning.	
Department of Public Safety Standards and Training accreditation is maintained.	DPSST accreditation is current.	

Jackson County Fire District 3 Strategic Plan - FIRST QUARTER REPORT FOR 2012

GOAL STATEMENT #3: Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.						
Strategy	Dept.	Assigned to:	Target Date	Strategy Description	Progress	Completion Date
3.1	Admin	Fire Chief	12/1/2013	Align District practices with the Commission on Fire Accreditation International and conduct a gap analysis to determine the value of accreditation.	Continual review of CFAI standards and maintaining awareness as we establish new targets.	
3.2	Finance	CFO Maxwell	Ongoing	Continue preparing budget document and annual financial reports that comply with GFOA criteria for recognition.	Budget document prepared for April 19, 2012 Budget Committee meeting.	
3.3	F&LS	FM Holden	12/1/2012	Solidify activities that maintain exempt status with the Office of State Fire Marshal.	Maintaining required targets and relationships, formalizing practices.	
3.4	Ops	DC Bontemps	12/1/2012	Develop and implement a performance appraisal system that encourages employees to achieve their potential.	Forming task force that represents all positions to develop an appraisal system.	
3.5	Ops	DC Bontemps	1/1/2013	Develop and promote recognition of activities that support craftsmanship, innovation, and excellence.	Developing a structured process to provide opportunity for reporting and recognizing extraordinary examples of craftsmanship, innovation and customer service.	
3.6	Training	DC Blakely	1/1/2013	Enhance the utilization of the Safety Committee to promote safety of District personnel and to achieve certification of the Safety and Health Achievement Recognition Program.	Plan to develop and implement a non-punitive Near-Miss reporting system, an organizational manual policy that provides clarification, and timely feedback from the safety committee.	
3.7	Training	DC Blakely	Ongoing	Provide After Action Reviews of emergency incidents and employ the recommended action items.	Continually monitor and evaluate the effectiveness of AAR's while implementing the recommended action items into the District's training plan.	
3.8	Training	DC Blakely	12/1/2012	Institutionalize the Lominger process for organizational and leadership competencies.	Several positions have completed the card sort process to identify the top ten leadership competencies. The process has been used for Captain, Battalion Chief, and Operations Chief hiring process'. Planning to integrate into all job descriptions, hiring, and evaluations at all levels.	
3.9	Training	DC Blakely	11/30/2013	Expand our accreditation agreement with Oregon Department of Public Safety Standards and Training.	Developing an up-to-date library of lesson plans that can be utilized for training events. Acquiring new lesson plans to become accredited in NFPA Vehicle and Machinery Rescue and NFPA Fire Officer II.	
3.10	Training	DC Blakely	12/31/2013	Develop a health and wellness program for all District Staff.	Planning to utilize members that have interest in this program as lead instructors. Medical Physicals are in place for all career personnel with firefighting responsibilities.	

Jackson County Fire District 3 Strategic Plan - FIRST QUARTER REPORT FOR 2012

GOAL STATEMENT #4: Promote community involvement and satisfaction.						
NEW OUTCOMES:				Progress	Completion Date	
Survey method implemented that captures the level of our patrons' satisfaction and awareness of our services.				Executive team discussing how to implement this system.		
Increased community oriented volunteerism.				BC/Rural Community will have this assignment.		
District staff involved in local service organizations (Rotary, Chamber, Kiwanis, etc...).				Fire Chief engaged with Rotary and Upper Rogue Chamber; Fire Marshal engaged with Central Point Chamber. Other organizations are being evaluated for participation.		
Marketing plan developed and institutionalized.				PIO Hickman has been assigned the task.		
SUSTAINING OUTCOMES:						
Quarterly performance reports completed.				Reports are being completed and presented.		
Community members included in hiring, promotional, and strategic planning processes.				Community members are included.		
Strategy	Dept.	Assigned to:	Target Date	Strategy Description	Progress	Completion Date
4.1	Admin	FC Petersen	3/1/2013	Develop a process where the District is responsive to any deficiencies discovered through involvement with the community.	Planning to establish a method for community input on our service that provides easy access and timely feedback to the customer.	
4.2	Admin	FC Petersen	Ongoing	Continue to provide quarterly performance reports to District patrons.	Updated quarterly reports reflecting the new strategic plan are prepared for delivery at the April 19, 2012 Board meeting.	
4.3	Admin	FC Petersen	12/1/2012	Enhance staff participation in local service organizations.	Fire Chief engaged with Rotary and Upper Rogue Chamber; Fire Marshal engaged with Central Point Chamber. Other organizations are being evaluated for participation.	
4.4	Admin	FC Petersen	12/1/2012	Develop a marketing plan that promotes the District's vision.	Discussions with PIO Hickman on the possibility of his taking on this assignment.	
4.5	F&LS	SA Darnell	12/1/2012	Develop, implement, and advertise a "real time" survey tool that captures the level of our patron's satisfaction and awareness of our services.	Planning to establish an on line system.	
4.6	Ops	DC Bontemps	4/1/2013	Establish stratification of response personnel and recruit volunteers.	Defining the critical needs of the District and assigning the responsibility of determining how to stratify the volunteers to the BC/Rural Community.	
4.7	Training	DC Blakely	Ongoing	Continue to attract and utilize community members in hiring, promotion, and planning processes.	Utilizing community members in all processes.	

GOAL STATEMENT #5: Develop and strengthen collaborative strategic partnerships.						
OUTCOMES: Meetings are held and agreements are made where appropriate that explore opportunities to reduce redundancy and maximize effectiveness between partner agencies.					Progress	Completion Date
NEW: Oregon State Police; Oregon Department of Transportation, Jackson County Government, School Districts 6 and 9, and Southern Oregon University					Beginning the process of establishing meetings with new agencies.	
SUSTAINING: Emergency Communications of Southern Oregon, Mercy Flights, Oregon Department of Forestry, Jackson County Sheriff, Office of State Fire Marshal, City of Gold Hill, City of Central Point, City of Eagle Point, Rogue Community College, Medford Fire Department, Jacksonville Fire Department, Applegate Fire Department, Rogue River Fire District, Lake Creek Fire District, Fire District 4 (Shady Cove)					Meeting regularly with ECSO and Fire Agencies and quarterly with the Cities in our District. Planning to schedule more regular meetings with Sheriff, and Mercy Flights.	
Strategy	Dept.	Assigned to:	Target Date	Strategy Description	Progress	Completion Date
5.1	Admin	FC Petersen	Ongoing	Continue working collaboratively with neighboring agencies at an executive level.	Attending council meetings quarterly, participating monthly in the Rogue Valley Fire Chiefs Association, planning to meet quarterly with Mercy Flights, ODF, and Jackson County Sheriff, and meeting as necessary with the executives at OSP, OSFM, ODOT, RCC, Jackson County, SOU and School Districts 6 and 9.	
5.2	F&LS	FM Holden	1/1/2013	Capitalize on opportunities that reduce redundancy and maximize effectiveness in fire prevention and education.	Maintain regional and state relationships to achieve goal. Study alternatives to accomplish in most efficient and effective manner.	
5.3	Ops	DC Bontemps	7/1/2013	Capitalize on opportunities that reduce redundancy and maximize effectiveness in emergency response.	Discussing the internal and external service delivery impacts associated with eliminating multi-agency responses to non-emergent EMS alarms.	
5.4	Ops	DC Bontemps	7/1/2012	Capitalize on opportunities that reduce redundancy and maximize effectiveness in fleet and facilities maintenance.	Identifying components of our maintenance programs that could be effectively accomplished through a regional or inter-agency approach.	
5.5	Training	DC Blakely	Ongoing	Capitalize on opportunities that reduce redundancy and maximize effectiveness in Training.	Establishing routine multi-company and multi-agency training opportunities with neighboring agencies.	