



Fire District 3

Strategic Plan 2015-2017

"You've got to be very careful if you don't know where you're going, because you might not get there"
-Yogi Berra

Adopted February 19, 2015 / Revised December 17, 2015

July 1, 2016 Progress Report

Vision, Mission, and Values

Vision

To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve

Mission

To protect life and property through public education, prevention activities, and emergency response services



Organizational Vision Statements

Prevention activities that are reducing risks from fire, rescue and medical events

Exceptional people with quality equipment who are arriving on the emergency scene at the right time

Members who are enthusiastic, motivated, and empowered

Members who are engaged with the community, sharing a sense of destiny with District patrons

Leadership from the Board of Directors and the Management Team that is clear and concise

An organization that is fiscally stable and prepared for the future

Values

Honesty and integrity: Don't be afraid of the truth. Do the right thing, even if it hurts.

Professionalism: Take pride in your work, display confidence, be accountable, and respect each other.

Safety: Make personal, team, and the public's safety a priority.

Teamwork: Be receptive to the sharing of differing ideas. Play your position; help each other but don't walk on each other.

Health: Maintain physical and mental well-being.

Strategic Priorities

The following five strategic priorities provide the ongoing direction for the District. These priorities are designed to define the level of service the District desires to deliver for the community.

PRIORITY #1: *Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.*

DESIREABLE OUTCOMES:

- Community risk assessment, prevention standards, deployment standards, and response standards are routinely reviewed and revised.
- Rate of survivability for EMS calls with measurable outcomes are at or above best practices.
- 100% of viable victims are rescued.
- Emergency response and prevention targets are met or exceeded.
- Civilian deaths and injuries from fires are below the State average.
- Firefighter deaths or “debilitating” injuries are at zero.
- Firefighter injuries at emergency incidents are less than the State average.
- Incidence and severity of fires are below the State average.

PRIORITY #2: *Ensure sustainability of service delivery (people, facilities, fleet, and finance).*

DESIREABLE OUTCOMES:

- Pool of personnel ready for promotion for key positions: Firefighter, Engineer, Captain, Battalion Chief, Fire and Life Safety Specialist, and Deputy Fire Marshal.
- Forecast collectible revenue with the following accuracy:
 - Within 1.5% accuracy for the ensuing fiscal year
 - Within 5% accuracy for fiscal years three to five in the future.
- Maintain a general fund contingency of no less than 6% of operating revenues.
- Maintain a general fund unappropriated ending fund balance of 24% of budgeted personnel services and materials and services.
- Fund the capital replacement plan at a minimum of \$300,000 each year to provide a fund that maintains District facilities and equipment.
- Delays of emergency responses due to communications, facility, or fleet malfunctions are at zero.
- Uninterrupted services of ambulance transport and emergency dispatch.

PRIORITY #3: *Promote, develop, and support craftsmanship, innovation, and excellence throughout the organization.*

DESIREABLE OUTCOMES:

- Government Finance Officers Association recognition is maintained.
- Office of State Fire Marshal exempt status is maintained.
- Effective data analysis and GIS efforts to evaluate our performance are in place and routinely used for decision making.
- Department of Public Safety Standards and Training accreditation agreement is maintained.
- After Action Reviews are completed and reflect improvement in emergency scene performance.
- Performance manual effectively maintained and utilized, reflecting the way we really do it.
- Development plan is utilized to assist personnel in maximizing their current role and preparing them for their next role.
- Innovative efforts that advance our vision are identified, developed, and institutionalized.
- Health and wellness program shows an improvement in firefighter fitness: Improved firefighter endurance and flexibility.

PRIORITY #4: *Promote community involvement with the District and satisfaction of the patrons.*

DESIREABLE OUTCOMES:

- Quarterly performance reports presented to Board of Directors and major stakeholders.
- Increased use of volunteers to meet our rural community response and prevention targets.
- District members are involved in local organizations (Rotary, Chamber, etc.).
- District patrons are included in hiring, promotional, and strategic planning processes.
- Users of our service (incident response and fire inspections) are asked to complete a survey to determine the quality of our service delivery.
- District patrons are periodically asked to complete a survey to determine their viewpoint of the District and their expectations.

PRIORITY #5: *Develop and strengthen collaborative strategic partnerships.*

DESIREABLE OUTCOMES:

- Partner agencies are identified and enhanced that reduce redundancy and maximize effectiveness.

Action Items for 2015-2017

ADMINISTRATION AND FINANCE

- ✓ 1.1. Reaffirm or discontinue the use of Urban Renewal funds by December 2015.
- ✓ 1.2. Develop and implement public information options for the District to effectively communicate with our patrons. Prepare a plan of action by December 2015.
- ✓ 1.3. Evaluate the benefit of providing fire chief services to Jackson County Fire District 4. Prepare a report for the Board of Directors by the December 2015 Board meeting.
- ✓ 1.4. Initiate discussion and prepare a proposal for the Board of Directors by the February, 2016 Board meeting related to the potential renaming / re-branding of the Fire District to enhance recognition.
- ✓ 1.5. Review options available to the District to bill for services and prepare a report for the Board of Directors by the May 2016 Board meeting.
- ✓ 1.6. Review the transport agreement with Mercy Flights to determine the value to the District and our community prior to June 2016.
- ✓ 1.7. Continue development of the performance management system that embraces consistent feedback and reinforces personal and professional development. Administer training and provide full implementation by July 2016.
- 1.8. Identify grant opportunities that dovetail with the strategic plan by October 2016.
- 1.9. Work collaboratively with Jackson County EMS responders to review our options for a physician supervisor prior to the retirement of Dr. Rostykus.
- 1.10. Review the firefighter hiring process and propose modifications to the Board of Directors and Civil Service Commission by March 2016.

2. FIRE AND LIFE SAFETY

- ✓ 2.1. Identify areas to install additional hydrants in our unincorporated areas by March 2015 and budget for two installations for FY 15/16.
- 2.2. Evaluate the use of Pulse Point in our community. Prepare a recommendation by December 2016.
- 2.3. Explore options to improve authority for fire code enforcement throughout the planning and building process by December 2017.
- ✓ 2.4. Finalize and institutionalize the enhanced customer service kits by January 2016.
- ✓ 2.5. Finalize implementation and training of residential care occupancy binders by July 2016.
- 2.6. Develop a community public education program by December 2016.
- 2.7. Develop and implement wood processing occupancy binders by December 2016.

- ✓ 2.8. Develop two recognized Fire Adapted Communities each fiscal year.
- ✓ 2.9. Improve strategic rural water supply infrastructure by completing two projects per fiscal year.
- ✓ 2.10. Award a home hydrant (fire suppression sprinkler) system to a District patron each fiscal year. Secure funding through donations.

3. RURAL COMMUNITIES

- ✓ 3.1. Participate in a Task Force through Rogue Interagency Training Association (RITA) to regionalize a volunteer academy by June 2015.
- ✓ 3.2. Establish a minimum of two resident firefighters at the Sams Valley station and one at Dodge Bridge and Agate Lake stations by July 2015.
- ✓ 3.3. Enhance the volunteer recruiting and intake system by July 2015.
- ✓ 3.4. Develop a marketing plan to recruit student firefighters by July 2015.
- ✓ 3.5. Enhance the coordination of training for volunteers that parallels the career training program in themes and topics by July 2015.
- 3.6. Establish a minimum of three resident firefighters at the Sams Valley station and two at Dodge Bridge and Agate Lake stations by June 2017.
- ✓ 3.7. Evaluate the effective deployment of student firefighters at the Gold Hill station by December 2015.
- 3.8. Enhance interaction and strengthen the relationships between career and volunteer members through combined drills and community functions by December 2017.
- 3.9. Develop and implement an emergency preparedness program for the rural community by December 2016.
- 3.10. Inventory and evaluate the reliability of private bridges in the Fire District and make the information available to responding crews by December 2017.

4. OPERATIONS

- ✓ 4.1. Assess the District's wildland response procedures, providing additional clarification, or protocol where needed prior to fire season 2015.
- 4.2. Define and update the pre-plan program by June 2017.
- 4.3. Develop a plan by December 2016 to correct deficiencies in radio communications within the District for implementation in the 2016/17 fiscal year.
- ✓ 4.4. Analyze the Central Point response and recommend station location by December 2015.
- 4.5. Elevate the level of cooperation, coordination, and rapport with Mercy Flights Ambulance by December 2017. Measured through feedback from our crews.
- 4.6. Update the Standard of Cover to assess risk, revise performance standards, and accurately portray the urban, suburban, and rural areas by December 2016.

- 4.7. Establish a regional methodology for incident management and uniform performance to be delivered to crews by June 2017.
- 4.8. Improve call processing and turn out times to meet the standards adopted by the District by December 2016.
- 4.9. Develop additional cooperation, collaboration, and consistency with Oregon Department of Forestry during the 2015 and 2016 fire seasons measured through feedback from both agencies by June 2017.
- ✓ 4.10. Evaluate and provide a recommendation on the fleet maintenance program with the City of Medford by December 2015.
- 4.11. Assess existing engine specifications, establish a revised specification and secure an estimate of cost for the purchase of two engines prior to the scheduled replacement by June 2017.
- 4.12. Enhance the EMS program to ensure a highly adept level of service with methods in place to measure outcomes by December 2017.
- 4.13. Increase the District's preparedness for large-scale emergency management with an emphasis on continuity of service and coordination with the county and local cities by December 2017.
- 4.14. Capitalize on opportunities that strengthen interoperability and communications with Jacksonville and Rogue River measured through feedback from all agencies by December 2017.
- 4.15. Develop a continuity of service plan for the District in the event of a natural disaster by December 2016.
- ✓ 4.16. Implement drone technology into the response capability by August 2016.

5. TRAINING

- ✓ 5.1. Collaborate with Medford Fire-Rescue and implement a Fire Rescue Protocol system by June 2015.
- ✓ 5.2. Develop a plan to incorporate a special assignment position into the training department to assist with instructional delivery and provide support by August 2015.
- 5.3. Develop and implement a formal Captain and Battalion Chief training program for existing and future officers by December 2016.
- 5.4. Implement training center procedures / policies that address use, maintenance, safety, and limitations by September 2016.
- 5.5. Enhance the RCC relationship while they share our facilities by December 2017. Evaluate through feedback from both agencies.
- ✓ 5.6. Evaluate programs for communicating with non-English speaking patrons by December 2015.
- 5.7. Evaluate and identify opportunities for a command training center by March 2017.
- 5.8. Broaden and develop the existing health and wellness program that shows the scope and benefits by October 2016.

- ✓ 5.9. Institutionalize the Near Miss Reporting system for all department members by July 2016.
- ✓ 5.10. Institutionalize 3EOnline for District's Globally Harmonized System for Hazard Communications by August 2016.
- 5.11. Complete the 2nd floor and ventilation portion of the burn facility by December 2016.

6. TECHNOLOGY

- ✓ 6.1. Establish effective audio and video conferencing for the District by June 2015.
- ✓ 6.2. Develop and define the District use of social media by June 2015.
- ✓ 6.3. Provide guest access Wi-Fi for the administration building by September 2015. Evaluate its use in additional locations by December 2015.
- ✓ 6.4. Establish member only access to District information through the website by December 2015.
- ✓ 6.5. Explore the increased use of the Cloud in addition to local servers by January 2016.

7. SUPPORT SERVICES

- ✓ 7.1. Enhance the facilities preventative maintenance program and schedule by July 2015.
- ✓ 7.2. Establish a centralized logistics and station supply system by September 2015.
- ✓ 7.3. Determine standard inventory of reserve apparatus equipment and ensure the reserves are equipped by December 2015.
- ✓ 7.4. Document, catalog, and maintain an appropriate inventory system for District supplies and equipment by July 2016.
- 7.5. Establish standardize specifications for equipment, appliances, and consumables by July 2016.
- 7.6. Seek Oregon Seismic Rehabilitation Grant funds to retrofit District facilities that are not currently meeting seismic standards for fire stations by December 2017.