

Strategic Plan 2018-2020

Fire District 3



On behalf of the entire Fire District 3 organization, we are proud to offer you our 2018-2020 Strategic Plan. The dedicated team at Fire District 3 is energized to enhance service delivery to the community while being prudent and efficient with our resources. As an emergency response organization, we are devoted to plan for what we know, be prepared for what we do not, and prevent what we can through outreach and education.

At Fire District 3 we are committed to preserving the quality of life of our patrons by executing our mission, living our values and delivering on an exceptional experience each and every day. Through community and organizational input, the Fire District 3 team has prepared a strategic plan that in part focuses our attention externally on community engagement and risk reduction, and internally on enhancing technology and utilizing data analytics to be resource smart; connecting the right resource with the right need at the right time.

Thank you for all those who participated in our strategic planning process. We are proud to serve our patrons by providing you with exceptional service delivery and to be a trusted partner, working together to prevent and mitigate emergencies in the community.

Thank you,

Robert B. Horton
Fire Chief

Mission, Vision, and Values

MISSION

To preserve quality of life and protect property through public education, prevention activities, and emergency response services.

VISION

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

VALUES

Honesty and Integrity

Professionalism

Safety

Teamwork

Health

Strategic Initiatives

- 1) Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
- 2) Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.
- 3) Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.
- 4) Maintain a high level of trust by promoting District engagement in the communities we serve.
- 5) Develop and strengthen collaborative efforts and strategic partnerships.

Initiative 1

Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.

Goal: Enhance the District EMS program to provide the greatest chance for a positive outcome from acute medical emergencies.

Objectives:

- Establish a community wide approach to out of hospital cardiac arrest.
- Actively pursue protocol development to achieve a high standard of patient care.
- Develop a comprehensive quality improvement program.
- Integrate high quality EMS training that includes improving clinical care delivery based on Q/A feedback.

Goal: Enhance emergency response system reliability to meet or exceed performance expectations.

Objectives:

- Identify and manage impacts to system reliability.
- Align appropriate resource response based on needs “triage”.

Goal: Meet or exceed established Fire and Life Safety standards for preventing loss.

Objectives:

- Establish a system to ensure occupancy inspections are conducted in accordance with NFPA 1730.
- Ensure staffing meets service level objectives.
- Develop a Community Risk Reduction program focused on the risk assessment and experiences in the District.

Initiative 2

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal: Explore and implement technology solutions.

Objectives:

- Produce and relay readily available data for organizational management.
- Implement technology that enhances the readiness and maintenance of fleet and equipment.
- Research opportunities to improve the incident and patient care reporting experience.
- Ensure GIS and preplanning are in place to support response needs.

Goal: Develop the budget with consideration to projected and unknown impacts.

Objectives:

- Minimize impacts to service delivery resulting from forecasted cost increases such as PERS, healthcare, and insurances.
- Ensure best practices are followed with consideration to public contracting, purchasing, and procurement of goods and services.

Goal: Enhance response reliability for emergent incidents.

Objective:

- Ensure staffing meets service level objectives.

Initiative 2 *continued*

Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.

Goal: Modernize the logistics tracking, analysis, and dissemination.

Objectives:

- **Conduct a review of current logistic practices.**
- **Implement technology that improves the supply chain.**

Goal: Maintain and enhance the Development Plan, providing guidance and opportunity for personnel.

Objective:

- **Build upon the current Development Plan to include all divisions.**

Initiative 3

Develop, promote, and demonstrate professionalism, innovation, and excellence throughout the organization.

Goal: Establish a system of continuous quality improvement in areas of service delivery to the community.

Objectives:

- Measure organizational performance against established expectations.
- Identify industry benchmarks for best practice service delivery in areas of focus.
- Provide employees access to personnel policies and guidelines for professional awareness.

Goal: Enhance the engagement and efficiency of District committees.

Objective:

- Review committee expectations, evaluate for opportunity to modify or add committees to best accomplish the mission and strategic plan of the District.

Goal: Cultivate an environment of data driven, evidence based decisions.

Objective:

- Effective data analysis is used to evaluate and improve performance and organizational decision making.

Initiative 4

Maintain a high level of trust by promoting District engagement in the communities we serve.

Goal: Continual improvement to the District-patron experience.

Objectives:

- Foster participation in community events.
- Improve patron interactions with the District, both in person and through digital media.
- Develop District programs to reach non-English speaking members of the community.

Goal: Encourage participation from volunteers, residents, and stakeholders.

Objectives:

- Maintain the resident firefighter program and promote response capable volunteers.
- District patrons are included in hiring, promotional, and strategic planning processes.

Initiative 5

Develop and strengthen collaborative efforts and strategic partnerships.

Goal: Improve field communications and inter-operability for responders.

Objectives:

- Engage locally and regionally to influence the development of a reliable communication network.
- Research opportunities to improve in-building coverage.

Goal: Maximize partnerships with agencies to reduce redundancy, maximize effectiveness, and achieve readiness.

Objectives:

- Partner to educate the public on alternate resources for non-emergent needs.
- Improve information sharing among agencies.
- Integrate with local law enforcement for response and prevention of large scale planned events and emergencies.
- Identify call criteria and establish a protocol for responses that are best served with a coordinated law/fire response.
- Remain open to opportunities for consolidation of services.

Goal: Actively participate with affiliations to support our mission and vision.

Objective:

- Be engaged in various industry, government, and business organizations and associations to remain current on issues that impact the internal and external environment.

Fire District 3 staff would like to thank all of the strategic partners, stakeholders, Board Directors, and members of the District for the insightful and positive collaboration and time offered to help compose the 2018-2020 Strategic Plan.



Fire District 3

8383 Agate Road
White City, OR 97503
541-826-7100
www.jcfd3.com