

STRATEGIC PLAN 2002 – 2007

INTRODUCTION

Jackson County Fire District 5's first Strategic Plan was adopted in 1996. The Board of Directors and Staff Personnel developed the Strategic Plan over a 5 – 6 month period by evaluating general strengths, weaknesses, opportunities and threats facing the district. The plan was driven by our Mission Statement:

*“To Deliver Quality and Professional Services that Promote
Community Life Safety and Property Conservation.”*

During the past six years, the Strategic Plan has proven to be an effective and efficient tool, and has provided the fire district with a road map for success.

Many of the Strategic Plan's goals and objectives have been accomplished over time. However, many of the goals and objectives remain current and are still valid today.

As we look forward and develop future plans, we do so by continuing to focus on the following questions:

- What is best for the customers we serve?
- How can we serve the customer better?

The Strategic Plan 2002 – 2007 summarizes and prioritizes our key strategies, and highlights the goals and objectives that we intend to accomplish over the next five years.

PROCESS

The strategic and operational planning process that was utilized in producing Jackson County Fire District 5's Strategic Plan included the following:

Step 1: Review of the organizational chart and the management philosophy regarding planning, organizing, directing, coordinating and controlling operations of the fire district.

Step 2: The Staff and Board of Directors reviewed general strengths, weaknesses, opportunities and threats of the organization.

Step 3: Review of the Mission Statement, addressing the following questions:

- Does it represent our purpose for existing?
- Should we be more specific?

Step 4: Goal setting; establishing and prioritizing goals through brainstorming, discussion, comparing impacts and determining rating methodologies.

Step 5: The board directed the Chief to draft the Strategic Plan based on the Mission Statement, Goals and Objectives agreed upon, and to provide a Strategic Plan draft by the March 2002 board meeting for review and approval.

Through a consensus process the board reviewed critical customer needs, most important functions and services of the district and established goals and objectives to shape the direction of the fire district during the next five years.

MISSION STATEMENT

The Mission of Jackson County Fire District 5 is to Deliver Quality and Professional Services that Promote Community Life Safety and Property Conservation.

DISTRICT GOALS

- **To Prevent Fires from Starting**
 - **To Educate Customers Regarding Fire Safety**
 - **To Confine and Extinguish Structural and Wildland Fires**
 - **To Provide Emergency Medical Services at the Advanced Life Support Level**
 - **To Provide Hazardous Materials Response at the Specialist Level**
 - **To Encourage and Support Professional and Ethical Behavior for All Personnel**
 - **To Provide a Safe and Healthful Environment for All Personnel**
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EMPLOYEE VALUE STATEMENT

“We Still Make House Calls”

STRATEGIC PLANNING GOALS

- **Fiscal Stability**
- **Human Resources: “*Our People*”**
 - **Customer Service**
- **Fire Prevention / Public Education**
 - **Apparatus & Equipment**
 - **Facilities**
 - **Training Program**
 - **Volunteer Program**
 - **Wildland Firefighting**
 - **Board / Staff Interaction**
- **External Threats / Opportunities**

Goal #1: Fiscal Stability

To Maintain a Stable Financial Position in Order to Provide Quality and Professional Fire and Life Safety Services for the Customer

Objectives:

- Annually review budgeted programs and expenditures to determine cost effectiveness and benefits to the customers.
- Annually budget monies to reduce the district's unfunded vacation and compensatory time liability.
- Annually budget as much cash carry-forward possible for the purpose of eventually reducing short-term loan interest expense and ultimately eliminating the need to borrow.
- Continue to monitor the district's tax rate and assessed value, and work very closely with the Jackson County Assessor and the Oregon Department of Revenue to accurately reflect the growth and value within the fire district.
- Continue to review the costs and benefits associated with regional Fire and EMS protection options such as contracts, mergers and consolidation with other fire protection agencies in Jackson and Josephine Counties.
- Continue to review / research non-tax revenue opportunities such as EMS / Fire and Haz Mat billings for non-district customers.
- Maintain our fixed asset policies, procedures and fixed asset inventory in keeping with recommendations by the district's auditor.
- Continue to review and enhance our purchasing policies and procedures in order to fulfill our responsibilities for maintaining a system of internal accounting and control.

Goal #2: Human Resources – “Our People”

Promote Employee Excellence by Recruiting, Hiring and Developing Our People.

Objectives:

- Continue to develop an organizational culture that recognizes our people are our greatest asset.
- Continue to develop effective recruiting and hiring practices for career, student and volunteer firefighters.
- Continue to acknowledge that training and development is the key ingredient for a successful organization.
- Continue to provide internal / external training and development opportunities for all employees (board, administrative staff, career, student and volunteer firefighters.)
- Continue to improve and enhance labor / management communication and cooperation.
- Continue to recognize / reward outstanding performance, both for emergency and non-emergency operations and programs.
- Develop a Medal of Honor Program for outstanding performance in areas such as: Years of Service, Distinguished Service, and Courage.
- Continue to conduct annual performance evaluations for all personnel.
- Continue to conduct annual Awards Banquet for all personnel.
- Continue to provide the Critical Incident Stress De-Briefing Program to help our personnel become aware of and recognize the psychological stresses that they may encounter during their duty at emergency situations.

Goal #3: Customer Service

Provide Effective Customer Service That Satisfies and Delights Our Customer.

Objectives:

- Acknowledge and recognize that our fire district exists because of the people we serve: the customer.
- Promote an organizational culture that acknowledges our primary goal is to deliver outstanding service to our customers.
- Promote an organizational culture that understands there are internal and external customers.
- Promote an organizational culture that acknowledges that the internal customer must be treated with respect and fairness in order to deliver outstanding service to our external customers.
- Acknowledge that customer service means never saying “no” to a customer. Sometimes we may have to invent or customize creative solutions in order to accomplish their objective.
- Promote an organizational culture that simply says, “We Still Make House Calls” and “We Go the Extra Mile” to our customers.
- Promote / provide annual Customer Service Training for all personnel.
- Continue to provide the Chaplain Program for internal and external customers. The purpose of the program is to provide a ministry of support to meet emotional, mental and spiritual needs of district personnel, their families and to victims or families the district serves.
- Continue to develop and provide an annual newsletter for customers that highlights all facets of the fire district.
- Continue to provide our rural addressing program by providing our customers with quality reflective address signs and posts.

Goal #4: Fire Prevention / Public Education

To Provide Quality Fire Prevention and Public Education Programs.

Objectives:

- To prevent fires from starting.
- To educate customers regarding fire safety.
- Continue to provide residential fire safety inspections.
- Continue to provide commercial pre-fire planning.
- Continue to promote and support the Fire District's smoke detector program (to provide a working smoke detector in every structure of our fire district.)
- Continue to participate in and support the Rogue Valley Fire Prevention Cooperative.
- Continue to participate in and support the annual 'Smokey Bear' presentations in the elementary schools.
- Continue our annual Open House Program during Fire Prevention Week.

Goal #5: Apparatus and Equipment

To Maintain a Highly Functional and Efficient Fleet of Vehicles.

Objectives:

- Continue to revise, update and evaluate Apparatus / Equipment Replacement Plan, and modify vehicle replacement cycles if necessary.
- Develop a high level of fleet uniformity through consistency in purchases and the type of vehicle utilized by various divisions within the fire district.
- Develop and maintain standard vehicle categories utilized (i.e. staff vehicles, engine companies, water tenders, etc.)
- Develop and maintain standard specifications for vehicle color, vehicle markings, specific vehicle pump size, tank size, engine size, etc.
- Review, research, develop, and continue to monitor vehicle replacement criteria such as cost of operation, reliability, job performance capability, cost of repair vs. replacement, appearance, capability to meet standards or regulations (NFPA, etc.).
- Maintain standard operating guidelines of disposing of fire district vehicles in conjunction with an orderly replacement cycle.
- Continue to maintain a high quality maintenance program for each vehicle, utilizing daily, weekly and monthly checks, plus regular service programs.
- Continue to maintain a reliable and functional method of acquiring, distributing and evaluating fuel for the fire district fleet.
- Continue to budget monies each year in the fire district capital projects fund for apparatus / equipment.

Goal #6: Facilities

Maintain Highly Functional, Effective and Strategically Located Fire Stations Within the Fire District.

Objectives:

- Complete the construction of the new headquarters fire station at 5811 South Pacific Highway, Phoenix, Oregon.
- Review / research the disposition of property at 716 South Pacific Highway, Talent (Station 7).
- Continue to provide a high level of station maintenance at current stations.
- Locate fire stations in areas characterized by equal risk with equal response times throughout the fire district (i.e. rural residential.)
- Locate volunteer stations in or near areas where volunteers live and work to facilitate quick response.
- Annually review station operating costs such as electricity, water, landscape maintenance, building improvements and implement cost-saving measures as applicable.

Goal #7: Training Program

Provide a Comprehensive Training Program for All Personnel.

Objectives:

- Maintain a systematic training program to teach each fire district employee and volunteer to operate at acceptable performance levels for their position and assignment.
- Maintain in-house training activities and programs that range from recruit firefighters to fire officers and board members.
- Provide for all district personnel outside training opportunities such as those offered by National Fire Academy, DPSST, and other fire service seminars and conferences.
- Provide educational incentives for employees to attend college fire science programs.
- Provide in-house programs that relate to specialized areas such as fire prevention, public education, community relations, emergency medical services, haz mat response, wildland fire management, supervision and leadership.
- Maintain a comprehensive record keeping system that tracks all training activities for each member of the fire district.
- Maintain quarterly and annual performance evaluations based on the monthly training schedule.
- Continue to schedule and evaluate all personnel's physical fitness capabilities through annual physical fitness testing.
- Develop and complete an annual training program report (topics, hours, certifications, etc.)
- Continue to schedule career / volunteer firefighter interactive training sessions.
- Continue interactive training sessions with neighboring fire agencies.
- Continue to participate in the Rogue Interagency Training Association (RITA) in Jackson / Josephine counties.

Goal #8: Volunteer Program

Provide an Effective and Efficient Volunteer Firefighter Program

Objectives:

- To recruit, train and maintain an active volunteer firefighting force that assists the career firefighters in all phases of fire district operations.
- To provide a systematic training program for all volunteer firefighters that will allow them to attain state and national certifications (i.e. DPSST, NFPA, etc.)
- To provide supervision and leadership for volunteer program and members.
- To maintain positive relations between career and volunteer personnel.
- To provide length of service incentive plans in order to motivate volunteers to remain active with the fire district.
- To utilize the volunteer firefighter program in order to recruit student firefighters and summer firefighters.
- To provide annual performance evaluations that coincide with state certification requirements.
- To provide all OSHA-mandated training (i.e. Haz Mat, Infection Control, ICS, Basic FF.)
- To provide minimum requirements for attendance to drills, alarms and related activities.
- To provide uniforms, turnouts and radio communications for all volunteer firefighters.
- To support and encourage professional and ethical behavior of all volunteer firefighters.
- To support and encourage physical fitness for all volunteer firefighters.
- To provide a safe and healthy environment for all volunteer firefighters.
- To support, encourage and provide training opportunities to maintain volunteer firefighters' professional development.

Goal #9: Wildland Firefighting

Develop Comprehensive Fire Prevention and Fire Suppression Activities to Combat the Problems Associated with Wildland Fires.

Objectives:

- To provide an active fire prevention program that addresses wildland fire issues such as fuel breaks, apparatus/equipment access, building construction, roof coverings and general fire safety guidelines.
- To work closely with neighboring fire agencies at the county, state and federal levels to enhance fire prevention and fire suppression programs.
- To develop active fire prevention programs in designated wildfire hazard areas such as Tolman Creek Road, Timberlake Drive, Wagner Creek Road, Ashland Mine Road, Anderson Creek Road, Griffin Creek, Old Hwy 99 / Steinman Road and the Dark Hollow/Pioneer Road area.
- To develop pre-programmed suppression forces in the wildfire hazard areas that utilize Jackson and Josephine County resources as well as state and federal resources.
- To develop neighborhood fire prevention teams to distribute materials, hold community meetings, develop telephone information systems, monitor fire behavior and, in some cases, actively train and become involved with fire suppression activities (i.e. hand trailing, emergency water storage, etc.)
- Continue to provide and place large volume water storage tanks (10,000-15,000 gallons) strategically throughout the fire district for water shuttle purposes and fire suppression activities.
- Continue to work with individual property owners to enhance home fire suppression and fire prevention strategies.
- Continue to work closely with the Jackson County Planning Department to monitor and enforce planning ordinance 280.100 “*Fire Safety Requirements and Guidelines.*”

Goal #10: Fire District Board & Staff Interaction / Communication

Provide Quality Communication and Interaction Opportunities for the Board of Directors and Staff.

Objectives:

- Continue to meet on a monthly basis to conduct fire district business.
- Continue to support and encourage participation by the board and staff in yearly conferences sponsored by the Oregon Fire District Directors Association, Special Districts Association of Oregon and the Oregon Fire Chiefs Association.
- Develop regular channels of communication with board members and staff at scheduled monthly meetings.
- Continue to schedule and conduct special meetings such as planning sessions, study sessions and retreats for board and staff.
- Encourage attendance at special workshops and seminars in order to understand ongoing issues facing fire district.
- Continue to review, modify and adapt policies and procedures as they relate to the board and fire district operations.
- Schedule regular meetings between the Board Chairperson and the Fire Chief to review fire district performance in relationship to strategic plans, budgeted programs and fire district residents' expectations.
- Continue to conduct annual performance evaluations of fire district staff.
- Continue to review and assess the organization's performance against objectives, resources, plans, policies and services rendered.
- Conduct new board member orientation for the purpose of defining duties and responsibilities, district policies and procedures, and to provide an overview of district operations.

Goal #11: External Threats / Opportunities

Monitor, Analyze, Evaluate and Prepare for Potential Threats and Opportunities for the Fire District.

Objectives:

- Develop an understanding and knowledge of the internal and external pressures facing the fire district and the fire service industry.
- Review and develop strategies to provide and implement programs and services that are logical extensions of our existing fire district programs and services.
- Develop an understanding of the important political and leadership role our Board of Directors, staff and line personnel play in our fire district's future.
- Continue to provide an organizational marketing program that will communicate to our customers the value of our organization by:
 - increasing public appearances
 - positive media coverage
 - presentations at public gatherings
 - citizen survey projects
 - home inspection programs
 - community fire prevention/public education programs
 - fire & EMS Career Day opportunities
- Develop and implement strategies that address opportunities and threats in the following areas:
 - financial support
 - health and safety of our personnel
 - crew size and response variables
 - marketing programs / public image
 - personnel management / labor relations
 - training program
 - volunteer program management

SUMMARY

Our Strategic Plan for the next five years is driven by our Mission Statement:

“To Deliver Quality and Professional Services that Promote Community Life Safety and Property Conservation.”

The goals and objectives established by the board and staff need to be reviewed and revised as necessary in order to celebrate the successes and evaluate unsuccessful efforts.

Doing ‘what is best for Jackson County Fire District 5 customers’ is not just a goal; it is a commitment from our organization to the public we are sworn to protect. This Strategic Plan will provide direction, vision and a focus that we can use as a tool to monitor our organization’s effectiveness and efficiency.