

CLACKAMAS FIRE DISTRICT



Strategic Plan

2023-2026

Organizational Priority: Our People

Goal 1: Define & Improve Organizational Culture

Obj. 1.1	Conduct a Culture Survey by All American Leadership to assess the current culture.	Fire Chief	8/31/2023
Obj. 1.2	Implement changes and improvements based on the survey results to align the culture with the desired purpose, mission, and values.	Fire Chief	1/31/2024
Obj. 1.3	Establish diversity, equity, inclusion, and belonging training for all employees focusing on understanding biases, cultural sensitivity, and the benefits of a diverse workforce.	Human Capital	6/30/2024
Obj. 1.4	Establish and solidify the onboarding process from new hire to Fire Chief	Human Capital	6/20/2025
Obj. 1.5	Create a Culture Survey to annually spot check progression in improving organizational culture.	Human Capital	5/31/2024

Key Performance Indicator:

- *Achieve a 10% increase in employee satisfaction scores related to organizational culture within one year.*

Goal 2: Enhance Ethos & Alignment

Obj. 2.1	Hold a 2-day Ethos Workshop for a cross-section of employees to redefine and reaffirm the company's purpose, mission, and values.	Fire Chief	9/30/2024
Obj. 2.2	Ensure that all employees understand the revised ethos.	Fire Chief	6/30/2024

Key Performance Indicator (KPI):

- *Conduct a post-workshop survey to measure employee engagement and alignment, aiming for at least an 80% positive response rate.*

Goal 3: Strengthen Supervisory & Leadership Development

Obj. 3.1	Establish a Professional Development Committee	Human Capital	6/30/2025
Obj. 3.2	Establish/Implement a Company/Chief Officer Boot Camp to provide specialized training and skill development for all company officers and chief officers.	Training	6/30/2025
Obj. 3.3	Establish/Implement a Manager/Divisional Heads/C&G/Command Staff Development Program to equip those positions with leadership and managerial knowledge and skills.	Human Capital	6/30/2025

Key Performance Indicator (KPI):

- *Within two years, have at least 80% of Company Officers, Chief Officers, Managers, Division Heads, C&G, and Command Staff complete their respective development programs.*

Goal 4: Improve Leadership Competency & Effectiveness	Fire Chief/Human Capital
Obj. 4.1 Establish a process to provide ongoing leadership/positional training and mentorship for all levels of leadership.	Human capital 6/30/2024
Obj. 4.2 Establish leadership performance evaluations and feedback mechanisms to identify areas for improvement. e.g., Annual Evaluations	Human Capital 1/31/2024

Key Performance Indicator (KPI):

- *Increase the percentage of leaders who receive, for example, "exceeds expectations" or higher rating in their performance evaluations by 15% within three years.*

Goal 5: Foster a Learning Culture	Human Capital/Training
Obj. 5.1 Develop a learning and development roadmap to identify key skill gaps and training needs throughout the whole organization.	Committee Chair 6/30/2025
Obj. 5.2 Implement and fund continuous learning opportunities, such as workshops, webinars, and access to online courses.	Human Capital 6/30/2026

Key Performance Indicator (KPI):

- *Achieve 95% of employees who participate in at least on professional development activity each quarter.*

Goal 6: Measure the Impact of Professional Development	Fire Chief/Human Capital
Obj. 6.1 Establish metrics to track the effectiveness of various professional development initiatives.	Human Capital 6/30/2024
Obj. 6.2 Regularly assess the impact of these initiatives on employee performance, engagement, and retention.	Human Capital 6/30/2024

Key Performance Indicator (KPI):

- *Maintain a yearly average employee retention rate of 97% or higher, indication that professional development efforts contribute to employee satisfaction and loyalty.*

Organizational Priority: Emergency Response

Goal 1:	Improve Firefighter Hiring Process & Post Testing Clearance	Business Services	
Obj. 1.1	Increase the number of qualified candidates applying for firefighter positions	Business Services	7/1/2024
Obj. 1.2	Implement efficient and timely procedures for post-testing clearance	Health and Safety	7/1/2024
Obj. 1.3	Implement efficient and timely procedures for background checks	Human Capital	7/1/2024

Key Performance Indicator (KPI):

- *Increase in the number of qualified candidates advancing through the application phase to the Spark Hire interview stage.*
- *Reduction in the time taken to screen and shortlist candidates.*

Goal 2:	Improve Firefighter Hiring Process & Post Testing Clearance	Business Services	
Obj. 2.1	Develop a comprehensive recruitment strategy, including targeted outreach to diverse communities	Human Capital	6/30/2024
Obj. 2.2	Increase in the effectiveness of social media and website to promote the fire district as an attractive employer.	PIO	7/1/2024

Key Performance Indicator (KPI):

- *Increase in the number of qualified applicants from diverse backgrounds.*
- *Growth in the social media following and engagement.*
- *Higher website traffic and job application conversions.*

Goal 3:	Improve Firefighter Hiring Process & Post Testing Clearance	Emergency Services	
Obj. 3.1	Develop (12-month) comprehensive staffing plans for year 2, year 3, well in advance of implementation	Emergency Services	6/30/2024

Key Performance Indicator (KPI):

- *Completion of yearly staffing plans at least 12 months ahead of implementation.*
- *(Review plan annually) Successful coordination with the finance and support services divisions for necessary resources.*

Goal 4: Ensure Adequate Logistics & Capital Items		Emergency Services	
Obj. 4.1	Plan, Assess and procure necessary PPE and uniforms for current and future staff	Support Services	March 31 annually
Obj. 4.2	Secure funding and plan for the acquisition of new fire apparatus	Support Services	March 31 annually
Obj. 4.3	Plan for and secure funding for necessary fire station remodeling	Strategic Services	March 31 annually
Obj. 4.4	Secure funding and acquisition of capital needs	Support Services	March 31 annually
Obj. 4.5	PLL apparatus setup	Emergency Services	12/1/2023

Key Performance Indicator (KPI):

- *Completion of an inventory plan... inventory list and status update for all logistics items.*
- *Completion of the fire apparatus acquisition.*
- *Completion of remodeling projects within specified timelines.*

Goal 5: Ensure Adequate Logistics & Capital Items		Emergency Services	
Obj. 5.1	Establish a process to certify EMT's at an accelerated rate to enhance and expand recruitment and EMT certification for firefighters	Emergency Services	6/30/2026
Obj. 5.2	Secure agreements with paramedic programs for current employees	Emergency Services	6/30/2026
Obj. 5.3	Evaluate budget for potential funding of EMT and Paramedic training for new and current employees	Emergency Services	3/30/2026

Key Performance Indicator (KPI):

- *Have access to an accelerated EMT program for new hires.*
- *Maintain 68%-72% paramedics.*

Goal 6: Maintain Relevant Data Points & Analytics for Staffing Decisions		Strategic and Emergency Services	
Obj. 6.1	Continuously review and update data points and analytics used to determine staffing needs	Strategic and Emergency Services	March 31 Annually
Obj. 6.2	Ensure the data-driven approach aligns with the evolving needs of the community	Strategic and Emergency Services	March 31 Annually

Key Performance Indicator (KPI):

- *Regularly review and update of data points and analytics based on community needs and trends.*
- *Alignment of staffing decisions with data-driven analysis and community demands.*

Goal 7	Maintain Relevant Data Points & Analytics for Staffing Decisions	Emergency Services	
Obj. 7.1	Run cards are aligned and validate for QRV's, Type 3's and Type 6's	Emergency Services	6/1/2024
Obj. 7.2	Develop unit typing matrix with local PSAPs	Emergency Services	6/30/2025
Obj. 7.3	Single digit renumber matrix to align with levy deployment changes	Emergency Services	6/30/2025
Obj. 7.4	Fire Defense Board approval of unit typing matrix	Emergency Services	6/30/2025

Key Performance Indicator (KPI):

- *Agency interface is universal among local PSAP's.*

Goal 8	Enhance community outreach and engagement to effectively demonstrate the value and impact of the Emergency Services Levy	Business Services	
Obj. 8.1	Increase Awareness and Understanding	PIO	March 31 annually
Obj. 8.2	Review and Enhance Engage Stakeholders	Business Services	March 31 annually
Obj. 8.3	Enhance On-Line Presence	PIO	March 31 annually
Obj. 8.4	Highlight Positive Outcomes	Business Services	March 31 annually

Key Performance Indicator (KPI):

- *Increase Media Coverage achieved through collaboration with local media outlets.*
- *Increase growth in our social media followers, likes, shares, and engagement rates.*
- *Establish quarterly reports on website analytics, including page views, time spent and bounce rate.*
- *Increased community events and increased community members attendance.*
- *Increase percentage of community members who are engaging the information on Emergency Levy and its benefits through social media and website. Decreased bounce rate.*