



Clackamas Fire District #1 STRATEGIC BUSINESS PLAN

2021

*To Safely Protect and Preserve
Life and Property*



Clackamas Fire District #1

STRATEGIC BUSINESS PLAN 2021

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To Safely Protect and Preserve Life and Property

January 2021

As Fire Chief of Clackamas Fire District #1, I want to recognize the commitment of care, compassion, dedication, and professionalism that all of our staff, career, volunteer personnel, and elected officials demonstrate every day. This commitment allows us to deliver the highest quality fire and life safety services to the community, citizens, and businesses we serve. All of our professionals make sure the community is safe, but they go above and beyond this commitment by advocating for and supporting efforts to also make sure the community is healthy, livable, and enriching to all. They unselfishly provide basic necessities in the form of food, clothing, and toys during the holidays to those in need. They do not do it because it is a requirement of the job, but because they have chosen a profession that focuses on making a difference in the communities we serve both on and off the job. As Fire Chief, I will continue to support, encourage, and enhance those programs and activities that make our organization truly exceptional.



Clackamas Fire District #1 is unique in many ways. We are unique because of the formation of the organization - a combination of small, community-based fire departments closely connected to their respective communities who, when annexed or merged into a larger organization, have managed to maintain that community connection. This community-based approach has not only established a culture of very close ties between the Fire District and the community, but it has instilled in our personnel the importance of understanding the services required by all individuals.

Fred Charlton

Fire Chief

Clackamas Fire District #1

INTRODUCTION

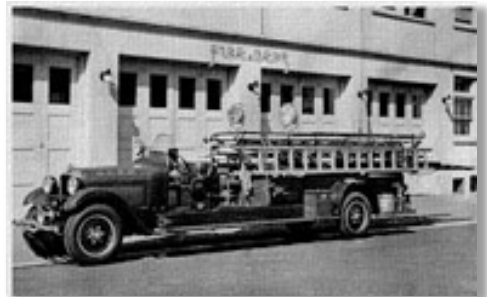
Beginning in 1998 and every year thereafter, the Fire District has reviewed and updated its strategic business plan. This year the Fire District has not only carefully evaluated and updated its strategic planning document, but it has also reviewed and updated the process used to make that planning document useful to Fire District personnel and to the community we serve. Those changes involved significant Fire District input, and also provided structure to the document to take advantage of clearly-focused objectives. As such, this living, dynamic document allows frequent updates as objectives are met and goals are accomplished.

This year, in addition to long-term goals, the Fire District has identified the most important short-term objectives, critical tasks needed to meet those objectives, timelines, and has committed to completing those during the upcoming year.

If you are a member of the Fire District—career or volunteer firefighter, staff or Board Director—this document will provide guidance for the major and even minor initiatives that the Fire District is pursuing during the next year. Your understanding and support of these initiatives is critical to the Fire District. If you are a citizen or member of the community, this document memorializes our goals for the future and our efforts to make improvements to our programs and the services we provide.



Clackamas Fire District #1 was established as the result of a series of mergers, consolidations, and annexations that took place during the last four decades. Prior to 1933, cities were not authorized to provide fire protection outside of their geopolitical boundaries. Therefore, outside of city limits, there was little or no fire protection. In the 1930s, the Oregon Legislature authorized the formation of Rural Fire Protection Districts to provide services in unincorporated areas.



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Unprotected gaps were called Fire Management Zones and were served by counties. A number of these zones existed in Clackamas County until 1974 when the county exited the fire protection business. The commissioners formed Clackamas Fire District #54 in the area surrounding Oregon City to take some of those responsibilities.

In the northern part of the county, around the City of Milwaukie, a similar process was ongoing. Milwaukie Fire Protection District #56 served the area surrounding the City of Milwaukie and north into Multnomah County. Together with Multnomah County Fire District #12, the agencies served an area that extended up to 82nd Avenue and Division in



unincorporated Multnomah County. However, aggressive annexations by cities during the early 1970s forced both agencies to evaluate their options. In 1976, what remained of the two districts merged and formed Clackamas County Fire District #1, most commonly referred to as Clackamas Fire District #1.

Yet, city annexations continued—forcing other fire districts to merge to preserve service levels. In 1988, Happy Valley Fire District #65, Clackamas Fire District #71 and Clackamas Fire District #54 merged and within two years consolidated their services further by joining with Clackamas Fire District #1. The new fire agency was now large enough to provide expanded service levels and to provide the expanded scope of services with the economies of scale typical of modern fire agencies.

In the early 1990s, Clackamas Fire District #1 merged with Beaver Creek Fire District #55.



During the next decade, it merged with Oak Lodge Fire District #51 and Clarkes Fire District #68 and began providing services by contract to the City of Milwaukie and the City of Oregon City.

In 2000, Clackamas Fire District #1 proudly became an Internationally Accredited

Organization. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery. The Center for Public Safety Excellence's (CPSE) Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI) allows fire and emergency service agencies to compare their performance to industry best practices in order to:

- Determine community risk and safety needs and develop community specific Standards of Cover.

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- Evaluate the performance of the department.
- Establish a method for achieving continuous organizational improvement.

The CFAI accreditation process provides a well-defined, internationally-recognized benchmark system to measure the quality of fire and emergency services. Clackamas Fire District #1 completes a comprehensive re-accreditation process every five years to maintain our accredited agency status. The Fire District was most recently accredited in August 2015.

In 2005, the Fire District held an election to annex the territories within the City of Milwaukie, followed by a 2007 election to annex the City of Oregon City into Clackamas Fire District #1. Both of those annexation elections passed by significant margins.

In 2014, the Board of Directors for Clackamas Fire District #1 and Boring Fire District #59 unanimously approved a contract for services in which Clackamas Fire provided fire protection, fire prevention, and emergency services to the citizens of Boring Fire District through a five-year contract for service. In November 2016, voters within both Fire Districts approved a legal integration in the form of an annexation of Boring Fire District #59 into Clackamas Fire District #1. That annexation was finalized in February 2017.

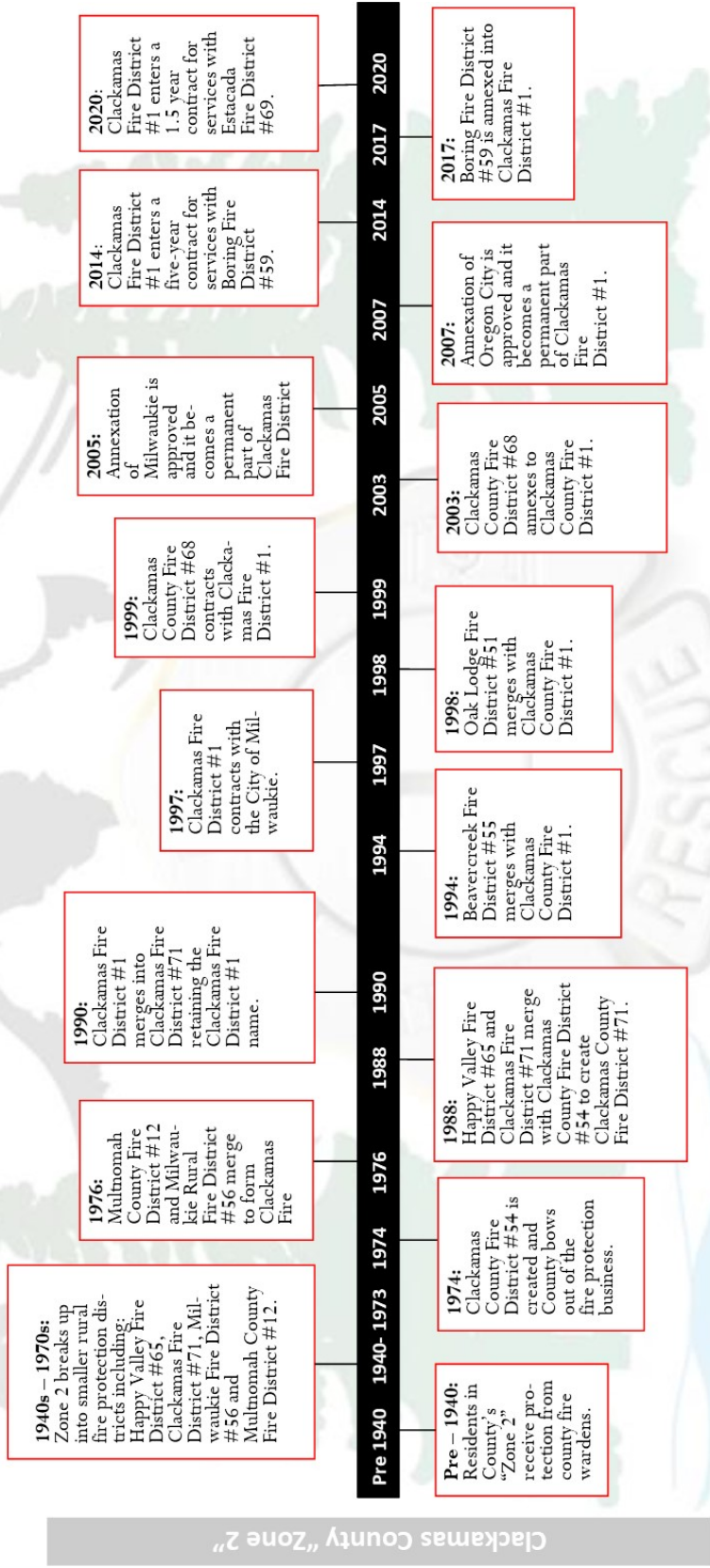
The Fire District protects more than \$23 billion in assessed value comprised of a mix of industrial, commercial, and residential properties. In 2019, per the Clackamas County Tax Assessors' Office, there were 57,229 residential properties and 2,010 commercial properties within the Fire District boundary. Approximately 280 career firefighters and administrative personnel oversee the efforts of the Fire District. In addition, a cadre of more than 80 community volunteer firefighters assist with firefighting efforts and provide assistance with many of the Fire District's auxiliary services. In total, the Fire District protects over 225 square miles— with 21 community fire stations serving nearly 235,000 permanent residents. Our service area encompasses four cities including Happy Valley, Johnson City, Milwaukie and Oregon City, as well as the unincorporated areas of Barton, Beavercreek, Boring, Carus, Carver, Central Point, Clackamas, Clarkes, Damascus, Eagle Creek, Holcomb, Oak Lodge, Redland, South End, Sunnyside and Westwood.

In January 2020, the Fire District entered into an 18-month Intergovernmental Agreement in the form of a Contract for Service to Estacada Fire District #69. Estacada Fire protects 78 square miles and 15,000 residents from two community fire stations.

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In the last decade, the Fire District has experienced rapid population and construction growth rates. Those rates are expected to increase as buildable residential property and suitable industrial land are being developed. The Fire District must plan for additional increases as the more suburban and rural areas are urbanized and the population centers become more densely populated through infill and increased regional planning efforts.





CLACKAMAS FIRE DISTRICT #1

DEVELOPING GOALS AND OBJECTIVES

The Fire District began a year-long process in late 2008 to develop its goals and objectives. In doing so, those goals and objectives were created in the context of environmental factors that are placing continuing pressure on the Fire District. Public expectations are increasing while financial and other resources are flattening or even declining. Impacts of these changes are being felt across the nation as the effectiveness of our public safety systems strain against the pressure. The nation's first responders are constantly being challenged to be more efficient while maintaining their effectiveness. Clackamas Fire District #1 is no different.

With these issues in mind, the Fire District developed a process to gain the values and perspectives of three distinct groups: the local community, the Fire District's elected officials, and the staff (including volunteers and paid personnel) of the Fire District. As part of the process, the Fire District contracted with an outside firm to facilitate the planning efforts. The three-pronged, Customer Centered Strategic Planning (CCSP) process, is a product of that consultation.

Each of the three planning groups provided input into the process based on their understanding of the Fire District's direction and upon that group's values. From this input, the Fire District originally developed and continually evaluates its 14 Organizational Goals, and from those goals each of the organization's divisions and workgroups have developed objectives. In 2014 at the Fire District's annual Strategic Planning Retreat, career personnel, volunteers and staff evaluated the Fire District's mission, vision, values and goals. The original 14 goals were condensed to the nine that were used through 2018. In early 2019, the Board of Directors were presented the previous nine goals that included a number of changes and updates as a result of a number of strategic planning meetings. In early 2021, staff requested the Board of Directors approve the current Strategic Business Plan to include a 10th goal.

While public expectations and limited resources may make it difficult to accomplish specific goals and objectives, in order to be more efficient with available resources the Fire District set the organization's goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

The Fire District's Board of Directors is a critical component of the strategic business plan. The Board's commitment to fund the plan elements and to monitor progress toward the plan's accomplishments is instrumental. The Board participated in several facilitated organizational value processes and public work sessions. A number of the Board members participated in the community processes and they did and continue to act as the community's representatives in the long-term direction of the Fire District.

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Implementing and Updating the Goals and Objectives

The Executive Team establishes the priorities and objectives for each Organizational Goal and establishes methods to ensure that the objectives can be accomplished. Those methods include structuring assignments that would not create difficult burdens on a single individual or division, yet also ensure that the assignments are allocated to the person or position having both the capability and the capacity to ensure that the priorities can be accomplished. In addition, the Executive Team makes assignments and provides guidance to develop additional competencies in Fire District personnel.

Twice each year, Fire District staff reviews and updates the Strategic Plan. Each review will encompass an overview of the action plans from the previous review and accomplishments toward achieving the goals and objectives described in these plans. Next, staff will consider the current list of objectives and remove those that are no longer valid; add others that may be more important given the then current political, economic, and legal environments; or change the action plans to reflect the current conditions.

Every five years, the Fire District will review its mission, vision, values, guiding principles and goals. Those factors will be updated as appropriate and will be accompanied by a new list of appropriate goals and objectives for the future.

MISSION, VALUES, VISION

The Fire District has adopted strategic planning elements based on the input of the community, the Board of Directors, and the Fire District's internal strategic planning group. From that process, the Fire District developed the mission, values and vision that established organizational direction. Every three to five years, the Fire District reviews its' Mission, Values, and Vision statements to ensure they clearly reflect the direction the Fire District is headed.

Our Mission

The mission statement of the Fire District is designed to clearly define, in simple terms, what services that are provided to the community, and it focuses Fire District members on what is truly important. The mission statement is posted prominently throughout the Fire District's facilities. The current Mission statement is:

To Safely Protect and Preserve Life and Property

Our Values

The values are the guiding principles of Clackamas Fire District #1 shared throughout the organization. These values describe the Fire District's culture and core beliefs and provide a cultural foundation for all personnel as well as describe actions that are the living enactment of the fundamentals held by individuals within the Fire District. The current Values are:

Guide our actions with integrity, courage, respect, and accountability

Anticipate and respond to the needs of our community

Communicate effectively and share knowledge

Inspire leadership and develop leaders

Model excellence in safety, health, and wellness

Promote public education and public engagement

Be fiscally responsible

Our Vision

The vision statements describe the Fire District's inspiration and model for the future state of affairs. This is the description of where the Fire District expects to be in the future providing members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. The vision statements developed by the Fire District incorporate the will of citizens; the purposeful thought of our employees and volunteers; and the intent of the governing body. The following vision statements have been adopted by Clackamas Fire District #1:

To maintain accredited agency status

To utilize technology to enhance service delivery

To dedicate ourselves to continuous improvement

To continue to pursue alternate funding strategies

To minimize our environmental impact

To encourage involvement, innovation, and creativity

ORGANIZATIONAL GOALS

The Fire District has established ten goals, each of which is based on the input provided by the Board of Directors, the community, and the staff. The Board reviewed and adopted these goals in 2021 and the management team and staff created objectives for each goal. These goals articulate the Fire District's direction for the next three to five years and beyond and are not in order of importance, but rather reflect all of the work the Fire District will be

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focusing on to support the Mission, Values and Vision statements.

The ten goals are:

1. **Maintain accredited agency status**
2. **Reduce the number and consequence of fire**
3. **Improve outcomes in emergency incidents**
4. **Assemble, retain and develop a highly-trained, healthy, and dedicated workforce reflective of the community we serve**
5. **Prepare ourselves and the community for disasters**
6. **Communicate effectively**
7. **Continue to strengthen our relationships with our strategic partners**
8. **Provide exceptional customer service**
9. **Implement management practices to ensure financial and operational sustainability**
10. **Leverage data for effective decision making**

Following the development of the goals, division managers developed specific objectives to accomplish one or more of these goals. These objectives were accompanied by specific, measurable outcomes by which the organization could evaluate the progress toward delivery of a final product.

SUMMARY

While creating a long-term business plan is critical in many ways, the plan must also provide the organization with focus a clearly designed narrow set of objectives that can be accomplished in the short term. As part of its planning process, the Fire District developed a method to concentrate its efforts on just a few important objectives. These focused plans provide direction to the Fire District and its staff about how to proceed.

The Strategic Business Plan for Clackamas Fire District #1 is a "living" document not intended to be placed on a shelf, rather it is designed to be referenced for guidance on a regular basis. This document articulates the goals and objectives of the organization and provides a pathway to complete tasks in a timely manner.

Each year, the Fire District engages staff in addressing emerging issues facing the communities we serve and the services we provide. The input and ideas gathered from planning sessions are used to develop the next set of goals, objectives, and tasks we must focus on to ensure Clackamas Fire District #1 continues “*To Safely Protect and Preserve Life and Property.*”

Goal #1 – Improve the Fire District through Accreditation

Objective 1-1:

Become re-accredited by the Commission on Fire Accreditation International

Timeline: March 2021

Responsibility: Business Services Division

Critical Tasks:

1. Review and make error of fact corrections to draft report
2. Evaluate and take action as appropriate on-site team recommendations
3. Prepare for and attend accreditation hearing
4. Develop plan to address and implement accreditation recommendations

Objective 1-2:

Further integrate accreditation as part of the Fire District’s continuous quality improvement efforts

Timeline: 6-36 months

Responsibility: Business Services Division

Critical Task:

1. Develop and implement a work plan for performance indicator plans and peer review team recommendations as appropriate
2. Develop after-action report for accreditation process
3. Develop current and future accreditation team members

Goal #2 – Reduce the Number and Consequence of Fire

Objective 2-1: Reduce consequence of fire

Timeline: Ongoing

Responsibility: Emergency Services Division

Critical Tasks:

1. Ensure optimal Fire District coverage to reduce response times
2. Continue to enhance firefighting skills through targeted training as outlined within the 2021 Annual Training Plan
3. Update and adopt the 2021 Standards of Cover (SOC) document
4. Implement means to ensure an adequate effective response force appropriate for the specific call type
5. Improve the reliability of suppression resources by the addition of EMS and Low Priority Response Units in targeted areas
6. Establish plan and timeline to address wildfire after-action review (AAR) recommendations



Objective 2-2: Multi-family occupancy inspections

Timeline: Ongoing

Responsibility: Fire Marshal's Office

Critical Tasks:

1. Follow-up with all code violations within 30 days of initial inspection.
2. Conduct fire inspections in multi-family dwellings with less than 50 occupants every two years.
3. Conduct fire inspections in multi-family dwellings with 50 or more occupants annually.

Objective 2-3: Expand fire and life safety outreach to residential occupancies

Timeline: Ongoing

Responsibility: Fire Marshal's Office, Public Affairs Department

Critical Tasks:

1. Collaborate with Fire Marshal's Office and Public Affairs Department to expand outreach for specific audience.
2. Utilize the Community Paramedic Program to provide in home fire safety education
 - a. Support the development of a Home Inspection Program for at-risk occupants
3. Continue to expand Fire and Emergency Medical Services (EMS) Prevention initiatives and programs
4. Conduct at least four side-by-side residential fire sprinkler demonstrations per year
5. Provide fire sprinkler education to local stakeholders and groups such as homeowners' associations, building officials, planning departments, realtor groups, cities and county, etc. as requested.

Goal #3 – Improve Outcomes of Emergency Incidents

Objective 3-1: Improve cardiac arrest outcomes

Timeline: 12-24 months

Responsibility: Emergency Services Division

Critical Tasks:

1. Provide High Performance CPR refresher training quarterly to crews
2. Continue to build upon law enforcement response to cardiac arrest incidents
3. Provide most current nationally recognized CPR training annually to all Fire District staff
4. Continue to support county-wide PulsePoint Campaign
5. Increase Hands-Only CPR education to the public annually by 20%



Objective 3-2: Deliver targeted training focused on improved outcomes.

Timeline: 12-36 Months

Responsibility: Emergency Services Division

Critical Tasks:

1. Continue to deliver targeted training
2. Invest in digital mediums, networks and training locations, which allow efficient delivery of targeted training while allowing crews to optimize Fire District coverage
3. Evaluate staffing needs to adequately provide training

Objective 3-3: Improve response performance

Timeline: 12-24 Months

Responsibility: Emergency Services Division

Critical Tasks:

1. Ensure delivery of emergency services is focused on sending the appropriate resource
2. Focus on eliminating redundancy and improve efficacy in emergency medical response performances by working with partner agencies
3. Implement/Utilize Intterra and First Watch platforms.
4. Continue to adjust and refine Computer Aided Dispatch (CAD) system with Automatic Vehicle Location (AVL)
5. Develop the methodology for which the Fire District will evaluate and communicate response performance
6. Monitor turnout and response times to all incidents; identify and eliminate barriers, quarterly
7. Expand Single-Role Paramedic deployment model in targeted areas
8. Implement and evaluate Low Priority Response Unit programs
9. Implement and evaluate alternative response plans for specific call types



Goal #4 – Assemble, Retain and Develop a Highly Trained, Healthy, and Dedicated Workforce Reflective of the Community We Serve

Objective 4-1: Conduct diversity analysis of all employees

Timeline: Ongoing every odd year on July 1

Responsibility: Business Services Division, Human Resources Department

Critical Tasks:

1. Collect self-identification data for all current and new hire employees
2. Determine and report on differences between self-identification data of Fire District to

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Clackamas County demographics (current and projected)

3. Work with Training, Volunteers and Explorers to increase diversity in recruitment activities
4. Participate in NW Fire Diversity Council to identify ongoing strategies to improve workplace diversity.
5. Continue to evaluate and improve the recruiting and hiring process.
6. Identify and develop strategies to remove barriers, which inhibit individuals from participating in entry- level and promotional processes.
7. Review and update equal employment opportunity policies and practices.
8. Identify and implement strategies to address diversity, equity, and inclusion across all areas of the Fire District.

Objective 4-2: Maintain an ongoing presence in education institutions and community organizations. Provide District on-site opportunities to students and the community

Timeline: Ongoing

Responsibility: Training Department, Public Affairs, and Human Resources Department

Critical Tasks:

1. Continue to support local Fire Science programs to coordinate with school curriculum.
2. Continue support and staffing in local fire camps that target women and other diverse backgrounds for fire service recruitment.
3. Expand attendance at career fairs, college campuses, trade schools and high schools.



Objective 4-3: Maintain a healthy environment as it relates to work load and enhance development opportunities

Timeline: 12 months

Responsibility: Business Services Division

Critical Tasks:

1. Implement remote work pilot program and evaluate its impact on workload and development opportunities
2. Regularly update and publish organizational charts
3. Annually review and update all departmental staffing analysis documents.
4. Establish clear expectations, provide timelines, and sufficient resources for projects
5. Solicit input and provide feedback
6. Implement training plans regarding quarterly check-in process, Target Solutions, staff development, and cross training at all levels to address leadership and business practices
7. Expand availability of development opportunities to include continuing and higher education.

Objective 4-4: Enhance the injury prevention and rehabilitation portion of the Fire District Wellness Program.

Timeline: Ongoing

Responsibility: Health and Wellness Department

Critical Tasks:

1. Ensure firefighters have access to culturally competent post injury care
2. Create a post-conditional offer/pre academy forum to conduct movement assessments, provide education on fire ground fitness and give individual feedback during the entry-level process.
3. Regularly evaluate injury reporting, workers' compensation and health insurance injury data to identify areas for District training and education.

Objective 4-5: Support organizational development committee, establish new/update competencies for all job descriptions and develop a strategic workforce plan that links competencies to organizational strategy

Timeline: 12 months

Responsibility: All Divisions/Departments

Critical Tasks:

1. Support the Organizational Development Committee
2. Revise employee evaluation process and associated goals for employee development and engagement
3. Identify additional platforms for Documentation of employee performance
4. Solicit organizational input / support of all workgroups
5. Establish charter to include roles and responsibilities
6. Provide and promote leadership training for department Directors / managers / staff through joint internal and external leadership academies
7. Continue to update competencies for all job descriptions through the Organizational Development Committee
8. Align opportunities with needed competencies
9. Regularly review existing job descriptions to ensure they are accurate and up-to-date



Objective 4-6: Develop a training program to better prepare all staff, career and volunteer personnel for supervisory positions

Timeline: 6 months

Responsibility: Business Services Division, Training Department

Critical Tasks:

1. Establish an annual training plan that includes training from BOLI with Human Resource involvement regarding discipline, documentation, leave, harassment, civil rights and protected classes, employment law, labor relations.

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2. Establish training program via Organizational Development Committee for roll out of new Performance evaluations
3. Provide supervisor training for all supervisors through internal leadership academy along with leadership principle training in conjunction with outside partners
4. Expand supervisory and command officer training for all personnel
5. Provide Incident Command System (ICS) training for all personnel

Goal #5 – Prepare Ourselves and the Community for Disasters

Objective 5-1: Ensure the Fire District is able to provide critical services following a disaster

Timeline: 18-24 months

Responsibility: Public Affairs Department,
Emergency Manager

Critical Tasks:

1. Conduct an evaluation of the response and support activities associated with the COVID-19 event, in order to identify best practices and needed changes to policies, staffing plans and response tactics or Pandemic.
2. Refine the Continuity of Operations Plan (COOP) in order to improve its ability to support disaster management
3. Conduct internal preparedness campaigns to create a culture of individual and family resilience to disasters



Objective 5-2: Prepare the Fire District for a regional response to a large disaster

Timeline: 36 months / Ongoing

Responsibility: Public Affairs Department, Emergency Manager

Critical Tasks:

1. Develop a five-year all-hazards exercise plan based on the threat analysis contained in the Clackamas County Natural Hazard Mitigation Plan.
2. Participate in the UASI region Cascadia Rising multi-year exercises
3. Participate in regional disaster preparedness committees and work groups
4. Update and/or create emergency and disaster response protocols

Objective 5-3: Improve the disaster resilience of our residents

Timeline: Ongoing

Responsibility: Public Affairs Department, Emergency Manager

Critical Tasks:

1. Conduct community presentations aimed at ensuring our residents are two weeks ready
2. Improve disaster preparedness messaging using social media and the Fire District website
3. Participate in disaster planning meetings of local response stakeholders and community groups

Objective 5-4: Strengthen the Community Emergency Response Team (CERT) program and its mission to create disaster resilient families and communities

Timeline: Ongoing

Responsibility: Public Affairs Department, Emergency Manager

Critical Tasks:

1. Provide guidance and support for CERT leadership
2. Support the development of a CERT team to serve the Boring/ Damascus community.
3. Integrate CERT response capabilities into Fire Rescue Protocols (FRP's)
4. Conduct training and exercises focused on strengthening CERT's ability to support the Fire District

Goal #6 – Communicate Effectively

Objective 6-1: Refine internal communications

Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer

Critical Tasks:

1. Identify and reduce redundancies and conflicts through brief and more frequent communication
2. Continue use of live video conferencing to communicate effectively with the workforce .
3. Set organizational direction through clear, direct communication that is specific and appropriate throughout the workforce
4. Communicate the right information to the right people to keep them informed and make decisions
5. Solicit input from employees / volunteers in process to improve internal communication
6. Continue annual organizational planning retreats – Board of Directors, District-wide and Volunteer Association
7. Utilize technology to engage in collaboration across organizational departments

Objective 6-2: Ensure communication with our citizens by continuing to develop an online social media presence and maintaining regular contact with community and civic groups

Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer

Critical Tasks:

1. Ensure all of our neighborhood associations, community and civic groups are visited on at least a quarterly basis
2. Enhance social media presence by continuing to provide relevant fire and life safety content to gain followers



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3. Continue public engagement through station tours, fire and life safety events and community gatherings.
4. Continue public engagement through the use of social media and interactive video content

Objective 6-3: Use traditional and social media platforms to communicate fire and life safety information to our community on an ongoing basis

Timeline: Ongoing

Responsibility: Fire Chief's Office, Public Information Officer, Fire Marshal's Office

Critical Tasks:

1. Create and distribute timely and relevant fire and life safety information based off local fire and life safety trends as presented by the Fire Marshal's Office.
2. Enhance social media presence by increasing followers by 10% by July 1, 2021 across all three (Twitter, Facebook and Instagram) social platforms
3. Continue to refine our target audience and design messaging to reach those groups
4. Adapt public education messaging to fire investigation origin and cause results

Goal #7 – Continue to Strengthen Our Relationships with Our Strategic Partners

Objective 7-1: Use Interagency Committee to communicate with strategic partners and community members

Timeline: Ongoing

Responsibility: Fire Chief's Office, Board of Directors

Critical Tasks:

1. Schedule and attend ongoing meetings
2. Review, amend and develop new contracts and Intergovernmental Agreements (IGAs) as needed
3. Continue to seek opportunities for collaboration and partnerships

Objective 7-2: Continue organizational engagement in regional planning

Timeline: Ongoing

Responsibility: Fire Chief's Office

Critical Tasks:

1. Provide input and seek feedback from legislative lobbyist and others as needed
2. Engage local cities, counties and special interest groups





Goal #8 – Provide Exceptional Customer Service

Objective 8-1: Continually improve internal and external customer service; seek public input on all services provided

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Establish effective internal and external customer service through more frequent, brief communication and utilizing digital media
2. Establish a culture of customer service throughout all workgroups
3. Review, update, and distribute the customer service policy annually
4. Provide communication and customer service education and training for all employees and volunteers
5. Develop feedback opportunities for fire inspections and public education sections of the Fire District
6. Review and respond to compliments and complaints.
7. Check in on home/business owners one to two months after a fire

Objective 8-2: Utilize technology to enhance service delivery and improve customer service

Timeline: Ongoing

Responsibility: Business Services Division, Information Technology Department

Critical Tasks:

1. Review, update, and refine the Fire District website
2. Implement and maintain information security measures and educate workforce
3. Implement and support new and existing enterprising solutions
4. Update and procure hardware and software to standardize the platforms supported by the Information Technology Services Department
5. Maintain network infrastructure to support new platforms through quarterly business reviews
6. Continue communication and collaboration with end users for improved system and software use

Goal # 9 Implement Management Practices to Ensure Financial and Operational Sustainability

Objective 9-1: Financial sustainability

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Develop systems to analyze ROI on all new projects/programs
2. Utilize Quarterly Business Reviews (QBR's) to track and adjust for trends
3. Promote consideration of full life-cycle costs in making investment decisions
4. Regularly update long-range financial plans and forecasts
5. Maintain adequate fund balance reserves
6. Improve reporting and transparency of financial information

Objective 9-2: Organizational Sustainability

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Analyze and prioritize all projects/programs through the Budget process to advance Fire District goals
2. Establish performance goals and measures for each project/program/department
3. Utilize data to drive organizational decision-making
4. Develop position binders, job aides, and other tools to aid others in assuming new duties
5. Apply best practices to protect and defend the Fire District's information technology systems
6. Establish resource pool for support and maintenance of technology tools and systems
7. Develop redundancy (back-ups) for each position
8. Maintain and exercise the continuity of operations plan.
9. Develop a model for succession planning and implement it across the organization

Goal # 10 Leverage Data for Effective Decision-Making

Objective 10-1: Utilize quality data for evidence-based decision making to assess and produce the best outcomes.

Timeline: Ongoing

Responsibility: Data Services

Critical Tasks:

1. Educate and develop accountability for all personnel to capture appropriate data to provide information that can be analyzed to achieve the organization's desired outcomes.
2. Champion more relevant and technologically robust systems capable of integrating with new innovative data systems to provide advanced analytics, and support evidence-based decision

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- making.
3. Leverage technology(s) to assure real-time data capture and analytics that provide insights for use.
 4. Assure a process is in place to track physical and traumatic event exposure(s) for all response personnel.

Objective 10-2: Implement advanced data analytics to make informed decisions

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Cultivate a data-driven culture that utilizes data insights to modify strategies, deployment models, and programs.
2. Employ advanced analytics to assist in making predictive and prescriptive decisions that are focused on the outcomes the agency is trying to achieve.
3. Ensure personnel are aware of public disclosure laws, rules, and best practices in providing data to other organizations, the media, and the general public.
4. Establish best practices for data cleansing and for tracking data access to safeguard its integrity.

Objective 10-3: Focus on developing outcome-based data for all measurable operations and functions within the organization.

Timeline: Ongoing

Responsibility: All Divisions / Departments

Critical Tasks:

1. Develop an outcome-based performance measurement system.
2. Use aggregate data to inform and improve system performance
3. Champion for sharing of data between agencies and organizations and encourage interagency cooperation to promote evaluation of outcomes.