

# CUSTOMER CENTERED STRATEGIC PLAN



## CLALLAM COUNTY FIRE DISTRICT NO. 3

JULY 2005



*Emergency Services  
Consulting inc.*

# **CUSTOMER CENTERED STRATEGIC PLAN**

**CLALLAM COUNTY FIRE DISTRICT NO. 3  
SEQUIM, WA**

**July 2005**

*Facilitated by:*



*Emergency Services  
Consulting inc.*

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### **Board of Commissioners: Clallam County Fire District No. 3**

- Richard Houts
- Gary Coffee
- Wes Short

### **Strategic Planning Team: Clallam County Fire District No. 3**

- Grant Levien
- John McIntyre
- Tharin Huisman
- Allen Knobbs
- Marc Lawson
- Steve Vogel
- Robert Rhoads
- Greg Behan
- Scott Dickson
- Matt Lewell
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## Executive Summary

The Customer Centered Strategic Planning process accomplished more than just the development of a document. It challenged the membership of CCFD3 to look critically at paradigms, values, philosophies, beliefs, and desires. It challenged individuals to work in the best interest of the organization. In addition, it provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. The members of the fire district's strategic planning team and the citizen's advisory group did an outstanding job in committing to this important project and seeing it to final form.

### Mission, Vision, and Values

Clearly stated and intentionally simplistic, the district's mission accurately describes the organization's general purpose.

### Mission Statement

*Clallam County Fire District No. 3 is dedicated to excellence in serving, educating, and protecting our community through emergency medical services, fire suppression, and public education.*

Building on this mission, the membership identified a vision for the district, thus establishing targets of excellence for the future.



### Vision Statements

- *We will be progressive trend setters in responding to the needs of our customers.*
- *We will plan for and anticipate change in the community.*
- *We will be respected and enthusiastically supported by our community which views us with pride, respect, and confidence.*
- *We will create a work environment where each member respects, understands, and cooperates to meet our stated goals.*
- *We encourage regional services that can be offered throughout the Olympic Peninsula.*
- *We are committed to a culture of mental and physical fitness to prepare our members for the changes and challenges of the job.*
- *We will develop visionary goals with community and government leaders for the future of the fire district.*
- *We will continually seek opportunities to exceed the expectations of our customers.*

Recognizing that its collective personality and the values of its members enhance the organization, CCFD3 staff declared the following values:

### Value Statements

*We value:*

- *Our privilege & responsibility as a public service agency*
- *Excellence, honesty, respect, and teamwork*
- *Personal and professional discipline and development*
- *Clear communication through the chain of command*
- *History and tradition of the fire service*

Armed with the mission, vision, values, SWOT analysis, and customer priorities, expectations and concerns, the membership of CCFD3 focused on developing realistic strategic goals and objectives designed to guide the department into the future. The following organizational goals were identified:

### Goals

- *Develop a deployment model.*
- *Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities.*
- *Develop effective partnerships with community and regional agencies.*
- *Provide modern and effective apparatus, equipment, and facilities needed to perform the customer services required.*
- *Provide an effective organizational communication system.*
- *Provide an effective communications infrastructure.*
- *Ensure the financial stability of the district.*
- *Provide for a safe community through proactive fire prevention, public safety education, and hazard mitigation.*



## **The Customer Centered Strategic Planning Process**

Today's fire and emergency service providers face the ever-increasing challenge of providing diverse services while competing for funding as they strive to meet the expectations of citizens for facilities, amenities, and services. Fire service delivery expectations are increasingly difficult to meet as communities spread beyond their traditional boundaries, and the type and number of calls for service are in constant flux as demographics change throughout the district. These trends place increased pressure on the modern fire service manager, policy makers, and staff to come up with ways to be more efficient and effective.

To ensure that customer needs were incorporated, the Customer Centered Strategic Planning (CCSP) process was used to develop the CCFD3 strategic plan. This methodology has been adopted and utilized by many national and regional fire service associations.

### **The CCSP Process Outline**

The specific steps of the CCSP process are as follows:

- ❑ Establish the community's service priorities
- ❑ Establish the community's expectations of the organization
- ❑ Identify any concerns the community may have about the organization and its services
- ❑ Identify those aspects of the organization and its services the community views positively
- ❑ Develop the mission statement, giving careful attention to the service priorities and expectations of the community
- ❑ Develop a vision of the future
- ❑ Establish the values of the organization
- ❑ Identify the strengths of the organization
- ❑ Identify any weaknesses of the organization
- ❑ Identify areas of opportunity for the organization
- ❑ Identify potential threats to the organization
- ❑ Establish realistic goals and objectives for the future
- ❑ Identify implementation tasks for each objective
- ❑ Define service outcomes in the form of measurable performance objectives and targets
- ❑ Develop organizational and community commitment to the plan

## **Organizational Background**

Clallam County Fire District No. 3 serves a population of 30,000 residents in an area of nearly 135 square miles. The district also serves the cities of Sequim and Dungeness as well as the communities of R-Corner, Carlsborg, Diamond Point, Lost Mountain, and Blyn. The history of CCFD3 can be traced back to the formation of the city of Sequim Fire Department in 1914. Records indicate that the first rural fire district in the area was formed in 1954 at R-Corner.

### **History of Fire Service in the Sequim Dungeness Valley**

The first fire suppression efforts in the Sequim Dungeness Valley (1890's to 1914) were performed by early settlers living in Sequim, located near the City of Dungeness. The early firefighters used a horse drawn cart that carried leather buckets to the fire and buckets were also brought from the homes of the firefighters. Men would form long lines between irrigation ditches and the fire, passing buckets, filling, and throwing the water on the fire.

The first fire department in the valley was the Sequim Volunteer Fire Department organized in 1914. The City of Sequim acquired a small garage that was converted into a one bay fire station located at Cedar and Seal Street. The first fire suppression apparatus was a manpowered hose reel pulled by up to eight men lead by the first Fire Chief, Jens Bugge. Around 1930, Sequim purchased its first Model-T Diamond Reo fire engine, with a 200 gallon water tank. Soda mixed with water and acid created pressure for the hoses.

The Sequim Fire Department covered the valley with fire protection until 1948. Response times were long because of dirt roads that jogged randomly throughout the valley. It took an average of 30 minutes to respond to Dungeness. In 1939, Sequim purchased its first Ford gas fire engine capable of pumping water from its 250 gallon water tank. Lloyd Fischer was the fire chief at the time. This apparatus is still in service with CCFD3, performing in fire prevention classes.

After the railroad was built through the city of Sequim, the population and business center migrated from Dungeness to Sequim. Bill Merrill was Sequim's third fire chief, followed by Iris Marshal who was fire chief for 20 years and served as a volunteer for 60 Years. Creighton Daniel, Lawrence Kettel, and Tom Lowe were also fire chiefs until the city of Sequim was annexed into the Clallam County Fire District No. 3 in 1984.

### **The Formation of Clallam County Fire District No. 3**

In 1948 area homeowners decided that a fire district should be formed to serve the areas of Clallam County surrounding Sequim. Sequim Prairie Grange circulated a petition asking the county commissioners to grant the district, which would extend from the Strait of Juan DeFuca on the north, to the Agnew Irrigation district on the south; and from Sieberts Creek on the west to East Sequim Bay on the east (excluding the town of Sequim).

Three men were elected to serve on the board of the newly-formed fire district. George Spath, Nick Heuhslein, and Henry Lotzgesell met June 1, 1948 at Spath's home to organize the first board of commissioners for Clallam County Fire Protection District No. 3. Nicholas Heuhslein was elected chairman. He served on the board until his death on September 24, 1975. Olga Spath was chosen to be the pro tem secretary. She served until she resigned in 1972.

The assessed valuation of the new fire district was \$2,000,000. According to a one-sentence report, the commissioners met one week later with the Sequim Fire Department to discuss their plans for a new district. At the June 15th meeting, a motion was carried to enter into a loan contract to purchase a fully-equipped Chevrolet truck. The amount would not exceed \$15,000, borrowed for five years at four and one-half percent interest.

An agreement with the Sequim Fire Dept. and the Town Council established that district equipment would be manned by the Sequim Volunteer Fire Department at a rental rate of \$500 per year. CCFD3 would assume the expense of gas, oil, and repairs to district equipment. On March 24, 1949, the new truck was delivered for which the district paid \$8,997.72

In March, 1954, the district organized the Agnew Fire Department. Port Angeles Fire Chief Clay Wolverton who was also Civilian Defense Director allowed the use of a Civilian Defense fire truck to be stationed at R-Corner and manned by the 10 volunteers at the station. In 1957 the fire district boundary was extended to the Jefferson County line extending to the Straits of Juan DeFucca to the National Forest boundary.

In 1963 the first 5-horse power siren was installed at the Agnew station to alert volunteers of an emergency call. In 1964 the Carlsborg fire station was built which included a siren and telephone. The project was completed at a cost of \$7,500. The Dungeness fire station was constructed in April, 1996. In 1970 Diamond Point fire station was built followed by construction

of the Lost Mountain station in 1980. The last fire station was added in 1985, serving the citizens around Blyn.

In 1981, the nature of the fire district changed radically when paramedic duties were added to firefighting. The commissioners went to the voters to pass an EMS Levy to provide paramedic service. The levy was approved and on April 1, 1982 the first paramedic, Aaron Espy, was hired. Suddenly instead of 50-60 calls per year, there were way too many emergency calls for a volunteer force to respond to. In addition, a more diverse training program was now required. The paramedics had strong support from the Sequim Dungeness Hospital Guild who donated \$14,670 to purchase the first medic vehicle and heart monitor in 1981. In June 2002, Fire District No. 3 started doing commercial fire inspections within the city of Sequim and the East Clallam County area served by the fire district.

### **Chiefs of Fire District No. 3**

At a March board meeting in 1974, Rolf Stahlbaum, R-Corner volunteer firefighter, was appointed to fill Commissioner Lloyd Fisher's remaining term. In 1976 the fire board of commissioners felt they needed to hire a fire chief. After reviewing candidates, on March 22, 1976 the fire commissioners appointed Rolf Stahlbaum as the first fire chief of CCFD3. He resigned his position as a fire commissioner on March 31, 1976. Rolf Stahlbaum served as chief until he submitted his resignation on August 21, 1978. Rick West became the next fire chief serving from May 1978 to February 1980. Fred Barrett was fire chief from May 1980 to August 1982. Tom Lowe, the next fire chief for the city of Sequim, was hired as fire chief for Clallam County Fire District No. 3 in April 1983. Chief Lowe continued to serve as the Sequim's chief until the city merged with Fire District No. 3. Tom Lowe retired on December 31, 2000. Chief Stephen Vogel was promoted to chief on February 01, 2001 and continues to serve to this date.

## Customer Input

### Service Priorities

In order to dedicate time, energy, and resources on services most desired by its customers, Clallam County Fire District No. 3 needs to understand what the customers consider to be their priorities. The citizen's advisory group was asked to prioritize the services offered by CCFD3. The number to the right of the service is a mathematical calculation that indicates its relative priority in relation to the other listed services.

### Service Priorities of the Customers of Clallam County Fire District No. 3

1. Fire Suppression	186
2. Emergency Medical Services	174
3. Technical Rescue/Water/Rope	112
4. Wildland Fire Suppression	103
5. Public Assistance (Invalid)	76
6. Fire Investigation	67
7. Public Safety Education	61
8. Community Services	24



### **Customer Expectations**

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the customer needs.

The following are the expectations identified by the citizens group.

#### **Customer Expectations of Clallam County Fire District No. 3**

- Fast and safe response
- The best most modern equipment
- Well trained personnel
- On-going building and safety inspections
- Provide facilities for communication in the event of disaster (EOC)
- Put out fires
- Rescue people
- Professional
- Comprehensive service that's fiscally responsible
- Adequate funding and reserves
- Prepare for rapid growth, more/higher structures
- Share resources with other agencies, law enforcement, DNR
- Continued EMS & fire training
- Planters (response impact)
- Treat customers with dignity
- Office space for Clallam Co. Sheriffs Office (as in past)
- Keep up availability of B/P and assistance with walk-in heart problem
- Adequate staffing & equipment
- Communicate openly and honestly through community forums and the press
- Respond to concerns and complaints
- Be an integral part of city and county planning

**Areas of Customer Concern**

The Customer Centered Strategic Planning process would fall short and be incomplete without an expression from the customers of their concerns about the organization. Some areas of concern may, in fact, be a weakness within the delivery system. However, they may also be perceptions of the customers based on limited knowledge.

**Areas of Customer Concern of Clallam County Fire District No. 3**

- Missing one or more vital pieces of equipment or equipment, i.e. aerial appliance
- No public ambulance service
- Funding from new construction (system development fees)
- Staffing for the future
- How is new equipment paid for
- A Hazmat program should be in place
- Levy (lid lift) passed on post 9-1-1 emotion
- Carlsborg facility
- Local businesses should be given an opportunity to bid on services to the district
- How do the local Indian tribes help support the district?
- What are the plans for the Blyn station
- Are there adequate resources for multiple incidents (reliance on mutual aid)
- What is the purpose/follow up or enforcement of burn permits
- Is there adequate fire flow/hydrants in the water systems
- Is there adequate staffing in the outlying area
- Is there adequate public information
- Why do so many fire apparatus respond
- Planters – traffic calming
- Sidetracked with community events – how do they prioritize
- Is there enough facilities, staffing and equipment for the growth
- Alternative funding
- Disaster pre incident planning – wildfire
- Development access – skinny streets

**Positive Customer Feedback**

For a strategic plan to be valid, the customer views on the strengths and image of the emergency services organization must be established. Needless efforts are often put into over-developing areas that are already successful. However, utilization and promotion of the customer-identified strengths may often help the organization overcome or offset some of the identified weaknesses.

**Positive Customer Comments about Clallam County Fire District No. 3**

- Extremely empathic to customers needs
- Firemen look good in their uniforms
- Good visibility & PR
- Explorer program is an excellent way to help guide young people
- Interact well with law enforcement
- Willing to let public use facilities and resources
- Thanks for getting community input
- They do so well with EMS
- They really care about their citizens and disaster training





## Mission, Vision, and Values

### **Mission**

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

Clallam County Fire District No. 3, through a consensus process, developed the mission statement below.

### **Clallam County Fire District No. 3 Mission Statement**

Clallam County Fire District No. 3 is dedicated to excellence in serving, educating, and protecting our community through emergency medical services, fire suppression and public education.



## **Vision**

In addition to knowing who they are and understanding their beliefs, a successful organization needs to define where they expect to be in the future. After having established the organization's mission, the next logical step is to establish a vision of what Clallam County Fire District No. 3 should be in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed by the strategic planning team.

### **Clallam County Fire District No. 3 Vision Statements**

- We will be progressive trend setters in responding to the needs of our customers
- We will plan for and anticipate change in the community
- We will be respected and enthusiastically supported by our community which views us with pride, respect, and confidence
- We will create a work environment where each member respects, understands, and cooperates to meet our stated goals
- We encourage regional services that can be offered throughout the Olympic Peninsula
- We are committed to a culture of mental and physical fitness to prepare our members for the changes and challenges of the job
- We will develop visionary goals with community and government leaders for the future of the fire district
- We will continually seek opportunities to exceed the expectations of our customers

## **Values**

It is important to establish values that can be embraced by all members of an organization. Values are the features and considerations that make up the personality of the organization. The CCFD3 strategic planning team felt it absolutely necessary to declare the following statement of values for the organization.

### **Clallam County Fire District No. 3 Values**

*We value:*

- *Our privilege & responsibility as a public service agency*
- *Excellence, honesty, respect, and teamwork*
- *Personal and professional discipline and development*
- *Clear communication through the chain of command*
- *History and tradition of the fire service*



## Strengths, Weaknesses, Opportunities, and Threats

### Strengths

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of CCFD3 were identified.

### Strengths of Clallam County Fire District No. 3

- EMS skills
- Wide variety of skills within the organization
- Customer service
- Good relationship with private ambulance service
- Good relationship with DNR and the city of Sequim Police
- Special Teams, Wildland, and Special Ops.
- Volunteer response
- Funding
- Striving for best equipment
- Community support



## **Weaknesses**

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all.

### **Weaknesses of Clallam County Fire District No. 3**

- Lack of internal communications
- Lack of confidence (in themselves) in firefighter, (volunteers)
- Too much dependence on paramedic, EMT's need more responsibilities
- Long response times to isolated areas
- Can't always depend on volunteer response due to their daily obligations
- Lack of disaster preparedness, internal and community wide
- Keeping up with the changes in the fire service industry
- Working with the unknowns of budgeting, timber revenues and other sources of income
- PenCom dispatching needs standardization and improvement
- Lack of career staffing
- Lack of water resources and equipment needs including aerial equipment
- Lack of Training facility and maintenance facility
- Morale, lack of
- Radio reception, interference, lack of coverage



### **Opportunities**

Many things exist as unrealized opportunities for the organization. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Clallam County Fire District No. 3.

#### **Opportunities for Clallam County Fire District No. 3**

- Good community support/financial/equipment/training
- Local interest and support exist to support improvement of organization
- Communication improve/expand PenCom, tiered dispatching
- Better relationships with other agencies and groups that we work with
- Development of alternative funding options, grants etc.
- Expand scope of practice, technical rescue, water rescue, wilderness rescue as well as paramedic scope of practice
- Community growth
- Regional training facility
- Regional maintenance facility
- Regional functional utilization of resources.
- Improve our response time to our customers calls for service
- To seek input and information from outside sources.
- Development of pre incident plans
- Relationship with S'Klallam Jamestown tribe
- Proactive department

### **Threats**

There are conditions in the internal and external environment that are not under the organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can greatly reduce the potential for loss.

#### **Threats to Clallam County Fire District No. 3**

- New construction impact without mitigation
- Funding and finance
- Politicians and regional politics
- Dependence on other agencies
- Lack of water supply
- Road access within outlying areas
- Lack of hazardous materials response
- Widening or broadening of services expected
- Lack of training with other agencies: districts 5 and 2, and Sheriff's office
- Change in our relationship with DNR, Olympic Ambulance
- Natural disasters, the big one
- Dispatch Center, PenCom
- Radio communications, interference, lack of coverage
- Relationship with city of Sequim
- Recruitment and retention of volunteers

## GOALS AND OBJECTIVES

The Customer Centered Strategic Planning process, to this point, has dealt with establishing the mission, vision, and values of the organization. In addition, identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission and vision of Clallam County Fire District No. 3, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The strategic planning team set priorities for the accomplishment of specific objectives. Those that carried higher priorities are scheduled for completion first, with lower priority objectives scheduled later. Overall, these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

The leadership of CCFD3 should meet periodically to review progress towards these goals and objectives and adjust timelines and specific targets as departmental needs and the environment change.





**Goal 1 - Develop a deployment model and adopt a standard of coverage**

**Objective 1-A: Compare current situation to NFPA 1710/1720**

**Timeline:** September 2005

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Prepare report
- Report to Board of Commissioners

**Objective 1-B: Obtain training on deployment modeling**

**Timeline:** December 2005

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Acquire a trainer
- Schedule session
- Involve fire district members to include union leadership, volunteers, staff, commissioner
- Potentially invite surrounding jurisdictions

**Objective 1-C: Develop a work plan (process for deployment planning)**

**Timeline:** June 2006

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Acquire and review work plans from other agencies
- Outline critical tasks and milestones
- Performance measurements and objectives for completion

**Objective 1-D: Develop the standards of cover document**

**Timeline:** December 2006

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Prepare draft document with input and review from all impacted parties
- Present final document to Board of Commissioners for review and acceptance

**Goal 2 – Provide comprehensive training and professional development to ensure personnel are fully prepared to effectively perform their duties and responsibilities.**

**Objective 2-A: Determine the district’s training needs**

**Timeline:** July 2005 – January 2006

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify duties or responsibilities that have no training program
- Perform skills evaluations to determine level of competency
- Review training records to identify deficiencies of existing members

**Objective 2-B: Review and revise the district’s training standards**

**Timeline:** January 2006 – June 2006

**Responsibility:** Operations Chief

**Critical Tasks:**

- Evaluate the effectiveness of the training standards
- Perform job analysis of all positions
- Identify federal, state and local training requirements that address the professional qualifications for each position
- Meet with volunteers, the union, and the division chiefs to determine departmental standards
- Adopt standards into position descriptions, procedures, and guidelines.

**Objective 2-C: All personnel complete minimum initial training for their position**

**Timeline:** January 2006 – December 2007

**Responsibility:** Operations Chief

**Critical Tasks:**

- Review training records of existing members to identify deficiencies commensurate with their assigned duties
- Schedule training
- Perform and document training

**Objective 2-D: Provide for combined volunteer and career training opportunities**

**Timeline:** January 2006 – June 2006

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify opportunities
- Schedule events
- Assign personnel
- Conduct training

**Objective 2-E: Implement a company officer development program for initial and on-going training**

**Timeline:** January 2007 – July 2007

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify national, state, and local standards for company officers
- Evaluate current skill and knowledge level
- Design training program
- Deliver training program
- Evaluate program through knowledge and skills evaluations
- Evaluate program through performance on promotional examinations

**Objective 2-F: Provide technology training for all members**

**Timeline:** January 2006 – Ongoing

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify specific areas of need
- Find resource for delivery of training
- Schedule training
- Deliver training
- Evaluate program through knowledge and skills evaluations

**Objective 2-G: Provide realistic fire behavior training**

**Timeline:** September 2005 – Ongoing

**Responsibility:** Operations Chief

**Critical Tasks:**

- Review needs for live fire training.
- Obtain needed resources for identified evolutions and tasks.
- Identify training objectives
- Schedule training.
- Evaluate

**Objective 2-H: Provide multi-agency and multi-company training**

**Timeline:** January 2006 – Ongoing

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify agencies to participate
- Identify facilities for events
- Identify training objectives
- Schedule events
- Perform events
- After action report of events

**Objective 2-I: Provide expanded technical rescue training with outside agencies**

**Timeline:** Ongoing

**Responsibility:** Operations Chief

**Critical Tasks:**

- Identify level of response commitment
- Identify training standards to match response commitment
- Identify resources and facilities for delivery of training
- Identify funding sources
- Develop training matrix to include outside agencies
- Schedule training and perform training
- Evaluate program with knowledge and skills assessments
- Evaluate program with participation data

**Goal 3 – Develop effective partnerships with the community and regional agencies.**

**Objective 3-A : Identify partner agencies**

**Timeline:** August 1, 2005

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Identify members of agencies
- Contact the appropriate agency representatives

**Objective 3-B: Evaluate opportunities for regional partnerships and networking**

**Timeline:** On-going

**Responsibility:** All staff

**Critical Tasks:**

- Constant awareness for opportunities
- Support member participation in networking opportunities

**Objective 3-C: Share agency knowledge and expectations (learn from each other)**

**Timeline:** On-going

**Responsibility:** Chief Andrews

**Supporting personnel:** Captains

**Critical Tasks:**

- Encourage interagency training
- Identify concerns and expectations
- Schedule and attend informal gatherings

**Objective 3-D: Support multiple agency membership**

**Timeline:** On-going

**Responsibility:** All staff

**Objective 3-E: Investigate opportunities for automatic response**

**Timeline:** On-going

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Evaluate need for assistance from other agencies

**Objective 3-F: Explore the potential for a regional apparatus, facility, and equipment maintenance program**

**Timeline:** June 2006

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Evaluate needs of agencies
- Evaluate services that could be provided
- Evaluate financial impacts/funding

**Objective 3-G: Explore the potential for a regional multi-agency/discipline training facility and program**

**Timeline:** June 2006

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Evaluate needs of agencies
- Evaluate services that could be provided
- Evaluate financial impacts/funding

**Objective 3-H: Strengthen community relations**

**Timeline:** On-going

**Responsibility:** All Officers and Board of Commissioners

**Critical Tasks:**

- Develop a plan to increase public information
- Support community safety training
- Continue to communicate with the community

**Objective 3-I: Investigate additional volunteer opportunities**

**Timeline:** September 2005 – Ongoing

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Non combat support services
- Public affairs
- CERT

**Goal 4 – Provide modern and effective apparatus, equipment and facilities needed to perform the customer services required.**

**Objective 4-A: Update and implement apparatus replacement matrix**

**Timeline:** Annually in October

**Responsibility:** Tharin Huisman

**Critical Tasks:**

- Review and update existing matrix
- Involve appropriate committee and members
- Present to Board of Commissioners

**Objective 4-B: Evaluate the need for additional and/or specialized apparatus and equipment**

**Timeline:** Annually in third quarter

**Responsibility:** Varies based on type of equipment and need

**Critical Tasks:**

- Involve appropriate committee and members
- Develop report
- Identify funding

**Objective 4-C: Develop an light equipment replacement program**

**Timeline:** Annually in third quarter

**Responsibility:** Varies based on type of equipment and need

**Critical Tasks:**

- Involve appropriate committee and members
- Develop report
- Identify funding



**Objective 4-D: Develop a facilities repair, replacement, and maintenance plan**

**Timeline:** Annually in third quarter

**Responsibility:** Tharin Huisman

**Supporting personnel:** Operations personnel

**Critical Tasks:**

- Evaluate condition of existing facilities
- Involve affected members
- Develop plan
- Identify funding
- Report to Board of Commissioners

**Objective 4-E: Evaluate the need for additional support of the maintenance function**

**Timeline:** January 2006

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Evaluate work load
- Evaluate district expectations and facilities plan (4-D above)
- Create report

**Goal 5 – Provide an effective organizational communication system.**

**Objective 5-A: Educate all members on the effective use of available communications tools**

**Timeline:** November 2005

**Responsibility:** Captains

**Critical Tasks:**

- Identify the available communication tools
- Evaluate the current communication tools
- Develop a training plan
- Provide the appropriate training for the use of the tools

**Objective 5-B: Research methods for communicating with outlying facilities and volunteers**

**Timeline:** November 2005

**Responsibility:** Bob Rhoads & MaryDee Countryman

**Critical Tasks:**

- Identify current issues with volunteer staff and outlying facilities
- Evaluate resources and methods for resolving issues
- Develop an implementation plan
- Implement plan

**Objective 5-C: Evaluate organizational structure and its impact on communications**

**Timeline:** September 2005

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Meet with impacted members
- Investigate alternative structures
- Develop options

**Goal 6 – Provide an effective communications infrastructure**

**Objective 6-A: Develop an effective public information plan**

**Timeline:** June 2006

**Responsibility:** Chief Moeder

**Critical Tasks:**

- Identify resources
- Develop plan
- Provide training

**Objective 6-B: Acquire, install, and issue radios**

**Timeline:** July 2005

**Responsibility:** Chief Andrews

**Critical Tasks:**

- Provide training
- Evaluate radio locations
- Install and issue radios
- Evaluate the need for additional radios

**Objective 6-C: Create an implementation plan for the utilization of Mobile Data Computers**

**Timeline:** June 2006

**Responsibility:** Lt. Rynearson

**Critical Tasks:**

- Identify how the equipment will be utilized
- Choose the equipment that meets the need of the organization
- Identify initial and ongoing costs and acquire funding
- Train personnel

**Objective 6-D: Resolve radio infrastructure problems**

**Timeline:** On-going

**Responsibility:** Chief Vogel/all personnel

**Critical Tasks:**

- Work with OPSCAN to resolve radio frequency issues
- Continue to explore the use of alternative frequencies

**Objective 6-E: Work with the dispatch user board to resolve dispatch issues and errors**

**Timeline:** May 2006

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Create a formal process for documenting dispatch complaints
- Create a formal process for delivering dispatch complaints to PENCOR dispatch supervisor, copies to appropriate persons and user board.
- Evaluate new technology and its availability
- Investigate and evaluate alternatives to PENCOR

**Goal 7 – Ensure the financial stability of the district**

**Objective 7-A: Work more closely with labor on ways to jointly execute the goals of the district**

**Timeline:** On-going

**Responsibility:** Chief Vogel and Union President Lawrence Bingham

**Critical Tasks:**

- Review district goals and objectives on a regular basis
- Hold regular labor/management meetings

**Objective 7-B: Investigate alternative funding methods**

**Timeline:** On-going

**Responsibility:** Chief Vogel

**Critical Tasks:**

- Grants
- Fees
- Cost recovery
- Contract services

**Objective 7-C: Manage existing financial resources appropriately**

**Timeline:** On-going

**Responsibility:** Sandi Shields

**Critical Tasks:**

- Evaluate monthly financial reports
- Comply with budget allocations
- Stay abreast of changes in state law
- Prepare and distribute appropriate financial reports

**Goal 8 – Provide for a safe community through proactive fire prevention, public safety education, and hazard mitigation**

**Objective 8-A: Provide fire safety inspections to all appropriate occupancies**

**Timeline:** Annual – on-going

**Responsibility:** Chief Moeder

**Critical Tasks:**

- Define the occupancy and inspection interval
- Distribute the inspection workload
- Re-inspections

**Objective 8-B: Evaluate the need for fire prevention program support**

**Timeline:** February 2006

**Responsibility:** Chief Moeder

**Critical Tasks:**

- Analyze workload
- Evaluate community expectations
- Evaluate code requirements
- Create report

**Objective 8-C: Enlist the cooperation of city and county building officials**

**Timeline:** On-going

**Responsibility:** Chief Moeder

**Critical Tasks:**

- Meet with appropriate officials
- Assist in code development and adoption

**Objective 8-D: Evaluate the need for fire prevention/public education training aids**

**Timeline:** On-going

**Responsibility:** Chief Moeder

**Critical Tasks:**

- Evaluate available training aids
- Acquire funding and purchase training aids
- Evaluate the utilization of the training aids



Goal Timeline

		Q3 05												Q4 05						
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Task Name	Start	Finish																		
Develop a deployment model and adopt a standard of coverage	7/1/2005	7/1/2005																		
Present situation to NFPA 1710/1720	7/1/2005	9/30/2005																		
Conduct training on deployment models	7/1/2005	12/30/2005																		
Deployment process work plan	12/30/2005	12/29/2006																		
Standards of cover document	12/29/2006	6/30/2008																		
Prepared to effectively perform their duties	7/1/2005	7/1/2005																		
District's training needs	7/1/2005	2/1/2006																		
Revise the district's training standards	1/2/2006	1/1/2007																		
Complete...	1/2/2006	7/2/2008																		
Combined volunteer and career training	1/2/2006	6/30/2006																		
Company officer development program for initial and ongoing training	1/1/2007	8/1/2007																		

12 Objective 2-F: Provide technology training for all members 1/2/2006 6/30/2008

13 Objective 2-G: Provide realistic fire behavior training 9/1/2005 6/30/2008

14 Objective 2-H: Provide multi-agency and multi-company training 1/2/2006 7/2/2008

15 Objective 2-I: Provide expanded technical rescue training with outside agencies 7/1/2005 6/30/2008



