FINAL

BUSINESS PLAN

MISSION
VALUES

GOALS
- Administration
- Operations
- Prevention
- Focus Areas
- Strategic Initiatives

2018-2022
VISION

It is the vision of this organization to foster a culture of leadership and innovation, a sense of community and dedication to civic duty and to continuously seek improvement through professional development and lasting partnerships. We demand high integrity and exceptional performance from ourselves and strive to exceed the expectations of our citizens. Through these efforts, our goal simply stated is to make the community a safer place.
MISSION, VALUES, GOALS

Focus Area 2018: Administration, Operations, Prevention
- Initiative (Goal) – Budget, Audit, Annual Report, Reorganization
- Initiative (Goal) – Fire Facilities Master Plan
- Initiative (Goal) – Co. Performance Standards, Truck Academy, FF Testing
- Initiative (Goal) – Self Contained Breathing Apparatus (SCBA) Upgrade
- Initiative (Goal) – Vehicle Replacement Program
- Initiative (Goal) – Prevention Program Maintenance

Focus Area 2019: Administration, Operations, Prevention
- Initiative (Goal) – Budget, Election, Grant Submittal, Training Final Report
- Initiative (Goal) – Cost Recovery/Fee Study
- Initiative (Goal) – Recruit Academy, Promotional Examinations
- Initiative (Goal) – Vehicle Replacement Program
- Initiative (Goal) – Fire Code Adoption

Focus Area 2020: Administration, Operations, Prevention
- Initiative (Goal) – Budget, Audit, Annual Report, Grant Submittal
- Initiative (Goal) – Computer Upgrades, RMS, Electronic Time Reporting
- Initiative (Goal) – Vehicle Replacement Program
- Initiative (Goal) – Entry Level Firefighter Testing
- Initiative (Goal) – Fire Facility Seismic Retrofit
- Initiative (Goal) – Hire Fire Prevention Staff

Focus Area 2021: Administration, Operations, Prevention
- Initiative (Goal) – Budget, Grant Management
- Initiative (Goal) – CAFR Migration
- Initiative (Goal) – Personal Protective Equipment (PPE) Replacement
- Initiative (Goal) – Promotional Examinations
- Initiative (Goal) – Investigation Training

Focus Area 2022: Administration, Operations, Prevention
- Initiative (Goal) – Budget, CAFR
- Initiative (Goal) – Grant Management
- Initiative (Goal) – Entry Level Firefighter Testing
- Initiative (Goal) – Succession Plan
MISSION STATEMENT
It is the mission of this organization to provide the highest level of service to the community, to mitigate the devastating effects of fires and other disasters; to deliver emergency medical services; to educate the public and maintain a constant state of readiness...

Jackson County Fire District No.5 delivers service to over 25,000 people in the communities of Talent, Phoenix and unincorporated Ashland/Jackson County

VALUES
To that end we value
Service to the community
Honesty and Integrity
Professionalism
Educated Work Force
Compassion
Attitude, Effort and Team Work
Safety, Health & Welfare of the Organization

The annexation of the City of Phoenix in 2008 added a third staffed fire station and an additional 5000 residents to the fire district.
STRATEGY 2018.1 BUDGET/AUDIT, REORG
Adopt budget by resolution. Complete annual report. Commission yearly audit to ensure fiscal accountability.
Reorganize management operations and support functions to meet the needs of the agency and to comply with ongoing legal, training and safety requirements.

RESPONSIBLE: Fire Chief, General Counsel, Deputy Chief, Business Manager, Board of Directors, Staff
COMPLETION: July 2018
PRIORITY: High

STRATEGY 2018.2 FACILITY MASTER PLAN
Perform a needs assessment of facility improvements, determine service requirements, establish proposed repairs/relocations, create Cost Benefit Analysis, identify projected future maintenance and establish a Capital Improvement Program/Alternative Revenue Stream.

RESPONSIBLE: Fire Chief, Deputy Chief, Business Manager, Captains
COMPLETION: June 2019
PRIORITY: High

STRATEGY 2018.3 CO.STDS., TRUCK ACADEMY, FF TESTING
Review, update and implement Company Performance Standards.
Develop an instructor cadre, lesson plans, training material, props, student behavioral outcomes and deliver a comprehensive battalion wide truck academy including essential tasks, primary functions, support functions and effective use of tools and apparatus.
Conduct Civil Service Compliant Firefighter examination.

RESPONSIBLE: Fire Chief, Deputy Chief, Captains, Business Manager
COMPLETION: November 2018
PRIORITY: High

STRATEGY 2018.4 SCBA UPGRADE
Replace obsolete, non-compliant self contained breathing apparatus. These are legally required (29CFR1910) personal protective equipment that allow firefighters to enter hazardous environments deemed immediately dangerous to life and health (IDLH) to perform essential interior operations, fire attack & victim rescue.

RESPONSIBLE: Fire Chief, Deputy Chief, Business Manager, Captains
COMPLETION: June 2019
PRIORITY: High
Strategy 2018.5 Vehicle Replacement
Implement the elements and recommendations of the Fleet Management Study including best practices for apparatus replacement, repair, troubleshooting and preventive maintenance that are unique to fire apparatus. Develop specifications and seek out grants, public/private partnerships, alternative revenue streams and/or specified funding sources.

Responsible: Fire Chief, Deputy Chief, Captains
Completion: June 2019
Priority: High

Strategy 2018.6 Fire Prevention
Modify and expand existing Company Inspection Program, continue code enforcement & plan check. Utilize existing staff, part time fire inspectors and contract with local agencies and firms for additional prevention services on a cost recovery/per hour basis.

Responsible: Fire Chief, Deputy Chief, Captains
Completion: June 2019
Priority: High

Strategy 2019.1 Budget/Audit Election, Grants, Training Report
Develop a sustainable, cyclically balanced budget, enabling the Fire District to operate at full strength, with a plan to establish sufficient reserves to carry the Fire District through dry periods. Adopt budget by resolution. In accordance with GAAP/GASB conduct a yearly audit to ensure fiscal accountability.
Hold ORS 255 Special District Election including proper notification with election date, positions to be voted upon and the last date which candidates may file declarations of candidacy.
Seek grant funding opportunities.
Perform a needs analysis and produce a Training Final Report that will serve as a platform for the development of a SFMO/DPSST compliant multi-year training program and the establishment of a permanent training site.

Responsible: Fire Chief, Deputy Chief, Captains, Business Manager, Board of Directors
Completion: November 2019
Priority: High
Strategy 2019.2 Fee Study

Issue a RFP (Request For Proposal) and contract award to perform a third party comprehensive cost recovery study that serves to identify the full costs of service eligible for recovery from fees and translates those costs into a fee structure for various programs and/or services.

Responsible: Fire Chief, Deputy Chief, Board of Directors, General Counsel, Consultant
Completion: May 2019
Priority: High

Strategy 2019.3 Recruit Academy

Conduct a 636 hour Recruit Training Academy that will include comprehensive classroom instruction as well as training in firefighting techniques and equipment use. The Recruit Training Academy is pass/fail and recruits are evaluated on a daily basis.

Hold examinations for the following positions: Battalion Chief, Fire Captain and Engineer in order to establish a certified list to fill vacancies within the Fire District, in compliance with Civil Service procedures.

Responsible: Fire Chief, Deputy Chief, Captains
Completion: November 2019
Priority: High

Strategy 2019.4 Vehicle Replacement

Implement the elements and recommendations of the Fleet Management Study including best practices for apparatus replacement, repair, troubleshooting and preventive maintenance that are unique to fire apparatus. Develop specifications and seek out grants, public/private partnerships, alternative revenue streams and/or specified funding sources.

Responsible: Fire Chief, Deputy Chief, Business Manager, Captains
Completion: June 2020
Priority: High

Strategy 2019.5 Fire Code Adoption

Adopt fire codes and standards, increase public awareness of safety practices in order to substantially reduce loss of life and property. The Fire District will work with community partners to adopt and amend the latest version of the Oregon Fire Code in a consistent manner to ensure uniform enforcement throughout Jackson County.

Responsible: Fire Chief, Deputy Chief, Business Manager, Staff, Board of Directors
Completion: June 2020
Priority: High
Strategic 2020.1 Budget/Audit, Grants,

Develop a sustainable, cyclically balanced budget, enabling the Fire District to operate at full strength, with a plan to establish sufficient reserves to carry the Fire District through dry periods. Adopt budget by resolution.

Conduct yearly audit in accordance with GAAP/GASB to ensure fiscal accountability.

Seek grant funding opportunities and manage awards during period of performance.

Responsible: Fire Chief, Deputy Chief, Business Manager, Captains, Board of Directors
Completion: November 2020
Priority: High

Strategic 2020.2 Computer Upgrades

Develop policies and procedures for review, upgrade and replacement of outdated computer equipment and work stations to allow for more predictable on-going costs. This includes the predicted software/hardware life cycle for yearly budget appropriations.

Responsible: Budget Officer, Staff
Completion: June 2021
Priority: Medium

Strategic 2020.3 Vehicle Replacement

Implement the elements and recommendations of the Fleet Management Study including best practices for apparatus replacement, repair, troubleshooting and preventive maintenance that are unique to fire apparatus. Develop specifications and seek out grants, public/private partnerships, alternative revenue streams and/or specified funding sources.

Responsible: Fire Chief, Deputy Chief, Captains
Completion: June 2021
Priority: High
**Strategy 2020.4 FF Testing**

Conduct Civil Service Compliant Firefighter examination

Conduct a 636 hour Recruit Training Academy, as necessary, that will include comprehensive classroom instruction as well as training in firefighting techniques and equipment use. The Recruit Training Academy is pass/fail and recruits are evaluated on a daily basis.

**Responsible:** Fire Chief, Deputy Chief, Captains, Business Manager

**Completion:** November 2020

**Priority:** High

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**Strategy 2020.5 Facility Retrofit**

Retrofit Fire Stations to meet OSSC and Oregon Resiliency Plan to ensure building safety and functionality during and after a magnitude 9.0 Cascadia subduction zone seismic event. The facilities must be able to withstand the intense ground shaking without devastating loss of life, damage to infrastructure, or significant disruption of critical services.

**Responsible:** Fire Chief, Deputy Chief, Fire Captain(s), Board of Directors, Consultant

**Completion:** June 2022

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**Strategy 2020.6 Prevention Staff**

Conduct a recruitment for full time or half time fire prevention position to perform plan checks, code enforcement, develop and present public education presentations and oversee the company inspection program.

**Responsible:** Fire Chief, Administrative Services Officer, Fire Prevention

**Completion:** January 2021

**Priority:** Medium
Strategy 2021.1 Budget/Audit

Develop a sustainable, cyclically balanced budget, enabling the Fire District to operate at full strength, with a plan to establish sufficient reserves to carry the Fire District through dry periods. Adopt budget by resolution. In accordance with GAAP/GASB conduct a yearly audit to ensure fiscal accountability.

Hold ORS 255 Special District Election for Board positions.
Manage grants during period of performance.

Responsible: Chief, Dep. Chief, Business Manager, Board
Completion: November 2021
Priority: High

Strategy 2021.2 CAFR Migration

Migrate to a CAFR (Comprehensive Annual Financial Report). A CAFR is a conforming and complete set of financial documents that represents what has occurred in the agency over several decades.

Responsible: Fire Chief, Business Manager,
Completion: May 2022
Priority: Medium

Strategy 2021.3 PPE

Replace Personal Protective Equipment (PPE). Employees rely on these garments to protect them from the harmful effects of high temperature environments and the harmful products of combustion.

Responsible: Fire Chief, Deputy Chief, Fire Captain(s)
Completion: June 2022
Priority: High

Strategy 2021.3 Promotional exams

Hold examinations in order to establish a certified list to fill vacancies within the Fire District, in compliance with Civil Service procedures.

Responsible: Fire Chief, Deputy Chief, Fire Captain(s)
Completion: June 2022
Priority: High

Strategy 2021.5 Fire Investigation

Conduct Fire Investigation and Cause Determination Training to allow Fire District personnel to better perform this required function.

Responsible: Fire Chief, Fire Prevention
Completion: December 2021
Priority: Medium
**Strategy 2022.1 Budget, CAFR**
Adopt a sustainable, cyclically balanced budget, enabling the Fire District to operate at full strength, with reserves in accordance with GAAP/GASB.
Complete annual CAFR (Comprehensive Annual Financial Report). A CAFR is a conforming and complete set of financial documents that represents what has occurred in the agency over several decades.

**Responsible: Fire Chief, Deputy Chief, Business Manager, Board of Directors**
**Completion: November 2021**
**Priority: High**

**Strategy 2022.2 Grant Management**
Manage grants during period of performance, perform needs analysis, assemble data, develop cost balance analysis and seek additional revenue streams.

**Strategy 2022.3 FF Testing**
Conduct Civil Service Compliant Firefighter examination.
Conduct a 636 hour Recruit Training Academy, as necessary, that will include comprehensive classroom instruction as well as training in firefighting techniques and equipment use. The Recruit Training Academy is pass/fail and recruits are evaluated on a daily basis.

**Responsible: Fire Chief, Deputy Chief, Captains**
**Completion: January 2023**
**Priority: High**

**Strategy 2022.4 Succession Plan**
Develop a comprehensive succession plan and employee development program that provides for a consistent transition of responsibility with the three (3) functional areas of the Fire District (Administration, Operations, Prevention).

**Responsible: Chief, Board of Directors**
**Completion: December 2022**
**Priority: High**