

STRATEGIC PLAN
2021-2023
Fire District 3



On behalf of the entire Fire District 3 organization, we are proud to offer you our 2021-2023 Strategic Plan. The dedicated team at Fire District 3 is energized to enhance service delivery to the community while being prudent and efficient with our resources. As an emergency response organization, we are devoted to plan for what we know, be prepared for what we do not, and prevent what we can through outreach and education.

At Fire District 3 we are committed to preserving the quality of life of our patrons by executing our mission, living our values, and delivering on an exceptional experience each and every day. Through community and organization input, the Fire District 3 team has prepared a strategic plan that in part focuses our attention externally on community engagement and risk reduction, and internally on workforce development, enhancing technology, and utilizing data analytics to be resource smart; connecting the right resource with the right need at the right time.

Thank you for all those who participated in our strategic planning process. We are proud to serve our patrons by providing you with exceptional service delivery and to be a trusted partner, working together to prevent and mitigate emergencies in the community.

Thank you,

Robert B. Horton
Fire Chief

MISSION, VISION, AND VALUES

MISSION

To preserve quality of life and protect property through public education, prevention activities, and emergency response services.

VISION

To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve.

VALUES

Honesty and Integrity

Professionalism

Safety

Teamwork

Health

STRATEGIC INITIATIVES

- 1) Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.
- 2) Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and finances.
- 3) Develop, promote, and demonstrate professionalism and excellence throughout the organization.
- 4) Maintain a high level of trust by promoting District engagement in the communities we serve.
- 5) Develop and strengthen collaborative efforts and strategic partnerships.
- 6) Commit to excellence through innovation.

INITIATIVE 1

MINIMIZE THE DIRECT AND INDIRECT IMPACTS ASSOCIATED WITH FIRE, EMS, AND RESCUE EMERGENCIES.

Goal: Increase focus on prevention activities

Objectives:

- Evaluate Greenway fires and fire response
- Focus on targeted areas to improve prevention
- Evaluate wildland fire reduction and resiliency
- Increase prevention in rural areas
- Ensure adequate water supplies exist for fighting fires

Goal: Understand and focus on non-fire emergency response

Objectives:

- Evaluate non-emergency response and resource allocation
- Understand needs of industry, business, land owners, traditional sectors, and demographics within sectors
- Implement appropriate response to non-fire incidents (mental health, drug addiction)
- Increase community delivered CPR training

INITIATIVE 2

ENSURE SUSTAINABILITY OF SERVICE DELIVERY BY EFFICIENT USE OF OUR PEOPLE, FACILITIES, FLEET, AND FINANCES.

Goal: Evaluate organizational and staffing model

Objectives:

- Align resources with needs
- Evaluate the addition of more divisions to support the mission
- Assess the “right-size” for crew response
- Evaluate effectiveness of the community volunteer and volunteer firefighter programs
- Evaluate the need for additional administrative chief positions

Goal: Evolve service delivery models to better focus resources

Objectives:

- Utilize data to drive all service delivery models
- Develop and enhance programs within the District (Community Care and Risk Reduction)
- Offer alternative non-emergency transportation options to patients
- Understand and respond to a changing community
- Keep up with technology to support communities

INITIATIVE 2 *CONTINUED*

ENSURE SUSTAINABILITY OF SERVICE DELIVERY BY EFFICIENT USE OF OUR PEOPLE, FACILITIES, FLEET, AND FINANCES.

Goal: Maintain fiscal responsibility

Objectives:

- Assess capital needs and plan accordingly
- Evaluate sustainable practices
- Evaluate additional revenue sources beyond tax dollars
- Ensure appropriateness of compensation packages

INITIATIVE 3

DEVELOP, PROMOTE, AND DEMONSTRATE PROFESSIONALISM AND EXCELLENCE THROUGHOUT THE ORGANIZATION.

Goal: Enhance employee development process

Objectives:

- Ensure that all members have current development plans
- Establish mentor networks to break down silos
- Expand cross-training in functional areas
- Promote physical and mental health and wellness
- Evaluate career paths/succession planning beyond Battalion Chief

Goal: Enhance internal communication

Objectives:

- Improve the effectiveness of internal communication opportunities
- Increase the exposure of leadership to internal teams and line staff
- Enhance team dynamics among all functional areas
- Create opportunities for line staff to engage with management
- Improve internal committee processes

INITIATIVE 4

MAINTAIN A HIGH LEVEL OF TRUST BY PROMOTING DISTRICT ENGAGEMENT IN THE COMMUNITIES WE SERVE.

Goal: Increase the ways in which we engage with the communities we serve

Objectives:

- Provide preparedness and prevention training
- Enhance public outreach and education opportunities
- Encourage increased community engagement at events
- Offer community listening events

Goal: Increase effectiveness of virtual presence

Objectives:

- Expand the use of social media platforms to include public education
- Offer more web-based information to the public
- Increase District brand recognition in the community

INITIATIVE 5

DEVELOP AND STRENGTHEN COLLABORATIVE EFFORTS AND STRATEGIC PARTNERSHIPS.

Goal: Maintain and enhance partnerships to improve regional preparedness and response to emergency events

Objectives:

- Develop and enhance collaboration with other partners
- Enhance communication among police/fire to improve effectiveness during incident response
- Participate in integrated training opportunities
- Explore regionalization of fire and emergency services
- Encourage the development of a Rogue Valley disaster response plan

Goal: Maintain and enhance partnerships to improve service delivery and organizational effectiveness

Objectives:

- Explore shared services among agencies
- Work effectively with partner agencies for access to resources for elderly and at-risk patrons to affect broader change
- Conduct shared strategic planning
- Review collaboration of fire and medical services and improve effectiveness between agencies
- Partner with environmental agencies to reduce fire hazards

INITIATIVE 6

COMMIT TO EXCELLENCE THROUGH INNOVATION.

Goal: Focus on innovation to improve service delivery

Objectives:

- Explore community paramedicine
- Explore treatment-in-place for patient care
- Address community needs through non-traditional programs
- Continue to improve options of service delivery using technology
- Embrace innovation to better support the service delivery models

Goal: Build organizational capacity and excellence

Objectives:

- Continue to retain and recruit outstanding staff
- Provide excellent customer and public service
- Increase accountability at all levels
- Define and embrace norms of the culture throughout the organization

Fire District 3 staff would like to thank all of the strategic partners, stakeholders, Board Directors, and members of the District for the insightful and positive collaboration and time offered to help compose the 2021-2023 Strategic Plan.



FIRE DISTRICT 3

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