

Strategic Plan Timeline update 1/1/09

Goal #1	Provide facilities, apparatus, and equipment necessary to meet current and future District needs.	Responsible Party	2006	2007	2008	2009	2010
1A	Establish a comprehensive facility program that addresses an administration facility, a training facility and fire stations.	Fire Chief / Resources Chief		3/1 ←→ 3/1			
	October 4, 2007 Document provided that gives specifics of each District owned facility. Moving forward with land purchases and planning for an administrative center, new fire station and possible training area. In 2009 plan to move forward with final plans and obtain a conditional use permit from the County.						
1B	Establish a comprehensive apparatus needs assessment and replacement schedule.	Fire Chief / Resources Chief		3/1 ←→ 1/1			
	November 15, 2007 Status report provided on all apparatus and rolling stock in the District. Replacement recommendations reported for immediate and planned needs. Approximately 1 million dollars will be required over the next 2 to 4 years to accomplish the needs. In 2008 started the specifications development for two new Rescue Pumpers. May go to bid in early 2009.						
1C	Enhance current radio and communications capabilities	Fire Chief		3/1 ←→ 7/1			
	Study of needs not started as of January 2008. Will be recommending a consultant to determine infrastructure upgrade needs to improve coverage. Still have not moved forward with consultant due waiting on ICOM to move forward with plan to enhance communications and move to digital paging (2009).						
1D	Establish an updating and replacement plan for District Self Contained Breathing Apparatus in 2008	Resources Chief		3/1 ←→ 1/1			
	Accomplished via FEMA grant in 2008-all apparatus replaced with new MSA units						
1E	Develop a plan for new and replacement equipment needed to accomplish District mission.	Special Services Chief, Resources Chief and Operations Chief			3/1 ↔ 9/1		
	This is currently being addressed by applying for a FEMA grant to replace all turnout gear per new standards (2009).						
Goal #2	Deliver effective and efficient services to the community.	Responsible Party	2006	2007	2008	2009	2010
2A	Review and study EMS delivery system	EMSO/Special Services Chief / Fire Chief		3/1 ←→ 1/1			
	District is pursuing a joint services agreement with WGH as recommended by EMS consultant (Kyle Gorman of ESCi). Process started in summer of 08						
2B	Explore options to improve response times	Special Services Chief / Fire Chief			1/1 ←→ 1/1		
	<u>Progress report:</u>						
2C	Define the level of services to be provided by the District	Fire Chief			1/1 ←→ 1/1		
	<u>Progress report:</u>						
2D	Develop an internal disaster plan that addresses the actions of the District during an earthquake, weather related event or act of terrorism.	Fire Chief		3/1 ←→ 1/1			
	July of 2007-Deveoped and implemented an Earthquake and other disasters emergency plan. Approved as SOP 20.11 (July 16, 2007)						

Goal #3 Provide the staffing needed to meet the needs of the organization and community.		Responsible Party	2006	2007	2008	2009	2010
3A	Evaluate current needs and develop a long range staffing plan to ensure delivery of quality services.	Fire Chief		3/1 ← → 9/1			
	Staffing Plan forwarded to the Board of Fire commissioners on January 13, 2009						
3B	Provide the personnel to fulfill the requirements of the Mission Statement.	Fire Chief		7/1 → 1/1			1/1
	Effective 2/1/08 Hired Connie Shields as half time EMS Director. Effective January of 2009 Captain Shields became a FTE.						
Goal #4 Maintain close and effective communications with the public.		Responsible Party	2006	2007	2008	2009	2010
4A	Improve the level and quality of communication and involvement with the public.	Fire Chief		3/1 ← → 12/31			
	<u>Progress report:</u>						
4B	Consider a Citizens Advisory Board to provide for community input to the District	Fire Chief			3/1 ↔ 9/1		
	At the SP planning meeting in January of 2008 decided to hold off						
Goal #5 Manage the financial resources needed to meet current and future service levels and organizational needs.		Responsible Party	2006	2007	2008	2009	2010
5A	Analyze and identify District funding needs.	Fire Chief			3/1		↔
	This has been an ongoing issue and will continue in the long term planning effort						
Goal #6 Provide management services, programs and oversight that ensures the organization is responsible to the needs of its members and the community it serves.		Responsible Party	2006	2007	2008	2009	2010
6A	Approve, maintain and update the strategic plan to ensure it remains current and continues as a living document used to guide the District Commissioners, Chief, Staff and Officers.	Board of Fire Commissioners / Fire Chief		3/1	1/19	1/29	
	Accomplished January 19, 2008. Met January 29, 2009 to review and update plan.						
6B	Review, develop and implement necessary Standard Operating Procedures and Policies.	Chief / Staff / Board of Fire Commissioners	On going	→			
	Continuing the development of procedure and review of policies						
6C	Develop effective internal and external communications.	Fire Chief	On going	→			
	<u>Progress report:</u>						

Goal #7	Provide an ongoing comprehensive training program that the membership are prepared to maintain a state of readiness and to perform the functions and tasks necessary to be successful as an organization and as individuals.	Responsible Party	2006	2007	2008	2009	2010
7A	Provide quality training to all District members.	Training Chief	On going				
	Goal for 2008 is to concentrate on Officer Development. In 2008 Training provided an officers training class that went throughout the year. 6 officer candidates passed the officers testing process and 4 were promoted in January of 2009.						
7B	Update training manual	Training Chief		3/1	←→9/1		
	<u>Progress report:</u>						
7C	Develop a recruit level training program that can be accomplished within District 3 boundaries.	Training Chief		3/1	←→3/1		
	First "In House" academy conducted fall of 2007. Academy managed by stipend training assistant. Preliminary reports are that it is successful. In 2008 academy was split between north and south. Appeared to be successful.						
Goal #8	Develop a safe community through pro-active fire prevention, public safety education and hazard mitigation.	Responsible Party	2006	2007	2008	2009	2010
8A	Develop and initiate a comprehensive inspection and public education program	Fire Chief			1/1	←→	1/1
	<u>Progress report:</u>						