Administration

Goal #1 Upgrade processes, policies and procedures
Objective A Review and update Standard Operating Guidelines (SOG) manual
Objective B Fully implement ERS recordkeeping and reporting
Objective C Update organization chart and revise span of control

Goal #2 Review and update training programs
Objective A Recruit Academy - Coordinate regionally
Objective B Training schedule and documentation - convert to ERS
Objective C Specialty position training programs - develop an SOG for each
Objective D Regional training programs - Develop regional SOG’s

Goal #3 Review and update fire prevention programs
Objective A Implement company inspection program
Objective B Implement ERS prevention recordkeeping and reports
Objective C Participate in the Lincoln County Fire Investigation team
Objective D Formalize public education and information programs
Objective E Review and update pre-incident planning and convert to ERS
Objective F Review and update CERT and disaster preparedness programs

Goal #4 Establish Standard of Cover (SOC) and monitor performance
Objective A Develop and adopt SOC document
Objective B Implement the recordkeeping and reporting in ERS to monitor progress
Objective C Revise staffing and deployment models to improve compliance
Goal #5  Continue to evaluate regional collaborative opportunities
Objective A  Review possibilities for administrative, functional or other consolidation
Objective B  Increase interoperability - standardize programs, processes, tasks
Objective C  Maximize economies of scale, reduce duplication through partnerships
Objective D  Increase joint training and automatic aid

Goal #6  Develop funding plan for long term capital needs
Objective A  Develop comprehensive plan with rough budget for each facility
Objective B  Develop replacement plan with rough budget for apparatus & equipment
Objective C  Evaluate funding options with Council and stakeholders

Goal #7  Cooperate with other Fire Departments and OCCC to develop a local Fire Protection Academic Program
Objective A  Encourage the college to create class offerings each quarter
Objective B  Develop a resident/intern firefighter program for fire protection program students

Goal #8  Evaluate the feasibility of providing EMS transport services to one or more Ambulance Service Areas
Objective A  Request that current ASA agreements be extended for two years in order to provide time for the necessary evaluation
Objective B  Work cooperatively with willing agencies towards a partnership in a fire-based EMS transport proposal
Objective C  Gather the necessary data for evaluation of the best opportunities
Objective D  Prepare a competitive proposal that will improve service levels to the community
Staffing

Goal #1  Increase the quantity and quality of volunteer responders
Objective A  Form recruitment and retention committee and develop strategy
Objective B  Update volunteer response and deployment plan to help meet SOC
Objective C  Increase participation, motivation, expectations, accountability
Objective D  Evaluate training and physical fitness needs and implement improvements

Goal #2  Increase the quantity and quality of shift duty volunteers on at station(s)
Objective A  Develop recruitment and retention strategy to help meet SOC
Objective B  Develop shift volunteer staffing and deployment plan to meet SOC
Objective C  Formalize scheduling and procedures with SOG’s as needed

Goal #3  Increase the quantity and quality of career staff
Objective A  Develop operations staffing and deployment plan to help meet SOC
Objective B  Address administrative and support functions and assignments
Objective C  Evaluate training and physical fitness needs and implement improvements

Goal #4  Increase the quantity and quality of seasonal staffing
Objective A  Develop recruitment and retention strategy to help meet SOC
Objective B  Evaluate facilities and apparatus needs and budget for improvements
Objective C  Develop a seasonal staffing deployment plan to help meet SOC
Facilities

Goal #1  Develop plan for replacement of Station 3200 and administrative offices
Objective A  Identify short term improvements for current facility
Objective B  Develop long term needs assessment and budget estimates
Objective C  Evaluate options and plan for site acquisition

Goal #2  Develop plan for upgrading Station 3300
Objective A  Identify short term improvements for current facility
Objective B  Develop long term needs assessment and budget estimates
Objective C  Plan and budget for revisions to water system, security and access

Goal #3  Develop plan for acquiring, opening and upgrading Station 3400
Objective A  Identify short term improvements for current facility
Objective B  Develop long term needs assessment and budget estimates
Objective C  Plan and budget for off-site improvements (paving, traffic light)

Goal #4  Develop plan for upgrading the training facility
Objective A  Develop site plan and complete paving
Objective B  Acquire and install modular classroom
Objective C  Develop long term plan for regional and local training props
Apparatus

Goal #1  Develop and adopt replacement plan for apparatus and equipment

Objective A  Identify short term improvements for current apparatus

Objective B  Conduct long term needs assessment based on SOC

Objective C  Prepare specs for replacement ARFF unit

Objective D  Review apparatus deployment for best SOC performance

Goal #2  Review and upgrade maintenance programs to maximize life of apparatus

Objective A  Implement records, reports and repair requests programs though ERS

Objective B  Review options for maintenance and service providers

Objective C  Develop and implement best practices for in-house routine maintenance

Goal #3  Review and upgrade maintenance programs for tools and equipment

Objective A  Implement records, reports and repair requests though ERS

Objective B  Review and update hose and pump testing records in ERS

Objective C  Review and update personal protective equipment (PPE) records in ERS

Goal #4  Develop maintenance and replacement plan for SCBA

Objective A  Review funding and grant options and develop replacement plan

Objective B  Implement records, reports and repair requests though ERS

Objective C  Review long term needs for mobile and or fixed compressor(s)