

Fire Department
**STRATEGIC
PLAN**



**Redmond
FIRE & RESCUE**
Redmond, Oregon

2023–2027



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Process & Acknowledgments

To complete the task of developing a fire department strategic plan, input was solicited from the public and department membership to obtain comments, concerns, and general information from involved citizens throughout the community as well as department personnel. Both surveys were conducted online and a total of 90 citizens and 51 department personnel completed the entire survey. Survey instruments were utilized to gather input and are available at the district offices for review. Public input is a critical component of the strategic planning process and is necessary in order to understand the expectations of the community in regards to fire department services. The elected and appointed officials of Redmond Fire & Rescue would like to thank the individuals that participated in the input sessions for the open and candid comments presented.

In February 2023, Redmond Fire & Rescue convened a strategic planning committee comprised of department officials and personnel, fire department administrative and line personnel to review the community and member input and develop goals and objectives to carry the department through the next five years. The information gained through the surveys, along with internal expertise and external recommendations and guidance, was used to develop this strategic planning document. The strategic planning committee was comprised of the following individuals:

Redmond Fire & Rescue **Strategic Planning Committee**

Pat Dale, *Fire Chief*

Dustin Miller, *Deputy Chief*

Steve Fiero, *Battalion Chief*

Garrick Terry, *Battalion Chief*

Ken Brown, *Battalion Chief*

Tom Mooney, *Fire Marshal*

Luke Jerome, *EMS Training Captain*

Garrett Robertson, *Captain*

Devon Bowen, *Captain*

Jim Robison, *Engineer*

Kevin Broadsword, *Local 3650, President*

Erik Engelgau, *Local 3650, Vice President*

Sean Fortune, *Firefighter/Paramedic*

Jodi Burch, *Chief Financial Officer*

Diane Cox, *Human Resources Manager*

Background and History

Redmond Fire Department was created in 1910 when the City of Redmond incorporated and purchased a horse-drawn chemical engine. In 1913, the department (Redmond Volunteer Fire Department) was formally created by the City with G.W. Wells elected as the first Fire Chief. The first "fire house" was located between 5th and 6th Streets on Evergreen.

The City purchased its first motorized fire apparatus in 1931, a 1929 Model A Ford. A rural fire district, also served by the department, was established in 1939. By 1940, Redmond's population had risen to just under 2,000 and a new fire engine was purchased. New administrative offices were constructed, along with a new city hall and police department. In 1944, the rural district became the Deschutes County Rural Fire District and in 1945 the department acquired two additional fire engines from the U.S. Army.

The department's first paid staff were hired in 1948, however, they also served as jailers for the police department. By 1960, the department had a career staff of five; Fire Chief, Fire Marshal, and three paid firefighters. In 2000, the department became Redmond Fire & Rescue due to the high number of medical calls answered compared to fires. By 2009, the department had grown to 43 career staff along with students and volunteers. In 2011, Redmond Fire & Rescue annexed the City of Redmond and became a special district with a current staffing of 72 personnel.



In order to continue the process of departmental growth and progress, the Redmond Fire & Rescue Board of Directors commissioned this strategic plan to ensure the department was focused on important goals, as identified by the citizens and the department, over the next five years.

Section I: ENVIRONMENTAL ASSESSMENT

Planning Methodology

Fire and other emergency services organizations are, now more than ever, finding themselves in a culture of increased expectations and limited resources. The ever-increasing service demand combined with, in some cases, declining revenues, have made it critical that governing boards ensure their organizations are operating in the most effective and efficient manner possible.

With this in mind, Redmond Fire & Rescue made the decision to conduct and create a strategic plan that included critical input from the public.

Environmental Scan

In order to properly formulate strategic initiatives, the strategic planning committee had to evaluate the external and internal organizational environment. The planning committee combined the feedback with its collective knowledge of the organization and the internal and external factors that influence the outcome of the organization's services. The analysis of the organization's strengths, weaknesses, opportunities, and threats (SWOT) provided the committee with a basis for formulating the strategic initiatives resulting from this process.

The Process

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations
- Identify community concerns
- Identify aspects of the organization the community views positively
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles
- Perform an environmental scan utilizing external (customer) and internal (staff) feedback
- Assess organizational strengths and weaknesses
- Identify opportunities and potential threats to the organization
- Identify gaps in performance
- Establish organizational strategic initiatives (mission specific goals)
- Identify the objectives that support the strategic initiatives
- Identify implementation (critical) tasks for each objective
- Define service outcomes in the form of performance measures and targets

Community Stakeholders

As part of the overall strategic planning process, Redmond Fire & Rescue solicited input from the public through a facilitated virtual town hall meeting and online surveys beginning in early January 2023. The survey instrument for the community contained 15 questions regarding residency/business ownership status, contact with RF&R, satisfaction with service, expectations of the department, overall rating of the department, concerns, response times, partnerships, and a prioritization of services provided by the department. The survey for the membership/personnel contained 29 questions that focused on the department's internal operations, training, culture, leadership, etc.

Survey Results

In total, 90 persons responded to the survey, representing a less than 1% respondent rate. Of the respondents, 98% identified as being a resident of the district, and 2% identified as being a business owner only of the district.

To the question of what services were most important for the district to deliver, emergency medical services, fire suppression, and wildland firefighting were the highest. The remainder had descending priorities: emergency management, water rescue, hazardous materials response, technical rescue, fire inspections, public education, community risk reduction services, plans review, permitting, and site inspections, public outreach, and community events.

When asked what qualities department personnel should have, highly trained personnel and prompt arrival ranked the highest, followed by friendly, flexible, and involved in the community. As to the question of satisfaction with service, 73% stated they were very satisfied while 15% answered satisfied, 2% somewhat satisfied, 7% neither satisfied or dissatisfied, and 2% somewhat dissatisfied.

A complete document containing all survey results is maintained at the department administrative offices for further review.

Mission, Vision, & Values

Mission

The mission statement of an organization should clearly define the major services that are provided to the community. It focuses department members on what is truly important to the organization. The mission statement should be understood by all Redmond Fire & Rescue personnel and posted prominently throughout the organization's facilities. Each employee should commit the mission to memory. The strategic planning committee adopted the following mission statement:

Mission Statement

Redmond Fire & Rescue is a family of public safety professionals whose mission is to provide exceptional customer service; dedicated to saving lives and property through prevention, preparedness, problem-solving, and effective emergency response to all members of our community.

Values

Value statements define what the organization considers to be appropriate and inappropriate behaviors. Identifying fundamental guiding principles identify the organization's culture and belief system. These principles provide a foundation in an environment that is always changing. The strategic planning committee adopted the following value statements:

Value Statements

The Values of Redmond Fire & Rescue are:

- **Integrity:** *To cultivate trustworthiness and professionalism of the highest quality within our workforce and promote a strong moral character.*
- **Respect and Acceptance:** *We value respect and acceptance of both internal and external customers through collaboration, trust, and teamwork.*
- **Humility:** *We value being open to personal change and professional improvement.*
- **Duty:** *We value our commitment to our duty to act, respond and serve to fulfill our obligations to the community.*
- **Adaptability and Collaboration:** *We value adaptability and collaboration in our approach to our environment which creates the opportunity for learning and success.*

- **Loyalty:** *We value loyalty as the allegiance and commitment to all members of the organization.*
- **Patience and Kindness:** *We use patience and kindness as foundational values in how we interact with our community.*

Vision

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. The department's vision provides members with a view of the future that can be shared, a clear sense of direction, a mobilization of energy, and a sense of being engaged in something important. Vision statements will provide the members of Redmond Fire & Rescue with a direction of how things can be and a sense of organizational pride and purpose. The strategic planning committee adopted the following vision:

Vision Statements

It is the Vision of Redmond Fire & Rescue:

- *To be a trusted and respected public safety leader, committed to ensuring the safest community possible through prevention, preparedness, and effective emergency response.*
- *To be continually prepared for duty, serving with integrity, responding with professionalism, and committed to our mission.*
- *To exceed our community's expectations of delivering a highly trained workforce in a prompt manner.*
- *To provide industry-leading service to our community and members.*

With the completion of its mission, values, and vision, the strategic planning committee established the organization's foundation for strategic planning. We strongly recommend that every member empower themselves with these elements as they are the basis for the accomplishment of the organization's goals, objectives, and day-to-day tasks.

SWOT Analysis

The process of conducting a SWOT analysis involves the identification of both internal and external factors facing the organization. **S**trengths and **W**eaknesses are generally thought of as internal factors within the control of the organization, while **O**pportunities and **T**hreats (or Challenges) are more typically external factors that, while outside the immediate control of the organization, can be addressed through improved communications and processes.

Strengths

The identification of organizational strengths is the first step in the environmental scan. The strengths of an organization identify its capability of providing the services requested by customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or the primary function of the department should be reviewed to evaluate the rate of return on precious staff time. The strategic planning committee identified the following strengths for Redmond Fire & Rescue.

Strengths

- *Personnel/Members*
- *Community Support*
- *Proficiency*
- *Collaboration*
- *Labor/Management Relationship*
- *Culture*
- *Depth of Experience*
- *Progressive*
- *Versatility*

Top Strengths

1. *Personnel/Members*
2. *Culture*
3. *Labor-Management Relationship*
4. *Leadership*

Weaknesses

Once strengths of the organization have been identified, the next step in the environmental scan is to identify organizational weaknesses. Weaknesses within an organization can hinder the ability of the agency to deliver services to the expected level. Although agencies tend to place negativity on any internal weaknesses, identification of these areas can lead the organization through a process of continuous improvement. The strategic planning committee identified the following weakness for Redmond Fire & Rescue.

Weaknesses

- *Staffing*
- *Funding*
- *Aging Apparatus*
- *Aging Facilities*
- *Technology*
- *Recruitment/Retention*
- *Training*
- *Specialized Resources*
- *Outdated Policies/Procedures*
- *Airport Staffing*
- *Succession Planning*
- *Communications*

Top Weaknesses

1. *Staffing*
2. *Funding*
3. *Recruitment and Retention*
4. *Apparatus Costs and Supply Chain*

Opportunities

Opportunities available to the organization can be multiple and varied. Most organizations fail to see the full benefit of external opportunities and, therefore, fail to reap the potential benefits. Being able to identify potential opportunities to assist the organization in achieving goals and objectives is a critical element in the process of strategic planning. The strategic planning committee identified the following potential opportunities available to Redmond Fire & Rescue.

Opportunities

- *Grants/Alternative Funding*
- *Regionalization*
- *Legislative Changes*
- *Community Growth*
- *Community Outreach*
- *Leadership Development*
- *Smith Rock State Park*

Top Opportunities

1. *Grants*
2. *Alternative Funding*
3. *Community Outreach*
4. *Leadership Development*
5. *Government Relations*

Threats

Like external opportunities, threats or challenges can be varied based on a number of environmental factors such as population, demographics, socio-economic issues, etc. The process of identifying organizational challenges allows the agency to address those issues and take the appropriate action to mitigate the effects upon the organization. The strategic planning committee identified the following potential challenges facing Redmond Fire & Rescue.

Threats (no priorities identified)

- *Development*
- *Increasing Call Volume*
- *Health Care System*
- *Supply Chain Issues*
- *Economy*
- *Compression*
- *Cyber Threats*
- *Catastrophic Events*
- *Negative Perceptions*
- *Demographics*
- *Insurance/Retirement Costs*
- *Wildland Urban Interface*
- *Drought*

Definition of Terms

There are three main components to this strategic plan—Goals, Objectives, and Critical Tasks; they are defined as follows:

- **Goal:** The largest overarching element of a strategic plan, a goal is a broad enterprise where the department may have multiple areas of focus. A goal is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive.
- **Objective:** A smaller component of and subordinate to a goal. If all objectives under a goal are accomplished, the goal will have been accomplished.
- **Critical Task:** The smallest component of the strategic plan, critical tasks are the immediate action steps needed to meet an objective or a goal.

Section II: STRATEGIC PLAN

Strategic Plan

The planning process, after dealing with establishing the mission, vision, and guiding principles of the organization and assessing the environment within which it is operating, turns its focus to the establishment of goals and objectives. Realistic goals were formulated and specific objectives were developed to support the successful completion of those goals. Strategic goals and objectives provide the organization and its members with clear direction.

Strategic goals and objectives are management tools that should be updated on an ongoing basis to identify accomplishments and to note changes within the organization and the community. Strategic goals and objectives, as well as performance measures, become the focus of the organization's efforts. By following these goals and objectives carefully, the organization is given structure and guidance, reducing obstacles and distractions and facilitating smooth transition.



The strategic planning committee set priorities for the accomplishment of specific goals and objectives. When evaluating progress toward accomplishing the goals, timelines may need to be adjusted to reflect changes in the organization's needs, environment, and resources.

Goal 1. Achieve appropriate staffing levels.

1A. Determine full operational staffing levels.	
<p>Lead: Fire Chief Deputy Fire Chief</p> <p>Timeline: Q1 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review NFPA 1710 • Review ORS 2-in/2-out
1B. Achieve three-person staffing on suppression apparatus.	
<p>Lead: Fire Chief Deputy Fire Chief</p> <p>Timeline: 60 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Provide staffing plan to board of directors for adoption • Identify necessary funding sources • Identify timing and amount of necessary funding • Establish recruitment, hiring process, timeline for implementation of onboarding and academies
1C. Discontinue cross-staffing of operational units.	
<p>Lead: Fire Chief Deputy Fire Chief</p> <p>Timeline: 60 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Provide staffing plan to Board of Directors for adoption • Identify necessary funding sources • Identify timing and amount of necessary funding • Establish recruitment, hiring process, timeline for implementation of onboarding and academies
1D. Determine future staffing needs.	
<p>Lead: Fire Chief Deputy Fire Chief</p> <p>Timeline: 18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Engage Standards of Cover Process <ul style="list-style-type: none"> ▪ Determine internal stakeholders ▪ Create scope of work ▪ Develop and publish a request for proposals (RFP) ▪ Engage consultant

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1E. Determine appropriate RF&R airport staffing levels.	
<p>Lead: Fire Chief</p> <p>Timeline: 30 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Review FAA and NFPA standards for Aircraft Rescue and Fire Fighting (ARFF) recommended staffing levels Pursue increased staffing levels based on review of standards
1F. Determine appropriate administrative staffing levels.	
<p>Lead: Senior Management Team</p> <p>Timeline: 18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> Conduct critical task analysis of administrative functions

	Task	Assigned To	Start	End	Dur	%						
							2023	2024	2025	2026	2027	2028
	Goal 1: Achieve appropriate staffing levels.		3/1/23	3/1/28	1295							
1	Determine full operational staffing levels.	Fire Chief/Deputy Fire Chief	3/1/23	6/1/23	67							
2	Achieve three-person staffing on suppression apparatus.	Fire Chief/Deputy Fire Chief	3/1/23	3/1/28	1295							
3	Discontinue cross-staffing of operational units.	Fire Chief/Deputy Fire Chief	3/1/23	3/1/28	1295							
4	Determine future staffing needs.	Fire Chief/Deputy Fire Chief	3/1/23	9/1/24	390							
5	Determine appropriate RF&R airport staffing.	Fire Chief	3/1/23	9/1/25	647							
6	Determine appropriate administrative staffing levels.	Senior Management Team	3/1/23	9/1/24	390							

Goal 2. Achieve sustainable funding.

2A. Explore alternative funding mechanisms.	
<p>Lead: CFO Fire Chief</p> <p>Timeline: 30–90 days</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Explore potential levy options • Apply for AFG/SAFER grants • Explore potential bonds • Research and apply for state grants • Research and apply for private grants • Explore Local Alternative Tax • Explore additional district fees
2B. Explore legislative changes to funding mechanisms.	
<p>Lead: CFO Fire Chief Fire Marshal</p> <p>Timeline: 36–60 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Explore fire insurance surcharge • Explore reform of property tax laws • Explore reform of Urban Renewal/Enterprise Zones • Explore fee to Smith Rock State Park
2C. Develop community financial education program.	
<p>Lead: Fire Marshal CFO Board of Directors</p> <p>Timeline: 60–90 days</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop a district fact sheet • Explore re-branding of vehicles and standardization of signage at stations
2D. Identify appropriate external stakeholders.	
<p>Lead: Fire Chief Deputy Fire Chief Fire Marshal</p> <p>Timeline: 60–90 days</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Request attendance and delivery of educational materials at: <ul style="list-style-type: none"> ▪ School District meetings ▪ Service clubs ▪ Elected officials ▪ Chamber of Commerce ▪ Homeowner’s Associations ▪ Chaplains group ▪ Others as appropriate

	Task	Assigned To	Start	End	Dur	%						
							2023	2024	2025	2026	2027	2028
	Goal 2: Achieve sustainable funding.		3/1/23	3/1/28	1295							
1	Explore alternative funding mechanisms.	CFO/Fire Chief	3/1/23	6/1/23	67							
2	Explore legislative chances to funding mechanisms.	CFO/Fire Chief/Fire Marshal	3/1/23	3/1/28	1295							
3	Develop community financial education program.	Fire Marshal/CFO/Board	3/1/23	6/1/23	67							
4	Identify appropriate external stakeholders.	Fire Chief/Deputy Fire Chief/Fire Marshal	3/1/23	6/1/23	67							

Goal 3. Develop a recruitment and retention program.

3A. Ensure that competitive wages and benefits are offered.	
<p>Lead: Labor-Management Team</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Complete a market analysis to include comparable and competitors • Work to revise pay plan to reflect market study results • Modify benefits to reflect market study results
3B. Ensure continuous local and regional advertising of openings.	
<p>Lead: Human Resources</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Ensure social media is included in job advertisements • Attend job fairs and career days at local schools • Update civil service rules and regulations for new hires • Work with local Public Information Officers on community outreach with local media outlets
3C. Ensure a safe work environment.	
<p>Lead: Safety Committee Labor-Management Team</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Conduct a safety analysis of facilities, equipment, and activities • Develop a safety plan to address gaps and critical issues
3D. Ensure clear career opportunities and succession plan.	
<p>Lead: Deputy Fire Chief Labor-Management Team</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review comparable career development programs • Develop a career development program and succession plan
3E. Implement retention incentives.	
<p>Lead: Labor-Management Team</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Research potential retention incentives through local and national organizations • Implement approved incentives
3F. Implement apprenticeship program.	
<p>Lead: Training Labor-Management Team Human Resources</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Research other local and regional programs • Develop apprenticeship plan • Select and provide initial training to apprentices

	Task	Assigned To	Start	End	Dur	%						
							2023	2024	2025	2026	2027	2028
	Goal 3: Develop a recruitment and retention program.		3/1/23	3/1/28	1295							
1	Ensure that competitive wages and benefits are offered.	Labor-Management Team	3/1/23	3/1/25	516							
2	Ensure continuous local and regional advertising of openings.	Human Resources	3/1/23	3/1/28	1295							
3	Ensure a safe work environment.	Safety Committee/ Labor-Management Team	3/1/23	3/1/28	1295							
4	Ensure clear career opportunities and succession plan.	Deputy Fire Chief/ Labor-Management Team	3/1/23	3/1/25	516							
5	Implement retention incentives	Labor-Management Team	3/1/23	3/1/25	516							
6	Implement apprenticeship program.	Training/ Labor-Management Team/ Human Resources	3/1/23	3/1/25	516							

Goal 4. Review and redevelop the department training program to meet the needs of the organization.

4A. Develop a comprehensive organizational training plan to include an annual schedule and specific objectives.	
<p>Lead: Training</p> <p>Timeline: 12 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Explore new training facilities and props • Adopt a formal succession plan for training division • Consider an external subject matter expert to assist with development of training program • Ensure officer development is included in training plan
4B. Increase the budget to support all aspects of training.	
<p>Lead: Deputy Fire Chief CFO</p> <p>Timeline: 18 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Evaluate the need for a Training Battalion or Deputy Chief position • Evaluate funding options for additional training opportunities • Research grants for training facilities, equipment, and props • Determine total amount of funding necessary to accomplish improvements

	Task	Assigned To	Start	End	Dur	%	2023				2024			
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Goal 4: Review and redevelop the department training program to meet the needs of the organization.		3/1/23	9/1/24	390									
1	Develop comprehensive organizational training plan to include annual schedule and specific objectives	Training	3/1/23	3/1/24	260									
2	Increase budgets to support all aspects of training	Deputy Fire Chief/CFO	3/1/23	9/1/24	390									

Goal 5. Develop a facilities maintenance plan.

5A. Create a Preventative Maintenance Plan for facilities.	
<p>Lead: Fire Chief</p> <p>Timeline: 2nd Quarter 2024</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none">• Establish Logistics position• Triage facilities in the Capital Facilities Plan• Create a long-term maintenance plan• Determine replacement needs• Analyze OSHA requirements• Update the facilities plan to changing circumstances• Develop a funding plan

	Task	Assigned To	Start	End	Dur	%	2023				2024		
							Q1	Q2	Q3	Q4	Q1	Q2	Q3
	Goal 5: Develop a facilities maintenance plan.		3/1/23	6/1/24	325								
1	Create a preventive maintenance plan for facilities.	Fire Chief	3/1/23	6/1/24	325								

Goal 6. Educate and inform citizens of the district.

6A. Provide educational classes to the community.	
<p>Lead: Fire Marshal Training Division</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop CPR, First Aid, F.E. Training, and CERT classes • Determine class locations • Determine funding mechanisms • Advertise • Plan logistical details
6B. Provide outreach via electronic newsletter, mailers, and billboards.	
<p>Lead: Senior Management Team</p> <p>Timeline: 60–90 days</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop a fact sheet (website) • Determine messaging • Plan logistical details
6C. Attend community events.	
<p>Lead: Fire Marshal</p> <p>Timeline: 1 year</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Forecast upcoming events • Schedule events and staff
6D. Leverage social media platforms.	
<p>Lead: Senior Management Team</p> <p>Timeline: 60–90 days</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop social media messaging • Develop a posting schedule • Post content via NextDoor, YouTube, Facebook, Instagram, and LinkedIn

	Task	Assigned To	Start	End	Dur	%						
							2023	2024	2025	2026	2027	2028
	Goal 6: Educate and inform the citizens of the district.		3/1/23	3/1/28	1295							
1	Provide educational classes to the community.	Fire Marshal/Training	3/1/23	3/1/28	1295							
2	Provide outreach via electronic newsletter, mailers, and billboards.	Senior Management Team	3/1/23	6/1/23	67							
3	Attend community events.	Fire Marshal	3/1/23	3/1/24	260							
4	Leverage social media platforms.	Senior Management Team	3/1/23	6/1/23	67							

Goal 7. Develop a plan to procure, replace, and maintain apparatus and major capital equipment.

7A. Evaluate whether RF&R is purchasing the correct type and quality of apparatus and equipment.	
<p>Lead: Logistics</p> <p>Timeline: 4th Quarter 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Research best practices and standards in apparatus and capital equipment • Determine safety standards/committee • Electric vehicle (EV) evaluation
7B. Identify lifespan of all apparatus and equipment.	
<p>Lead: Logistics</p> <p>Timeline: 4th Quarter 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review applicable NFPA standards for apparatus and equipment • Research availability of data in City's maintenance shops
7C. Evaluate funding options to support the Apparatus Replacement Plan.	
<p>Lead: Logistics</p> <p>Timeline: 4th Quarter 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Define the deficit of the plan
7D. Implement asset management software.	
<p>Lead: Logistics</p> <p>Timeline: 4th Quarter 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Procure PSTRax for asset management module • Prepare the data necessary for asset management software
7E. Evaluate maintenance options.	
<p>Lead: Logistics</p> <p>Timeline: 4th Quarter 2023</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Evaluate City contract • Evaluate preventive maintenance contracts

	Task	Assigned To	Start	End	Dur	%	2023														
							Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov				
	Goal 7: Develop a plan to procure, replace, and maintain apparatus and major equipment.		3/1/23	1/1/24	216																
1	Evaluate whether RF&R is purchasing the correct type and quality of apparatus and equipment.	Logistics	3/1/23	1/1/24	216																
2	Identify life span of all apparatus and equipment.	Logistics	3/1/23	1/1/24	216																
3	Evaluate funding options to support the apparatus replacement plan.	Logistics	3/1/23	1/1/24	216																
4	Implement asset management software.	Logistics	3/1/23	1/1/24	216																
5	Evaluate maintenance options.	Logistics	3/1/23	1/1/24	216																

Goal 8. Renew the department’s policies, procedures, and guidelines to meet or exceed current state and federal laws and organizational direction.

8A. Develop replacement and review schedule for all documents.	
<p>Lead: Senior Management Team</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Review current policies, procedures, and guidelines • Research vendor options and determine a possible budget
8B. Review state and federal laws/standards (i.e., NFPA/OSHA).	
<p>Lead: Senior Management Team</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Develop a compliance review process
8C. Review policies, procedures, and guidelines of other similar agencies.	
<p>Lead: Senior Management Team</p> <p>Timeline: Ongoing</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Research like agencies and review their policies, procedures, and guidelines for applicable material • Utilize SDAO-provided templates as appropriate

	Task	Assigned To	Start	End	Dur	%						
							2023	2024	2025	2026	2027	2028
	Goal 8: Renew the department's policies, procedures, and guidelines to meet or exceed current state and federal laws and organization direction.		3/1/23	3/1/28	1295							
1	Develop replacement and review schedule for all documents.	Senior Management Team	3/1/23	3/1/28	1295							
2	Review state and federal laws/standards such as NFPA and OSHA.	Senior Management Team	3/1/23	3/1/28	1295							
3	Review policies, procedures, and guidelines of other similar agencies.	Senior Management Team	3/1/23	3/1/28	1295							

Goal 9. Ensure that data collection is completed accurately and in a timely manner.

9A. Work with Deschutes County 911 to ensure that call processing times are meeting national standards.	
<p>Lead: Deputy Fire Chief</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Request DC911 to inform RF&R on their training policies and procedures. • Establish what data is important to RF&R to be entered at the DC911 level and then work with DC911 to ensure that data is getting entered.
9B. Ensure company officers are entering incident data accurately and in a timely manner.	
<p>Lead: Deputy Fire Chief Battalion Chiefs</p> <p>Timeline: 24–30 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Ensure incident data is accurately entered into the records management system in a timely manner • Produce monthly or quarterly reports in officers' meetings to evaluate progress • Develop an operational quality review process
9C. Ensure that organizational data collection exists and is accurate.	
<p>Lead: Senior Management Team</p> <p>Timeline: 24 months</p>	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Explore alternative data collection platforms • Implement determined data collection software/methods

	Task	Assigned To	Start	End	Dur	%				
							2023	2024	2025	2026
	Goal 9: Ensure that data collection is completed accurately and in a timely manner.		3/1/23	9/1/26	904					
1	Work with communications center to ensure that call processing times are meeting national standards.	Deputy Fire Chief	3/1/23	3/1/25	516					
2	Ensure company officers are entering incident data accurately and in a timely manner.	Deputy Fire Chief/Battalion Chiefs	3/1/23	9/1/26	904					
3	Ensure that organizational data collection exists and is accurate.	Senior Management Team	3/1/23	3/1/25	516					