

ASHLAND FIRE & RESCUE



2015-2020 Strategic Plan





FIRE

ASHLAND

RESCUE

1887

Introduction

Ashland Fire & Rescue (AF&R) provides fire suppression, rescue and emergency medical services, hazardous materials mitigation, fire inspection, fire investigation, emergency preparedness/emergency management services and public education to the City of Ashland. AF&R is consistently working to achieve and/or maintain the highest level of service and efficiency on behalf of those who live in, work in and visit Ashland.

In the spirit of maintaining excellent service the department conducted a community-based strategic planning process to ensure that we were addressing the current needs of the community while positioning ourselves to respond to future, anticipated requirements of all elements in the community. The product of that effort is this document, the *2015-2020 Ashland Fire & Rescue Strategic Plan*.

We set out to challenge both our internal and external stakeholders to define the strengths, weaknesses, threats, and opportunities of AF&R and develop processes and strategies to achieve established goals. We invited the department membership of AF&R to critically examine paradigms, values, philosophies, beliefs and assumptions, and challenge individuals to work in the best interest of the “team.” We delivered a wealth of information to our external stakeholders regarding AF&R’s organization, operation, programs, budget, and governance and asked them to closely examine their expectations of AF&R.

AF&R’s Strategic Plan incorporates a comprehensive vision and mission statement that provides the department with a clear path into the future. Additionally, this strategic plan identifies the core values that embody how the department’s members, individually and collectively, will carry out AF&R’s mission. In the following pages, AF&R identifies its goals, objectives, and strategies that will allow the agency to realize its vision.

The idea that the men and women of the AF&R are actively engaged in an ongoing process for improvement is exciting. Our members’ involvement in this strategic planning process clearly shows their commitment to Ashland. I would like to thank our City Council, City Administrator, community members, and internal staff for committing their time to participate in our strategic planning process. Your participation ensures a meaningful pathway for our department to follow.

John Karns, Fire Chief





Ashland Fire & Rescue Strategic Plan

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Oregon Gulch Fire Pyro-Cumulus Cloud

Definition of a Community-Based Strategic Plan

Today's fire service can no longer operate as it has in the past. As public demand for services continue to increase, revenue and other resources remain status quo or shrink. These trends place increased pressure on the modern fire service manager and policy makers to be more effective and resourceful. To work more efficiently with the limited resources, organizations must establish a strategy based on a thoughtful study of the current and future needs of the community they serve.

To ensure that these needs will be applied to department management trends appropriately, a community-based strategic planning process was used to develop the AF&R Strategic Plan. Businesses employ this type of process routinely to identify market trends, allowing the service provider to focus resources. This document is the result of several strategic planning sessions and includes valuable input from both external and internal stakeholders.

What is a Strategic Plan?

It is a living management tool that:

- Provides short and long-term direction
- Builds a shared vision for expectations of the department
- Sets goals and objectives
- Optimizes use of resources
- Identifies organizational needs

An effective strategic planning process needs a consistent and cohesively structured process employed across the organization as well as the customers it serves. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, the process of planning is as important as the plan itself. The planning process should be flexible and dynamic. A properly constructed strategic plan is an operationally useful tool and should be implemented as such.



Community-based strategic planning exposes a wide variety of issues. Everything is on the table. The approach comes to life by sharing, studying, and debating important issues and then implementing the products of those discussions with measurable goals in mind.

Successful organizations, have recognized the critical importance of attaining customer focus. Aware of this necessity, public safety agencies must strategically plan how they will deliver high quality products and services to the public that efficiently meets the community's needs. Once their strategic goals are established, agency leaders must establish performance measures, and make themselves accountable to assess and ensure that their department is indeed delivering on the promises made in their strategic plan. Strategic planning needs to answer three basic questions for an organization (Gup, 1979):

- The first of these, "Where are you going?".
- The second question is "What is the environment?".
- The final question that strategic planning must answer is "How do you get there?"

Most importantly, strategic planning can be an opportunity to unify the management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and success are measured.

" The best way to find yourself is to lose yourself in the service of others. "

Mahatma Gandhi

What is the Community of Ashland's Role in the Strategic Planning Process?

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective and strategy. With this knowledge, internal emphasis can be changed or bolstered to fulfill the community's needs. In certain areas, education on the level of service that is already available may be all that is needed.

For many successful organizations, the voice of the community drives their operations, defines their resource needs, and charts the course for their future. Companies, as well as state and city governments, have begun focusing on their community of customers as one of the key motivators in planning for the future. This current process sought to identify the immediate and future needs, both internally and externally, of the fire/EMS component of Ashland's public safety effort. The process emphasized the following:

- **Focus:** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;



- **Needs and expectations:** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **Spoken and unspoken:** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **Present and future:** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.



Storm Toppled Tree on Tolman Creek Rd

The specific steps of the process are as follows:

1. Define the services provided to the community by AF&R.
2. Establish the community's service priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the department and its services.
5. Identify the Strengths of the department.
6. Identify any Weaknesses of the department.
7. Identify areas of Opportunity for the department.
8. Identify potential Threats to the department.
9. Establish realistic goals and objectives for the future.
10. Identify implementation tasks for each objective.
11. Develop organizational and community commitment to the plan.

AF&R wants to acknowledge the participation of both the internal and external stakeholders in this important process. It took a number of meetings with thoughtful and sincere engagement to produce the results contained in this document. We understand the value of the time that the stakeholders committed to this process. The involvement of both the internal and external stakeholders validated this process and created a document and vision that will help guide AF&R for the next five years. The department and the City of Ashland thanks those involved.

AF&R was also fortunate to have the services of Jon Lange, Ph.D., of Southern Oregon University. Dr. Lange served as a facilitator for both the external and internal stakeholder

meetings and was instrumental in establishing a process that captured the intent of a strategic plan as well as the perception and needs of our stakeholders.



Firefighter/Paramedics Training for Ebola Protocol

Ashland Fire & Rescue

Mission Statement

Ashland Fire & Rescue is dedicated to protecting lives, property, and the environment. By delivering fire suppression, emergency medical, disaster management, fire prevention and public education services by professionally trained, dedicated personnel, we strive to achieve the highest quality of public service to our customers.

Values and Expectations

PROFESSIONALISM

Dependability - *Reliability to duty and responsibility to others*

Excellence - *Continually improving job skills and knowledge base*

Presentation - *Displaying a high level of fitness and positive attitude*

COMPASSION

Empathy - *Understands and values how others feel*

Service to Others - *Giving of one's time and energy to meet the needs of others*

INTEGRITY

Honesty - *Being truthful and straightforward*

Accountable - *Responsible for one's own actions*

Ethical - *Doing the right thing even when no one else is watching*

TEAMWORK

Respect - *Shows high regard for others*

Cooperation - *Contributes to the team*

Loyalty - *Shows devotion to the improvement of the department*

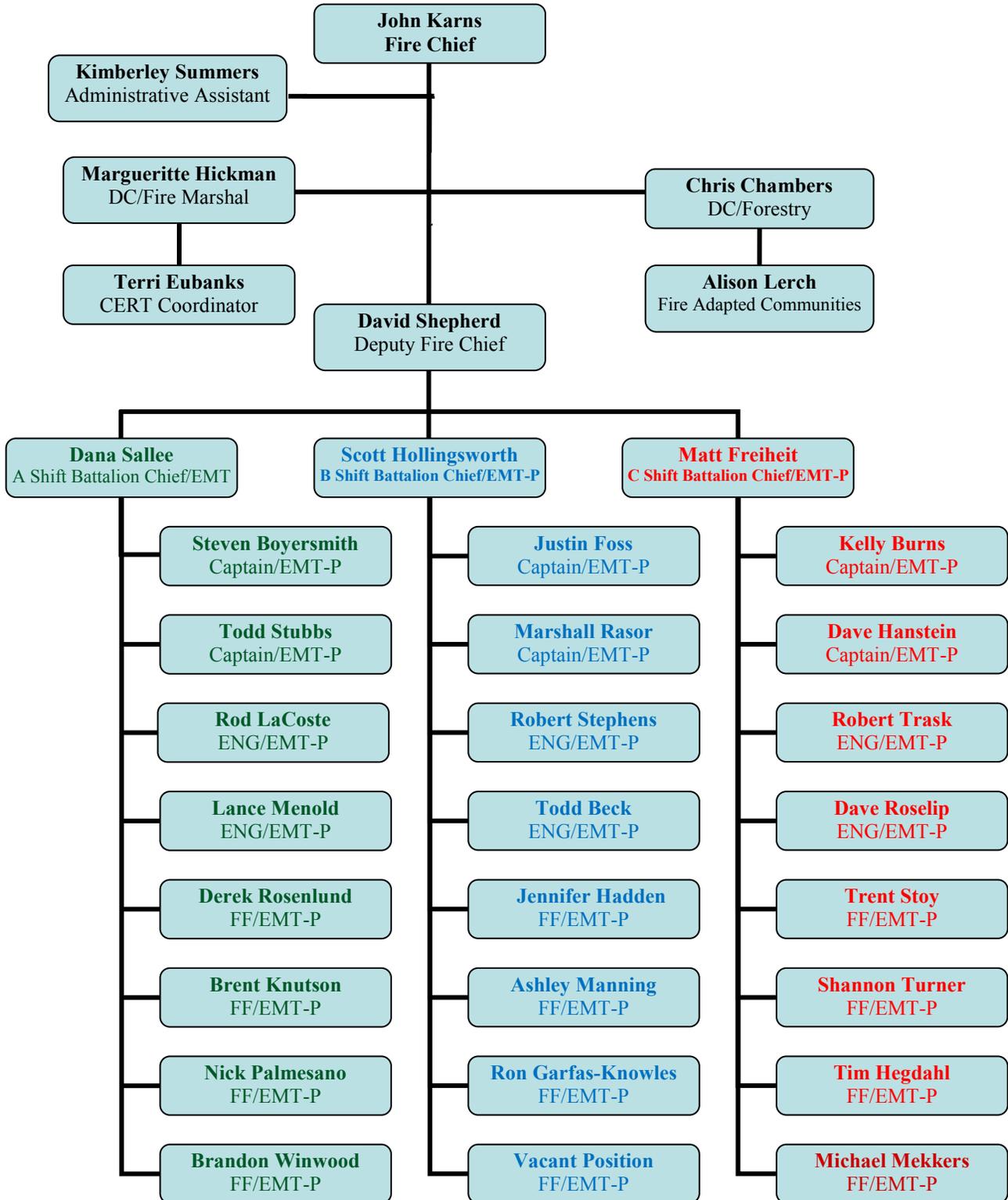
COMMUNITY

Involvement - *Participates in department and community events*

Family - *Supports coworkers, their families, and the community*



Department Organizational Chart



Operational Background

Operationally, AF&R is divided into 5 divisions. The divisions and their associated programs/services are as follows:

ADMINISTRATION

Emergency Management	Ashland Response Team
Emergency Preparedness	Budget
Citizen Alert	Communications and Technology
1700 AM /Smoke and Wildfire Hotline	Chaplain Program

FIRE OPERATIONS

Fire Suppression	Fire/Rescue Training
Rescue Operations	Hazardous Materials Response
Technical Rope Rescue	Buildings and Grounds
Company Level Fire Inspections	Apparatus and Equipment
Personal Protective Equipment	

EMERGENCY MEDICAL SERVICES

Emergency Medical Response	Infectious Disease Control
Emergency Medical Transportation	Child Car Seat Program
Emergency Medical Training	AED Program

FIRE AND LIFE SAFETY

Fire Prevention Inspections	Fire Investigation
Public Education and Training	Code Enforcement
CERT/CPR	Plans Review
Weed Abatement	

FOREST DIVISION

Fire Adapted Communities	City Owned Forest Lands
Firewise Communities	Ashland Forest Resiliency
Forest Lands Commission	Wildfire Mitigation Commission





External Stakeholder Meeting

AF&R was fortunate to have nearly all of the major community stakeholders represented in this event. In addition to members of the community, representatives from our local businesses, schools and government agencies rounded out the external group. These attendees represented a good cross-section of the community with a wide variety of service needs. Those present at the external stakeholder meeting are as follows:

<i>Greg Alexander</i>	<i>Rob Cain</i>	<i>Maria Harris</i>	<i>Patty Michaels</i>	<i>Sharlene Stephens</i>
<i>Aaron Beamish</i>	<i>Justin Donovan</i>	<i>Darrell Hegdahl</i>	<i>Mike Morris</i>	<i>John Stromberg</i>
<i>Cindy Bernard</i>	<i>Corey Falls</i>	<i>Hugh Holden</i>	<i>Rich Rosenthal</i>	<i>Lee Tuneberg</i>
<i>Tim Bewley</i>	<i>Mike Faught</i>	<i>John Johnson</i>	<i>Paul Rostykus</i>	<i>Carol Voisin</i>
<i>Darrell Boldt</i>	<i>Drew Gilliland</i>	<i>Dave Kanner</i>	<i>Sara Rubrecht</i>	<i>John Williams</i>
<i>Ron Bolstad</i>	<i>Barbara Glassberg</i>	<i>Ken Leiserson</i>	<i>Stefani Seffinger</i>	<i>Darin Welburn</i>
<i>Darren Borgais</i>	<i>Jenny Hall</i>	<i>Chip Lindsey</i>	<i>Sandra Slattery</i>	
<i>Rob Budge</i>	<i>Adam Hanks</i>	<i>Jeff McFarland</i>	<i>Kim Souza</i>	

The intent of the external stakeholder meeting was to understand what the community considers as priorities in terms of public safety. This group was given a list of services that were broken down into three categories: 1) mandatory services that the department must perform by either agreement, contract, or statute 2) non-mandatory services that the department is currently performing, and 3) non-mandatory services that the department would like to be performing but currently are not for a variety of reasons. The group was also encouraged to list any services that were not in these three categories. The services listed in category two and three as well as any suggested by the group were then prioritized.

The stakeholders were then asked to identify the department’s strength and weaknesses as they perceived them. Additionally, stakeholders were asked to share any comments they had about AF&R, good or bad. This was an open and informal forum with any and all comments welcomed by department staff. It gave AF&R personnel the opportunity to answer questions from the community regarding concerns about the department. Some areas of concern were identified to be weakness within the delivery system. However, some weaknesses turned out to be misperceptions based upon incorrect or lack of information. The identified strengths and weaknesses are outlined on the following pages.



STRENGTHS

- Department performs many more services than the name implies
- Firewise program has been a huge success
- Department has a strong presence in emergency preparedness
- Department strives to be proactive and not just reactive
- Ashland has been a large influence in the county fire plan
- Fire department has improved the emergency management in the city
- Participants appreciate the department conducting the strategic planning event
- Community is pleased with the department's average response time
- Department has strong core services—some worried about staff being stretched too thin
- Firefighters demonstrate strong community attitude
- Collaboration with the Ashland School District is excellent
- Appreciate making community aware of the “Big One,” would like to move to next step with more information.
- Community appreciates strong mutual and automatic aid agreements that exist
- Public strongly supports the AIR workshops
- Department's medical transport is a benefit to the community
- Many stated they appreciate the scope of the department's public education effort
- Appreciate the effort to increase the Wildfire Hazard Zone
- Fire Department is “firing on all cylinders,” would like deficiencies brought to voters
- Appreciate financial incentives that have been available for homeowner hazardous fuels mitigation
- Excellent EMS care of the elderly

WEAKNESSES

- Community needs to know more on what they can do
- Need a stronger weed abatement ordinance
- Lack of an aerial ladder truck, can we collaborate with Jackson County District 5?
- Need more education about FireMed
- Lack of staffing
- Are we stretching the department too thin?
- Could the department reach another layer of awareness with the community about the “Big One?”

continued



- City still allows wood shake roofs!
- Lack of training capability gives us concern.
- The City should subsidize retrofitting fire sprinklers in homes.
- The community should embrace seismic retrofit codes.
- Communication gaps with other jurisdictions and agencies.
- Lack of leadership with the trails (difficulty in rescues)
- Homeowners need incentive to reduce fuels.
- Need more regulation and enforcement of illegal camps/homeless areas in watershed
- Lack of preparedness cooperation with FEMA and National Guard



External Stakeholders Using Dot-Voting for Service Priorities

As the meeting progressed attendees were given an opportunity to advocate for their top choices as well as listen to arguments of opposing views. This portion of the event provided the stakeholders with an opportunity to gather information on specific issues and clear up any points of confusion. Following this vetting process the group was asked to use a “Dot Voting” technique to prioritize the identified services and needs of the community to produce a score. Attendees were given “colored dot stickers” that represented various point values; dots were valued at five points, three points, or one point. Members placed their dots next to the services previously identified to give each item a point value. Each service had its score totaled which yielded its placement on the following prioritized list.

Service Priorities as Identified by the External Stakeholders

Rank	Title	Score	Description
1	Increase Staffing	77	Increase staffing to an appropriate level based on call load and type.
2	Fire Adapted/Firewise Communities	57	Continue with current Fire Adapted and Firewise Communities effort.
3	Integrated Fire Training Facilities	54	Evaluate and implement a collaborative-based fire training facility with Jackson County Fire District 5
4	Wildland Urban Interface Code	43	Adopt an appropriate wildland urban interface code
5	Emergency Preparedness and Man.	37	Continue with current emergency preparedness and management efforts
6	Improve Dispatch System	33	Improve the performance of the department's dispatch system and implement necessary hardware devices
7	Ashland/Jackson County Weed Abatement	33	Collaborate with Jackson County on a weed abatement ordinance for lands adjacent to the City of Ashland
8	Ladder Truck	32	Funding and purchase of an aerial ladder device
9	Increasing Public Awareness/Education	30	Improve the department's effort for public outreach for safety and preparedness awareness
10	Evaluate Collaborative Opportunities With Other Jurisdictions	27	Evaluate collaborative opportunities with Jackson County Fire District 5
11	Increased Code Enforcement for Weed Abatement	26	Implement a stricter schedule for compliance of weed abatement ordinance to include financial incentives (fines)
12	Enhanced Weed Abatement	25	Improve weed abatement ordinance to include other hazardous vegetation
13	Emergency Medical Transportation	23	Maintain the current Ambulance Service Area contract and provide medical transportation
14	Public Education and Training	19	Continue with the comprehensive public education programs that the department currently offers
15	Citizen Alert/1700 AM/Smoke Hotline	13	Sustaining public information systems; Citizen Alert, 1700 AM emergency radio, Smoke and Wildfire Hotline
16	Residential Fire Sprinklers	12	Implement a residential fire sprinkler ordinance for new construction
17	Aerial Viewing Platform	11	Quad-copter device for tactical use during fire events
18	Expand Senior Safety Education	11	Increase content and frequency of senior safety training
19	More Comprehensive Trails Master Plan	9	Provide staffing to implement a comprehensive woodland trails master, coordinating with the USFS, Ashland Parks, and private land owners
20	Child Safety Seat Program	8	Maintain current child safety seat program
21	Evaluate Mobile Integrated Healthcare	8	Evaluate the viability of AF&R participating in mobile integrated healthcare in the Ashland area.



Rank	Title	Score	Description
22	Departments/Commissions Internal Collaborations	8	Look for opportunities for existing city commissions and departments to collaborate on issues.
23	Develop Incentives (Firewise, etc.)	6	Continue to pursue financial incentives to encourage involvement in and compliance with Firewise and Fire Adapted Communities
24	Develop Forest Stewardship Center	5	Market AFR's accomplishments to other jurisdictions and host training for agencies involved in similar
25	Non-injury Public Assistance	5	Continue the policy of responding to non-injury "service calls" for public assistance
26	Hazardous Materials Program	4	Maintain current level of hazardous materials response capability
27	Increasing CERT Programs	4	Increase the scope and scale of Ashland's CERT program
28	Succession Planning	3	Implement a succession program to prepare internal staff for advancement
29	Ashland Response Team	3	Continue with the volunteer program to help staff the City's EOC and ICP's during large scale emergencies
30	Ashland Checking In	3	Utilize Citizen Alert to provide a daily "polling" phone call to check on shut-in senior citizens
31	Student Volunteer Program	2	Initiate a student volunteer program to assist with staffing short-fall



Ashland Is Ready (AIR) Citizen Emergency Preparedness Workshop



***“Remember, when the
disaster strikes, the
time to prepare has
passed”***

Internal Stakeholder Meeting

After the meeting of the external stakeholders was conducted, the department held an internal stakeholder meeting organized in a similar fashion. The participants in the internal stakeholder meeting were as follows:

<i>Todd Beck</i>	<i>Terri Eubanks</i>	<i>Scott Hollingsworth</i>	<i>Dana Sallee</i>
<i>Steve Boyersmith</i>	<i>Curt Formolo</i>	<i>John Karns</i>	<i>David Shepherd</i>
<i>Kelly Burns</i>	<i>Justin Foss</i>	<i>Brent Knutson</i>	<i>Trent Stoy</i>
<i>Greg Case</i>	<i>Ron Garfas-Knowles</i>	<i>Ashley Lara</i>	<i>Todd Stubbs</i>
<i>Chris Chambers</i>	<i>Jennifer Hadden</i>	<i>Marshall Rasor</i>	<i>Kimberley Summers</i>
<i>Jim Curty</i>	<i>Margueritte Hickman</i>	<i>Dave Roselip</i>	<i>Robert Trask</i>

The intent of this meeting was to discuss with department members what, from their viewpoint, were the critical issues facing the department as well as what challenges the department may be facing in the future. Members were encouraged to remember that this is a five-year plan and there is a real value to being proactive in terms of operational preparedness.

It was made clear that department members have a greater depth of understanding of departmental operations and technical issues and would likely have different perspectives than those developed by the external stakeholders. While this was true with some points, the major service-gaps of the department ranked similarly with the priorities of the external stakeholders. Attendees were asked to identify current department strengths, weaknesses, opportunities and threats. They are listed as follows:

STRENGTHS

- EMS- Emergency Medical Services
- Passionate, committed personnel
- Willingness to do job despite lack of resources
- Adaptive
- Respect from the public
- Value-Driven Community programs
- Prevention Programs (Inspections, CERT)
- Strong working relationship with other City departments
- Station Locations
- Maintained Vehicles and building



- CERT community volunteers
- Oak Knoll Fire
- AFR Project

WEAKNESSES

- Staffing (Fire and Admin Staff)
- Training, lack of facility location
- Doing too much
- Understaffed given programs we want to put forth
- Over-extended with our staffing
- Lacking positional experience in rank
- Resistant to change
- Poor retention
- Limited resources in customer service
- Age of department personnel
- Succession training
- EMS in the budgetary representation
- Accountability and following through

OPPORTUNITIES

- Collaboration with other departments and agencies
- Leadership opportunities
- Code requirements to accommodate the construction up swing (prevention, fire sprinklers)
- Mobile Integrated Health Care
- Increase response to call back and revamp of call-back technology
- Secure more people, student-based program, volunteers and paid staff
- Retirements over the next few years are an opportunity to bring on excellent employees
- Agency-wide, region-wide training succession planning
- Good working relationship with city council
- Public Information, Marketing, Social Media,
- Engage and get the community awareness
- Improved economy
- Replacement planning (capital outlay)
- Specialty rescue awareness and readiness



- Public education
- Community-wide public education
- Increased Wildland Urban Interface and Support

THREATS

- Poor level of Medicare reimbursement from transports
- Public perception
- Changing community priorities
- Affordable Health Care Act
- Our success leads to lack of understanding of what are needs are public understanding
- Spread too thin (FF and Admin Staff)
- Lack of economic growth in the city/promoting industry
- Not knowing City demographics (who are our customers and how do we reach them?)
- Financial needs of the other departments in the City
- Staffing and call-back
- 911 abuse
- Program priority and communications being able to quickly shift
- Out of town transports and transfers
- Complacency
- Building structural safety/ladder truck
- Loss of mutual aid
- Grant funding
- Lack of consistency among the 3 shifts (A, B, C Shift)
- Pay grade, hiring and employee retention
- Climate change

Similar to the external stakeholders meeting, the internal group itemized a list of priorities and then went through the same “Dot Voting” procedure. The following pages list the prioritized services as scored by the Internal Stakeholders.



Service Priorities as Identified by the Internal Stakeholders

Rank	Title	Score	Description
1	Staffing	94	Increase staffing to an appropriate level based on call load and type.
2	Improve Training Budget/Program	61	Increase training budget to an appropriate level to allow all members to receive sufficient training
3	Training Facility	46	Construct a training facility that will allow for basic fire suppression and emergency scene training
4	Develop Marketing Plan/Improve Public Education/Social Media	43	Improve the department’s ability to push out information not only during emergencies but for general information as well
5	Develop a succession training program	40	Develop a component of the department’s training program that identifies future leaders and defines an appropriate path to succession
6	Ladder Truck	33	Address the obvious need for the department to conduct above ground fire operations
7	Improve the department’s technology capacity	26	Improve the department’s technology infrastructure and software inventory
8	Become a special district	25	Evaluate the merits of the department becoming a special district
9	Improve consistency between shifts	23	Minimize the variances of policy and management between the three shifts
10	Respond to Changing EMS environment	20	Be well positioned to react to the changing needs and service levels of pre-hospital care and transportation
11	Retrofit Station 1 with vehicle exhaust removal system	19	Self-explanatory—member health issue
12	Implement Student Volunteer Program	17	Evaluate the feasibility of augmenting staffing with a student/volunteer program for firefighters
13	Self-Development (self care, physical health)	17	Evaluate opportunities for members to attain greater levels of physical and emotional health
14	Development of public safety codes and ordinances	17	Implement appropriate fire/life safety codes and ordinances and provide public awareness of such
15	Update and implement the CWPP	15	The CWPP is an important document that summarized the City’s strategy for wildfire safety
16	Improve Budget Format	15	The current budget format is not an accurate reflection of how the department functions
17	Improve Pre-incident plan program	13	Implement a computer/hard-copy pre-incident plan program



Rank	Title	Score	Description
18	Better collaboration with regional and city departments	11	Have stronger intergovernmental agreements and collaborative processes in place with regional departments
19	Improve Dispatch System	9	Work to improve the performance of ECSO
20	Develop IT and service equipment standards	8	Create service/maintenance/replacement policies for all of department's technology infrastructure
21	Better accountability	7	Hold employees more accountable for performance and behavior
22	Develop Green Program	6	Create a program to improve the department's performance with recycling and environmental issues
23	Celebrate Success	6	Self-explanatory





Summary of Service Priorities

The following is a summary of the service priorities that were identified in both the external and internal stakeholder meetings. In these events, each priority was given a score and each item valued relative to the other items identified. Each priority score was then given a percentage value relative to the scores of the other priorities identified. It was these percentage scores that were used to place the priorities from the external stakeholder meeting and the internal stakeholder meetings into one list. Along with the scores from the stakeholder meetings, the Fire Chief had the ability to influence the prioritization based on his perspective of the needs of the department and community. Additionally a number of related items were synthesized to create a manageable list and avoid potential duplication of effort to resolve items analogous in nature. There were also some items removed from the list due to the department’s steadfast commitment to the issues such as the Child Safety Seat Program and the public notification systems; 1700 AM; Citizen Alert; and the Smoke and Wildfire Hotline. It is important to note that the top three department deficiencies as reported by ISO during the last three evaluations all ranked within the top ten in this summary. Priority sources came from **E** = External, **I** = Internal, **B** = Both.

- | | | | |
|-----------|--|----------|--|
| 1 | Increase Line Staffing/Student-Volunteer Program | B | Increase first responder staffing to an appropriate level based on call load and type. |
| 2 | Integrated Fire Training Facilities and Improve Training Program budget and Process | B | Evaluate and implement a collaborative-based fire training facility with Jackson County Fire District 5 |
| 3 | Fire Adapted/Firewise Communities | E | Continue with current Fire Adapted and Firewise Communities effort. |
| 4 | Develop Marketing Plan with Public Education | B | Improve the department’s ability to push out information not only during emergencies but for general information as well |
| 5 | Wildland Urban Interface Code | E | Adopt an appropriate wildland urban interface code |
| 6 | Emergency Preparedness and Man. | E | Continue with current emergency preparedness and management efforts |
| 7 | Ladder Truck | B | Address the obvious need for the department to conduct above ground fire operations |
| 8 | Expand Senior Safety Education | E | Increase content and frequency of senior safety training |
| 9 | Ashland/Jackson County Weed Abatement | E | Collaborate with Jackson County on a weed abatement ordinance for lands adjacent to the City of Ashland |
| 10 | Improve Consistency Between Shifts | I | Minimize the variances of policy and management between the three shifts |
| 11 | Increasing Public Awareness/ Education | E | Improve the department's effort for public outreach for safety and preparedness awareness |



12	Evaluate Collaborative Opportunities With Other Jurisdictions	E	Evaluate collaborative opportunities with Jackson County Fire District 5
13	Improve the department's technology capacity	I	Improve the department's technology infrastructure and software inventory
14	Residential Fire Sprinklers	E	Implement a residential fire sprinkler ordinance for new construction
15	Increased Code Enforcement for Weed Abatement	E	Implement a stricter schedule for compliance of weed abatement ordinance to include financial incentives (fines)
16	Become a special district	I	Evaluate the merits of the department becoming a special district
17	Update and implement the CWPP	I	The CWPP is an important document that summarized the City's strategy for wildfire safety
18	Development of public safety codes and ordinances	B	Implement appropriate fire/life safety codes and ordinances and provide public awareness of such
19	Enhanced Weed Abatement	E	Improve weed abatement ordinance to include other hazardous vegetation
20	Emergency Medical Transportation	B	Maintain the current Ambulance Service Area contract and provide medical transportation
21	Public Education and Training	B	Continue with the comprehensive public education programs that the department currently offers
22	Improve accountability	I	Hold employees more accountable for performance and behavior
23	Implement Aerial Viewing Platform	B	Quad-copter device for tactical use during fire events
24	Implement Pre-Plan Program	I	Implement a computer/hard-copy pre-incident plan program
25	Improve Dispatch System	B	Improve the performance of the department's dispatch system and implement necessary hardware devices
26	More Comprehensive Trails Master Plan	B	Provide staffing to implement a comprehensive woodland trails master plan to coordinate with the USFS, Ashland Parks, and private land owners
27	Evaluate Mobile Integrated Healthcare	E	Evaluate the viability of AF&R participating in mobile integrated healthcare in the Ashland area.



Goals and Objectives

Ashland Fire & Rescue’s community-based strategic plan, to this point, has dealt with department strengths, weaknesses, opportunities threats (SWOT), and service priorities. It is important to note that many, if not most, of the strengths, weaknesses, opportunities, and threats are addressed to some degree in the list of service priorities. At this point we will establish goals that address the issues of service priorities and the department’s SWOT as well as corresponding objectives, timeframes, and task to be completed to realize the goals. Where appropriate assignments for the objectives will be identified as well as costs.

The following goals are presented in the order or priority established by the strategic planning process in the Summary of Service Priorities on page 21.

Goal 1 Improve Staffing Level and Evaluate Student/Volunteer Program			
Objective	Conduct a study session with the Council to discuss the various options to address the inadequate staffing level of the department.		
Timeframe	August 2015	Assigned To	Chief Karns
Tasks	Develop the summary of options (services to provide versus needed staffing levels)		
Cost	Staff time only at this point		
Objective	Further develop the option chosen by the Council.		
Timeframe	September 2015—October 2016	Assigned To	Chief Karns and Chief Shepherd
Tasks	TBD		
Cost	TBD		
Objective	Develop a student firefighter program if approved by council.		
Timeframe	TBD	Assigned To	Chief Shepherd
Tasks	Study existing models in Oregon. Coordinate with RCC.		
Cost	Two student FFs per shift for a total of \$90,000 a year (6 student FFs)		



Goal 2 Establish Fire Training Facility and Improve Training Program Budget			
Objective	Work with JCFD5 to determine operational feasibility of joint fire training facility.		
Timeframe	July 2015—June 2016	Assigned To	Chief Karns, Chief Welburn
Tasks	Evaluate budgets and other funding options.		
Cost	Staff time		
Objective	Work with JCFD5 to find suitable location for joint fire training facility.		
Timeframe	July 2016—December 2016	Assigned To	Chief Karns, Mike Morrison Jr. , Chief Welburn
Tasks	Determine location and what land use permits, if any, are needed.		
Cost	Staff time		
Objective	Include project in the City’s CIP budget and identify funding.		
Timeframe	January 2017—June 2017	Assigned To	Chief Karns, Mike Faught, Chief Welburn
Tasks	Develop conceptual project design and estimated costs to present during budget planning.		
Cost	TBD		
Objective	Establish a training program to meet all requirements of DPSST, ISO, OSHA, RVFCA and OHA.		
Timeframe	July 2015—December 2015	Assigned To	Chief Shepherd
Tasks	Identify all of the training requirements and outline a 2 year program to meet required CEUs.		
Cost	Staff time		
Objective	Secure the funding to meet the required training as outlined above.		
Timeframe	July 2015—June 2017	Assigned To	Chief Karns, Chief Shepherd
Tasks	Do as much as we can during this biennium. Propose needed funding during budgeting process.		
Cost	Staff time		



Goal 3 Protect the City of Ashland from Catastrophic Wildfires			
Objective	Update and implement Ashland Forest Plan.		
Timeframe	July 2015—June 2016	Assigned To	Forest Division
Tasks	Work with Forest Lands Commission to update the 1994 Ashland Forest Plan with public input and present draft to City Council for approval.		
Cost	Staff time. Some printing cost.		
Objective	Continue to develop and implement Firewise and Fire Adapted Communities programs.		
Timeframe	Ongoing	Assigned To	Forest Division
Tasks	Recruit and enroll new Firewise Communities while encouraging individual homes to meet Firewise standards. Work to implement key components of the Fire Adapted Communities program as identified in the CWPP update.		
Cost	Staff time and grants as available for mitigation costs.		
Objective	Adopt a comprehensive Wildland Urban Interface code.		
Timeframe	June 2015—December 2020	Assigned To	Fire & Life Safety, Forest Div.
Tasks	Analyze options for comprehensive building and vegetation codes, work with community stakeholders and present an implementable code proposal to City Council.		
Cost	Staff time.		
Objective	Create public awareness and train responders in Ready, Set, Go evacuation program.		
Timeframe	September 2015—ongoing	Assigned To	Fire & Life Safety, Forest Div.
Tasks	Complete Ready, Set, Go outreach and keep outreach going each fire season. Incorporate Ready, Set, Go into Firewise presentations and home assessments.		
Cost	Initial cost was covered by RVFCA. Additional media estimated at \$500 per year.		
Objective	Update and implement the Community Wildfire Protection Plan (CWPP).		
Timeframe	July 2015—December 2016	Assigned To	Forest Division
Tasks	Work with Wildfire Mitigation Commission to gain public and stakeholder engagement in the CWPP and identified action items. Rewrite and disseminate the updated CWPP document.		
Cost	Staff time, existing Title III grant funds, and printing and public meeting costs.		
Objective	Expand the Wildfire Hazard Zone to encompass the Ashland city limits.		
Timeframe	October 2015—December 2016	Assigned To	Fire & Life Safety, Forest Div.
Tasks	Coordinate with Planning Department to schedule Planning Commission meetings, coordinate with Wildfire Mitigation Commission, and follow up with City Council. Develop a public education plan and implement it to help the community understand the requirements of the code.		
Cost	Staff time.		



Goal 4 Expand Public Awareness and Public Education Programs			
Objective	Improve AF&R website.		
Timeframe	December 2015	Assigned To	DC Hickman
Tasks	Determine how website can improve customer service and decrease demand on staff time		
Cost	\$3,000		
Objective	Incorporate social media.		
Timeframe	December 2015	Assigned To	DC Hickman
Tasks	Determine what is the purpose (and what is not). Develop plan and implement.		
Cost	Staff time		
Objective	Conduct public awareness/education survey.		
Timeframe	July 2015—May 2016	Assigned To	DC Hickman
Tasks	Determine topics to be surveyed and method of delivery.		
Cost	\$200 if Survey Monkey used.		
Objective	Expand and improve senior safety education program.		
Timeframe	Ongoing	Assigned To	DC Hickman
Tasks	Provide additional training to shifts. Identify target audience and deliver training.		
Cost	\$1,200 in OT wages to teach 10 classes at 3 hours each.		
Objective	Expand and promote CPR within the community.		
Timeframe	July 2015—ongoing	Assigned To	Terri Eubanks
Tasks	Continue to promote importance of CPR to community, local businesses and schools.		
Cost	TBD		
Objective	Enhance the CERT program.		
Timeframe	July 2015—ongoing	Assigned To	Terri Eubanks
Tasks	Begin promoting a “Family” CERT training course.		
Cost	Staff time		



Goal 5 Emergency Preparedness and Management			
Objective	Continue and expand EERT program.		
Timeframe	Ongoing	Assigned To	Terri Eubanks
Tasks	Annual refresher training and a session annually for new trainees.		
Cost			
Objective	Continue annual EOC drill.		
Timeframe	Ongoing	Assigned To	Chief Karns
Tasks	Have City fully participate in the 2016 Cascadia Rising exercise.		
Cost			
Objective	Further develop the capabilities of the ART group.		
Timeframe	Ongoing	Assigned To	Chief Shepherd
Tasks	Find ways to utilize the ART group to enhance emergency preparedness in the city.		
Cost	Staff Time		

Goal 6 Acquire a Ladder Truck			
Objective	Establish the funding mechanism to purchase/lease a ladder truck.		
Timeframe	October 2015	Assigned To	Chief Karns
Tasks	Deliver to Ad Hoc committee the options and costs for acquiring an aerial device		
Cost	Staff time		
Objective	Re-evaluate our ISO score.		
Timeframe	October 2016	Assigned To	Chief Karns
Tasks	After acquiring an aerial device, have ISO re-evaluate the City's PPC score.		
Cost	Staff time		



Goal 7 Pursue an Ashland/Jackson County Weed Abatement Agreement			
Objective	Meet with county officials.		
Timeframe	March 2016	Assigned To	Chief Karns, Mayor, County Administrator
Tasks	Discuss options to work towards an ordinance on lands adjacent to the City of Ashland.		
Cost	Staff time		

Goal 8 Improve Consistency Between Shifts			
Objective	Hire a Deputy Chief of Operations.		
Timeframe	July 2015	Assigned To	Chief Karns
Tasks	Conduct internal promotional process and fill the position.		
Cost	Staff time.		

Objective	Establish standardized training.		
Timeframe	July 2016—ongoing	Assigned To	Chief Shepherd
Tasks	Identify training needs. Establish a monthly training program. Ensure training is occurring.		
Cost	NA		

Objective	Ensure all policies and procedures are adhered to and all members are held accountable.		
Timeframe	July 2016—ongoing	Assigned To	Chief Karns, Chief Shepherd
Tasks	Monitor day to day activities of all shifts.		
Cost	NA		

Objective	Conduct routine monthly and quarterly drills to evaluate the readiness of Companies and Battalions.		
Timeframe	January 2016—ongoing	Assigned To	Chief Shepherd
Tasks	Along with the new training schedule. Crews to get routine assessments of readiness.		
Cost	NA		



Goal 9 Evaluate Collaborative Opportunities with JCFD5			
Objective	Conduct initial management meeting with JCFD #5.		
Timeframe	Spring 2016	Assigned To	Executive Team
Tasks	Identify any opportunities to share response efforts to maximize efficiency and effectiveness.		
Cost	Staff time		

Goal 10 Improve Department Technology Capabilities			
Objective	Utilize existing technology to its fullest capacity.		
Timeframe	July 2015—ongoing	Assigned To	Executive Team
Tasks	Divisions to utilize all components of all technology that is currently in place (and paid for).		
Cost	Staff time		
Objective	Improve EOC technologies.		
Timeframe	July 2015—ongoing	Assigned To	Chief Karns, Chief Shepherd
Tasks	Establish a back-up EOC at Station 1. Coordinate with Dan Hendrix and Dave Martin.		
Cost	TBD		
Objective	Identify communication/technology issues and find solutions as time and budget allow.		
Timeframe	July 2015—ongoing	Assigned To	Executive Team
Tasks	Identify communication/technology issues and find solutions as time and budget allow.		
Cost	TBD		
Objective	Establish reliable communications for Department Operations Center (DOC) at Station 1.		
Timeframe	January 2016—December 2016	Assigned To	Chief Shepherd
Tasks	Identify DOC location. Purchase a radio system and associated antenna.		
Cost	TBD		



Goal 11 Residential Fire Sprinklers			
Objective	Promote the merits of a fire sprinkler ordinance.		
Timeframe	July 2015—June 2016	Assigned To	DC Hickman
Tasks	Identify target groups to educate, schedule presentations, provide awareness through various media.		
Cost	\$5,000		
Objective	Adopt ordinance for new construction and significant remodels.		
Timeframe	July 2016—June 2019	Assigned To	DC Hickman
Tasks	Determine route of adoption, continue education, implement ordinance.		
Cost	Staff time		

Goal 12 Become a Special District			
Objective	Discuss feasibility of the fire department becoming a special district.		
Timeframe	TBD	Assigned To	Chief Karns
Tasks	Meet with city managers to discuss possibility		
Cost	Staff time.		



Goal 13 Implement Aerial Viewing Platform			
Objective	Investigate which option would best suit our department.		
Timeframe	July 2015—December 2015	Assigned To	Chief Shepherd
Tasks	Continue to discuss options with MHA. Review new and improved AVPs as they come available.		
Cost	Staff Time		
Objective	Develop policies and coordinate with RVFCA user group.		
Timeframe	July 2015—June 2016	Assigned To	Chief Shepherd
Tasks	Currently signed up to attend user group meetings.		
Cost	Staff Time		
Objective	Purchase, implement training and place into service.		
Timeframe	December 2015– June 2016	Assigned To	Chief Shepherd
Tasks	Purchase, train and utilize.		
Cost	Less than \$3,000		

Goal 14 Implement Pre-Plan Program			
Objective	Develop a policy that explains what our Pre-Incident Program will look like.		
Timeframe	July 2015—September 2015	Assigned To	Chief Shepherd
Tasks	Work with Steve Parks and GIS to develop.		
Cost	Staff time		
Objective	Coordinate with GIS to develop a procedure to review and update Pre-Incident Plans.		
Timeframe	Sept 2015– November 2015	Assigned To	Chief Shepherd, DC Hickman
Tasks	Develop a way to continually update plans while crews are conducting F&LS inspections.		
Cost	Staff time		
Objective	Provide training to shifts.		
Timeframe	December 2015	Assigned To	Chief Shepherd
Tasks	Provide training to shifts.		
Cost	Staff time		



Goal 15 Improve Dispatch System			
Objective	Chief Karns to rejoin ECSO Executive Board.		
Timeframe	ASAP	Assigned To	Chief Karns
Tasks	Rejoin ECSO Executive Board to promote the interest of AF&R and stress accountability.		
Cost	Staff time		



Ensuring a Successful Strategic Plan

AF&R approached the need to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and a community-based approach to compile this written document.

The success of AF&R's Strategic Plan will depend not only on the implementation of the goals and objectives, but from the support received from the authority having jurisdiction, the membership of the agency and the community at-large. The AF&R Strategic Plan creates a map for a number of service improvements. This Strategic Plan will come to life by being shared, debated, and implemented in the context of organizational realities.

The final step in this process is to develop organizational and community commitment to the plan. Everyone who has a stake in efficient and effective public safety services also has a responsibility in this Strategic Plan. Provided the community - driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.





Glossary of Terms and Acronyms

AED	Automatic External Defibrillator
AFR	Ashland Forest Resiliency Stewardship Project
AF&R	Ashland Fire and Rescue
ALS	Advanced Life Support
ART	Ashland Response Team— a group of volunteers with emergency management or other government experience that assist with the EOC or ICP
BLS	Basic Life Support
CERT	Community Emergency Response Team
Citizen Alert	Ashland’s Mass notification System (Reverse 9-1-1 System)
CPR	Cardio-Pulmonary Resuscitation
CWPP	Community Wildfire Protection Plan
EBOLA	Also known as Ebola hemorrhagic fever or Ebola viral disease, is a rare and deadly illness caused by one of the strains of Ebola virus
EMS	Emergency medical service
EMT-P	Emergency medical technician—paramedic
EOC	Emergency operations center
FF	Firefighter
FEMA	Federal Emergency Management Agency
ICP	Incident command post
ICS	Incident Command System—system used for command and control of emergency incidents or large events
ISO	The Insurance Services Office is an independent organization that rates fire agencies bases on their capability. This rating is one of the factors that establishes fire insurance premiums for the community.
Ladder Truck	A fire department apparatus equipped with an aerial device (ladder) that can typically reach 75 feet or higher
NIMS	National Incident Management System
ODF	Oregon Department of Forestry
PAD	Public Access Defibrillation—program of placing AED’s in public spaces
RMS	Records Management Systems



RVFCA	Rogue Valley Fire Chiefs Association
SOG	Standard Operating Guideline
SOP	Standard Operation Procedures
SOU	Southern Oregon University
USAR	Urban Search and Rescue
USFS	United States Forest Service
WUI	Wildland Urban Interface
1700AM	Emergency information radio station operated by Ashland Fire & Rescue



Ashland Fire & Rescue



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Ashland Fire & Rescue Community-Based Strategic Plan 2015