

NEWPORT FIRE DEPARTMENT

STRATEGIC PLAN

2013-2015



1/1/2013

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 through 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 through 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 through ERS

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