

2004

Keizer Fire District Goals



In the Spring of 2004 the Board of Directors received and reviewed a report on “The Goals” adopted by the Board in 2002; those Goals were the work of a Master Plan Committee comprised of various District and Community Members. The 2004 report from a committee comprised of representatives from the District’s volunteers, union, front office and management was carefully considered and deliberated by the Board. After a thorough discussion the Board adopted the report, with some minor changes, as being “The Goals” for the District in 2004.

Goal: Provide Quality Services to the Community

Objective: Monitor community growth, development and associated changes in workload.

- Critical tasks include: Analyze the short and long-term service delivery effects of community growth and development, annually evaluate the continued ability to meet established service delivery objectives, identify financial requirements and sources to address deficiencies and identify areas of deficiency and develop options to maintain adopted levels of service.

Objective: Develop clear performance expectations for emergency responders.

- Critical tasks include: Identifying and establishing standards and competencies for District personnel, incorporating competency evaluations into the training process to ensure all personnel meet the standards for their position.

Objective: Evaluate the need for and draft a replacement schedule for the District’s Engines/Ladder/Rescue/Ambulances.

- Critical tasks include: Conduct a needs analysis for apparatus and draft a replacement schedule for apparatus.

Goal: Develop a Team Throughout the Organization

Objective: Ensure that all organizational personnel know and practice the organizational values.

- Critical tasks include: Communicate the values to all personnel, demonstrate commitment by “leadership through example” and include as performance criteria in annual performance evaluations.

Objective: Improve the effectiveness of the internal communication system.

- Critical tasks include: Conflict resolutions skills training and include communications skills in the regular training program.

Objective: Improve labor-management communication.

- Critical tasks include: Monthly meetings, adhere to the ground rules and agenda, and publish written summaries of each meeting and distribute internally.

Objective: Improve information sharing within the organization to ensure that all District staff (career and volunteer) is fully informed of District events, activities, decisions, and issues.

- Critical tasks include: Publish and distribute bi-monthly an internal newsletter, make available the Board packet and agenda prior to Board meetings and post the Board and Officer meeting minutes.

Objective: Improve communication between management, career and volunteer personnel and encourage opportunities that foster understanding.

- Critical tasks include: Schedule training opportunities to ensure that all personnel periodically train together and create “all hands” teambuilding opportunities (e.g. recreational outings such as golf tournaments, turkey shoot, banquet, fundraisers).

Goal: Improve Organizational Effectiveness

Objective: Maintain a comprehensive long-range plan.

- Critical tasks include: Continually review progress toward the goals, objectives, and critical tasks, complete an annual analysis and update of District’s Goals statements, review progress toward established performance targets annually and adjust service delivery as needed.

Objective: Complete a comprehensive update of the policies and procedures and establish a regular review process so that policies and procedures are maintained.

- Critical tasks include: Adopt changes and update manuals, regular review of District and develop needed policies.

Objective: Hire and retain a committed workforce to ensure the delivery of services to the community.

- Critical tasks include: Comprehensive selection and hiring practices, opportunities for external education that support career development, quality training and education programs that support career development plans.

Objective: Enhance the success of quality volunteer recruitment and retention to ensure the delivery of services to the community.

- Critical tasks include: Length of service awards, quality training and education programs that support career development plans, identify and implement as appropriate retention practices.

Objective: Re-evaluate the District staffing requirements.

- Critical tasks include: Evaluating and forecasting response needs of the District, evaluating business needs of the District and review of District functions.

Goal: Develop an Effective Community Information System

Objective: Maintain the positive relationships with local media.

- Critical tasks include: Maintaining current Public Information Officer, providing media information on events and activities of the District and providing basic media relations training to all personnel.

Objective: Provide for active public involvement.

- Critical tasks include: Continuing present programs such as smoke detector, station tours, pancake breakfasts, open house, baby basket, Fill the Boot, candy cane day and CERT programs.

Objective: Create a community information program that expands the community's awareness of the Department and its services.

- Critical tasks include: Public Education Officer and District personnel visibility in all schools, publishing annual newsletter to the community, publishing annual activity report, maintaining District's web site, assigning Board member to maintain relations with other jurisdiction's elected Board or Council, being active in neighborhood association, schools, civic organizations and community policing groups.

Goal: Continue Responsible Fiscal Planning

Objective: Manage District resources to ensure that resources meet or exceed requirements.

- Critical tasks include: Identifying options for new revenues, service deliver modifications or both.

Objective: Improve the quality of records management and analysis.

- Critical tasks include: Provide training to personnel in records management system and fully implementing the options in the records management system.

Objective: Improve the quality of facilities maintenance.

- Critical tasks include: Drafting of written lists of maintenance needs and annual schedules.

**Goal: Pursue Cooperative Relationships with Regional Emergency
and Public Service Providers**

Objective: Exercise leadership in the development of cooperative relationships with regional emergency and public service providers to maximize resources to provide quality service to the community.

- Critical tasks include: Assigning personnel to attend monthly meetings with regional emergency and public service providers and to monitor activity of providers, seek out, analyze and implement as appropriate mutually beneficial partnerships and open and/or maintain dialogue with providers to share issues, concerns, and opportunities.

Objective: Actively participate in State associations (e.g. Oregon Fire Chiefs Association, Oregon Fire Educators Association, Oregon Fire Instructors Association, Oregon Fire Service Office Administrators and Oregon Fire Medical Administrators).

- Critical tasks include: Identify personnel who will be members and participants in key organizations and to share appropriate information with District staff.