

Working Strategies by Category	Crook County Fire and Rescue Strategic Guide Objectives	Priority High Medium Low	Progress Not yet started In progress Ongoing Completed	Tactics Assignments and Cost
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<p>Category I: Governance & Administration</p> <p>Governing Body</p> <ul style="list-style-type: none"> Facilitate the appraisal and approval of the Governance Policies Facilitate the appraisal and approval of the Standard of cover Facilitate the appraisal and approval of the Strategic Plan Facilitate the appraisal, approval and adoption of the annual Budget <p>Agency Administration</p> <ul style="list-style-type: none"> Develop and present the CCFR Annual Budget Evaluate and update the Standard of cover Evaluate progress and Update the CCFR Strategic Business Plan 				
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<p>Category II: Assessment and Planning</p> <p>Documentation of Area Characteristics</p> <ul style="list-style-type: none"> • Create and maintain a document outlining the district’s future predicted growth characteristics and service needs associated with that growth. (Future Growth and Needs) <p>Fire/Non-Fire Risk Assessment and Response Strategies</p> <ul style="list-style-type: none"> • Update and revise the Standard of Cover to include risk assessments for each District Response Area including population density and land use risk categories (extreme, high, medium, low, rural). <p>Strategic Planning</p> <ul style="list-style-type: none"> • Update and revise the Standard of Cover to document the level of risk in each response area (population density and land use risk category) to determine the standard service level for each service program offered in the response area. • Update and revise the Standard of Cover to include a standard service level for each service program offered in the response area based on the level of risk (population density, property use category). 				

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<ul style="list-style-type: none"> List core service critical tasks by program and risk class and determine the capability of the current district deployment Document projected future capability needs based on the response area’s projected growth and service needs in the “Future Growth and Needs” document. Publish annual update of the Strategic Plan and Standard of Cover on the District. Monitor the District’s Goals and Objectives status Appraise the progress of Strategic Plan accomplishments and Standard of Cover with the District Board of Directors and bargaining unit. 				

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<p>Category III: Goals and Strategies</p> <p>Implementation of Goals, Strategies and Objectives</p> <ul style="list-style-type: none"> • Draft 2021-2022 Strategies and Objectives based on projected budget in collaboration with staff and bargaining unit in the District’s Yearly Guide. • Propose and Approve a District Budget • Publish the Budget and Strategic Plan on the District’s website • Provide updates to the Fire Board and bargaining unit on progress towards listed goals, strategies and objectives. <p>Measurement of Organizational Progress</p> <ul style="list-style-type: none"> • Report to the Fire Board every 6 months regarding progress towards Goals, Strategies and Objectives • Review status Monthly at Senior Staff meeting 				
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<p>Category IV: Financial Practices</p> <p>Financial Practices</p> <ul style="list-style-type: none"> • Develop and update District financial policies and procedures • Strive to meet Government Finance Officers Association standards and practices • Update technology to streamline work flow • Participate in the City and County planning process to ensure safe and functional development and to help develop a plan to fund services for large tax exempt construction. <p>Resource Allocation</p> <ul style="list-style-type: none"> • Maintain policies and practices that maintain District cash reserves to operate from July to November and give stability when faced with a sharp financial downturn. 	<ul style="list-style-type: none"> • Deploy an efficient process for payroll and accounts payable • Participate in pre-app. meetings, City and County work sessions and pre-development meetings with private companies and proposed development • Participate with Crook County Futures, Group City, County, School District • Maintain and follow the District's Long Term Financial Plan 			

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<p>Category V: Programs – Community Risk Reduction</p> <ul style="list-style-type: none"> • Maintain good communication with Crook County Building and Planning Departments and the City of Prineville Planning Department. • Develop and maintain a system to appropriately perform/complete fire inspections in commercial and industrial occupancies. • Maintain positive working relationships with all State and Federal land management partners regarding fuels mitigation and fire prevention projects and initiatives. • Institute pre construction consultations with homeowners in the County, focusing on defensible space. • Utilize technology to compile appropriate and specific pre-plan information for target hazards. • Maintain pre-plan and business information periodically and update information. 	<ul style="list-style-type: none"> • Ensure all new development plans are evaluated for access and water supply and compliance with fire code. • Utilize Brycer Compliance engine to track fire safety equipment inspections. • Work with ODF, state and federal partners to investigate potential for long term grant funding. • Develop a proposal for the County regarding additional funding for additional capacity FTE • Train personnel to utilize GIS collector App to collect building pre-plan data • Develop a process for updating plans 			

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<p>Category V: Programs – Public Education</p> <ul style="list-style-type: none"> • Identify meaningful and focused educational topics and appropriate methods to convey them based on audience characteristics. • Identify priority community events that the District can effectively build relationships and present public educational material. (PVFC) • During major emergencies post on our web site, public awareness and safety information. • Post public interest articles about the fire department activities on our website and Facebook page. • Make public educational information readily available on our website or on flyers. • Utilize new media and technology to allow all members of the department the ability to present the material in a variety of locations. • Develop a yearly calendar of topics to highlight via social media and other platforms. 	<ul style="list-style-type: none"> • Fire busters, develop curriculum for shifts to implement. • Work with school district and PPD to further develop grade school bike safety program. • Work with PVFC leadership to develop a list of priorities. • Create a press release form for fire and other major incidents. • Develop a yearly posting calendar • Utilize new website to share fire and prevention content. 			

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<p>CPR Education: (Can PVFC slowly take over this under the direction of JK?)</p> <ul style="list-style-type: none"> • Provide certifiable CPR classes on a regular schedule at an affordable price that reasonably meets the needs of the local community. • Provide free community education at a non-certifiable level, Hands Only CPR and Stop the Bleed courses. • Provide a stable cost effective path for obtaining CPR, ACLS and PALS materials and cards. • Train and maintain an adequate number of CPR instructors for our community. • Provide adequate and available equipment for training our community in CPR • Provide high quality CPR instruction for Fire and Law Enforcement first responders within Crook County. 				<p>Training Equip. Needs:</p> <p>CPR Train Equip. 4 Zoll AED 3 Trainers \$2,700</p> <p>Adult and Infant CPR manikin \$1,881</p>

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<p>Category V: Programs – Fire Cause and Origin</p> <ul style="list-style-type: none"> • Develop and implement a standard fire investigation process that can be taught to all officers within the organization. • Maintain a long term program to continually develop fire investigators within the District. • Work with investigatory partners agencies (State Fire Marshal, State Forestry, BLM, Forrest Service, Law Enforcement)to work toward a county wide Fire Investigation Team 	<ul style="list-style-type: none"> • Chief Deboodt attend NFA Fire Investigation course. • Identify requirements and develop in house training for fire officers • Purchase appropriate investigation equipment. • Develop a fire investigation worksheet to assist officers with preliminary investigations. • Continue building relationships and understanding skills and capacity. 			

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<p>Category V: Programs – Structural and Wildland Fire Suppression</p> <ul style="list-style-type: none"> • Within the guidance of the standard of cover (risk management, response time goals, fire response) and the realities of our deployment model, provide training standards, apparatus and equipment for each type and magnitude of fire suppression incident. <ul style="list-style-type: none"> ○ Structure Fire: Low, Medium, High and Extreme Risk occupancies ○ Wildland Fire: Urban interface and Remote property uses. • Use CCFR’s standardized incident command/management system (Blue Card) to manage all fire suppression incidents and maintain and create SOG’s and training programs that support its use. 	<ul style="list-style-type: none"> • Develop initial critical tasks (within staffing limitations) to be accomplish for each type of risk • Develop maintain and improve task performance standards related to delegated specialty • Update SOG’s and training programs for each type of fire incident covered in the District’s core service 			

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<p>Category V: Programs – EMS</p> <ul style="list-style-type: none"> • Within the guidance of the Standard of Cover (risk management, response time goals, EMS response) and the realities of our deployment model provide training standards, apparatus and equipment for EMS incidents. <ul style="list-style-type: none"> ○ Update and maintain an equipment replacement plan ○ Maintain compliance with OHA and federal requirements • Use CCFR’s standardized incident command/management system (Blue Card) to manage all major EMS incidents and maintain and create SOG’s and training programs that support its use. 	<ul style="list-style-type: none"> • Plan includes cardiac monitors, LUCAS devise, EMS Gurneys, Auto-loading system in medics, IV Infusion Pumps • Provide reliable and repeatable required training calendar, certifications and continuing education courses • Update and maintain medical supply inventory including PPE to provide appropriate level of patient care • Maintain ePCR system which meets NEMSIS reporting requirements and allows for Ambulance Billing • Develop a robust Quality Assurance/Improvement Program • Update SOG’s, protocols and training programs for each category of EMS call. 			<p>Rescue Equipment Needs</p>

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<p>Category V: Programs - Rescue</p> <ul style="list-style-type: none"> • Within the guidance of the standard of cover (risk management, response time goals, fire response) and the realities of our deployment model provide training standards, apparatus and equipment for each type and magnitude of rescue found in the District’s core service statement. <ul style="list-style-type: none"> ○ Motor vehicle crashes ○ Industrial Accident Response ○ Flat water/ice rescue • Use CCFR’s standardized incident command/management system (Blue Card) to manage all rescue incidents and maintain and create SOG’s and training programs that support its use. 	<ul style="list-style-type: none"> • Develop initial critical tasks (within staffing limitations) to be accomplish for each type of risk • Develop maintain and improve task performance standards related to delegated specialty • Pursue collaboration opportunities with Central Oregon Departments to participate in a regional special rescue team to enhance area mutual aid and internal training and initial response. • Update SOG’s and training programs for each type of rescue incident covered in the District’s core service 			<ul style="list-style-type: none"> Life Jackets \$ 2,000 Dry Suits \$ 3,500 Ropes/Tools \$ 1,000 RAM \$ 10,000 Rescue Jack \$25,000

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<p>Category V: Programs - HAZMAT</p> <ul style="list-style-type: none"> • Within the guidance of the standard of cover (risk management, response time goals, fire response) and the realities of our deployment model provide training standards, apparatus and equipment for HAZMAT incidents. <p>(Assign HAZMAT to BC Freauff and delegate to LT's)</p> <ul style="list-style-type: none"> • Use CCFR's standardized incident command/management system (Blue Card) to manage all HAZMAT incidents and maintain and create SOG's and training programs that support its use. 	<ul style="list-style-type: none"> • Develop initial critical tasks (within staffing limitations) to be accomplish for each HAZMAT incident • Develop maintain and improve task performance standards related to HAZMAT • Update SOG's and training programs for HAZMAT incidents 			

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<p>Category VI: Physical Resources</p> <p>Stations:</p> <ul style="list-style-type: none"> Maintain a comprehensive facilities plan and risk assessment that outlines how our stations will strive to maintain safe work and living areas which are maintained to OSHA and industry standards. Each station should also reflect pride and professionalism of the District while reflecting the care of public funds. In the District's Yearly guide list priority projects to be accomplished within the budget year and estimated cost 	<ul style="list-style-type: none"> Develop annual facilities maintenance calendar Develop a station hygiene policy 			<p><u>Maintenance Needs:</u></p> <p>Roof Repair \$ 5,000 Window Shades \$ 1,500 Storage/Organize\$ 5,000 Painting \$ 15,000 Exhaust/Filters \$ 5,000 Asphalt Maintain\$ 5,000</p> <p>HVAC Annex \$ 20,000</p> <p>Annex HVAC \$25,000 Parking Lot 1201 \$30,000 Painting \$15,000 Gear Grid \$3,500 Dorm Remodel \$5,000 Door Openers (1201) \$6,000 Deon Bay \$2,500 Work Station –meeting room \$2,500 Turnout Dryer(s) ? Storage Modifications ???</p>

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<p>Uniforms and PPE:</p> <ul style="list-style-type: none"> Maintain a comprehensive uniform and non-disposable PPE plan that provides members with PPE and uniforms which are professional, safe, and in accordance with acceptable guidelines. We will strive to achieve and maintain industry standards in all areas of uniforms and PPE. Our goal is to present all members as unified and professional in all aspects of the job. In the District's Yearly guide list priority projects to be accomplished within the budget year and estimated cost. 	<ul style="list-style-type: none"> Build an inventory of turnouts that allows each member access to a second set of PPE when needed. Research alternative PPE drying options Develop a PPE inspection and repair policy and procedure Implement Inventory tracking and PPE inspections in Check-It Improve PPE tracking of inspections, cleaning, and repairs Work with 5115 to revise uniform policy 			<p><u>PPE and Uniform Needs:</u> 6 sets turnouts \$ 20,000</p> <p>Helmet Replace \$ 5,000</p> <p>Watershed jackets for part-time and students \$ 5,000</p> <p>Replace Columbia soft shell jackets</p> <p>Wildland Shirts \$2,000 Wildland Goggles\$3,000</p>

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<p>Fire Apparatus and Equipment:</p> <ul style="list-style-type: none"> Maintain a comprehensive fire apparatus and equipment plan that plans for purchases and large maintenance needs for fire apparatus and equipment consistent with our mission statement and Fire Board End Statements. Comply with ISO requirements for structure engines, tenders, and equipment while also taking into account NFPA recommendations. We will strive to maintain a high level of safety in preventative maintenance while staying current in DOT requirements. Our apparatus and equipment should reflect the pride and professionalism of the District while reflecting the care of public funds. In the District's Yearly guide list priority projects to be accomplished within the budget year and estimated cost 	<ul style="list-style-type: none"> Perform a hose and nozzle evaluation to establish an appropriate attack package which meets the critical flow rate 			<p><u>Fire Equipment Needs:</u></p> <p>Attack Package: ??</p> <p>Hose \$ 10,000</p> <p>Nozzle Replace \$ 15,000</p> <p>Thermal Camera \$ 6,500</p> <p>Fire Equipment Needs:</p> <p>Shut Off Valve \$ 2,500</p> <p>Valves \$ 10,000</p> <p>Rescue Jacks \$ 25,000</p> <p>Porta-Tank \$ 5,000</p> <p>Tender tank lift \$ 7,000</p> <p>Hand Tools \$ 1,500</p> <p>PPV Fan \$ 5,000</p> <p><u>Apparatus Needs:</u></p> <p>Staff Vehicle \$ 55,000</p> <p>Secure Knox Key \$ 28,000</p> <p>I1/I3 upgrade \$ 15,000</p> <p>Pierce Cross Lay \$ 10,000</p> <p>Intake Valves \$ 4,500</p> <p>Tender Fill Upgrade \$ 7,500</p>

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<p>Category VI: Physical Resources</p> <p>EMS Apparatus and Equipment:</p> <ul style="list-style-type: none"> Maintain a comprehensive EMS apparatus and equipment plan that plans for purchases and large maintenance needs that provides for the best EMS care and equipment, including PPE that is reasonable under our mission statement and Board Ends Statements. Comply with the State of Oregon requirements. Our apparatus and equipment should reflect the pride and professionalism of the District while reflecting the care of public funds. In the District's Yearly guide list priority projects to be accomplished within the budget year and estimated cost 				<p><u>Equipment Needs:</u></p> <p>Video Scopes \$ 3,500 Ped Backboards \$ 1,000</p> <p>AED's \$ 12,000 Auto Loader \$ 25,000 Ventilator \$ 15,000</p> <p>Vacuum Splints \$5,000 Binder Lifts \$** Updated Narcotic Safes \$8,000 Lucas Device for 1212 \$15,000 Video Scopes for Engines \$6,000 Knox Narc Lock \$9,500</p> <p><u>Apparatus Needs:</u></p> <p>Ambulance \$260,000 (ordered)</p>

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<p>Category VII: Human Resources</p> <p>Administration</p> <ul style="list-style-type: none"> • Ensure that budgeted staffing priority and effective use of technology is being used to accomplish the Human Resource strategies. • Updated employee information data base and files. • Updated New Employee worksheets and on boarding process. • Ensure all Human Resource practices are in accordance with local, state and federal requirements. • Maintain a timely and accurate payroll process. • Review Employee policy and procedure annually and update as needed. • Communicate and maintain employee benefit programs accurately and completely. 	<ul style="list-style-type: none"> • Streamline Payroll Processes and Leave Management 			<ul style="list-style-type: none"> • Provide electronic paperless payroll with a protection system and accountability structure to ensure accuracy between time worked and payroll.
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<ul style="list-style-type: none"> Maintain and support the Fire Board appointed Civil Service Commission. <p>Recruitment, Selection, Retention and Promotion</p> <ul style="list-style-type: none"> Maintain a standard hiring and promotion process and ensure it is replicable and consistent (volunteer, student, part time, career) Maintain a probationary Employee Evaluation Process Maintain a consistent Employee Evaluation process Provide access and guidance to educational and development programs which can increase advancement potential for member’s education, professional development and district succession planning. Longevity Pay 				

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<p>Personnel Policies, Procedures and CBA</p> <ul style="list-style-type: none"> • Ensure employee policy and procedures are communicated and updated. • Maintain pay equity report annually • Review position specific requirements and job description annually • CBA is current, reviewed, and updated. <p>Use of Human Resources</p> <ul style="list-style-type: none"> • Maintain regular labor/management meetings held- monthly, or more often if needed, in a venue that allows communication between management and e-board members that ensures consistent communication with labor and management is occurring and relevant issues are being discussed. • Provide quarterly management and leadership development training. 	<ul style="list-style-type: none"> • Establish a complete personnel policy document including necessary polices. • Discipline program is in-place and consistent with the CBA and appropriately utilized by all members at the appropriate level with two-member authentication at all times for all incidents 			<ul style="list-style-type: none"> • Provide as required for annual review by all members • Ensure for adequate record keeping to ensure compliance

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<p>Occupational Health, Safety and Risk Management Program</p> <ul style="list-style-type: none"> • Ensure all career members have an entry level medical physical and medical physicals are repeated at appropriate intervals • Establish and maintain a first responder appropriate EAP program available to all members of the organization • Establish varied and appropriate mental health resources for all members • Ensure appropriate follow-up with members after events that may have an impact on a members well-being is being completed by the public safety chaplaincy or others. • Ensure officers are in-tune and trained to recognize changes with their members. 	<ul style="list-style-type: none"> • Introduce mental health resources for entry level members • Active relationship with COPC 			

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<p>Category VII: Human Resources</p> <p>Occupational Health, Safety and Risk Management Program</p> <ul style="list-style-type: none"> • The LPST will research and communicate health, safety and risk management related information and communicate it effectively to all members of the District. • The LPST will maintain and improve reporting tools for reporting accidents, near misses, safety hazards, workers compensation claims and after action review • LPST will maintain the Near Miss Reporting Program • LPST will maintain accident reporting processes • LPST will maintain that the post-accident documentation processes is adequate • LPST ensure that the after action review process and experience sharing in adequate and being done. 	<ul style="list-style-type: none"> • Meet monthly, email and post minutes • Use current reporting software to submit and track submitted forms and review at LPST meeting. • Maintain an online training platform to provide and document training 			

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<p>Category VIII: Training and Competency</p> <ul style="list-style-type: none"> Maintain an annual training calendar and ensure priority is given to maintaining and improving competence in the core service areas of the District Oversee updates and maintenance of Operational Guidelines, Task Performance Standards, Training Bulletins, Training Tips, Officer Development Program, Command Functions and Probationary Task books to ensure compliance with DPSST standards and District priorities Maintain training relationships with region and state co-operators and internally coordinate District training priorities. Develop training facility equipment and location to meet identified needs. Maintain documentation and that the training, competencies and benchmarks are effective and compliant with DPSST requirements Develop a repeatable and standardized system to mentor members 	<ul style="list-style-type: none"> Maintain and develop repeatable and consistent training curriculum for instructors which meet CCFR needs Maintain involvement with COCC Advisory committee, COFIA, COFOG and DPSST staff Maintain positive relationships with wildland agency partners, BLM, USFS and ODF Identify training equipment needs Maintain DPSST accreditation agreement for department training and certifications Evaluate individual and crew performance through validated and documented performance based measurements 			<p>Training equip. Needs: EMS Equipment \$ 2,500</p> <p>OB Manikin \$709 SIM Man \$6,629 Rescue Randy \$1,509</p> <p>Forcible Entry Prop \$6,000</p>

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<p>Category IX: Essential Resources</p> <p>Water</p> <ul style="list-style-type: none"> • Remain in contact with the managers of public and private water systems • Maintain copies of current water supply sources and hydrant maps for each service area. • Ensure public hydrants are inspected, tested and maintained in accordance with national standards • Identify alternate water supply sources for areas without hydrants or in case of a major disruption of water supply capability. 	<ul style="list-style-type: none"> • Work with water purveyors as they build out projects • Ensure updated GIS layers/content with pre-plan system. • Map alternative water sites and update GIS layers/content with pre-plan system 			
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<p>Emergency Communication System</p> <ul style="list-style-type: none"> Develop, maintain and communicate a written emergency operations plan for areas not capable of adequate emergency scene communications such as no radio coverage or intermittent coverage like inside buildings or below grade level. Maintain and improve “end user” radio equipment owned by the District and ensure it is compatible with partner agencies and Federal and State requirements. <p>Communication Systems</p> <ul style="list-style-type: none"> Evaluate current Dispatch and communication system level of service and project future needs. Work with State, City and County partners to secure adequate funding to accomplish identified service levels. 	<ul style="list-style-type: none"> Implement a digital (800mhz) radio system in Prineville. Maintain EMS priority dispatching system 			<p>Portable Radios \$35,000</p>

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<p>Information Technology</p> <ul style="list-style-type: none"> Review IT security and best practices for employees Develop IT Replacement Plan Update system backups Update internet capabilities Maintain current technology used in the District and research improved technology to make work flow more efficient. <p>Non-Emergency support and administrative functions</p> <ul style="list-style-type: none"> Chief Officer: Employ a career Fire Chief, Deputy Chief and Division Chief to oversee and assist in all administrative, support service program functions of the District. 	<ul style="list-style-type: none"> Replace out of date and non-compliant equipment. Maintain and Improve Crewsense callback process for all employees 			<p>Computer/IT Maintenance \$ 7,500 Desktop/Laptop \$2,500</p>

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<ul style="list-style-type: none"> • Finance: Employ one career Finance Manager to manage all District financial and human resource functions of the District. • EMS Billing Employ one career EMS Biller to manage all aspects of the District’s EMS billing functions. • Administrative Assistant Employ adequate part-time administrative assistants to increase the efficiency and effectiveness of the Chief Officers, Finance Manager and EMS Biller with their assigned administrative duties. • Prineville Volunteer Fire Company: Serve as the non-emergency support organization for the District creating ties to the community and allowing community members an avenue to support the District in a non-emergency support role such as: public education strategies, community support strategies and fire antique display and historical preservation. 	<ul style="list-style-type: none"> • Streamline workflow in order to reduce workload and build in a backup for vacation and sick absence. • Stay current on billing trends and changes to the GEMT program • Track workload and needs of each position. • Support CCFR public and staff events • Assess capacity to help with the District’s public education programs including CPR classes for the public 			

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<p>Emergency Service Functions</p> <ul style="list-style-type: none"> Career Employees: Provides District stations with 24 hour professional firefighter/paramedic, Lieutenant and Battalion Chief functions in all service program categories of the District. Part Time Employees Provides staffing for the Fire Districts stations and increases the pool of responders for general alarm incidents or multiple calls. Our strategy is to hire members who provide entry level EMS and firefighting skills and train them to provide services in all service program categories of the District. 	<ul style="list-style-type: none"> Maintain staffing levels Hire 3 firefighter/paramedics if grant funding allows to enhance emergency response capacity Maximize the number of available personnel daily, and supplement the days requiring call for larger incidents. Increase the number of members to 15-20 active members. Provide more opportunities for members to be on shift at 1201 and 1203. Improve communication – use technology better for meetings Provide feedback and assist in professional development plans Look to find members within the organization who want to help with the program, career and part-time. Readdress the entry level training and on boarding process. Communicate the why of the program to all members and increase their sense of purpose 			<ul style="list-style-type: none"> Maintain a service culture with all members, to both the public and District Promote training and professional development within the program. Challenge members to improve their capabilities as a public servant. Validate skills quarterly, and assure current members are active participants. Provide feedback and assist in professional development plans Increase member’s participation in the program, career and

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<ul style="list-style-type: none"> Volunteers: <ul style="list-style-type: none"> Dual Role Firefighter/EMS Responder: Provides staffing for district stations and provides a pool of responders to help with multiple or significant calls when additional staffing is needed. Our strategy is to provide a volunteer without fire or EMS knowledge a safe and supportive opportunity to learn and maintain skills that serve the community in all service program categories of the District. Single Role EMS Responder: <p>Volunteer Education Reimbursement Program: Provide the volunteers with the training, skills, knowledge and experience to pursue a career in firefighting or emergency medical services.</p>	<ul style="list-style-type: none"> Maintain and increase volunteer numbers in a time efficient manner. Maintain and fund 9 VERP positions. 			part-time.

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<p>Category X External Systems: Relationships</p> <ul style="list-style-type: none"> • Be active with local regional agencies and partners that assists the District in completing our mission • Annually review and update auto aid and mutual aid documents are current and assist the District in fulfilling service goals. • Develop a Crook County Fire and Rescue marketing plan 	<ul style="list-style-type: none"> • Local and regional hospital meetings (Prineville campus Emergency Service meeting, regional transport meeting, ATAB, Elder crisis team, Heart 1) • Local 911 user meeting • Local Strategic Partnership Meeting (City, County, School) <p>Regional Association (COFCA, COFOG, ECEMS, COFIA, COOP)</p> <ul style="list-style-type: none"> • Identify individual stations role/function in CCFR Marketing Plan • Evaluate if an annual report that highlights accomplishments and challenges for the fiscal year has a role in the marketing plan. 			

Working Strategies by Category	Crook County Fire and Rescue Strategic Guide Objectives	Priority High Medium Low	Progress Not yet started In progress Ongoing Completed	Tactics Assignments and Cost
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