



Strategic Plan 2020-2022

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To Citizens, Commissioners, Elected Officials, and Clark-Cowlitz Fire Rescue Personnel,

I am pleased to present Clark-Cowlitz Fire Rescue's updated Strategic Plan for 2020-2022. This plan is both a road map for Clark-Cowlitz Fire Rescue as we move forward and a guide for identifying priorities so we can continue to deliver fire, rescue, emergency medical, community risk reduction, and public education services into the future.

Clark-Cowlitz Fire Rescue made great strides toward meeting goals outlined in our 2017-2019 Strategic Plan. Most significantly, we presented a levy lid lift to the voters that was overwhelmingly supported, we added six new firefighter positions and reopened Fire Station 22, and we implemented a Community Risk Reduction program to serve our citizens, just to name a few. Our updated 2020-2022 Strategic Plan will continue to provide a framework for us to use when making department policy, operational, and budget decisions.

This three-year plan represents our commitment to good stewardship of department resources funded by the residents of the district. The three Strategic Imperatives, 12 Major Goals, and 53 Action Items will help us ensure that we continue to improve our organization while focusing on the needs of our communities.

I would like to thank the Clark-Cowlitz Fire Rescue employees and volunteers who shared their thoughts and ideas through outreach and feedback opportunities. I would also like to thank the residents, elected officials, and other key community partners who participated in the planning process. Your support helped guide the plan and is critical to its success.

I invite all members of the communities we serve, along with our partner agencies, to join us in supporting our 2020-2022 Strategic Plan as we continue to move Clark-Cowlitz Fire Rescue forward.

John Nohr
Fire Chief

Vision Statement

Together with our communities, we are prepared and protected from fire, medical and environmental emergencies

Mission Statement

Proudly protecting life and property through preparation, prevention, education, and response

Values

Leadership

We believe individuals have the capacity to lead. CCFR values leadership at all levels. Teamwork and shared leadership are integral to our organization, and we will seek out and value the opinions of our members.

Trust/Integrity

We understand the trust placed in us by the public and our colleagues. We are committed to honest and ethical behavior at all times. We pledge to do the right thing, at the right time, for the right reasons.

Professional Excellence

We will ensure the best possible service to our communities by requiring that our personnel maintain the highest professional standards. We support continuous training and encourage the development of our personnel whenever possible.

Community Service and Involvement

We believe we have a duty to be involved in the communities where we work and encourage outside community involvement and service whenever possible.

Diversity

We recognize that diversity is what makes us strong. We will respect the diversity of our communities and our personnel, and will provide compassionate and quality service to all.

Strategic Imperative 1

Provide emergency response programs to ensure the right resource at the right time in the right place

Goal 1A: Maintain highly skilled, accountable and resilient firefighters

- Action Item 1 Promote physical and emotional resilience within the members of the district
- Action Item 2 Maintain and develop smart and aggressive tactics and training programs to prepare our firefighters for success and survival
- Action Item 3 Provide appropriate leadership and technical skills at all levels
- Action Item 4 Provide professional internal and external development opportunities



Clark-Cowlitz Fire Rescue, Strategic Plan 2020-2022

Strategic Imperative 1

Provide emergency response programs to ensure the right resource at the right time in the right place

Goal 1B: Provide appropriate and predictable emergency response

- Action Item 5 Improve SOPs, SOGs, and procedure documents to ensure emergency scene consistency
- Action Item 6 Collect and analyze emergency response data to determine unit location needs
- Action Item 7 Update the CCFR Standard of Cover
- Action Item 8 Develop a systematic review of policies and procedures



Clark-Cowlitz Fire Rescue, Strategic Plan 2020-2022

Strategic Imperative 1

Provide emergency response programs to ensure the right resource at the right time in the right place

Goal 1C: Enhance our service delivery model to anticipate the changing needs of our communities

- Action Item 9 Establish a staffing migration plan for 3-person crews on regularly staffed apparatus
- Action Item 10 Improve efficiency and effectiveness of operational readiness and emergency response with neighboring fire agencies
- Action Item 11 Increase participation and enhance the capacity of the Region IV Technical Rescue Team
- Action Item 12 Provide for sustainability of the Marine Program through funding and staffing



Clark-Cowlitz Fire Rescue, Strategic Plan 2020-2022

Strategic Imperative 1

Provide emergency response programs to ensure the right resource at the right time in the right place

Goal 1D: Develop an emergency medical services (EMS) system that is responsive to the changing needs of the community

- Action Item 13 Develop an ALS staffing plan
- Action Item 14 Evaluate patient transport needs within CCFR
- Action Item 15 Work with regional partners to enhance “active threat” preparedness and response
- Action Item 16 Pilot and evaluate a CARES program



Clark-Cowlitz Fire Rescue, Strategic Plan 2020-2022

Strategic Imperative 2

Manage risk by developing a safer and more informed community through prevention, education and enforcement programs

Goal 2A: Optimize information platforms to educate and inform our communities

- Action Item 17 Develop and implement a social media plan and maintain a strong on-line presence
- Action Item 18 Establish a consistent messaging program for use during public outreach
- Action Item 19 Collaborate with partners to develop a comprehensive public information program
- Action Item 20 Develop a community/customer survey to elicit feedback from our communities



Strategic Imperative 2

Manage risk by developing a safer and more informed community through prevention, education and enforcement programs

Goal 2B: Increase opportunities for public involvement through outreach and participation

- Action Item 21 Adopt a plan and curriculum for consistent outreach through schools
- Action Item 22 Establish a local Department Operations Center (DOC) plan for regional disasters
- Action Item 23 Facilitate Incident Command System (ICS) classes for elected officials and community partners
- Action Item 24 Conduct a “Fire Ops 101” class for elected officials, partner agency leaders, and citizens
- Action Item 25 Create and exercise joint disaster response procedures with local police departments, public works departments, schools, and other partners



Strategic Imperative 2

Manage risk by developing a safer and more informed community through prevention, education and enforcement programs

Goal 2C: Provide resources and training to citizens for emergency and disaster preparedness

- Action Item 26 Develop a more comprehensive volunteer program aimed at risk reduction
- Action Item 27 Develop formal community training programs such as CPR, first-aid, “Stop the Bleed”, and fire extinguishers
- Action Item 28 Support Community Emergency Response Team (CERT) training and teams



Strategic Imperative 2

Manage risk by developing a safer and more informed community through prevention, education and enforcement programs

Goal 2D: Reduce community risk through the application of technology and codes

- Action Item 29 Promote the adoption of residential fire sprinkler codes in our service area
- Action Item 30 Conduct a formal Community Risk Assessment for the entire district to determine needs
- Action Item 31 Encourage and promote consistent code adoption in all service areas
- Action Item 32 Establish a fire cause determination program
- Action Item 33 Establish consistent data collection and analysis



Strategic Imperative 3

Ensure the sustainability of current service delivery while planning for enhanced delivery to meet future needs

Goal 3A: Establish a stable financial model

- Action Item 34 Evaluate the feasibility of collecting Fire Impact Fees from new development
- Action Item 35 Evaluate if a Fire Benefit Charge is more practical than the current levy
- Action Item 36 Study how an EMS Levy can enhance emergency medical care and transport
- Action Item 37 Identify and pursue opportunities for grant revenue
- Action Item 38 Develop a plan to transition the City of Woodland from a contract to being annexed into the District



Strategic Imperative 3

Ensure the sustainability of current service delivery while planning for enhanced delivery to meet future needs

Goal 3B: Provide and replace appropriate facilities and equipment to meet service delivery needs

- Action Item 39 Purchase at least one fire apparatus per year for the next three years (2020, 2021, 2022)
- Action Item 40 Replace our outdated and obsolete Self-Contained Breathing Apparatus
- Action Item 41 Develop a financial and construction plan for fire station replacements and upgrades
- Action Item 42 Partner with another agency/entity to provide in-house Information Technology (IT) Services
- Action Item 43 Develop a replacement plan for major equipment
- Action Item 44 Evaluate the current station maintenance and repair program for effectiveness/efficiency



Clark-Cowlitz Fire Rescue, Strategic Plan 2020-2022

Strategic Imperative 3

Ensure the sustainability of current service delivery while planning for enhanced delivery to meet future needs

Goal 3C: Establish an environment that encourages employee retention and advancement

- Action Item 45 Identify and adopt a Wellness Program for all employees
- Action Item 46 Identify impacts of the Peer Support Team; Provide support to PST
- Action Item 47 Evaluate and replace fitness equipment at all locations as needed
- Action Item 48 Establish employee rules of conduct/code of conduct
- Action Item 49 Develop a plan to encourage and assist all employees in reaching educational goals
- Action Item 50 Develop Succession Planning and Training for all positions
- Action Item 51 Review and assess the current organizational structure



Strategic Imperative 3

Ensure the sustainability of current service delivery while planning for enhanced delivery to meet future needs

Goal 3D: Monitor and positively influence legislative actions

- Action Item 52 Promote and support members working within the legislative process
- Action Item 53 Collaborate with associations, organizations, and jurisdictions to support mutually beneficial legislation



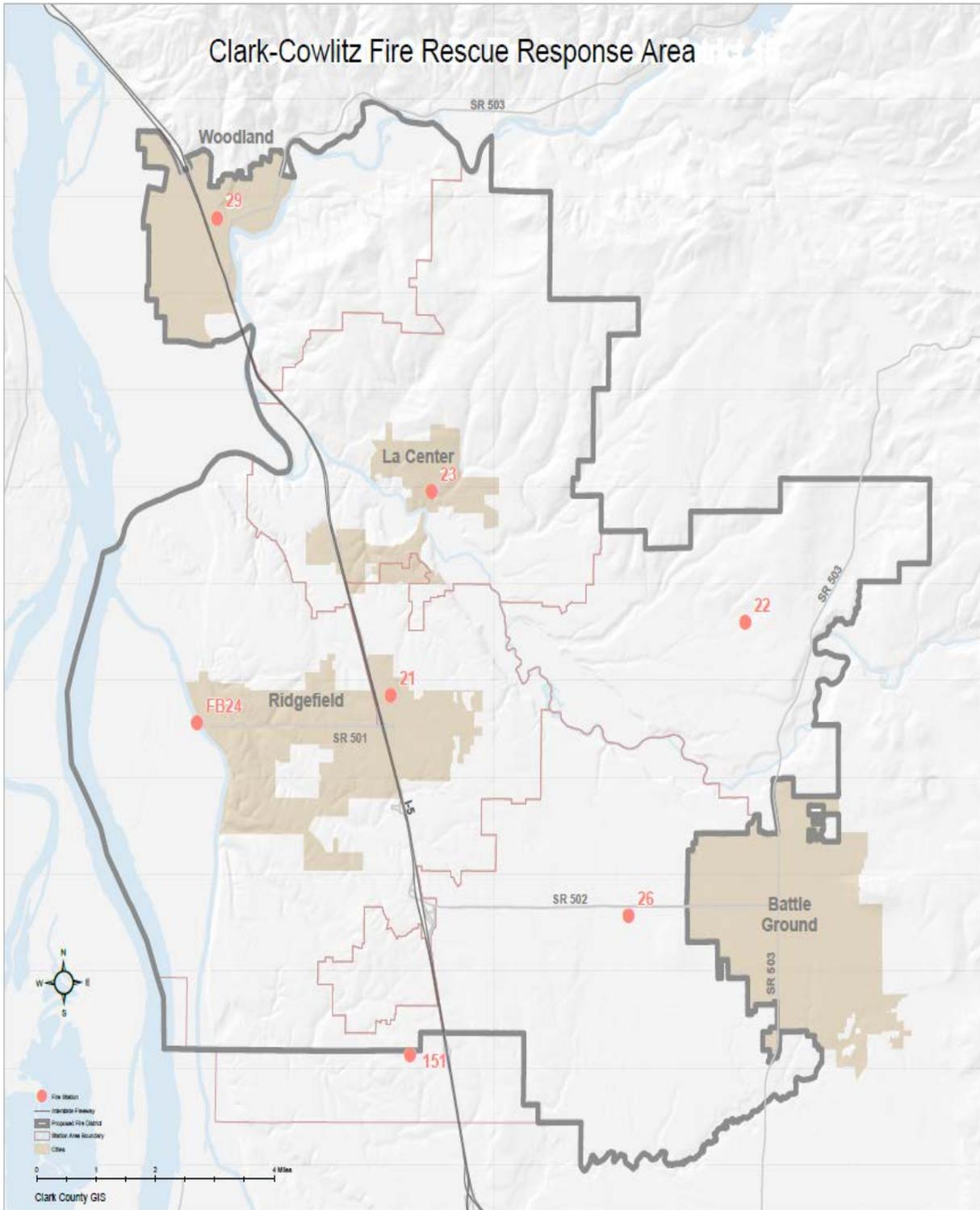
Appendix A

SWOT

Strengths	Weaknesses
<p>Dedicated people Diverse abilities Character Education Certifications Experience (community knows us) Good facilities/locations Training Agency/public relationships Community access (meeting rooms) Community support Financial recovery Do more with less Interoperable with other departments New fire chief Geography Low crime rate Capable & hardworking staff Growth Volunteer program – WT & Rehab Cadet program</p>	<p>Aging apparatus Geography 2 PSAPS (public safety answering points) Staffing (2 person companies) Potential retirements Succession planning Lacking quantity of sufficient paramedics Officer development Advanced training opportunities Response time for second dues Poorly or under-informed public A few Station locations Growth We can do anything attitude – stretched too thin Water supply in rural areas Fire prevention Sources of funding (lack of diversity) Ambulance service (transport delays)</p>
Opportunities	Threats
<p>Discovery corridor (growth) Changes in EMS & healthcare delivery Federal funding (ACA) Transport Mergers Contracts Legislative changes Political agenda (mutual support) Ride-alongs – Fire Ops 101 Agency relationships – build/maintain relationships with cities Regional Fire Authority Internal promotions CERT Railroad training/grant funding/equipment Cadet program</p>	<p>Changes in EMS & healthcare delivery Contracts Legislative changes Economic downturn Terrorism Security, scene safety Drug use, high stress, mental illness, severity of calls Marijuana grow inspections Cascadia prep – natural disasters Railway incidents Annexations (BG moving west on 502)</p>

Appendix C

District Map



Planning Team

Mark	Bergthold	Citizen
Ryan	Berg	CCFR
Airen	Elizabeth	CCFR
Clint	Frahler	CCFR
Mike	Jackson	CCFR
Bob	Johnson	Commissioner
Todd	Kays	CCFR
Eric	Lawrence	CCFR
Jason	Leavitt	CCFR
Nathan	McCann	Ridgefield School District, Superintendent
John	Nohr	Fire Chief
Ben	Peeler	CCFR
Abe	Rommel	CCFR
Greg	Thornton	City of La Center Mayor
Dr. Lynn	Wittwer	Medical Program Director
Dan	Yager	CCFR

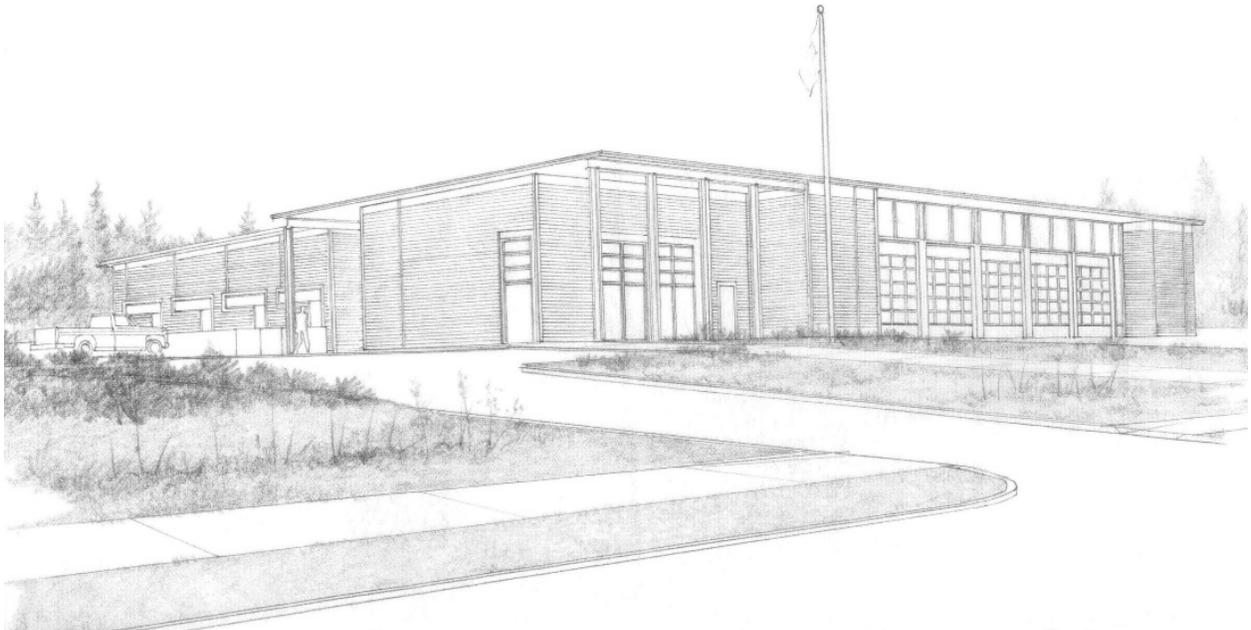
Thank you!

Strategic Plan Overview

Vision	
Together with our communities, we are prepared and protected from fire, medical and environmental emergencies	
Imperatives	Goals
Provide emergency response programs to ensure the right resource at the right time in the right place	Maintain highly skilled, accountable and resilient firefighters
	Provide appropriate and predictable emergency response
	Enhance our service delivery model to anticipate the changing needs of our communities
	Develop an emergency medical services (EMS) system that is responsive to the changing needs of the community
Manage risk by developing a safer and more informed community through prevention, education and enforcement programs	Optimize information platforms to educate and inform our communities
	Increase opportunities for public involvement through outreach and participation
	Provide resources and training to citizens for emergency and disaster preparedness
	Reduce community risk through the application of technology and codes
Ensure the sustainability of current service delivery while planning for enhanced delivery to meet future needs	Establish a stable financial model
	Provide and replace appropriate facilities, equipment and technology to meet service delivery needs
	Establish an environment that encourages employee retention and advancement
	Monitor and positively influence legislative actions

*The lined out items are complete

Mission		Values	
Proudly protecting life and property through preparation, prevention, education, and response		Leadership, Trust/Integrity, Professional Excellence, Community Service and Involvement, Diversity	
Action Items			
Promote physical and emotional resilience within the members of the district	Maintain and develop smart and aggressive tactics and training programs to prepare our firefighters for success and survival	Provide appropriate leadership and technical skills at all levels	Provide professional internal and external development opportunities
Improve SOPs, SOGs, and procedure documents to ensure emergency scene consistency	Collect and analyze emergency response data to determine unit location needs	Update the Standard of Cover	Develop a systematic review of policies and procedure
Establish a staffing migration plan for 3-person crews on regularly staffed apparatus	Improve efficiency and effectiveness of operational readiness and emergency response with neighboring fire agencies	Increase participation and enhance the capacity of the Region IV Technical Rescue Team	Provide for sustainability of the Marine Program through funding and staffing
Develop an ALS staffing plan	Evaluate patient transport needs within CCFR	Work with regional partners to enhance "active threat" preparedness and response	Pilot and evaluate a CARES program
Develop and implement a social media plan and maintain a strong on-line presence	Establish a consistent messaging program for use during public outreach	Collaborate with partners to develop a comprehensive public information program	Develop a community/customer survey to elicit feedback from our communities
Adopt a plan and curriculum for consistent outreach through schools	Establish a local Department Operations Center (DOC) plan for regional disasters	Facilitate Incident Command System (ICS) classes for elected officials and community partners	Conduct a "Fire Ops 101" class for elected officials, partner agency leaders, and citizens
Create and exercise joint disaster response procedures with local police departments, public works departments, schools, and other partners			
Develop a more comprehensive volunteer program aimed at risk reduction	Develop formal community training programs such as CPR, first-aid, "Stop the Bleed", and fire extinguishers	Support Community Emergency Response Team (CERT) training and teams	
Promote the adoption of residential fire sprinkler codes in our service area	Conduct a formal Community Risk Assessment for the entire district to determine needs	Encourage and promote consistent code adoption in all service areas	Establish a fire cause determination program
Establish consistent data collection and analysis			
Evaluate the feasibility of collecting Fire Impact Fees from new development	Evaluate if a Fire Benefit Charge is more practical than the current levy	Study how an EMS Levy can enhance emergency medical care and transport	Identify and pursue opportunities for grant revenue
Develop a plan to transition the City of Woodland from a contract to being annexed into the District			
Purchase at least one fire apparatus per year for the next three years (2020, 2021, 2022)	Replace our outdated and obsolete Self-Contained Breathing Apparatus	Develop a financial and construction plan for fire station replacements and upgrades	Partner with another agency/entity to provide in-house Information Technology (IT) Services
Develop a replacement plan for major equipment	Evaluate the current station maintenance and repair program for effectiveness/efficiency		
Identify and adopt a Wellness Program for all employees	Identify impacts of the Peer Support Team; Provide support to PST	Evaluate and replace fitness equipment at all locations as needed	Establish employee rules of conduct/code of conduct
Develop a plan to encourage and assist all employees in reaching educational goals	Develop Succession Planning and Training for all positions	Review and assess the current organizational structure	
Promote and support members working within the legislative process	Collaborate with associations, organizations, and jurisdictions to support mutually beneficial legislation		



Commissioners

Ken Ayers
Stanley Chunn
David Town

Larry Bartel
Bob Johnson

Fire Chief

John Nohr

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