

# JACKSON COUNTY FIRE DISTRICT 4



## STRATEGIC PLAN

*2026-2029*

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# VISION

*To reduce and/or eliminate risk from fire, rescue and medical events in the Upper Rogue Communities we serve.*

# MISSION

*To protect life and property through all-hazard emergency response services, public education and prevention activity.*

## **INITIATIVE 1**

### **Personnel:**

*Recruitment, Training, and Development*

## **INITIATIVE 2**

### **Tools:**

*Equipment, Facilities, and Technology*

## **INITIATIVE 3**

### **Customers:**

*Community Engagement and Risk Reduction*

## **INITIATIVE 4**

### **Resources:**

*Financial Sustainability, Governance, Regional Planning*

### **DESIRED OUTCOMES**

- Maintain an active, sustainable, and effective volunteer program.
- Provide a consistent and standardized training and professional development framework for all personnel.
- Promote positive department morale, leadership development, and organizational resilience.

### **DESIRED OUTCOMES**

- Improve operational effectiveness through the adoption of appropriate technology and safety systems, as funding allows.
- Ensure facilities are safe, functional, and aligned with long-term service needs.
- Maintain a predictable and sustainable lifecycle approach to apparatus and equipment replacement.

### **DESIRED OUTCOMES**

- Enhance community wildfire preparedness and risk reduction.
- Improve public awareness of District programs, services, and responsibilities.
- Strengthen partnerships with local governments, agencies, and community organizations.

### **DESIRED OUTCOMES**

- Increase and diversify District revenue sources.
- Strengthen administrative systems, policies, and continuity planning.
- Participate in regional planning efforts to improve service delivery and long-term sustainability.

### **KEY STRATEGIES & ACTIVITIES**

- Utilize a monthly training assignment and training calendar to ensure consistency and accountability.
- Conduct a comprehensive review of the Volunteer Program and Manual.
- Support leadership development through training, mentoring, and external seminars as funding allow.

### **KEY STRATEGIES & ACTIVITIES**

- Integrate Tablet Command into daily operations to enhance incident management, accountability, and situational awareness.
- Complete and formally adopt a Facilities Master Plan.
- Secure funding and replace at least one frontline apparatus during the planning period, as feasible.
- Maintain existing facilities in a safe, reliable, and functional condition.

### **KEY STRATEGIES & ACTIVITIES**

- Complete the Firewise Garden installation by Fall 2027.
- Participate in local newsletters and community outreach opportunities.
- Seek grant funding or alternative revenue sources to continue the CWRR program.

### **KEY STRATEGIES & ACTIVITIES**

- Identify and pursue alternative funding sources, including grants, cost recovery, and user fees.
- Create and implement a regular review cycle for the Board of Directors Policy Manual.
- Create and implement a regular review cycle for the Board of Directors Policy Manual.

**Initiative 1: Personnel**

**Recruitment, Training, and Development**

**Desired Outcomes:**

- Maintain an active, sustainable, and effective volunteer program.
- Provide a consistent and standardized training and professional development framework for all personnel.
- Ensure adequate staffing levels to meet service demands within annual budget constraints.
- Promote positive department morale, leadership development, and organizational resilience.
- Clearly identify recruitment, advocacy, and development responsibilities for Board members, the Budget Committee, staff, and volunteers.

<b>STRATEGIES &amp; ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>PERFORMANCE INDICATORS &amp; PROGRESS</b>	<b>CONSIDERATIONS &amp; RESOURCES</b>
<p><b>Training</b></p> <ol style="list-style-type: none"> <li>1. Utilize a monthly training assignment and training calendar to ensure consistency and accountability.</li> <li>2. Participate with the Rogue Interagency Training Association (RITA) to enhance training opportunities and regional interoperability.</li> <li>3. Ensure all volunteer and career personnel complete minimum DPSST, EMS, OSHA, and wildland training and competency requirements within 12 months of onboarding.</li> <li>4. Provide Blue Card Incident Command training for all firefighters acting in the capacity of Captain.</li> <li>5. Work with RITA to develop and launch a Support Volunteer Academy to strengthen non-suppression roles, including support.</li> <li>6. Ensure the Board of Directors is informed of training opportunities and leadership development activities.</li> </ol>	<p><b>Lead:</b>  <b>Captain Fitzpatrick</b>  <b>Collaborators:</b>  <b>Chief Crume</b>  <b>Captains</b></p>		

<p><b>Staffing</b></p> <ol style="list-style-type: none"> <li>1. Ensure funding for six (6) student firefighter positions and six (6) seasonal firefighter positions annually, subject to budget approval.</li> <li>2. Conduct a comprehensive review of the Volunteer Program and Manual.</li> <li>3. Identify areas and opportunities for recruitment, including operational, administrative, support, and community-facing roles.</li> <li>4. Develop and deliver public-facing messaging that identifies available roles, and expectations of non-response volunteer positions.</li> <li>5. Review and work toward renewal of the labor union contract and ensure the availability of an in-house labor representative, as appropriate.</li> </ol>	<p><b>Lead:</b> <b>Fire Chief</b> <b>Collaborators:</b> <b>TBD</b></p>		
<p><b>Leadership and Morale</b></p> <ol style="list-style-type: none"> <li>1. Support leadership development through training, mentoring, and external seminars as funding and resources allow.</li> <li>2. Host an annual employee and volunteer recognition awards event and dinner.</li> <li>3. Host an annual Christmas party to support morale and organizational cohesion.</li> <li>4. Explore hosting a line-staff family BBQ.</li> <li>5. Create a student success wall.</li> </ol>	<p><b>Lead:</b> <b>Fire Chief</b> <b>Collaborators:</b> <b>AA Castle</b></p>		

**Initiative 2: Tools**

# Equipment, Facilities, and Technology

**Desired Outcomes:**

- Improve operational effectiveness through the adoption of appropriate technology and safety systems, as funding allows.
- Ensure facilities are safe, functional, and aligned with long-term service needs.
- Maintain a predictable and sustainable lifecycle approach to apparatus and equipment replacement.

STRATEGIES & ACTIVITIES	RESPONSIBLE PARTIES	PERFORMANCE INDICATORS & PROGRESS	CONSIDERATIONS & RESOURCES
<p><b>Technology and Safety Systems</b></p> <ol style="list-style-type: none"> <li>1. Integrate Tablet Command into daily operations to enhance incident management, accountability, and situational awareness.</li> <li>2. Review and consider consolidating training management, personnel scheduling, and emergency incident reporting into a single integrated software platform.</li> <li>3. Upgrade Station 30 security systems to improve personnel and facility safety.</li> </ol>	<p><b>Lead:</b>  <b>Chief Crume</b>  <b>Collaborators:</b>  <b>TBD</b></p>		
<p><b>Facilities Modernization</b></p> <ol style="list-style-type: none"> <li>1. Complete and formally adopt a Facilities Master Plan.</li> <li>2. Begin phased implementation of station remodels, replacements, or upgrades as funding allows.</li> <li>3. Maintain existing facilities in a safe, reliable, and functional condition.</li> </ol>	<p><b>Lead:</b>  <b>Chief Crume</b>  <b>Collaborators:</b>  <b>Architect</b></p>		

<p><b>Apparatus and Equipment Lifecycle</b></p> <ol style="list-style-type: none"> <li>1. Create and implement a comprehensive Apparatus Replacement Plan.</li> <li>2. Secure funding and replace at least one frontline apparatus during the planning period, as feasible.</li> <li>3. Create and implement an Equipment Replacement Plan aligned with operational needs and financial capacity.</li> </ol>	<p><b>Lead:</b> Chief Crume <b>Collaborators:</b> TBD</p>		
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**Initiative 3: Customers**  
**Community Engagement and Risk Reduction**

- Desired Outcomes:**
- Enhance community wildfire preparedness and risk reduction.
  - Improve public awareness of District programs, services, and responsibilities.
  - Strengthen partnerships with local governments, agencies, and community organizations.

<b>STRATEGIES &amp; ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>PERFORMANCE INDICATORS &amp; PROGRESS</b>	<b>CONSIDERATIONS &amp; RESOURCES</b>
<p><b>Firewise Garden Project</b></p> <ol style="list-style-type: none"> <li>1. Complete the Firewise Garden installation by Fall 2027.</li> <li>2. Create and implement a plant replacement voucher system to support long-term sustainability.</li> </ol>	<p><b>Lead:</b> Chief Crume <b>Collaborators:</b> AA Castle</p>		

<p><b>Public Communication</b></p> <ol style="list-style-type: none"> <li>1. Participate in local newsletters and community outreach opportunities.</li> <li>2. Track and evaluate engagement metrics related to the District website and social media platforms.</li> </ol>	<p><b>Lead:</b>  <b>Chief Crume</b>  <b>Collaborators:</b>  <b>AA Castle</b></p>		
<p><b>Community Wildfire Risk Reduction (CWRR)</b></p> <ol style="list-style-type: none"> <li>1. Develop a Community Wildfire Risk Reduction (CWRR) Plan to ensure long-term program sustainability beyond grant funding.</li> <li>2. Seek grant funding or alternative revenue sources to continue the CWRR program at scale.</li> </ol>	<p><b>Lead:</b>  <b>Chief Crume</b>  <b>Collaborators:</b>  <b>TBD</b></p>		
<p><b>Partnerships</b></p> <ol style="list-style-type: none"> <li>1. Maintain regular representation at City of Shady Cove Council meetings, Rogue Valley Fire Chiefs Association meetings, and county-level emergency planning forums.</li> <li>2. Explore and expand cooperative programs with neighboring agencies, including joint volunteer training, shared prevention efforts, and collaborative outreach.</li> <li>3. Maintain active participation in the Rogue Valley Fire Alliance.</li> </ol>	<p><b>Lead:</b>  <b>Chief Crume</b>  <b>Collaborators:</b>  <b>Board</b></p>		

**Initiative 4: Resources**

**Financial Sustainability, Governance, and Regional Planning**

**Desired Outcomes:**

- Increase and diversify District revenue sources.
- Strengthen administrative systems, policies, and continuity planning.
- Participate in regional planning efforts to improve service delivery and long-term sustainability.

<b>STRATEGIES &amp; ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>PERFORMANCE INDICATORS &amp; PROGRESS</b>	<b>CONSIDERATIONS &amp; RESOURCES</b>
<p><b>Increase Revenue</b></p> <ol style="list-style-type: none"> <li>1. Review the District tax roll to ensure properties are accurately assessed in accordance with applicable Oregon Revised Statutes.</li> <li>2. Identify and pursue alternative funding sources, including grants, cost recovery, and user fees.</li> <li>3. Pursue a minimum of two (2) grant applications annually, or as opportunities allow.</li> </ol>	<p><b>Lead:</b> <b>Chief Crume</b> <b>Collaborators:</b> <b>TBD</b></p>		
<p><b>Policies and Administrative Plans</b></p> <ol style="list-style-type: none"> <li>1. Establish and maintain a backup Fire Chief and administrative continuity plan.</li> <li>2. Create and implement a regular review cycle for the Board of Directors Policy Manual.</li> <li>3. Update and maintain the Personnel Policy and Procedures Manual.</li> </ol>	<p><b>Lead:</b> <b>Chief Crume</b> <b>Collaborators:</b> <b>Board</b> <b>AA Castle</b></p>		

<p><b>Regional Fire Service Study</b></p> <ol style="list-style-type: none"><li>1. Participate in a regional fire service study.</li><li>2. Collaborate with local partners to analyze study findings and develop implementation strategies, as appropriate.</li></ol>	<p><b>Lead:</b> <b>Chief Crume</b> <b>Collaborators:</b> <b>Board</b> <b>AA Castle</b></p>		
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