




Strategic Plan

	Action Item	% Complete	Due Date	Status	Comments
1	Produce and distribute a periodic newsletter to all district personnel.	25	8/15/2021		Framework completed. Start to populate.
2	Develop and adopt clearly defined objectives to define, and provide ongoing assessment of the level of service to be provided by the district.	0	12/1/2021		Establish ERS Report.
3	Develop response time performance objectives that evaluate both time and resources.	0	12/1/2021		Dependency to #2, adopt clearly defined objectives....
4	Develop and adopt comprehensive written delegation of authority from the Board of Directors to the Fire Chief.	0	1/1/2022		Will be done in the review of policies
5	Consider revising the purchasing authority limits of the fire chief.	0	1/1/2022		Will be done with delegation of Authority
6	Conduct a comprehensive facilities assessment on all district buildings to develop long-range facilities plan.	0	2/1/2022		
7	Consider periodic community surveys to ensure the district's priorities match those of the community.	50	4/1/2022		1st Draft Complete. On hold until next Annual Report.
8	Develop fire code enforcement procedures including the process for citing violators into court.	0	7/1/2022		Fire Marshal dependent
9	Solicit one or more community volunteers to deliver additional public safety education in area not currently provided by the district	0	7/1/2022		Fire Marshal dependent
10	Develop and adopt a comprehensive set of board policies administrative rules and operating guidelines. Provide training to all district personnel on their use and application.	80	7/1/2022		Policies are in place and are now on a review schedule. Ongoing reviews
11	Capture information from the emergency incidents that allow an evaluation of public safety education efforts.	0	11/1/2022		Fire Marshal dependent
12	Consider implementation of a community advisory committee to provide ongoing advice to the chief and board of directors.	0	Cancelled		Previous experience showed no benefit.
13	Produce and distribute annual report of CBFBR activities and accomplishments.	100	Completed		Completed Q2 2021
14	Redefine the supervisory reporting relationship for the admin assistant to report solely to Chief for supervision	100	Completed		
15	Review the functions and responsibility of assistant chief position.	100	Completed		
16	Ensure job descriptions are developed and maintained for all positions within the organization.	100	Completed		
17	Provide better security for the locking file cabinet in board meeting room.	100	Completed		
18	Create separate files for each person, one for confidential and one for non-confidential.	100	Completed		

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19	Backup files of computer data should be stored in an off-site location.	100	Completed		
20	Ensure required employee notices are properly displayed.	100	Completed		
21	Adopt a comprehensive set of personnel rules for the district.	100	Completed		
22	Develop written guidelines for describing how to access critical incident stress debriefing services.	100	Completed		Have this in place now with Chaplain Program
23	Provide quality, comprehensive employee assistance program to all members of the district.	100	Completed		In Place
24	Expand selection process for volunteers to include reference checks, physical capacity testing, and improved medical evaluation along with qualification and background review.	100	Completed		
25	Conduct annual physical capacity testing of all emergency services personnel that meets the recommendations of NFPA 1500.	100	Completed		
26	Improve promotion process by establishing minimum education experience requirements based on position and by instituting a pre-promotion evaluation system.	100	Completed		
27	Improve the detail and quality of record keeping for apparatus and equipment maintenance and repair.	100	Completed		Completed
28	Consolidate financial tracking and accounting functions into a single computer-based accounting software package.	100	Completed		
29	Discontinue keeping checks with one signature on hand.	100	Completed		
30	Conduct an inventory of capital assets and equipment, annually.	100	Completed		Is completed
31	Consider the addition of a pollution liability coverage to the district's package of insurance.	100	Completed		
32	Establish and fund a facilities reserve fund.	100	Completed		Have fund established
33	Develop a long-term apparatus replacement strategy and appropriate funding methodology.	100	Completed		Completed
34	Develop and fund a small equipment replacement program.	100	Completed		
35	Begin Active reporting and safety committee review of accidents not resulting in injuries near miss incidents, and potential safety issues.	100	Completed		
36	Expand the facilities available to provide quality training. Consider partnerships with other fire agencies to accomplish this.	100	Completed		

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37	Develop a more experimental approach to training that provides realistic simulations of emergencies as the primary form of learning	100	Completed	●	Completed
38	Begin recording "enroute" time in the incident record system to improve performance analysis capabilities.	100	Completed	●	
39	Improve the ability to track mandatory certification requirements for personnel.	100	Completed	●	
40	Adopt a competency based approach to ongoing training.	100	Completed	●	
41	Significantly expand the amount of ongoing training that is received by CBFPR personnel.	100	Completed	●	
42	Acquire and use computerized incident information software to improve the level of management information available for response and deployment analysis.	100	Completed	●	
43	Improve the quality and availability of pre-incident plans.	100	Completed	●	
44	Consider developing affordable housing opportunities for the people who will serve as volunteer firefighters, particularly in Arch Cape.	0	On Hold	●	On hold. Fund-dependent.
45	Prepare for and complete the accreditation development and review process as defined by the Commission on Fire Accreditation, International (IFSAC)	0	On Hold	●	Cost Prohibitive.

KEY

●	On course or Completed.
●	Caution or Delayed.
●	Missed Deadline.
●	On-hold.
✘	Cancelled, discontinued.