

# 2021 District Goals



Adopted  
13 October 2020

## Goal #1:

The District shall achieve 98% District-wide minimum Incident Readiness & Response (IR&R) staffing levels, as identified in the *District Target Levels of Service* (TLoS).

- 1) **PRIORITY #1:** The Operations -Training & Safety Team, led by Assistant Chief LeMay, shall ensure qualified staffing for a minimum of two Apparatus Driver-Operators for each shift by December 2021.
- 2) The Operations-Training & Safety Team, led by Assistant Chief LeMay, will develop a register for the Resident Responder Program, evaluate & select members ( for a target level of 6) and implement shift staffing for Station 8-2 (Johnson Point) by January 2022. This objective will depend upon termination of SARS-COV2 / COVID-19 pandemic special precautions.

## Goal #2:

The District will review the Capital Repairs & Replacement (CR&R) Plan and Budget to optimize apparatus and major equipment replacement schedule (to better conform with recently adopted master plans).

- 1) The Facilities & Equipment Team, led by Chief VanCamp, will review the Plan and provide recommendations for changes to Chief VanCamp by March 2021.
- 2) Chief VanCamp will provide a proposed amendment to the CR&R Plan and Budget to the Board by June 2021.
- 3) The Facilities & Equipment Team, led by Chief VanCamp, will ensure projects approved for 2021 be initiated and implemented as soon as possible (based on each project's schedule).
- 4) By August 2021, the Operations-Training & Safety Team, led by Assistant Chief LeMay, will ensure all relevant District Driver-Operators will be qualified to operate the replacement Type 1 engine (currently scheduled for delivery in June 2021).

## Goal #3:

The District will continue to implement the provisions of the IR&R District Training & Education Program.

- 1) **PRIORITY #2:** The Operations-Training & Safety Team, led by Assistant Chief LeMay, will develop and implement the initial phase of a comprehensive officer skills maintenance training program (in addition to the

existing Officer Development Program) for all existing District officers by June 2021.

- 2) **PRIORITY #3:** By September 2021, the Operations-Training & Safety Team, led by Assistant Chief LeMay, will review the current volunteer recruitment, evaluation, selection, orientation and initial training process with respect to:
  - o Ability to meet IR&R staffing requirements;
  - o Durability from diminishing applicant pools, increasing job performance requirements, need for supervision & mentoring and economic, social and health (i.e. pandemic) conditions; and
  - o Incentives to increase retention.
- 3) The Operations-Training & Safety Team, led by Assistant Chief LeMay, will evaluate the current District Officer Development Program and provide a recommendation for any modifications to Chief VanCamp by December 2021.

**Goal #4:**

The District will reach out and inform its citizens and customers through an ongoing public communications program.

- 1) The Executive Team (Chief VanCamp, Assistant Chief LeMay, District Secretary Stumpf) will develop and communicate “subjective” messages focusing on “who we are” and “what our mission is” by March 2021.
- 2) The Executive Team will develop and communicate “objective” messages focusing on direct and indirect impacts/benefits (“outputs”) to citizens by June 2021.
- 3) The Executive Team will develop and communicate “objective” messages focusing on District resources (people, capital assets, practices) and business efficiency/effectiveness (“inputs”) by September 2021.
- 4) The Executive Team will develop and communicate “subjective” messages focusing on customer expectations and District strategic direction and overall “outcomes” by December 2021.