

2022 District Goals



**Adopted
9 November 2021**

Goal #1: The District shall prepare for and complete initial implementation of an agreed upon strategic staffing plan/model.

- 1) The Board will evaluate and decide upon a strategic IR&R staffing model from options presented to them by Chief VanCamp by December 2021.
- 2) Based upon the adopted strategic IR&R staffing model, the Operations-Training-Safety Team, led by Assistant Chief LeMay, will identify implementation options, evaluate alternatives and recommend a plan to Chief VanCamp on details implementing the strategic IR&R staffing plan by February 2022. The recommendation(s) shall consider the District Mission and Vision, strategic IR&R staffing model parameters, available resources (including budget), sustainability (including volunteer/career recruitment & retention) and effective & efficient use of staffing.
- 3) Chief VanCamp will evaluate the recommendations and develop and present a proposal to the Board for a five year (2023-2027) strategic IR&R staffing plan implementation by March 2022. Ultimate implementation may depend upon the results of the 2023-2025 Collective Bargaining Agreement terms (Goal #2).
- 4) The Operations-Training-Safety Team lead by Assistant Chief LeMay will review the current District IR&R training plan and provide recommendations for any changes to better support the Goal targets and implementation of the strategic IR&R staffing plan, providing the same to Chief VanCamp by July 2022.

Goal #2: The District shall complete negotiations with the IAFF Local 2903 on the 2023-2025 Collective Bargaining Agreement.

- 1) The District's representatives, coordinated by Chief VanCamp, and the Union negotiating team will successfully complete negotiations and receive ratification by the Board and the Bargaining Unit members on or before December 1st, 2022.

Goal #3: The District will adopt a 2023-2027 financial plan that will provide sufficient funding for the District to ensure adequate staffing, operational support and capital assets commensurate with the adopted IR&R staffing plan in Goal #1.

- 1) Based upon the work accomplished for 2021 Goal #4 ("The District will reach out and inform its citizens and customers through an ongoing public communications program.") Chief VanCamp will coordinate efforts to establish a clear and concise stakeholder communications plan by March 2022.
- 2) The District will implement mechanisms developed in Objective #1 above to seek input from all stakeholders on estimated IR&R staffing cost/funding options developed by Chief VanCamp in Goal #1 by July 2022.
- 3) Based upon conclusions derived from the work in Objective #2 above, Chief VanCamp will provide specific recommendations on potential revenue ballot measures to the Board by December 2022.