

Strategic Plan 2025-2028



**Jackson
County Fire
District 1**

JACKSON COUNTY FIRE DISTRICT 1

Mission Statement

Jackson County Fire District 1 is a combination career and volunteer organization providing fire protection, emergency medical and other related services that meet the current and future needs of the community.

Vision

Our vision is to make a positive impact through efficient and effective service.

Values

Service:

We strive for excellent service we deliver through ongoing evaluation and improvement.

Team Work:

We believe in teamwork through skillful communication and personal cooperation to achieve our common goals.

Accountability:

We are responsible, as professionals for our actions.

Integrity:

We expect honesty, loyalty and dedication.

Respect:

We practice mutual respect by setting a personal example of trust and fairness, recognizing the dignity of others.

Motto

‘Leave it better than you found it.’

On behalf of Jackson County Fire District 1 (JCFD1), I am proud to present this Strategic Plan. This Fire District is poised for significant changes in the upcoming years. This plan will guide the Fire District through those changes. This Strategic Plan outlines both the strengths and weaknesses of our organization, as well as the challenges and opportunities that we anticipate facing in the next several years. This plan serves as a template of how we intend to focus our energy on growth and improvement.

JCFD1 is a combination paid/volunteer Fire District and an Ambulance Transporting Agency. The Fire District covers 77 square miles and the Ambulance Service Area covers 200 square miles, with a total population of 12,000. The Fire District includes 12 miles of Interstate 5 and 12 miles of the Rogue River. The river and the interstate bring a large uncounted population into the district daily that contribute substantially to the call volume. The Fire District is in the Wildland Urban Interface, and responds to a large number of grass fires during fire season.

The first part of this plan focuses on stable funding. JCFD1 serves a retirement community with a median age of 56. There is very little industry in the community and residential growth is minimal. This lack of growth means annual revenue increases at a slower rate than expenses. JCFD1 also relies on passage of a Local Option Levy every five years and a Capital Levy every ten years to augment our permanent tax rate. This plan explores alternate funding solutions.

The second part of this plan focuses on our most valuable asset, our employees. We strive toward professional development in order to be the best we can possibly be. We recognize we must take care of ourselves before we can take care of others through cancer risk reduction, mental and physical health, and overall wellness.

The last part of this plan focuses on providing our community with the best possible service. We are committed to community risk reduction and fire prevention to make our community as safe as possible. When the need arises we will provide effective emergency response.

The following goals, strategies, and timelines will guide JCFD1 through the next three years, ensuring that we stay on track. I would like to thank the Board of Directors and JCFD1 Employees for their efforts in developing this plan.

Respectfully Submitted,

Mike Hammond
Fire Chief
Jackson County Fire District 1

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Strategic Plan Goal 1: *Actively work toward stable funding solutions.*

Objective 1.1: Explore alternate funding sources and opportunities to reduce cost of operations.

Timeline of completion:	Ongoing	Tasks: 1. Support the Alliance between Fire Districts 1, 3 and 4. 2. Consider ways to share resources and training with other adjacent agencies.
Lead/ Responsible Party:	Fire Chief	

Objective 1.2: Explore possible mergers, consolidations, and contracting services.

Timeline of completion:	Dec-26	Tasks: 1. Participate in the 2025 Rogue Valley Regionalization study.
Lead/ Responsible Party:	Fire Chief	

Objective 1.3 Establish the tax rate for the Local Option Levy and educate the public on the benefits of supporting it.

Timeline of completion:	Nov-25	Tasks: 1. Conduct a Board of Directors workshop to analyze budget projections for 5 years 2. Conduct a town hall for public education on the Local Option Levy. 3. Complete a mass mailing of informational flyers.
Lead/ Responsible Party:	Fire Chief	

Objective 1.4: Review investment opportunities for cash on hand.

Timeline of completion:	Dec-26	Tasks: 1. Explore legal implications of investing public money. 2. Compare interest rates between the Local Government Investment Pool and Columbia Bank Certificates of Deposit.
Lead/ Responsible Party:	Fire Chief	

Strategic Plan Goal 2: *Improve firefighter health and safety.*

Objective 2.1: Develop and implement strategies to reduce cancer risk.

Timeline of completion:	Ongoing	Tasks: 1. Keep soiled gear out of apparatus cabs. 2. Keep wildland gear and turnouts out of fire station living spaces. 3. Participate in the National Firefighter Registry. 4. Keep up on industry specific cancer risk reduction strategies.
Lead/ Responsible Party:	Safety Officer	

Objective 2.2: Develop and implement strategies to support mental and physical health.

Timeline of completion:	Ongoing	Tasks: 1. Ensure shifts are exercising together on duty. 2. Upgrade exercise equipment in the fire station gym as necessary. 3. Provide employees with peer support after stressful calls. 4. Make professional help and counseling available and culturally acceptable.
Lead/ Responsible Party:	Fire Chief	

Objective 2.3: Evaluate compliance with NFPA 1500.

Timeline of completion:	Dec-26	Tasks: 1. Review NFPA 1500 and compare it with our current practices.
Lead/ Responsible Party:	Safety Officer	

Objective 2.4: Evaluate the Employee Assistance Program.

Timeline of completion:	Dec-26	Tasks: 1. Provide EAP informational materials to employees. 2. Evaluate our EAP provider.
Lead/ Responsible Party:	Fire Chief	

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Strategic Plan Goal 3: *Enhance employee professional development.*

Objective 3.1: Review the job descriptions and create professional development flow charts for all personnel.

Timeline of completion:	Dec-27	Tasks: 1. Review and update job descriptions. 2. Create professional development flow charts according to DPSST, NWCG, and OHA standards.
Lead/ Responsible Party:	Training Officer	

Objective 3.2: Encourage the participation in outside training.

Timeline of completion:	Dec-26	Tasks: 1. Participate in Southern Oregon Wildfire School as instructors and students. 2. Participate in Josephine and Jackson Counties Spring exercises as a single resource and overhead positions. 3. Participate in Josephine and Jackson Counties Mass Casualty Incident exercises.
Lead/ Responsible Party:	Training Officer	

Objective 3.3: Evaluate the Student Program.

Timeline of completion:	Dec-26	Tasks: 1. Evaluate the student task book. 2. Participate in Rogue Community College Fire Science and EMS Advisory Committees. 3. Continue to Precept Paramedic students.
Lead/ Responsible Party:	Training Officer	

Objective 3.4: Evaluate new employee initial training.

Timeline of completion:	Dec-26	Tasks: 1. Evaluate the new employee task book.
Lead/ Responsible Party:	Training Officer	

Strategic Plan Goal 4: *Develop and implement a comprehensive fire prevention and risk reduction program.*

Objective 4.1: Develop pre-fire plans on target hazards.

Timeline of completion:	Dec-26	Tasks: 1. Learn pre-fire plan software (First Due) 2. Train a lead person on each shift to complete pre-fire plans. 3. Assign pre-fire plans to each shift in order of priority. 4. Place Pre-Fire plans on Mobile Data Computers.
Lead/ Responsible Party:	Fire Marshal	

Objective 4.2: Complete biannual company inspections on commercial occupancies.

Timeline of completion:	Dec-26	Tasks: 1. Certify firefighters as Company Inspectors. 2. Assign company inspections to each shift. 3. Review current Company Inspection documents and update as necessary.
Lead/ Responsible Party:	Fire Marshal	

Objective 4.3: Identify opportunities to increase fire and life safety programs.

Timeline of completion:	Ongoing	Tasks: 1. Provide information and support to developing Firewise Communities. 2. Maintain relationships with existing Firewise Communities.
Lead/ Responsible Party:	Fire Marshal	

Objective 4.4: Use community outreach to promote community preparedness and participation.

Timeline of completion:	Ongoing	Tasks: 1. Teach fire safety and preparedness classes to the public in partnership with community organizations. 2. Use media and social media to communicate fire district activities and safety messaging.
Lead/ Responsible Party:	Fire Marshal	

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Strategic Plan Goal 5: *Continue to be the community provider of ambulance services.*

Objective 5.1: Search for ways to control costs and improve revenues of ambulance service.

Timeline of completion:	Dec-26	Tasks: 1. Evaluate medical supply purchasing. 2. Consider mass purchasing with other providers.
Lead/ Responsible Party:	Medical Supply Coordinator	

Objective 5.2: Consider alternate funding models,such as a taxing district.

Timeline of completion:	Dec-27	Tasks: 1. Evaluate the taxing district model against the fee for service model.
Lead/ Responsible Party:	Fire Chief	

Objective 5.3: Evaluate billing process for efficiency and collection rate.

Timeline of completion:	Dec-27	Tasks: 1. Evaluate our current billing contractor and explore alternative billing contractors. 2. Compare our collection rate with surrounding ASA providers. 3. Evaluate internal practices from alarm reporting to billing for efficiency and accuracy.
Lead/ Responsible Party:	Fire Chief	