

Park City Fire Service District

Strategic Plan



2020 - 2021

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Foreword

The Park City Fire District (PCFD) strategic plan is a living document. Our initiatives guide our current organizational direction. PCFD Administration conducts formal reviews of initiatives listed in the strategic plan every two years and on an as-needed basis.

On November 7, 2019, PCFD chief officers met for a two-day strategic planning retreat. Nearly 200 years of collective experience guide our direction listed in this document.

Park City Fire Service District Mission Statement, Values, and Vision

Mission Statement

The mission of the Park City Fire Service District is to preserve the quality of life and make a positive difference by providing excellence in service, safeguarding life, the environment, and our economic base.

Values

“PCFSD CARES”: **P**-rofessionalism, **C**-ommunity Involvement, **F**-iscal Sustainability & Transparency, **S**-ervice level above customer expectations, **D**-edication, **C**-ompassion, **A**-ccountability, **R**-espect for employees and citizens, **E**-mpowerment, **S**-afety.

Core Values: Teamwork, Dedication, Professionalism, and Accountability.

Vision:

Committed to our core values, progressive thinking, and innovation, the Park City Fire Service District will be an exemplary leader in the fire service.

Park City Fire District 2020-2021 Strategic Plan

Strategic Initiative #1: Maintain Competent and Efficient Staffing.

Objective #1: Identify staffing metrics indicating current and future staffing needs.

- Goal #1: Complete call-volume analysis program for District stations.
- Goal #2: Use call volume data to direct future station and station staffing needs.
- Goal #3: Use call analysis to ensure proper placement of district personnel, specialties, and apparatus.

Objective #2: Maintain and improve performance through training programs.

- Goal #1: Develop Battalion Chief mentoring program.
- Goal #2: Continue to make improvements to Captain mentoring program.
- Goal #3: Maintain 100% TPT passing rate.
- Goal #4: Quarterly training with neighboring North and South Summit Fire Districts.
- Goal #5: Training Division to monitor call outcomes. Use analysis to guide future training.
- Goal #6: Complete post-incident analysis on all significant fire calls.
- Goal #7: Encourage/facilitate involvement in off-duty training events (i.e., bike races and running events).

Strategic Initiative #2: Enhance the Quality of Life of Internal and External Members.

Objective #1: Continued Community Outreach Improvement.

- Goal #1: Develop and implement a local school fire-prevention poster program.
- Goal #2: Take opportunities to recognize community members.
- Goal #3: Enhance newly formed Wildland Blue Ribbon Commission. FPB to guide Commission actions and direction.
- Goal #4: Improve social media outreach (i.e., Facebook, Instagram, Twitter, and others).
- Goal #5: Enhanced involvement in community non-profit programs.

Objective #2: Member recognition, off-duty programming, and other employee programs.

- Goal #1: Implement an employee spotlight program to improve recognition efforts.
- Goal #2: Increase efforts with PCFD Firefighter's Association to promote camaraderie (i.e., yearly Lagoon day, District new year party, annual leukemia PCFD stair climb, and others).
- Goal #3: Study potential for joint-effort workforce housing.

Objective #3: Continued monitoring and improvement of PCFD Mental Health Program.

- Goal #1: Ensure use of mental health SOG.
- Goal #2: Build relationship with EAP provider Blomquist-Hale.
- Goal #3: Continued training for PCFD Critical Stress Team.
- Goal #4: Cyclical mental health training for PCFD employees.

Strategic Initiative #3: Ensure District Fleet and Capital Facilities Sustainability.

Objective #1: Identify current and future fleet maintenance needs.

- Goal #1: Use of fleet maintenance software to assist in timing of District heavy and light fleet repair and replacement.
- Goal #2: Analyze feasibility and need to hire an ambulance fleet mechanic.

Objective #2: Continue to identify potential structure efficiencies and safety.

- Goal #1: Work with Summit County to reach 100% renewable energy goal.
- Goal #2: Logistics Division to ensure all buildings are as efficient as possible, (i.e., LED lighting, insulated efficiently, electronic thermostats, recycling programs, etc.).
- Goal #3: Completion of fire station seismic evaluations.

Objective #3: Design, construction, and maintenance of capital facilities.

- Goal #1: Complete design and construction of new Fire Station #34.
- Goal #2: Begin design work on future Fire Station #39.
- Goal #3: Use call/station analysis to time construction of future Fire Station #39.

Strategic Initiative #4: Ongoing Quality Assurance and Improvement.

Objective #1: Ensure quick/safe response.

- Goal #1: Use of dispatch software to track and report response times.
- Goal #2: Improve SOG's defining acceptable response times and percentages.
- Goal #3: Development of aerial class to be added to the PCFD engineer one class.
- Goal #4: Cyclical review of recruit class outline with emphasis on meeting both PCFD and Utah Fire and Rescue standards.
- Goal #5: Development of app-based Summit County medical protocols.
- Goal #6: Cyclical review and updating of Summit County EMS protocol.
- Goal #7: ADO/aerial class for state certification within first year of employment of new recruits
- Goal #8: Participate in heavy rescue quarterly training through valley Utah Task Force One, including training within PCFD by PCFD instructors.

Objective #2: Continued dispatch improvement.

- Goal #1: Ensure station dispatch hardware is functional and efficient.
- Goal #2: Ensure efficiency of MDT and dispatch methods.

Strategic Initiative #5: Efficient and Effective Use of PCFD Resources.

Objective #1: Effective PCFD financial planning.

- Goal #1: Continue to update, use and improve the ten-year financial planning spreadsheet.
- Goal #2: Implement Truth in Taxation planning for future tax increase.
- Goal #3: Completion of the financial procedures and information manual as part of succession planning.
- Goal #4: Implement inventory control programs.
- Goal #5: Update medical supply ordering using online system.

Strategic Initiative #6: Increase the Effectiveness of Life Safety Programs, Provide Training Opportunities for Park City Fire District Personnel, and Improve the Efficiency of Life Safety System and Building Inspections.

Objective #1: Work with community members to increase awareness of fire and life safety issues.

- Goal #1: Develop opportunities for school-aged children to display fire safety knowledge in a fun/rewarding format.
- Goal #2: Make school classroom visits that include a consistent message regarding fire safety to children in pre-kindergarten to 6th grade classes that will reach all children in the Park City Fire District every two years.
- Goal #3: Work with the Utah Home Fire Sprinkler Coalition to provide fire sprinkler demonstrations to increase the public awareness of the advantages of fire sprinkler systems.
- Goal #4: Work with local businesses to educate the public on procedures for fire alarm activation.
- Goal #5: Provide bi-weekly safety messages to the public through PCFD social media outlets.
- Goal #6: Identify all target hazards within the Park City Fire District and work with business owners/managers to develop emergency planning and evacuation procedures.

Objective #2: Decrease wildfire risk in the community through public education and involvement.

- Goal #1: Continue to provide leadership in the Wildland Blue Ribbon Committee.
- Goal #2: Continue to work with Summit County on the development of a home hardening/defensible space ordinance.
- Goal #3: Work with community leaders to create CWPPs for 100% of the communities within established wildland urban interface areas.
- Goal #4: Develop organized drone program with the purpose of an automated drone that will provide real-time fire reporting.

Strategic Initiative #7: Continued Innovation and Progressive Planning with County-Wide Emergency Medical Services.

Objective #1: Identify current and future challenges with State EMS Licensure.

- Goal #1: Identify financial impact of segmenting EMS licensure.
- Goal #2: Identify operational impact of licensure components.
- Goal #3: Develop an implementation timeline.
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Objective #2: Continued improvement of care, maintenance, and operational readiness of PCFD Fleet.

- Goal #1: Analyze operational and maintenance need of additional fleet mechanic.
- Goal #2: Continue to utilize fleet management software to improve maintenance efficiency and repair timeliness.
- Goal #3: Develop vehicle accident avoidance process.

Objective #3: Continued EMS training improvement.

- Goal #1: Monitor and enhance PCFD EMS knowledge skills and assessments criteria training that meets National Registry standards.
- Goal #2: Test PCFD and Summit County EMS personnel to PCFD ACLS standards.
- Goal #3: Test PCFD and Summit County EMS personnel to PCFD PALS standards.
- Goal #4: Test PCFD and Summit County EMS personnel to PCFD ITLS standards.
- Goal #5: Create two east-side EMS labs for Summit County EMS personnel.