

# KLAMATH COUNTY FIRE DISTRICT 1



# 2024 – 2025 STRATEGIC BUSINESS PLAN

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## **ABOUT THE DISTRICT**

Klamath County Fire District 1 (KCFD1) is an all hazard special district located in south-central Oregon, which provides structural and wildland fire protection, emergency advanced life support, ambulance transport, inter-facility ambulance transport, hazardous materials response and emergency rescue. Klamath County Fire District 1 provides Advanced Life Support (ALS) ambulance response and pre-hospital care. EMS response accounts for the bulk of work done by our responders.

KCFD1 serves a population of roughly 60,000 permanent residents within a 200 square mile Fire District boundary and a 490 square mile Ambulance Service Area. In the heart of our Fire District sits the City of Klamath Falls, which is the largest city in the County and is home to 51,000 residents living within a 20 square mile urban growth boundary. The remaining 9,000 residents are scattered throughout rural area.

KCFD1's response area consists of a diverse geography and climate. The basins elevation is 4,100 feet, and is surrounded by mountains, reaching 6,525 feet. The majority of this area is classified as either wildland or wildland urban interface.



KCFD1 provides automatic aid response to four agencies and maintains a current mutual aid agreement with 20 other emergency response agencies comprised of rural fire protection districts, ambulance service agencies and state and federal partners. These agreements effectively increase the response area, and population to the entire 6,136 square miles of Klamath County, and roughly 70,000 residents.

Our fire district is surrounded by outlying smaller communities with primarily all-volunteer responders. All of these rural fire protection agencies have very limited personnel and resources. Historically, cooperation and interaction between these agencies and KCFD1 has been critical to protecting the entire county.

All operational uniformed KCFD1 personnel are licensed EMTs or Paramedics. We staff three ALS ambulances responding from Station 1, Station 3, and Station 4. Each ambulance is staffed with a minimum of one Paramedic and one EMT. In addition all 4 front-line KCFD1 engines are equipped to provide ALS response.

## **KCFD1 employs 82 TOTAL PERSONNEL**

- 10 Administration
- 63 Fire & EMS Response
- 6 Apprentices (OSFM funded through December 2025)
- 2 Prevention
- 1 Training

The 63 Fire & EMS personnel along with the 6 Apprentices are assigned to three shifts working a 48/96 schedule, and respond from four stations that are staffed 24/7. The remaining personnel work a 40 hour schedule and are comprised of a Fire Chief, two Deputy Chiefs, Division Chief Fire Marshal, Civilian Fire Inspector, Division Chief of Training, Director of Administrative Services and six civilian support staff.

Our fire stations are strategically located throughout the community to provide for a timely response to emergencies. Crews respond to approximately 9,000 (+) calls per year, averaging 24 calls per day. Depending on the type of call, multiple apparatus may be dispatched to the same incident from different stations.



## **PURPOSE OF THE STRATEGIC BUSINESS PLAN**

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The purpose of the strategic business plan is to outline the department's direction over the next two years, as we strive to maintain services while continuing to advance and improve our organization. This plan is designed to achieve the goals we've set forth while aligning with the District's mission, vision, and values. The eight functional categories of the strategic business plan outline responsibilities and provide an overall direction for the District. This information along with other key documents (Standard of Cover, Needs Assessment and the District's Budget) outline our current capabilities, goals and they express how we intend to allocate funding for resources and personnel in order to effectively provide services that have a targeted and predictable outcome.

# Klamath County Fire District 1

## Mission

We at Klamath County Fire District 1, are devoted to safeguarding the lives and property of our community, visitors and neighbors by providing professional emergency services, with compassion, courtesy, integrity and fiscal responsibility.

## Vision

Deliver the best fire and emergency medical service possible with the funding provided, while creating and supporting a work environment that attracts and maintains excellence.

## Values

**Customer service** – we are committed to providing the community with the highest level of professional and courteous customer service. We demonstrate absolute respect for each other and members of the public. We maintain a level of operational readiness to assure a decisive and effective response to emergencies for maximum life safety and protection of the environment through incident stabilization.

**Integrity** – we are honest and fair in our dealings with our customers and each other. We are honorable and respectful to our profession. We expect each other to promote trustworthiness, openness, and sincerity.

**Teamwork** – we promote teamwork through respect and courtesy, while upholding professional standards. We are accountable to each other and to the customers we serve.

**Sense of family** - we are committed to promoting respect for one another, working together, and being caring, compassionate, and loyal to our families both at home and within the organization.

**Fiscal responsibility** – we take very seriously the stewardship of public funds. Therefore, we practice ethical and fiscally prudent spending in order to maintain operational readiness that fosters public trust.



## **BUSINESS PLAN CATEGORIES**

As stated below, the strategic business plan is split into eight functional categories. Each category begins with a narrative which is a general overview and vision for the functional category. The narrative is then followed by broadly stated responsibilities or goals and objectives.

The Districts Administrative Staff will maintain the Strategic Business Plan document. As we begin our budget process for the next 2 years, we will review this document and work towards accomplishing the identified goals and objectives.

- 1. GOVERNANCE AND ADMINISTRATION**
- 2. DEVELOPING PLANS AND ADDRESSING NEEDS**
- 3. FINANCIAL RESOURCES**
- 4. PROGRAMS**
- 5. PHYSICAL RESOURCES**
- 6. HUMAN RESOURCES**
- 7. ESSENTIAL RESOURCES**
- 8. EXTERNAL RELATIONSHIPS**

### **CATEGORY 1**

#### **GOVERNANCE AND ADMINISTRATION**

Klamath County Fire District 1 is governed by a five person, elected Board of Directors, all of which must live within the boundaries of the District. The Board is responsible to represent the citizens of Fire District 1 and to govern and set the policies that determine how Fire District 1 functions. The Board employs the Fire Chief, who is the CEO/CFO of the organization and is responsible to assist the Board in their duties and to implement the policies of the Board.

The Fire Chief reports directly to the Board, and has a diverse set of responsibilities. He assists the Board in policy development, implementation, and adherence, and is also responsible to ensure that the services provided not only meet the community's needs, but also follow legal, ethical and nationally recognized standards.



The Chief Officers of the District provide leadership throughout the organization while developing and implementing standard operating guidelines, management plans and personnel policy. The District's Administrative Staff exercises responsibility for the quality of service the District provides while continually evaluating, planning, budgeting, coordinating and implementing direction.

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## GOVERNING BODY, BOARD OF DIRECTORS

- **Responsibilities:** Provide input regarding organizational philosophies, direction and funding appropriation through the annual review and approval of the Policies, Standard of Cover, Strategic Business Plan and Budget.



Gloria Storey  
President



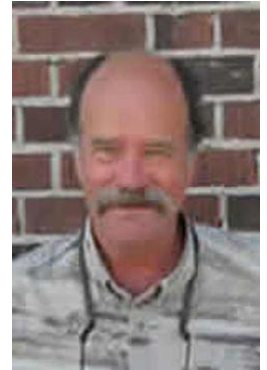
Mike Jones  
Vice President



Dennis Thomas  
Secretary-Treasurer



Ernie Palmer  
Director



Gene Rogers  
Director

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## ADMINISTRATION, CHIEF OFFICERS

- **Responsibilities:** Develop and implement plans while continually evaluating resource needs in order to efficiently and effectively provide the core services of our mission.
- **Goal:** Continuous improvement through investment in personnel, supervision, performance, risk assessment, Safety practices and leadership development.
- **Goal:** Deliver the best possible services to our customers.

### CATEGORY 2 DEVELOPING PLANS AND ADDRESSING NEEDS

Assessment and planning is a crucial part of developing and addressing district needs. It is used to not only identify the community's fire protection and other emergency service needs, it is critical as we put together strategies and outline objectives. Assessment and planning assists us in addressing service level objectives, standards of response coverage and ultimately, the quality of the districts programs. The overall purpose of using these processes is to establish long-range strategies for the operation of our response system.

A critical part of Klamath County Fire District 1's response efforts is to understand the risks that are present within our community, the needs the community presents and to correlate those risks to focused programs that mitigate and provide services to those risks.

Klamath County Fire District 1 has developed a Standard of Cover, Strategic Business Plan and Needs Assessment that will assist with budget development and advancing the District.

The purpose of integrating these planning tools is to institutionalize the drive to improve our services through a continuous process of self-evaluation. By continually looking forward, setting goals, measuring our progress and adjusting our path, we can put our mission and vision into action.

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## ISO Evaluation

- **Goal:** Complete the ISO evaluation, while at a minimum maintaining the current rating while working to improve the score based upon Training and Prevention efforts.

## Standard of Cover

- **Goal:** Identify and document the nature and magnitude of the current and future service and deployment demands within each response area of the District. Develop and maintain standard practices and procedures to appropriately guide District resource deployment to achieve response goals. (i.e. response area valuation, resource deployment capabilities, addressing critical response, community infrastructure, addressing risk).



## Resource Needs Assessment

- **Goal:** Identify and outline the current and future equipment, apparatus, station and personnel needs in order to continue to provide services while advancing the District. (i.e. ambulance replacement, engine replacement, station upgrades, ladder truck replacement and developing plans for additional personnel needed as service demands continue to increase).

## Community Risk Reduction Plans

- **Goal:** Identify and develop plans to address community hazards within the District. (i.e. wildfire prone areas within the District, business occupancies needing fire and life safety inspections, pre-fire plan items, public education).



Klamath County fire District 1’s financial condition is determined by our ability to fund services that have been identified as priorities. Our effectiveness in serving the community and our prognosis for long-range quality of service depends on our finances. It is recognized that the stability of revenue is fundamental in order to maintain the various programs to which Klamath County Fire District 1 has made a commitment.

The chief officers, professional staff and governing board share the responsibility for financial planning, management and stability of resources. Budget preparation is ultimately the responsibility of the Fire Chief, and Director of Administrative Services. Since the budget is the financial expression of the District’s programs and priorities, it is developed through the appropriate consultation with the Board of Directors, Budget Committee and internal divisions of the District. In approving the budget, the governing body and budget committee approve the acquisition and allocation of resources consistent with Klamath County Fire District 1 goals, strategies and priorities.

**Financial Planning**

- **Goal:** Provide appropriate funding for the District to effectively meet the demands of the community for traditionally provided services. These services include; response to fire, medical, rescue, and hazardous materials emergencies and providing fire and life safety prevention and public education services. In order to accomplish this, the District must maintain programs and funding to support adequate staffing, facilities, apparatus and equipment.
- **Goal:** Continue to sustain Emergency Medical Services (EMS) that meets the demand for emergent and non-emergent Advanced Life Support (ALS) and Basic Life Support (BLS) transport of sick and injured patients. This service includes the capacity to meet the demand for Inter-Facility Transport (IFT) from Sky Lakes Medical Center to other care facilities, most typically in the Bend and Medford areas.
- **Goal:** As the complexity of providing emergency services to the community continues to increase, we must better prepare our personnel to meet those challenges through increased training and education. A continued commitment to training and education opportunities for our personnel will ensure that the District meets the complex issues related to emergency response, health, safety and the succession for our personnel.
- **Goal:** As the costs of equipment and fire apparatus continue to increase, it’s critical for the District to set aside funding and plan for future expenditures. In order to prepare for these expenditures it is crucial the District continues to evaluate the condition of our equipment and apparatus and save for the future.
- **Goal:** Continue to improve the District’s financial position to meet the Board of Director’s financial policies and goals of: a). Creating and maintaining an Unappropriated Ending Fund Balance that eliminates the practice of borrowing and sufficiently funds annual operations between July 1 and October 31st. b). Strive to create and maintain an annual operating contingency equal to 6% of the general fund revenue. C). Reduce existing debt and meet debt service obligations. D). Fund budgeted capital expenditures and projects.

**District Revenue:**

The two major revenue sources for the District are derived from property taxes and fees collected from providing ambulance transport services.

The programs of Klamath County Fire District 1 are the services and activities the District provides. Everything we do at Klamath County Fire District 1 is done to support these service programs.

**SERVICES AND PROGRAMS PROVIDED BY THE DISTRICT:**

**FIRE SUPPRESSION**

Structure Fire Response  
Wildland & Wildland Urban Interface  
Motor Vehicle

**TRANSPORTATION RESPONSE**

Vehicle Extrication  
Highway/Rail  
Airport Support

**EMERGENCY MEDICAL SERVICES**

Advanced Life Support  
Emergency Medical Transport  
Inter-Facility Transport  
Non-emergency Lift Assist  
Non-emergency Standby  
Public Education

**FIRE PREVENTION**

New Construction Plans Review  
Code Enforcement  
Fire & Life Safety Inspections  
Fire Investigation  
Community Risk Reduction

**EMERGENCY MANAGEMENT**

Blue Card Incident Command  
Task Force/Strike Team Leaders

**TECHNICAL RESCUE**

High Angle Rescue  
Swift Water Rescue  
Surface Water Rescue  
Mass Casualty Incident Support

**COMMUNITY ENGAGEMENT**

Social Media and Messaging  
Public Relations Team  
Community Outreach  
Car Seat Instruction

**HAZARDOUS MATERIALS**

Operations (defensive) Level  
Scene Isolation  
Product Identification/Retention



## **FIRE PREVENTION PROGRAM**

Klamath County Fire District 1 strives to operate an adequate, effective and efficient Fire Prevention Programs directed towards identifying hazards and associated risks in the community. By identifying risks we will conduct fire and life safety inspections, assist with education and fire mitigation efforts within the community.

A Fire Prevention/Community Risk Reduction Program is adequate when:

- A District wide risk assessment is completed and regularly evaluated.
- Pre-incident plans are in place for identified fire related risks.
- Educational programs are in place and directed towards reducing specific identified risks within the community.

The Fire Prevention Division will maintain and improve its effectiveness by conducting plan reviews for proposed new construction and completing fire and life safety inspections.

The Fire Prevention Division will improve its efficiency by maintaining and improving its internal and external partnerships.

- Internal relationships with each Division within the District.
- External relationships with community stake holders, local and State agencies.
- **Goal:** Develop a community risk reduction program that effectively identify's community risks as identified within the District's Standard of Cover, through hazard risk analysis and code compliance inspections.
- **Goal:** Actively engage in fire mitigation programs within the District. (Running Y, Ridge Water, Lynnwood, Sunset Beach, Pine Grove, Old Fort Road and other identified areas).
- **Goal:** Work with Operations to streamline and institutionalize the pre-planning process.

## **PUBLIC EDUCATION PROGRAM**

The public education program is in place and directed toward reducing specific risks in a manner consistent with associated hazards in the community.

Educational programs are designed to prevent and mitigate emergencies by increasing knowledge and awareness. Services provided range from basic fire and life safety displays and programs, car-seat clinics and classes and general public safety presentations. Additional educational programs should be based on specific hazards occurring within our community or new opportunities for the prevention and mitigation of future emergency deaths and injuries.

- **Goal:** Maintain a public education and information program directed toward reducing specific risks that community members can use to protect themselves, their homes and their properties. Publish messaging that relates to the public we serve.
- **Goal:** Develop a relationship with the community that encourages them to seek public safety information from the District's Administration, Fire Marshal and Fire Inspector.
- **Goal:** Conduct a minimum of 2 car-seat clinics and classes each year.
- **Goal:** Conduct a minimum of 500 Fire Inspections within the community each year.
- **Goal:** Continue to examine and maintain fire system inspections through the District's chosen service provider. (i.e. Compliance Engine and or other recognized programs).
- **Goal:** Conduct a minimum of 4 fire extinguisher trainings and classes each year.
- **Goal:** Continue to work with the Fire Prevention Cooperative as they provide educational programs within the local schools.





## **FIRE INVESTIGATION, ORIGIN AND CAUSE PROGRAM**

Klamath County Fire District 1 operates an effective and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions and other emergency situations that endanger life or property. Fire investigators are to determine origin and cause of each fire and explosion within the District involving loss of life and or injury to persons or by which property has been destroyed or damaged. It is the intent of this program to determine if the fire or explosion is a result of carelessness or by design.

The fire investigation program will maintain its effectiveness by continually performing quality assurance on the investigatory process and data entered related to all emergencies. Investigations that involve high value loss, suspicious circumstances or are complicated or prolonged will be handled by drawing on our external relationships with local, regional, State and Federal fire and law enforcement partners.

- **Goal:** Operate an adequate and effective fire investigation program directed toward origin and cause investigation and subsequent classification of fires and other emergency situations that endanger life and or property.
- **Goal:** Support Shift Investigators through regular communications and twice a year trainings.
- **Goal:** Recruit and maintain a minimum of (3) Shift Investigators on each shift.



## **FIRE SUPPRESSION PROGRAM**

Klamath County Fire District 1 operates an effective efficient and safe program directed toward providing response to all fire related emergencies within the District. Klamath County Fire District 1 will maintain and improve its effectiveness by continually performing quality assurance and performance analysis.

The fire program will maintain and improve safety by complying with state and federal safety rules and industry standard training. These safety rules and trainings will be applied to the number of personnel the District can provide to the emergency and through its risk management statement.

For structural firefighting, entrance into an IDLH (Immediately Dangerous to Life or Health) environment will only happen after providing 2-in and 2-out minimums prior to entry. Klamath County Fire District 1 personnel are trained and equipped to perform the above. Depending on circumstances, the necessary amount of staff cannot be guaranteed to perform entry into IDLH environments at all times.

Klamath County Fire District 1 will enter an IDLH atmosphere immediately with the appropriate protective equipment to perform rescue of a known savable human life.

For wildland fire emergencies Klamath County Fire District 1 will first provide for life safety and structural asset protection prior to suppressing the fire to the smallest area possible.

- **Goal:** Operate an appropriate, effective, efficient and safe fire suppression program.
- **Goal:** Respond to incidents while providing quality incident management techniques that assist in reducing the impact of fire.
- **Goal:** Maintain appropriate and consistent staffing levels in order to safely mitigate emergency situations.



## **EMERGENCY MEDICAL SERVICES PROGRAM**

Klamath County Fire District 1 operates an effective, efficient and safe program. We respond to emergency situations in an Advanced Life Support system.

The EMS program will maintain and improve its effectiveness by continually performing quality assurance with thorough and accurate incident documentation and performance analysis. The EMS program will improve its efficiency by maintaining and improving its internal and external partnerships.

The EMS program will maintain and improve safety by complying with state and federal safety rules and industry standard training. These safety rules and trainings will be applied to the number of personnel the District can provide to the emergency and through its risk management process.

- **Goal:** Operate an appropriate, effective, efficient and safe EMS Program which provides exceptional service.
- **Goal:** Address the need for and possibly increase the number of District resources in order to take care of inter-facility transfers. (i.e. additional personnel, additional ambulances).
- **Goal:** Go to paperless reporting and streamline our records system for better controls.





## **RESCUE PROGRAM**

The District operates an effective, efficient and safe program directed toward rescuing trapped or endangered persons from motor vehicle crashes, surface water incidents, ice rescue and industrial accident response.

For incidents involving rescuing trapped or endangered persons from motor vehicle crashes, surface water incidents, ice rescue, industrial accidents and electrical hazard identification and isolation, the rescue program will maintain and improve its effectiveness by continually performing quality assurance and performance analysis. Effectiveness in these rescue specialties require maintaining and improving training and equipment required to perform in these types of incidents. Rescues involving skills or equipment not available at the time of the event will be handled by drawing on our external relationships with regional, State and Federal partners.

The rescue program will maintain and improve safety by complying with state and federal safety rules and industry standard training. These safety rules and training will be applied to the number of personnel the District can provide to the emergency and through its risk management statement.

- **Goal:** Continue to develop and advance our District's effectiveness while responding to technical rescue situations. Increase our ability to provide services as the needs increase.

## **HAZARDOUS MATERIALS PROGRAM**

The District operates an effective, efficient and safe HAZMAT operations level program directed toward protecting the community from the hazards associated with uncontrolled releases of hazardous and toxic materials by setting a HAZARD zone perimeter and isolating the release until higher trained agencies can arrive and stop the release.

For incidents involving Hazardous Materials the HAZMAT program will maintain its effectiveness by continually performing quality assurance and performance analysis. Effectiveness in HAZMAT incidents are directly tied to our external relationships with Regional Hazardous Response Teams.

The HAZMAT program will maintain and improve safety by complying with state and federal safety rules and industry standard training to the operations level. These safety rules and trainings will be applied to the number of personnel the District can provide to the emergency and through risk management.

- **Goal:** Continue to develop and maintain our hazard mitigation and response knowledge while maintaining effective, efficient and safe capabilities.

## TRAINING AND COMPETENCY

Klamath County Fire District 1's training and educational program expresses the philosophy of the organization and is central to its mission. Improving and maintaining curriculum and technology that supports teaching as well as the facilities to learn and maintain core service skills is imperative to providing quality emergency services.

Central to the success of the District's training and educational process is a training organizational structure, strategy and a technically proficient support staff. Staff tasked with training should provide services that encourage and stimulate competence, innovation and a continual learning cycle. Training and certifications once acquired must be maintained. It is imperative that resources and facilities are available for the maintenance of the skills needed to perform the core services provided by Klamath County Fire District 1. For training where Klamath County Fire District 1 does not possess the facilities or resources to provide identified core service trainings, it is imperative to maintain the ability to send members to outside training to accomplish the target core services.

- **Goal:** Establish and maintain an annual training program that meets the District's needs for providing its identified core services, while complying with DPSST and other recognized standards.
- **Goal:** Continue to provide up to date training opportunities for our EMS providers. Trainings that meet recognized standards and support a highly qualified workforce.
- **Goal:** Provide access and guidance to educational and development programs which can increase advancement potential for member's education, professional development and district succession planning. (i.e. we will continue to invest in culture and leadership development as well as the core fire, rescue and EMS related trainings).

## CATEGORY 5

### PHYSICAL RESOURCES

Physical resources are the Fire District's fire stations, property assets, fire and EMS equipment, apparatus, and other capital expenditures. Special attention is required in order to obtain and maintain appropriate quality physical resources that allow the District to provide its core services to the community.

- **Goal:** Develop a comprehensive facilities plan that evaluates space and functionality needs for ongoing maintenance, future construction, remodel and maintenance projects with estimated project year and expense. (i.e. short and long-term plans for Station 2 including; station remodel/addition, possibly relocate the station in order to support residents on the east end of the District).
- **Goal:** Develop plans for Station 5 that incorporate a better presence from the District at the station. Continue to provide support and services to the local residents within the stations vicinity.



- **Goal:** Develop and maintain a facilities risk assessment plan that addresses the need to maintain continuity of services should damage occur to any district facilities. (i.e. generator maintenance items, extractor needs, etc.)
- **Goal:** Develop a comprehensive apparatus and equipment plan that evaluates ongoing maintenance and future needs of fire and EMS with estimated project year and expense. (i.e. replacement plans and future additional equipment/apparatus plans).
- **Goal:** Complete, implement and continue to analyze the District's controlled substance access policy and program.
- **Goal:** Place new apparatus into use (i.e. BC vehicle, 2 new ambulances, Type 3, and additional support vehicles as needed).
- **Goal:** Continue to evaluate, develop and implement District practices that are OSHA compliant. (i.e. facility folders and District documents that take care of workplace safety items, that are easy to access/use and maintain.)



## CATEGORY 6

## HUMAN RESOURCES

At the heart of Klamath County Fire District 1 is our people. It is a priority of the Fire Board and District to maintain and improve the health, safety and well-being of the members of the District. This category is to highlight the importance of the Human Resources Program and to ensure that these services are communicated, performed and maintained.

### ADMINISTRATION

- **Goal:** Evaluate the District's Human Resource Program and make sure it is adequately performing all functions necessary for the District.



- **Goal:** Operate a Peer Support Team along with mental and behavioral health program that supports a healthy workforce.
- **Goal:** Provide top notch NFPA 1582 Compliant Physicals on an annual basis for all responders.
- **Goal:** Maintain an effective occupational health and safety program that complies with OSHA rules and the SDAO's expectations. Ensure that the work of the District's Loss Prevention is effectively documented and communicated.

### RECRUITMENT, SELECTION, RETENTION AND PROMOTION

- **Goal:** Maintain a system to attract, select, retain and promote qualified personnel in accordance with applicable local policy as well as State and Federal requirements.
- **Goal:** Develop and maintain an Employee retention program.

### PERSONNEL POLICIES, PROCEDURES AND COLLECTIVE BARGAINING AGREEMENT

- **Goal:** Annually review and update employee policies and procedures to ensure they are current, communicated and enforced fairly.

### USE OF HUMAN RESOURCES

- **Goal:** Develop leadership and management skills to proactively recognize human resource processes.
- **Goal:** Enhance our On-Boarding Process. The introduction to Klamath County Fire District 1 is an important first step in retaining qualified personnel. This initiative is focused on enhancing our recruitment web page with online capabilities to apply for KCFD1 Careers, providing an in-depth new hire orientation process, delivery of a comprehensive personnel manual, and exceptional EMS and fire academy.
- **Goal:** Maintain a health and wellness/fitness program that maintains and improves employee health and wellbeing.



## CATEGORY 7

## ESSENTIAL RESOURCES

Essential resources are services or functions required for the District's programs to be successful. They should be given the same value of importance as a core service programs. Without these essential resources Klamath County Fire District 1 could not provide its outlined core service.

### WATER SUPPLIES

- **Goal:** Develop and maintain plans for each response area of the District to ensure the availability of adequate volumes of water in accordance with nationally recognized standards are present.

## EMERGENCY COMMUNICATION SYSTEMS

- **Goal:** Engage with Klamath County 911 as they work to provide adequate dispatch services. Work in partnership with 911 as they advance systems, fixed towers and the overall dispatch service. (i.e. KIRG and the new computer aided dispatch (CAD) implementation).

## DEPARTMENTS INFORMATION TECHNOLOGY

- **Goal:** Evaluate and plan for I/T needs and upgrades. Keep up with technology advances that provide the best services for the District.

## ADMINISTRATIVE AND SUPPORT FUNCTIONS

- **Goal:** Ensure administrative staff and support services have adequate equipment, programs and staff to efficiently and effectively conduct and manage the District's business functions.

## CATEGORY 8

## RELATIONSHIPS

The District's external relationships serve to integrate and enhance the services that are provided to the community. These relationships have a significant impact on our ability to provide the quality of services expected in a cost effective manner. The District's external relationships are directed towards building and maintaining strong partnerships. The use of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, kept current, continuously monitored and updated. The value of personally interacting with the public, partner agencies and governments requires focused efforts.

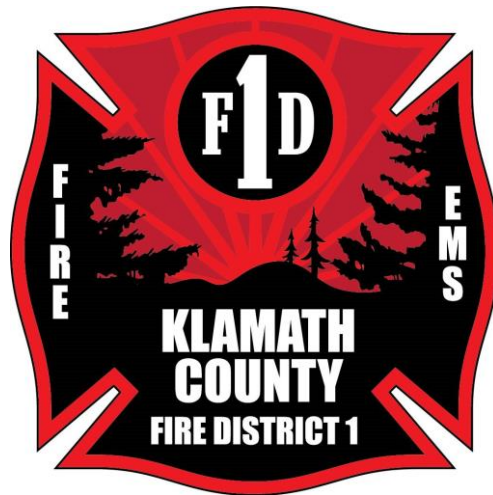
- **Goal:** Continue to maintain and improve local, regional and State level government and partner organization relationships, while exploring new relationship opportunities that may influence and improve the District's mission, operations and cost effectiveness. (i.e. continue to work with City Management, Administration and County Government on local committees and processes. Continue to support and work with State agencies).
- **Goal:** Review/update all aid documents to ensure they are consistent with core services and response goals.





# BUSINESS PLAN IMPLEMENTATION

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**The Strategic Business Plan** is only useful as long as it achieves the desired results. The only way to know if those results are being achieved is through periodic examination and performance measurements.

To accomplish the identified Goals and Objectives outlined within the plan, we will need to follow up. Because our organization is moving at a fast pace, our leadership team will meet quarterly starting in March of 2024 to ensure we are staying the course as outlined within this plan, and to address any issues that may impact our ability to achieve the Goals and Objectives. At each of these quarterly meetings, each of the Chief Officers will present a progress report regarding the status of the associated objectives.

Each year the District produces an Annual Report that summarizes the District's accomplishments. The Strategic Business Plan should be used as we address items listed within the plan and accomplish the mission.

The information below outlines the Business Plan meeting schedule over the course of the next two years:

- March 2024
- June 2024
- September 2024
- December 2024
- March 2025
- June 2025
- September 2025
- December 2025
- March 2026

**Klamath County  
Fire District 1**

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**Serving the Klamath Falls  
Community**

