

# The Target



# ISLAND COUNTY FIRE DISTRICT # 3

## STRATEGIC PLAN

Approved February 8, 2007

### Executive Summary

At the Chelan Fire Commissioners conference in June of 2005 the Fire Chief and the Board of Fire Commissioners discussed the importance of developing a strategic plan that would establish the roadmap into the future. The Fire Chief was asked to prepare a document that would set the development of the plan into motion.

The Fire Chief drafted a list of the planning needs and at the regular meeting in September of 2005 the board requested a format from the Chief that would facilitate the process. At the regular meeting in November of 2005 the board authorized the Chief to move forward with the format and reserve facilities where the first three meetings would be held.

The first strategic planning meeting was held on January 21, 2006 at the Saratoga Inn conference room. In attendance were Board Chair Mike Helland, Commissioner Bobby Elliot, Commissioner Dennis Webster and Chief Dan Stout. At this first meeting the goal of the strategic plan was discussed, the mission statement, values and vision statement were decided upon, a SWOT analysis was conducted and the development of the organizational goals was started.

The second meeting was held on February 25, 2006 at the Saratoga Inn conference room. In attendance were the Board Chair Mike Helland, Commissioner Bobby Elliot, Commissioner Dennis Webster and Chief Dan Stout. At this second meeting the vision statement was revisited and the group went to work attaching the objectives to the goals that were developed at the first meeting. The discussions centered on the objectives that were needed to accomplish the goals.

The third strategic planning meeting was held on March 18, 2006 at the Saratoga Inn conference room. In attendance were the Board Chair Mike Helland, Commissioner Bobby Elliot, Chief Dan Stout, Administrative Assistants Paula Schuler and Vicki Lange, Assistant Chief Paul Busch and Deputy Chiefs Mike Cotton and Jon Beck. With this expanded group the reasons for the strategic plan were discussed, the vision, values, and mission statement were revisited and revised from the first two meetings. A SWOT analysis was conducted with active input from all present. In the afternoon the group brainstormed the goals and later attached objectives to the goals.

The fourth meeting was conducted on May 20, 2006 at the Beach Fire Grill banquet room. In attendance were the station Captains which included Frank Mestemacher, Kenon Simmons, Tom Peterson, James Enslow, Jim Towers and Forrest Hughes . Also

in attendance was Battalion Chief Les Hagstrom and the District Medical Captain, Connie Shields. The Board of Fire Commissioners was represented by Board Chair Mike Helland and Commissioners Dennis Webster and Bobby Elliot. Chief Dan Stout facilitated the meeting. The District Senior Officers participated in a discussion as to why we were doing a strategic plan, the mission statement was refined and vision statements and District values were discussed. A SWOT analysis was conducted and the goals and objectives for future planning were discussed.

### **Goal of the Strategic Plan**

The first meeting started with a discussion about why we were doing the plan or what purpose does the plan serve. At the third meeting the goal of the plan was again discussed and expanded. At the fourth meeting reasons were once again discussed. Reasons were listed as follows:

- ❖ Unify the organization
  - ◆ To develop a road map into the future.
  - ◆ To develop a level of service statement.
  - ◆ As a guidance document for current and future managers.
  - ◆ Identify future needed facilities that will provide needed services.
  - ◆ Identify future apparatus needs.
  - ◆ Provide an understanding to the membership the future direction of the District.
  - ◆ To identify funding needs
  - ◆ A tool to anticipate future changes.
  - ◆ Create future excellence.
  - ◆ To establish priorities.
  - ◆ To develop efficiency in a pro active way.
  - ◆ To eliminate economic waste.
  - ◆ To facilitate the political process.
  - ◆ Unify the organization.

### **Mission Statement**

A Mission Statement describes the purpose of an organization, enunciates the reason for the Districts existence and is the foundation for strategic planning.

The current Mission Statement was discussed in depth and it was determined that the current statement does not really reflect our mission in a straightforward manner. The membership is unfamiliar with the statement and it currently serves no purpose. The planning groups then discussed a new mission statement with the desire to have it reflect that we wanted to provide the highest level of service with the funding provided. Clearly stated and intentionally simplistic it was felt that the following mission statement describes the organizations general purpose.

***“To protect and prepare the South Whidbey community through service and education”***

To further expand on key words the following describes what is intended.

***Service***

- ◆ We are dedicated to serving and protecting our customer with the highest levels of customer service with the funding provided.
- ◆ We are dedicated to serving and protecting each other and will do what it takes to enhance the team.

***Education***

- ◆ We will educate our customers regarding the services we provide at every opportunity. District will also continue to provide fire safety education to our community’s children and adults.
- ◆ We will educate and strengthen each other through mentoring, a learning attitude and a strong training program that provides not only essential training but outside training opportunities as well.

**Vision Statement**

A vision statement is an image of the mission accomplished or the ideal future state.

Building on the above mission statement the planning group was asked to identify a vision statement that would establish targets of excellence for the future. The following statements were identified as a vision statement that expressed the planning groups feeling.

***“We will continue to adapt to the changing horizon”***

***“We will provide a full service Fire District that will be marketed by effective public relations, contact with District members and media”***

***“There will be increased call volumes and responsibilities with higher expectations from the public”***

***“A higher level of funding will be required”***

***“ALS transport units staffed by South Whidbey Fire paramedics”***

***“Major technical improvements”***

***“Volunteers will always be needed”***

## **Values**

Values are beliefs or judgments about what is worthy, important or desirable that are reflected in individual and organizational behavior. Values form the foundation for the organizational culture.

Recognizing that the District has a collective set of personalities and the values of its members enhance the organization the planning group declared a set of values that included such statements as:

- ◆ We value the ability to serve the community and each other.
- ◆ We value safety in all aspects of what we do.
- ◆ We value honesty and integrity.
- ◆ We value community involvement.
- ◆ We value every volunteer.
- ◆ We value enthusiastic quality leadership and followership.
- ◆ We value professionalism
- ◆ We value two way communications.
- ◆ We value competency.
- ◆ We value pride in ownership.
- ◆ We value camaraderie and high morale.

## **Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)**

The SWOT Analysis required the planning group to look candidly at the District strengths and weaknesses and to identify opportunities and threats facing the District.

The organizational “**STRENGTHS**” included:

- ◆ A diverse Board of Fire Commissioners.
- ◆ Diverse membership.
- ◆ Dedicated personnel.
- ◆ A well equipped District.
- ◆ Strong sense of community.
- ◆ Strong leadership in the Training-EMS-Fire and Rescue areas.
- ◆ Strong Administrative staff.
- ◆ A very supportive community.
- ◆ A well informed public.
- ◆ A cost effective service
- ◆ A strong ongoing commitment to training

Areas identified as “**WEAKNESSES**” or needing enhancement included:

- ◆ Communications (i.e. public/internal/I-COM).
- ◆ Funding issues. Limitations in ability to collect what is required to keep up.
- ◆ Fire prevention/code enforcement/fire investigations and plan checking.
- ◆ Facility limitations.
- ◆ Hospital administration of EMS services.
- ◆ Equipment maintenance.
- ◆ Volunteer availability.
- ◆ Unified leadership.
- ◆ Promotional Process.
- ◆ Rumor Mongering.
- ◆ Resistance to change.
- ◆ Lack of Marketing the District.
- ◆ Lack of volunteer participation.
- ◆ Daytime response.
- ◆ Communication Skills.
- ◆ A public with a laissez – faire attitude.

Many “**OPPORTUNITIES**” exist for the District, including:

- ◆ Provide an in-depth evaluation of EMS services (ALS/BLS).
- ◆ Participate in plan checking for new development.
- ◆ Strategic Planning
- ◆ Inform the public. Market the District.
- ◆ Correct weaknesses
- ◆ Future legislation
- ◆ Media relationships
- ◆ Growing community support and recognition.
- ◆ Solicit input from the community.
- ◆ Opportunities for legislative input.
- ◆ Maintain fiscal policies.
- ◆ Possible funding.

Fundamental to success of any strategic plan is the understanding that “**THREATS**” are not completely and/or directly controlled by the organization. Current and future threats to the District include:

- ◆ Increased demands and responsibilities with declining funding sources.
- ◆ Call volume – EMS impacts
- ◆ Radical growth and changing demographics
- ◆ Volunteer recruitment and retention
- ◆ Near future retirements
- ◆ Future legislation and initiatives.
- ◆ Whidbey General Hospital – Lack of funding and their expectations at incidents
- ◆ Inability to enforce fire codes.
- ◆ Exclusive language of who we are (Fire vs. EMS etc.). Public perception.
- ◆ Government mandated change without the funding needed to implement the change.
- ◆ Lack of planning for natural disasters and terrorism.
- ◆ Internal discord.
- ◆ Changing technology.

## **Goals, Objectives, Performance Measures and Targets**

Armed with the mission, vision, values and SWOT analysis the planning group focused on realistic strategic goals and objectives designed to guide the Fire District into the future. The following organizational goals were identified:

**Goal # 1** – Provide facilities, apparatus, and equipment necessary to meet current and future District needs.

**Goal # 2** – Deliver effective and efficient services to the community

**Goal # 3** – Provide the staffing necessary to meet the needs of the organization and community.

**Goal # 4** – Maintain close and effective communications with the public.

**Goal # 5** –Manage the financial resources collected to meet current and future service levels and organizational needs.

**Goal # 6** – Provide management services, programs, and oversight that ensures the organization is responsible to the needs of its members and the community it serves.

**Goal # 7** – Provide an ongoing comprehensive training program that prepares the membership to maintain a state of readiness and to perform the functions and tasks necessary to be successful as an organization and as individuals.

**Goal # 8** – Develop a safe community through pro-active fire prevention, public safety education and hazard mitigation.



**Goal # 1 – Provide facilities, apparatus, and equipment necessary to meet current and future District needs.**

**Objective 1A – Establish a comprehensive facility program that addresses an administration facility, a training facility and fire stations.**

**Timelines: 3/1/07 – 3/1/08**

**Responsible party: Fire Chief/Resources Chief**

**Critical tasks**

- ◆ Identify and prioritize facilities needed in the future
- ◆ Obtain appropriate property
- ◆ Establish funding source
- ◆ Obtain services of architect and necessary professionals
- ◆ Develop conceptual renderings of facilities
- ◆ Obtain required land use and construction permits
- ◆ Obtain services of General Contractors required
- ◆ Manage projects to completion

**Objective 1B – Establish a comprehensive apparatus needs assessment and replacement schedule.**

**Timelines: 3/1/07 – 1/1/08**

**Responsible party: Fire Chief/Resources Chief**

**Critical Tasks**

- ◆ Develop an inventory list of current apparatus
- ◆ Develop an apparatus replacement schedule
- ◆ Recommend to the commissioners appropriate replacements/purchases
- ◆ Research and identify funding options

**Objective 1C – Enhance current radio and communications capabilities.**

**Timelines: 3/1/07 – 7/1/08**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Provide an in-depth communications needs assessment that addresses using state of the art technology.
- ◆ Consider using a recognized communications consultant.
- ◆ Provide a report to the Fire Commissioners that makes recommendations.
- ◆ Research and identify funding options to fulfill the recommendations of the report.

**Objective 1D – Establish an updating and replacement plan for District Self Contained Breathing Apparatus.**

**Timelines: 3/1/07 -1/1/08**

**Responsible Party: Resources Chief/Fire Chief**

**Critical Tasks:**

- ◆ Develop accurate inventory
- ◆ Develop recommendations for upgrading or replacement
- ◆ Determine most applicable SCBA
- ◆ Research and Identify funding options

**Objective 1E – Develop a plan for new and replacement equipment needed to accomplish District mission.**

**Timelines: 3/1/08 – 9/1/08**

**Responsible Party Fire Chief, Special Services Chief, Resources Chief and Operations Chief**

**Critical Tasks:**

- ◆ Develop a needs list for equipment to be upgraded or replaced over the next five years
- ◆ Research and determine the best products for the District
- ◆ Develop methodology to get input from line personnel
- ◆ Research and identify funding options

## **Goal # 2 – Deliver effective and efficient services to the community.**

### **Objective 2A – Review and study EMS delivery system**

**Timelines:** 3/1/07 -1/1/08

**Responsible Party:** EMSO/Special Services Chief/Fire Chief

#### **Critical Tasks:**

- ◆ Describe and evaluate current delivery system.
- ◆ Consider retaining a consultant to provide a study which evaluates the current delivery system and identifies areas for improvement.
- ◆ Develop a report that provides information to the Fire Commissioners in order to plan for a fire based EMS system if it is determined to be the best option for the citizens.
- ◆ Develop a report for the Fire Commissioners that recommends EMS standards of coverage, staffing and deployment.
- ◆ Determine how to inform the public to determine their desire to become a fire based EMS system or continue as a hospital based system.
- ◆ Research and identify funding options.

### **Objective 2B – Explore options to improve response times.**

**Timelines:** 1/1/08 – 1/1/09

**Responsible Party:** Fire Chief/Special Services Chief

#### **Critical Tasks:**

- ◆ Conduct a response time analysis that includes call process time, dispatch time, turnout time and travel time.
- ◆ Review run cards and dispatch procedures and modify as needed
- ◆ Identify and implement procedures to shorten turnout time
- ◆ Modify firefighter behavior to reduce turnout time
- ◆ Identify stations locations and staffing options that will achieve response time performance objectives

**Objective 2C – Define the level of services to be provided by the District**

**Timelines: 1/1/08 -1/1/10**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Provide information and education on the current strategic plan to the Board of Fire Commissioners.
- ◆ Provide a report on current resources
- ◆ Provide a report that addresses current capabilities and weaknesses
- ◆ Review future growth trends
- ◆ Propose a level of service target and/or a deployment strategy to the Board of Fire Commissioners
- ◆ Evaluate and implement the best methodology to inform the public.
- ◆ Research and identify funding options

**Objective 2D – Develop an internal disaster plan that addresses the actions of the District during an earthquake, weather related event or act of terrorism.**

**Timelines: 3/1/07 – 1/1/08**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Asses risk
- ◆ Asses resources available
- ◆ Develop EOC
- ◆ Develop assignments and tasks.

**Goal # 3 – Provide the staffing needed to meet the needs of the organization and community.**

**Objective 3A – Evaluate current needs and develop a long range staffing plan to ensure delivery of quality services.**

**Timelines: 3/1/07 – 9/1/08**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Provide recommendations for new full time staff positions
- ◆ Review workload and provide projections
- ◆ Review and make recommendations regarding District volunteer recruitment and retention
- ◆ Provide a report to the Board of Fire Commissioners regarding the status of the current staffing and volunteer program and make recommendations for future needs.
- ◆ Research and identify funding options

**Objective 3B – Provide the personnel to fulfill the requirements of the Mission Statement.**

**Timelines: 7/1/07 -1/1/08**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Provide recommendations for full time administrative staff positions and maintenance assistance.
  - EMSO (Emergency Medical Services Officer)
  - Maintenance employees
  - Certified Mechanic
  - Fire Prevention Officer
  - Information Technology Officer
- ◆ Develop job descriptions
- ◆ Determine need for recruitment process and develop as necessary.

## **Goal # 4 – Maintain close and effective communications with the public.**

**Objective 4A – Improve the level and quality of communication and involvement with the public.**

**Timelines: 3/1/07 – 12/31/10**

**Responsible Party: Fire Chief**

### **Critical Tasks:**

- ◆ Increase the amount of information provided the news media about the District
- ◆ Develop a “Marketing Plan”.
- ◆ Market the District using recognized marketing techniques
- ◆ Research the need to hire a professional marketing consultant.
- ◆ Continue and support the District public education program
- ◆ Appoint a District public information officer with designated alternates
- ◆ Speak to the public and community organizations as often as possible

**Objective 4B – Establish a citizens advisory committee to provide community input to the Board of Fire Commissioners.**

**Timelines: 3/1/08 – 9/1/08**

**Responsible Party: Fire Chief**

### **Critical Tasks:**

- ◆ Recruit membership
- ◆ Identify their role (Advisory to the board of Fire Commissioners).
- ◆ Create an orientation and team building program for citizen committee members
- ◆ Educate committee members on District revenue and budgeting system.
- ◆ Educate committee members as to what District services are provided and the commitment of District volunteers.
- ◆ Familiarize committee members on fire behavior, EMS issues and applicable tasks performed by the volunteer force.
- ◆ Provide hands on experiences if necessary.

**Goal #5 – Manage the financial resources needed to meet current and future service levels and organizational needs.**

**Objective 5A – Analyze and identify District funding needs.**

**Timelines: 3/1/08 –9/1/08**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Review goals and objectives and develop a fiscal plan to support the priorities of the strategic planning process.
- ◆ Identify public expectations, concerns and needs.
- ◆ Prepare a report to the Fire Commissioners that evaluates current funding mechanisms and possible future funding mechanisms.
- ◆ Determine the need and timing for a Bond, Maintenance and Operations levy or Levy Lid lift if necessary.
- ◆ Consider the ability to obtain grant funding.
- ◆ Review current policy that determines the use of reserve funding and update as necessary.
- ◆ Develop a funding implementation plan.



**Goal #6 – Provide management services, programs, and oversight that ensures the organization is responsible to the needs of its members and the community it serves.**

**Objective 6A – Approve, maintain and update the strategic plan to ensure it remains current and continues as a living document used to guide the District Commissioners, Chief, Staff and Officers.**

**Timelines: 3/1/07 – 3/15/08 – 3/15/09 – 3/15/10**

**Responsible Party: Board of Fire Commissioners/Fire Chief**

**Critical Tasks:**

- ◆ Board of Fire Commissioners approval of plan
- ◆ Develop a tracking system to monitor plan progress and status
- ◆ Distribute the plan to Board members, staff, officers, citizens and the media
- ◆ On an annual basis review the plan and update the goals and objectives
- ◆ Ensure task accountability and follow-up

**Objective 6B – Review, develop and implement necessary Standard Operating Procedures and Policies.**

**Timelines: Ongoing**

**Responsible Party: Chief/Staff/Board of Fire Commissioners**

**Critical Tasks:**

- ◆ Develop, implement and maintain a comprehensive set of Board policies and SOP's
- ◆ Provide a review opportunity for District members
- ◆ Conduct an annual review of Policies and SOP's to ensure they are up to date

**Objective 6C – Develop effective internal and external communications.**

**Timelines: Ongoing**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Encourage face to face communications whenever possible
- ◆ Improve as necessary and use District wide intranet system (email)
- ◆ Fully train personnel on the use of available communications media
- ◆ Develop a communications SOP or Policy that encourages and creates accountability for two way communication.
- ◆ Review and update with appropriate links the current WEB page. Consider the use of a WEB design consultant or a in house designer.
- ◆ Research other dispatch options and move toward alpha-numeric paging.

**Goal #7 – Provide an ongoing comprehensive training program that the membership are prepared to maintain a state of readiness and to perform the functions and tasks necessary to be successful as an organization and as individuals.**

**Objective 7A – Provide quality training to all District members**

**Timelines: Ongoing**

**Responsible Party: Deputy Chief/Training**

**Critical Tasks:**

- ◆ Perform a training needs assessment every three years
- ◆ Utilize a training committee to assess training needs and plan future training opportunities
- ◆ Keep accurate training records
- ◆ Ensure mandatory attendance requirements
- ◆ Provide outside of District training opportunities
- ◆ Schedule and conduct inter agency training opportunities

**Objective 7B – Update training manual**

**Timelines: 3/1/07 – 9/1/08**

**Responsible Party: Deputy Chief/Training**

**Critical Tasks:**

- ◆ Update training manual that includes measurable performance criteria for each certification and accreditation level.
- ◆ Evaluate members annually against established standards
- ◆ Develop a remedial training program for re-enters and members unable to perform to identified levels

**Objective 7C - Develop a recruit level training program that can be accomplished within District 3 boundaries.**

**Timelines: 3/1/07 – 3/1/08**

**Responsible Party: Deputy Chief/Training/Fire Chief**

**Critical Tasks:**

- ◆ Develop a cost and time analysis for the Fire Chief that provides the justification for an in house academy
- ◆ Determine how the academy would be managed and taught
- ◆ Determine locations of training
- ◆ Determine goals to accomplish
- ◆ Establish a comprehensive self paced recruit firefighter program that certifies the member to the Firefighter one level within one year from entry as a volunteer firefighter.

**Goal #8 – Develop a safer community through pro-active fire prevention, public safety education and hazard mitigation.**

**Objective 8A – Develop and initiate a comprehensive inspection and public education program.**

**Timelines: 1/1/08 – 1/1/10**

**Responsible Party: Fire Chief**

**Critical Tasks:**

- ◆ Develop a job description that requires the knowledge of code compliance, plan reviewing, fire investigation and public education.
- ◆ Determine the need for a full time “Fire Preventions officer” to implement objective 8A.
- ◆ Develop a self inspection program

# Island County Fire District #3 Strategic Plan Timeline

Goal #1	Provide facilities, apparatus, and equipment necessary to meet current and future District needs.	Responsible Party	2006	2007	2008	2009	2010
1A	Establish a comprehensive facility program that addresses an administration facility, a training facility and fire stations.	Fire Chief / Resources Chief		3/1 ←→ 3/1			
1B	Establish a comprehensive apparatus needs assessment and replacement schedule.	Fire Chief / Resources Chief		3/1 ←→ 1/1			
1C	Enhance current radio and communications capabilities	Fire Chief		3/1 ←→ 7/1			
1D	Establish an updating and replacement plan for District Self Contained Breathing Apparatus	Resources Chief		3/1 ←→ 1/1			
1E	Develop a plan for new and replacement equipment needed to accomplish District mission.	Special Services Chief, Resources Chief and Operations Chief			3/1 ↔ 9/1		
Goal #2	Deliver effective and efficient services to the community.	Responsible Party	2006	2007	2008	2009	2010
2A	Review and study EMS delivery system	EMSO/Special Services Chief / Fire Chief		3/1 ←→ 1/1			
2B	Explore options to improve response times	Special Services Chief / Fire Chief			1/1 ←→ 1/1		
2C	Define the level of services to be provided by the District	Fire Chief			1/1 ←→ 1/1		
2D	Develop an internal disaster plan that addresses the actions of the District during an earthquake, weather related event or act of terrorism.	Fire Chief		3/1 ←→ 1/1			
Goal #3	Provide the staffing needed to meet the needs of the organization and community.	Responsible Party	2006	2007	2008	2009	2010
3A	Evaluate current needs and develop a long range staffing plan to ensure delivery of quality services.	Fire Chief		3/1 ←→ 9/1			
3B	Provide the personnel to fulfill the requirements of the Mission Statement.	Fire Chief	7/1 ←→ 1/1				
Goal #4	Maintain close and effective communications with the public.	Responsible Party	2006	2007	2008	2009	2010
4A	Improve the level and quality of communication and involvement with the public.	Fire Chief		3/1 ←→ 12/31			
4B	Establish a citizens advisory board to provide community input to the District.	Fire Chief			3/1 ↔ 9/1		
Goal #5	Manage the financial resources needed to meet current and future service levels and organizational needs.	Responsible Party	2006	2007	2008	2009	2010
5A	Analyze and identify District funding needs.	Fire Chief			3/1 ↔ 9/1		
Goal #6	Provide management services, programs and oversight that ensures the organization is responsible to the needs of its members and the community it serves.	Responsible Party	2006	2007	2008	2009	2010
6A	Approve, maintain and update the strategic plan to ensure it remains current and continues as a living document used to guide the District Commissioners, Chief, Staff and Officers.	Board of Fire Commissioners / Fire Chief		3/1	5/15	5/15	5/15
6B	Review, develop and implement necessary Standard Operating Procedures and Policies.	Chief / Staff / Board of Fire Commissioners	On going	→			
6C	Develop effective internal and external communications.	Fire Chief	On going	→			

<b>Goal #7</b>	<b>Provide an ongoing comprehensive training program that the membership are prepared to maintain a state of readiness and to perform the functions and tasks necessary to be successful as an organization and as individuals.</b>	<b>Responsible Party</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
7A	Provide quality training to all District members.	Training Chief	On going				
7B	Update training manual	Training Chief		3/1 ← → 9/1			
7C	Develop a recruit level training program that can be accomplished within District 3 boundaries.	Training Chief		3/1 ← → 3/1			
<b>Goal #8</b>	<b>Develop a safe community through pro-active fire prevention, public safety education and hazard mitigation.</b>	<b>Responsible Party</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
8A	Develop and initiate a comprehensive inspection and public education program	Fire Chief			1/1 ← → 1/1		