

Siuslaw Valley Fire / Rescue

Annual Strategic Plan Review

Year-1 (May 20, 2015 to May 20, 2016)



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INTRODUCTION

On April 14, 2016 Siuslaw valley Fire & Rescue (SVFR) conducted the first annual review of their 2015 – 2020 Strategic Plan. The goal of the annual review is to reflect upon the accomplishments of the previous year and review the objectives for the upcoming year to ensure they are relevant and meet the needs of the district. The review was facilitated by Chief Langborg and consisted of over 11 participants, including representatives from the leadership team, Local 851, the Firefighter’s Association, and the Board of Directors.

Twenty-one Objectives were assigned during the first year of the plan. Of the twenty-one objectives, seventeen were accomplished, three will be ongoing throughout the duration of the plan, and one is coupled with similar objectives that will be carried over into the second year. During the second year, twenty-four objectives will be assigned to various members of the District who will be tasked with accomplishing them. As SVFR prepares for the second year of their Strategic Plan it must be remembered that every District member must function in concert to successfully implement the plan. Furthermore, constant review and adjustment helps to assure continued relevance and focus.

PARTICIPANTS:

Firefighter Ted Martin, Firefighter Keith Garvey, Captain Pete Warren (Firefighter’s Association Representative), Captain Dave Beck, Captain Brian Jagoe, Firefighter / Engineer PJ Crescioni, Division Chief Marvin Tipler (Leadership Team Representative), Firefighter / Engineer Andy Gray (Local 851 Representative), Firefighter Marlo Rivas, Director John Scott (Board President), and Director Woody Woodbury (Board of Directors)

SVFR MISSION:

We proudly serve our community and visitors through safe, efficient, and effective delivery of emergency services supported by aggressive fire prevention and public education.

SVFR VISION:

To assist our community and visitors with a situation they are unable to handle on their own with a team that is well trained, equipped, and caring.

SVFR GUIDING PRINCIPALS:

Safety Above All Else
Open Honest Communication
Trust
Integrity
Respect of Community and Members
Teamwork
Fiscally Responsible

Definition of Terms

There are four main components to a strategic plan; initiatives, short, medium, and long-range goals, and objectives. For purposes of this strategic plan, they are defined as follows:

Initiative – The largest overarching element of a strategic plan, an initiative is a broad enterprise where the District may have multiple areas of focus.

Goal – A smaller component of and subordinate to an initiative, a goal is focused on one particular area, but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will be considered achieved.

Objective – A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

Short-Term Objective – An important component that needs to be accomplished within the first year to address a significant issue or provide a foundation for additional objectives, commonly stated in months.

Medium-Term Objective – A significantly complex objective that will take one to three years to implement and obtain the necessary resources, commonly stated in months.

Long-Term Objective – A complex task requiring planning, funding, and policy development that will take from two to five years for completion, commonly stated in months.

Desired Outcome – The desired consequence of an initiative once accomplished.

Initiative 1 – Services

Service delivery will address the immediate and long-term needs of the communities served. These resources shall be allocated in a manner that ensures transparency and maximum effectiveness and efficiency.

Desired Outcomes:

- Calls to the 911 center for instruction or direction from the public during times of emergency shall be reduced.
- External assistance from other emergency service agencies shall be seamless from the time resources are dispatched until the time of post emergency when they are sent back to their jurisdiction.
- Building inspections shall be performed on all identified target hazards in the jurisdiction
- The number of citations issued shall be reduced annually.

Year-1 Accomplishments:

Goal 1B-1 Hire expertise to assist in the development of an EOP. (completed January 2015)

Goal 1B-2 Continued participation in the regional process. (completed January 25, 2016)

Goal 1B-3 Support the facilitator's efforts. (completed January 25, 2016)

Goal 1B-4 Review the draft plan. (completed January 25, 2016)

Goal 1B-5 Adopt a regional disaster plan. (completed January 25, 2016)

Goal 1C-1 Begin the update Process with the County Emergency Manager. (completed July 29, 2015)

Goal 1F-1 Review the previous ISO Rating Summary Reports to identify opportunities to increase credits received (completed November 10, 2015)

Goal 1F-2 Determine which opportunities can be implemented. (completed November 10, 2015)

Goal 1F-3 Conduct a cost/benefit analysis for each of the improvement opportunities. (carried over into year two)

Year-2 Objectives:

Goal 1-A Develop a Standard of Cover and Deployment Plan

Goal 1-B Create, adopt, and implement an Emergency Operations Plan (EOP)

Goal 1-C Update, adopt, and implement the Regional Natural Hazards Mitigation Plan

Goal 1-D Maximize Strategic Partnerships

Goal 1-E Fire Prevention / Public Education

Goal 1-F Collect data and make appropriate changes to positively affect the District's ISO Rating.

Recommendations and Adjustments:

None made during the annual review.



Initiative 2 – Funding and Finance

Financial services shall be provided in a manner that is in accordance with local, state, and federal requirements. These services will be benchmarked with industry best practices to ensure preferred business practices and economies of scale are maintained. The finance function should be completely transparent to internal and external customers.

Desired Outcomes:

- The strategic plan shall be adopted by the Board of Directors
- The strategic plan should be a working document that is discussed regularly at Board of Directors' meetings, staff meetings, and during performance appraisal processes
- Through survey, the identification of "communication in the organization" should diminish as a weakness in the organization.

Year-1 Accomplishments:

Goal 2A-1 Appoint a Capital Replacement Committee. (completed October 28, 2015)

Goal 2A-2 Appoint a Capital Improvement Committee. (Completed October 28, 2015)

Year-2 Objectives:

Goal-2A Establish a Capital Improvement and Capital Replacement Plan to prepare for the future financial needs of the District, while maintaining transparency and fiscal responsibility.

Recommendations and Adjustments:

None made during the annual review.



Initiative 3 – Planning

Develop planning documents and tools that ensure the District has clear direction in the way they conduct the District’s business and deliver service to the community.

Desired Outcomes:

- The strategic plan shall be adopted by the Board of Directors
- The strategic plan should be a working document that is discussed regularly at Board of Directors’ meetings, staff meetings, and during performance appraisal processes
- Through survey, the identification of “communication in the organization” should diminish as a weakness in the organization.

Year-1 Accomplishments:

Goal 3A-1 Board adoption of the Strategic Plan (completed May 20, 2015)

Goal 3A-2 Review and discuss the intent and content of the plan with all internal stakeholders and the community, through various means. (ongoing throughout the duration of the plan)

Goal 3A-3 Implement, utilize, and conduct a periodic review of the Strategic Plan. (ongoing throughout the duration of the plan)

Goal 3B-1 Develop and adopt a process and policy dissemination of information to internal and external stakeholders. (ongoing throughout the duration of the plan)

Year-2 Objectives:

Goal 3A Establish the Strategic Planning document as a “living document” through proper adoption, implementation, and utilization.

Goal 3B Develop an effective communication plan that meets the needs of all the internal and external stakeholders.

Recommendations and Adjustments:

Place the WLAD and QRT training schedule on the District website to improve that the information is shared with more of our members. (Included on Operational Plan Worksheet 3B2)

Discuss with the Leadership Team, Officer’s, and Association how we improve PR and recognition of our members throughout the community and in the media. (Included on Operational Plan Worksheet 3B2)

Begin utilizing our internal radio tap-out system to notify members of important District information. (Included on Operational Plan Worksheet 3B2)

Begin publishing our response information in the local newspaper. (Included on Operational Plan Worksheet 3B2)



Initiative 4 – Craftsmanship and Leadership

The Fire District will operate in a manner that will recognize clear standards of performance for all positions in the organization. Standards will be reasonable and developed in collaboration with the appropriate stakeholders. The organization shall encourage innovation and creativity in the manner they perform their duties.

Desired Outcomes:

- Establish regular formal and informal opportunities for the sharing of information and feedback from the membership
- Expand the staff meetings to include additional persons
- The satisfaction level of training within the organization shall improve within one year

Year-1 Accomplishments:

Goal 4A-1 Adopt and implement recruitment and retention task force recommendations. (completed November 18, 2015)

Goal 4C-1 Provide opportunities for people to be heard, which might include, but not necessarily be limited to, an organizational survey and individual and/or group interviews. (completed November 27, 2015)

Goal 4C-2 Formally review and discuss the Strategic Plan. (completed May 27, 2015)

Goal 4D-2 Develop a formal means of inviting members to participate in select portions of staff meetings on a trial basis. (completed July 13, 2015)

Goal 4D-3 Evaluate the results of inclusion of select members participating in staff meetings and make a determination on future inclusion of specific personnel. (completed July 13, 2015)

Year-2 Objectives:

Goal 4A Provide a comprehensive career development plan for career and volunteer members

Goal 4B Enhance existing training program to ensure it meets the needs of the organization and the individual. The training must be needed, interesting, and fun, where practical

Goal 4C Embrace organizational diversity by respecting the background, history, and tradition of the community and its demographics, while at the same time, acknowledging the need to make necessary change

Goal 4D Review current staff meeting practices and assess the possibility for more inclusion

Recommendations and Adjustments:

Discuss if a high school program would be of benefit to the District with the Leadership Team, Officers, and Association. (Included on Operational Plan Worksheet 5A1 / 5A2)

Discuss if our members taking a greater role in public education program would be of interest to our volunteers and a benefit to the District with the Leadership Team, Officers, and Association. (Included on Operational Plan Worksheet 5A1 / 5A2)



Initiative 5 – Staffing

Address the immediate and long-term staffing needs of the District. These resources will be allocated in a manner that ensures transparency, maximum effectiveness, and efficiency.

Desired Outcomes:

- A staffing plan shall be developed that identifies the number and qualifications of personnel needed, by position, to deliver services in accordance with adopted performance standards.
- Special functions for non-combat volunteers shall be identified to ensure there is a “place and function” for all those who have a desire to contribute to the organization.
- The staffing plan will be implemented to maximize the use of human resources in the organization.
- All members will have a working understanding of their current role in the organization, as well as what might be their future potential opportunities.

Year-1 Accomplishments:

Goal 5B-1 Appoint a committee to identify alternative roles and responsibilities that volunteers could be utilized to perform. (completed October 30, 2015)

Year-2 Objectives:

Goal 5A Establish an internal recruitment and retention committee

Goal 5B Develop a plan to implement the recommendations of the committee

Goal 5C Develop a plan to implement the recommendations of the committee

Goal 5D Prepare District personnel for future leadership needs

Recommendations and Adjustments:

Discuss if creating opportunities for our members, to become more involved in public education opportunities, would be a benefit to the District with the Leadership Team, Officers, and Association. (Included on Operational Plan Worksheet 5C1)

Summary

Our strategic plan is a necessary tool for SVFR to prepare and progress into the future. It provides a foundation of information and strategies to help us navigate towards success. It also mandates that we continually reevaluate the effectiveness of the plan while allowing for adjustment to meet our current and future needs. Finally, it provides a reference for every member of the District to stay on course with our goals and the strategies used to achieve them. The desire to serve and protect our community is at the forefront of our efforts and is achieved through our most valuable resource, our members.

As SVFR prepares for the second year of our Strategic Plan, we are confident that we will continue to make significant strides in achieving our goals. This will be accomplished through the identified strategies contained within the plan and the feedback of our members and citizens. As we look towards the future, it is important to remember that although many of the faces within our District have changed, we remain steadfast and focused on the goal of serving our community with excellence.

