

Silverton Fire District

Marion County Oregon

Five-Year Strategic Plan

2022



Facilitated and Published by
Steve Abel & Associates, LLC
Creswell, Oregon

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Message from the Fire Chief

I am pleased to present the Silverton Fire District Five (5) year Strategic Plan. The Fire District is poised for significant changes in the upcoming years; hence this plan to help guide the organization through these changes now and into the future. We will continue to be good stewards of taxpayer dollars and always provide the best possible service within existing fiscal and personal constraints.

In order to provide quality emergency services to our residents, and visitors, the Silverton Fire District must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop realistic solutions. To accomplish this goal our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens of the community, and Board of Directors with a living, breathing five (5) year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan.

The goal of our day-to-day operations has been fairly clear as is in most organizations; and we could clearly continue to operate with minimal long-range extensive planning. However, in order to better ensure the Fire District's progress in the long term, in a way that meets the expectations of our Fire Board and Citizens, we need to develop and establish goals. Therein lies the purpose of this plan.

This Strategic Plan outlines both the challenges and opportunities of our organization, as well as the weaknesses and strengths 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. This Plan considers many views by collecting input from career staff, volunteers and Fire Board members. I am humbled by the commitment to success displayed by the members contributing to the development and implementation of this plan. Together we recognize the importance and the commitment we make to our community and ultimately the core values of our organization.

Over the next five years, the Fire District members will strive to accomplish the goals outlined in this plan, and celebrate our successes and growth as a result. In the end, the District will be stronger, more professional, dynamic and more effective in providing services to our community.

This Strategic Plan was completed with input from members of a cross section of our organization. This Plan is not an independent person's plan, but rather a vision and goal for our entire organization. It is important to recognize that this Strategic Plan is a road map for organizational success that we both long for and desire for our community.

I wish to extend my appreciation and thanks to the Fire Board members, volunteers and staff who have collectively contributed their time and input into developing this plan.

Bill Miles

Fire Chief

Acknowledgements

The time and effort to develop a Strategic Plan demonstrates the commitment of the organization and its members. Special thanks to Fire Board, Fire Chief and the Career and Volunteer Staff of Silverton Fire District for their progress and dedication towards serving their community.

Members of the 2022 Strategic Planning Team include

Silverton Fire District Board of Directors

Les Von Flue, Board President
Stacy Palmer, Board Vice President
Robert Mengucci, Board Secretary/Treasurer
Ryan Bielenberg, Director
Dixon Bledsoe, Director

Career and Volunteer Staff Participants

Bill Miles, Fire Chief	Kate Tolmachoff, Firefighter
Ed Grambusch, Assistant Fire Chief	Mark Crawford, South Association President
Candace Cantu, Office Administrator	Ted Klopfenstein, Captain
Keith Veit, Lieutenant	Matt Kaufman, Lieutenant
Ian Peterson, Firefighter	Alan Mann, Captain
Max Hughes, Firefighter	Keith Smith, Lieutenant, Training Consultant
Kyle Miller, Firefighter	Randle Brown, Lt. & North Association President
Jesse Hulett, Captain	Phil Sowa, Firefighter
Steve Baker, Lieutenant	Ginny Miller, Firefighter
Ray Dandeneau, Lieutenant	



The Planning Process

This is a new Strategic Plan for Silverton Fire District. It was created during a time of change and challenges for the District and is designed to provide a roadmap for the next five years. The Fire Board, Fire Chief, and Staff (career and volunteer) are motivated to continue to seek ways to meet the community's needs in a cost effective and responsible manner. Our call volume is increasing while revenues and resources are unable to keep up. The goal of this plan is to address the identified challenges and needs of the Fire District.

This plan had participation from the Elected Officials, District leadership, and career and volunteer members who serve our communities daily.

This planning process focuses on four primary areas:

- 1. Where are we now? (As it relates to our performance and needs of the community)**
- 2. Where do we want to be? (As it relates to service delivery and operational goals)**
- 3. How do we get there?**
- 4. How do we measure our progress?**

The planning process considers internal performance and programs via surveys from the Elected Officials and staff to identify issues and goals. Not only were we seeking ways to improve services to the communities, but also identify how to better operate internally.

With input from the planning team, the most pressing 'Critical Issues' were identified, discussed and prioritized. The 'Goals' to be addressed within this Plan were inspired by the group's designation of 'Critical Issues' from which objectives, timelines and benchmarks were established.

The Planning Team also examined external and internal influences that affect the operation and service delivery through a 'COWS' (Challenges, Opportunities, Weaknesses, Strengths) process.

The Planning Team analyzed and discussed this information- all with the goal of providing the best possible service to the residents and visitors within Silverton Fire District's service area; while operating as an efficient, accountable, and effective organization.



Fire District Overview

The Silverton Fire District is a rural fire protection district organized and operating under the authority of ORS Chapter 478 as a municipal corporation and special district of the State of Oregon, and located within Marion and Clackamas Counties approximately 60 miles southeast of the City of Portland and approximately 10 miles east of the City of Salem. The District provides fire suppression, rescue and emergency medical services as well as a multitude of public services to the Cities of Silverton and Scotts Mills and the surrounding rural areas, serving a permanent population of approximately 19,850 and a transient population of approximately 225,000 annually. The District's boundaries encompass approximately 106 square miles with approximately 10,000 residents residing in the rural-urban interface.

The Board of Directors is the legal governing body of the Fire District. The Board consists of five (5) members elected by popular vote of the citizens within the Fire District. Each member serves a four-year term and meets the second Tuesday of each month.

The current paid staff consist of seven full-time employees and one part-time employee. Both volunteers and paid staff work under the direction of the Fire Chief.

The organization is divided into several areas. Management, Operations, Training, and Maintenance are duties supported by staff. The Silverton (South) and Scotts Mills (North) Battalions are under the direction of Volunteer Battalion Chiefs. The Suppression force consists of volunteers that reside or are employed in proximity to each respective station. Other areas of special service under Suppression are divided into sections of Rescue, Ladder, Tender, Investigations and Support Services. The staffing for these additional sections also comes from the volunteers who have special interests in one or more of the sections. Station captains and apparatus lieutenants along with all firefighters within the Fire District operate under the National Incident Management System (NIMS).

Silverton Fire District provides 'first response' emergency medical services within the Fire District. Ambulance transport services are provided by a separate agency- Woodburn Ambulance under a contract with Marion County in accordance with the County Ambulance Service Area [ASA].

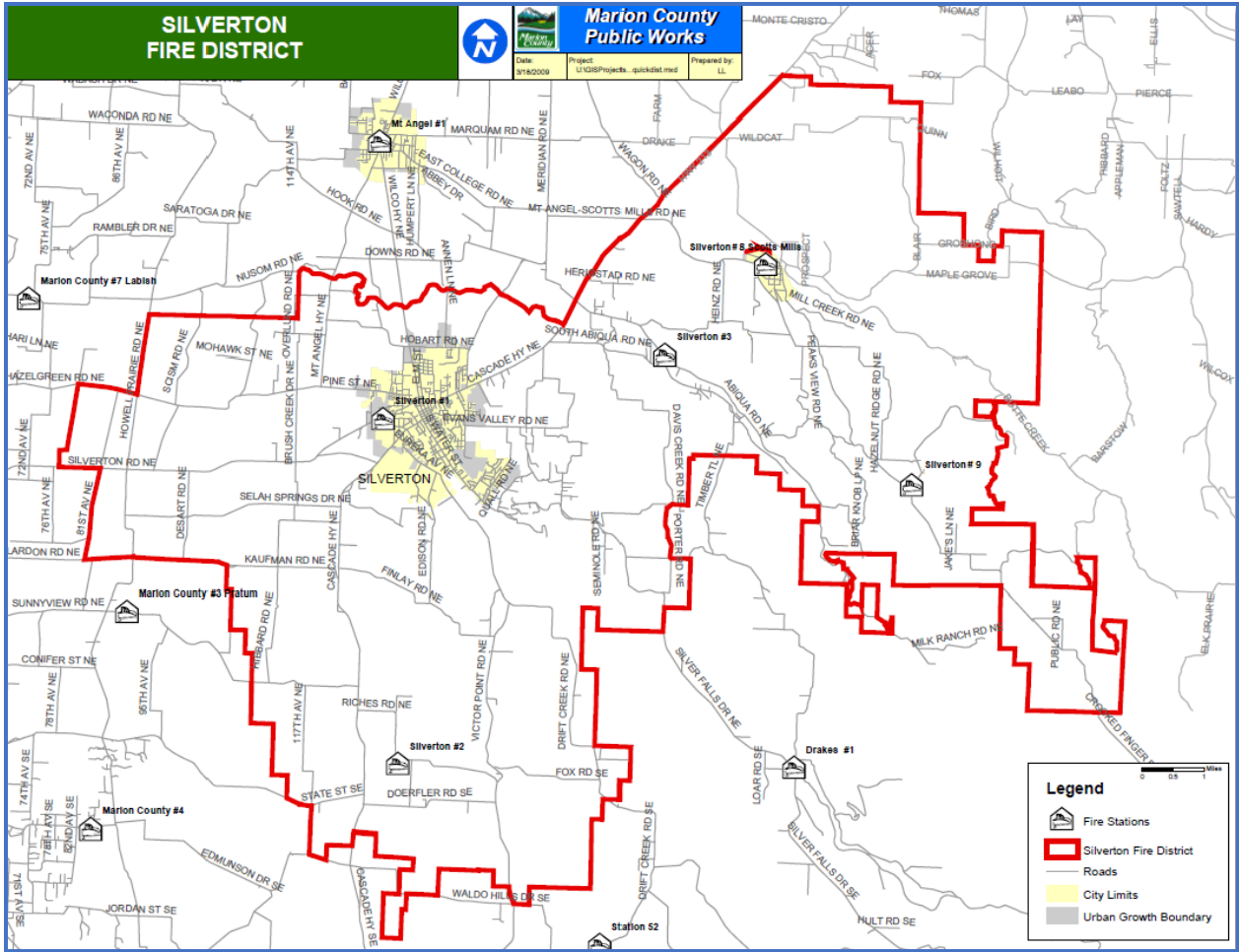


Silverton Fire District maintains Automatic Aid agreements with Mt. Angel, Marion County FD#1, Monitor, Molalla, Drakes Crossing and Sublimity Fire Districts; as well as participates in the Marion County countywide Mutual Aid agreement¹.

The Fire District has a 'Permanent' tax rate of \$1.0397 per thousand dollars of real market valuation [RMV]. The District's proposed budget for Fiscal Year 2022-23 is \$3.46 million, which includes unappropriated ending fund balance and contingency funds. A copy of the current budget is available on the Silverton Fire District website at www.silvertonfire.com

¹ 'Automatic Aid' relates to a neighboring partner being dispatched 'automatically' to an emergency call at the same time as Silverton Fire District. 'Mutual Aid' is assistance from a partner agency only when requested by the Silverton Fire District Incident Commander.

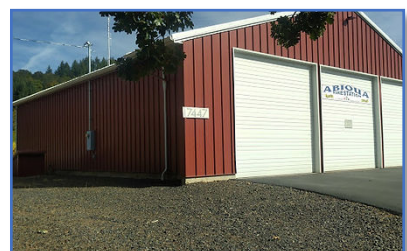
Silverton Fire District 2022 Strategic Plan



Station 1 Administration
Silverton



Station 2
Victor Point



Station 3
Abiqua

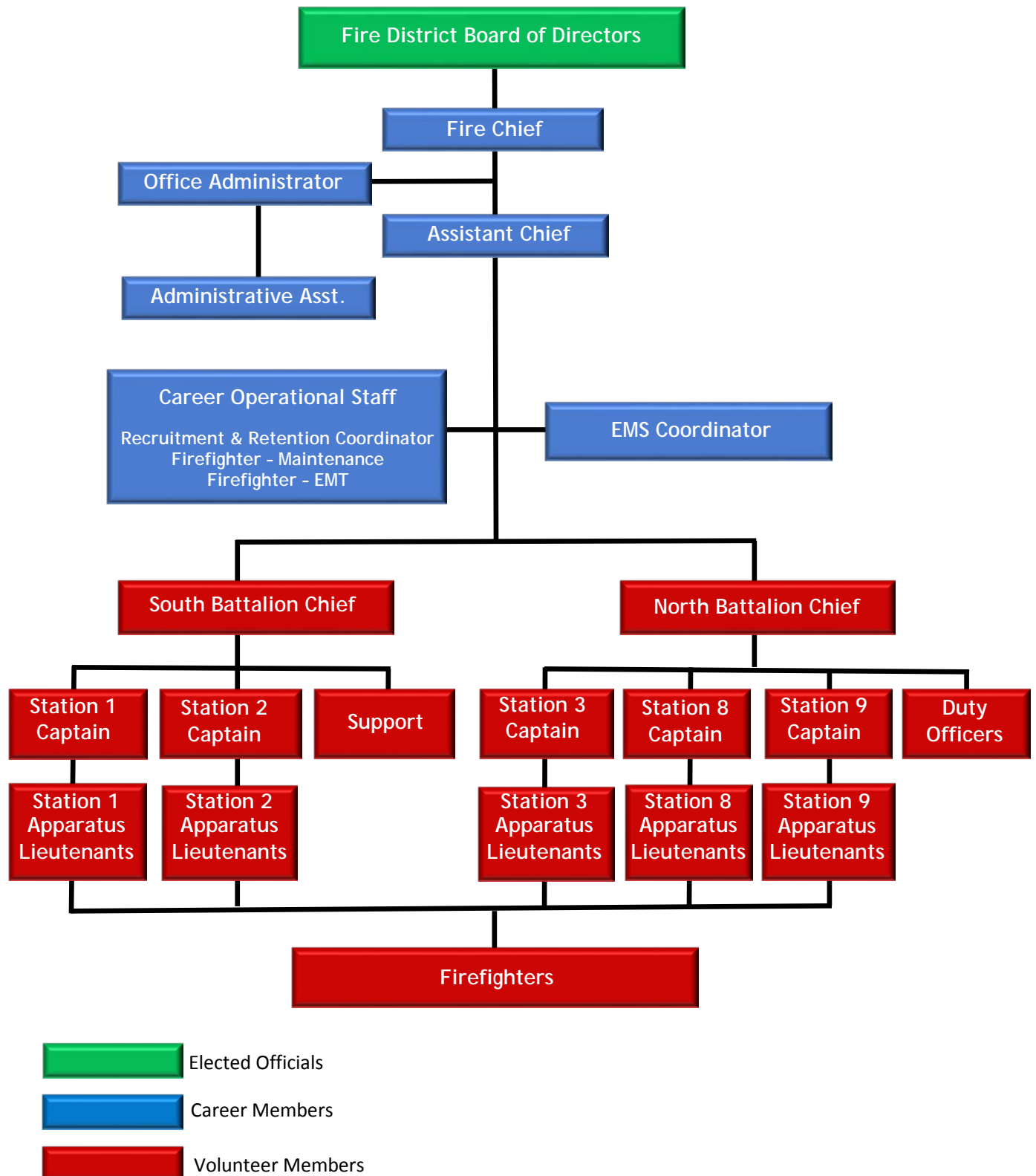


Station 8
Scotts Mills



Station 9
Crooked Finger

Organizational Chart



Mission, Vision, Values

Mission Statement

Silverton Fire District is dedicated to effectively and efficiently:

Preserve and protect life and property from fire through prevention and suppression.

Reduce the adverse effects of injury and sudden illness through quality emergency medical services as first responders.

Provide necessary services during natural and manmade disasters.

Respond to the community as requested in the spirit of the Fire Service.

Vision

Preserve and protect life and property from fire through prevention and suppression.

District Motto

"Proudly serving since 1883"



Values

It is the responsibility of each member to support the mission by subscribing to the following values:

For the Community

- We recognize that the community is the reason for our presence
- We value the faith and trust of the community and continually work to deserve that confidence through our attitudes, conduct and accomplishments.
- We will provide professional and courteous service at all times.
- Lives are more valuable than property.
- Safety is paramount.
- Everyone is entitled to our best efforts and services we can provide.
- The department encourages partnerships with all aspects of the community.
- We will model our values at all times when acting on behalf of, or perceived to be acting on behalf of the Silverton Fire District.

For the District:

- Volunteers are our most valuable assets.
- We strive for excellence in everything we do.
- Honesty, fairness and integrity will not be compromised.
- We continually seek effectiveness, efficiency and economy.
- Unity and teamwork are to our mutual advantage as individuals and as an organization.
- Safety is paramount.
- Members are continually encouraged to improve themselves as individuals and employees.
- The free exchange of ideas is encouraged, along with the capacity to accept ideas without prejudice.
- We will provide professional and courteous service at all times.
- We are sensitive and responsive to changing community needs.
- We will strive to maintain and improve relationships with neighboring fire districts.

Fire Board and Staff Input

In developing this Strategic Plan, we wanted to ensure that all career and volunteer members, along with the Fire Board had the opportunity to provide input into the planning process. As this plan addresses external factors [what and how services are provided to our communities] as well as internal factors [how we operate as a department], the input received was important. Our thanks to those who took considerable time, thought and effort to provide their thoughts and perspectives.

Surveys were made available to all members, and included input on the 'COWS' exercise², opinions on services provided to the community, internal operations, and suggestions for future goals and priorities.

We also conducted a 'Vital Signs' assessment relating to several internal factors within the organization to serve as a benchmark, to be re-evaluated annually. The summary of the 'Vital Signs' assessment starts on page 10.

A summary of all the responses and comments was presented to the Planning Team. Common suggestions and comments were considered in establishing goals and priorities. In all cases, even if not included in this Strategic Plan, all comments were heard by the Planning Team and will be considered as the organization moves forward.



² 'COWS' stands for Challenges, Opportunities, Weaknesses and Strengths. A description and results of this exercise starts on page 17

Priorities and Expectations

Silverton Fire District exists to provide needed services to the communities in which we serve. The Planning Team reviewed the services to be delivered in keeping with our Mission and the level in which we desire these services to be delivered.

Service Delivery Priorities

Priority 1 [Primary Services Driven by our Mission Statement]	Fire Suppression & Fire Cause Investigations - Structural Interior Fire Attack, Wildland, Vehicles Emergency Medical Services [BLS Basic Life Support Level] Vehicle Extrication/Rescue All Hazard Community Risk Reduction Hazardous Materials Response - Operations [Defensive] Level Public Assists
Priority 2 [Secondary Services to Support our Mission Statement]	Public Education Public Relations and Community Involvement Smoke Detector Program Resident Volunteer Firefighter Program
Priority 3 [Programs that support our community or provide opportunities for others]	High School Program



Community Expectations

- Community Leadership
- Maintain Community Involvement and Identity
- Fiscal Responsibility
- Reliable and competent response from all Fire Stations

Community Concerns

- Response Times
- Number of Volunteers
- Ambulance Response Times [from private ambulance service]

Community Praises

- Good image- we deliver compassionate care
- Visible in the Community
- Supportive of the Community
- Response to Ice Storms and Wildfires



Vital Signs Assessment

As part of the 'staff input', we asked our career and volunteer members to 'grade' the department on various topics. We recognize that the input is often based on 'time and place' with regards to current events or issues that affect individuals personally. However, this assessment provides a benchmark for Fire District leadership to gauge progress in the upcoming years. The input received was seriously considered and many items are reflected in the identified 'Critical Issues' and Goal Statements. If not identified in a specific goal, the messages were heard and are being considered by the Fire District leaders.

Ten areas were evaluated, and our members had the opportunity to grade each area on a scale from 1 to 10; with 1 being 'poor' and 10 being 'outstanding'.

While all members were invited to participate in these surveys, only 21 responses were received for the Strategic Planning meeting. It should be noted that not all personnel responding provided input on each question. Individual comments were shared with the Planning Team and department leadership. This input will provide guidance as the Fire District moves forward.

The 'Median' score indicates the middle of the scores- ½ above the median, ½ below. This is the more valuable rating.

The 'Mean' is the statistical average of the scores

1. Internal Communications³

1	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
3	3	4		4	2	3	2	1	

Scores: Overall Median: 5
 Overall Mean: 4.5

³ 'Internal Communications is probably the most common 'concern' in these surveys. Essentially, there will be individuals who are 'out of the loop' and do not take advantage of regular communication channels, or regular ongoing communication can be improved. In this specific case, there is room for significant improvement in this area.

2. Organizational Planning and Direction [Having a Plan]

1.	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
2	1	4	4	3	1	3	1	3	

Scores: Overall Median: 4
Overall Mean: 4.8

3. Direction of Efforts and Resources Towards the Accomplishment of the Plan

1	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
9	3	3	2	1	1	1	1		

Scores: Overall Median: 4
Overall Mean: 3.9

4. Accountability and Fairness to All Personnel

1	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
4	2		7	8					1

Scores: Overall Median: 4
Overall Mean: 3.9

5. Employee (Career and Volunteer) Welfare

1	2 – 3		4,5,6			7 – 8		9 – 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
2		1	1	3	5	3	2	3	2

Scores: Overall Median: 6
Overall Mean: 6.3

6. Skills Maintenance Training (Reinforcing and Practicing Basic Skills)

1	2 – 3		4,5,6			7 – 8		9 – 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
	2	1	3	6	3	4	2	1	

Scores: Overall Median: 5
Overall Mean: 5.5

7. Career Development Training [Officer Development, Engineer Classes, etc.]

1	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
1	2	1	4	1	3	3	3	2	1

Scores: Overall Median: 6
Overall Mean: 5.7

8. Leadership from Fire Administration, Including Communication of Expectations, Setting Example/Role Model, Follow-Through and Consistency

1	2 – 3		4,5,6			7 – 8		9 – 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
2	1	1	2	5	2	7		3	2

Scores: Overall Median: 5
Overall Mean: 5.7

9. Leadership from Volunteer Officers, Including Communication of Expectations, Setting Example/Role Model, Follow-Through and Consistency

1	2 - 3		4,5,6			7 - 8		9 - 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
2	3		2	6		7	1		

Scores: Overall Median: 5
Overall Mean: 4.9

10. Respect for Other Members [From and to others within the organization, how we treat each other]

1	2 – 3		4,5,6			7 – 8		9 – 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
1	1	1	3	2	3	8	2		

Scores: Overall Median: 6
Overall Mean: 5.6

11. Collaboration/Innovation- the environment to encourage working together and developing improved methods for operation

1	2 – 3		4,5,6			7 – 8		9 – 10	
We <u>really</u> need to improve	We're a bit below average, need some attention		We're about average and things are OK			We're doing pretty well		We're doing <u>great</u> in this category	
2	1		3	2	2	6	2	2	1

Scores: **Overall Median:** **7**
 Overall Mean: 5.9



Critical Issues – External & Internal

Any progressive organization seeks ways to improve both the levels of service to the community as well as create efficiencies in internal operations. Identified goals are not the only issues that the Fire District will focus on, as it is expected that issues, opportunities and challenges will arrive after this plan is completed. The Planning Team reviewed input from surveys and through discussions arrived at the following 'Critical Issues' that relate to service delivery and internal operations that should be addressed in this Strategic Plan. These issues will be converted into goal statements, with appropriate assigned tasks and timelines established. The identified issues are:

1. Disaster/All-Hazard/Large Incident Planning
 - a. Develop Planning Documents Consistent with City, County and Statewide Plans and Provide Education and Training for all members
2. Communications- Internal and External
 - a. Update webpage to include:
 - i. Create staff [career and volunteer] tab
 - ii. Provide an on-line calendar
 - b. Establish and implement external communications via various means
 - c. Establish and implement internal communications via various means
3. Provide for Consistent and Reliable Response to Emergencies
 - a. Provide for consistent on-shift volunteer firefighter participation
 - b. Explore options for rural station Quick Response Models
 - c. Explore options to enhance the Resident Volunteer Program, including supervision
 - d. Explore options to make the Duty Officer Program sustainable and establish a duty scheduling app or program
4. Continue to Develop Volunteer Recruitment and Retention Program
 - a. Develop and implement targeted recruitment programs
 - b. Develop and implement volunteer firefighter incentive and/or retention programs

5. Plan for Community Growth with relation to Fire Station Locations and/or Remodels-Additions
 - a. Conduct study relating to fire station locations as it relates to current services and expected community growth
 - b. Explore financing options for fire station remodels or new facilities
6. Explore options for reliable internet connectivity and access at all stations
 - a. Provide internet connectivity and computers at all stations
 - b. Provide for computer and internet access for all members at the main station
7. Enhance Officer Development Training to include:
 - a. Leadership and expectations on a regular basis
 - b. Tactical and Incident Management Topics and exercises on a regular basis
 - c. Provide for a Fire Officer Development training on a regular basis
8. Explore options and implement measures to improve Emergency Medical Response within Silverton Fire District
 - a. Encourage and offer minimum EMS training and certifications [Emergency Medical Responder] for all members as well as continue to sponsor EMT certification training as the budget allows
9. Continue to look for Cross-Training activities with allied agencies
 - a. Provide cross-training with technical response agencies to better increase awareness and support
10. Continue to delegate administrative tasks where feasible
11. Implement internal medical evaluations program
12. Develop a succession plan for the Fire Chief position
13. Create a Standard of Cover
14. Provide Strategic Plan status reports to the Fire Board and members on an annual basis

‘COWS’ Exercise

‘COWS’ is an acronym for **C**hallenges, **O**pportunities, **W**eaknesses, and **S**trengths [this is similar to the commonly used ‘SWOT’ process, but is adapted for governmental use.] This is a process whereby the Planning Team identifies external and internal influences that would impact the organization’s ability to move ahead, as well as to identify internal issues that should be addressed. Career and volunteer staff members also provided input on this process via surveys.

As part of this process, the Planning Team assessed external challenges that may hinder accomplishment of the identified critical issues, as well as opportunities in which Silverton Fire District may want to strategically position itself to receive benefit. The Planning Team also examined internal weaknesses and strengths that may impact the organizations’ ability to meet the challenges, take advantage of opportunities, and to accomplish internal strategic goals.

The challenges, opportunities, weaknesses, and strengths are not listed in any hierarchical order.

Note regarding the COWS process: ‘Weaknesses’ are not typically major deficits- but an acknowledgement by the Planning Team of areas in which improvements may be made in order to increase efficiencies or increase the overall quality of services to the public.



Challenges

- Community Growth
- Traffic
- Technical Rescue Capabilities
- Increasing Homeless Population
- Wildfires
- Limited Resources, including Funding
- Shortage of Emergency Medical Technicians
- Mandates

Opportunities

- Grant Opportunities
- Potential to Recruit more Volunteers with Community Growth
- Mobilization Income
- Additional Tax Revenues relating to Community Growth

Weaknesses

- Community awareness as to who we are, what we do, and information regarding becoming a volunteer
- Small town- limited resources
- Financial limitations

Strengths

- Our members
- Strong Community Support
- Fire District Leadership
- Good equipment and apparatus
- Stable Budget

Strategic Goals, Objectives, Tasks and Timelines

The following pages outline the goals, objectives, tasks, timelines and assignments to address the 'Critical Issues' as outlined on pages 15-16.

It should be noted that the timelines are aggressive and will most likely be updated as tasks are completed and new priorities arise. Often, the day-to-day operations and priorities will require some timelines to be extended; and will require the Fire Chief and/or Fire Board to reestablish priorities.

It is recommended that these goals, objectives, tasks and timelines be formally reviewed and updated annually.

Strategic Goal 1: Create Response Plans for Disasters/ All-Hazard / Large Scale Incidents				
Develop Planning Documents Consistent with City, County and Statewide Plans and Provide Training to all Members				
Objective A	Performance Measure:		Tasks: 1. Identify probable large-scale events that will impact Silverton Fire District 2. Review existing plans for applicability within SFD 3. Develop any needed response plans, ensuring compatibility with existing regional plans 4. Print documents for review by Fire Chief 5. If approved, plan training with established standards with stakeholders and provide planning documents available to all members	
	A completed document will have been presented to the Fire Chief for consideration			
	Importance:	Medium		
	Timeline for Completion	March 2023		
	Lead/Responsible Party:	Assistant Fire Chief		

Strategic Goal 2: Improve Communications- Internal and External

Update Webpage			
Objective A	Performance Measure:		Tasks: 1.Determine if the webpage can be updated in-house or contracted 2. Generally Update the Fire District Webpage by August 1, 2022 to also include: a. Tab to secure pages for staff b. On-Line Calendar of events
	The District Webpage will have been updated and on-line		
	Importance:	Medium	
	Timeline for Completion	October 2022	
	Lead/Responsible Party:	Office Administrator	

Strategic Goal 2: Improve Communications- Internal and External

Establish and Implement External Communications via Various Means			
Objective B	Performance Measure:		Tasks: 1. Research various methods of social media communications and present recommendations to the Fire Chief for approval by August 2022. This may include Facebook, Twitter, and other methods 2. Provide regular news updates to local newspaper
	Approved social media and other public notices will have been in place and regularly updated		
	Importance:	Medium	
	Timeline for Completion	October 2022 and ongoing	
	Lead/Responsible Party:	Office Administrator	

Strategic Goal 2: Improve Communications- Internal and External

Establish and Implement Internal Communications via Various Means

Objective
C

Performance Measure:

Recommendations for tasks 1-2 will have been referred to the Fire Chief for action, and if approved, implemented within 30-days of approval

Importance:

Medium

Timeline for
Completion

October 2022
and continuing
annually

Lead/Responsible
Party:

Office
Administrator

Tasks:

1. Provide regular e-mail updates for Fire Board members prior to July 2022 and ongoing
2. Consider the possibility of a quarterly membership newsletter and forward recommendations to the Fire Chief by August 2022



Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies

Provide for consistent on-shift volunteer firefighter participation

Objective A	Performance Measure: If approved, a volunteer on-shift firefighter program will have been implemented and monitored		Tasks: 1. Determine interest among volunteers as well as suggested implementation model 2. Evaluate and FLSA [Fair Labor Standards Act] and BOLI [Bureau of Labor and Industries] impacts if and when our volunteers may be considered as employees 3. Develop standards for various volunteer on-shift positions [firefighter certs, apparatus operator, EMS, Officer, etc.] as well as expectations for those on-shift 4. Determine numbers of on-shift personnel as it relates to apparatus capacity and living quarters capacity 5. Develop shift schedules [12-hour, 6-hour, etc.] 6. Adopt and implement an on-line shift scheduling program [this needs to coincide with any scheduled volunteer duty officer program] 7. Determine any incentives for on-shift participation 8. Schedule training opportunities for volunteers participating in an on-shift program
	Importance:	High	
	Timeline for Completion	January 2023	
	Lead/Responsible Party:	Assistant Fire Chief	



Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies

Explore Options for Rural Quick Response Models

Objective B

Performance Measure:

Various Rural Quick Response Models will have been evaluated and presented to the Fire Chief for consideration, and if approved, the process to implement will have been implemented

Importance:

Medium

Timeline for Completion

March 2024

Lead/Responsible Party:

Assistant Fire Chief

Tasks:

1. Research and Identify various Rural Quick Response models and present options and recommendations to the Fire Chief by February 2023
2. Fire Chief considers budget and operational impacts of recommendations presented
3. If decision is made to proceed with a Rural Quick Response model is made, an implementation timeline will be created, including any capital purchases, training, scope of duties and scheduling
4. Invite scenario participants for various scenarios

Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies

Explore Options to Enhance the Resident Volunteer Program, Including Supervision

Objective C

Performance Measure:

If options approved, a revised Resident Volunteer Program will have been implemented

Importance:

High

Timeline for Completion

August 2022

Lead/Responsible Party:

Assistant Fire Chief

Tasks:

1. Identify issues/topics that need to be addressed in enhancing the Resident Volunteer Program
2. Research duties, expectations, standards and supervision from Resident Volunteer Programs from similar Fire Districts
3. Draft Resident Volunteer Program parameters and present to Fire Chief for consideration by August 2022
4. Implement revised Resident Volunteer Program

Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies

Explore Options to Make the Duty Officer Program Sustainable & Add a Duty Scheduling App or Program

Objective
D

Performance Measure:

Volunteer Officer Shift Program will have been implemented

Importance:

High

Timeline for Completion

January 2023

Lead/Responsible Party:

Assistant Fire Chief

Tasks:

1. Create Duty Officer calendar coordinated with a duty scheduling application or program
2. If desired, identify scheduling apps or programs that are compatible with current or anticipated RMS programs
3. Recommend best options to Fire Chief along with initial and continuing costs
4. Provide overview training for all Silverton Fire District members
5. Implement and monitor program



Strategic Goal 4: Continue to Develop Volunteer Recruitment and Retention Programs

Develop and Implement Targeted Recruitment Programs			
Objective A	Performance Measure: Targeted Volunteer Recruitment Programs will have been implemented, a document outlining the programs will have been developed, and regular reports are being made with regard to the performance of the recruitment programs.		Tasks: 1. Establish targeted numbers for volunteers at each station as well as standards [and possible various roles for volunteers: support, pub ed, tender operators, etc]. 2. Evaluate successes of various recruitment methodologies, both in numbers of volunteers recruited as well as success rates in completing initial training and retention 3. Establish acceptance methodologies [interviews and backgrounds] 4. Determine appropriateness of open recruitments vs. timelines to coincide with academy dates 5. Provide a document that could be used by successors with regard to Volunteer Recruitment for Silverton Fire District 6. Procure any needed equipment needed for the program
	Importance:	High	
	Timeline for Completion	January 2023	
	Lead/Responsible Party:	Recruiter	

Strategic Goal 4: Continue to Develop Volunteer Recruitment and Retention Programs

Develop and Implement Volunteer Firefighter Incentive and/or Retention Programs

Objective
B

Performance Measure:

Volunteer Incentive and/or Retention programs will have researched and if adopted, been budgeted and implemented

Importance:

Medium

Timeline for Completion

July 2023

Lead/Responsible Party:

Recruiter

Tasks:

1. Determine reasons for current volunteers entering and/or staying with the programs [college students, volunteers seeking experience for careers, members looking to 'give back to the community], as well as anticipated length of service to Silverton Fire District
2. Determine if current incentives are meeting the needs of current or anticipated volunteers, or if losing volunteers to other Fire Districts
3. Research incentive/retention programs in place by similar Fire Districts as well as reviewing the National Volunteer Fire Council reports on volunteer retention for applicability to Silverton Fire District
4. Make recommendations, including any budget impacts to the Fire Chief by March 2023
5. Implement revised programs, if any



Strategic Goal 5: Plan for Community Growth in Relation to Fire Station Locations and /or Remodels-

Additions			
Objective A	Conduct a Study with Relation to Fire Station Locations relating to current/desire service levels and expected Community Growth		
	Performance Measure: A Master Plan relating to Fire Station locations and facilities will be in place		Tasks: <ol style="list-style-type: none"> 1. Determine if this project should be done in-house or contracted to a consultant 2. If a consultant is desired, prepare a RFQ for scope of work, timelines and budget estimates -Regardless of whether the work is done in-house or contracted: <ol style="list-style-type: none"> 3. Establish standards for response times and resource deployment with regard to ISO, NFPA Standards, and resources available to Silverton Fire District [ties in with a Standard of Cover] 4. Working with the Cities and County, develop the best estimate of growth, both residential and commercial within the Fire District in the next 10 years 5. Using growth data and expected location density of calls, develop report/map of projected needed facilities 6. Determine if existing facilities are adequate for current and future needs, and if changes need to be made, make best recommendations 7. Determine timelines and financing needs for improving facilities 8. Report and recommendations are provided to the Fire Board for consideration, and if adopted, implementation timelines are developed.
	Importance:	High	
	Timeline for Completion	March 2025	
	Lead/Responsible Party:	Fire Chief	

Strategic Goal 6: Provide for Reliable Internet Connectivity and Access at All Stations

Provide for Reliable Internet Connectivity and Access at All Stations			
Objective A	Performance Measure: Internet Connectivity and access is provided at each Fire Station, along with needed software for incident reporting and other Fire District business		Tasks: 1. Determine most appropriate internet access provider and system for each Fire Station 2. Budget and install internet connectivity at each station 3. Ensure internet access for members at each Fire Station 4. Provide for computer hardware and access at each Fire Station 5. Determine needed software needed at each Fire Station and install and if needed, train personnel on how to operate software 6. Procure any needed equipment needed for the program
	Importance:	High	
	Timeline for Completion	September 2022	
	Lead/Responsible Party:	Fire Chief	

Strategic Goal 7: Enhance Officer Development Training			
Develop, Schedule and Provide Leadership Training			
Objective A	Performance Measure: Leadership expectations and training forums will have been established and ongoing		Tasks: 1. Identify areas in which initial topics should be addressed 2. Conduct training and forums on a regular basis 3. Evaluate effectiveness of the program and update as needed
	Importance:	High	
	Timeline for Completion	September 2022	
	Lead/Responsible Party:	Assistant Fire Chief	

Strategic Goal 7: Enhance Officer Development Training
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Develop and Provide Tactical and Incident Management Training and Exercises on a Regular Basis			
Objective B	Performance Measure:		Tasks: 1. Identify standards, topics and a regular schedule in which training and exercises will occur 2. Identify target hazards and various types of incidents in which Officers would be expected to manage 3. Conduct training and exercises and update based on identified needs and feedback from officers
	Training will have been developed to meet identified standards and a regular schedule is in place		
	Importance:	High	
	Timeline for Completion	September 2022	
	Lead/Responsible Party:	Assistant Fire Chief	

Strategic Goal 7: Enhance Officer Development Training			
Provide for a Fire Officer Development Training on a Regular Basis			
Objective C	Performance Measure:		Tasks: 1. Establish and adopt standards and expectations for Volunteer Officers 2. Identify, adopt or create a curriculum to meet the adopted standards for Silverton Fire District 3. Schedule and provide any pre-requisite training for potential officers prior to the Fire Officer Development training 4. Evaluate the program and update as needed
	Fire Officer standards, curriculum and schedule will be in place and initial training will be underway		
	Importance:	High	
	Timeline for Completion	March 2023	
	Lead/Responsible Party:	Assistant Fire Chief	

Strategic Goal 8: Explore Options and Implement Measures to Improve Emergency Medical Response within Silverton Fire District

Encourage and Offer Emergency Medical Responder Courses and Certification for all Members and Sponsor Emergency Medical Technician Courses and Certification as the Budget Allows			
Objective A	Performance Measure:		Tasks: 1. Schedule an EMR course annually for all members- members encouraged to obtain EMR certification as a minimum EMS level 2. EMT course schedules will be published and members encouraged to attend 3. EMR and EMT re-certification classes are scheduled throughout each year as part of the regular drill program
	EMR Courses will have been scheduled and EMT Courses and Certifications are sponsored and included in the annual operating budget if feasible		
	Importance:	Medium	
	Timeline for Completion	May 2023	
	Lead/Responsible Party:	Assistant Fire Chief	

Strategic Goal 9: Continue to Provide for Cross-Training Activities with Allied Agencies

Provide Cross-Training Activities with Allied and Technical Service Providers to Better Increase Awareness and Support			
Objective A	Performance Measure:		Tasks: 1. A roster of allied and technical service providers will be created 2. Contact with each agency and a mutual date/time will be scheduled on an annual basis
	Cross Training Activities will be scheduled on the training calendar on an annual basis		
	Importance:	High	
	Timeline for Completion	January 2023	
	Lead/Responsible Party:	Training Committee	

Strategic Goal 10: Continue to Delegate Administrative Tasks where Feasible

Continue to Delegate Administrative Tasks where Feasible			
Objective A	Performance Measure:		Tasks: 1. Compile list of administrative tasks and/or programs that could be delegated 2. Explore options for additional assistance such as volunteers, work study students, grant funded resources, etc. 3. Provide report and recommendations to the Fire Chief and implement as appropriate
	Administrative duties will have been reviewed for suitability for delegation and tasks/programs will be delegated to others where feasible		
	Importance:	Medium	
	Timeline for Completion	June 2023 and ongoing	
	Lead/Responsible Party:	Office Administrator	

Strategic Goal 11: Encourage Internal Medical Evaluations Program			
Implement Internal Medical Evaluations Program			
Objective A	Performance Measure:		Tasks: 1. Research OR-OSHA requirements along with NFPA and Health Physician recommendations 2. Determine which portions are mandatory vs. voluntary for all members 3. Program is developed, budgeted and scheduled
	An appropriate medical evaluations program will be implemented		
	Importance:	High	
	Timeline for Completion	March 2023	
	Lead/Responsible Party:	Assistant Fire Chief	

Strategic Goal 12: Develop a Succession Plan for the Fire Chief and Assistant Fire Chief Positions
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Develop a Succession Plan for the Fire Chief Position			
Objective A	Performance Measure: A succession plan will have been developed and presented to the Fire District Board of Directors		Tasks: 1. Review job duties and propose any changes to the Fire District Board of Directors 2. Revised job descriptions are created and approved 3. Written plan includes a timeline and actions for either in-house interim position or contract with outside person on agency such as Special Districts Association of Oregon 4. Written plan is presented to the Fire District Board of Directors for action
	Importance:	High	
	Timeline for Completion	January 2023	
	Lead/Responsible Party:	Fire Chief	

Strategic Goal 13: Create a Standard of Cover Document			
Create a Standard of Cover Document			
Objective A	Performance Measure:		Tasks: 1. Determine standards that will apply [such as NFPA 1710 or 1720] along with ISO recommendations as well as past ratings 2. Establish scope of the Standard of Cover 3. Determine if project can be completed in-house with existing staff or volunteers; or if project should be contracted out 4. If contracted, an RFP is created and vendors are solicited 5. Program underway by January 2023 5. Standard of Cover document is reviewed and action taken by the Fire Chief and Fire District Board of Directors
	A Standard of Cover document will have been created and adopted		
	Importance:	Medium	
	Timeline for Completion	July 2023	
	Lead/Responsible Party:	Fire Chief	

Strategic Goal 14: Provide Strategic Plan Updates to the Fire Board and Members on an Annual Basis
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Provide Strategic Plan Updates to the Fire Board and Members on an Annual Basis			
Objective A	Performance Measure: The Fire Chief will have provided a status report on accomplishments within the Strategic Plan on an annual basis as a minimum		Tasks: 1. Status reports from staff will be provided to the Fire Chief as requested 2. A written summary of progress will be provided to the Fire Board as directed or on an annual basis as a minimum 3. A written summary will be provided to all Fire District members at least annually
	Importance:	Medium	
	Timeline for Completion	October 2023 or as requested	
	Lead/Responsible Party:	Fire Chief	



Notes