

Tillamook Fire District Strategic Plan 2017 – 2022



2310 4th Street
Tillamook, Oregon 97141

Rick Adams, Fire Chief

Adopted 12/13/16

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Introduction

Tillamook Fire District is located in central Tillamook County on the northern Oregon coast. The district provides fire suppression, rescue, emergency medical, and hazardous materials response for the City of Tillamook, and the surrounding 97 square miles of district boundary. The main fire station is located within the City of Tillamook, one satellite station is located in Pleasant Valley, and one satellite station is located in Cape Meares. District personnel include four full-time career personnel and approximately forty volunteers.



Strategic planning establishes a road-map of specific goals identified during the planning process. It also identifies available resources, and what resources may be required to successfully accomplish specific strategies and goals. This document was produced through a collective effort involving participation in meetings, and assembling and evaluating input from key stakeholders. The Strategic Planning Committee identified five specific goals as working priorities over the next three-five years.

Goal 1 – Equipment

Ensure capital assets (facilities, apparatus and equipment) fulfill the needs of the District's Mission.

Goal 2 – Staff

Develop a recruitment, career development, and succession planning strategy.

Goal 3 – Volunteers

Recruit and retain professional volunteers by providing quality training and development to ensure an effective volunteer workforce.

Goal 4 – District Consolidation

Encourage new and strengthen existing collaborative strategic partnerships.

Goal 5 - Funding

Ensuring financial stability and accountability to provide for long-term financial success of the District.

Successful implementation of this Strategic Plan we will confirm Tillamook Fire District as a professional and competent organization providing exceptional public service.

Strategic Planning Team

Board of Directors

Debra Reeves Board Chair

Tim Hamburger Vice Chair

David Mattison Sec/Treasurer

Eric Simmons Director

Eric Swanson Director

Staff

Rick Adams Fire Chief

Rueben Descloux Fire Marshal

Message from the Fire Chief

It is with great honor that I present to you the very first Strategic Plan adopted by the Board of Directors of Tillamook Fire District. The plan is a compilation of identifiable goals, strategies, and priorities established by the Strategic Planning Committee during the overall planning process. The plan as written, provides a method of evaluating the overall operational success of Tillamook Fire District during the next three-five-year period. Timelines have been established allowing for accurate and careful consideration of the goals, strategies, and objectives to ensure the most successful outcome.



The fire service is rapidly changing compared to what many of us may have experienced over the last decade. Without a doubt technology has played a significant role in changing how we operate. Fire apparatus are larger, more mobile, and cost substantially more than they did many years ago. In 1975 when I joined the fire service, Emergency Medical Service was in the early infancy of an unrecognizable necessity. Ambulance service was provided by the local mortuary and staffed by volunteers when available. Fire related incidents were the majority of the call volume, and 200 incidents annually was extreme. Today EMS consists of 67% of our annual call volume, while fire related incidents are less than 5% of the total. In 2016 Tillamook Fire District will exceed 1,100 calls for service. Strategic planning is necessary to ensure we meet the needs of the citizens as we move forward in the coming years.

Historically the fire service within Tillamook County is no different than other areas of the United States, dependent heavily upon volunteer firefighters. However, it is becoming increasingly difficult for volunteer agencies to meet the service demand of not only today, but certainly the foreseeable future. While volunteers have been the dominant supply of manpower during peak activity, daytime response has, and will continue to become increasingly difficult due to the changing dynamics and requirements of employers.

Without a doubt Tillamook Fire District will face numerous challenges over the next three-five-year period, including retirement of long-term volunteers and career staff. Neighboring fire agencies are currently struggling for existence, and exploring future opportunities will be beneficial for not only those agencies, but will also play a significant role in the overall success of Tillamook Fire District. I believe this Strategic Plan has been written with careful consideration for some of the most critical issues facing Tillamook Fire District in the coming years. I look forward to the opportunity to ensure we continue our success and growth for the next chapter of Tillamook Fire District.

Sincerely,

Rick Adams, Fire Chief

What Defines Us

Mission

Tillamook Fire District proudly protects and serves the citizens of central Tillamook County.

Vision

A recognizable fire service leader promoting excellence and a high degree of professionalism in public safety.

Values

Accountability

A commitment to accepting our actions, behavior and the responsibility entrusted to us.

Honesty

A commitment to being truthful and forthright among fellow firefighters, officers, board members, and the public we serve, laying the foundation for a lasting working relationship.

Communication

A commitment to open acceptance of ideas and information with those we protect and the members within our organization.

Excellence

A commitment to exceeding the expectations of those we serve by providing a service above and beyond the normal acceptable standard.

Integrity

A commitment to honesty and dedication to the service of those we protect.

Professionalism

A commitment to being honest, respectable, and prideful, promoting a positive self-image and high standard of ethical conduct, while striving for personal growth within our organization.

Respect

A commitment to the needs, feelings and beliefs of those we protect and members within our organization, acknowledging ideas and opinions as opportunities.

Our firefighters are our most precious resource – we will never sacrifice their lives for unnecessary risks when the potential loss of human life is not imminent.

SWOT Analysis

SWOT Analysis is an acronym for strengths, weaknesses, opportunities, and threats. This is the first step in the planning process used to determine internal and external attributes that can have a direct effect on the ability of a business or agency to be successful. It is a method of measuring the ability of an agency to accomplish identifiable objectives and to build organizational strategy.

SWOT ANALYSIS



Internal

Internal factors within an organization.

Strengths

The characteristic of a business, agency, or specific project that give it an advantage over like businesses or agencies.

Weaknesses

The characteristics of a business, agency, or specific project that place the business or agency in a disadvantage relative to like businesses or agencies.

External

External factors stemming from community or societal forces.

Opportunities

The elements of the environment that the business, agency, or specific project could exploit advantages over like businesses or agencies.

Threats

Identifiable elements in the environment of a business, agency, or specific project that could cause trouble for the business or agency

The Strategic Planning Team developed a list of key categories, objectives, strategies, and time lines based upon information obtained during the SWOT Analysis. Those items are identified in “The Plan”.

The Plan

Goal 1- Equipment

Ensure capital assets (facilities, apparatus and equipment) fulfill the needs of the District's Mission.

Strategy 1.1	Conduct an analysis to determine current and future facility needs. <i>Timeline 2018-2020</i>	
Project	Description	Benchmark
1.1.1	Identify any building deficiencies of current stations.	
1.1.2	Identify renovations needed to bring current stations to an acceptable status.	
1.1.3	Develop projected budget cost for renovations of existing stations based on recommended improvements.	
1.1.4	Establish a working group to identify any possible long-term solution for Cape Meares Station 73.	
1.1.5	Develop a projected budget impact for any Cape Meares solution.	
1.1.6	Look into "Seismic" grant opportunities for facility improvements.	
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Strategy 1.2		Establish an apparatus replacement program.	<i>Timeline 2017-2019</i>
Project	Description		Benchmark
1.2.1	Inventory and identify a need for apparatus by type based on data and call volume from Emergency Reporting Software.		
1.2.2	Review IOS grading schedule for deficiencies and any potential improvement by the addition of reserve apparatus.		
1.2.3	Develop a list and identify apparatus to replace based on priority, age, use and establish a replacement date in Emergency Reporting.		
1.2.4	Establish cost analysis and projected budget impact based on current apparatus replacement costs and purchase priority.		
1.2.5	Prioritize and budget for five-year payoff on new Type III Engine that will be financed over a seven-year period.		
Strategy 1.3		Establish replacement program for Self-Contained Breathing Apparatus	<i>Timeline 2017-2019</i>
Project	Description		Benchmark
1.3.1	Review existing NFPA requirements for maximum life and intended use for existing air packs and cylinders.		
1.3.2	Identify the existing number of SCBA and future requirements based on current and projected apparatus rider capacity.		

1.3.4	Apply for 2016 AFG to replace SCBA and spare cylinders.	
1.3.5	Apply for AFG in subsequent year(s) if unsuccessful in the 2016 grant process.	
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Goal 2 - Staff		
Develop a recruitment, career development, and succession planning strategy.		
Strategy 2.1		Evaluate existing career staff by rank/position.
<i>Timeline 2018-2019</i>		
Project	Description	Benchmark
2.1.1	Survey similar size districts for staffing levels, positions, pay scales, and benefit packages for comparison.	
2.1.2	Determine future career staffing levels and positions based on survey and forecasted funding.	
2.1.3	Forecast five-year budget impact based on future needs.	
2.1.4	Explore alternative funding mechanisms (local option tax) for additional career staff.	
Strategy 2.2		Enhance existing career staff professional development.
<i>Timeline 2018-2020</i>		
Project	Description	Benchmark
2.2.1	Develop a funding mechanism to allow current personnel to become compliant with NFPA 1021 Standard for Fire Officer Professional Qualifications prioritized by rank.	
2.2.2	Develop and implement an internal mentoring program for any qualified candidate for key positions.	
2.2.3	Increase budget dollar allocation for external training opportunities, i.e. (OFCA, OFIA, OFMA) etc.	

Strategy 2.3	Establish and set succession planning for key staff positions. <i>Timeline 2018-2020</i>	
Project	Description	Benchmark
2.3.1	Sit down with Fire Chief and identify potential dates based upon the earliest possible and maximum date possible for Fire Chief's retirement.	
2.3.2	Prepare recruitment/advertising package based on dates identified to begin preliminary recruitment.	
2.3.3	Establish an advertising recruitment plan based on one year and six month pending retirement.	
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<p>Goal 3 - Volunteer</p> <p>Recruit and retain professional Volunteer’s by providing quality training and development to ensure an effective volunteer workforce.</p>		
<p>Strategy 3.1</p>		<p>Identify ways to recruit additional daytime responders.</p> <p style="text-align: right;"><i>Timeline 2017-2019</i></p>
Project	Description	Benchmark
3.1.1	Survey other districts of similar size and obtain information on unique ways they use for daytime response coverage.	
3.1.2	Explore the possibility of creating an “Explorer Post” to capitalize on available youth and potential long-term retention opportunities.	
3.1.3	Make contact with civic organizations – presentation of the value and need for daytime volunteers.	
<p>Strategy 3.2</p>		<p>Identify funding mechanisms for recruiting more volunteers.</p> <p style="text-align: right;"><i>Timeline 2019-2022</i></p>
Project	Description	Benchmark
3.2.1	Sit down with existing volunteers and develop a list of ideas for recruiting and retaining new volunteers that may require financial support.	
3.2.2	Create line item in the general fund as initial seed money to be used for advertising or recruitment of volunteer firefighters.	
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3.2.3	Explore options and consider ways to possible utilize AFG Staffing Grant for volunteer recruitment and retention.	
Strategy 3.3	Develop ways to retain existing volunteer firefighters.	<i>Timeline 2017-2019</i>
Project	Description	Benchmark
3.3.1	Create agenda space for Tillamook Volunteer Association representation at District Board Meetings. Encourage volunteer participation and provide an opportunity for monthly reports.	
3.3.2	Sit down with Volunteer Association and coordinate additional social functions for increased social activity.	
<p>Goal 4 - District Consolidation</p> <p>Encourage new and strengthen existing collaborative strategic partnerships.</p>		
Strategy 4.1	Maintain an open and receptive attitude for possible consolidation expansion options.	<i>Timeline 2017-Open</i>
Project	Description	Benchmark
4.1.1	Review neighboring agency boundaries, tax rates, ISO rates, and compare any potential benefits for possible consolidation.	
4.1.2	Identify any potential partners, offer an opportunity for discussion and dialogue.	
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Strategy 4.2		Foster partnerships with neighboring departments through joint training.	
<i>Timeline 2017-Open</i>			
Project	Description		Benchmark
4.2.1	Coordinate with neighboring fire departments to schedule weekly fire training for each agency on the same weeknight.		
4.2.2	Invite neighboring fire departments to participate in “Company Exchange” for weekly fire training.		
4.2.3	Reconnect with local EMS - coordinate monthly EMS training and invite local medics in as guest speakers.		
4.2.4	Create schedule and email neighboring departments for opportunity in monthly EMS training.		
4.2.5	Become a leader in scheduling and coordinating county-wide training opportunities for special skills, i.e. swift water rescue training etc.		
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Funding - Goal 5 Ensuring financial stability and accountability to provide for long-term financial success of the District.		
Strategy 5.1		Review existing service delivery for any possible areas for cost savings. <p style="text-align: right;"><i>Timeline 2018-2020</i></p>
Project	Description	Benchmark
5.1.1	Develop list of current services provided that have zero or limited ability for cost recovery.	
5.1.2	Develop a list of services that are required (mandated) and consider any that could be eliminated based on zero or limited cost recovery.	
Strategy 5.2		Develop a plan to secure additional funding through additional taxes, user fees, grants. <p style="text-align: right;"><i>Timeline 2018-2022</i></p>
Project	Description	Benchmark
5.2.1	Develop a list of current services provided that have an impact on staff hours with no existing service fee.	
5.2.2	Develop draft "Ordinance" for possible "Service Fee's" for specific items. (burn permits, burn violation, non-compliant for inspection notice, excessive auto alarm response. documents, etc.)	
5.2.4	Look for possible funding sources for additional career staff. Consider AFG SAFER and also possible local option tax for additional funding. Perhaps a survey to measure support. <p style="text-align: center;">(Intentionally Left Blank)</p>	

Summary

Tillamook Fire District is an outstanding organization providing exceptional public service to our community. However, for any agency to reach its full potential it must utilize careful, methodical, and strategic planning as a method of ensuring an organization's commitment to excellence. If used properly, this planning document will empower the leadership of Tillamook Fire District to build a foundation for success for many years to come.

Numerous strengths and weaknesses were identified during the planning process, specifically during the SWOT analysis. Implementation of key areas (Goals) that were identified will play an important role in the overall success of the plan. Successful implementation will be critical to ensure Tillamook Fire District's ability to deliver its Mission, Vision, and Values. If used properly, the plan will allow a united effort between community members, volunteers, career staff, and board members to develop the organization's long-term direction.



It is impossible for members of Tillamook Fire District to perform the required tasks during an emergency without the proper facilities, apparatus, or equipment. Funding issues have and most likely will continue to be the single largest hurdle when attempting to fulfill the needs of the membership. As we look towards the future we must carefully consider every opportunity for growth and expansion including potential consolidation and financial opportunities.

We must hold ourselves accountable for the delivery and implementation of this Strategic Plan. Specific performance measures (strategies, projects, timelines) have been established to assist with implementation. The Fire Chief will be responsible for the overall accountability and will keep the Board of Directors informed of the implementation progress of the plan.



Tillamook Fire District

Proudly Serving the Citizens of Central Tillamook County

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Business 503-842-7587 Fax 503-842-4331

RESOLUTION 2016-003

A RESOLUTION ADOPTING STRATEGIC PLAN FOR TILLAMOOK FIRE DISTRICT

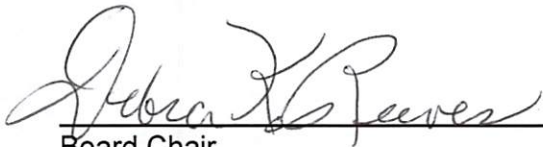
WHEREAS, the Strategic Planning Committee conducted strategic planning meetings to determine the goals, strategies, and project priorities for Tillamook Fire District, and the methods needed to measure progress towards achieving those priorities and;

WHEREAS, a written document was produced identifying the specific goals, strategies, projects, and timeline priorities for Tillamook Fire District and;

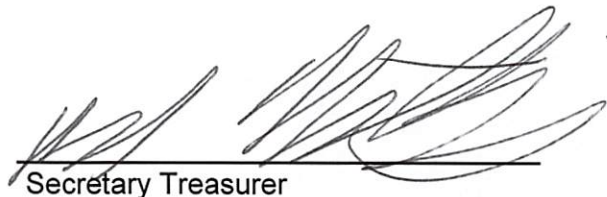
WHEREAS, a strategic plan consisting of the goals, strategies, projects, and timeline priorities for Tillamook Fire District is needed to successfully guide the district in the coming years.

NOW THEREFORE, BE IT RESOLVED THAT, the Board of Directors of Tillamook Fire District hereby adopt the Tillamook Fire District Strategic Plan for 2017-2022.

Adopted this 13th day of December, 2016



Board Chair



Secretary Treasurer

Debra K. Reeves

Print Name

David Mattison

Print Name