



Philomath Fire & Rescue District Strategic Plan



Mission

The men and women of this department are dedicated to:

The preservation of property, through the extinguishment and prevention of fires; The protection and care of human life through education and treatment; The development of character through commitment and teamwork.

Vision

Philomath Fire & Rescue serves the emergency needs of a diverse community, providing state-of-the-art fire and medical emergency response services. The District has a strong volunteer base and active involvement in community affairs pertaining to public safety. We maintain the highest safety standards for our personnel and the community.

Introduction

Strategic planning is a management tool that provides direction for an organization and helps build a shared vision with the community and employees. Strategic planning in the fire service identifies organizational priorities and establishes goals and objectives. By establishing organizational goals and prioritizing scarce resources, organizations are able to focus their efforts on the most critical issues facing the community and organization.

While the strategic planning process provides a structured plan, it should be noted that the planning process is flexible and dynamic. Periodic review of the plan and the community needs should be conducted to ensure priorities are being met. Changes in the community landscape or service demands may require adjustments to plan priorities, or a comprehensive update of the plan itself.

The Strategic Plan for Philomath Fire & Rescue is intended to guide the District for the next five years. The Strategic Plan will provide guidance to staff and policy makers in administrative, budgetary and policy decisions. The Strategic Plan will help determine organizational goals and will be audited annually to determine whether goals have been met. Lastly, the Strategic Plan will provide guidance to our staff about our mission, vision and organizational values that guide our organization and maintain an effective organizational culture.

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Plan Design/Definition of Terms

The design of this strategic plan is intended to be uncomplicated, accessible, and readable for all of the members of Philomath Fire & Rescue as well as the community we serve. As you review the plan, keep in mind how the following terms are used:

- ▶ **Goals: where we are going:** A future-looking statement about an aspect of our mission, vision or values that describes a desired direction of change.
- ▶ **Outcome Indicators: how we'll know when we arrive:** Outcome Indicators are for assessing results. Note that, generally, Outcome Indicators should not be measures of effort expended, but of impact achieved. Think of the difference between the number of medical calls responded to and the survivability rate of specific types of medical calls. Or consider the difference between preparing a financial plan and achieving specific savings or efficiency targets. In each case, the first describes completion of a task, while the second tells us if the intended result was achieved. Outcomes are about intended results that tell us if a Goal is being achieved. To understand how we hope to move the Outcome Indicators, we look at the final level of the plan, Description/Action Items.
- ▶ **Description/Action Items: how we intend to do it:** In this plan, Action Items indicate an intentional change in action — in a program, training, purchase, procedure, staffing approach, or similar. The term *Action Item* is used to emphasize that the plan is not about everything we do, but about how we intend to change what we do to achieve our goals. Without a focus on change, a strategic plan can become a very long list of everything a fire district does and becomes redundant to budgets and other documents already developed. Action Items are also the most flexible part of the plan. After all, the final test of a successful strategy is not “Did we implement the strategy?” but “Did we get the result?” That is, “Did one or more Outcome Indicators move in the desired direction?” If not, it is time to rethink the strategic direction.

Finally note that, unlike traditional plans, this plan is not designed to require each Strategy to be categorized under a single Outcome, or even Goal. While every Strategy must support at least one Goal, there is no reason why a good Strategy can't support multiple Goals, so we have substantially avoided the artificial (and editorially painful) practice of creating micro-categories for Strategies under each Outcome.

Organizational Values

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Goals & Outcome Indicators

GOAL 1: Goal #1

Timeline:

Outcome indicators for progress toward this goal include:

➤ Outcome indicator – how will we measure “success” or “failure” of the below objectives toward this goal?

Tracking

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Key strategies for improvement:

Title/Objective: **Objective #1**

Responsibility: Role/Title of Individual

Description/Action Items: Describe project here

Title/Objective: **Objective #2**

Responsibility: Role/Title of Individual

Description/Action Items: Describe project here.

Title/Objective: **Objective #3**

Responsibility: Role/Title of Individual

Description/Action Items: describe project here.

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #5**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #6**

Responsibility:

Description/Action Items:

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title/Objective: **Objective #7**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #8**

Responsibility:

Description/Action Items:

GOAL 2: Goal #2

Timeline:

Outcome indicators for progress toward this goal include:

Outcome indicators

Tracking

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Key strategies for improvement:

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #5**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #6**

Responsibility:

Description/Action Items:

Expense-increase change strategies: In addition to taking the revenue-neutral steps noted above, the following items are recommended pending resource availability and approval for relevant budget increases:

Title/Objective: **Objective #7**

Responsibility:

Description/Action Items:

GOAL 3: Goal #3

Timeline:

Outcome indicators for progress toward this goal include:

Outcome indicator

Tracking

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Key strategies for improvement:

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

GOAL 4: Goal #4

Timeline:

Outcome indicators for progress toward this goal include:

Outcome indicator

Tracking

FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Key strategies for improvement:

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #4**

Responsibility:

Description/Action Items:

Taken towards this goal									
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Key strategies for improvement: In addition to maintaining current levels of service, the following changes in support of this goal will be implemented, assuming a continuation of resources at the current level of funding.

Title/Objective: **Objective #1**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #2**

Responsibility:

Description/Action Items:

Title/Objective: **Objective #3**

Responsibility:

Description/Action Items:

THIS PLAN IS INTENDED TO PROMOTE THE BEST POSSIBLE MANAGEMENT OF PUBLIC RESOURCES.

You are welcome to keep this copy if it is useful to you.

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Philomath Fire & Rescue

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