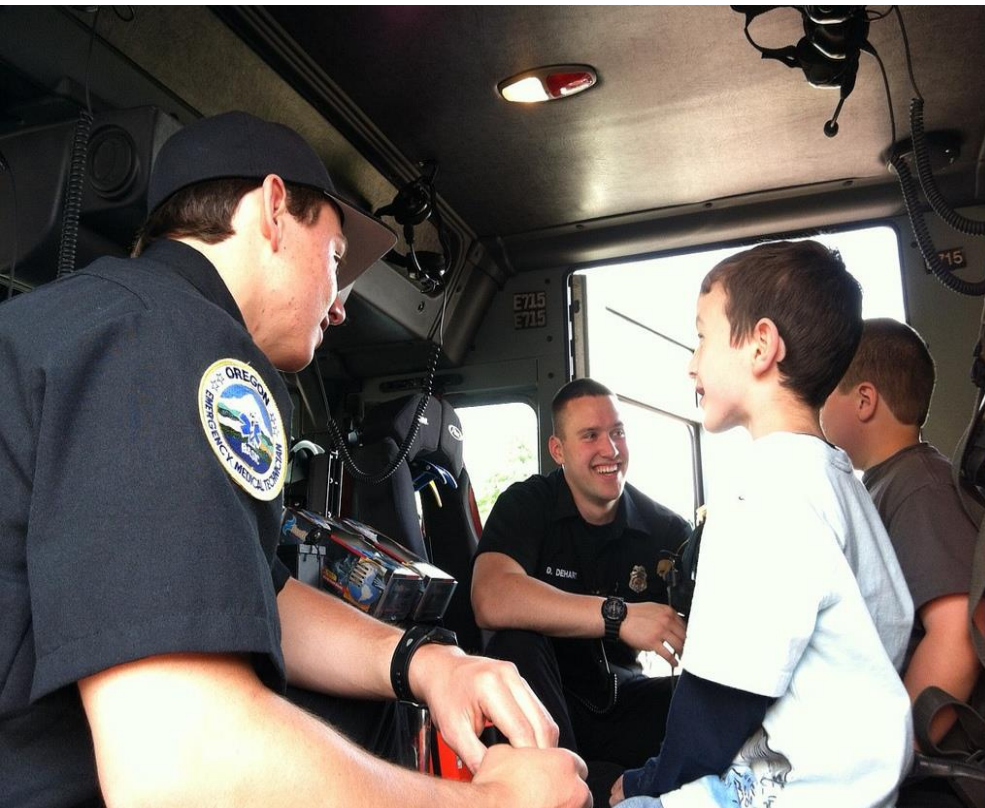


Marion County Fire District #1 Strategic Plan



2018-2023

Adopted June 21, 2018



Special Thanks & Acknowledgements

The development of the Marion County Fire District #1 Strategic Plan would not have been possible without MCFD#1's members and their support and input. We would also like to recognize and thank our residents and neighboring local government representatives for their participation throughout the entire process.

Furthermore, we are highly appreciative to the members of the MCFD#1 Strategic Plan Steering Committee who oversaw the entire process. Their knowledge and expertise in the development of the plan are what guided the entire planning process. Lastly, we would like to recognize and thank Chief Terry Riley for his leadership, dedication, and work ethic throughout the process.

Marion County Fire District #1 Strategic Plan Steering Committee:

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Kim Batchelor, Board Director	Paula Smith, Division Chief, Fire Marshal
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Special thanks to Josh Bruce for his guidance and insight throughout the strategic plan development.

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Outreach and Engagement Report

Provided to Marion County Fire District #1 as a separate supplemental document. Includes a summary of outreach activities, key themes, and raw data.

Letter from the Fire Chief



Marion County Fire District #1 has been providing service for almost 80 years to our community. Since the formal inception of our district, there have been a variety of changes to the fire service and to our community. Today, the District provides services to a growing population with resources that are stretched increasingly thin. However, our pledge to you as residents of Marion County Fire District #1 is to always promote public safety, protecting the life and property of you and your neighbors regardless the cost.

We as a District undertook this strategic planning effort to determine where our time and efforts are best spent. Strategic planning allows us to ensure that our resources are used efficiently and effectively. Our strategic planning process has helped us consider the technological, economic, political, and social factors that will impact our organization and our ability to provide services. We need to understand these factors because no service is as important to us as the service we provide to our residents.

As we move forward into the next five years, I want you to know that our most valuable asset is people: the people who live and work in our District and the dedicated individuals who work for and serve MCFD#1. Our goal is to work with all of you to accomplish the actions set forth in this plan. By working together, we hope to become a stronger District—one that is financially sustainable and better connected with our community. I challenge each and every one of you to think about what you can contribute to building a stronger District in the future.

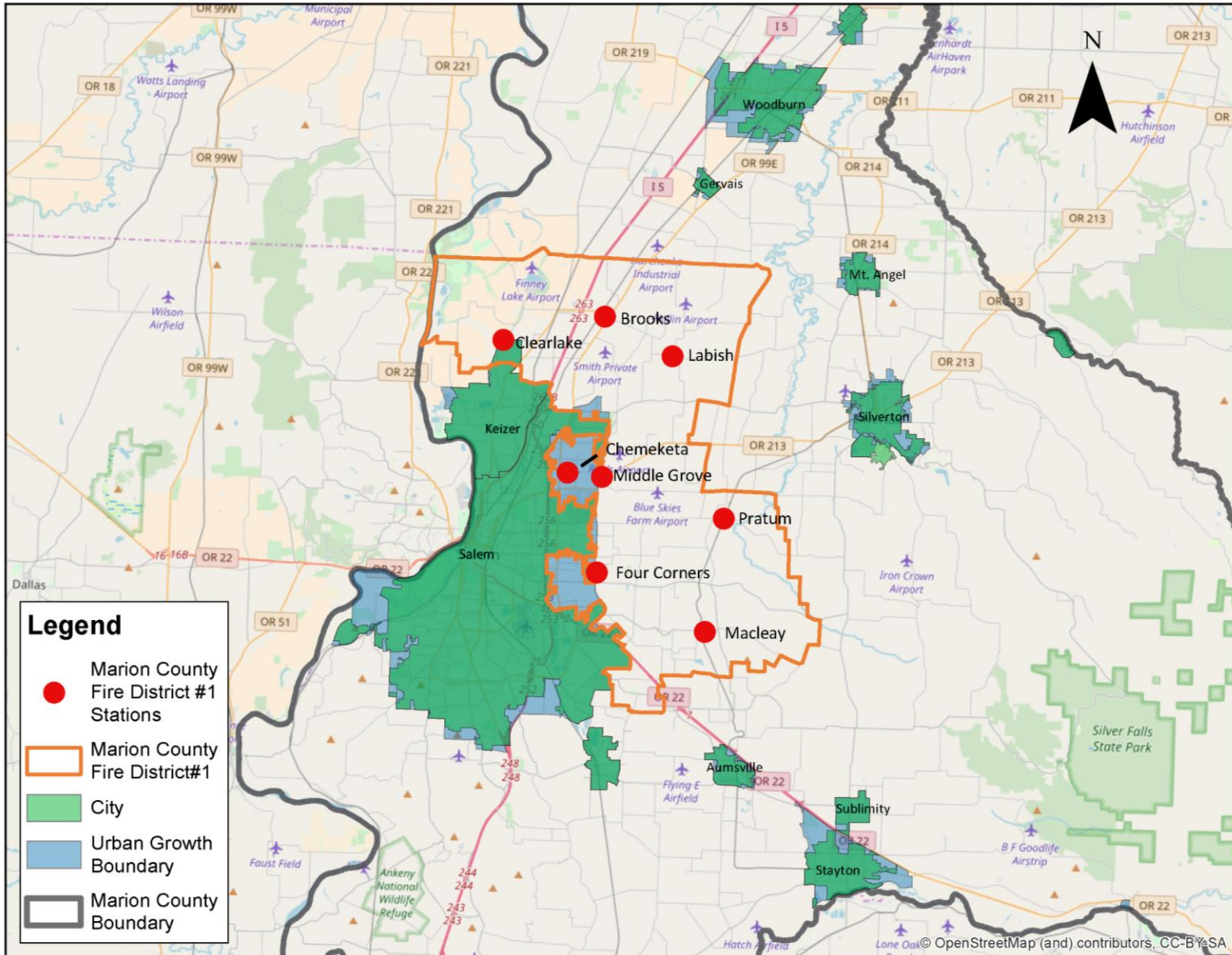
In closing, I want to thank members of the Strategic Plan Steering Committee, our career and volunteer personnel, our Board members, and our residents for their time, input, and dedication in bringing this plan from concept to reality. We also want to thank the University of Oregon's Institute for Policy, Research, and Engagement for their assistance with the strategic planning process and assembly of this plan.

Sincerely,

Terry Riley
Fire Chief



Map of Marion County Fire District # 1



Source: Marion County GIS

About the Strategic Plan

Strategic planning processes are used by organizations to align daily operations with the current mission and future goals. For many years, Marion County Fire District #1 (MCFD#1) has not had a strategic plan to address inevitable internal and external changes. Long-term planning has become vital to continued high-quality service provision to District residents. Responding to the shifts in population, development, funding, personnel retention, and technology, MCFD#1 undertook an extensive strategic planning effort in 2018.

The MCFD#1 Strategic Plan process was organized in three main phases informed by three main questions:

1. Where are we now?
2. Where do we want to be in 5 years?
3. How do we get there?

These questions guide the strategic planning process, ensuring that the final plan accounts for current conditions and provides meaningful guidance for reaching priority goals based on the District's actual capacity.

Several groups contributed input during the creation of the MCFD#1 2018-2023 Strategic Plan including community members, administrative staff, board members, and career and volunteer firefighters. The plan was crafted using input from stakeholder interviews, focus groups with career and volunteer firefighters, a workshop with residents of the District, and two online surveys (one for MCFD#1 staff and one for MCFD#1 residents).

The Strategic Planning Process



The perspectives gathered during the issue-identification and goal-setting phases of the strategic planning process have been integrated into the content and recommendations of this strategic plan.^a The plan therefore reflects the expertise and desires of the community and personnel of MCFD#1.

The 2018-2023 Strategic Plan is a living document. It should be regularly engaged with and updated over the next five years to account for new information and changing priorities. The plan contains goals for MCFD#1 and actions for meeting those goals. Furthermore, this document clearly assigns actions to individuals or groups to create accountability for implementation. Finally, the plan provides an implementation framework and timeline to help guide the District in executing the plan.

The remainder of this document is organized into five sections and a resource appendix:

- **Background** provides history and context for MCFD#1.
- **Vision, Mission, and Values** lists MCFD#1's vision, mission, and "five basic rules."
- **Recent Accomplishments** outlines some of the District's recent progress and successes.
- **Key Strategic Issues and Goals** describes the issues identified by residents and District staff/volunteers during the strategic planning process and introduces the District's goals for addressing these issues.
- **Action Plans and Implementation**, the core of this strategic plan, includes a set of strategies and actions to accomplish each of the District's five goals and concludes with an implementation framework to help the District move the strategic plan to action.
- **Resource Appendix** includes a set of materials (templates, exercises, and lists) that will support the Strategic Plan Working Group and Taskforces as these groups move towards plan implementation.

The plan also includes a supplemental "**Outreach and Engagement Report**" (available to the District as a separate document) that provides additional detail about input collected to shape the Strategic Plan for those who are interested in more detail about the planning process. The Outreach and Engagement Report includes a summary of the comments, suggestions, and ideas that emerged from various stakeholders, as well as a complete set of the data collected during each engagement activity (interviews, focus groups, and surveys).

^a The supplemental "Outreach and Engagement Report" provides a detailed summary of the engagement activities used to produce this strategic plan.

Background

Marion County Fire District #1 (MCFD#1) provides emergency response services to roughly 80 square miles of Marion County outlying the cities of Salem and Keizer. In contrast to a municipal fire department, fire districts act independently of city or county government. Fire districts fund themselves through property taxes within the district and often serve unincorporated county lands outside of city limits. Fire district residents elect a board of volunteer directors that govern per Oregon Revised Statute 478.

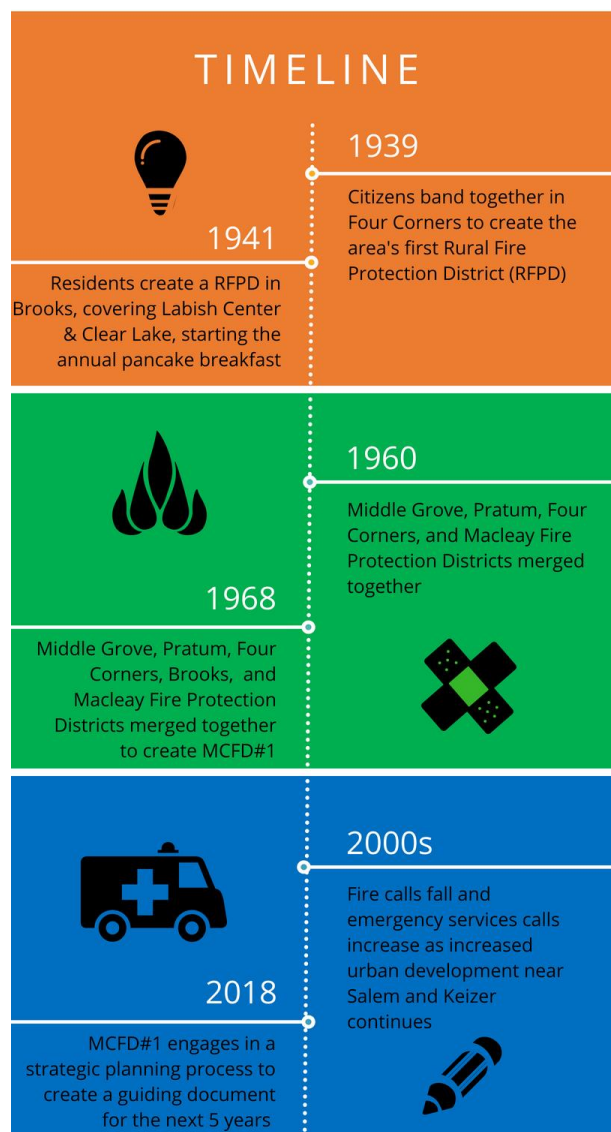
District History

Originally a product of local townspeople and business owners' hard work and dedication, Marion County Fire District #1 has a long history relating directly to the transformation of the region itself. Nineteenth century settlers established the small farming communities we still see today. Over the course of just a few generations, the rural landscape began to feature rapidly growing cities like Salem, Keizer, and Woodburn.¹ Marion County itself has almost tripled in population since 1950.²

The MCFD#1 has evolved to meet the demands of growing population while maintaining service to outlying communities like Brooks, Pratum, and Lake Labish, which exist on the outskirts of urban areas.

The District traces its origins back to a time where smaller organizations like The Four Corners Rural Fire Protection District (FCRFPD) served the area.³ The community of Four Corners, east of Salem, established FCRFPD to serve areas outside the Salem city limits after a major fire in 1939.⁴ At the time, sparsely-populated areas outside the city limits didn't receive municipal services like fire protection.

For similar reasons as Four Corners, the small community of Brooks formed a Rural Fire Protection District in 1941.⁵ It quickly expanded, establishing stations in Clear Lake and Labish Center to cover over 47 square miles. The Brooks Station funded much of its initial apparatus with their annual pancake breakfast, starting a tradition that carries on to this day. Over the next decade, many local communities established similar organizations. Middle Grove, Pratum, Four Corners, and Macleay Fire Protection Districts merged together in 1960 to serve 60 square miles.⁶

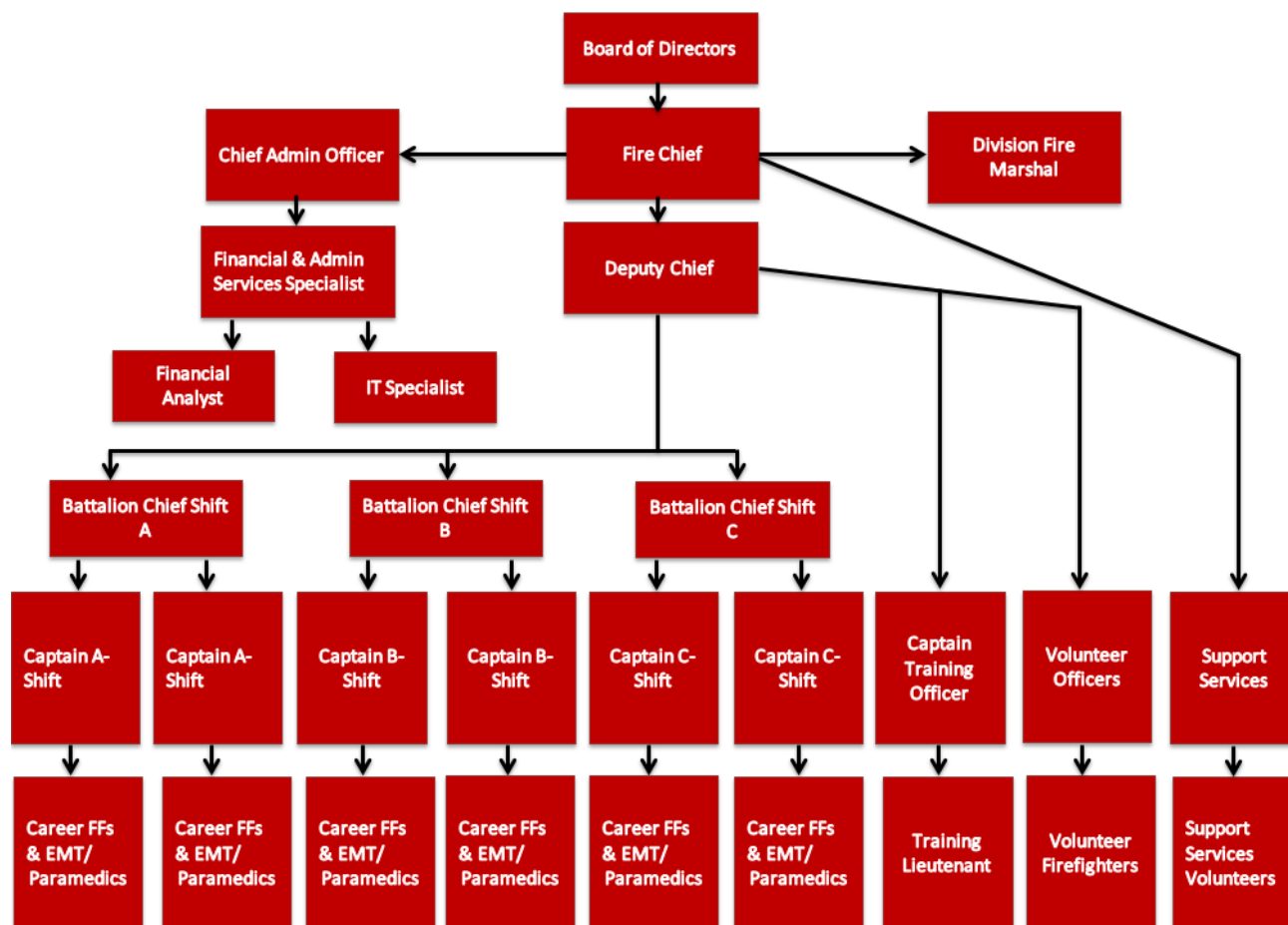


In 1968, Brooks and Four Corners RFPD merged to form Marion County Fire District #1. At the time, the District covered 120 square miles and had over 100 volunteers. Over the almost 80 years since the citizens of Four Corners first organized, the region's rural landscape and character has transformed dramatically, and so has the organization itself. It hired its first career firefighters in 1975 to work alongside the large volunteer force, including a Fire Chief, Assistant Fire Chief, and five firefighters.⁷

MCFD#1 Today

MCFD#1 now employs 47 career personnel and has a volunteer force of roughly 60 members. The District covers roughly 80 square miles with a residential population of approximately 50,000 residents. The district receives over 6,300 responses annually.⁸ MCFD#1 utilizes a traditional command and control organizational structure governed by a volunteer Board of Directors elected by District residents.

MCFD#1 Organizational Chart



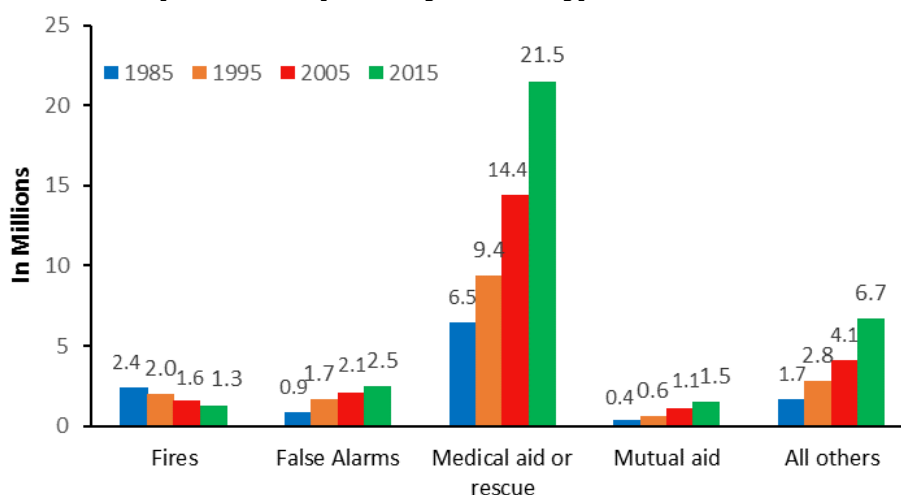
Commercial and suburban development continues to radiate from I-5, Salem, and Keizer, spreading into MCFD#1. Now with stations in Four Corners, Middle Grove, Pratum, Macleay, Brooks, Clear Lake, Labish Center, and Chemeketa Community College, the District straddles rural Marion County and the edges of bustling Salem and Keizer. Notably, the vast majority of the District's calls originate from the densely populated areas closest to city boundaries.

MCFD#1 Looking Forward

As the district looks forward, an understanding of the past provides valuable insight. We must remember that the District's values and vision were shaped by the dedicated service to rural areas. Planning for the future requires an introspective look at how MCFD#1 found itself here today. The history of MCFD#1 tells a story of an organization fundamentally built on cooperation, volunteerism, professional service, and community. As MCFD#1 looks ahead to the next 5-10 years, it must address how to maintain this service to the community in the face of the District's changing demographics and landscape.

The District must be aware of both national and local fire district trends. Nationally, fire incidents are continuing to decrease, approximately 2.4 million in 1985 down by about half to only about 1.3 million in 2015. Furthermore, the nation continues to see a large increase in medical aid and rescue responses. In 2015 alone, there were 2.15 million medical aid and rescue related calls. This accounts for about 64% of total responses by all US fire departments/districts for the year 2015.

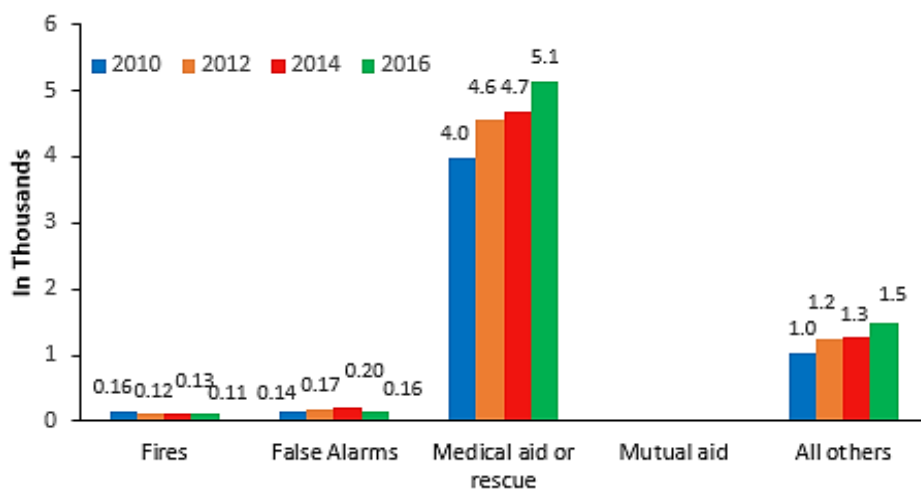
National Fire Department Responses by Incident Type, 1985, 1995, 2005, and 2015



Source: National Fire Protection Association, Trends and Patterns of U.S. Fire Loss, 2017

While MCFD#1 does not have data as far back as 1985, available data shows that the District is in line with national trends. In 2016 MCFD#1 had approximately 110 calls related to fires compared with approximately 160 calls in 2010. However, medical aid and rescue related calls increased significantly from approximately 4,000 in 2010 to approximately 5,100 in 2016. In total, medical aid and rescue calls accounted for 74% of the total calls during the 2015-2016 fiscal year.

MCFD#1 Responses by Incident Type, 2010, 2012, 2014, and 2016



Source: Marion County Fire District #1

As MCFD#1 moves toward implementing this strategic plan, it will need to consider the changing role of fire departments/districts. Fire service providers are increasingly being called upon to handle medical emergencies. However, organizational structures have not necessarily shifted to accommodate these changes. Fire service trends like these will impact the financial and administrative structure of MCFD#1. More importantly, these trends will shape what type of service MCFD#1 provides to the District in the coming years.

Section Sources

¹ Marion County Planning and Zoning, Exhibit B- Population History and Projections

² US Department of Commerce, Bureau of the Census, 1950 Census of Population Preliminary Counts, August 9, 1950, Washington D.C

³ Marion County Fire District #1. "History of Marion County Fire District #1." (Internal Document)

⁴ *Ibid.*

⁵ *Ibid.*

⁶ *Ibid.*

⁷ Marion County Fire District #1. "Marion County Fire District Today." (Internal Document)

⁸ *Ibid.*

Vision, Mission, and Five Basic Rules

MCFD#1's Vision

Our purpose for existing.

To be known and trusted by our community, respected by our peers, and united in the accomplishment of our mission.

MCFD#1's Mission

The mission of Marion County Fire District #1 is to protect life and property, promote public safety and community awareness, and create an environment of trust and respect with our residents.

We will accomplish our mission through (1) fire suppression, (2) emergency medical services, (3) disaster management and mitigation, and (4) fire prevention and community risk prevention.

MCFD#1's Five Basic Rules

Within our organization, every member knows and consistently practices Five Basic Rules:

1. Do what is right.
2. Do your best.
3. Treat others with dignity, understanding and respect.
4. Leave the situation better than the way you found it.
5. Help other members to be successful.

These rules ensure that a proper mixture of talented, dedicated, and capable personnel, command staff, and board members are working within the District to serve the MCFD#1 community in the best manner possible.

Recent Accomplishments



Community Support

MCFD#1 continues to see strong support from the community. One resident wrote “We love our fire service! We have been engaged with national night out in our neighborhood and the kids love to see staff and equipment! In the ’70s and ’80s I dispatched for MCFD and have seen the growth of community being matched by training and services MCFD offers! You ROCK!”



District Finances

MCFD#1 voters approved a levy increase from \$0.29 to \$0.71 per thousand dollars of assessment property value. This was a significant increase that was required to continue to provide two fire engines and three medics to our communities for service.



Fire Insurance Premiums

MCFD#1 was able to be re-rated by the Insurance Services Office (ISO), who changed the rate from a 4/8b to a 4 across the fire district.

The re-rate of MCFD#1 has the potential to result in reduction of fire insurance premiums for residents.



Regional Support

With massive wildfires on the rise, MCFD#1 has provided additional support in areas where other departments/districts were short-staffed.

For the Napa Fire in October 2017, MCFD#1 sent 4 Firefighters on an engine and 1 Chief Officer on a command vehicle.

For the Ventruea/Thomas Fire in December 2017, MCFD#1 sent 4 Firefighters on an engine.

Key Strategic Issues and Goals

Five key issues emerged from interviews with stakeholders, focus groups with MCFD#1 career and volunteer firefighters, conversations with residents, a survey of residents, and a survey of MCFD#1 personnel. In general, MCFD#1 is viewed favorably both from within the organization and by the public. However, all organizations can make improvements and MCFD#1 is no exception.

Issue 1: Career and Volunteer Personnel Training

Adequately trained firefighter personnel are essential to MCFD#1's ability to perform and maintain services for community members. However, only 50% of surveyed personnel are satisfied with career training, and only 31% of surveyed personnel are satisfied with volunteer training. To improve satisfaction with training, personnel recommended more standardized training between career and volunteer personnel and shared goals to work towards.

Issue 2: Communication

Transparent and consistent communication is essential for organization success. However, less than 50% of surveyed personnel felt satisfied with the current level of internal communication. Many personnel also cited insufficient or unclear communication as a workplace stressor or frustration. Personnel recommended a more streamlined and open process to improve communication between administration and personnel.

Issue 3: Community Outreach

MCFD #1 must be an organization that is known and trusted by the community. While many residents who took the survey and attended the public workshop agreed that public outreach was important to the District's mission, less than half of survey respondents felt that the District was effective at engaging the public. Interviews with stakeholders revealed that the District does a good job of reaching residents during tax levy campaigns, but has limited contact at other times.

Issue 4: Partnerships

Effective and efficient partnerships with other emergency service providers ensure the best possible services to MCFD#1 residents and help reduce overall operating costs. While some of the District's partnerships are viewed as effective (particularly the relationship with the Salem Fire Department), other areas of collaboration could use improvement. Internal survey respondents in particular mentioned the need to have shared trainings with other departments/districts within the area (particularly with the Keizer Fire District).

Issue 5: Financial Sustainability

Without adequate funding, the District cannot operate at an appropriate level for the residents. Ninety-seven percent of internal survey respondents ranked funding as one of the top three priorities for the District over the next five years. Additionally, residents have also expressed concern over the financial viability of the District within the coming years.

From Issues to Goals

The Strategic Plan Steering Committee discussed the strategic issues in the context of what the District should aim for in the future. Specifically, the Committee developed a set of goals aimed at resolving each of the identified issues. The purpose of these goals and their accompanying action plans are to guide MCFD#1's strategic direction over the next five years. The following graphic shows the relationship between each issue and the strategic goals.



Action Plans and Implementation

This Strategic Plan includes over 25 actions that will bring the District closer to meeting its goals. Actions are designed to be completed in the next five years (the timeframe covered in this plan).

Actions are organized by goal and strategy. Goals are the big picture, overarching aspirations for MCFD#1. Strategies represent a path of action that will guide the District towards the goal. Each strategy is comprised of action items, which are manageable steps towards achieving each strategy, and therefore, each goal. Each action item includes modifiers to place responsibility for completion and establish a timeframe.

Below is a list of the action item modifiers that will help ensure implementation of the plan:

- **Lead:** A specific position or group responsible for initiation and completion of an action.
- **Partners:** A specific position, group, or organization to support the Lead in the completion of the action items.
- **Timeframe:** A defined moment in the five year plan that designates how long it should take for the action items to be completed.
- **Frequency:** Designates how often an action item will occur (quarterly, annually, biennially, continually).
- **Completion date:** The expected year of completion or a designation that the action is ongoing without a completion date.
- **Ease and Impact Rating:** Steering Committee members rated each action based on the ease with which it could be accomplished and the positive impact completing the action would have. These ratings are included to help plan implementors think about the “low hanging fruit” (high ease, high impact) actions that might be useful to tackle first. Actions are categorized into four different Ease and Impact Ratings:

- | |
|--|
| 1. “Low hanging fruit” – High Ease, High Impact |
| 2. Important but difficult – Low Ease, High Impact |
| 3. Less important but easy – High Ease, Low Impact |
| 4. Less important and difficult – Low Ease, Low Impact |

Goal 1 – Optimize Training Opportunities for Career and Volunteer Personnel

Goal 1 (Training)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 1.1: Provide training opportunities for career and volunteer personnel.						
1.1.1	Conduct large-scale training drills with career and volunteer personnel.	Training Division	Operations Chief & Volunteer Officers	Monthly	Ongoing	Low Ease, High Impact
1.1.2	Report on progress of large-scale training drills at respective officers' meetings.	Training Division	Operations Chief & Volunteer Officers	Monthly	Ongoing	High Ease, Low Impact
1.1.3	Track and report on progress of large-scale training drills at quarterly operations meeting. Course correct if necessary.	Training Division	Operations Chief & Volunteer Officers	Quarterly	Ongoing	Low Ease, Low Impact
1.1.4	Restructure volunteer schedule to allow for response opportunities.	Operations Chief		Monthly	Ongoing	Low Ease, High Impact
Strategy 1.2: Formalize professional development program for personnel.						
1.2.1	Budget \$15,000 of funds for personnel to attend professional development and higher education trainings.	Operations Chief	Volunteer Officers	Annually	2019	Low Ease, High Impact

Goal 2 – Improve Internal Communication and External Communication and Engagement

Goal 2 (Communication)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 2.1: Create open lines of communication between supervisors, careers, and volunteers to increase understanding and reduce confusion.						
2.1.1	Designate a volunteer information officer to serve as a liaison between the District and volunteer personnel.	Operations Chief	Training Lieutenant	As needed	2019	High Ease, High Impact
2.1.2	Brief career and volunteer personnel on issues prior to board meetings.	Fire Chief	Operations Chief	Monthly	Ongoing	High Ease, High Impact
2.1.3	Meet with and brief administration on issues prior to board meetings.	Fire Chief	Operations Chief	Monthly	Ongoing	High Ease, High Impact
Strategy 2.2: Gather and implement strategies to engage with the Latino community.						
2.2.1	Develop a list of community organizations that specifically serve the Latino community.	Fire Chief		Once	2019	Low Ease, High Impact
2.2.2	Meet with leaders of identified community groups to gather ideas about effective strategies for connecting with the Latino community.	Fire Chief & Goal 2 Task Force		Once/as needed	2019	Low Ease, High Impact
2.2.3	Implement strategies gathered from action item 2.2.2.	Fire Chief		Ongoing	2023	Low Ease, High Impact
Strategy 2.3: Improve web-based and digital communications.						
2.3.1	Maintain up-to-date information concerning District events on the MCFD#1 website in English and Spanish.	Human Resources	Fire Chief	Monthly	Ongoing	High Ease, High Impact
2.3.2	Set up an online feedback system for District residents in English and Spanish.	Fire Chief	Operations Chief	Once	2018	Low Ease, High Impact
2.3.3	Draft a digital, informational email or newsletter for District residents in English and Spanish.	Fire Chief	As needed	Quarterly	2018	High Ease, High Impact
2.3.4	Post regularly on District Facebook account in English and Spanish.	Facebook Administrators	As needed	Twice weekly	Ongoing	Low Ease, High Impact
2.3.5	Make Spanish-language materials available on District website.	Human Resources	OSFM and NFPA	Once	2018	High Ease, High Impact
2.3.6	Update Spanish-language materials on District website.	Human Resources	OSFM, NFPA, Fire Marshal, & Fire Chief	Quarterly	Ongoing	High Ease, High Impact

Goal 3 – Strengthen Planning for Staffing and Succession

Goal 3 (Staffing & Succession)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 3.1: Streamline and improve hiring processes.						
3.1.1	Maintain and update checklist of required certifications and documents for job postings as needed.	Chief Administrative Officer	Deputy Chief	Ongoing	Ongoing	High Ease, Low Impact
3.1.2	Continue using National Testing Network and explore the use of other hiring tools that screen candidates.	Chief Administrative Officer	Deputy Chief	Ongoing	Ongoing	High Ease, Low Impact
3.1.3	Continue evaluating use of online hiring platforms like governmentjobs.com.	Chief Administrative Officer	Deputy Chief	Ongoing	Ongoing	High Ease, Low Impact
3.1.4	Require that personnel commit to a minimum 2 years with MCFD#1 after receiving District funded paramedic training, or pay back cost of training.	Operations Chief	Chief Administrative Officer, Captains/Battalion Chiefs	Ongoing	2019	High Ease, High Impact
3.1.5	Include “bilingual (English and Spanish)” as a preferred qualification in job descriptions.	Chief Administrative Officer	Deputy Chief	Ongoing	2019	High Ease, Low Impact
Strategy 3.2: Maintain and expand volunteer recruitment and retention.						
3.2.1	Evaluate volunteer reimbursements options annually.	Goal 3 Task Force	Volunteer Officers	Annually	Ongoing	Low Ease, High Impact
3.2.2	Invite Volunteer Officer representative to Quarterly Operations Meetings.	Operations Chief	Volunteer Officers	Quarterly	Ongoing	High Ease, Low Impact
3.2.3	Evaluate utilization of volunteer engine responses, reporting progress at Quarterly Operations Meetings.	Operations Chief	Fire Chief, Volunteer Officers, Battalion Chiefs	Quarterly	Ongoing	Low Ease, Low Impact
3.2.4	Identify strategies to expand officering, engineering, and other promotional opportunities for volunteers.	Goal 3 Task Force	Operations Chief, Volunteer Officers	Ongoing	Ongoing	Low Ease, High Impact

Goal 3 (Staffing & Succession)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 3.3: Pursue proactive strategies for internal promotion.						
3.3.1	Establish a mentorship program between officers and career/volunteer personnel.	Fire Chief	Operations Chief, Battalion Chiefs, Career Officers	Ongoing	2019	High Ease, High Impact
3.3.2	Conduct annual review to assess progress of promotional candidates in AIC programs.	Fire Chief	Battalion Chiefs and Officers	Annually	Ongoing	High Ease, High Impact
3.3.3	Evaluate effectiveness of succession efforts in the Goal 3 Task Force annually.	Goal 3 Task Force	Strategic Planning Committee, Fire Chief	By end of plan term	2023	High Ease, Low Impact
Strategy 3.4: Maintain appropriate staffing levels for call volume.						
3.4.1	Develop a system to reduce non-essential engine deployment.	Operations Chief	Goal 3 Task Force, Fire Chief	Ongoing	2019	Low Ease, High Impact
3.4.2	Use response time, unit hour utilization, and call volume data to guide need for enhanced services/increased staffing (based on financial ability).	Operations Chief	Goal 3 Task Force, Fire Chief	Ongoing	Ongoing	High Ease, High Impact
3.4.3	Use quarterly alarm data and unit utilization review to determine compliance with District and NFPA standards, as well as comparable agencies.	Operations Chief	Goal 3 Task Force, Fire Chief	Quarterly	Ongoing	High Ease, High Impact

Goal 4 – Build on Relationships with Community Partners

Goal 4 (Partnerships)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 4.1: Continue and improve coordination with partner agencies to maximize use of shared resources.						
4.1.1	Continue to review and improve operational responses with partnering agencies.	Fire Chief and Goal 4 Task Force	Salem Fire Department (SFD), Keizer Fire District (KFD), & partners	Ongoing	Ongoing	Low Ease, High Impact
4.1.2	Establish formal meeting time or communication with community and local partners. Include MCFD#1 Fire Chief/Deputy Fire Chief and President of the Board.	Fire Chief and Board	SFD, KFD, other partners, Board of Directors	Ongoing, Bi-annual after creation	2019	Low Ease, High Impact
Strategy 4.2: Continue to pursue co-training opportunities with current and future partners.						
4.2.1	Explore opportunities to train with emergency partners, reporting back at each bi-annual meeting (Action 4.1.2) of partner organizations.	Operations Chief	Training Officer, SFD, KFD, other partners	Bi-annual	Ongoing	Low Ease, High Impact
4.2.2	Expand emergency services partner training to include more involvement with law enforcement, for example training in self-defensive tactics, active shooter drills, or arson investigation.	Operations Chief	Training Officer, Goal 4 Task Force	Ongoing, show progress by 2023	2023	Low Ease, High Impact
Strategy 4.3: Explore the creation of after-action review process for multi-agency responses.						
4.3.1	Draft after-action review process.	Operations Chief	Fire Chief, SFD, KFD, other partners	Ongoing	2018	High Ease, High Impact
4.3.2	Implement the review process.	Operations Chief	Fire Chief, SFD, KFD, other partners	Ongoing	2019	Low Ease, High Impact
4.3.3	Re-evaluate effectiveness of program and adjust as necessary.	Operations Chief	Fire Chief, SFD, KFD, other partners	Annually	Ongoing	High Ease, High Impact

Goal 4 (Partnerships)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 4.4: Distribute relevant information to partner agencies to raise awareness of MCFD#1 goals and activities.						
4.4.1	Continue to provide a comprehensive annual report to neighboring agencies and the public.	Fire Chief	Board of Directors	Annually	Ongoing	High Ease, High Impact
4.4.2	Continue communication to partner agencies of MCFD#1 goals and activities in official reports, bi-annual meetings (Action 4.1.2), training sessions, and informal meetings.	Fire Chief	SFD, KFD, other partner entities	Annually	Ongoing	Low Ease, High Impact

Goal 5 – Maintain Financial Sustainability

Goal 5 (Financial Sustainability)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 5.1: Identify areas that MCFD#1 can forge new partnerships that minimize costs.						
5.1.1	Conduct a comparable health and dental insurance survey for all positions.	Financial Analyst		Annually	Ongoing	Low Ease, Low Impact
5.1.2	Conduct a Comparable Wage/Benefit Survey for all positions.	Financial Analyst		Annually	Ongoing	Low Ease, High Impact
5.1.3	Create a report on 5.1.1 and 5.1.2 for the Fire Chief that details current spending levels in comparison to similar size districts. The report should also include recommendations to improve alignment with comparable Districts.	Financial Analyst		Annually	Ongoing	High Ease, Low Impact
5.1.3	Look for opportunities for increased cost effectiveness and cost sharing with other public/private entities through (1) Information Technology, (2) Communications, (3) Apparatus and Equipment, and (4) EMS supplies.	Chief Financial Officer	Fire Chief	Annually	Ongoing	Low Ease, Low Impact
Strategy 5.2: Evaluate the fiscal impact of varying service delivery methods.						
5.2.1	Evaluate service delivery models that include full sub-contract of ambulance transport services, or partial sub-contract.	Deputy Chief		Every 4 years (preferably into the next levy cycle)	2022	Low Ease, High Impact
5.2.2	Evaluate service delivery models for UGB/non-UGB areas.	Deputy Chief	Fire Chief	Every 4 years, as needed afterwards	2022, Ongoing	Low Ease, High Impact
5.2.3	Produce a report on 5.2.1 and 5.2.2 for the MCFD#1 Board that details how the findings impact staffing levels, EMS service, service levels, and financial sustainability.	Deputy Chief		As needed	Ongoing	Low Ease, High Impact

Goal 5 (Financial Sustainability)		Lead	Partners	Frequency	Completion Year	Ease & Impact Rating
Strategy 5.3: Partner with outside grant writer to research and develop proposals to increase grant funding.						
5.3.1	Explore available grant opportunities for MCFD#1.	Financial Analyst		Annually	Ongoing	Low Ease, High Impact
5.3.2	Contract a grant writer to write AGF grants, SAFER grants, and other applicable grants.	Fire Chief	Financial Analyst	Once/As Needed	2020	Low Ease, High Impact
5.3.3	Pursue grant opportunities for MCFD#1.	Contracted Grant Writer	Financial Analyst	Annually	Ongoing	Low Ease, High Impact
Strategy 5.4: Explore opportunities for other cost-saving options.						
5.4.1	Research opportunities for innovative ways to generate revenue.	Financial Analyst	Fire Chief	Annually	Ongoing	Low Ease, High Impact
5.4.2	Explore fee increase for the District.	Financial Analyst	Fire Chief	Annually	Ongoing	Low Ease, High Impact
5.4.3	Research additional costs in the District that can be minimized.	Financial Analyst	Fire Chief	Annually	Ongoing	Low Ease, High Impact
5.4.4	Produce a report that details how 5.4.1, 5.4.2, and 5.4.3 findings impact service models, staffing levels, and financial sustainability.	Financial Analyst	Fire Chief	Annually	Ongoing	Low Ease, High Impact
Strategy 5.5: Create goals and measurements for financial sustainability.						
5.5.1	Research and develop metrics for 3, 5, and 10 year financial forecasts based on comparable Districts.	Goal 5 Task Force		Annually	Ongoing	High Ease, High Impact
5.5.2	Create a report that includes recommendations based on research from 5.5.1 to present to the MCFD#1 Board.	Goal 5 Task Force		Annually	Ongoing	High Ease, High Impact

Implementation Plan

Transitioning from strategic planning to strategic *doing* is the most crucial and challenging piece of the strategic planning process. Effectively implementing each action is essential to fulfilling the vision and mission of Marion County Fire District #1, in addition to ensuring the successful achievement of the goals identified within the strategic plan.

Implementation requires effective and efficient management, committed employees, and the ability to adapt to new ways of doing and behaving. While this strategic plan will serve as a guide for MCFD#1 for the next five years, unforeseen political, economic, and administrative changes will likely arise, affecting the relevance or feasibility of the action items listed in this plan.

While implementing a strategic plan poses many challenges, sometimes unforeseen, utilizing a proactive and adaptable approach will bring the plan to life while also managing conflicts along the way. As a result of this approach, the District can begin to bring the plan to life and allow positive changes to occur within the community.

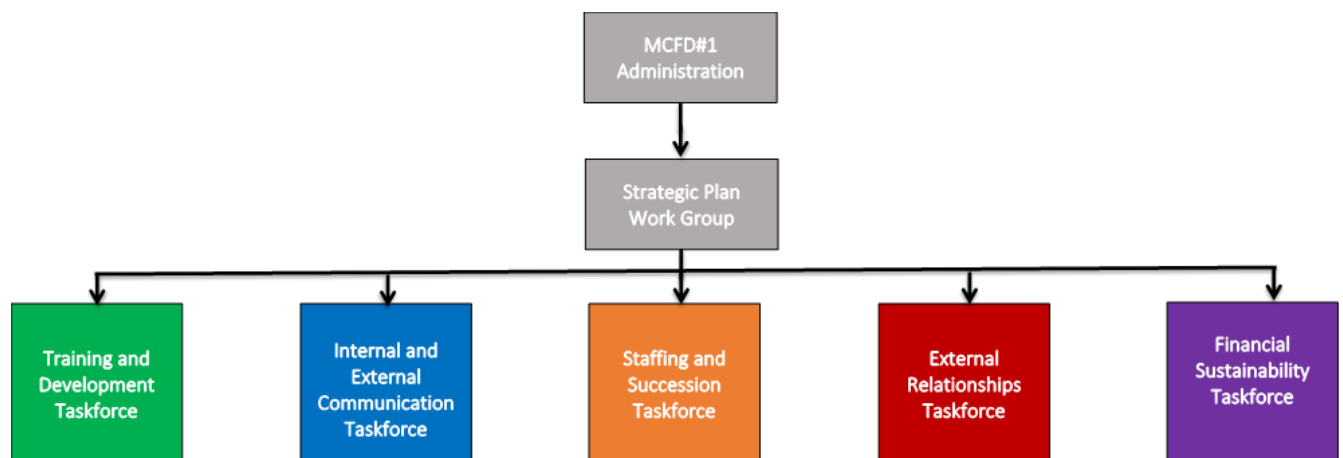
Implementation Structure

The strategic plan will be stewarded by a **working group** and five **taskforces**, one for each goal.

Working Group. The working group will be composed of at least one representative from each taskforce and serve as the umbrella group that monitors plan implementation. The working group should have at least five members.

Taskforces. Each taskforce will be composed of interested MCFD#1 administrative staff, career and volunteer personnel, and board members and serve as the group responsible for ensuring actions within the goal area are implemented. Each taskforce should have between two and six members, depending on need and interest.

MCFD#1 Strategic Plan Implementation Organizational Chart



The working group and taskforces will bear the responsibility of ensuring proper plan implementation. It is important that the taskforces be composed of a wide range of MCFD#1 personnel to ensure volunteer and staff members have a voice and active role in moving the District forward. Participation in taskforces will also allow personnel to build leadership capacity, an important aim of Goals 1 and 3.

Getting Started

The working group and taskforces should be formed by the **end of August 2018**, and their first meetings should occur by the **end of September 2018**. Interim taskforce leads are responsible for recruiting taskforce members after the strategic plan's adoption. Interim leads are as follows:

- **Goal 1 (Training)** – Captain/Training Officer Josh Darland
- **Goal 2 (Communication)** – Chief Terry Riley
- **Goal 3 (Staffing & Succession)** – Deputy Chief Kyle McMann
- **Goal 4 (Partnerships)** – Chief Terry Riley
- **Goal 5 (Financial Sustainability)** – Deputy Chief Kyle McMann

Upon formation of the working group and taskforces, taskforces will decide which actions to start working on based in part on the ease and impact rating assigned to each action in the action plans. Taskforces should then have a discussion during their first meeting to help them determine which actions to tackle first. The first meeting of each taskforce should result in a decision about which actions to focus on in the first year.

Implementation Roles and Responsibilities

Administrative Staff. Strategic plan responsibilities of the administrative staff will include:

1. Ensure the strategic plan working group and taskforces are formed by the end of August 2018
2. Initiate a strategic plan update beginning in 2023

Upon adoption of the Strategic Plan the Administrative Staff will:

1. Share and discuss the strategic plan with all staff, volunteers, and board members of MCFD#1
2. Provide opportunities for MCFD#1 personnel to participate in the strategic plan taskforces
3. Restructure the strategic plan steering committee into the strategic plan working group (possibly composed of different members to gain representation from those who serve on the newly formed taskforces)

Working Group. The working group will be comprised of at least one representative from each taskforce and their responsibilities will include:

1. Collecting metrics and information about progress towards strategic plan goals from each taskforce

2. Creating a comprehensive report on progress towards strategic plan goals for administrative staff and the Board
3. Presenting information and answering questions about progress on the strategic plan's goals to the administrative staff and the Board
4. Monitoring activities of the taskforces to ensure taskforces are not duplicating efforts or working in conflict

The working group should **meet every six months** to discuss the progression of the strategic plan and ensure that the efforts of each taskforce are well-aligned. A representative from the working group should then present information about strategic plan progress to administrative staff and the Board **no more than one month after** the working group meeting. The Resource Appendix contains materials, including potential meeting agendas, to help guide the efforts of the working group.

Taskforces. Each taskforce will be comprised of interested MCFD#1 administrative staff, career and volunteer personnel, and board members and their responsibilities will include:

1. Prioritizing actions (determining the order in which actions should be implemented)
2. Working with action leads to implement actions
3. Updating action plans with new or revised actions as actions are completed or require modification
4. Developing metrics to track progress towards strategic plan goals
5. Tracking agreed upon metrics at each meeting
6. Reporting to the working group on progress towards strategic plan goals based on agreed upon metrics

Taskforces should **meet every three months** (or more frequently if needed) to:

1. Report on the progression of tasks identified for the group in the previous meeting
2. Determine a set of tasks the group will undertake for the next meeting
3. Track progress on agreed upon metrics

The Resource Appendix contains materials, including potential meeting agendas, to help guide the efforts of the taskforces. Each taskforce will also be provided with a spreadsheet for tracking action plan progress and a spreadsheet for tracking metrics. Taskforces should modify these tracking spreadsheets to meet their needs.

Updating the Strategic Plan

Interim updates. The working group and taskforces are encouraged to modify strategic plan action plans as new information becomes available. Any modifications should be designed to make progress on the metrics identified for each goal. These changes should be tracked within the taskforces and reported to the working group to include in its bi-annual update to administrative staff and the Board.

Five year updates. At the end of the current strategic plan timeframe (2023), the working group should:

1. Prepare a final status report on the 2018-2023 Strategic Plan for MCFD#1 employees, volunteers, and residents
2. Convene a 2023-2028 Marion County Fire District #1 Strategic Plan Steering Committee
3. Undertake a comprehensive update of the strategic plan using a process similar to that used to create the 2018-2023 Strategic Plan

Resource Appendix

This resource appendix includes materials that will support the strategic plan working group and taskforces in implementation of the plan. The appendix is organized as follows:

1. Materials of general use to the working group and all taskforces
2. Materials specific to each taskforce (for all taskforces except Training)

Those actively engaged in implementing the strategic plan should feel free to use and modify these resources so that they meet the needs of the group.

For General Use

The following are sets of questions the working group and taskforces might want to consider periodically during meetings.

From “How to effectively track the implementation of your strategic plans”²:

- What challenges are you encountering? What has been getting in the way?
- Do you have the right staff involved and sufficient resources?
- Is the scheduled timeline developed realistic?
- Any updates to the timeline required? Why?
- What can the Strategic Plan Working Group do to help you be successful?

From “Monitor Progress”³:

- Are you on/off track in terms of our implementation timeline?
- If you are off-track, determine why:
 - Did you underestimate the challenges involved in making progress on a particular issue?
 - Did you have the right staff involved in the process?
 - Did those who were responsible have enough capacity to make expected progress?
 - Did this initiative get de-prioritized due to more pressing concerns?
- What, if any, changes have occurred internally or externally that are affecting strategy execution? What speed bumps are being encountered and how should you course correct?
- Was your timeline realistic? Do you need to update the timeline given changing conditions?
- Do your priorities have sufficient resources?

² Gary Cox, A. Plati, and J. Moran. 2/6/14. <https://www.processexcellencenetwork.com/tools-technologies/articles/effective-tracking-of-your-strategic-plan-s-implem>

³ Laura Lanzerotti, Jacquelyn Hadley, and Adam Nathan. 12/8/11. <https://www.bridgespan.org/insights/library/strategy-development/living-into-strategic-plan-implementation-guide/monitor-progress>

Sample Working Group Agenda

Meeting: MCFD#1 Strategic Planning Work Group
Date: Bi-Annually (every 6 months at least)
Time: 1.5 hours
Location: TBD

- I. Welcome (All)** (~5 minutes)
- II. Progress Reports from Goal Taskforces** (~50 minutes)
Updates should cover highlights about progress towards goals, a report on metrics used to track each goal, any modifications made to the action items, and next steps/priorities the taskforce is pursuing in the short term (next several months) and long term (next few years).
 - a. Training (~10min)
 - b. Communication (~10min)
 - c. Staffing/Succession (~10min)
 - d. Community Partners (~10min)
 - e. Financial Sustainability (~10min)
- III. Plan Review** (~10 minutes)
 - a. Review and modify plan according to Taskforce Reports (edit action plans as necessary based on taskforce modifications)
- IV. Reflection (All)** (~20 minutes)
 - a. What is going well so far about Strategic Plan Implementation?
 - b. What challenges have we encountered?
 - c. What can we change to better implement the plan?
- V. Wrap-up** (~5 minutes)

Sample Taskforce Agenda

Meeting: MCFD#1 Strategic Planning Taskforce [Insert Goal Name]
Date: Quarterly (at least every 3 months)
Time: 1.5 hours (possibly 2 hours for 1st meeting)
Location: TBD

- I. **Welcome (All)** (~5 minutes)
 - a. For first meeting, spend extra time for introducing the plan Goal Area, Strategies, Actions, and implementation process, focusing on roles and responsibilities of a taskforce
- II. **[First Meeting Only] Develop Metrics for the Goal Area** (~30 minutes)
 - a. How will we know we're making progress towards the goal?
 - i. Develop or begin researching a set of concrete measures the taskforce will track at each meeting to demonstrate progress
 - b. **Outcome/Product:** A list of metrics (preferably listed in a spreadsheet) for the goal to be reviewed and agreed upon at the 2nd taskforce meeting
- III. **[First Meeting Only] Action Prioritization** (~30 minutes)
 - a. What does the taskforce want to focus on first?
 - i. Prioritize actions/strategies in the action plan to focus on first
 - b. **Outcome/Product:** A prioritization label added to each action in the action plan spreadsheet
- IV. **[After First Meeting] Progress since Prior Meeting: Review Action Plan** (~30 minutes)
 - a. Review action plan and comment on progress of each action
 - b. Report on the progress for any additional activities the taskforce undertook during the prior meeting
 - c. **Outcome/Product:** Updated action plan (comments about action progress updated in the action plan spreadsheet)
- V. **[After First Meeting] Measuring Success** (~20 minutes)
 - a. What have we accomplished since the last meeting?
 - i. Update metrics for the taskforce (metrics will be identified during the first meeting and finalized in the second meeting)
 - b. **Outcome/Product:** Metric spreadsheet updated with the current quarter's numbers

VI. Adjustments and Next Steps

(~30 minutes)

- a. Do any of the current actions need to be updated (for example, new lead, new partners, slightly different language, totally new action added)?
 - i. Update the action plan spreadsheet
- b. What will the taskforce work on between this meeting and the next meeting?
 - i. Assign tasks to each taskforce member
- c. **Outcome/Product:** Updated action plan (text in action plan spreadsheet modified as necessary); List of tasks with a taskforce member assigned as lead for the next meeting (to be emailed out to everyone on the taskforce)

VII. Wrap-up

(~5 minutes)

Metrics and Action Plan Tracking Spreadsheets

Each taskforce will have access to a spreadsheet that they can modify as needed to track metrics and actions in their goal area. These will be provided as excel spreadsheets. Here, we include a screenshot of the spreadsheets for reference.

Metric Tracking Spreadsheet

	A	B	C	D	E	F	G	H	I	J	K	L
1			2018		2019				2020			
2	Goal 1 (Training)		Dec.	Mar.	Jun.	Sept.	Dec.	Mar.	Jun.	Sept.	Dec.	Mar.
3												
4	Strategy 1.1: Provide training opportunities for career and volunteer personnel.											
5	Metric 1.1.1	xxx										
6	Metric 1.1.2	xxx										
7	Metric 1.1.3	xxx										
8												
9	Strategy 1.2: Formalize professional development program for personnel.											
10	Metric 1.2.1	xxx										
11	Metric 1.2.2	xxx										
12	Metric 1.2.3	xxx										
13	Other Metrics (not specific to a strategy)											
14	Metric 1.x.1	xxx										
15												

Action Plan Tracking Spreadsheet

Action Plans for Editing - Excel									
Progress - enter a short description of progress									
2018									
2019									
Goal 1 (Training)									
Lead									
Partners									
Frequency									
Completion Year									
Ease & Impact Rating									
Priority (High, Med, Low)									
Dec.									
Mar.									
Strategy 1.1: Provide training opportunities for career and volunteer personnel.									
1.1.1 Conduct large-scale training drills with career and volunteer personnel.									
1.1.2 Report on progress of large-scale training drills at respective officers' meetings.									
1.1.3 Track and report on progress of large-scale training drills at quarterly operations meeting. Course correct if necessary.									
1.1.4 Restructure volunteer schedule to allow for response.									
Strategy 1.2: Formalize professional development program for personnel.									
1.2.1 Budget \$15,000 of funds for personnel to attend professional development and higher education trainings.									

Important Resources for Fire Districts

Rural Fire Department Resources for Local Officials from the USDA:

<https://www.nal.usda.gov/ric/rural-fire-department-resources-local-officials>

Includes the following resources:

- Planning Resources
- Funding and Program Assistance
- Training Resources
- Statistics and Data Resources
- Additional Resources
- Publications

Rural Emergency Responders Resources from the USDA:

<https://www.nal.usda.gov/ric/rural-emergency-responders> - includes information for rural first responders.

Resources for Taskforce 2: Communication

Measuring your social media/web presence:

- 10 Metrics for Tracking Social Media Success
<https://www.socialmediaexaminer.com/10-metrics-to-track-for-social-media-success/>

Best practices/toolkit:

- 15 Tips to Build a Social Media Presence
<https://sproutsocial.com/insights/building-social-media-presence/>

Resources for Taskforce 3: Staffing & Succession

Resources for hiring management:

- <https://www.capterra.com/fire-department-software/> - A list of hiring, data tracking, scheduling, incident management, operations, budgeting and other software options specifically for emergency services
- <https://www.firstarriving.com/> - Marketing and recruitment services and information specifically for emergency services
- <https://www.usfa.fema.gov/downloads/pdf/publications/fa-197-508.pdf> - Developing Effective Standard Operating Procedures

Resources for managing and retaining volunteers:

- <https://www.usfa.fema.gov/downloads/pdf/publications/fa-310.pdf> - FEMA Study on Retention and Recruitment for Volunteer Emergency Services
- <https://www.msfa.org/content/recruit/file/CEO%20MANUAL%20ARIAL%20-%20disc.pdf> – Managing Volunteer and Combination Emergency Service Organizations, VFIS
- https://events.iafc.org/files/1VCOS/vcos_RibbonReportRed.pdf - Leading the Transition in Volunteer and Combination Fire Departments - The Red Ribbon Report

Bilingual job description examples:

- <http://info.csc.state.nj.us/jobspec/01839.htm> -Example of firefighter job description with bilingual as a “special skill”:
 - “05959 - Bilingual in Spanish and English - SPECIAL SKILL - Applicants must be able to read, write, speak, understand, or communicate in Spanish and English sufficiently to perform the duties of this position.”
- http://agency.governmentjobs.com/oaklandca/job_bulletin.cfm?jobID=1947024&sharedWindow=0 – Example of firefighter job description with bilingual skills as “highly desirable”:
 - “This is a public contact position. Some of the vacancies filled from this recruitment may require bilingual skills in Spanish, Mandarin or Cantonese. Bilingual skills are highly desirable.”
 - Under Other Requirements: “6. Bilingual skills are highly desirable.”
 - Under Supplemental Questionnaire: “Some of the vacancies filled from this recruitment will require bilingual skills in Spanish, Mandarin or Cantonese. Please note, identified bilingual skills will be tested prior to a final offer of employment. Identify the language(s) for which you have bilingual conversational proficiency. If you do not have bilingual conversational proficiency in any of the identified languages, check the appropriate box.
 - [List of Languages]
 - I do not have bilingual conversational proficiency in any of the identified languages, but I am still interested in the position.”

Recruitment and retention job description examples:

- <http://www.umatillafire.org/openpositions/R&R-TO-Fire%20Marshal%20Job%20D&R.pdf> - Example of a Recruitment & Retention Coordinator / Training Officer / Fire Marshal position at rural fire district

Resources for Taskforce 4: Partnerships

Building nontraditional partnerships:

- <https://rems.ed.gov/docs/TapIn2CmunityPartnrs4ERMgmt.pdf> - Tapping into Nontraditional Partners for Emergency Management from the US Department of Education

Resources for Taskforce 5: Financial Sustainability

Lists of potential funding sources:

- <https://www.nal.usda.gov/ric/funding-resources> - Funding Resources for Rural Areas
- <https://www.nal.usda.gov/ric/rural-federal-funding-database> - Funding Resources for Rural Areas
- <https://www.firegrantshelp.com/> - Fire Department Specific Grants
- <https://www.usfa.fema.gov/grants/> - FEMA Emergency Services Grants
- <https://fas.org/sgp/crs/homesecc/RL32341.pdf> - Assistance to Firefighters Program: Distribution of Fire Grant Funding

Grant writer job description examples:

- https://www.grantprofessionals.org/rc_files/88/Grant%20Writer.doc - Grant Writer job description
- <http://agency.governmentjobs.com/northslope/default.cfm?action=viewclassspec&classSpecID=820886&viewOnly=yes> – Grant Writer job description