



2022-2023 STRATEGIC PLAN PROGRESS CHART

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Goal 1: Create Response Plans for Disasters/All-Hazard/Large Scale Incidents	Due Date: March 2023	Lead: Asst. Chief	Priority: Medium		
<i>Objective A: Develop Planning Documents Consistent with City, County and Statewide Plans and Provide Training to all Members</i>					
Identify probable large-scale events that will impact Silverton Fire District	STARTED	25%	50%	75%	COMPLETED
Review existing plans for applicability within SFD	STARTED	25%	50%	75%	COMPLETED
Develop any needed response plans, ensuring compatibility with existing regional plans	STARTED	25%	50%	75%	COMPLETED
Print documents for review by Fire Chief	STARTED	25%	50%	75%	COMPLETED
If approved, plan training with established standards with stakeholders and provide planning documents available to all members	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: A completed document will have been presented to the Fire Chief for consideration

NOTES:

Identified large scale events include:

- Wildfire
- Earthquake
- Flood
- Wind Storm
- International and/or Domestic Terrorism

With the exception of Wildfires, existing plans are those identified at the city and county level through other agencies that we are stakeholders for; Marion County Emergency Management, City of Silverton, Marion County Sheriff's Office, Oregon State Police, Oregon State Fire Marshal. Depending on call volume and other factors, the Silverton Fire District responds to Disasters/All-Hazard/Large Scale Incidents when requested. During these disasters, the District may conduct various duties that may or may not fall under specific job duties. For example: during a bomb threat, the District will participate in unified command, stand-by with charged hose lines, etc. During wildfires, the District responds with a pre-determined number of apparatus which can be increased as needed. Should the wildfire exceed the available resources (auto-aid and mutual aid), the Oregon State Fire Marshal may be requested to assist with a request for a conflagration which requires executive signature as conflagrations are considered emergency declaration (Governor ordered/approved).

There are no documents that need to be reviewed by the Fire Chief. Response plans for wildfires are included within District training for such events and responding to other Disasters/All-Hazard/Large Scale Incidents is so subjective in nature that response plans for each potential circumstance is not feasible.



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Strategic Goal 2: Improve Communications- Internal and External	Due Date: October 2022	Lead: Office Admin.	Priority: Medium		
<i>Objective A: Update Webpage</i>					
Determine if the webpage can be updated in-house or contracted	STARTED	25%	50%	75%	COMPLETED
Generally Update the Fire District Webpage by August 1, 2022 to also include:	STARTED	25%	50%	75%	COMPLETED
a. Tab to secure pages for staff	STARTED	25%	50%	75%	COMPLETED
b. On-Line Calendar of events	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: The District Webpage will have been updated and on-line

NOTES:

This goal is completed with ongoing monitoring

7/2022 Working with outside consultant, Streamline, to create a compliant, user-friendly webpage. Currently working with demo. Reviewing quote and personalized services.

8/2022 Signed contract with Streamline. Onboard meeting September 9th with a go "live" date of 10/10/22.

10/2022 Website is online and will be monitored/updated on a regular ongoing basis.

Strategic Goal 2: Improve Communications- Internal and External	Due Date: October 2022 & ongoing	Lead: Office Admin.	Priority: Medium		
<i>Objective B: Establish and Implement External Communications via Various Means</i>					
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	STARTED	25%	50%	75%	COMPLETED
Provide regular news updates to local newspaper	STARTED	25%	50%	75%	ONGOING

* Performance Measure: Approved social media and other public notices will have been in place and regularly updated

NOTES:

This goal is completed with ongoing monitoring

8/2022 Emailed suggestions and recommendations for Chief Miles 8/16. Awaiting response and discussion.

9/2022 Focus will be on Facebook at this time due to limited staffing. Will consider campaign to announce new website to include local newspaper. Work with Chamber to announce upcoming events.

10/2022 District will continue to advertise required legal announcements with local newspaper. Continue to release media stories to Flash Alert as well as Statesman Journal.



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Strategic Goal 2: Improve Communications- Internal and External	Due Date:	October 2022 & Annually	Lead:	Office Admin.	Priority:	Medium
<i>Objective C: Establish and Implement Internal Communications via Various Means</i>						
Provide regular e-mail updates for Fire Board members prior to July 2022 and ongoing	STARTED	25%	50%	75%	COMPLETED	
Consider the possibility of a quarterly membership newsletter and forward recommendations to the Fire Chief by August 2022	STARTED	25%	50%	75%	COMPLETED	

* 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

NOTES:

This goal is completed with ongoing monitoring

7/2022 Have developed newsletter layout, topics, and frequency. Awaiting final review and rollout.

8/2022 Newsletter will be released 2nd week of October and every quarter thereafter. Annual Newsletter to be considered for release in January/February of 2023.



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Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies	Due Date: January 2023	Lead: Asst. Chief	Priority: High		
<i>Objective A: Provide for consistent on-shift volunteer firefighter participation</i>					
Determine interest among volunteers as well as suggested implementation model	STARTED	25%	50%	75%	COMPLETED
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	STARTED	25%	50%	75%	COMPLETED
Develop standards for various volunteer on-shift positions [firefighter certs, apparatus operator, EMS, Officer, etc.] as well as expectations for those on-shift	STARTED	25%	50%	75%	COMPLETED
Determine numbers of on-shift personnel as it relates to apparatus capacity and living quarters capacity	STARTED	25%	50%	75%	COMPLETED
Develop shift schedules [12-hour, 6-hour, etc.]	STARTED	25%	50%	75%	COMPLETED
Adopt and implement an on-line shift scheduling program [this needs to coincide with any scheduled volunteer duty officer program]	STARTED	25%	50%	75%	COMPLETED
Determine any incentives for on-shift participation	STARTED	25%	50%	75%	COMPLETED
Schedule training opportunities for volunteers participating in an on-shift program	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: If approved, a volunteer on-shift firefighter program will have been implemented and monitored

NOTES:

A Volunteer Tour of Duty (Volunteer shifts) committee has been established. Meetings will commence very soon which will provide the necessary feedback needed for program feasibility; the type of shifts that would be most beneficial, cost factors for incentives, required training, and having enough interest to support the program. Along with the tour of duty, we have evaluated the number of personnel that would be adequate to respond on all calls (four personnel for a first out pumper). The online scheduling component was established last summer which is working well.



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Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies	Due Date: March 2024	Lead: Asst. Chief	Priority: Medium		
Objective B: Explore Options for Rural Quick Response Models					
Research and Identify various Rural Quick Response models and present options and recommendations to the Fire Chief by February 2023	STARTED	25%	50%	75%	COMPLETED
Fire Chief considers budget and operational impacts of recommendations presented	STARTED	25%	50%	75%	COMPLETED
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	STARTED	25%	50%	75%	COMPLETED
Invite scenario participants for various scenarios	STARTED	25%	50%	75%	COMPLETED

* 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

NOTES:

Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies	Due Date: August 2022	Lead: Asst. Chief	Priority: High		
Objective C: Explore Options to Enhance the Resident Volunteer Program, Including Supervision					
Identify issues/topics that need to be addressed in enhancing the Resident Volunteer Program	STARTED	25%	50%	75%	COMPLETED
Research duties, expectations, standards and supervision from Resident Volunteer Programs from similar Fire Districts	STARTED	25%	50%	75%	COMPLETED
Draft Resident Volunteer Program parameters and present to Fire Chief for consideration by August 2022	STARTED	25%	50%	75%	COMPLETED
Implement revised Resident Volunteer Program	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: If options approved, a revised Resident Volunteer Program will have been implemented

NOTES:

The Operational Guideline for Resident Volunteers was updated in June 2022.

The resident volunteer program now has six firefighters living at station 1. The RV response schedule is 24 hours on with 48 hours off (A, B and B shifts). With the exception of being at school and working on duties at other stations, on duty RVs must be at the station available to respond on calls. RVs have station (house) duties that help alleviate staff time as well as giving them real-life experience as career personnel have station duties on each shift they work.



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Strategic Goal 3: Provide for Consistent and Reliable Response to Emergencies	Due Date: January 2023	Lead: Asst. Chief	Priority: High		
<i>Objective D: Explore Options to Make the Duty Officer Program Sustainable & Add a Duty Scheduling App or Program</i>					
Create Duty Officer calendar coordinated with a duty scheduling application or program	STARTED	25%	50%	75%	COMPLETED
If desired, identify scheduling apps or programs that are compatible with current or anticipated RMS programs	STARTED	25%	50%	75%	COMPLETED
Recommend best options to Fire Chief along with initial and continuing costs	STARTED	25%	50%	75%	COMPLETED
Provide overview training for all Silverton Fire District members	STARTED	25%	50%	75%	COMPLETED
Implement and monitor program	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: Volunteer Officer Shift Program will have been implemented

NOTES:

As of this writing, there are eight personnel who are Duty Officers for the District. It was recommended to the Fire chief that the program costs stay status quo (\$15 per shift and \$15 per call regardless of rank). The Fire Chief agreed with this recommendation and the program continues to be successful with most week-end shifts being covered and many week-day shift being covered as well. It should be noted that Duty Officers must pass an extensive written test and tactical exam. They also have to be an Officer in good standing for a pre-determined length of time.



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Strategic Goal 4: Continue to Develop Volunteer Recruitment and Retention Programs	Due Date: January 2023	Lead: Recruiter	Priority: High		
<i>Objective A: Develop and Implement Targeted Recruitment Programs</i>					
Establish targeted numbers for volunteers at each station as well as standards [and possible various roles for volunteers: support, pub ed, tender operators, etc].	STARTED	25%	50%	75%	ONGOING
Evaluate successes of various recruitment methodologies, both in numbers of volunteers recruited as well as success rates in completing initial training and retention	STARTED	25%	50%	75%	COMPLETED
Establish acceptance methodologies [interviews and backgrounds]	STARTED	25%	50%	75%	COMPLETED
Determine appropriateness of open recruitments vs. timelines to coincide with academy dates	STARTED	25%	50%	75%	COMPLETED
Provide a document that could be used by successors with regard to Volunteer Recruitment for Silvertown Fire District	STARTED	25%	50%	75%	COMPLETED
Procure any needed equipment needed for the program	STARTED	25%	50%	75%	COMPLETED

* 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.

NOTES:

1. The targeted number of volunteers per station will be based on evaluation of the stations ability to deliver services in timely and effective manner, consistent evaluation will occur. Volunteer roles have been outlined in the Districts recruiting handbook.
2. Recruitment methodologies and new member retention, acceptance methodologies and open recruitments vs. timelines have been outlined in the Districts recruiting handbook. The purpose of the handbook is to act as a guide for any individual in the role of recruiting, the handbook will be updated as needed.
3. No additional equipment is needed at this time. The need for additional equipment will be evaluated annually by the Recruiter.



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Strategic Goal 4: Continue to Develop Volunteer Recruitment and Retention Programs	Due Date: July 2023	Lead: Recruiter	Priority: Medium		
<i>Objective B: Develop and Implement Volunteer Firefighter Incentive and/or Retention Programs</i>					
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	STARTED	25%	50%	75%	COMPLETED
Determine if current incentives are meeting the needs of current or anticipated volunteers, or if losing volunteers to other Fire Districts	STARTED	25%	50%	75%	COMPLETED
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	STARTED	25%	50%	75%	COMPLETED
Make recommendations, including any budget impacts to the Fire Chief by March 2023	STARTED	25%	50%	75%	COMPLETED
Implement revised programs, if any	STARTED	25%	50%	75%	COMPLETED

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

NOTES:



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Strategic Goal 5: Plan for Community Growth in Relation to Fire Station Locations and /or Remodels-Additions	Due Date:	March 2025	Lead:	Fire Chief	Priority:	High
<i>Objective A: Conduct a Study with Relation to Fire Station Locations relating to current/desire service levels and expected Community Growth</i>						
Determine if this project should be done in-house or contracted to a consultant	STARTED	25%	50%	75%	COMPLETED	
If a consultant is desired, prepare a RFQ for scope of work, timelines and budget estimates	STARTED	25%	50%	75%	COMPLETED	
Regardless of whether the work is done in-house or contracted:						
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]	STARTED	25%	50%	75%	COMPLETED	
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	STARTED	25%	50%	75%	COMPLETED	
Using growth data and expected location density of calls, develop report/map of projected needed facilities	STARTED	25%	50%	75%	COMPLETED	
Determine if existing facilities are adequate for current and future needs, and if changes need to be made, make best recommendations	STARTED	25%	50%	75%	COMPLETED	
Determine timelines and financing needs for improving facilities	STARTED	25%	50%	75%	COMPLETED	
Report and recommendations are provided to the Fire Board for consideration, and if adopted, implementation timelines are developed.	STARTED	25%	50%	75%	COMPLETED	

* Performance Measure: A Master Plan relating to Fire Station locations and facilities will be in place

NOTES:



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Strategic Goal 6: Provide for Reliable Internet Connectivity and Access at All Stations	Due Date:	September 2022	Lead:	Fire Chief	Priority:	High
<i>Objective A: Provide for Reliable Internet Connectivity and Access at All Stations</i>						
Determine most appropriate internet access provider and system for each Fire Station	STARTED	25%	50%	75%	COMPLETED	
Budget and install internet connectivity at each station	STARTED	25%	50%	75%	COMPLETED	
Ensure internet access for members at each Fire Station	STARTED	25%	50%	75%	COMPLETED	
Provide for computer hardware and access at each Fire Station	STARTED	25%	50%	75%	COMPLETED	
Determine needed software needed at each Fire Station and install and if needed, train personnel on how to operate software	STARTED	25%	50%	75%	COMPLETED	
Procure any needed equipment needed for the program	STARTED	25%	50%	75%	COMPLETED	

* Performance Measure: Internet Connectivity and access is provided at each Fire Station, along with needed software for incident reporting and other Fire District business

NOTES:

Internet service has been established at all station except for Station 9. We have consulted with Alyrica and after testing at the location, it was not feasible to provide coverage at Station 9. We are currently looking at some other providers, but would be a budget impact that needs to be accounted for. Additional computer hardware is being purchased for Stations 2 & 3 ESO rooms software implemented last spring and training is on-going throughout the District.



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Strategic Goal 7: Enhance Officer Development Training	Due Date: September 2022	Lead: Asst. Chief	Priority: High		
<i>Objective A: Develop, Schedule and Provide Leadership Training</i>					
Identify areas in which initial topics should be addressed	STARTED	25%	50%	75%	COMPLETED
Conduct training and forums on a regular basis	STARTED	25%	50%	75%	COMPLETED
Evaluate effectiveness of the program and update as needed	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: Leadership expectations and training forums will have been established and ongoing

NOTES:

The training committee has included Officer Development into their quarterly training plans with an emphasis on incident command and line officer development. In addition to District led training, outside training is offered on a regular basis to the Officer Corps. Part of the evaluation process for determining the effectiveness of this training has been noting the quality of the incident commander on calls for service and the number of times the Officer must consult another officer higher on the chain-of-command for further action.

Strategic Goal 7: Enhance Officer Development Training	Due Date: September 2022	Lead: Asst. Chief	Priority: High		
<i>Objective B: Develop and Provide Tactical and Incident Management Training and Exercises on a Regular Basis</i>					
Identify standards, topics and a regular schedule in which training and exercises will occur	STARTED	25%	50%	75%	COMPLETED
Identify target hazards and various types of incidents in which Officers would be expected to manage	STARTED	25%	50%	75%	COMPLETED
Conduct training and exercises and update based on identified needs and feedback from officers	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: Training will have been developed to meet identified standards and a regular schedule is in place

NOTES:

As noted in objective A above, the topics include incident command and line officer level training (dealing with personnel, instructing subordinates, etc.). This training is occurring on a quarterly basis and additional training is offered as requested or needed.



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Strategic Goal 7: Enhance Officer Development Training	Due Date: March 2023	Lead: Asst. Chief	Priority: High
<i>Objective C: Provide for a Fire Officer Development Training on a Regular Basis</i>			
Establish and adopt standards and expectations for Volunteer Officers	STARTED	25%	50%
Identify, adopt or create a curriculum to meet the adopted standards for Silvertown Fire District	STARTED	25%	50%
Schedule and provide any pre-requisite training for potential officers prior to the Fire Officer Development training	STARTED	25%	50%
Evaluate the program and update as needed	STARTED	25%	50%

* Performance Measure: Fire Officer standards, curriculum and schedule will be in place and initial training will be underway

NOTES:



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Strategic Goal 8: Explore Options and Implement Measures to Improve Emergency Medical Response within Silverton Fire District	Due Date: May 2023	Lead: Asst. Chief	Priority: Medium		
<i>Objective A: Encourage and Offer Emergency Medical Responder Courses and Certification for all Members and Sponsor Emergency Medical Technician Courses and Certification as the Budget Allows</i>					
Schedule an EMR course annually for all members- members encouraged to obtain EMR certification as a minimum EMS level	STARTED	25%	50%	75%	COMPLETED
EMT course schedules will be published and members encouraged to attend	STARTED	25%	50%	75%	COMPLETED
EMR and EMT re-certification classes are scheduled throughout each year as part of the regular drill program	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: EMR Courses will have been scheduled and EMT Courses and Certifications are sponsored and included in the annual operating budget if feasible

NOTES:



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Strategic Goal 9: Continue to Provide for Cross-Training Activities with Allied Agencies	Due Date: January 2023	Lead:	Training Committee	Priority: High	
<i>Objective A: Provide Cross-Training Activities with Allied and Technical Service Providers to Better Increase Awareness and Support</i>					
A roster of allied and technical service providers will be created	STARTED	25%	50%	75%	COMPLETED
Contact with each agency and a mutual date/time will be scheduled on an annual basis	STARTED	25%	50%	75%	ONGOING

* Performance Measure: Cross Training Activities will be scheduled on the training calendar on an annual basis

NOTES:

Training Committee develops quarterly training plans that are shared with neighboring fire departments & local law enforcement agencies. Each surrounding agency has been invited to attend/participate SFD drills and joint training opportunities. The District currently meets with surrounding agencies and organizations periodically throughout the year, some as a group effort, and some as a organizational effort. As training goals and/or requirements change, these agencies are notified and training takes place as necessary.



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Strategic Goal 10: Continue to Delegate Administrative Tasks where Feasible	Due Date:	June 2023 & ongoing	Lead:	Office Admin.	Priority:	Medium
Objective A: Continue to Delegate Administrative Tasks where Feasible						
Compile list of administrative tasks and/or programs that could be delegated	STARTED	25%	50%	75%	COMPLETED	
Explore options for additional assistance such as volunteers, work study students, grant funded resources, etc.	STARTED	25%	50%	75%	COMPLETED	
Provide report and recommendations to the Fire Chief and implement as appropriate	STARTED	25%	50%	75%	COMPLETED	

* Performance Measure: Administrative duties will have been reviewed for suitability for delegation and tasks/programs will be delegated to others where feasible

NOTES:



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Strategic Goal 11: Encourage Internal Medical Evaluations Program	Due Date: March 2023	Lead: Asst. Chief	Priority: High		
<i>Objective A: Implement Internal Medical Evaluations Program</i>					
Research OR-OSHA requirements along with NFPA and Health Physician recommendations	STARTED	25%	50%	75%	COMPLETED
Determine which portions are mandatory vs. voluntary for all members	STARTED	25%	50%	75%	COMPLETED
Program is developed, budgeted and scheduled	STARTED	25%	50%	75%	COMPLETED

***Performance Measure: An appropriate medical evaluations program will be implemented**

NOTES:



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Strategic Goal 12: Develop a Succession Plan for the Fire Chief and Assistant Fire Chief Positions	Due Date: January 2023	Lead: Fire Chief	Priority: High		
<i>Objective A: Develop a Succession Plan for the Fire Chief Position</i>					
Review job duties and propose any changes to the Fire District Board of Directors	STARTED	25%	50%	75%	COMPLETED
Revised job descriptions are created and approved	STARTED	25%	50%	75%	COMPLETED
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	STARTED	25%	50%	75%	COMPLETED
Written plan is presented to the Fire District Board of Directors for action	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: A succession plan will have been developed and presented to the Fire District Board of Directors

NOTES:

Job duties for all positions, with the exception of the Fire Chief, were reviewed and revised in 2019.

A written succession plan for the Fire Chief was presented at the October 2020 board meeting where the Board agreed with the timeline.



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Strategic Goal 13: Create a Standard of Cover Document	Due Date: July 2023	Lead: Fire Chief	Priority: Medium		
<i>Objective A: Create a Standard of Cover Document</i>					
Determine standards that will apply [such as NFPA 1710 or 1720] along with ISO recommendations as well as past ratings	STARTED	25%	50%	75%	COMPLETED
Establish scope of the Standard of Cover	STARTED	25%	50%	75%	COMPLETED
Determine if project can be completed in-house with existing staff or volunteers; or if project should be contracted out	STARTED	25%	50%	75%	COMPLETED
If contracted, an RFP is created and vendors are solicited	STARTED	25%	50%	75%	COMPLETED
Program underway by January 2023	STARTED	25%	50%	75%	COMPLETED
Standard of Cover document is reviewed and action taken by the Fire Chief and Fire District Board of Directors	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: A Standard of Cover document will have been created and adopted

NOTES:



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Strategic Goal 14: Provide Strategic Plan Updates to the Fire Board and Members on an Annual Basis	Due Date: October 2023 or as requested	Lead: Fire Chief	Priority: Medium		
Objective A: Provide Strategic Plan Updates to the Fire Board and Members on an Annual Basis					
Status reports from staff will be provided to the Fire Chief as requested	STARTED	25%	50%	75%	COMPLETED
A written summary of progress will be provided to the Fire Board as directed or on an annual basis as a minimum	STARTED	25%	50%	75%	COMPLETED
A written summary will be provided to all Fire District members at least annually	STARTED	25%	50%	75%	COMPLETED

* Performance Measure: The Fire Chief will have provided a status report on accomplishments within the Strategic Plan on an annual basis as a minimum

NOTES: