



Corvallis Fire Department

Strategic Plan 2009 - 2014

June 2009

# Special Thanks & Acknowledgments

The development of the Corvallis Fire Department Strategic Plan would not have been possible without the support and input from members of the Corvallis Fire Department. We would also like to thank the community members and representatives of local government agencies for their participation in the strategic planning process.

We extend our appreciation to members of the CFD Steering Committee who shared their knowledge and expertise in the development of the plan. In addition, we would like to recognize Chief Roy Emery for his leadership and commitment to the plan.

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Our service to each other and the community demands  
**courage, honor, commitment, and teamwork.**

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# Letter from the Chief

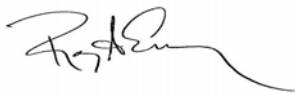
Your Corvallis Fire Department has been providing service to our community for over 130 years. Since the formal inception of our department there have been a multitude of changes to the fire service and our community. The fire service today is faced with increasing demands for service and decreasing resources to meet those demands. Planning is essential for fire departments, or any organization, to make the best use of the limited resources available. Strategic Planning considers both internal and external forces that impact an organization and its ability to provide services. Strategic planning helps make the best use of these limited resources in order to meet the demands and challenges of the present and future. This is why our City has always placed a high value on planning strategically and working from our plans. In no service is this more important than it is in ours.

The Corvallis Fire Department completed an updated five year strategic plan designed to guide our decisions and actions through fiscal year 2013/2014. Many members of the department, citizens and external stakeholders contributed their ideas and insights.

Over the course of these next five years, our department members will strive to accomplish the action items that support each of the goals laid out in the plan. In the end, our department will be a stronger, more vibrant organization that is well connected with our community. I would like to emphasize that our strategic plan will continue to be a living document and a work in progress, subject to change under changing circumstances. In this light I urge everyone to continue to think about how we can make our service to the community even better than it is today.

In closing, I want to thank the University of Oregon Community Planning Workshop members, each of the Strategic Planning Team members, our community members and our stakeholders for their time, suggestions and hard work in taking this plan from concept to reality.

Sincerely,



Roy Emery  
Fire Chief



# Corvallis Fire Department

## Core Values

Our service to each other and the community demands courage, honor, commitment, and teamwork.

### Courage

- Have courage to meet the demands of our profession when it is hazardous, demanding, or otherwise difficult.
- Make decisions in the best interest of the Department, without regard to personal consequences or personal interests.
- Courage is the value that gives us the moral and mental strength to do what is right even in the face of personal or professional adversity.

### Honor

- Actions and behavior that reflect positively on us as individuals, the Department, and the community.
- Be honest and truthful in our dealings with each other and with those outside the Department.
- Abide by an uncompromising code of integrity, taking responsibility for our actions and keeping our word.

### Commitment

- Exhibit the highest degree of character, technical excellence, quality, and competence in what we have been trained to do.
- Be reliable, work hard, and get the job done right the first time.
- Maintain a healthy, physically fit, and drug-free lifestyle.

### Teamwork

- The day-to-day duty of every member is to work together as a team to improve the quality of our work, our people, and ourselves.
- Care for the safety, professional, and personal well being of each other.
- Contribute to the success of others; collaborate freely.

We are all members of the Department by choice. Nobody forced us to apply for membership, nor does anyone internally force us to remain a member.

These ideals are what we value as an organization and are what we live by.

# What is a Strategic Plan?

Strategic planning is a process used by an organization to align its everyday operations to its mission statement. The plan is used as a tool by management and staff to guide the organization through current and future challenges from within and outside of the organization while accomplishing defined goals. The process includes the organization asking itself the following questions: (1) where are we today?, (2) where do we want to be in five years?, and (3) how can we get there?

These questions are answered through an assessment of current and potential internal and external factors that affect the everyday operations of the organization. Once identified, these factors are categorized into overarching issues to address in the next five years. Next a goal is created to address each issue, and then the goals are realized through the creation of strategies and action items.

Below is a diagram of a segment of the strategic plan framework. Most strategic plans identify multiple key issues found after the examination of potential threats and challenges to the organization. Each key issue has one goal which is a direct way to address or mitigate a key issue. Each goal has at least one and often times several strategies, to approach or achieve the goal. Finally, each strategy has multiple action items to accomplish it. Action items are do-able, measurable, and assignable tasks.



# Why a Strategic Plan?

## **Corvallis Fire Department Mission Statement:**

*To protect the lives, safety, property, and environment of all persons in the community and surrounding areas we serve; to educate, inform, and enforce life safety with knowledge and fairness; to give the fullest measure of service for the cost.*

The Corvallis Fire Department last engaged in the strategic planning process in 2001. In the past eight years there have been changes within the department as well as shifts in service delivery, demographics, and local funding. Therefore, 2009 was an ideal moment for the Corvallis Fire Department to re-engage in the strategic planning process and evaluate and plan how to best achieve the ideals set forth in its mission.

Corvallis Fire is a combination paid and volunteer department.

Corvallis is the largest city in Oregon to maintain this structure and is the second largest fire agency in Oregon to do so.



# Relating the Strategic Plan to CFD's Operations

The Corvallis Fire Department uses various plans to manage its operations. The strategic plan is the keystone which transforms guidance to these supporting plans, and below is a diagram of the Corvallis Fire Department planning structure. The strategic plan informs the Business, Financial, Apparatus Replacement and Technology plans which guide the everyday operations of the Corvallis Fire Department. The Business plan is updated every two years while the Financial, Technology and Apparatus Replacement plans are updated annually.





# Strategic Planning Process

The Corvallis Fire Department engaged in the strategic planning process from August 2008 to June 2009. This process included three distinct phases: (1) Project Organization, (2) Department Assessment, and (3) Goal and Action Item Creation.

## **Phase 1: Project Organization**

During the first phase, project organization, the Corvallis Fire Department selected a Steering Committee, comprised of members of the department who hold formal and informal leadership positions. The committee included representatives from each tier of leadership as well as representatives of the firefighter's union and volunteer association. A proposed planning process was presented to the Corvallis City Council in November 2008.

## **Phase 2: Department Assessment**

The second phase of the project was a department assessment which examined factors internal and external to the department that currently or potentially affect its ability to function efficiently and consistently deliver high quality service. Soliciting diverse perspectives from within the organization and the outside community leads to more complete plans that have greater buy-in from the organization. By placing emphasis on incorporating diverse perspectives, phase two incorporated over 375 stakeholders including: staff members, representatives of local governmental agencies, and community members from within the service delivery area. These stakeholders were engaged through a variety of activities designed to gather information about issues facing the department and ways to address them.

### **Steering Committee Focus Group**

Members of the Steering Committee participated in a focus group to initiate the process of identifying issues affecting the Department. Topics included: service delivery, workforce, operations, and customer service. Information collected during the small group conversations determined what information needed to be collected throughout the rest of the process from other stakeholders.

### **Departmental Survey**

Over sixty percent of CFD staff and volunteers completed an in-depth survey about various aspects of the department. They answered questions regarding CFD's core values and mission, overall department effectiveness, job satisfaction, training, internal and external communications, workplace environment, and the department's leadership. This survey provided an opportunity for paid staff and volunteers to give feedback and opinions on issues affecting the department and priorities for the next five years.

### **Departmental Focus Groups**

Members of each of the three shifts at CFD and the volunteers attended focus groups to discuss the results of the departmental survey, talk about their vision for various facets of the department, and brainstorm ideas to address some of the issues facing the department. Approximately one hundred people attended. Discussion centered around three main themes: internal operations, internal communication, and external communication. These focus groups allowed staff and volunteers to state concerns and give their opinion about where the department should be in five years.

### **Community Survey**

A 36-question survey was distributed to a random sample of 1,400 residents in the Corvallis Fire Department service area. Over 277 residents completed the survey, representing about a 20 percent response rate. Residents answered questions related to characteristics of their homes, fire department performance, fire department services, and effectiveness of the fire department's communication with the community. This survey permitted a large number of residents within the service delivery area to share their perceptions of the department and the service it provides the community.

### **Public Workshop**

Community members and representatives from various local organizations were invited to a workshop to discuss their relationships with and perceptions of the Corvallis Fire Department. The two small groups discussed various topics including: the department's relationship with local organizations (City, County, OSU, etc), communication with these organizations, shared challenges or issues, public information campaigns, and the department's communication strategies. Roughly twenty representatives from local governmental agencies and ten community members attended this workshop, which allowed people outside of the department to share their perceptions of the organization during the planning process.

### **Literature Review**

A literature review was conducted to analyze industry trends such as: ambulance services, EMS practices, EMS technology, Medicare and Medicaid, health care financing, and fire and building codes. The literature review identified a list of factors, external to the department, which could potentially affect the quality of service delivery in the next five years.

### **Phase 3: Goal and Action Item Creation**

The third and final phase of the process used information gathered during the Department Assessment to create the strategic plan. The Steering Committee identified key strategic issues, developed goals and strategies, and created action items to realize each.

Finally, strategic planning is an ongoing process that continues long after the information gathering phase and finalization of the document. The implementation phase lasts for the entire life of the plan which, for the Corvallis Fire Department, is from 2009 through 2014. The Steering Committee created a framework to implement the plan and assigned each action item to a person, committee, or group to ensure its implementation. These designations can be seen in the action items matrices that begin on page 13.

# Key Strategic Issues

Every activity of the department assessment suggests that CFD is doing a remarkable job in all facets of the organization. Over 90 percent of respondents to the community survey are satisfied with the performance of CFD, partnering organizations all raved about how easy it is to work with the department, and results from the internal survey indicate that employees are generally happy in their jobs. Every organization can make improvements though, and CFD is no exception. The following are seven key strategic issues identified from the department assessment.

## Workforce Development

A productive workforce is essential to CFD's ability to perform. Staff and volunteers showed a high degree of job satisfaction in the department, enjoy the variety of tasks in their job and say that they have the resources necessary to perform their job. But some concerns were noted in areas such as career development, training, and morale. Staff and volunteers want to ensure they will be ready to take on leadership positions when they become available, to have a variety of technical and non-technical training, and to promote teamwork and morale throughout the Department.

## Internal Communication

Open and consistent communication, along with a high level of morale, is vital for any organization's success, but especially for emergency service providers. While the overall views on job satisfaction were positive, communication methods were a concern. Staff and volunteers indicated that CFD has fairly open communication between staff, management, and volunteers but there is room for improvement.

## External Communication

CFD must promote awareness of its role and responsibilities to maintain community support. Community support for CFD was apparent in the community survey and public workshop with most participants stating that CFD is doing a great job. However, the majority of community survey respondents were unsure whether CFD has sufficient community outreach. Staff and volunteers also expressed a desire for increased opportunities to engage with the community and a more comprehensive public relations strategy.

## **Community Partnerships**

Consistent communication and continued coordination amongst city departments and other local organizations is essential to provide the best possible services to residents of Benton County. The Corvallis Fire Department is regarded highly by these partnering agencies, however, improvements can be made that will increase awareness of CFD's role and responsibilities and promote positive working relationships.

## **Service Delivery**

Part of the mission of the Corvallis Fire Department is to protect the lives, safety, property, and environment of all persons in the community and surrounding areas and to give the fullest measure of service for the cost. Currently, public opinion of the Corvallis Fire Department's ability to meet its mission is extremely high, and every effort should be made to maintain and improve the level of approval, while also planning for an anticipated increase in calls due to changes in population, service area, demographics, and community expectations.

## **Infrastructure**

Infrastructure is the backbone of the Corvallis Fire Department, without which the Corvallis Fire Department would be unable to provide the high-quality service for which it is known. Well-maintained and up-to-date facilities, equipment and technology that promote a healthy and safe work environment are essential for CFD to continue providing high quality emergency response, well-trained employees, and a safe and healthy workforce. In general, CFD's infrastructure is satisfactory, but upgrades are needed in key areas.

## **Implementation**

Creating and implementing a strategic plan is a necessity for organizations to operate efficiently and effectively. Implementing CFD's strategic plan will require both monetary and human resources as well as the creation of new structures or procedures.

# Plan Overview

This Strategic Plan will guide CFD's operations for the next five years and help ensure that CFD continues to provide high quality and reliable service to the community in a cost effective way.

The Plan has **7 goals** designed to address key issues, **15 strategies** that provide a method for achieving those goals, and **70 actions** that are specific, assignable tasks for implementing strategies. These three parts are organized into matrices that can be found on pages 13-19.

## Goals

**Goal 1 Workforce Development:** Improve development opportunities for the workforce.

**Goal 2 Internal Communication:** Create and maintain formal and informal communication systems between all levels of the department that are consistent and efficient.

**Goal 3 External Communication:** Provide consistent and frequent opportunities to raise public awareness of CFD activities and increase community fire and safety education.

**Goal 4 Community Partnerships:** Facilitate and support current and potential partnerships with other city departments and public agencies.

**Goal 5 Service Delivery:** Improve quality, value, efficiency, and timeliness of services delivered.

**Goal 6 Infrastructure:** Create and maintain infrastructure that supports community needs and enhances the safety and productivity of the workforce.

**Goal 7 Implementation:** Enhance and obtain stable and diverse resources to implement and promote the plan.

# Action Items and Modifiers

CFD adopted 70 actions into the plan. Each of these actions will be started or completed in the next five years. To help guide the implementation of the actions modifiers are attached to each one.

Modifiers answer the standard questions- *who, what, when, and how* for each action item. After developing the list of action items, modifiers were applied to prioritize, place responsibility for completion, designate partners, establish a timeframe, and connect to related action items.

Below is a list of each modifier selected to 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 when the action items will be started: In Progress (item implementation started prior to plan adoption, and will continue afterward), Short term (years 1-3), Long term (years 4-5 or beyond).
- **Frequency:** Designates how often an action item will occur (quarterly, annually, biennially, continually).
- **Prioritization:** Each action item in the plan is of great importance to CFD. A designation of high, medium, or low importance was given to each action item to aid the department in implementation.
- **Related action items:** A list of action items that directly relate. This will lead to greater efficiency in completion.
- **Completion date:** The expected year of completion or a designation that the action is ongoing without a completion date.

# 1

## Workforce Development: Improve development opportunities for the workforce.

### Strategy 1.1: Encourage career development through support and formalized processes.

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
1.1.1	Establish a standardized annual performance review process for each employee, including semi-annual face-to-face feedback sessions and individualized benchmarks.	Fire Chief	Mgt. Team; HR; IAFF	Short	Annually	Med	1.1.3; 1.3.2	2012
1.1.2	Explore feasibility of an officer development program.	Training DC	Mgt. Team; IAFF; Other FDs	Short	N/A	Med	1.2.1; 1.2.2; 1.3.3	2010
1.1.3	Display performance benchmarks for crews at all stations.	Fire Chief	Mgt. Team	In Progress	Quarterly	High	1.3.2; 2.3.7	2009
1.1.4	Promote/embody the core values of the department.	Fire Chief	All Members	In Progress	Continually	High	1.2.1; 2.3.7	Ongoing
1.1.5	Formalize selection process for special duty assignments.	Fire Chief		Short	N/A	Low	1.2.1; 1.3.3	2012

### Strategy 1.2: Develop and maintain a training model and curriculum that meets the needs of staff and CFD.

1.2.1	Reassess and enhance training curriculum in non-technical areas (e.g., conflict management, communication, time management, diversity and harassment, team building, effective use of the chain of command, and sustainable practices).	Training DC	HR; DPSST; NFA; Area FDs	In Progress	Annually	Med	1.1.2; 1.2.2; 1.2.3; 2.1.1; 2.3.4	2010
1.2.2	Provide more scenario based training.	Training DC	Crews; DPSST; NFA	Short	Annually	High	1.1.2; 1.2.1; 6.1.1	2009
1.2.3	Host professional development opportunities locally.	Training DC	DPSST; NFA; GSRMC; Area FDs	In Progress	Annually	Low	1.2.1	Ongoing
1.2.4	Create opportunities to make-up missed trainings.	Training DC		Long	Quarterly	Med	1.2.1	2013
1.2.5	Explore options to limit interruptions to training sessions.	Training DC		Long	N/A	Med	1.2.1	2014
1.2.6	Establish annual tours of large and multi-story complexes to increase staff awareness of building layouts.	Fire Marshal	Training DC	Long	Annually	Low		2014

### Strategy 1.3: Promote a positive work environment by prioritizing morale.

1.3.1	Communicate changes to CFD goals and policies as they occur.	Fire Chief	Mgt. Team	In Progress	N/A	High	2.3.2	Ongoing
1.3.2	Display CFD goals prominently throughout the department.	Fire Chief	Mgt. Team	In Progress	Quarterly	High	1.1.3; 2.3.7	Ongoing
1.3.3	Explore opportunities to increase team building within and among crews.	Training DC	Batt. Chiefs	In Progress	N/A	Med	1.1.2; 1.1.4	Ongoing



## 2

### Internal Communication:

Create and maintain formal and informal communication systems between all levels of the department that are consistent and efficient.

#### Strategy 2.1: Strengthen peer-to-peer communications.

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
2.1.1	Encourage employees to address interpersonal communication issues directly.	Fire Chief	Mgt. Team	In Progress	Daily	High	1.2.1; 2.1.2	Ongoing
2.1.2	Create an electronic forum in which employees can exchange ideas.	CFD Tech Person	MIS	Short	N/A	Low	2.1.1; 2.2.1	2012
2.1.3	Create formal protocols for pass-down communication and information sharing.	CFD Tech Person	MIS	Short	N/A	Low	2.1.2; 2.2.1	2012

#### Strategy 2.2: Increase opportunities for staff and volunteers to share ideas and concerns with management.

2.2.1	Create and evaluate a system for employees and volunteers to submit their ideas/concerns to management.	CFD Tech Person	MIS	Long	N/A	Low	2.1.2; 2.1.3	2013
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#### Strategy 2.3: Enhance effectiveness and consistency of top-down communications.

2.3.1	Inform staff members as their ideas moves through the chain of command.	Mgt. Team		In Progress	N/A	High	2.2.1; 6.3.2	Ongoing
2.3.2	Make policy changes official by amending the Operating Guidelines.	Fire Chief	Mgt. Team	In Progress	N/A	High	1.3.1	Ongoing
2.3.3	Create a consistent method for delivering orders, policies and directives to all staff.	Fire Chief	Mgt. Team	In Progress	N/A	Med	2.3.5; 6.3.2; 7.2.1	Ongoing
2.3.4	Formalize an employee feedback and recognition system to ensure positive and negative performances are acknowledged.	Fire Chief	Mgt. Team; HR	Short	N/A	Med	1.2.1	2011
2.3.5	Create opportunities for the Chief and management to interact with employees.	Fire Chief	Mgt. Team	In Progress	N/A	Med	2.3.3; 6.3.3; 7.2.1	Ongoing
2.3.6	Enhance the delivery of EMS quality review outcomes.	EMS DC	Fire Chief; Physician	Short	Annually	High	2.3.7; 3.1.11	Ongoing
2.3.7	Distribute quarterly report of CFD goals, benchmarks, sustainable practices/activities, and departmental status to employees.	Plans/ Admin DC	Mgt. Team	Short	Quarterly	Med	1.1.3; 1.3.2; 2.3.6; 7.2.1; 7.3.2	2010

### 3

#### External Communication: Provide consistent and frequent opportunities to raise public awareness of CFD activities and increase community fire and safety education.

##### Strategy 3.1: Actively distribute information and engage with the community.

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
3.1.1	Enhance community emergency action plan for residents.	Plan/ Admin DC	Mgt. Team; BCEM	Long	Annually	Med	3.1.2; 3.1.3; 3.1.4; 3.1.5; 3.1.7; 3.1.8	2013
3.1.2	Create a public education campaign focusing on fire prevention near the urban-wildland interface.	Fire Marshal	CRFPD; Mgt. Team	Short	Annually	Med	3.1.1; 3.1.6	2009
3.1.3	Create a campaign to emphasize value of emergency preparedness.	Plan/ Admin DC	BCEM	Short	Biennially	Low	3.1.1; 4.1.2; 5.1.4	2012
3.1.4	Identify topics for new public education campaigns and the appropriate audiences.	Fire Marshal	OSU; 509J; ODF; CRFPD	Long	Continually	Med	3.1.1; 4.1.2	2013
3.1.5	Create an outreach campaign for vulnerable populations (elderly, non-English speaking, etc.) to educate them about CFD's services.	EMS DC	GSRMC; BCHD; DHS	Long	Annually	Low	3.1.1	2013
3.1.6	Update and improve functionality of CFD website.	Admin Asst.	MIS; City Comm Sp	Short	Quarterly	Med	3.1.1; 3.1.10	2010
3.1.7	Explore opportunities to publish/communicate educational material with new media outlets.	Plan/ Admin DC	GT; CFD PIO; City Comm SP	Long	Annually	Low	3.1.1	2013
3.1.8	Develop a criteria to evaluate the effectiveness of public education campaigns.	Fire Marshal	MIS; Survey Consult	Short	Annually	High	3.1.1; 3.1.11	2011
3.1.9	Create a simplified contact list of community resource phone numbers for residents to post in their homes.	Plan/ Admin DC	BCEM	Long	N/A	Low	3.1.1	2013
3.1.10	Promote opportunities for community members to access the Fire Station and CFD personnel.	Fire Chief	All Members; MIS	Short	Continually	Med	3.1.6	2010
3.1.11	Expand community outreach efforts, taking every opportunity to help the community and the Department understand each other's needs and expectations.	Fire Chief	All Members	In Progress	Continually	High	2.3.6; 3.1.8; 4.1.1; 7.3.3	Ongoing

**4**

**Community Partnerships:  
Facilitate and support current and potential partnerships with other city departments and public agencies.**

**Strategy 4.1: Strengthen relationships with other city departments and community organizations to improve resource coordination and communication.**

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
4.1.1	Continue to distribute Annual Report and other information to partnering agencies to raise awareness of CFD goals and activities.	Fire Chief	Mgt. Team	In Progress	Annually	Med	3.1.3; 3.1.11	Ongoing
4.1.2	Continue working with partnering agencies on natural hazard preparedness activities.	Plan/ Admin DC	CRFPD; ODF; BC	In Progress	N/A	High	3.1.3	Ongoing
4.1.3	Continue after-action review process, extending invitation to other involved responders.	Training DC	CPD; area FDs	In Progress	N/A	Med		Ongoing
4.1.4	Continue and improve coordination with partnering agencies to maximize use of shared resources.	Fire Chief	Area FDs; City Depts; BC	In Progress	N/A	High		Ongoing
4.1.5	Continue co-training opportunities with current and future partners.	Training DC	ODF; JR; area FDs; OSU	In Progress	N/A	Med	5.2.2	Ongoing
4.1.6	Continue to provide and promote ride-along opportunities with other emergency response agencies.	Fire Chief	BCFDB; CPD; Disp; area FDs	In Progress	N/A	Low		Ongoing

# 5

## Service Delivery: Improve quality, value, efficiency, and timeliness of services delivered.

### Strategy 5.1: Engage in practices that improve how services are provided.

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
5.1.1	Continue to review external trends to support or make service delivery decisions.	Fire Chief	OFCA; IAFC; NFPA; OR-OSHA; DPSST	In Progress	Annually	High	5.1.5; 7.1.1	Ongoing
5.1.2	Reallocate resources to respond to changes in call volume and demographics.	Fire Chief	CMO; Council	Short	Annually	Med	5.3.1	2010
5.1.3	Maintain and improve ISO rating.	Fire Chief	Mgt Team; PW; Disp	In Progress	Annually	Med	6.1.3	Ongoing
5.1.4	Evaluate existing and explore new models for all-hazard prevention and preparedness education.	Fire Marshal	ODF; BCEM; OSU	Short	Annually	Med	3.1.3	2011
5.1.5	Continue to evaluate impact on sustainability of work processes and operations when they are reviewed.	Fire Chief	Plan/Admin DC; Sust Core Team	In Progress	Quarterly	High	5.1.1	Ongoing

### Strategy 5.2: Educate staff on the responsibilities and duties of dispatch.

5.2.1	Create opportunities for CFD personnel to experience dispatch.	Training DC	Disp; 911 Liaison	Long	Annually	Low		2014
5.2.2	Continue providing training to dispatchers regarding CFD-related calls.	911 Liaison	Training DC	Short	Annually	Low	4.1.5	Ongoing

### Strategy 5.3: Maintain optimum levels of staff and volunteers.

5.3.1	Reevaluate and readjust staffing for more efficient use of personnel in all divisions of the department.	Fire Chief	Consultant	Short	Biennially	High	5.1.2	2010/11
5.3.2	Evaluate utilization of current volunteer positions.	Training DC	IAFF; Vol Leadership; S6 Lt	Short	Biennially	Med		2010/11
5.3.3	Explore incentives to maintain volunteer numbers.	Fire Chief	HR; Finance; Vol Leadership	Short	Biennially	Med		2010/11
5.3.4	Develop and maintain a workforce that represents the community.	Fire Chief	HR	In Progress	N/A	High		Ongoing

## 6

**Infrastructure:  
Create and maintain infrastructure that supports community needs and enhances the safety and productivity of the workforce.**
**Strategy 6.1: Encourage regular facility and equipment maintenance and repairs to maximize life, and update or replace as needed.**

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
6.1.1	Modernize burn building and training tower.	Fire Chief	Training DC; PW	Short	N/A	High	1.2.2	2010
6.1.2	Continue to evaluate the health and safety environment within facilities.	Fire Chief	Training DC; Facilities BC	In Progress	Quarterly	High		Ongoing
6.1.3	Create an improvement or relocation plan for Stations 2 and 3.	Fire Chief	Facilities BC; Consultant	Short	N/A	High	5.1.3	2010
6.1.4	Continue to improve equipment and facilities to ensure staff and volunteers can meet their wellness goals.	Fire Chief	IAFF; HR; Wellness	In Progress	Annually	Med		Ongoing
6.1.5	Evaluate sufficiency of workstations.	Fire Chief	MIS; Finance	Short	Annually	Low		Ongoing
6.1.6	Promote ergonomic assessment of workstations provided by the City.	Safety Officer	HR	Short	N/A	Low		Ongoing

**Strategy 6.2: Utilize up-to-date technology to improve service delivery.**

6.2.1	Replace records and data management system.	Plan/ Admin DC		Short	N/A	High		2010
6.2.2	Continue to evaluate and update communications technology.	Fire Chief	MIS; CFD Tech; Disp	In Progress	Annually	High	2.3.1; 2.3.3	Ongoing
6.2.3	Evaluate and utilize interactive conferencing technology to communicate with staff.	Training DC	MIS; Mgt Team; Vendors	Short	Annually	Med	2.3.3; 2.3.5; 2.3.7	2010

# 7

## Implementation: Enhance and obtain stable and diverse resources to implement and promote the plan.

### Strategy 7.1: Secure funding to implement the Strategic Plan.

		Lead	Partners	Timeframe	Frequency	Prioritization	Related Action Items	Completion Date
7.1.1	Effectively manage overall costs.	Fire Chief	Mgt. Team; Finance; CMO	In Progress	Quarterly	High	5.1.1; 5.1.5	Ongoing
7.1.2	Develop and expand funding streams to support ongoing activities that are part of Plan implementation.	Fire Chief	Mgt. Team; Finance; CMO	In Progress	Annually	High		Ongoing
7.1.3	Develop contingency plans for potential future funding shortfalls, utilizing existing plans, policies and procedures.	Fire Chief	Mgt. Team; Finance; CMO	In Progress	Annually	Med		Ongoing

### Strategy 7.2: Educate staff about CFD's goals and provide support for their part in implementing the Strategic Plan.

7.2.1	Educate staff and volunteers about their role in implementing the plan.	Fire Chief	Training DC; S6 Lt; Mgt Team	In Progress	Annually	High	2.3.3; 2.3.5; 2.3.7	Ongoing
7.2.2	Allocate staff time toward accomplishing the actions in the plan.	Fire Chief	Mgt. Team	In Progress	Annually	High		Ongoing

### Strategy 7.3: Create a framework that facilitates plan implementation.

7.3.1	Create and support a framework that promotes plan implementation.	Fire Chief	Mgt. Team	In Progress	N/A	High		Ongoing
7.3.2	Evaluate the effectiveness of the framework in accomplishing the goals of the plan.	Fire Chief	Mgt. Team	In Progress	Annually	High		Ongoing
7.3.3	Create a Citizen Advisory Board/Commision.	Fire Chief	CMO; Council	Long	N/A	Med	3.1.11	2014

# Implementation

The transition from developing the strategic plan to implementing it is potentially the most critical and challenging aspect of the strategic planning process. Effective implementation is necessary to ensure issues are addressed and CFD achieves its mission.

Implementation requires strong leadership, employee involvement and willingness to change and adopt new approaches. Although the strategic plan guides CFD in preparation for the next five years, unforeseen political, economic and administrative changes may emerge.

Implementing a strategic plan poses many challenges; however, a proactive approach will bring life to the plan and allow positive changes to take place within the department.

## **Management Team**

The management team is responsible for plan implementation and maintenance, including monitoring, evaluating and amending the plan regularly, and for aligning the existing operating plans with the 2009-2014 CFD Strategic Plan for uniformity.

The 2009-2014 CFD Strategic Plan is the result of input from community members, leadership personnel, partnering agencies and organizations, and of the Corvallis Fire Department staff and volunteers. The Management Team recognizes that for many elements of the plan to succeed, staff and volunteers must be involved in the plan implementation and maintenance over the next five years, and acknowledges that many staff ideas for improving the Department were not included in the final strategic plan. Many of the ideas given were very detailed and will make great suggestions for steps to take in implementing the action items included in the plan.

The Management Team currently meets monthly to discuss the operations of the Corvallis Fire Department, and will take on the following tasks and responsibilities as part of the strategic plan implementation process.

**Upon adoption of the Strategic Plan the Management Team will:**

1. Ensure that existing CFD plans (Financial, Technology, etc.) align with the goals of the CFD Strategic Plan.
2. Provide opportunities for staff members and volunteers to participate in the implementation of action items.

**Annually**

During the October meeting the Management Team will:

1. Evaluate the progress of and update the CFD Strategic Plan.
2. Prioritize action items based on economic and political feasibility.
3. Adopt an annual work plan for CFD, including measureable benchmarks for each implemented action item.

**Quarterly**

The Management Team will dedicate a minimum of one meeting per quarter to:

1. Review action items against the identified benchmarks.
2. Receive updates from action item leads.
3. Prepare an internal status report for CFD staff.

**Year 5**

In addition to the annual responsibilities, the Management Team will:

1. Convene the 2015-2020 Corvallis Fire Department Strategic Plan Steering Committee.





# Action Items by Lead

## Fire Chief

1.1.1 5.1.1 7.1.1  
 1.1.3 5.1.2 7.1.2  
 1.1.4 5.1.3 7.1.3  
 1.1.5 5.1.5 7.2.1  
 1.3.1 5.3.1 7.2.2  
 1.3.2 5.3.3 7.3.1  
 2.1.1 5.3.4 7.3.2  
 2.3.1 6.1.1 7.3.3  
 2.3.2 6.1.2  
 2.3.3 6.1.3  
 2.3.4 6.1.4  
 2.3.5 6.1.5  
 3.1.10 6.2.2  
 3.1.11

## Fire Marshal

1.2.6  
 3.1.2  
 3.1.4  
 3.1.8  
 5.1.4

## CFD Tech Person

2.1.2  
 2.1.3  
 2.2.1

## Training DC

1.1.2 4.1.3  
 1.2.1 4.1.5  
 1.2.2 5.2.1  
 1.2.3 5.3.2  
 1.2.4 6.2.3  
 1.2.5  
 1.3.3

## Plans/Admin DC

2.3.7 3.1.9  
 3.1.1 4.1.2  
 3.1.3 6.2.1  
 3.1.7

## 911 Liaison

5.2.2

## Safety Officer

6.1.6

## EMS DC

2.3.6  
 3.1.5

## Admin Assistant

3.1.6

# Action Items by Timeframe

**Short** = years 1-3

**Long** = years 4-5 or beyond

**In Progress** = years 0-5

## Short

1.1.1	5.1.2
1.1.2	5.1.4
1.1.5	5.2.2
1.2.2	5.3.1
2.1.2	5.3.2
2.1.3	5.3.3
2.3.4	6.1.1
2.3.6	6.1.3
2.3.7	6.1.5
3.1.2	6.1.6
3.1.3	6.1.2
3.1.6	6.2.1
3.1.8	6.2.3
3.1.10	

## Long

1.2.4
1.2.5
1.2.6
2.2.1
3.1.1
3.1.4
3.1.5
3.1.7
3.1.9
5.2.1
7.3.3

## In Progress

1.1.3	2.1.1	4.1.1	5.1.1	6.1.2	7.1.1
1.1.4	2.3.1	4.1.2	5.1.3	6.1.4	7.1.2
1.2.1	2.3.2	4.1.3	5.1.5	6.2.2	7.1.3
1.2.3	2.3.3	4.1.4	5.3.4		7.2.1
1.3.1	2.3.5	4.1.5			7.2.2
1.3.2	3.1.11	4.1.6			7.3.1
1.3.3					7.3.2

# List of Acronyms

<b>Admin DC</b>	Division Chief of Planning and Administration
<b>BCEM</b>	Benton County Emergency Management
<b>CMO</b>	City Manager's Office
<b>COMM SP</b>	Communications Specialist
<b>CPD</b>	Corvallis Police Department
<b>CRFPD</b>	Corvallis Rural Fire Protection District
<b>Disp</b>	Dispatch
<b>DPSST</b>	Department of Public Safety Standards and Training
<b>EMS</b>	Emergency Medical Services
<b>GSRMC</b>	Good Samaritan Regional Medical Center
<b>HR</b>	Human Resources
<b>IAFF</b>	International Association of Firefighters Local 2240
<b>MIS</b>	Management Information Systems
<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>ODF</b>	Oregon Department of Forestry
<b>OSU</b>	Oregon State University
<b>PIO</b>	Public Information Officer
<b>PW</b>	Public Works
<b>S6</b>	Station 6
<b>Sust</b>	Sustainability
<b>Training DC</b>	Division Chief of Training



**Goal 1 Workforce Development:** Improve development opportunities for the workforce. (page 13)

**Goal 2 Internal Communication:** Create and maintain formal and informal communication systems between all levels of the department that are consistent and efficient. (page 14)

**Goal 3 External Communication:** Provide consistent and frequent opportunities to raise public awareness of CFD activities and increase community fire and safety education. (page 15)

**Goal 4 Community Partnerships:** Facilitate and support current and potential partnerships with other city departments and public agencies. (page 16)

**Goal 5 Service Delivery:** Improve quality, value, efficiency, and timeliness of services delivered. (page 17)

**Goal 6 Infrastructure:** Create and maintain infrastructure that supports community needs and enhances the safety and productivity of the workforce. (page 18)

**Goal 7 Implementation:** Enhance and obtain stable and diverse resources to implement and promote the plan. (page 19)

Corvallis Fire Department

Strategic Plan 2009 - 2014

June 2009