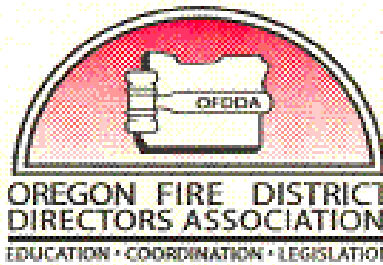


# OREGON FIRE DISTRICT DIRECTORS ASSOCIATION

## *Strategic Plan*



*Updated January 2015*

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>2</b>
<b>INTRODUCTION .....</b>	<b>2</b>
<b>MISSION.....</b>	<b>2</b>
<b>VISION.....</b>	<b>3</b>
<b>GOALS AND OBJECTIVES.....</b>	<b>3</b>
<i>Goal 1 – Deliver quality services and programs that contribute to the success of the Association’s membership. ....</i>	<i>4</i>
<i>Goal 2 – Provide highly effective communications between the Association, its members, and other related organizations. ....</i>	<i>5</i>
<i>Goal 3 – Develop an effective organization capable of delivering the services desired by its membership.....</i>	<i>7</i>
<b>PERFORMANCE OBJECTIVES .....</b>	<b>8</b>

## **EXECUTIVE SUMMARY**

In order for any organization to reach its full potential, it must have a plan; a plan that sets goals with realistic timelines and critical tasks that need to be accomplished to reach the goals. The OFDDA Strategic Plan is a working document that will allow constant, real-time updates as goals are accomplished and as new objectives are added. It was originally developed by the Board of Directors and staff of OFDDA with assistance from Emergency Services Consulting International (ESCI) in 2004. It is updated annually by the OFDDA Board and staff with input from attendees of the Oregon Fire Service Conference.

## **INTRODUCTION**

The Oregon Fire District Directors Association (OFDDA) was organized in 1950 to serve elected directors of fire districts of all sizes throughout Oregon.

OFDDA has an aggressive legislative program that is coordinated with fire service entities across the state. Each legislative session OFDDA introduces and/or follows legislation either needed by fire districts or which may impact them.

For many years, OFDDA has worked with others to sponsor an annual conference that provides training and other programs designed to improve fire district operations. Numerous OFDDA-sponsored training sessions are held around the state on subjects of current interest such as meeting new OSHA regulations and Fire District Board Member responsibilities.

The OFDDA office maintains a library of information and resources helpful to fire districts and directors. OFDDA also gives district directors the opportunity to work with other directors and share challenges, concerns, and successes.

## **MISSION**

The mission statement of OFDDA is intended to describe, in succinct terms, the purpose for the association's existence. It articulates the principal reason for our presence within the fire service community.

**Oregon Fire District Directors Association Mission Statement**

***“To serve and strengthen through the provision and coordination of timely information, education and legislation”***

**VISION**

In addition to knowing for what purpose they exist, all successful organizations need to define where they expect to be in the future. Vision statements provide targets of excellence that the organization will strive toward and provide a basis for their goals and objectives.

**Oregon Fire District Directors Association Vision**

**The Oregon Fire District Directors Association will be:**

- An organization that reaches out and helps the fire service community
- A trusted and respected source of information for the fire service
- Recognized for providing quality communications to its members
- Dedicated to serving the needs of all fire districts
- An organization in which all district directors proudly belong and participate
- An influential force on state policy and legislative issues

**GOALS AND OBJECTIVES**

In order to achieve the mission and vision of the Oregon Fire District Directors Association, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members and the organization as a whole with clear direction.

The Board of Directors set priorities for the accomplishment of specific objectives. Those that carry higher priorities are scheduled for completion first and lower priority objectives later. Overall, these goals and objectives provide specific work efforts and identify who is responsible for their accomplishment.

**Goal 1 – Deliver quality services and programs that contribute to the success of the Association’s membership.**

**Objective 1-A:** Conduct a survey to determine the type and scope of services desired of the Association by its membership (in conjunction with Objective 1-B).

**Timelines:** Annually at the Oregon Fire Service Conference

**Responsibility:** OFDDA Conference Committee

**Critical Tasks:**

- Draft a member survey.
- Distribute, collect, and collate the survey results.
- Report the results of the survey at the first scheduled OFDDA Board meeting after the conference.

**Objective 1-B:** Survey members and non-members to determine the types of issues they face for which the Association can provide education, support, and other programs or services (in conjunction with Objective 1-A).

**Timelines:** Annually at Oregon Fire Service Conference

**Responsibility:** OFDDA Conference Committee

**Critical Tasks:**

- Draft a member/nonmember survey.
- Distribute, collect, and collate the survey results.
- Report the results of the survey at the first scheduled OFDDA Board meeting after the conference.

**Objective 1-C:** Develop and present training programs and workshops identified in the member survey at various locations within the state and at the Annual Oregon Fire Service Conference (in conjunction with Objective 1-B).

**Timelines:** Annually

**Responsibility:** Executive Committee and OFDDA Conference Committee

**Critical Tasks:**

- Review the survey results to determine what training is desired and where it should be presented.
- Develop training presentations and materials addressing the survey results.

- Establish a delivery schedule. Coordinate this with Special Districts Association of Oregon (SDAO).

**Objective 1-D:** Develop and deliver programs to assist districts with volunteer recruitment, retention, and compensation.

**Timelines:** Ongoing

**Responsibility:** Executive Committee, 360 Task Force Liaisons and Staff

**Critical Tasks:**

- Review the Length of Service Awards Program (LOSAP). Report the results of the review to the Board not later than the May Board meeting
- Continue participation with the Oregon Fire Chief's Association (OFCA) 360 Task Force. Update the Board on the activities of the Task Force; use the OFDDA website to provide updates for OFDDA members.
- Coordinate with the Oregon Volunteer Firefighters Association (OVFA) Board to explore any opportunities for appropriate collaborative projects addressing recruitment, retention, and compensation.

**Goal 2 – Provide highly effective communications between the Association, its members, and other related organizations.**

**Objective 2-A:** Inform district directors of potential legislative action, financial and operational impacts that may result, and remedies to limit financial loss and operational consequences.

**Timelines:** Ongoing

**Responsibility:** Executive Director/Board representative to Joint Legislative Committee and SDAO Legislative Committee

**Critical Tasks:**

- Provide information to the public safety community about pending legislation or regulatory action via email, postings on the OFDDA website, or other means.
- When particular legislation may have negative consequence to a district, provide additional information on the consequence and suggestions for legislator contact.
- Provide a synopsis of session results at its conclusion along with positive and negative consequences of successful legislation.

**Objective 2-B:** Continue to publish *The Communiqué* in written and electronic format, providing current news and information on issues pertinent to public safety.

**Timelines:** Ongoing

**Responsibility:** Staff/Board

**Critical Tasks:**

- Provide information to the public safety community about pending legislation or regulatory action.
- Solicit articles from public safety partners, agencies, and organizations to include in the publication.
- Review publication and distribution costs.

**Objective 2-C:** Maintain a current and user friendly web site.

**Timelines:** Daily

**Responsibility:** Staff/Board

**Critical Tasks:**

- Provide useful links to national, state, and local resources.
- Provide up-to-date information regarding OFDDA and the public safety community.
- Provide current information on legislative and administrative issues.

**Objective 2-D:** Increase collaboration with other organizations to accomplish mutually identified goals.

**Timelines:** Ongoing

**Responsibility:** Executive Committee

**Critical Tasks:**

- When possible, attend board meetings of organizations such as OFCA, OVFA, OFSOA, OFMA, and SDAO, report on OFDDA activities, and respond to questions or requests for collaborative activities or projects.
- When possible, attend conferences of similar organizations and participate as appropriate.
- At each OFDDA Board meeting, present a report of committee activities and any recommendations for collaborative activities or projects.

**Goal 3 – Develop an effective organization capable of delivering the services desired by its membership**

**Objective 3-A:** Develop and implement strategies to attract new members, renew past members and improve awareness of the Association’s programs and services

**Timelines:** Third scheduled meeting each year

**Responsibility:** 2<sup>nd</sup> Vice President, Past Presidents Committee and Ambassador Committee

**Critical Tasks:**

- Develop and maintain a list of all fire districts in Oregon indicating OFDDA membership status (current member, former member, non-member).
- Review results of the January membership and awareness campaign and revise future efforts on a quarterly basis.
- Prepare materials promoting OFDDA services and programs.
- Develop talking points and identify current or former Board members to be responsible for outreach with member and non-member districts in various regions throughout the state.
- Explore other opportunities to improve awareness of Association programs and services, including articles for *The Communiqué*.

**Objective 3-B:** Develop and implement a plan for the OFDDA Board to provide a more diverse approach to Board representation and service delivery.

**Timelines:** Third scheduled meeting each year

**Responsibility:** Past Presidents Committee, Bylaws and Policies Committee, and Nominating Committee

**Critical Tasks:**

- Identify options to improve diverse representation and service delivery.
- Identify required changes to current policies.
- Identify resources needed to implement options.
- Develop a draft plan for presentation to the Board of Directors.



**Objective 3-C:** Maintain a comprehensive, forward looking, strategic plan

**Timelines:** Annually

**Responsibility:** Executive Committee, Board Members, and Staff.

**Critical Tasks:**

- Provide a strategic plan progress report at each Board meeting.
- Complete an update of the strategic plan no later than the second OFDDA Board meeting each year. .
- Present a strategic plan progress report annually at the Oregon Fire Service Conference.

## **PERFORMANCE OBJECTIVES**

Performance objectives are used to measure an organization's performance. These tools allow an organization to evaluate its performance over time through observation of changes in key indicators. The Oregon Fire District Directors Association selected the following Performance Objectives to help measure the results of its efforts.

- At least 70% of all Oregon fire protection districts will be members of OFDDA.  
*In 2014, approximately 58 percent of fire districts were members of OFDDA.*
- At least 50% of all Oregon fire protection districts will be represented at the annual conference.  
*In 2014, approximately 28 percent of fire districts were represented at the Oregon Fire Service Conference.*
- At least 90% of all members surveyed at the Annual Conference will rate the Association's services as "very good" or better.  
*In 2014, 91% of members surveyed at the Annual Conference rated the Association's services as "very good" or better (63%, 'very good'; 28% 'excellent').*
- Coordinate a minimum of ten training opportunities for the membership per year, including the annual conference.