

# STRATEGIC PLAN 2003



Fire Suppression



Education



EMS



Legislation



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1st Vice President - Jim Oeder, Lebanon Fire District

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Director - Misty Pike, Suislaw Fire & Rescue

Staff - Teri Van Wagner, Griffin/Tabor

Staff - Maria Woodward, Griffin/Tabor

*“Representing Those Who Volunteer”*



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March 31, 2003

OVFA President Dave Lapof  
c/o Keizer RFPD  
661 Chemawa Road NE  
Keizer, OR 97303

Dear Dave,

I have enjoyed working with you and the rest of the Oregon Volunteer Firefighters Association (OVFA) Board on this strategic planning process. I believe that the many long hours and hard work that have gone into this plan will be of great benefit to volunteer firefighters throughout Oregon. As each of the action items are accomplished, the OVFA will be fulfilling their mission by providing support and representation for Oregon's volunteer emergency responders.

I appreciated being able to support the OVFA with facilitation services in this process. Please feel free to call upon me at any time if you have questions or if I might be of help to you in the future.

Sincerely,

Michael B. Sherman, President  
*4M Consulting*

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## *Meet the Planning Team*

### **OVFA Board of Directors and Staff**



**President** - *Dave Lapof*, Keizer Fire District (KFD): Recently re-elected to a second term as president, Dave brings 14 years of fire service experience to the board. He is currently a volunteer lieutenant with KFD and volunteered for two Washington State agencies before moving to Oregon. Dave is employed by *Braun Northwest Inc.* and lives in Keizer with his wife Jennifer and son Shawn. When asked about his desire to be involved in OVFA, he said, “There are many issues facing those who volunteer, if they have a common voice, their needs will be heard. It’s through organizations like OVFA that this voice can be focused.”



**1st Vice President** - *Jim Oeder*, Lebanon Fire District: Jim has been a volunteer for 21 years and is currently a captain/training officer. The Oeder family has devoted over 110 years to the volunteer fire service. Jim has been the president of Lebanon Volunteer Firefighters for 4 years and has been working on outreach training and the Conference 2003 for OVFA. Jim is employed as a machinist and safety program coordinator for *Linn Gear*. He and his wife Karri are raising their children Lynn and Aaron. Jim’s continued mission for OVFA is to promote awareness of the volunteer fire service and work toward better benefits for those who serve their communities as volunteers.



**2nd Vice President** - *Jim Lantz*, Three Rivers Volunteer Fire Department: Jim started as a volunteer 7 years ago. He is dedicated to the fire service as the assistant chief at Three Rivers and as a career firefighter/EMT I with Warm Springs. Jim, wife Joey, and their three children live in Three Rivers, where they enjoy camping, hunting, and fishing. Jim “...loves working with the volunteers of the department. They give so freely of their time to help out their communities, just for the joy of it.” He appreciates the confidence of the membership in this new position and hopes that he can be of great service to the OVFA.



**Past President** - *Ed Tveisme*, Scappoose RFPD: Ed joined the Coos Bay Fire Department as a volunteer in 1990 and relocated to Scappoose in 1993. He served as the volunteer president in Scappoose and was Firefighter of the Year in 1996. Ed has served on the OVFA Board as ambassador, trustee, 2<sup>nd</sup> vice president, and past president. He and Alese, his wife of 22 years, have raised sons Travis and Kevin in Scappoose where Ed is employed by *Don Rhyne Painting Co.*, as a commercial painter. Ed strongly believes that the organization provides a firm foundation in supporting the membership and wants to be an active participant in strengthening the association with other organizations.



**Secretary/Treasurer** - *Tina Greiner*, Jefferson RFPD: Tina takes on the newly combined secretary/treasurer position with experience in all areas of emergency response. As an EMT Intermediate/firefighter, she has been a volunteer with Jefferson RFPD since 1998 and currently works on the ALS ambulance. Tina is employed as the office administrator for Scio Rural Fire Protection District and is pursuing her paramedic degree. She, husband Vic, and family reside in Jefferson. Tina is excited to be supporting the association and looks forward to making positive contributions to OVFA as a member of the board.



**Director** - *Angie George*, Clatskanie RFPD: Angie comes from a family of New York State Firefighters. She is currently employed with American Medical Response as Assistant to the Director of Operations for Clackamas County and as an EMT with the Clackamas Division. Angie is a volunteer at Clatskanie RFPD. A single mom of Phillip and Shelbie, she also cares for her elderly, disabled mother. Angie also serves as a member of Pacific Northwest Search and Rescue and as a Medic First Aid and CPR Instructor. Angie serves on the OVFA Board to be able to make a difference and enrich the experience and education of the volunteers in the State of Oregon.



**Director** – *Misty Pile*, Siuslaw Valley Fire & Rescue: Misty joined the fire service when she was 18 years old. She was a firefighter/EMT-B at Siuslaw Valley Fire & Rescue for 1½ years before moving to Lane County Fire District #1. Misty then became an EMT-I, Instructor I and gained knowledge in GPS mapping and pre-planning businesses. She recently moved back to Florence and re-joined Siuslaw Valley. Misty works at Peace Harbor Hospital in the emergency room as an EMT-I. In her spare time, she teaches CPR/first aid and enjoys going fishing and hiking. She looks forward to being able to represent her fellow volunteers.



**Staff** – *Terri VanWagner*, Griffin/Tabor, Inc: Teri began her fire service career in 1993 as the office administrator at Stayton Fire District. Her interest in state-wide fire issues increased during four years as president of the Oregon Fire Service Office Administrators. Teri accepted a position with Griffin-Tabor, Inc. and helped open the Salem office in 2000, which is now home to OVFA. Her background also includes 7 years as a legal secretary and 9 years as an executive secretary with the city of Redding, CA. Teri and husband Stan have a combined family of 5 children and 7 grandchildren. Teri is committed to providing extraordinary service and support of the goals and purpose of the Oregon Fire Service.



**Staff** – *Maria Woodward*, Griffin/Tabor, Inc: Maria joined the fire service family in 1998, when she became employed by Griffin-Tabor, Inc. providing administrative support to the Oregon Fire Chiefs' Association and Oregon Volunteer Firefighters Association. Maria's key responsibility now is to manage the OFCA; however, she continues to support Teri VanWagner with administrative functions for the OVFA. Maria lives in Salem with her husband John and son Tyler. Maria is a strong supporter of the fire service as a whole and is appreciative of her opportunity to serve and promote the OVFA.

# INTRODUCTION

During the spring of 2002, the Oregon Volunteer Firefighters Association (OVFA) Board of Directors reviewed the status of the association. After discussing past sessions where attempts were made to create a foundation for a planning process, the board reached a decision to complete an official OVFA Strategic Plan before the 2003 annual conference. *4M Consulting* was selected to conduct the process starting with the first workshop in Florence, Oregon on July 12, 2002. In June of 2002, Michael B. Sherman of *4M Consulting* began the research on what would become the *2003 Oregon Volunteer Firefighters Association Strategic Plan*.

Sherman worked with the OVFA Board to confirm a strategic planning team that represented the major groups within the association. This team worked closely with the consultant to develop input for a dynamic and valuable planning process. The process selected included an introduction; a definition of terms; a history of the association; the documentation of customers and their needs; the documentation of the association functions and services; the review of the OVFA mission, vision, and corporate values; a thorough strengths, weaknesses, opportunities, and challenges review; establishing assumptions, alternatives, and future issues; conducting goal solicitation and prioritization; establishing objectives and action items; and finally conducting a public presentation of the final *2003 Oregon Volunteer Firefighters Association Strategic Plan* on June 13, 2003, at the annual OVFA Conference.

This planning effort has produced an excellent document for the future of the OVFA membership. The OVFA membership needs to support the planning team members' efforts through the implementation of the plan. High-powered accomplishment within an organization is not easy. The team members need to be diligent in the completion of their selected action items. The strategic plan should be on the agenda of every OVFA Board meeting. Progress on action items should be clearly reported to the membership in a timely manner with any changes necessary to successfully implement the plan being communicated clearly at all levels of the organization.

The development of this strategic plan represents an enormous amount of effort and commitment on the part of those involved. The future work that is mapped out in this plan will take continued momentum. The greatest value of this type of strategic planning process is the atmosphere of excellence that can transform an organization. OVFA is well on its way to creating that environment of excellence for the future of its membership. This document will be a tremendous tool in accomplishing the association's mission over the next five to ten years.

## **DEFINITION of TERMS**

To aid the lay reader when reviewing this plan, this section includes definitions of the terminology used in the *2003 Oregon Volunteer Firefighters Association Strategic Plan*.

**Action Items** – Action items are the specific individual tasks that need to be accomplished to work toward the accomplishment of more significant objectives.

**Department of Public Safety Standards & Training (DPSST)** – The department of the State of Oregon responsible for establishing certification and training standards for public safety personnel.

**Emergency Medical Technician (EMT)** – A person who has received formal training in pre-hospital and emergency care and is state-certified to attend any ill, injured, or disabled person. There are three levels of EMT: Basic, Intermediate, and Paramedic.

**Fire Prevention** – The actions taken that reduce the potential for the occurrence of fire incidents and/or lessen the damage and/or injuries caused by fires.

**First Responder** – A First Responder is the entry level EMS responder certification receiving training in approximately 60 hours of basic emergency medical care.

**Goals** – Statements of organizational direction that describe general ends toward which the association is working to accomplish.

**Modified Gantt Chart** – The color-coded bar chart that is used to track accomplishment in regard to goals, objectives, and action items of the strategic plan.

**National Volunteer Fire Council (NVFC)** – The alliance of emergency service volunteers from around the nation, united in the cause of promoting and protecting the interests of volunteer emergency responders in the United States.

**Objectives** – The specific results to be achieved through the accomplishment of the associated action items. As objectives are achieved, the association moves closer to goal accomplishment. Objectives are specific, achievable, measurable events or accomplishments.

**Special District** – The geographical service district formed under ORS 478 for specific service provision such as water service or fire protection service, governed by an elected board of directors.

**SWOT Review** – The review of internal strengths and weaknesses as well as the external opportunities and challenges (threats) to the organization.

## OVERVIEW OF THE PROCESS

OVFA began their original strategic planning process by first establishing certain foundational items with executive staff. A planning team, consisting of board members and staff, led by Jeff Griffin of Griffin Tabor Inc., conducted discussions that revolved around customers, functions, and a standard strengths, weaknesses, opportunities, and threats review. These discussions were documented and later transmitted to Michael B. Sherman as a foundational piece to start the official strategic planning process. This documentation was then put into the form necessary to start a strategic plan.

Prior to the first planning session in Florence, Oregon, on July 12, 2002, the existing documents and information to be covered were sent to board members and staff. At the first strategic planning meeting, a five-hour session, a list of customers, their needs, association functions, and services was refined. The mission, vision, and corporate values were also discussed at this session. This session concluded with some frank discussions about past and potentially existing problems that may hinder the planning process. A consensus was reached to commit to *whatever it takes* to complete the process in a timely and professional manner. This concluded the first phase of the planning process. Dates, times, and locations were selected for the next two meetings.

The second phase of the process was a full-day session in which the strategic planning team reviewed draft documents from the first phase of the process; completed a standard strengths, weaknesses, opportunities, and challenges (SWOT) review; established assumptions, alternatives, and future issues. The goal setting process was explained and individuals were designated to be responsible to contact each customer group. Drafts of the strategic plan to this point were given to planning team members and the importance of their input and feedback on the draft was discussed by the consultant.

The final phase of the process began with an afternoon review of approximately 150 potential goal statements that were solicited from association members. After the review, three computerized prioritization methodologies were used to create a true consensus of the planning team's priorities. Biographies, table of contents, a draft cover, modified Gantt chart, and the definition of terms were discussed.

After the afternoon session, the team members were sent back to their rooms to continue to review the potential goals and develop their thoughts about the necessary objectives to accomplish those goals. The final session, the next day, was an all-day session that was used to develop the objectives and action items for completing the top six goals from the previous prioritization session.



After all data and processes were completed, a draft copy of the final strategic plan was developed. After the draft document was reviewed and adjusted by each planning team member, the final document was printed for the public presentation.

On June 13, 2003, the planning team, led by the consultant, made a public presentation to the OVFA membership of the *2003 Oregon Volunteer Firefighters Association Strategic Plan*.



## **HISTORY and OVERVIEW**

The Oregon Volunteer Firemen's Association was organized in 1957 offering an annual conference for its membership to train and network. These conferences were held in conjunction with the Oregon Fire Chiefs' and Oregon Fire District Directors' Annual Conferences and were the only opportunity for many of the state's firefighters to meet and obtain training.

In 1976, the association's name was changed to Oregon Volunteer Firefighters Association (OVFA). Also, that same year, the OVFA decided to join the National Volunteer Firefighters Council. The membership at that time also decided to hold its own conference independent of the Oregon Fire Chiefs. This first, stand-alone OVFA conference was held in Hood River in 1979. In 1981, OVFA began the difficult task of attempting to create a Length of Service Award Program (LOSAP). The program allowed for public agencies to create a retirement fund for volunteer firefighters to assist in recruitment and retention of members. Repeated attempts through the legislature failed because of funding issues. A plan was created in 1993 that did not use state funds and therefore did not need state legislative approval. This concept finally prevailed and Oregon was one of the first states in the country to create such a program.

In 1998 the Volunteer Ambulance Association made the decision to disband and transfer their association funds to the OVFA. Since that time the OVFA has included the volunteer ambulance providers within their membership and the mission has broadened to include "Emergency Medical Service Providers" within the term "Firefighters."

In 1999, the OVFA contracted with Griffin Tabor Inc. to provide administrative support and create a central office for membership contact and relay to the executive board. In 2000, the OVFA joined a national recruitment project called the 1-800-FIRELINE program. This program was developed by the National Volunteer Fire Council and allows citizens interested in becoming a volunteer to call toll free, a nationally recognized phone number to request information and referral to an appropriate response agency. National corporations support this program.

The principle focus of the association and the executive board is to represent and support volunteer emergency responders in the State of Oregon. This mission has expanded to include offering disability insurance, grant programs, legislative representation, and educational opportunities apart from the annual conference. The executive board is elected at the annual conference each year and serves as the governing body of the OVFA. It includes the president, 1st and 2nd vice presidents, immediate past president, secretary/treasurer, two directors, and ambassadors appointed by the board.

Today the OVFA is stronger than ever: attending allied association meetings and conferences; working jointly on legislative issues; and making itself more accessible to the membership. Well-supported and administered programs are currently in place to assist volunteers and their agencies. Examples of such programs that bring a tremendous value to the membership are as follows:

- **1-800-FIRELINE:** Established by the National Volunteer Fire Council and implemented by AT&T, this toll-free number is used in nearly every state as a recognizable way to get local information about emergency service volunteerism and the state volunteer association.
- **Accidental Death and Disability Insurance:** OVFA will provide AD&D benefits to all members in late 2002. The cost of this coverage will be included in the amount of dues paid by each member agency, based on the number of volunteers reported at the time of membership renewal.
- **Bob Shepard Memorial Scholarship:** This award was established to assist a recipient in the 2<sup>nd</sup>, 3<sup>rd</sup>, or 4<sup>th</sup> year of study for a degree in the fire science/EMS field. Not to exceed \$1,000, the scholarship is awarded each academic year to a selected full-time student and is restricted to tuition and/or required textbooks.
- **Grant Program:** Grants for fire prevention, training, and small equipment will be made available on an annual basis. The focus of these grants will be for cooperative training to serve populations of less than 5,000.
- **Legislative Representation:** OVFA pursues a proactive legislative agenda in conjunction with the Oregon Fire Chiefs' Association. Through a professional governmental affairs representative, legislative issues that relate to volunteer emergency services continue to be sponsored and monitored.
- **License Plate Program:** In cooperation with the Oregon Department of Motor Vehicles, group license plates are available for volunteer responders to show pride in their volunteer service and provide a revenue source for operation of the OVFA.
- **Oregon Burn Center Sponsorship:** The proceeds of the OVFA conference raffle and silent auction are awarded to the Oregon Burn Center at Emanuel Hospital in Portland to assist with funding for Children's Burn Camp.
- **Scholarship Program:** A scholarship program will be developed for OVFA members and/or immediate family members to be used for higher education, not necessarily in the emergency response area.
- **Surplus Equipment:** This program provides a collection, storage, and distribution system for surplus emergency response equipment.

There are a number of issues facing the OVFA and emergency services as a group including: funding, legislation requirements without adequate funding, and the time required for individuals to continue to volunteer. These are issues foremost on the minds of fire administrators as local tax revenues are not adequate to allow for ample paid staff. Time demands placed on volunteers, both within their agency and externally, are being felt nationwide.

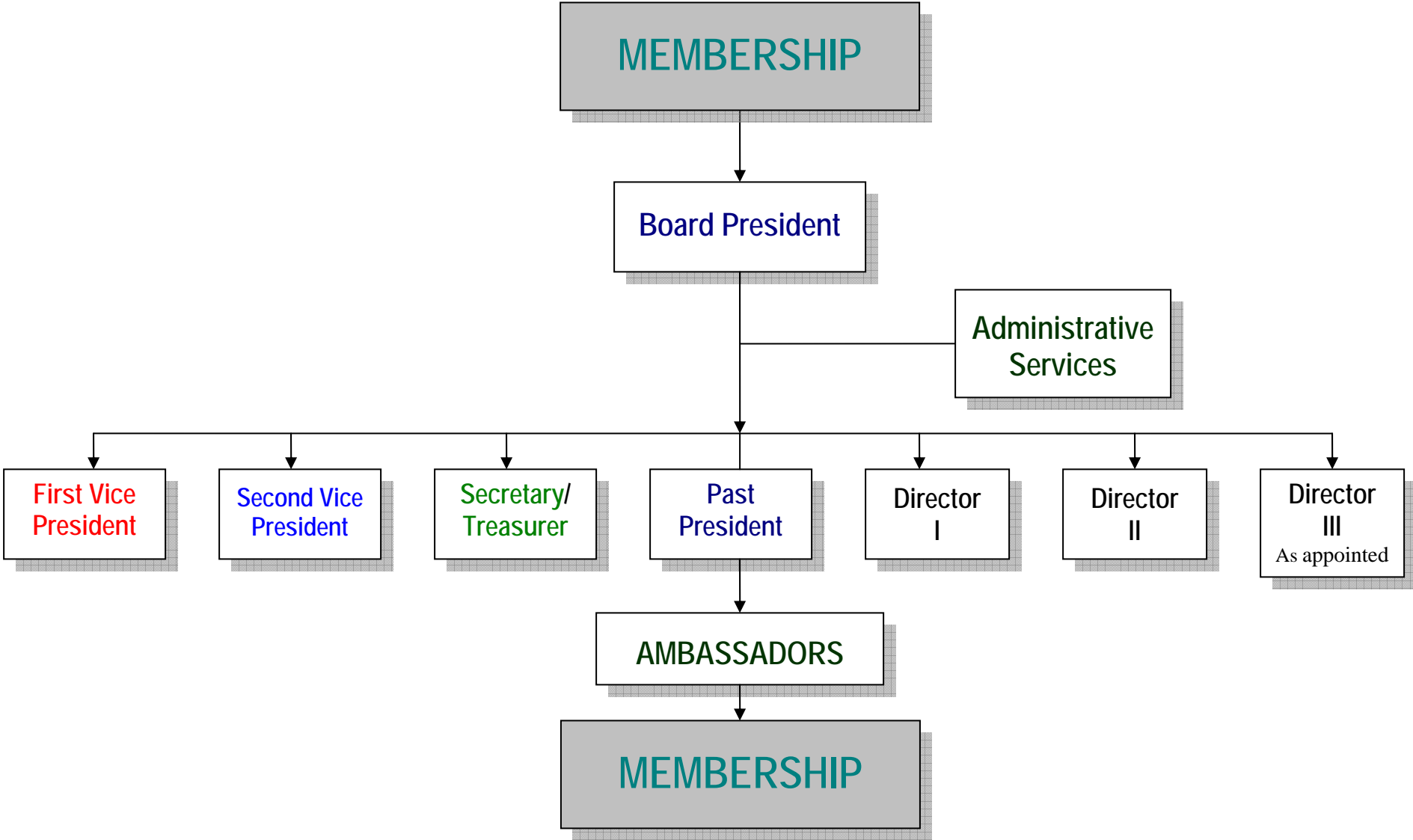
OVFA is working on the issue of recruitment and retention of quality volunteers in conjunction with representatives from all the fire service organizations in Oregon, through a legislative taskforce charged with exploring and identifying possible solutions before the end of the 2003 legislative session.

The OVFA will continue to grow and represent its membership with good communication working with allied associations and support from the citizens of Oregon.



# Oregon Volunteer Firefighters Association

## Organization Chart



***THE FOLLOWING LISTS ARE ORGANIZED IN ALPHABETICAL  
FORMAT AND ARE NOT NECESSARILY AN INDICATION  
OF IMPORTANCE OR PRIORITY.***

## **CUSTOMERS**

1. Allied vendors and businesses
2. City and county governments
3. Fire departments
4. Fire districts
5. Oregon legislature
6. Other allied associations
7. Other volunteer emergency service groups
8. Public citizens
9. Volunteer emergency service personnel
10. Volunteer firefighter families

## **CUSTOMERS' NEEDS**

1. Accurate emergency service information
2. Conflict resolution facilitation
3. Cooperative relationships with allied agencies
4. Education
5. Funding resources
6. Increased awareness of Oregon fire service
7. Lobbying for customer issues
8. More volunteers
9. Retaining existing talent
10. Support services
11. Training

## **SERVICES**

1. Accidental Death and Disability Insurance
2. Allied association representation
3. Ambassador training
4. Board member development and support
5. Central contact point
6. Chaplain service
7. Community education
8. Conference
9. Fire education grants
10. Lobbying for membership and Bill tracking
11. Member recognition
12. Membership contact
13. Memorial service at conference
14. Newsletter
15. Out-reach classes
16. State committee representation
17. Surplus equipment program
18. Training/education scholarships
19. Volunteer taskforce
20. Website
21. 1-800-FIRELINE

## **FUNCTIONS**

1. Communicate with customers
2. Customer education
3. Membership representation
4. Membership support
5. Member training
6. Track legislative issues

## **SWOT REVIEW**

### **A. Internal Strengths**

1. Access to board members
2. Accidental Disability and Death Insurance
3. Administrative support services
4. Awards/recognition
5. Chaplain service
6. Diversity of representation
7. High level of dedication
8. Lobbying
9. Membership
  - Longevity
  - Healthy/growing
  - Diversity
10. Pride in membership
11. Strong leadership
12. The sponsorship of the Oregon Burn Center at Emanuel Hospital
13. Training/educational programs
  - Varied training opportunities

### **B. Internal Weaknesses**

1. Board follow-through
2. Funding
3. Historical data collection
4. Lack of direction
5. Lack of department visits
6. Members not interested in running for the board
7. Networking with members in rural Oregon
8. Not goal oriented
9. Past president recognition
10. Public perception of volunteers
11. Visibility



## **SWOT REVIEW** (continued)

### **C. External Opportunities**

1. Allied organization relationships
2. Awareness and increased participation in surplus program
3. Enhanced funding support
  - License plate sales
4. Enhanced legislative representation
  - Volunteer taskforce
  - Government fire service policy council
5. Enhanced networking
  - Increased fire department visits
6. Enhanced use of technology
7. Expanded membership
8. Information on retaining volunteers
9. Media relationships
10. National Volunteer Fire Council
11. Outreach training
12. Positive relationships with union

### **D. External Challenges**

1. Existing standards and mandates
2. External restrictions of individuals limiting their ability to volunteer
3. Family and career demands
4. Funding
5. Lack of availability of new volunteers
6. Lack of public awareness of volunteerism
7. Lower levels of OVFA participation by a few agencies for past reasons
8. New legislative mandates
9. Retaining volunteers
  - Forced station closures
  - Other operational negative effects
10. Volunteer IRS issues

## MISSION STATEMENT

The mission statement of the OVFA was reviewed to ensure it represents the purpose of the association's existence. The board members' discussions concerning the mission statement revolved around clarity and accuracy. The new mission statement aligns with the corporate values of the current elected representatives of the OVFA membership. This new, clear, and concise mission statement reflects the actual purpose of the association and is the basis for getting others to support it in its endeavors. The mission statement should be published in all regular newsletters to the membership and should be the focus of association energies and efforts.

## MISSION STATEMENT

*Provide Support and  
Representation for Oregon's  
Volunteer Emergency  
Responders*

## VISION STATEMENT

The board members followed the revision of the mission statement by developing a vision statement that reflects how the association wishes to be viewed by its membership. Many planners confuse the customers with terms like vision statements, performance statements, future strategies, strategic issues, goals, and objectives while inter-mixing meanings. This is one of the major reasons strategic plans collect dust on a shelf rather than being the living documents that they are intended to be. As in the past with other associations, 4M with the support of the OVFA Board of Directors approached this subject in a very businesslike and pragmatic manner. In this document, the term vision statement refers specifically to a motto-type statement that is only for the purpose of capturing the spirit of the organization. It will become the hallmark of the association, but it will not be confused with issues concerning completion measurement. All completion measurement will be dealt with in the goal setting segment of the strategic plan. The vision statement developed by the planning team is:

### VISION STATEMENT

*Representing Those  
Who Volunteer*

## VALUE STATEMENTS

### Social Interaction

We value the family atmosphere and camaraderie of the organization.

### Commitment

We value the commitment of the organization to its members and the individual commitment of members giving back to the organization and the community.

### Communication

We value productive, honest, and open communication to all members and their direct access to the organization.

### Training

We value high quality training, education, and networking opportunities.

### Support

We value the individual support and opportunities provided as well as the involvement of our organization at a legislative level.

### Attitude

We value the mutual respect of our individual members and the regional recognition of the association.

### Pride

We value the success and accomplishments of a thriving, cutting-edge organization.

## ASSUMPTIONS

The board members discussed assumptions that were areas directly under the association's influence and that all members believed would happen, regardless of changes in the immediate future. Elected bodies would usually focus their assumptions on relationships and processes. Fire departments would usually focus on performance indicators and accomplishments. The OVFA assumptions were unique and focused on what the board members believed the association will continue to do. Several of the OVFA assumptions were developed by the board members to send an informational message to the readers of the strategic plan, clearly stating how they believe the association will operate during the next five years.

The assumptions developed by the planning team are as follows:

1. OVFA will provide at least one statewide training event each year.
2. OVFA will continue to provide a centralized office.
3. OVFA will continue to be the leader in support of the Oregon Volunteer Emergency Responders.
4. OVFA will continue to have as one of its highest priorities the statewide recruitment and retention of volunteer emergency responders.
5. OVFA will continue to pursue funding to support Oregon Volunteer Emergency Responders.

***THE ABOVE LIST IS ORGANIZED IN A RANDOM FORMAT AND IS NOT NECESSARILY AN INDICATION OF IMPORTANCE OR PRIORITY.***

## **ALTERNATIVES**

The board members discussed alternatives in a very practical manner. They wanted the readers of the strategic plan to understand that alternatives were discussed, but they knew limited energy, time, and money would prevent impractical concepts from being reviewed in significant detail. In an attempt to be very practical, the board members wished to list only those alternatives that might realistically be pursued in the future. Based on the previous assumptions, these alternatives will only be explored if significant changes occur during the planning period that necessitates such an exploration.

It was a clear consensus of the board members that the OVFA had several alternatives available to the way they currently do business. The brainstorming session on alternatives produced the following list for the association:

- 1.** Become a section of the Oregon Fire Chiefs' Association.
- 2.** Become a section of Western Fire Chiefs Association.
- 3.** Become part of a new and larger organization with other Oregon allied associations.
- 4.** Dissolution of the OVFA.
- 5.** Contract out parts of the organization's responsibilities.
- 6.** Create a Western Volunteer Firefighters' Association.

***THE ABOVE LIST IS ORGANIZED IN A RANDOM FORMAT AND IS NOT NECESSARILY AN INDICATION OF IMPORTANCE OR PRIORITY.***

## FUTURE ISSUES

Using the values of the planning team, the vision statement, the mission statement, and the SWOT review, the planning team developed key future issues facing the association. The activities that address the opportunities and challenges in accomplishing the mission of the organization were formed into issues for the future.

The goals and objectives that follow in the next section reflect how these future issues will be handled while still maintaining the association's service to its customers. The goals and objectives of this plan also align with the values and vision of the planning team. Finally, the priority goals established maximize the use of the organization's strengths and minimize the impact of its weaknesses, while seeking to meet the challenges presented by these future issues.

It was determined that the items listed below would represent the issues that could significantly affect OVFA in the future. The key issues of the future for the OVFA are as follows:

1. Decreased funding.
2. Increase in standards, mandates, and demands for training without funding.
3. Developing criteria for awarding OVFA grants.
4. Support and promote the findings of the volunteer taskforce.
5. Develop and provide mandated OVFA Board member training.

***THE ABOVE LIST IS ORGANIZED IN A RANDOM FORMAT AND IS NOT NECESSARILY AN INDICATION OF IMPORTANCE OR PRIORITY.***

## GOAL SETTING

To begin the goal setting section of the OVFA Strategic Plan, potential customer contacts were brainstormed by the board and staff in the second session of the process. All potential customer groups were reviewed. Customers were selected that had some knowledge of the association's roles and responsibilities. These customers were either interviewed or allowed to return written lists of potential goal statements that they felt the association could accomplish in a three to five year planning period.

The customers identified were the association members, allied vendors and businesses, fire departments, fire districts, Oregon Legislature, other allied associations, other emergency service organizations, public citizens, volunteer emergency service personnel, the families of volunteer firefighters, and the individual OVFA Board members. Board members and staff volunteered to be responsible for certain groups of customer contacts. The list of planning team members and their area of responsibility was established as follows:

1. **Angie George:** Other volunteer emergency service groups, public citizens
2. **Tina Greiner:** Other allied associations
3. **Misty Pike:** Volunteer emergency service personnel and volunteer firefighter families
4. **Jim Lantz:** Fire departments and fire districts
5. **Dave Lapof:** City and county governments
6. **Jim Oeder:** Oregon legislature
7. **Ed Tveisme:** Fire departments and fire districts
8. **Teri VanWagner:** Allied vendors and businesses
9. **Maria Woodward:** Allied vendors and businesses
10. **All:** Volunteer emergency service personnel and volunteer firefighter families



## **Goal #1 – Improve Image and Public Relations**

### **Objective A. Create an OVFA code of ethics**

#### **Action Items:**

1. **Assign a code of ethics committee**  
Responsible Party: Dave Lapof      Completion Date: July 2003
2. **Develop a meeting schedule**  
Responsible Party: Jim Oeder      Completion Date: Sept 2003
3. **Research available code of ethics examples**  
Responsible Party: Jim Oeder      Completion Date: Dec. 2003
4. **Develop a draft OVFA code of ethics**  
Responsible Party: Jim Oeder      Completion Date: Mar. 2004
5. **Adopt the OVFA code of ethics**  
Responsible Party: OVFA Board      Completion Date: May 2004

### **Objective B. Create a marketing plan to improve the OVFA image**

#### **Action Items:**

1. **Assign an OVFA marketing committee**  
Responsible Party: Dave Lapof      Completion Date: Feb. 2003
2. **Develop a meeting schedule**  
Responsible Party: Dave Lapof      Completion Date: Mar. 2004
3. **Create a draft OVFA marketing plan**  
Responsible Party: Dave Lapof      Completion Date: May 2004
4. **Adopt an official OVFA marketing plan**  
Responsible Party: OVFA Board      Completion Date: Sept. 2004

### **Objective C. Develop an OVFA community recognition program**

#### **Action Items:**

1. **Assign an OVFA recognition committee**  
Responsible Party: Tina Greiner      Completion Date: Feb. 2004
2. **Establish a meeting schedule**  
Responsible Party: Tina Greiner      Completion Date: Mar. 2004
3. **Develop a draft community recognition program**  
Responsible Party: Recognition Com.      Completion Date: July 2004
4. **Adopt the community recognition program**  
Responsible Party: OVFA Board      Completion Date: Nov. 2004
5. **Implement the community recognition program**  
Responsible Party: Recognition Com.      Completion Date: Jan. 2006

## **Goal #2 – Improve OVFA Communications**

### **Objective A. Create and adopt an OVFA communication plan**

#### **Action Items:**

- 1. Assign an OVFA communication committee**  
Responsible Party: Dave Lapof                      Completion Date: Feb. 2004
- 2. Schedule communication committee meetings**  
Responsible Party: Dave Lapof                      Completion Date: Feb. 2004
- 3. Develop a draft communication plan**  
Responsible Party: Comm. Com.                      Completion Date: May 2004
- 4. Adopt the communication plan**  
Responsible Party: OVFA Board                      Completion Date: June 2004
- 5. Implement communication plan**  
Responsible Party: Comm. Com.                      Completion Date: Jan. 2005

### **Objective B. Enhance the use of the OVFA display booth**

#### **Action Items:**

- 1. Develop display features to be updated**  
Responsible Party: Tina Greiner                      Completion Date: Jan. 2003
- 2. Distribute the workload for enhancements**  
Responsible Party: Tina Greiner                      Completion Date: Jan. 2003
- 3. Incorporate changes**  
Responsible Party: Tina Greiner                      Completion Date: Mar. 2003
- 4. Public presentation of new OVFA display booth**  
Responsible Party: Tina Greiner                      Completion Date: Mar 2003

### **Objective C. Increase agency visits**

#### **Action Items:**

- 1. Develop a draft statewide visit schedule**  
Responsible Party: Ray Hubbell                      Completion Date: Aug. 2004
- 2. Assign personnel and dates to schedule**  
Responsible Party: Ray Hubbell                      Completion Date: Oct. 2004
- 3. Develop a tracking report for the OVFA Board**  
Responsible Party: Ray Hubbell                      Completion Date: Nov. 2004
- 4. Implement and track schedule**  
Responsible Party: Ray Hubbell                      Completion Date: June 2006

## **Goal #3 – Enhance OVFA Training**

### **Objective A. Conduct a volunteer firefighter training needs analysis**

#### **Action Items:**

- 1. Assign a training needs assessment committee**  
Responsible Party: OVFA Board      Completion Date: Jan 2003
- 2. Establish a meeting schedule**  
Responsible Party: OVFA Board      Completion Date: Feb. 2003
- 3. Develop criteria to assess needs**  
Responsible Party: OVFA Board      Completion Date: May 2003
- 4. Conduct a training needs assessment**  
Responsible Party: OVFA Board      Completion Date: Aug. 2003
- 5. Report training needs to OVFA Board, outreach committee, and conference committee**  
Responsible Party: OVFA Board      Completion Date: Nov. 2003

### **Objective B. Enhance the annual conference training**

#### **Action Items:**

- 1. Assign a conference training enhancement committee**  
Responsible Party: Dave Lapof      Completion Date: Sept. 2003
- 2. Establish a meeting schedule**  
Responsible Party: Enhancement Com.      Completion Date: Nov. 2003
- 3. Develop draft conference training enhancements**  
Responsible Party: Enhancement Com.      Completion Date: Feb. 2004
- 4. Adopt conference training enhancements**  
Responsible Party: OVFA Board      Completion Date: April 2004
- 5. Implement conference training enhancements**  
Responsible Party: Enhancement Com.      Completion Date: June 2006

## **Goal #3 – Enhance OVFA Training** (continued)

### **Objective C. Increase outreach training**

#### **Action Items:**

- 1. Assign training committee**  
**Responsible Party:** Steve Schneiderman **Completion Date:** Mar. 2004
- 2. Establish a meeting schedule**  
**Responsible Party:** Steve Schneiderman **Completion Date:** Apr. 2004
- 3. Develop a draft outreach training program**  
**Responsible Party:** Steve Schneiderman **Completion Date:** Aug. 2004
- 4. Adopt the outreach training program**  
**Responsible Party:** OVFA Board **Completion Date:** Nov. 2004
- 5. Implement the outreach training program**  
**Responsible Party:** Steve Schneiderman **Completion Date:** Jan. 2006

### **Objective D. Provide enhanced leadership training**

#### **Action Items:**

- 1. Schedule a time to review needs with the OVFA Board and Ambassadors**  
**Responsible Party:** Dave Lapof **Completion Date:** July 2003
- 2. Develop leadership needs**  
**Responsible Party:** OVFA Board **Completion Date:** Mar. 2004
- 3. Review and prioritize available leadership training**  
**Responsible Party:** OVFA Board **Completion Date:** Apr. 2004
- 4. Adopt an implementation schedule**  
**Responsible Party:** OVFA Board **Completion Date:** June 2004

## **Goal #4 – Enhance Volunteer Recruitment & Retention**

### **Objective A. Make becoming a volunteer firefighter more**

## **attractive through positive legislation**

### **Action Items:**

1. **Continue participation in joint legislative committee and volunteer firefighter taskforce**  
Responsible Party: Jim Oeder      Completion Date: June 03 & 05
2. **Analyze potential additional legislative actions**  
Responsible Party: OVFA Board      Completion Date: June 03 & 05
3. **Support other volunteer legislative concepts**  
Responsible Party: OVFA Board      Completion Date: June 03 & 05

## **Objective B. Produce and distribute a statewide recruitment video**

### **Action Items:**

1. **Assign a recruitment and retention video committee**  
Responsible Party: Dave Lapof      Completion Date: Feb. 2004
2. **Establish a meeting schedule**  
Responsible Party: Teri VanWagner      Completion Date: Mar. 2004
3. **Review, analyze, and prioritize existing resources**  
Responsible Party: Video Committee      Completion Date: May 2004
4. **Collect new media data as needed**  
Responsible Party: Video Committee      Completion Date: Sept. 2004
5. **Develop the draft video**  
Responsible Party: Video Committee      Completion Date: Dec. 2004
6. **Adopt and distribute the videos**  
Responsible Party: OVFA Board      Completion Date: Apr. 2005

## **Objective C. Increase awareness of available LOSAP's**

### **Action Items:**

1. **Gather available resources**  
Responsible Party: Ray Hubbell      Completion Date: Apr. 2004
2. **Determine methods of distribution**  
Responsible Party: Ray Hubbell      Completion Date: May 2004
3. **Distribute information**  
Responsible Party: Ray Hubbell      Completion Date: June 2004

**Goal #4 – Enhance Volunteer Recruitment & Retention** (continued)

**Objective D. Participate in national volunteer recruitment and retention**

**Action Items:**

1. **Partner with NVFC**  
Responsible Party: Jack Carriger      Completion Date: May 2003
2. **Track NVFC actions**  
Responsible Party: Jack Carriger      Completion Date: June 2006
3. **Report to board and support NVFC actions**  
Responsible Party: Jack Carriger      Completion Date: June 2006

**Objective E. Establish best practices web-based recruitment tools**

**Action Items:**

1. **Collect Web best practices resources**  
Responsible Party: Griffin/Tabor Staff      Completion Date: Feb. 2004
2. **Post Web best practices resources**  
Responsible Party: Griffin/Tabor Staff      Completion Date: June 2004
3. **Track the use of Web best practices resources**  
Responsible Party: Griffin/Tabor Staff      Completion Date: June 2006
4. **Report to the board**  
Responsible Party: Griffin/Tabor Staff      Completion Date: June 2006

## **Goal #5 – Expand OVFA Support of Oregon Volunteers**

### **Objective A. Research and develop incentives and rewards for volunteers**

#### **Action Items:**

- 1. Assign an incentive committee**  
Responsible Party: Dave Lapof      Completion Date: Oct. 2004
- 2. Establish a meeting schedule**  
Responsible Party: Dave Lapof      Completion Date: Jan. 2005
- 3. Review and analyze potential rewards and incentives**  
Responsible Party: Incentive Com.      Completion Date: June 2005
- 4. Recommend OVFA rewards and incentives to OVFA Board**  
Responsible Party: Incentive Com.      Completion Date: Aug. 2005
- 5. Adopt OVFA rewards and incentives**  
Responsible Party: OVFA Board      Completion Date: Sept. 2005

### **Objective B. Enhance OVFA legislative influence**

#### **Action Items:**

- 1. Review the current legislative efforts**  
Responsible Party: Jim Oeder      Completion Date: Oct. 2003
- 2. Develop recommendations to the board**  
Responsible Party: Jim Oeder      Completion Date: Jan. 2004
- 3. Submit and adopt the recommendations**  
Responsible Party: Jim Oeder      Completion Date: June 2004
- 4. Implement the recommendations**  
Responsible Party: Jim Oeder      Completion Date: Oct. 2005

### **Objective C. Increase direct member benefits**

#### **Action Items:**

- 1. Review existing direct member benefits**  
Responsible Party: OVFA Board      Completion Date: Aug. 2003
- 2. Research potential benefits**  
Responsible Party: OVFA Board      Completion Date: Feb. 2004
- 3. Recommend and adopt new benefits**  
Responsible Party: OVFA Board      Completion Date: Apr. 2004
- 4. Implement new benefits**  
Responsible Party: OVFA Board      Completion Date: Jun. 04 - 06

**Goal #5 – Expand OVFA Support of Oregon Volunteers** (continued)

**Objective D. Develop and implement a grant program for equipment and education**

**Action Items:**

1. **Assign a grant committee**  
Responsible Party: Jim Oeder                      **Completion Date:** Jan. 2003
2. **Establish a meeting schedule**  
Responsible Party: Jim Oeder                      **Completion Date:** Jan. 2003
3. **Establish grant criteria and application**  
Responsible Party: Grant Committee      **Completion Date:** Mar. 2003
4. **Solicit grants**  
Responsible Party: OVFA Board                      **Completion Date:** Apr. 2003
5. **Award grants**  
Responsible Party: OVFA Board      **Completion Date:** Jun. 03 – Jan. 04



## Summary

Over a nine-month period, the OVFA Board of Directors and staff concentrated on the lofty goal of completing a high quality strategic plan for the OVFA for the next three to five years. They also attempted to accomplish that goal by coordinating their time used for strategic planning with several of their normal meeting dates to avoid the burnout of too many meetings. Their goal was to accomplish something in line with their vision and supporting the OVFA's mission, while not diminishing the daily energy needed to run the association. They accomplished that goal in finalizing this *2003 Oregon Volunteer Firefighters Association Strategic Plan*.

The plan covers all of the operational areas of the association, while stretching the envelope to realize new potential areas for the association. The planning results were formulated into clear vision, mission, and value statements that will lead OVFA into the future. The understanding gained from the board and staff's planning discussions; development of strengths, weaknesses, opportunities, and challenges; formulating assumptions; and reviewing alternatives for the future were extremely beneficial to the association. In addition, the personal contacts between planning team members and the OVFA constituents will greatly improve association relationships and communications.

The planning process was all tied together at the last session through the development of very clear and measurable goals for the next three to five years. Each goal is broken down into measurable objectives that are further broken down into very specific action items. Each action item has a scheduled completion date and a responsible party to ensure timely completion. Finally, a modified Gantt chart was developed on electronic media for the purpose of making the tracking of accomplishments easy for the OVFA Board and staff to review at each OVFA Board meeting. These accomplishments can then be reported to membership in scheduled reports and newsletters.

The board members and staff took this entire strategic planning process very seriously, expending countless hours in meeting and review time. Volumes of materials were reviewed, discussed, and analyzed. They stayed on task to make sure that the OVFA membership's best interest was well served by the outcomes of the process.

This *2003 Oregon Volunteer Firefighters Association Strategic Plan* is the result of the exceptional efforts of the individual planning team members and other supporters that provided input. They are well pleased with the outcomes and the OVFA membership should be supportive of their accomplishments on behalf of the association. The future of all those served by the Oregon Volunteer Firefighters Association can and will be better organized and directed because of this

accomplishment. The OVFA Board and staff are truly ***Representing Those Who Volunteer!***

**Multiple Completion Dates**

On Going - check monthly

Completed

Moved

**Oregon Volunteer Firefighters Association Strategic Plan**

REVISED DATE: 17-Jan-04

Responsible Party	#	2003												2004				
		Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	
Tina Greiner	1	2 - B - 1																
Tina Greiner	2	2 - B - 2																
Dave Lapof	3	3 - A - 1																
Jim Oeder	4	5 - D - 1																
Jim Oeder	5	5 - D - 2																
Dave Lapof	6		1 - B - 1															
OVFA Board	7		3 - A - 2															
Tina Greiner	8			2 - B - 3														
Tina Greiner	9			2 - B - 4														
Grant Committee	10			5 - D - 3														
OVFA Board	11				5 - D - 4													
OVFA Board	12					3 - A - 3												
Jack Carriger	13					4 - D - 1												
Jim Oeder	14						4 - A - 1											
OVFA Board	15						4 - A - 2											
OVFA Board	16						4 - A - 3											
OVFA Board	17						5 - D - 5	----->	----->	----->	----->	----->	----->					
Dave Lapof	18							1 - A - 1										
Dave Lapof	19							3 - D - 1										
OVFA Board	20								3 - A - 4									
OVFA Board	21								5 - C - 1									
Jim Oeder	22									1 - A - 2								
Dave Lapof	23									3 - B - 1								
Jim Oeder	24										5 - B - 1							
OVFA Board	25											3 - A - 5						
Enhancement Committee	26											3 - B - 2						
Jim Oeder	27												1 - A - 3					
Jim Oeder	28													5 - B - 2				
Tina Greiner	29																1 - C - 1	
Dave Lapof	30																2 - A - 1	
Dave Lapof	31																2 - A - 2	
Enhancement Committee	32																3 - B - 3	
Dave Lapof	33																4 - B - 1	
Griffin/Tabor Staff	34																4 - E - 1	
OVFA Board	35																5 - C - 2	
Jim Oeder	36																	1 - A - 4
Dave Lapof	37																	1 - B - 2
Tina Greiner	38																	1 - C - 2
Steve Schneiderman	39																	3 - C - 1
OVFA Board	40																	3 - D - 2
Teri VanWagner	41																	4 - B - 2
OVFA Board	42																	
Steve Schneiderman	43																	3 - B - 4
OVFA Board	44																	3 - C - 2
OVFA Board	45																	3 - D - 3
Ray Hubbell	46																	4 - C - 1
OVFA Board	46																	5 - C - 3

Multiple Completion Dates

Ongoing - check monthly

Completed

Moved

Oregon Volunteer Firefighters Association Strategic Plan

REVISED DATE: 17-Jan-04

Responsible Party	#	2004								2005						2006	
		May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	April	June	Aug.	Sept.	Oct.	Jan.	June
OVFA Board	47	1 - A - 5															
Dave Lapof	48	1 - B - 3															
Communication Comm.	49	2 - A - 3															
Video Committee	50	4 - B - 3															
Ray Hubbell	51	4 - C - 2															
OVFA Board	52		2 - A - 4														
OVFA Board	53		3 - D - 4														
Ray Hubbell	54		4 - C - 3														
Griffin/Tabor Staff	55		4 - E - 2														
Jim Oeder	56		5 - B - 3														
OVFA Board	57		5 - C - 4	----->	----->	----->	----->	----->	----->	----->	----->	----->	----->	----->	----->	----->	----->
Recognition Comm.	58			1 - C - 3													
Ray Hubbell	59				2 - C - 1												
Steve Schneiderman	60				3 - C - 3												
OVFA Board	61					1 - B - 4											
Video Committee	62					4 - B - 4											
Ray Hubbell	63						2 - C - 2										
Dave Lapof	64						5 - A - 1										
OVFA Board	65							1 - C - 4									
Ray Hubbell	66							2 - C - 3									
OVFA Board	67							3 - C - 4									
Video Committee	68								4 - B - 5								
Communication Comm.	69									2 - A - 5							
Dave Lapof	70									5 - A - 2							
OVFA Board	71										4 - B - 6						
Incentive Comm.	72											5 - A - 3					
Jim Oeder	73											4 - A - 1					
OVFA Board	74											4 - A - 2					
OVFA Board	75											4 - A - 3					
Incentive Comm.	76												5 - A - 4				
OVFA Board	77													5 - A - 5			
Jim Oeder	78														5 - B - 4		
Recognition Comm.	79															1 - C - 5	
Steve Schneiderman	80															3 - C - 5	
Ray Hubbell	81																2 - C - 4
Enhancement Comm.	82																3 - B - 5
Jack Carriger	83																4 - D - 2
Jack Carriger	84																4 - D - 3
Griffin/Tabor Staff	85																4 - E - 3
Griffin/Tabor Staff	86																4 - E - 4