

SOUTH KITSAP FIRE AND RESCUE VOLUNTEER ASSOCIATION

STRATEGIC PLAN

Approved January 8, 2008



Prepared By: Debra & Michael Smith

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VOLUNTEER ASSOCIATION**

P. O. Box 2431, Port Orchard, WA 98366-0697

<http://www.skfrva.org/>



The following Document was developed by a few dedicated and enthusiastic members of the South Kitsap Fire and Rescue Volunteer Association who wanted to see a five year plan for the future of the Association.

A special thanks goes out to the following people who gave their time and input into two Sunday afternoons to put this document together.

The Facilitators, Coordinators and Authors:

Mike Smith and Debra Smith

The Participants and Attendants:

Scott Lucke

Terry Bontrager

Josh Zurbrugg

Also those unnamed who spent time and gave input to finalize this process.

This Document will guide the Association into a very productive future.

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MISSION STATEMENT

The Mission of the South Kitsap Fire and Rescue Volunteer Association is to represent the volunteers of our association with character and professionalism, while enhancing the district in all aspects of its mission. We will do this by providing emergency response, community involvement, and educational services with care and compassion, while continuing to anticipate and meet the challenges of the future.

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VISION STATEMENT

- Provide the greatest level of community involvement.
- Develop and maintain district and community relationships.
- Operate with an open line of communication.

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TOP TEN

VISIONS OF THE FUTURE:

1. Increase membership participation in the association.
2. Continue to staff V-shift.
3. Focus on incentives.
4. Maintain and develop current involvement with the community.
5. Pursue writing grants to support the department.
6. 75% suppression fully qualified, (Tender, Air Support, Pumper).
7. Promote recognition program.
8. Academy sponsorships.
9. Increase Air Support and Tender staffing.
10. Increase youth and sports sponsorships in South Kitsap.

OTHERS:

- Pursue advancement opportunities.
- Strive to staff volunteer station 7 nights a week.
- Award \$5,000.00 college scholarship.

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GUIDING PRINCIPLES

- Strive to “Do the right thing for the right reason, in the right way.”
- Represent the District in a professional manner.
- Recognize and acknowledge the contributions made by the volunteers.
- Provide membership with open, honest, and timely communications.
- Project and instill a sense of pride and community within the fire service.
- Respond when called upon or needed.
- Be committed to excellence in all that we do.

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CRITICAL ISSUES

HIGH PRIORITY

- Communication
- Membership participation in the association
- A defined leadership structure that can be followed
- Membership

MODERATE PRIORITY

- Work schedules
- Staffing

LOW PRIORITY

- Funds
- Volunteer future

STRENGTHS

- Open communication with Chief
- V-shift support/operation
- Community involvement
- Relationship with other divisions
- Flexibility
- Dedication

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AREAS FOR ENHANCEMENT

I. TRAINING - INTERNAL

- A. Better preparation: Include text and hands-on.
- B. Scheduling:
 - i. Better use of time
 - ii. More Air Support and Tender interface.
 - iii. Include winter months on drill ground.
- C. Give everyone more opportunities, eg. teaching.
- D. Volunteer Training Coordinator to have better communications.

II. TRAINING - EXTERNAL

- A. Increase budget line item.
- B. Two night burns per year / North bend.
- C. More live fires, to include LPG props.
- D. Outside instructors to teach specialized training.

III. COMMUNICATIONS

- A. Re-establish phone tree and emails.
- B. More opportunities to get people involved, eg. co-chair functions.
- C. Association attendance. Possible date change to drill nights.
- D. Family involvement.

IV. INCENTIVE IDEAS

- A. Incentive plan for responding to calls and drills.

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IDENTIFIED CUSTOMERS

1. Community
2. Fire District
3. Association members and their families

HISTORICAL CUSTOMERS NEEDS

1. Response to emergencies.
2. Numerous community events.
 - A. Provide funds to families in need.
 - B. College Scholarships.
 - C. Youth sports sponsorships and equipment.
 - D. Food donations.
 - E. Sponsoring families for holidays.
3. Providing open relations between fire district and community.

ADDITIONAL THINGS TO BE DONE BY ASSOCIATION

1. Quarterly Newsletter
2. Current updates of website
3. Support Relay for Life
4. Better coordination with other community events

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TOOLS

- I. Websites
- II. Banner and signs
- III. Verbal Promotions
- IV. Sports sponsorships
- V. Events
- VI. Press-Newspaper

GOALS AND OBJECTIVES TO SUCCEED

- I. More member involvement in association (Participation)
 - A. Promoting the association to new members
 - B. Develop recognition/incentive program
 - C. All Officer participation in association meetings
- II. Better Communication within ranks
 - A. Develop phone tree/ E-mail groups
 - B. Develop Newsletter Quarterly
 - C. Current website updates
- III. Apply for Grants to benefit the Association and District
 - A. Involve more people in writing grants
 - B. Send members to educational seminars
- IV. More cross training of members to different roles in the department
 - A. More drills “Multi task Drills”
- V. Recruitment of volunteers
 - A. Advertise for volunteers at all levels.
 - B. Speak with community groups about volunteering.
- VI. Retention of volunteers
 - A. Create incentives
 - B. Positive attitude
 - C. Promotion and advancement through ranks
- VII. Recognition program
 - A. Develop program

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- VIII. Firefighter I Academy sponsorship
 - A. Develop program
 - B. Establish funding
- IX. Support Fire Suppression
 - A. Staff volunteer apparatus or other non-staffed apparatus
 - B. Continue support for and expand V-shifts.
- X. Equipment standardization
 - A. Volunteer units
 - B. Career units
- XI. Restore and maintain Yukon Harbor antique truck.

ESTABLISH PLAN REVIEW TIME LINE

- I. Five year plan
- II. Revisit Annually
- III. Update at end of year Four