

## Yamhill Fire Protection District Strategic Plan Update 2021

Dear Board of Directors and Fire Chief Jensen,

I have thoroughly reviewed the 2006 Yamhill Fire Protection District Strategic Plan and have the following recommendations for updating the plan. As we discussed at our last meeting, this list is a starting point and as such can be modified to meet your specific needs. Additionally, SDAO is committed to assisting you through this process in whatever capacity you desire.

- 1. Stakeholder Groups (pg. 3)** – In 2006 three stakeholder groups were formed to participate and give input into the Strategic Planning process.
  - I recommend reforming these three groups with updated participants (i.e. some participants may be the same but some should be different) to participate in recommendations #2, #3, and #4.
- 2. Stakeholder Feedback (pgs. 10 - 15)** - In 2006 the stakeholder groups were polled to discover their priorities for the Yamhill Fire District. Specifically, they were asked their input on:
  - a) Services given
  - b) Customer priorities
  - c) Customer expectations
  - d) Customer concerns
  - e) Customer feedback – positive
  - f) Additional thoughts not gathered in the preceding list
  - I recommend that the reformed stakeholder groups be re-polled on these subjects or on any other subjects that are of more pertinent concern to the Board and Chief. This polling could be accomplished either through a written, survey style poll or through facilitated stakeholder discussions (COVID restrictions permitting).
- 3. Mission, Vision, Guiding Principles (pgs. 16 – 17)** – The District has well established Mission, Vision and Guiding Principle statements.
  - I recommend that they be examined for relevance and how they reflect “today’s” Yamhill Fire District. This could be accomplished by the Internal Strategic Planning Team either through a facilitated discussion or through an assigned review by team members who then submit written input.
- 4. Environmental Scan/SWOT Analysis (pgs. 18 - 23)** – In 2006 the Internal Strategic Planning Team did a SWOT analysis of the District.
  - I recommend that a “mini” SWOT analysis be done (i.e. a review of the current SWOT analysis as opposed to starting over at the beginning). This could be accomplished by the Internal Strategic Planning Team either through a facilitated

discussion or through an assigned review by team members who then submit written input.

5. **Strategic Initiatives (pgs. 24 – 33)** – The current list of strategic initiatives and corresponding objectives is extensive.
  - I recommend that these be thoroughly reviewed, and the following questions asked:
    - a) **What is their status?** In other words, have the objectives been fully completed, partially completed, or not really addressed. If an objective has not been completed what has prevented its completion?
    - b) **Are they still pertinent?** Do the objectives make sense for the District today and do they support the direction the District wants to head into the future?
    - c) **Do new strategic initiatives and objectives need to be created?** Based on the results of #2, #3, and #4 recommendations, what new strategic initiatives and objectives should be created?
    - d) **What future time frame is this update designed to cover?** I recommend a 3-to-7-year timeframe and corresponding timeline.
6. **Organizational Performance Measures (pg. 34)** – Does the District wish to adopt formal performance measures? If so, which measures make the most sense? In other words which performance measures will give the Board and Chief a true sense of how well the Yamhill Fire District is performing?

I applaud you for your desire to make the Yamhill Fire District the best that it can be. Please do not hesitate to contact me to let me know how I can best assist you.

Sincerely,  
Gordon Sletmoe, Senior Consultant