

Oregon Fire Service Office Administrators

“Sharing a Standard of Excellence”



Strategic Plan

2019



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ACKNOWLEDGEMENTS

The Oregon Fire Service Office Administrators strategic planning committee met on July 8, 2019 to conduct a full review and redraft of its long-standing strategic plan based on current issues and environment. Facilitated by Joe Parrott of ESCI, the process included reaffirmation of the mission, vision, and values. The results of a survey of Board members was also reviewed. Finally, the goals and objectives were reviewed and revised as needed to ensure each reflected achievable and relevant activities. New objectives to address current issues and important activities were added. Objectives that have been completed are listed in the appendix. This document is a result of that effort.

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ORGANIZATIONAL BACKGROUND

The Oregon Fire Service Office Administrators is a networking and educational organization for administrative personnel serving Oregon fire service agencies - from fire chiefs and administrative assistants to entry level clerks.

OFSOA evolved from informal networking to the formation of a state-wide organization in July 1991. Needs of fire service administrative personnel were identified; in the fall of 1992, a mission statement, objectives, and bylaws were developed based upon those needs. Charter Officers were installed in January 1993.

Although emphasis has primarily been to meet the needs of administrative personnel, anyone affiliated with a fire service organization is eligible for membership and encouraged to attend OFSOA-sponsored training activities.



MISSION

The mission statement of an organization is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within its community.

The OFSOA, through a consensus process, reaffirmed the mission statement below.

OSOA Mission Statement

To support Oregon's fire service and its office personnel through education and networking.



VISION

In addition to knowing who they are and understanding their beliefs, all successful organizations need to define where they strive to be in the future.

Vision statements provide targets of excellence that the organization will strive towards and provide a basis for its goals and objectives. The following vision statements were reaffirmed with minor modifications from the previous version.

OFSOA Vision Statements

We will be:

- A dynamic organization whose members embrace, promote, and support positive, forward-trending changes within the fire service office administration arena.
- Recognized by the fire service as the leading administrative resource and a valuable partner.
- An organization that empowers members to succeed in their jobs.
- The leading education and training resource for all fire service office personnel.
- An organization that continually inspires our members' personal and professional growth.
- The premier organization that fire service office personnel want most to join.



VALUES

Establishing values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. Those assembled for the OFSOA strategic planning process felt it absolutely necessary to reaffirm the following statement of values for the organization.

OFSOA Values

Relationships

We value developing and maintaining relationships that are supportive and encouraging.

Image

We value the professional image of our organization as an integral part of the fire service.

Communications

We value timely internal and external communication that supports the needs of our members.

Training

We value progressive education and training that is pertinent to the professional and personal growth of our members.



GOALS AND OBJECTIVES

Goals and objectives are necessary to provide the individual members with clear direction. As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization.

The strategic planning team set priorities for the accomplishment of specific objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. Overall, these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

Timelines are intended to specify when work begins and ends on each objective. For example, a timeline of 2020-2021 means that work should begin sometime during calendar year 2020 and be completed during calendar year 2021.

Responsibility for completion of each objective is assigned to various board members. Others within the organization who will support completion of work are listed as “Supporting”.

Goal 1 – Provide timely and effective communication to association membership.

Goal 2 – Deliver quality education and training that encourages and supports professional and personal development.

Goal 3 – Create a highly effective and efficient organization.

Goal 4 – Provide comprehensive, up-to-date, and reliable information and assistance to the fire service.

Goal 1 – Provide timely and effective communication to association membership.

Objective 1-A Improve ongoing communications between region representatives and the members within their region to ensure members are informed of OFSOA actions and activities.

Timelines 2019-2020
Responsibility Past President
Supporting Region Representatives, Secretary
Critical Tasks:

1. Establish that the secretary will distribute quarterly draft minutes to the region representatives, after review by designated members and approval by the president, within 30 days of the board meeting. Region representatives will email the minutes and a link to the website in the body of the email to their region members.
2. Provide new member orientation at both events.
3. Dedicate a time at the events for region representatives to meet with members of their region.
4. Dedicate a time at events for region representatives to meet to share information and coordinate efforts.

Objective 1-B Increase personal contact with new members to more quickly involve them in association activities.

Timelines 2020
Responsibility Past President
Supporting Region Representatives
Critical Tasks:

1. Create a template for region representatives to use when making personal contact with new members via phone or in person.
2. Encourage all members to introduce themselves to other members while at events.

Objective 1-C Improve communications with all members to increase their awareness of Association activities.

Timelines 2019
Responsibility Communications
Supporting Past President/Region Liaison
Critical Tasks:

1. Begin emailing the Board agenda to members and posting it to the website.
2. Establish an electronic News Blast that is sent to all members on a frequent schedule.
3. Ensure all region representatives can access member information.

Objective 1-D Create adequate and sustainable revenue to support Association activities and develop systems to manage funds in a responsible manner

Timelines 2021-2022

Responsibility Treasurer

Supporting Executive Board

Critical Tasks:

1. Develop a target budget that provides the type and level of services and programs desired by the Association:
 - a. Higher quality event presenters
 - b. Association management services
 - c. Capital replacement
 - d. Insurance
 - e. Other
2. Evaluate current revenue against that required to fund the target budget.
3. Identify and evaluate options for additional revenue:
 - a. Dues increase
 - b. Grants
 - c. Sales of merchandise/raffles
 - d. Registration fees
 - e. Event sponsorships
 - f. Other
4. Implement selected revenue options that fund the target budget.

Goal 2 – Deliver quality education and training that encourages and supports professional and personal development.

Objective 2-A Develop clear criteria defining how each element of accreditation is achieved.

Timelines 2021
Responsibility President
Supporting Education Chair, Accreditation Chair

Critical Tasks:

1. Establish an accreditation review committee consisting of members who have already attained accreditation levels.
2. List options that satisfy learning expectations for each accreditation element.
3. Share options list with members.
4. Develop an appeals process for those who disagree with accreditation decisions.
5. Review and revise the current procedure as needed.

Objective 2-B Develop and distribute an interest survey to all members to ensure future speakers and presenters are providing relevant information.

Timelines 2020
Responsibility President
Supporting Education Chair

Critical Tasks:

1. Develop a survey to identify topics of interest to the members and to determine what might be hindering their attendance.
2. Distribute the survey to all members and specify a response is needed by a specific date.
3. Summarize the survey results for review and evaluation by the board.
4. Prepare and distribute the results to the members.
5. Provide the results to the Education Committee for its use in selecting topics and presenters, event dates, etc.
6. Re-develop and distribute the survey at least every three years but no more than five years.

Objective 2-C Advertise available webinars that may be of interest to members.

Timelines 2019-2020
Responsibility Vice President
Supporting Education Chair

Critical Tasks:

1. Identify sources of webinars relevant to members.
2. Send a News Blast advertising upcoming webinar opportunities.

Objective 2-D Post handouts and presentations from conference topics to the website after the conference

Timelines 2019
Responsibility Vice President
Supporting Education Chair
Critical Tasks:

1. Create a space on the website for conference material posting.
2. Solicit electronic copies of presentation materials and handouts from presenters.
3. Post materials as are made available.



Goal 3 – Create a highly effective and efficient organization.

Objective 3-A Increase membership participation on committees, sub-committees, and Association projects and activities.

Timelines 2020
Responsibility Secretary
Supporting Communication Chair
Critical Tasks:

1. Develop and send an email from committee chairs to all members requesting interest in joining their committee. The email needs to include:
 - a. Committee tasks
 - b. Time commitments
 - c. Expectations
 - d. Other
2. Provide responses to the appropriate committee chair.

Objective 3-B Develop a comprehensive marketing plan to increase membership.

Timelines 2021
Responsibility President
Supporting Membership Chair, Vice President
Critical Tasks:

1. Develop a biennial membership drive that will include:
 - a. Letter to departments and districts whose personnel are not members.
 - b. Letter to past members who are still in the fire service.
2. Solicit testimonials from fire chiefs who support OFSOA to send to districts/departments that do not have their personnel involved.
3. Develop a thank you letter from the president and send it in August to chiefs of current members to show appreciation for their support and for allowing their employee(s) to participate in OFSOA.

Objective 3-C Develop a succession plan for Association leadership.

Timeline: 2020-2021

Responsibility: President

Supporting: Executive Board

Critical Tasks:

1. Review the current Board makeup and identify its strengths and weaknesses for long-term success.
2. Identify skill sets and attributes critical to the effective operation of Association's programs and services.
3. Identify people who possess the needed skill sets and attributes and who would be willing to serve in each position in the future.
4. Offer opportunities to each person to become involved in the Association to prepare them for eventual service in an identified position.
5. Provide training to potential Board members to prepare them for their positions.
6. Provide training to current Board and committee members to prepare them for transition to new roles.

Goal 4 – Provide comprehensive, up-to-date, and reliable information and assistance to the fire service.

Objective 4-A Promote the value of OFSOA so that districts and departments will elect to fund their office personnel’s participation.

Timelines 2019
Responsibility President
Supporting Vice President, Communications Chair
Critical Tasks:

1. Encourage members to post the OFSOA News Blast in fire stations and share with fire chiefs.
2. Encourage members to share conference summaries with their chiefs/boards on the events they’ve attended.
3. Explore other opportunities to promote OFSOA within the fire service.
4. Send notices of upcoming events to DPSST for publication in Fire Bulletin list serve
5. Include DPSST as a recipient of the News Blasts.

Objective 4-B Inform members on the availability and use of the website and News Blast.

Timelines 2020
Responsibility Secretary
Supporting Communications Chair, Website Chair, Education Chair, Membership Chair

Critical Tasks:

1. Conduct a training class at an OFSOA event.
2. Email the FAQ document to all current members.
3. Include the FAQ document in the new member packet.
4. Create and conduct a “website scavenger hunt”.

APPENDIX

Completed Objectives

Objective 2-A Review and refine the existing accreditation levels to ensure all meet current needs.

Timelines 2015-2016
Responsibility Vice President
Supporting Education Chair, Accreditation Chair
Critical Tasks:

1. Complete a job analysis to identify knowledge, skills, and abilities required of office administrators at the basic, intermediate, and advanced levels.
2. Review the current levels to determine if each level evaluates attainment of those attributes and update as needed to ensure requirements are up to date.
3. Review and determine if adding job shadowing or task books should be an option for accruing hours.
4. Present proposed changes to the board for review.

Objective 2-B Expand the accreditation program to include a fourth level.

Timelines 2016-2018
Responsibility Vice President
Supporting Education Chair, Accreditation Chair
Critical Tasks:

1. Using the job analysis developed in Objective 2-A, identify knowledge, skills, and abilities required of office administrators at the “mastery” level.
2. Develop a list of training and experience required to document “mastery”.
3. Identify if job shadowing or task books should be an option for accruing hours for this level.
4. Present the proposed accreditation level four to the board for review.

Objective 3-C Clearly define responsibility and authority for each board position and for committees to create a better understanding of each position and reduce the individual time commitment involved.

Timelines 2014-2016
Responsibility Past President
Supporting Protocol Chair
Critical Tasks:

1. Review and update job descriptions and scope of duties for each position and committee to balance workload and make it reasonable.
2. Develop a welcome packet for newly elected or appointed board members and committee chairs.
3. Provide position orientation training to new board members
 - a. Identify the objectives of the training.
 - b. Identify the tools and information needed to deliver training.
 - c. Identify trainers.
 - d. Schedule training sessions following officer elections.
 - e. Include training on techniques and skills that will be time-savers.
4. Update the procedure manual to document clear and detailed responsibilities and authorities for each committee to provide specific direction to committee members.
5. Develop a procedure to ensure an effective transition by having outgoing officers provide status reports to incoming officers on specific activities and projects in which they were involved.

Objective 3-D Establish term limits for committee chairs.

Timelines 2015-2016
Responsibility Past President
Supporting Protocol Chair
Critical Tasks:

1. Determine appropriate time limits for committee chair terms.
2. Develop a staggered rotation schedule for committee chairs.
3. Add guidelines for rotation and term limits to the general committee chair chapter of the procedure manual.

Objective 3-E Develop tools that promote ethical and professional conduct by association members.

Timelines 2014-2015
Responsibility President
Supporting Protocol Chair, Education Chair
Critical Tasks:

1. Develop and adopt a code of ethics for the association and its members. Provide copies to all members and include it as a presentation topic at an upcoming event.
2. Review and update the membership rules in the bylaws to include disciplinary action for violation of the code of ethics.
3. Read or display the Mission, Vision, and Values at OFSOA events and meetings.

Objective 3-F Review and improve website and email security.

Timelines 2014-2015

Responsibility Secretary

Supporting Communications Chair, Website Chair

Critical Tasks:

1. Review and ensure a security block is in place to prevent inappropriate use of any OFSOA email addresses.
2. Review website security software to ensure it provides the level of “hacking” protection needed to keep the website secure.