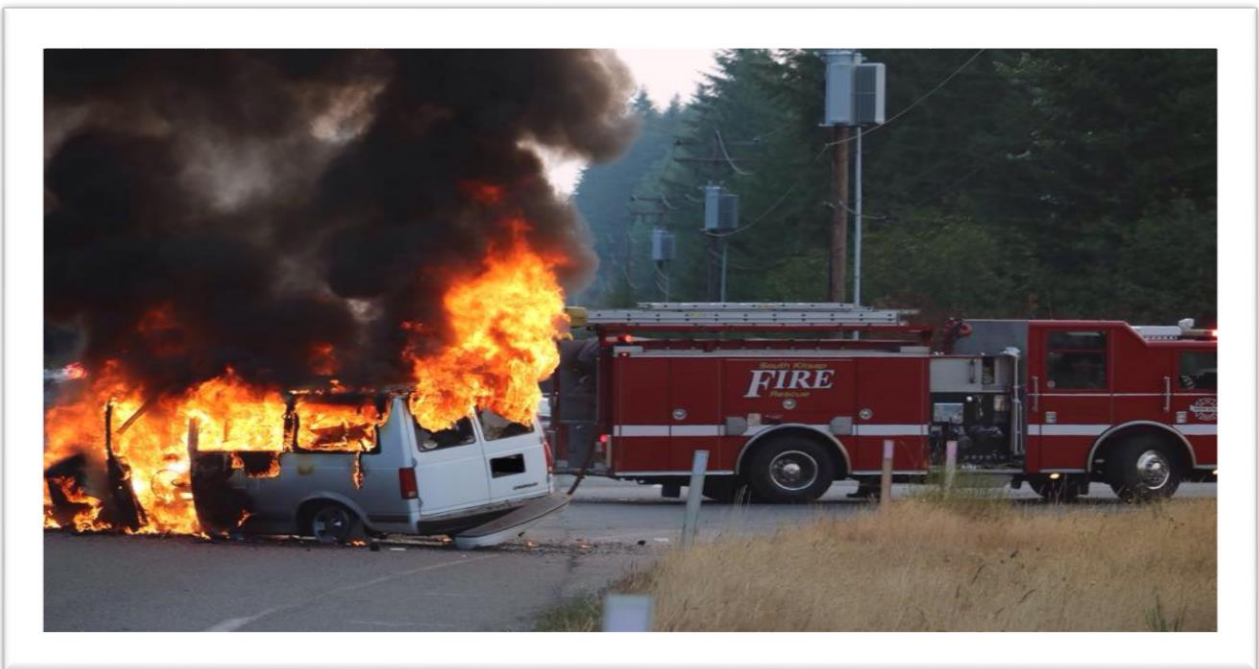




*SOUTH KITSAP FIRE AND RESCUE  
VOLUNTEER ASSOCIATION  
STRATEGIC PLAN*



**SOUTH KITSAP FIRE & RESCUE  
VOLUNTEER ASSOCIATION**

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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 to put this document together. 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 within our community.

## VISION STATEMENTS

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

## TOP TEN VISIONS OF THE FUTURE:

1. Increase membership participation in the association.
2. Create new incentives for our membership.
3. Maintain and develop current involvement with the community.
4. Continue writing grants to support the District.
5. 75% suppression fully qualified. (Engines, Tenders, Air Support. and Re Hab).
6. Continue to recognize the district members and members of our community.
7. Increase Tender, Air and Re Hab response.
8. Utilize other qualified EMS providers for Re Hab
9. Increase our social media footprint
10. Promote a positive attitude throughout the ranks of the District.

## GUIDING PRINCIPLES

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

## CRITICAL ISSUES

### HIGH PRIORITY

- Communication
- Family
- Membership participation in the association
- A defined leadership structure that can be followed
- Volunteer future
- Training/Recruit Academy

### MODERATE PRIORITY

- Work Schedules
- Apparatus qualifications
- Relationships with career personnel.

### LOW PRIORITY

- Finances

## STRENGTHS

- Open communication with the Chief and Deputy Chief.
- Volunteer support/operation
- Community involvement
- Flexibility
- Dedication
- Honor

## 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 ie teaching.
  - d. Volunteer Training Coordinator to have better communications.
- II. Training – External
  - a. Increase budget line item
  - b. One burn per year at North Bend.
  - c. More Live fires, to include LPG props.
  - d. Continue with outside instructors to teach specialized training.
- III. Communications
  - a. More opportunities to get people involved, ie co-chair functions.
  - b. Radio communications for volunteer firefighters.
- IV. Incentive Ideas
  - a. Incentives for participation at association events.

## IDENTIFIED CUSTOMERS

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

## HISTORICAL CUSTOMER 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 relationships between fire district and community.

## ADDITIONAL THINGS TO BE DONE BY ASSOCIATION

1. Current updates of website
2. Support Relay for Life.
3. Better support to the outside organizations that support our association.
4. Annual Picnic for members and their family.

## TOOLS

1. Website/Social Media
2. Banner and signs
3. Verbal Promotions
4. Sports sponsorships
5. Events/Fundraising
6. Press-Newspaper



## GOALS AND OBJECTIVES TO SUCCEED

- I. More member involvement in association (Participation)
  - a. Promoting the association to new members
  - b. Develop an incentive program.
  - c. All officer participation in association meetings
- II. Better Communications within ranks
  - a. Current website updates
  - b. Increase social media output
  - c. Positive communication with the Fire Chief and Deputy Chief
  - d. Positive communication with IAFF local 2876 and 3817.
  - e. Positive communication between volunteer officer ranks.
- 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 “MCO drills”
  - b. More drills with neighboring departments.
- V. Recruitment of volunteers
  - a. Increase social media advertisements for volunteer opportunities.
  - b. Create a recruitment video
- VI. Retention of volunteers
  - a. Create incentives
  - b. Positive attitude
  - c. Promotion and advancement through the ranks
  - d. Training
- VII. Support Fire Suppression
  - a. Staff volunteer apparatus when needed by the District.
  - b. Continue support for V-Shifts.
  - c. Equipment Standardization.

VIII. Restore and maintain all antique fire apparatus owned by the District to include the mini pumper.

### ESTABLISH PLAN REVIEW TIMELINE

1. Five year plan
2. Revisit annually
3. Update at prior to the end of the fifth year.