

ILLINOIS VALLEY
FIRE
DISTRICT

**ILLINOIS VALLEY RURAL
FIRE PROTECTION DISTRICT**

**Strategic Plan
2017-2022**

ADOPTED

This document hereby adopted August 24, 2017 by:

X

Jerry Lamb
Commissioner

X

Dennis Hoke
Fire Chief

X

Richard Bouchard
Commissioner

X

Jeff Gavlick
Deputy Fire Chief

X

Carol Dickson
Commissioner

X

Kris Sherman
Division Chief, Maintenance & Logistics

X

Commissioner

X

Kamron Ismaili
Division Chief, Prevention/Operations

X

Commissioner

X

Jamie Paul
Division Chief, Administration

ILLINOIS VALLEY FIRE DISTRICT STRATEGIC PLAN

INTRODUCTION

The Illinois Valley Fire District has never had a true strategic plan outlining a direction for the District. Staff personnel developed the strategic plan over a two month period by evaluating general strengths, weaknesses, opportunities and threats facing the Illinois Valley Fire District. The plan was driven by our Mission Statement:

“To make a positive difference in the lives of those we serve by providing premier emergency service with the resources that we have been entrusted with.”

As we look forward and develop future plans, we do so by continuing to focus on the following questions:

- What is best for the customers we serve?
- How can we serve the customer better?

The Illinois Valley Fire District Strategic Plan 2017-2022 summarizes and prioritizes our key strategies, and highlights the goals and objectives that we intend to accomplish in the future.

Overview & Legal Jurisdiction

Illinois Valley Fire District (IVFD) is organized as a Rural Fire Protection District pursuant to ORS 198.705 to 198.755. The District is governed by five elected board of directors. A director may be an elector living in, or the owner of real property within the boundaries of the District. Illinois Valley Fire District encompasses approximately 144 square miles. IVFD provides fire & life safety services within this area, including the Cities of Cave Junction, Selma and O'Brien. IVFD provides automatic aid to Rural Metro Fire Department, and also provides mutual aid to fire agencies throughout Josephine and Jackson Counties on a requested basis.

The 2016/2017 tax year assessed value of real property within IVFD is approximately \$610,096,072. The population is approximately 17,000, and during the 2016/2017 calendar year IVFD responded to 1374 calls for service. Of these requests for service, 65% were emergency medical services; the remainders were responses to fires, rescues and public assist incidents.

Illinois Valley Fire District is a combination fire department with seven career personnel and thirty-four volunteer personnel operating out of six stations. IVFD provides fire prevention, public education, fire suppression and emergency medical services. IVFD operates as a paramilitary operation. All orders and commands are issued through a well-defined chain of command of one career Fire Chief, one Deputy Chief, and three Division Chiefs. The volunteer ranks include one captain, four lieutenants, fourteen firefighters and fifteen support personnel. Staff assignments are delegated throughout the organization based on management by objectives, utilizing a participative management approach. Examples of staff assignments include fire prevention, community relations, emergency medical services and training.

The training program is managed by the Deputy Chief/Training Officer. Training standards are based on statewide fire standards and training curriculum. All new firefighter recruits must complete a minimum of:

- Eighty-Hour NFPA FF 1 Course
- Hazardous Materials Awareness
- First Aid/CPR
- Infection Control Training
- Wildland S130-190 Training

The budget process, organized under Oregon budget law, utilizes five citizens appointed by the IVFD Board of Directors to work with the board on the District Budget Committee. The IVFD Budget Committee approves the budget, which is the annual spending plan for the District. The board adopts the budget following a public hearing.

PROCESS

The strategic and operational planning process that was utilized in producing Illinois Valley Fire Districts' Strategic Plan included the following:

Step 1: The new Fire Chief directed a top down review of the organizational chart and the management philosophy regarding planning, organizing, directing, coordinating and controlling operations of the District. Functions were aligned and lines of authority clarified.

Step 2: A resident and after the call survey was put in place to measure customer satisfaction and the level of service that is important to the residents of the District. The surveys were vetted to three focus groups prior to implementation.

Step 3: The staff reviewed general strengths, weaknesses, opportunities and threats of the organization.

Step 4: Review of the vision, values, and mission statement, addressing the following questions:

- Does it represent our purpose for existing?
- Should we be more specific?

Step 5: Goal setting; establishing and prioritizing goals through brainstorming, discussion, comparing impacts and determining rating methodologies.

Step 6: A draft strategic plan was developed based on the data from the surveys and input from the staff. A strategic planning group made up of two volunteer firefighters, three staff personnel, one board member and one community member was created to evaluate the strategic plan and to provide a final strategic plan draft by the August 2017 board meeting for review and approval.

Through a consensus process the District Board reviewed and approved the IVFD Strategic Plan based on critical customer needs, most important functions and services of the District and established goals and objectives to shape the direction of the District during the next five years.

MISSION STATEMENT

To make a positive difference in the lives of those we serve by providing premier emergency services with the resources that we have been entrusted with.

VISION

The members of the Illinois Valley Fire District envision that we will provide world class service to the customers of the Illinois Valley as an accredited fire district by the Center of Public Safety Excellence. Our focus will be exhibiting P.R.I.D.E.

Professionalism will be demonstrated through our individual actions, appearance and attitudes as we provide adaptable and sustainable fire and emergency services with proficiently trained personnel, properly equipped to respond to evolving community risks.

Responsibility to our greatest asset, the members who make up the Illinois Valley Fire District with a well-developed and executed training and safety program along with member development that will ensure all personnel are mentored for success throughout their tenure with the District.

Integrity will be evident in our expectation of each member to do that which is right, honest and just and will not tarnish the name of the individuals or the District during both on and off duty activities.

Diversity throughout the District will ensure we properly reflect and relate to the community we serve.

Empathy will be demonstrated in all interactions with the community, as we work to meet or exceed their expectations with the customer service they deserve.

Individual and department excellence will be realized as we hold one another accountable for fulfilling our mission, living our values, accomplishing our goals and ensuring this vision becomes a reality.

VALUES

Service with:

Pride

Responsibility

Integrity

Diversity

Empathy

STRATEGIC PLANNING GOALS

- **Fiscal Stability**

- **Customer Service**

Volunteer Program

Improve Response Time

- **Fire Prevention / Public Education**

- **Apparatus & Equipment**

- **Facilities**

- **Training Program**

Volunteer Program

Wildland/Urban Interface Firefighting

- **Communications**

- **External Threats / Opportunities**

Emergency Management

Goal #1: Fiscal Stability

To Maintain a Stable Financial Position in Order to Provide Quality and Professional Fire and Life Safety Services for the Customer

Objectives:

- Annually review budgeted programs and expenditures to determine cost effectiveness and benefits to the customers.
- Continue to monitor the District's tax rate and assessed value, and work very closely with the Josephine County Assessor and the Oregon Department of Revenue to accurately reflect the growth and value within the District.
- Continue to review the costs and benefits associated with regional fire and EMS protection options such as contracts, mergers and consolidation with other fire protection agencies in Josephine County.
- Continue to review and research non-tax revenue opportunities such as grants and non-structure fire emergency billings.
- Continue to review and enhance our purchasing policies and procedures in order to fulfill our responsibilities for maintaining a system of internal accounting and control.
- Develop a solution for continuing the shift based firefighters that were approved in 2017 with a \$0.50/\$1000 5 year levy.
- Continue to recruit for a student/resident program to enhance staffing at Stations 2 and 3. Develop a funding stream for a student program to enhance staffing at Stations 2 and 3.

Performance Measures

- This objective is ongoing every year. Financial stability is verified through the audit process from an outside source.
- Grant opportunity occurs throughout the year. Use of internal and external grant writing to maximize potential awards is an ongoing process. Meeting grant deadlines will be measured by the Fire Chief on an annual basis.
- Purchasing and budget controls are reviewed by the Administrative Chief with recommended changes presented to the Fire Chief annually.
- Conduct a survey using web based and after the call survey to gauge the communities support of the District.
- Recruitment for the approved District funded student program will focus on high school seniors and RCC Emergency Services Program students through flyers and presentations by the career staff annually.

Goal #2: Customer Service

Provide Effective Customer Service That Satisfies and Delights Our Customer.

Objectives:

- Acknowledge and recognize that our District exists because of the people we serve: the customer.
- Promote an organizational culture that acknowledges our primary goal is to deliver outstanding service to our customers.
- Promote an organizational culture that acknowledges the internal customer must be treated with respect and fairness in order to deliver outstanding service to our external customers.
- Promote/provide annual customer service training for all personnel.
- Continue to provide the IVFD Chaplain Program for internal and external customers. The purpose of the program is to provide a ministry of support to meet emotional, mental and spiritual needs of District personnel, their families and to the victims and families the District serves.
- Continue to develop and provide an annual report for customers that highlight all facets of the District.
- Continue to provide our rural addressing program by providing our customers with quality reflective address signs.
- Maintain District web site with current and useful information.

Performance Measure

- The District will continue to seek feedback from the community on meeting customer expectations using;
 - Customer feedback surveys
 - Email
 - District attendance at public events
- Positive and negative feedback will be evaluated for recommended changes by the career staff.
- All members will be briefed on customer service issues at annual training and through the newsletter. The emphasis will be on quality customer service that meets or exceed expectations. The measure will be through survey and direct contact.

- The chaplain program will be evaluated annually between the Fire Chief and the director of the Rogue Valley Chaplain Association.
- The District's annual report will be published by February of each year.
- The free street address marker program is currently funded by the IVFD Firefighter Association. This will continue as long as they can afford to maintain the program. If this funding source fails, the District will assume funding of this program.
- Evaluate the usefulness of the IVFD website by use of a hit tracker.

Goal #3: Volunteer Program

Provide an Effective and Efficient Volunteer/Resident/Student Firefighter and Support Services Program

Objectives:

- Recruit, train and maintain an active volunteer/resident/student firefighting and support services force that assists the career staff in all phases of District operations.
- Provide a systematic training program for all volunteer/resident/student firefighters that will allow them to attain state and national certifications (i.e. DPSST, NFPA, etc.).
- Provide supervision and leadership for volunteer/resident/student program and members.
- Maintain positive relations between career and volunteer/resident/student personnel.
- Utilize the volunteer firefighter program in order to recruit student firefighters and summer firefighters.
- Provide all OSHA-mandated training (i.e. Haz Mat, Infection Control, ICS, F/F1).
- Provide minimum requirements for attendance to drills and shifts.
- Provide safety and communication equipment for all volunteers.
- Support and encourage professional and ethical behavior of all volunteers/residents/students.
- Support and encourage physical fitness for all volunteers/residents/students.
- Provide a safe and healthy environment for all volunteers/residents/students.
- Continue the IVFD Fire Explorer Program targeting children from 11-20 years of age.
- Support, encourage and provide training opportunities to maintain volunteer firefighters' professional development.
- Develop a non-monetary incentive program to maintain current volunteer force.
- Evaluate the shift based stipend program for adjustments.

Performance Measure

- The District will strive to maintain an active roster of at least 40 volunteers with 60% being active firefighters.
- Recruiting and maintaining a volunteer workforce is an ongoing process that is never ending.

- The annual District training schedule is designed to meet the proficiency requirements of OSHA, DPSST and State EMS.
- Annual physical agility evaluations are initiated to promote the physical fitness of each member.
- The District Safety Committee is charged with making sure there is a safe working environment. They will meet monthly to perform station and equipment safety inspections and review accidents and insures. The committee will make recommendations to improve safety to the Fire Chief at the monthly meeting.
- Current incentive programs include a longevity program upon separation from the District, annual awards banquet and other events throughout the year.
- Volunteer strength and performance will be assessed by the Operations Chief on a quarterly basis using the data from training and shift attendance and on scene performance. A report will be given to the Deputy Chief.
- The Deputy Chief will monitor drill and shift attendance and provide a report to the Fire Chief semi-annually. Individuals not meeting minimum requirements will be addressed on a case by case basis following the current policy.
- Career staff will be evaluated on an annual basis specifically addressing volunteer supervision.

Goal #4: Improve Response Time

Reduce Response Time to Less Than Eight Minutes for 90% of All Emergency Dispatches.

Objectives:

- Continue to seek member coverage through shift staffing and a resident firefighter program.
- Work with the City of Cave Junction and the Oregon Department of Transportation on the proposed traffic pattern changes in the main corridor of Cave Junction.
- Provide 1 paid firefighter/EMT on duty 24/7 for rapid response augmented by volunteer staffing.
- Develop quicker response times through the establishment of a formal District orientation program.
- Enhance more reliable apparatus through a District apparatus replacement program.
- Develop a public education program on pulling over for emergency vehicles.

Performance measure

Meeting the 8 minute response time can be achieved by having staff at each station. This cuts response time by eliminating home to station response time.

- Continue to maintain shift coverage of volunteers and career firefighters.
- Recruit student/residents at Station 2.
- Each member will complete a formal orientation program that includes District familiarization.
- Newer apparatus grant opportunities will be submitted by the grant deadline.
- The District will continue to annually set aside apparatus capitol replacement funds for purchasing newer apparatus.
- Changes to state, county and city roads will be reviewed and approved during project development.

Goal #5: Fire Prevention / Public Education

To Provide Quality Fire Prevention and Public Education Programs.

Objectives:

- To prevent fires from starting.
- To educate customers regarding fire safety.
- Continue to provide residential fire safety and wildland/urban interface inspections.
- Develop a commercial pre-fire plan upon implementation of career shift based firefighters.
- Provide company inspector training to personnel upon implementation of career shift based firefighters.
- Partner with American Red Cross to promote and support the District's residential smoke detector program (to provide a working smoke detector in every residential structure in our District).
- Continue to participate in and support the Rogue Valley Fire Prevention Cooperative, Southern Oregon Fire Code Fire Officials, Oregon Fire Marshals Association, International Association of Arson Investigators (Rogue Valley Chapter), Southern Oregon Chapter of the International Code Council.
- Continue to participate in and support presentations in the schools.
- Continue to offer services to the public such as CPR classes and fire extinguisher training.
- Continue to provide fire and life safety inspections for all commercial businesses.
- Continue to prevent illegal burning throughout the District.
- Continue to investigate the origin and cause of all fires.

Performance Measures

- Continued emphasis will be placed on fire prevention and code enforcement inspections. All business occupancies will be inspected every four years.
- All high hazards occupancies will be inspected every two years.
- Continue to have a presence at public events handing out prevention materials and providing one on one education.
- Provide training for crew code enforcement inspections at first available training opportunity.

- Continue to maintain a burn permit process with annual training for staff members to enforce standards and issue citations for illegal burning.
- Develop a pre-fire plan for all commercial and high hazard occupancies by 2019.

Goal #6: Apparatus and Equipment

To Maintain a Highly Functional and Efficient Fleet of Vehicles.

Objectives:

- Continue to revise, update and evaluate IVFD Apparatus/Equipment Replacement Plan, and modify vehicle replacement cycles if necessary.
- Develop a high level of fleet uniformity through consistency in purchases and the type of vehicle utilized by various divisions within the District.
- Develop and maintain standard vehicle categories utilized (i.e. staff vehicles, engine companies, water tenders, etc.).
- Develop and maintain standard specifications for vehicle color, vehicle markings, specific vehicle pump size, tank size, engine size, etc.
- Review, research, develop, and continue to monitor vehicle replacement criteria such as cost of operation, reliability, job performance capability, cost of repair vs. replacement, appearance, capability to meet standards or regulations (NFPA, etc.).
- Maintain standard operating guidelines of disposing of District vehicles in conjunction with an orderly replacement cycle.
- Continue to maintain a high quality maintenance program for each vehicle, utilizing daily, weekly and monthly checks, plus regular service programs.
- Continue to maintain a reliable and functional method of acquiring, distributing and evaluating fuel for the District fleet.
- Continue to budget monies each year in the District capital projects fund for apparatus/equipment.

Performance Measures

- Annually the Logistics Chief will prepare a report on the status of the fleet with recommended improvements. This report will document annual maintenance cost per vehicle and future known maintenance issues.
- As previously identified, continue to seek grant opportunities for apparatus replacement.
- Front line apparatus over 20 years old will be a priority for replacement.
- The Logistics Chief will closely monitor the excess equipment program through state and federal agencies and make recommendations to the Fire Chief on procurement.

Goal #7: Facilities

Maintain Highly Functional, Effective and Strategically Located Fire Stations Within the Fire District.

Objectives:

- Develop a funding stream for a maintenance shop near Fire Station 1.
- Continue to provide a high level of station maintenance at current stations.
- Evaluate current fire station locations by areas characterized by equal risk with equal response times throughout the District (i.e. rural residential).
- Annually review station operating costs such as electricity, water, landscape maintenance, and building improvements and implement cost-saving measures as applicable.
- Investigate the future possibility of constructing a training tower behind Station 1.
- Continue to review and collaborate with neighboring fire agencies regarding potential joint facilities in order to reduce costs and improve service levels.

Performance Measure

- Make a recommendation to refinance the current administrative building to the IVFD Budget Committee to include a new maintenance facility and training tower by August 2018.
- Seek District Board approval to go forward with the 2017-2018 budget by June 2017.
- If approved, develop a scope of work and estimated project cost by December 2017.
- Fund construction project by Aug 2018.
- The Logistics Chief will provide a facility maintenance report to the Fire Chief by January of each year with recommendations.
- The Administrative Chief will provide the Fire Chief a utility report for all IVFD facilities by January of each year with recommendations.
- The Training Chief and Fire Chief will continue to dialog with other agencies for training opportunities using out of district training props.
- In November 2016, the ISO rated IVFD as an ISO class 4 within 5 miles of a station and a 10W between 5-7 miles. The Fire Chief will report to the District Board by December 2018 what efforts are needed to further reduce the ISO rating.
- Fire Stations 5 and 6 are in a state of disrepair and need upgraded or replaced. The Fire Chief will develop and propose a solution by December 2018.

Goal #8: Training Program

Provide a Comprehensive Training Program for All Personnel.

Objectives:

- Maintain a systematic training program to teach each District employee and volunteer to operate at acceptable performance levels for their position and assignment.
- Maintain in-house training activities and programs that range from recruit firefighters to fire officers and board members.
- Provide for all district personnel outside training opportunities such as those offered by National Fire Academy, DPSST, and other fire service seminars and conferences.
- Provide educational incentives for employees to attend college fire science programs.
- Provide in-house programs that relate to specialized areas such as fire prevention, public education, community relations, emergency medical services, hazmat response, wildland fire management, supervision and leadership.
- Maintain a comprehensive record keeping system that tracks all training activities for each member of the District.
- Maintain quarterly and annual performance evaluations based on the monthly training schedule.
- Continue to schedule and evaluate all personnel's physical fitness capabilities through annual physical fitness testing.
- Develop and complete an annual training program report (topics, hours, certifications, etc.).
- Continue to schedule career/volunteer firefighter interactive training sessions.
- Continue interactive fire and EMS training sessions with neighboring agencies.
- Continue to participate in the Rogue Interagency Training Association (RITA) in Josephine and Jackson Counties.
- Complete annual maintenance training of fire certification in cooperation with DPSST.
- Continue to provide a comprehensive drivers training program.
- Develop and maintain an OSHA mandated driver's recertification program.
- Provide minimum requirements and education for workplace bullying and sexual harassment.

Performance Measures

- The Training Chief will determine a needs assessment identifying weaknesses and training needs annually.
- The Training Chief will provide the Fire Chief the annual training plan by November of each year based on the needs assessment.
- The Training Chief will ensure all minimum fire and EMS training requirements are scheduled.
- The Training Chief will quarterly review each member's training attendance and identify those members who are deficient and develop a recommended improvement plan or member termination.
- The Training Chief will schedule an annual physical agility test to ensure all members meet the minimum District standards.

Goal #9: Wildland/Urban Interface Firefighting

Develop Comprehensive Fire Prevention and Fire Suppression Activities to Combat the Problems Associated with Wildland Fires.

Objectives:

- To provide an active fire prevention program that addresses wildland/urban interface fire issues such as fuel breaks, apparatus/equipment access, building construction, roof coverings and general fire safety guidelines.
- To work closely with neighboring fire agencies at the county, state and federal levels to enhance fire prevention and fire suppression programs.
- To develop active fire prevention programs in designated wildfire hazard areas.
- To develop pre-programmed suppression forces in the wildfire hazard areas that utilize Josephine and Jackson County resources as well as state and federal resources.
- To develop neighborhood fire prevention teams to distribute materials, hold community meetings, develop telephone information systems, monitor fire behavior and, in some cases, actively train and become involved with fire suppression activities (i.e. hand trailing, emergency water storage, etc.).
- Annually monitor, inspect and fill existing large volume water storage tanks and other water sources throughout the District for water shuttle purposes and fire suppression activities.
- Continue to work with individual property owners to enhance home fire suppression and fire prevention strategies and develop private water systems when available.
- Continue to work closely with the Josephine County Planning Department to monitor and enforce wildfire safety and emergency vehicle access.
- Develop a funding stream for bridge signage for emergency vehicle access.

Performance Measures

- The Operations Chief will continue to work with ODF, RVFPC and other agencies to identify and develop community risk reduction programs.
- The Fire Chief will evaluate agreements with other local, state and federal agencies to ensure plans are in place for wildfire suppression annually.

Goal #10: Communication

Provide Quality Communication and Interaction Opportunities for the Board of Directors, Staff and members of IVFD.

Objectives:

- Continue to meet on a monthly basis to conduct District business.
- Continue to support and encourage participation by the District Board and staff in yearly conferences sponsored by the Oregon Fire District Directors Association, Special Districts Association of Oregon and the Oregon Fire Chiefs Association.
- Develop regular channels of communication with board members and staff at scheduled monthly meetings.
- Continue to schedule and conduct special meetings such as planning and study sessions for District Board and staff.
- Encourage attendance at special workshops and seminars in order to understand ongoing issues facing the District.
- Continue to review, modify and adapt policies and procedures as they relate to the board and District operations.
- Schedule regular meetings between the District Board Chairperson and the Fire Chief to review District performance in relationship to strategic plans, budgeted programs and District residents' expectations.
- Continue to conduct annual performance evaluations of District staff.
- Continue to review and assess the organization's performance against objectives, resources, plans, policies and services rendered.
- Conduct new board member orientation for the purpose of defining duties and responsibilities, district policies and procedures, and to provide an overview of District operations.

Performance Measure

- Reoccurring meetings are scheduled to coordinate activities and communications.
 - Board meetings are scheduled monthly.
 - Staff meetings are held at least every other week.
- Publish a member newsletter by the first of every month with a focus on communications with the membership.

- All District policies and standard operating guidelines will be reviewed and updated by September of each year.
- Each supervisor will perform employee/volunteer evaluations annually.
- The Fire Chief will review the strategic plan and make recommendations for changes to the District Board at least annually.

Goal #11: External Threats / Opportunities

Monitor, Analyze, Evaluate and Prepare for Potential Threats and Opportunities for the Fire District.

Objectives:

- Develop an understanding and knowledge of the internal and external pressures facing the District and the fire service industry.
- Review and develop strategies to provide and implement programs and services that are logical extensions of our existing District programs and services.
- Develop an understanding of the important political and leadership role our board of directors, staff, and the membership play in our District's future.
- Continue to provide an organizational marketing program that will communicate to our customers the value of our organization by:
 - increasing public appearances
 - positive media coverage
 - presentations at public gatherings
 - citizen survey projects
 - community fire prevention/public education programs
- Develop and implement strategies that address opportunities and threats in the following areas:
 - financial support
 - health and safety of our personnel
 - crew size and response variables
 - marketing programs/public image
 - personnel management
 - training program
 - volunteer program management

Performance Measures

- The Fire Chief will continue to analyze the performance of the District and prepare a report to the board on the state of the District annually.

- The Fire Chief will review all District programs to ensure compliance with policy and make corrections as needed.
- The Fire Chief will ensure representation at community events as well as membership to local organizations to further the strength of the District.
- The Fire Chief will ensure a review and revise IVFD Standards of Cover annually.

Goal #12: Emergency Management

Provide Resources and Training for Community Preparedness for Natural and Man-Made Disasters

Objectives:

- Work with the Josephine Emergency Manager to address the needs of the Illinois Valley during a disaster.
- Develop a robust Civilian Emergency Response Team (CERT) for the Illinois Valley.
- Maintain the Josephine County Alternate Emergency Operations Center.
- Improve HAM radio coverage throughout the Illinois Valley.

Performance Measure

- IVFD will sponsor a local CERT team.
- The Logistics Chief will be the Emergency Management Coordinator.
- A mobile command post with local agency and HAM radios will be placed in service by December 2017.
- The IVFD Emergency Management Coordinator will continue to work with the Josephine County Emergency Manager to resolve staffing issues with the alternate EOC.

SUMMARY

Our Strategic Plan is driven by our mission statement:

To make a positive difference in the lives of those we serve by providing premier emergency service with the resources that we have been entrusted with.

The goals and objectives established by the board and staff need to be reviewed and revised as necessary in order to celebrate the successes and evaluate unsuccessful efforts.

Doing what is best for Illinois Valley Fire District customers is not just a goal; it is a commitment from our organization to the public we are sworn to protect. This strategic plan will provide direction, vision and a focus that we can use as a tool to monitor our organization's effectiveness and efficiency.