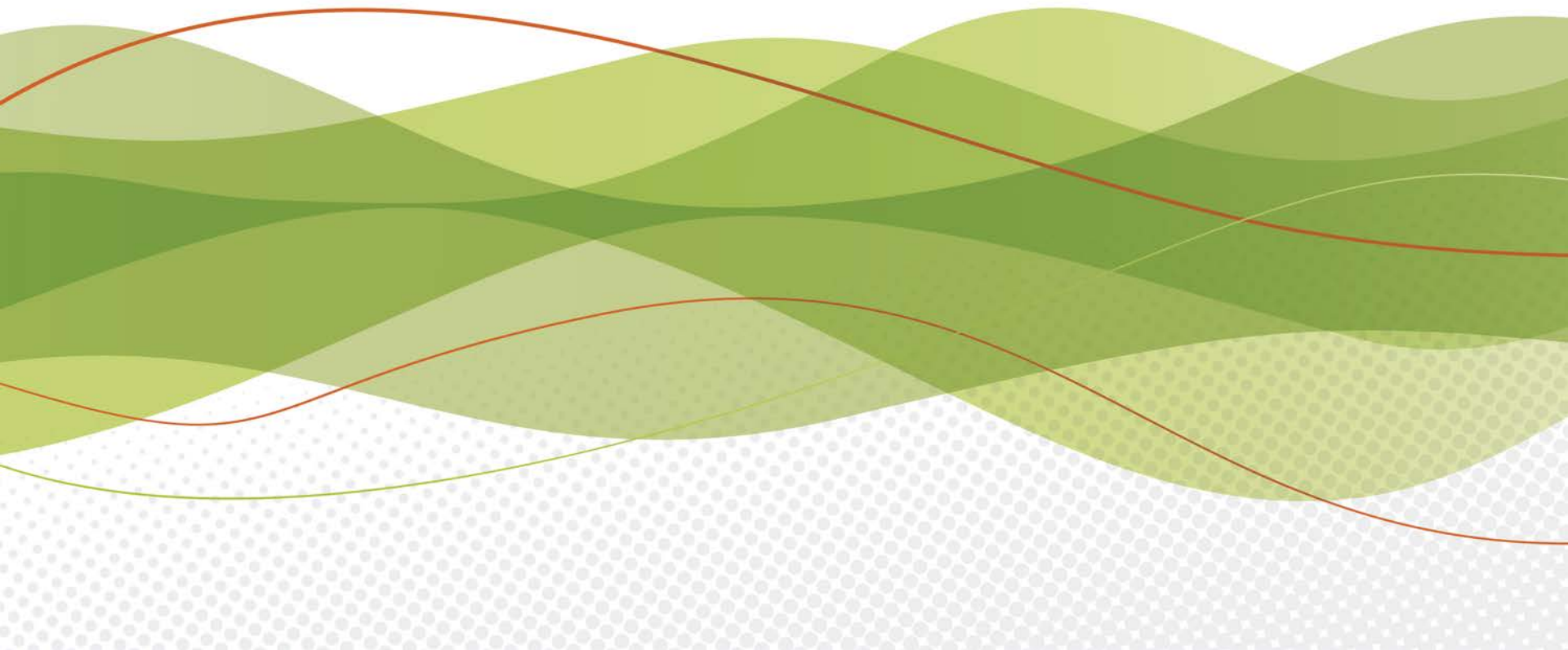




MAUL
FOSTER
ALONGI

Orcas Island Fire and Rescue

Organizational Assessment 2016

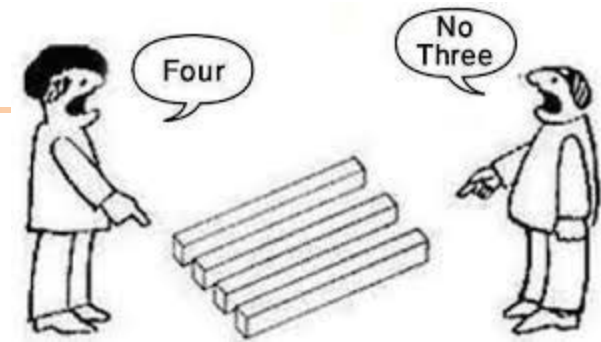


Assessment Process

- ❖ *Interview key staff, volunteers, Commissioners and members of the public*
- ❖ *Review existing reports, plans and other documents*
- ❖ *Agenda:*
 - Review Findings and Observations*
 - Governance & Management Concepts*
 - Recommendations*
 - Next Steps*



Findings & Observations



Performance and External Perception

- ❖ *The District is a significantly visible local government and its services are greatly valued and appreciated by its constituents*
- ❖ *Concern that the current unsettled staff issues may eventually impact the delivery of the quality services currently provided to the community*
- ❖ *Some concern that the District could drift from its core services*
- ❖ *The volunteer based approach to providing services is, and has historically been, culturally engrained in the social fabric of the community*



Findings & Observations

Culture

- ❖ *There is a strong desire to maintain a sound working relationship between volunteers and career staff*
- ❖ *The District has a modest operating and capital budget but is a complex organization*
- ❖ *Administrative staff roles and responsibilities need to be clarified*



Findings & Observations



Resources

- ❖ *Like most local governments District resources are limited and decision making needs to take place in the context of available resources*
- ❖ *There appears to be a disproportionate amount of resources allocated to administrative functions*
- ❖ *The most recent Strategic Plan (2013 to 2018) is comprehensive and there may be a need to focus it on more manageable goals and accomplishments with shorter time frames*
- ❖ *There is an abundance of data that would help inform future decisions and service delivery but it needs to be organized and utilized*



Findings & Observations

Operations

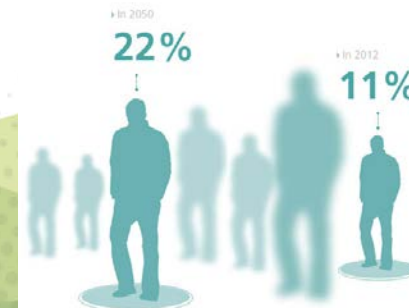


- ❖ *Resolution of current staffing needs should be made in a timely manner but within a strategic decision making process, in context of the demands on the District*
- ❖ *There is a high number of response 'events' distributed across a broad geographic area*
- ❖ *Attracting experienced talent can be a challenge because of the location and cost of living OR could represent an attractive opportunity for the right candidate*
- ❖ *While service provision is excellent there should be more focus on attention to Standard Operating Procedures to assure continued quality of service delivery*



Noteworthy Items

- ❖ *Explore other funding sources such as insurance cost reimbursement as a way to offset rising operating costs*
- ❖ *Public disclosure costs and effort is a governmental function in Washington State*
- ❖ *Other approaches to mechanical maintenance including retaining a dedicated facilities staff member*
- ❖ *Analyze demographic trends in the community to determine and monitor the sustainability of recruiting new volunteers well into the future*



Governance & Management Concepts

- ❖ *Commissioners have very limited time - it is a resource of the District that should not be squandered*
- ❖ *The Commissioner role changes as the organization grows*



Governance & Management Concepts



Governance & Management Concepts

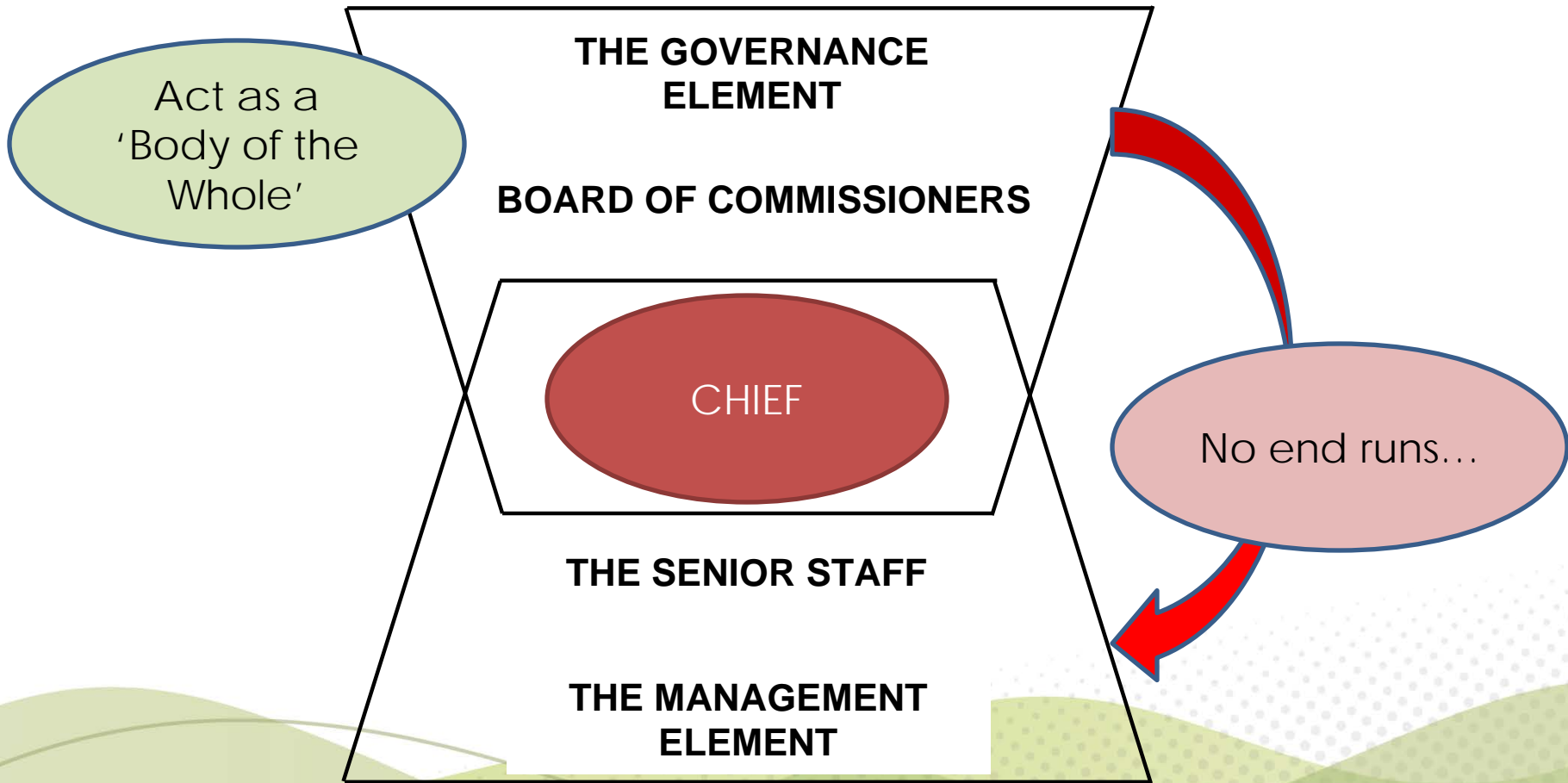
The Golden Rule



“Know when to lead,
and when to be led”



Governance & Management Concepts



Governance & Management Concepts

What you should expect from your Chief.....

- ❖ *Completed Staff Work*
- ❖ *Keeping the Commission informed*
- ❖ *Information Equity*
(Every Commissioner gets the same Information)

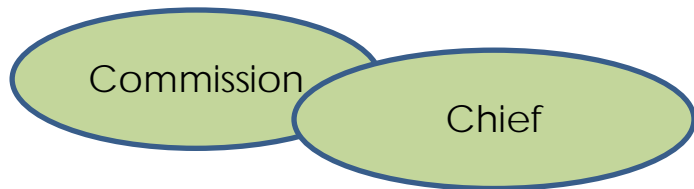


Governance & Management Concepts

ARCHITECTURE OF STRATEGIC PLANNING



Governance & Management Concepts



Strategy is the direction and scope a District takes to reach a specific **Goal**.
Strategy is a Big Picture look at a problem that focuses upon the entire forest and not individual trees.



Tactics - a plan for energizing a particular strategy....A procedure or set of action steps designed to advance a strategy.



Recommendation #1

Create a multi-year operating and capital forecast that includes a realistic equipment and facility plan of finance

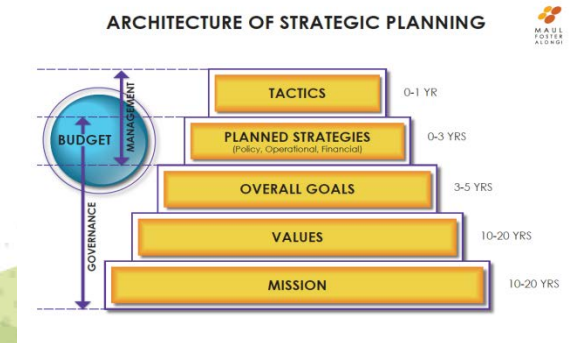
- a) Minimum of a 5 year projection, 10 years preferred, with a single year authorization
- b) Include operating projections as well as any current or projected debt service and major cash capital outlays
- c) Use a programmatic structure to format the document



Recommendation # 2

Combine a strategic goal setting effort with the annual budget consideration

- a) Update the 2013-2018 Strategic Plan in advance of the budget process
- b) Consider the 'Architecture of Strategic Planning' shelf life of the various plan elements
- c) Combine the strategic plan and budget into a 'Strategic Budget'



Recommendation # 3

Consider the adoption of a revised organizational structure defining key career staff positions with defined roles

- a) During the strategic plan review the organizational structure
- b) To have absolute clarity on the skills and experience needed for the new chief include revised job descriptions for key career positions in context of the volunteer organization



Recommendation #4

Undertake a pro-active search for a permanent chief

- a) Based on the revised organizational structure undertake a proactive search for a new chief with a long term commitment to the District
- b) Publish a timeline for the search within the overall strategic planning effort.



Recommendation # 5

Consider two forecasting strategies during the development of future strategic budgets

- a) Analyze demographic trends in the community to determine and monitor the sustainability of recruiting new volunteers into the future
- b) Explore other funding sources, such as insurance cost reimbursement, as a way to offset rising operating costs



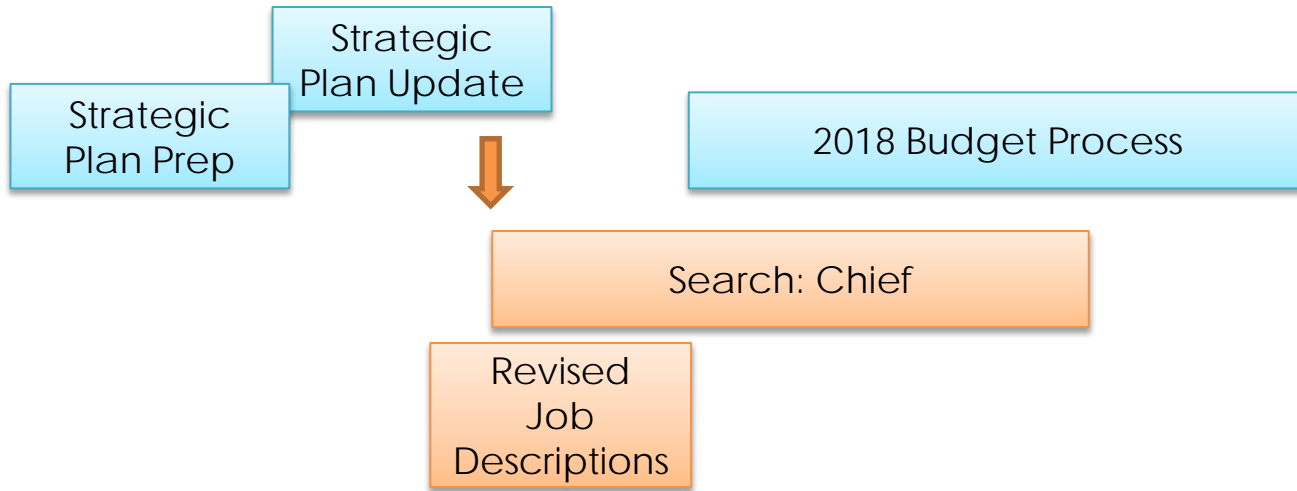
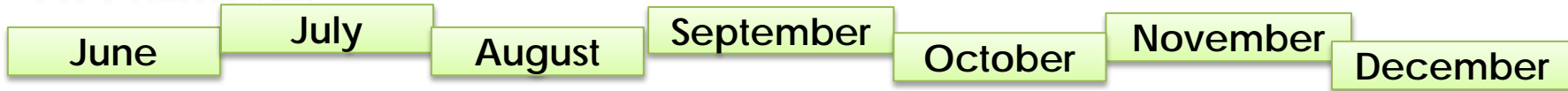
Recommendation # 6

Undertake a communication effort to the staff, volunteers and overall community that addresses at a minimum the following issues:

- a) Re-affirm with clarity that the District will continue with a right balance of volunteer and career staffing with an emphasis on preserving the volunteer culture
- b) The approach and schedule for retaining a chief
- c) The approach and process for revisiting the strategic plan and its relationship to the budget



Timeline



What's Next?

1. *The Commission articulates its intentions through a press release or other means that includes:*
 - a) Re-affirm with clarity that the District will continue with a 'right balance' of volunteer and career staffing with an emphasis on preserving the volunteer culture
 - b) The Commission supports continuing with the interim chief and will conduct a formal search for the position
 - c) To assist in defining the necessary skill sets for the chief position, appropriately sizing needed administrative support, and preparing for the 2018 budget cycle the Commission will undertake an update of the previous strategic plan in the next 60 to 90 days



What's Next?

- 2. The District will undertake the update to the Strategic Plan**
- 3. The Commission will approve updated job descriptions for key staff positions including the chief that will be developed during the Strategic Plan update.*
- 4. The Commission will undertake a formal search for the chief position**

** Determine if the Commission wants a facilitated process and, if so, engage accordingly*

