

NORTHSHORE FIRE DEPARTMENT

ADMINISTRATIVE POLICY AND PROCEDURES/GUIDELINES

SUBJECT: Goals and Objectives

Policy Number:	1700	Approved By:	Board of Commissioners
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Pages:	2	Attachments:	

1 PURPOSE

- 1.1 To outline the procedure for establishing goals and objectives to enhance the effectiveness, efficiency and/or performance of the District..

2 REFERENCES

- 2.1 RCW 52.02.020, *Fire Protection Districts-Authorized*

3 RESPONSIBILITY

- 3.1 The Board of Commissioners shall conduct a goal setting process as detailed in this policy.
- 3.2 The Fire Chief shall report to the Board as goals and objectives are met.

4 DEFINITIONS

- 4.1 **PLANNING SESSION** - a review, typically held at the beginning of the year, to identify the District goals and initiatives for the coming year.
- 4.2 **GOAL** - A general statement regarding a tangible result achievable within a defined timeframe.
- 4.3 **NEEDS ASSESSMENT** - a system for identifying District strengths, weaknesses, opportunities and challenges as part of a long range planning process. The goal is to identify the gaps between current and desired conditions and develop a long range plan to close them.
- 4.4 **OBJECTIVES** - measurable strategies or steps to attain District goals.

5 POLICY

- 5.1 The Board shall conduct a planning session(s) to identify, review and approve the goals and initiatives for the coming year. The Board shall consider the value to the public and the District as well as the demands the goals and initiatives may have on District resources and budget. Approved goals and initiatives will be incorporated into the year's work plan for the Fire Chief.
- 5.2 The Board shall periodically perform a needs assessment to determine if the long range strategic plan should be revised. The needs assessment should identify the District's path forward for a 3- to 5-year term. The process shall be conducted no less than every 5 years and provide an opportunity for input from all members of the Board, the administration, the District employees, and the community served.
- 5.3 The process shall utilize the development of goals that are:

- 5.3.1 Specific
 - 5.3.2 Measurable
 - 5.3.3 Achievable
 - 5.3.4 Relevant
 - 5.3.5 Time Bound
- 5.4 Goals shall be prioritized in order of importance and written in a broad manner that clearly identifies the population that will be affected and the problem or opportunity that will be influenced.
- 5.4.1 Each goal shall have one or more objective written in a manner that describes the results to be achieved; the criteria by which results will be measured; the time frame for achieving the objective; and the specific target group toward which the objective is directed.
- 5.5 The Fire Chief shall report to the Board which goals and objectives have been accomplished and which are still being pursued.
- 5.6 The Board shall communicate to the community what District goals and objectives have been established, a timeline for their completion, and the progress made towards their accomplishment.

6 PROCEDURES/GUIDELINES

- 6.1 The Board will initiate the needs assessment process during regular or special meetings.
- 6.2 Prior to the needs assessment, the groups listed in section 5.2 will be solicited for input that may be considered during the needs assessment and goal setting process.
- 6.3 Upon completion of the needs assessment, the Board and/or District staff will collect data and information regarding the identified needs and/or opportunities in preparation of the goal and objective setting process. This process shall include identifying any resources needed for the achievement of a goal or objective.
- 6.4 The Board will initiate a goal setting process whenever the needs assessment identifies issues or opportunities that require further action. The process may be conducted during regular meetings, a special meeting or special retreat.