**Overview:**

On Thursday 21 May 2015 members of Santa Clara Fire District and Lane Fire Authority conducted a Strength, Weakness, Opportunity and Threat exercise (SWOT). The participants were Chief Randy Wood, Assistant Chief Chris Heppel (Exercise Facilitator), Captain Chris Staniak, Captain Chris Anderson, Captain Dave Clark and Lieutenant Katy Johnson.

A SWOT analysis was utilized to assist with identifying the positives and negatives inside our organizations (S-W) as well as outside of it in the external environment (O-T). All participants were advised that the SWOT process is the investigatory phase of identifying individual issues, concerns, problems and potential successes. In this case the goal of the exercise was to look at service delivery improvement by expanding corporation through automatic aid between SCFD and LFA. Each area of the SWOT exercise is defined

* Strengths: characteristics of the business or project that give it an advantage over others.
* Weaknesses: characteristics that place the business or project at a disadvantage relative to others.
* Opportunities: elements that the project could exploit to its advantage.
* Threats: elements in the environment that could cause trouble for the business or project.

Strengths and Weaknesses are considered internal. These are our resources and experiences.

Opportunities and Threats are considered external. These are forces and facts that our agencies do not control.

**Objective:**

Through interagency cooperation improve response reliability to the citizens of SCFD and LFA Irvington area. Specifically, the SCFD response area including west to GreenHill and north to Mill Iron.

**Intent (Specific):**

Utilize the joint resources of the SCFD and LFA OOD programs to respond to calls within both districts

**Success indicators (Measureable):**

- Consistently have a minimum of one EMT level responder at all EMS calls. This does not include duty officers or

- Provide two entry level qualified firefighters to all structural fires. Response can be either on an engine company, rescue or squad. This allows for personnel to come from station 115 (two personnel) and an engine from station 62 (two personnel) then resources tie in together at the call to facilitate operations (complete engine company).

**Implementation (Achievable):**

- Update auto-aid agreement to dispatch both SCFD and LFA N. Battalion for all calls in either district

- Insurance and Liability concerns addressed

- Air pack difference training

- Squad/Rescue difference training (equipment loacation)

- OOD volunteer buy in

**Program Goals (Realistic):**

- Reduce the probability of a single responder or resource to all calls for service

- Increased number of responders and better utilization of resources improving firefighter safety

- Program for Out of District (OOD) volunteers to experience a higher call volume, call diversity and experience fire service lifestyle.

- Attract Chemeketa Fire Science students who are looking for experience outside of their assigned internship.

**Schedule (Timeline):**

- Establish a schedule for OOD personnel listing times and reporting location.

- Consideration can be given to starting program with just weekend response similar to weekend duty officer then expand to seven day week coverage. If weekend only response then auto-aid implementation with communication center will be difficult. Weekend duty officer would need to request opposite agency be tapped out.

- Recommend SCFD OOD personnel are loaded into Fire Manager for OOD program manager monitoring

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| --- | --- | --- | --- |
| Internal | | External | |
| Strengths | Weaknesses | Opportunities | Threats |
| - Good core of volunteers within the SCFD  - LFA established OOD program  - Most responders are entry level firefighters (SCFD/LFA)  - High number of EMTs (SCFD/LFA)  - Good interagency relationship between volunteers and staff  - Same Drill Schedule  - High experience potential(all agency members have attended a FFI level academy or greater)  - Current interoperability experience  - Auto Aid Agreement currently in place for fires and MVAs  - Experience with weekend duty officer program | - Limited volunteers in the LFA Irvington are  - SCFD OOD program currently lacks living quarters  - Decreased response because of perception by other volunteers “someone else is already responding”  - Different equipment (Fire)  - Do not drill enough together  - Policy/SOG differences  - Officer Development (Longevity)  - High Turnover  - Schedule implementation  - Location (data based) | - Attract Chemeketa Students  - Increased call volume  - Call diversity  - Program diversity  - Long term OOD personnel retention  - Reinforce voters support for both agencies  - Improved customer service | - Area becomes dependant on OOD responders  - Voters expect higher level of service for lower tax rate  - Dispatch inability to implement updated auto aid agreement for just Irvington and SCFD response area  - SCFD Board of Directors  - ESFD seeing this model work. |