



## Philomath Fire & Rescue District Strategic Plan



## Mission

The men and women of this department are dedicated to:

The preservation of property, through the extinguishment and prevention of fires; The protection and care of human life through education and treatment; The development of character through commitment and teamwork.

## Vision

Philomath Fire & Rescue serves the emergency needs of a diverse community, providing state-of-the-art fire and medical emergency response services. The District has a strong volunteer base and active involvement in community affairs pertaining to public safety. We maintain the highest safety standards for our personnel and the community.

## Guiding Principles

The following guiding principles are considered for each of the Themes, Action Items and Goals of this Strategic Plan.

- Future Focus – Looking ahead 1, 2, and 5 years
- Effective Use of Resources
- People First – Responsible to the community members and personnel of the District
- Fiscal Integrity and Accountability – Responsible to the community and the constituents of the District
- Balanced – The needs of the various programs are well-balanced and cooperative, including multiple perspectives, and working towards and overall cohesion.

The District Strategic Plan contains the following themes:

- Fire & Life Safety
- Community Partnership
- Fiscal Responsibility
- People

## Plan Design/Definition of Terms

The design of this strategic plan is intended to be uncomplicated, accessible, and readable for all of the members of Philomath Fire & Rescue as well as the community we serve. As you review the plan, keep in mind how the following terms are used:

## Themes: High-level concepts to guide the District:

### Objective: Categories of focus:

**GOALS:** what we are working toward: specific, attainable ideas.

*Action items: how we plan to get there:* These are actionable steps to be undertaken by the personnel to achieve the corresponding goal. These steps will include the timeline for completion anticipated for the item, metrics for evaluating the success of the action, and the department/role/individual responsible for coordinating the action.

**Funding source:** How the District plans to pay for the item if funds are required.

Timeline/Tracking: What progress has been made and when does the personnel need to take the next step?

The Strategic Plan timeline has color associations to give the reader a quick, visual understanding of how various projects are progressing. The colors used, red, yellow, green, blue, and white, signify the following:

White – Items identified in timeline have not been initiated, no steps have been taken towards the identified action/goal.

Blue – Items identified have been completed.

Green – Items identified have been initiated and are progressing as anticipated.

Yellow – Items identified have been initiated but have been delayed, reason noted.

Red – Items have been delayed or sidelined with no foreseeable progress to be made short of some significant outside force, funding, or change. Cause for delay or cessation will be noted.

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# I. Theme: Fire & Life Safety

## A. Objective: Prevention

### GOAL 1: Increase Service to West Benton County

#### *Action Item 1: Remodel Station 202*

Metrics for evaluating “success”:

Responsibility:

Funding Source: Building Reserve Fund, General Fund, Levy

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken	\$120,000 set aside in budget for pole barn		Discussion with property owners & County Planning	Site Survey – RFP for Pole Building		Construction Starts			

#### *Action Item 2: Hire Personnel to Staff Station 202*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source: General Fund & OSFM Staffing Grant

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken	\$8,000 budgeted for Extra Hire to Cover Station 202	Staffing Grant Applied for \$35,000 Grant Awarded	Staffing Grant awarded \$30,800 – 3 part-time new hires	Report Grant Progress – Retain Part-Timers					

### GOAL 2: Medical Rescue with Extrication Equipment for Station 202

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken									

### GOAL 3: Purchase Water Tender for Station 202

#### *Action Item 2: Purchase Tender*

Metrics for evaluating “success”:

Responsibility: Chief

Funding Source: OSFM Grant

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023		
Action Taken			Apply for OSFM Tender Grant	Grant Award Announced		Delivery of Tender			

**GOAL 4: Purchase Type I Engine for Station 202**

*Action Item 1: Purchase "New 232"*

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source: General Fund & Apparatus Reserves

Timeline/Tracking:						
	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022
Action Taken	Evaluate Apparatus Replacement Plan for Purchase	Discuss cost with vendors		Resolution 21-04 Signed for purchase of "New 232"	"New 232" arrived, sent for decals, radios, etc.	"New 232" put in service

**GOAL 5: Increase Service to East Philomath**

*Action Item 1: Establish response from Station 204*

Metrics for evaluating "success":

Responsibility:

Funding Source:

Timeline/Tracking:									
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Action Taken	Monitor Philomath Growth and Development Planning								

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken									

Timeline/Tracking:									



	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken									

**B. Objective: Suppression**

**GOAL 1: Continue Turnout Replacement Program to ensure personnel have appropriate PPE. Purchase Replacements As Needed.**

*Action Item 1: Annually Clean and Inspect Turnouts for Functionality and/or Replacement*

Metrics for evaluating “success”: Personnel are responding in turnout attire that will function appropriately for protection of the member.

Responsibility: Uniforms Coordinator

Funding Source: Operating Budget

Timeline/Tracking:									
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Action Taken	Turnouts inspected, cleaned								

**GOAL 2: Establish Drone Program**

*Action Item: Evaluate Operational Need for Drone Technology*

Metrics for evaluating “success”: Sufficient knowledge that the District is maximizing their use of technology relating to the use of drones.

Responsibility: Deputy Chief/Fire Chief

Funding Source: Grants?

Timeline/Tracking:						
	2022/2023					
Action Taken	Evaluate Operational Need for Drone Program	Determine options for training	Budget for training for drone operations and drone purchase	Send minimum of 1 member to drone training	Get Bid for Drones (RFP?)	Purchase drone(s)

**GOAL 3: Increase District Leadership.**

*Action Item: Increase after-hours leadership presence in District.*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023		

Action Taken		Encourage leadership training for established volunteers			Coordinate Linn-Benton Fire Officer I Class				
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**C. Objective: Life & Safety Medical**

GOAL 1: Provide extrication service with minimal response time.

*Action Item: Purchase Extrication tools for Engine 233.*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source: Funding source not identified

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken									

**D. Objective: Response**

GOAL 1: Increase After-Hours Response From Paid Personnel.

*Action Item 1: Increase part-time pool.*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken		Hired 3 Part-Timers							

GOAL 2: Consistently House 2 Residents at each of the Substations, 202 & 203

*Action Item 1:*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual: Fire Chief

Funding Source: RV Tuition Reimbursement Program, Building Reserves, 6050 – Utilities, 6200 - Supplies

Timeline/Tracking:									
	Q2 2020	Q2 2021	Q 3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023
Action Taken	Recruit to fill upcoming RV vacancies. Test RVs at Station 202.	Recruit to fill upcoming RV vacancies.	Move 2 RVs to Station 203 for full-time residence		Rotate RVs positioned at Station 203	Recruit to fill upcoming RV vacancies.	Complete Initial Response Class with new RVs		

**GOAL 3: Purchase New Apparatus.**

*Action Item: Replace existing apparatus according to Apparatus Replacement Plan*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source: Funding source not yet identified.

Timeline/Tracking:									
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Action Taken	Purchase 291, 293	Purchase 263, 265	Purchase 233		Purchase 241	Purchase 244	Purchase 290	Purchase 294	

**GOAL 4: Provide 2 Paid Personnel (Lieutenant, Firefighter) 24 Hours Per Day**

*Action Item 1: Develop funding campaign for a Local Option Levy for the ballot in May 2023*

Metrics for evaluating “success”: Successfully pass Local Option Levy that includes funding for additional firefighting personnel.

Responsibility: Department/Role/Individual:

Funding Source: Local Option Levy

Timeline/Tracking:							
	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
Action Taken	Look into Levy Options	Establish Levy Timeline	Determine Levy Needs. Communicate needs to public.	Resolution for Levy on Ballot – May 2023	Submit ballot language for levy. Budget for Levy.	May 2023 Levy Vote.	If Levy not passed, implement contingencies

**II. Theme: Community Partnership**

**A. Objective: Education**

**GOAL 1: Continue Community Medical Classes.**

*Action Item: Retain and Recruit Qualified Instructors*

Metrics for evaluating “success”:

Responsibility: Fire & Life Safety Officer

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022 - ongoing	Q4 2022	Q1 2023	Q2 2023			
Action Taken	Become AHA Training Site		Maintain Instructor Pool – Recruit to replace attrition						

*Action Item: Advertise Classes Via Newsletter, Website, & Facebook*

Metrics for evaluating “success”:

Responsibility: Fire & Life Safety Officer & Office Administrator

Funding Source: General Fund – 6010 & 6011

Timeline/Tracking:						
	2019	2020	2021	Q2 2022	Q3 2022	Q4 2022
Action Taken	FA/CPR Classes advertised in Winter & Summer Newsletters & on website	FA/CPR Class advertised in Spring Newsletter & website.	FA/CPR Class advertised on Winter and Fall newsletters & online.	FA/CPR class advertised on Winter newsletter & online.	Advertise classes in Fall newsletter & new online/email newsletter.	Advertise classes only in digital newsletter.

**B. Objective: Bridge Program**

**GOAL 1: Develop Bridge Program Partnering with Community Members & Property Owners**

*Action Item 1: Establish cost-sharing program with property owners*

Metrics for evaluating “success”:

Responsibility: Fire & Life Safety Officer

Funding Source: Grant

**Challenges Faced:** Coordinating with City and County plus establishing sustainable funding for ongoing bridge maintenance and certification. Conversations are happening with new construction and updates but ongoing certification still proves challenging.

Timeline/Tracking:									
Action Taken	Evaluate cost of bridge program	Establish Budget for Bridge Program	Secure Grant for Bridge Program		Meet with property owners to discuss requirements				

**C. Objective: Customer Service**

**GOAL 1: Develop District Disaster Plan**

*Action Item 1: Meet with City/County/Emergency Management*

Metrics for evaluating “success”:

Responsibility: Fire Chief

Funding Source:

**Challenges Faced:** Coordinating with outside sources, City/County.

Timeline/Tracking:									
	2022								
Action Taken	Meet with City Manager to Evaluate City Disaster Plan Natural Hazards Planning Meetings	Meet with County Emergency Manager	Work with District personnel to develop disaster plan		Create disaster plan	Submit to Board for Review	Plan approved by Board		

	taking place								
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### III. Theme: Fiscal Responsibility

#### A. Objective Capital Maintenance

**GOAL 1: Ensure the District Has Reliable Apparatus and Equipment for Emergency Response**

*Action Item 1: Develop Apparatus/Equipment Replacement Plan*

Metrics for evaluating “success”:

Responsibility: Apparatus Committee & Fire Chief

Funding Source: GO Bonds & Local Option Levies

Timeline/Tracking:									
	Q3 2021	Q1 2022	2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken	Develop Apparatus Replacement Plan (ARP)	Incorporate ARP into budget	Perform annual service to safeguard longevity of apparatus	Evaluate NFPA Recommendations versus actual use. Develop Equipment Replacement Plan (ERP)	Determine budgeted maintenance needs				

**GOAL 2: Evaluate District Facilities for Repairs & Replacements**

*Action Item 1: Develop Timeline for Expected Building Construction/Large Repairs or Expansions*

Metrics for evaluating “success”:

Responsibility: Apparatus Committee & Fire Chief

Funding Source: GO Bonds & Local Option Levies

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken									

**GOAL 3: Repair Hose Tower Roof at Station 201**

*Action Item 1: Replace hose tower roof at Station 201*

Metrics for evaluating “success”:

Responsibility: Deputy Chief

Funding Source: None Needed

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			

Action Taken	Request Bids for repair/replacement.	Plan for budget expenditure	Work with roof warranty company.						
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**GOAL 4: Repair Concrete Patch at Station 201**

*Action Item 1: Repair/replace concrete patch at 201*

Metrics for evaluating “success”:

Responsibility: Deputy Chief

Funding Source:

Timeline/Tracking:									
	Q2 2022	Q3 2022	Q3 2022						
Action Taken	Request bids for work	Partner with City for Repairs Complete Repairs	Repair Complete \$14,000 approx.						

**B. Objective: Budget Accountability**

**GOAL 1: Operate Within the Limited Budget of the District**

*Action Item 1: Participate in Master Planning by the City of Philomath to Anticipate Population Growth*

Metrics for evaluating “success”:

Responsibility: Administrators

Funding Source: None Needed

Timeline/Tracking: Ongoing
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*Action Item 2: Work with Union Members to Ensure Personnel Expenses Do Not Outpace Tax Revenue*

Metrics for evaluating “success”:

Responsibility: Fire Chief

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken			New CBA with determined annual increases based on prior year’s tax revenue increase						

*Action Item 3: Evaluate options for minimizing expenses and/or increasing revenues*

Metrics for evaluating “success”:

Responsibility: Fire Chief & Paid Staff

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken		Looked into SDCs – did not qualify	Began tracking station expenses separately	Continue conversation					

**GOAL 2: Increase funding in order to meet the needs of the Community**

*Action Item: Begin Campaign for Local Option Levy to Supplement District Budget*

Metrics for evaluating “success”:

Responsibility: Fire Chief & Paid Staff

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken		Spring Newsletter distributed discussing district growth and needs	Continue discussions with Board						

*Action Item: Contract Services with Kings Valley RFPD*

Metrics for evaluating “success”:

Responsibility: Fire Chief & Paid Staff

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken			Contract Signed		Review Annual Contract for Services				

**C. Objective: Information Technology**

**GOAL 1: Protect the District’s Digital Assets.**

*Action Item: Implement a robust CyberSecurity program.*

Metrics for evaluating “success”: Complete and publish RFP.

Responsibility: Fire & Life Safety Captain Saalsaa

Funding Source: General Fund

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken	Determined Need	Consulted with Feynman/RiverStrong	Awaiting Analysis from Contractor	Request RFPs	Implement recommended changes				

**D. Objective: Levies & Bonds**

**GOAL 1: Develop Funding Strategy For Apparatus, Buildings, and Personnel**

*Action Item: Develop Plan for Levy*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

**Challenges Faced:** Coordinate with outside entities City/County.

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Action Taken	Begin Discussions relating to Levy in May 2023	Chief developed budget for Levy	Board determines timeline for Levy on Ballot		Write Ballot Measure for May Ballot	Levy on May Ballot			

**E. Objective: Savings/Reserves**

**GOAL 1: Develop Goals for Reserves Funding**

*Action Item: Establish Equipment Replacement Plan (SCBA Replacement, Heart Monitor Savings)*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Action Taken			TBD based on App/Equip Replacement plan						

**F. Objective: New Revenue Sources**

**GOAL 1: Establish Alternative Revenues to Mitigate Program Expenses**

*Action Item: Establish System Development Charges (SDCs) for Fire District*

Metrics for evaluating “success”: Establish Service Development Charges for Fire District to offset increasing expenses

Responsibility: Admin

Funding Source: General Fund

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q 3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken		Emailed legal – District Does Not Qualify							



## IV. Theme: People

### A. Objective: Training

GOAL 1: Replace Training Facility at Station 201.

*Action Item: Secure Funding, Remove Current Structure, Establish New Structure*

Metrics for evaluating “success”:

Responsibility: Deputy Chief

Funding Source: Grant/Levy

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Action Taken	Discussed replacement plan and needs with City	Budget for used single-wide mobile home	Bid for Asbestos abatement	Determine possible options for replacement	Demolition of current structure				

### B. Objective: Teamwork

GOAL 1: Find Balance Between Paid and Volunteer Personnel

*Action Item: Empower Volunteer Leadership to spearhead recruitment process, ensure paid personnel include volunteer personnel in training opportunities.*

Metrics for evaluating “success”: Volunteers are advancing through certifications, with paid personnel leadership mentoring.

Responsibility: Chief, DC, Officers

Funding Source: General Fund

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken		Focused on career development and encouraged leadership training – Fire Officer 3&4 Class	Customizing regional training in order to provide greater resources and options – Acting as mentors for HKV						

GOAL 2: Improve West Benton Response

*Action Item: Incorporate Blodgett-Summit and Hoskins-Kings Valley Departments in training*

Metrics for evaluating “success”:

Responsibility: Chief, Deputy Chief, HKV and Blodgett Chiefs

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023			
Action Taken	Include HKV and Blodgett personnel access to intranet		Initiate shared training						

**C. Objective: Retention**

**GOAL 1: Improve Living Quarters of Station 203 – Add Laundry Facilities & Update Furnishings**

*Action Item: Develop Plans for construction*

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023		
Action Taken	Well improvements & water testing	Approved Budget for Water Filtration System	Obtain bids for water filtration system	Install Water Filtration	Install electrical and plumbing for laundry service	Purchase washer/dryer			

**GOAL 2: Perform Annual Evaluations for All Personnel**

*Action Item: Train Leadership Personnel on Annual Evaluation Documentation & Process*

Metrics for evaluating “success”: Provide annual evaluation for every member of the department

Responsibility: Chief & Officers

Funding Source: None required

Timeline/Tracking:									
	2018	2019	2020	2021	2022	2023	2024	2025	2026
Action Taken	Initiated in 2018 with paid personnel reviews	Added review expectations for leaders of volunteers	Interruptions due to pandemic	Established Officers responsible for team evaluations					

**GOAL 3: Ensure Resident Volunteer Retention Program stays competitive.**

*Action Item: Track tuition rates at OSU and reimbursement rates of neighboring districts to ensure our retention program is competitive.*

Metrics for evaluating “success”: Ensure Tuition Reimbursement stays competitive with neighboring departments and will cover 12 credits of OSU attendance.

Responsibility: Administration

Funding Source: General Fund

Timeline/Tracking:				
	Q1 2022	Q1 2024	Q1 2026	Q1 2028
Action Taken	Evaluated OSU tuition increases and increased tuition rates to accommodate the next few years			

D. Objective: Recruitment

GOAL 1: Increase Volunteer Numbers

*Action Item: Replace volunteers as they depart and proactively recruit to keep numbers up*

Metrics for evaluating “success”:

Responsibility: Chief & Volunteer Leadership

Funding Source: General Fund, Volunteer Activity Line Item - 6270

Timeline/Tracking:									
	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Action Taken		Volunteers established recruitment committee							

Appendix of Changes:

THIS PLAN IS INTENDED TO PROMOTE THE BEST POSSIBLE MANAGEMENT OF PUBLIC RESOURCES.  
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