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

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
GOAL 2: Evaluate District Facilities for Repairs & Replacements
Action Item 1: Develop Timeline for Expected Building Construction/Large Repairs or Expansions
GOAL 3: Repair Hose Tower Roof at Station 201
Action Item 1: Replace hose tower roof at Station 201
GOAL 4: Repair Concrete Patch at Station 201
Action Item 1: Repair/replace concrete patch at 201

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
Action Item 2: Work with Union Members to Ensure Personnel Expenses Do Not Outpace Tax Revenue
Action Item 3: Evaluate options for minimizing expenses and/or increasing revenues
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
Action Item: Contract Services with Kings Valley RFPD

C. **Objective: Information Technology**

GOAL 1: Protect the District’s Digital Assets
Action Item: Implement a robust CyberSecurity program

D. **Objective: Levies & Bonds**

GOAL 1: Develop Funding Strategy For Apparatus, Buildings, and Personnel
Action Item: Develop Plan for Levy

E. **Objective: Savings/Reserves**

GOAL 1: Develop Goals for Reserves Funding
Action Item: Establish Equipment Replacement Plan (SCBA Replacement, Heart Monitor Savings)

F. **Objective: New Revenue Sources**

GOAL 1: Establish Alternative Revenues to Mitigate Program Expenses
Action Item: Establish System Development Charges (SDCs) for Fire District

IV. **Theme: People**

A. **Objective: Training**

GOAL 1: Replace Training Facility at Station 201
Action Item: Secure Funding, Remove Current Structure, Establish New Structure

B. **Objective: Teamwork**

GOAL 1: Find Balance Between Paid and Volunteer Personnel
C. **Objective: Retention**

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

Action Item: Develop Plans for construction

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

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

**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.

D. **Objective: Recruitment**

**GOAL 1: Increase Volunteer Numbers**

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

**Appendix of Changes:**
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

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
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<tbody>
<tr>
<td>Q1 2022</td>
</tr>
<tr>
<td>Action Taken</td>
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</tbody>
</table>

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

Metrics for evaluating “success”:
Responsibility: Department/Role/Individual
Funding Source: General Fund & OSFM Staffing Grant

<table>
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<th>Timeline/Tracking:</th>
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<tbody>
<tr>
<td>Q1 2022</td>
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<tr>
<td>Action Taken</td>
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</tbody>
</table>

GOAL 2: Medical Rescue with Extrication Equipment for Station 202

Timeline:
Metrics for evaluating “success”:
Responsibility: Department/Role/Individual
Funding Source:

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<th>Timeline/Tracking:</th>
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<tr>
<td>Q1 2022</td>
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<td>Action Taken</td>
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</table>

GOAL 3: Purchase Water Tender for Station 202

*Action Item 2: Purchase Tender*

Metrics for evaluating “success”:
Responsibility: Chief
Funding Source: OSFM Grant
### 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

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
<th>Q3 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Taken</td>
<td></td>
<td></td>
<td>Apply for OSFM Tender Grant</td>
<td>Grant Award Announced</td>
<td>Delivery of Tender</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### GOAL 5: Increase Service to East Philomath

**Action Item 1: Establish response from Station 204**

**Metrics for evaluating “success”:**

Responsibility:
Funding Source:

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Taken</td>
<td>Evaluate Apparatus Replacement Plan for Purchase</td>
<td>Discuss cost with vendors</td>
<td>Resolution 21-04 Signed for purchase of “New 232”</td>
<td>“New 232” arrived, sent for decals, radios, etc.</td>
<td>“New 232” put in service</td>
<td></td>
</tr>
</tbody>
</table>

### Timeline/Tracking:

- **2022**: Monitor Philomath Growth and Development Planning
- **2023**: Monitor Philomath Growth and Development Planning
- **2024**: Monitor Philomath Growth and Development Planning
- **2025**: Monitor Philomath Growth and Development Planning
- **2026**: Monitor Philomath Growth and Development Planning
- **2027**: Monitor Philomath Growth and Development Planning
- **2028**: Monitor Philomath Growth and Development Planning
- **2029**: Monitor Philomath Growth and Development Planning
- **2030**: Monitor Philomath Growth and Development Planning
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

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
</tr>
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<tbody>
<tr>
<td>Turnouts inspected, cleaned</td>
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</table>

**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?

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate Operational Need for Drone Program</td>
<td>Determine options for training</td>
<td>Budget for training for drone operations and drone purchase</td>
<td>Send minimum of 1 member to drone training</td>
<td>Get Bid for Drones (RFP?)</td>
<td>Purchase drone(s)</td>
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</tbody>
</table>

**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 | | | | | | | | |
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:

<table>
<thead>
<tr>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
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</table>

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:

<table>
<thead>
<tr>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
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**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:

<table>
<thead>
<tr>
<th>Q2 2020</th>
<th>Q2 2021</th>
<th>Q 3 2021</th>
<th>Q 4 2021</th>
<th>Q1 2022</th>
<th>Q 2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q 1 2023</th>
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**Action Taken**

- Encourage leadership training for established volunteers
- Coordinate Linn-Benton Fire Officer I Class
- Hired 3 Part-Timers
- Test RVs at Station 202.
- 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.

<table>
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<th>Timeline/Tracking:</th>
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<tr>
<td><strong>2022</strong></td>
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<tr>
<td>Action Taken</td>
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</tbody>
</table>

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

<table>
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<th>Timeline/Tracking:</th>
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<tr>
<td><strong>Q1</strong> 2022</td>
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</table>

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:

<table>
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<th>Timeline/Tracking:</th>
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<tbody>
<tr>
<td><strong>Q1</strong> 2022</td>
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<tr>
<td>Action Taken</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Taken</td>
<td>FA/CPR Classes advertised in Winter &amp; Summer Newsletters &amp; on website</td>
<td>FA/CPR Class advertised in Spring Newsletter &amp; website.</td>
<td>FA/CPR Class advertised on Winter and Fall newsletters &amp; online.</td>
<td>FA/CPR class advertised on Winter newsletter &amp; online.</td>
<td>Advertise classes in Fall newsletter &amp; new online/email newsletter.</td>
</tr>
</tbody>
</table>

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:

<table>
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<tr>
<th>2022</th>
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<tr>
<td>Action Taken</td>
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</table>

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:

<table>
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<tr>
<th>2022</th>
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<tr>
<td>Action Taken</td>
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</table>

Philomath Fire & Rescue Strategic Plan  Last Revision 08/08/2022
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

<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Q3 2021</th>
<th>Q1 2022</th>
<th>2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
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</thead>
<tbody>
<tr>
<td>Develop Apparatus Replacement Plan (ARP)</td>
<td>Incorporate ARP into budget</td>
<td>Perform annual service to safeguard longevity of apparatus</td>
<td>Evaluate NFPA Recommendations versus actual use. Develop Equipment Replacement Plan (ERP)</td>
<td>Determine budgeted maintenance needs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
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</thead>
<tbody>
<tr>
<td>Develop Timeline for Expected Building Construction/Large Repairs or Expansions</td>
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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

<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace hose tower roof at Station 201</td>
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</tbody>
</table>
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:

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<thead>
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<tbody>
<tr>
<td></td>
<td>Q2 2022</td>
<td>Q3 2022</td>
<td>Q3 2022</td>
</tr>
</tbody>
</table>

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

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:

<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Request bids for work</th>
<th>Partner with City for Repairs</th>
<th>Complete Repairs</th>
<th>Repair Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1 2022</td>
<td>Q2 2022</td>
<td>Q3 2022</td>
<td>Q4 2022</td>
</tr>
</tbody>
</table>

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

Metrics for evaluating “success”: 
Responsibility: Fire Chief & Paid Staff  
Funding Source:
**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:

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
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<th>Q4 2022</th>
<th>Q1 2023</th>
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<tr>
<td>Action Taken</td>
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</tr>
<tr>
<td></td>
<td>Looked</td>
<td>Began</td>
<td>Continue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>into SDCs – did not qualify</td>
<td>tracking station expenses separately</td>
<td>conversation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Action Item:*  *Contract Services with Kings Valley RFPD*

Metrics for evaluating “success”:
- Responsibility: Fire Chief & Paid Staff
- Funding Source:

<table>
<thead>
<tr>
<th>Timeline/Tracking:</th>
<th>Q1 2022</th>
<th>Q2 2022</th>
<th>Q3 2022</th>
<th>Q4 2022</th>
<th>Q1 2023</th>
<th>Q2 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Taken</td>
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**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

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</table>
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.

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<tbody>
<tr>
<td><strong>Action Taken</strong></td>
<td>Begin Discussions relating to Levy in May 2023</td>
<td>Chief developed budget for Levy</td>
<td>Board determines timeline for Levy on Ballot</td>
<td>Write Ballot Measure for May Ballot</td>
<td>Levy on May Ballot</td>
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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:  

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<td><strong>Action Taken</strong></td>
<td>TBD based on App/Equip Replacement plan</td>
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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  

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<td><strong>Action Taken</strong></td>
<td>Emailed legal – District Does Not Qualify</td>
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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

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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

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**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:**

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**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:

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<td><strong>Action Taken</strong></td>
<td>Well improvements &amp; water testing</td>
<td>Approved Budget for Water Filtration System</td>
<td>Obtain bids for water filtration system</td>
<td>Install Water Filtration</td>
<td>Install electrical and plumbing for laundry service</td>
<td>Purchase washer/dryer</td>
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**GOAL 2: Perform Annual Evaluations for All Personnel**

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

Metrics for evaluating “success”:
Responsibility: Chief & Officers
Funding Source: None required

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<td><strong>Action Taken</strong></td>
<td>Initiated in 2018 with paid personnel reviews</td>
<td>Added review expectations for leaders of volunteers</td>
<td>Interruptions due to pandemic</td>
<td>Established Officers responsible for team evaluations</td>
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**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”:
Responsibility: Administration
Funding Source: General Fund

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<td><strong>Action Taken</strong></td>
<td>Evaluated OSU tuition increases and increased tuition rates to accommodate the next few years</td>
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*Philomath Fire & Rescue Strategic Plan*  
*Last Revision 08/08/2022*
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

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Appendix of Changes:

**This plan is intended to promote the best possible management of public resources.**

You are welcome to keep this copy if it is useful to you.

If you no longer need this copy, you are encouraged to return it to:

Philomath Fire & Rescue
1035 Main St / PO Box 247 Philomath, OR 97370

Your cooperation will help us save on extra copying costs.