



## 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.

## Introduction

Strategic planning is a management tool that provides direction for an organization and helps build a shared vision with the community and employees. Strategic planning in the fire service identifies organizational priorities and establishes goals and Action Items. By establishing organizational goals and prioritizing scarce resources, organizations are able to focus their efforts on the most critical issues facing the community and organization.

While the strategic planning process provides a structured plan, it should be noted that the planning process is flexible and dynamic. Regular review of the plan should be conducted to ensure the priorities of the District as well as the needs of the community are being met. Changes in the community landscape or service demands may require adjustments to plan priorities, or a comprehensive update of the plan itself.

The Strategic Plan for Philomath Fire & Rescue is intended to guide the District in an ongoing basis. The Strategic Plan will provide guidance to staff and policy makers in administrative, budgetary and policy decisions. The Strategic Plan will help determine organizational goals and will be reviewed quarterly to identify progress toward identified goals. Lastly, the Strategic Plan will provide guidance to our staff about our mission, vision and guiding principles that steer our organization and will contribute to our service-focused organizational culture.

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## 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:

1. **Themes: High-level ideas to guide the District:**
2. **Objective: Categories of focus:**
3. ▶ **Goals: what we are working toward: specific, attainable ideas:**
4. **Action Items: how we plan to get there:** 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.
5. ▶ **Funding source: how will we pay for this?**
6. ▶ **Outcome Tracking: what progress has been made on this and when?**
7. **Appendix of Changes:** historical notation of completed or disregarded Objectives and Goals.

# I. Fire & Life Safety

## A. Prevention

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

Action Item: Obtain Owner Approval for future planning at Station 202

Timeline: Q1 2022

Metrics for evaluating "success":

Responsibility:

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Station 202 Land Analysis

Timeline: Q2-3 2022

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Construct Pole Barn for Housing Apparatus

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Remodel Existing Station 202

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Hire Personnel to Staff Station 202  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

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

Action Item: Purchase Apparatus and furnish with extrication equipment  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 3: Water Tender for Station 202**

Action Item:  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal			Spec Water Tender	Purchase Water Tender					

**GOAL 4: Type III Engine for Station 202**

Action Item: Purchase Apparatus  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:



	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**B. 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

Timeline: Annual

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

Responsibility: Uniforms

Funding Source: Operating Budget

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 2: Establish Drone Program**

Action Item: Evaluate Operational Need for Drone Technology

Timeline: Periodically – Bi-annually/every-other year

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?

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Send A Minimum of 1 Member to Drone Training

Timeline: When The Need is Identified

Metrics for evaluating “success”:

Responsibility: Deputy Chief

Funding Source: Grants?

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31



Action Taken towards this goal									
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Action Item: Purchase Drone(s)  
 Timeline: As Needed  
 Metrics for evaluating "success":  
 Responsibility: Fire Chief  
 Funding Source: Grants?  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 3: Increase After-Hours Leadership Presence in District.**

Action Item: Title and description of action item #1 for Goal #2 of Fire Service: Suppression  
 Timeline:  
 Metrics for evaluating "success":  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

C. Life & Safety Medical

**GOAL 1: Purchase Extrication Tools for Engine 233.**

Action Item: Title and description of action item #1 for Goal #1 of Life & Safety Medical  
 Timeline:  
 Metrics for evaluating "success":  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

D. Response

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

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

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item:

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 2: Consistently House 2 Residents at each of the Substations**

Action Item:

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 3: Purchase New Apparatus: 265, 291, 293, 263, 231, 233, 224, 242.**

Action Item:

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

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

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

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**II. Community Partnership**

**A. Education**

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

Action Item: Retain and Recruit Qualified Instructors

Timeline:

Metrics for evaluating “success”:

Responsibility: Fire & Life Safety Officer

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

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

Timeline:

Metrics for evaluating “success”:

Responsibility: Fire & Life Safety Officer & Office Administrator

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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**B. Bridge Program**

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

Action Item: Evaluate the Cost of Certifying Bridges and Frequency Required  
 Timeline: Periodic – Bi-annually  
 Metrics for evaluating “success”:  
 Responsibility: Fire & Life Safety Officer  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Secure Grant for Bridge Program – Apply for Grant  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Fire & Life Safety Officer  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Meet With Property Owners to Discuss Requirements  
 Timeline: Periodically  
 Metrics for evaluating “success”:  
 Responsibility: Fire & Life Safety Officer  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**C. Customer Service**

**GOAL 1: Develop District Disaster Plan**

Action Item: Meet with City/County/Emergency Management  
 Timeline:  
 Metrics for evaluating “success”:

Responsibility: Fire Chief

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Meet with District Personnel to Develop Disaster Plan

Timeline:

Metrics for evaluating "success":

Responsibility: Fire Chief

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Write Disaster Plan and Submit to Board

Timeline:

Metrics for evaluating "success":

Responsibility: Fire Chief & Office Administrator

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

### III. Fiscal Responsibility

#### A. Capital Maintenance

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

Action Item: Develop Apparatus Replacement Plan

Timeline: Revisit and Revise Periodically

Metrics for evaluating "success":

Responsibility: Apparatus Committee & Fire Chief

Funding Source: GO Bonds & Local Option Levies

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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Outcomes/Progress Tracking:

Action Item: Perform Annual Service on Apparatus to Safeguard Longevity

Timeline: Annual

Metrics for evaluating "success":

Responsibility: Deputy Chief

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Evaluate NFPA Recommendations for Apparatus Replacement Versus the Actual Use, Needs, and Budget of the District

Timeline: Periodic

Metrics for evaluating "success":

Responsibility: Deputy Chief, Fire Chief, Apparatus Replacement Committee

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Develop Equipment Replacement Plan

Timeline:

Metrics for evaluating "success":

Responsibility: Deputy Chief, Fire Chief, Equipment Replacement Committee

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

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

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

Timeline: Revisit and Revise Periodically

Metrics for evaluating "success":

Responsibility: Apparatus Committee & Fire Chief

Funding Source: GO Bonds & Local Option Levies

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

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

Action Item: Request Bids From Contractors

Timeline: Q2 2022

Metrics for evaluating "success":

Responsibility: Deputy Chief

Funding Source: None Needed

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

### B. Budget Accountability

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

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

Timeline:

Metrics for evaluating "success":

Responsibility: Fire & Life Safety Officer

Funding Source: None Needed

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Work with Union Members to Ensure Personnel Expenses Do Not Outpace Tax Revenue

Timeline: Periodic

Metrics for evaluating "success":

Responsibility: Fire Chief

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31



Action Taken towards this goal									
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Action Item: Evaluate options for minimizing expenses and/or increasing revenues  
 Timeline: Q1-2 2022  
 Metrics for evaluating “success”:  
 Responsibility: Fire Chief & Paid Staff  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**C. Information Technology**

**GOAL 1: Implement a robust cybersecurity program.**

Action Item: Develop RFP and Solicit Bids for Cybersecurity contract.  
 Timeline: Q1-2 2022  
 Metrics for evaluating “success”: Complete and publish RFP.  
 Responsibility: Fire & Life Safety Captain Saalsaa  
 Funding Source: None needed.  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Evaluate and select cybersecurity company from the received bids  
 Timeline: Q2-3 2022  
 Metrics for evaluating “success”: Construct committee for evaluation, review RFPs and identify top candidate and runner-up  
 Responsibility: Fire & Life Safety Captain Saalsaa  
 Funding Source: None needed.  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Contract with cybersecurity company for coverage of the District.  
 Timeline: Q3-4 2022  
 Metrics for evaluating “success”: Board-signed contract with cybersecurity company with initial implementation.  
 Responsibility: Board

Funding Source: Operational Budget

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**D. Levies & Bonds**

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

Action Item: Develop Population & Revenue Projections Compared to Personnel and Operational Expenses

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #1 of Fiscal Responsibility: Levies & Bonds

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**E. Savings/Reserves**

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

Action Item: Title and description of action item #1 for Goal #1 of Fiscal Responsibility: Savings/Reserves

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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Outcomes/Progress Tracking:

**F. New Revenue Sources**

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

Action Item: Establish Cost-Sharing Program for Bridge Inspections

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Establish fees for address posts to capture some of the expense.

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**IV. People**

**A. Training**

**GOAL 1: Replace Training Facility at Station 201.**

Action Item: Secure Grant for the Purchase of the Training Facility

Timeline:

Metrics for evaluating “success”:

Responsibility: Department/Role/Individual

Funding Source:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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Outcomes/Progress Tracking:

Action Item: Remove/Destroy Current Training Facility Located a Station 201.

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Groundwork for New Training Facility

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 2: Idea to work towards improving People: Training.**

Action Item: Title and description of action item #1 for Goal #2 of People: Training

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #2 of People: Training

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #3 for Goal #2 of People: Training  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 3: Idea to work towards improving People: Training.**

Action Item: Title and description of action item #1 for Goal #3 of People: Training  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #3 of People: Training  
 Timeline:  
 Metrics for evaluating “success”:  
 Responsibility: Department/Role/Individual  
 Funding Source:  
 Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #3 for Goal #3 of People: Training

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

### B. Teamwork

#### GOAL 1: Find Balance Between Paid and Volunteer Personnel

Action Item: Title and description of action item #1 for Goal #1 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #1 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #3 for Goal #1 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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**GOAL 2: Work With Blodgett-Summit and Hoskins-Kings Valley Departments to Improve West Benton**

**Response**

Action Item: Title and description of action item #1 for Goal #2 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #2 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #3 for Goal #2 of People: Teamwork

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

C. Retention

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

Action Item: Develop Plans for construction



Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Request RFP for contractor

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Purchase 203 updated appliances and furnishings

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

## GOAL 2: Perform Annual Evaluations for All Personnel

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

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31

Action Taken towards this goal									
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Outcomes/Progress Tracking:

**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.

Timeline: Periodic

Metrics for evaluating "success":

Responsibility: Administration

Funding Source: Operating Budget

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**GOAL 4: Remodel Living Quarters and Office Space at Station 202**

Action Item: Develop Plans for Construction

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Request RFP for Contractor

Timeline:

Metrics for evaluating "success":

Responsibility:

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

**D. Recruitment**

**GOAL 1:**

Action Item: Title and description of action item #1 for Goal #1 of People: Recruitment

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #2 for Goal #1 of People: Recruitment

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

Action Item: Title and description of action item #3 for Goal #1 of People: Recruitment

Timeline:

Metrics for evaluating "success":

Responsibility: Department/Role/Individual

Funding Source:

Outcomes/Progress Tracking:

	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31
Action Taken towards this goal									

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

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