

WILLIAMS RURAL FIRE PROTECTION DISTRICT  
WORKSHOP BOARD MEETING AGENDA

Tuesday, January 14, 2025

Place and Time: District Headquarters, 211 E. Fork Road, Williams OR, at 9:00 AM

Dial In: 2532158782; Passcode: 8467644

Join Zoom Meeting

<https://us06web.zoom.us/j/88004074735?pwd=3xeViOd3vCB1N0MeUir7FsRVGCxgsv.1>

Meeting ID: 876 9855 1131

Passcode: 666819

1. Call to Order, Pledge, and Roll Call of Members
2. Announcements
3. New Business
  - 5 year Plan
  -
4. Public/Volunteer Input – two minutes at end of meeting
5. Public Questions – can be submitted in writing to PO Box 81, Williams, Oregon 97544
6. Motion to adjourn

Posted in accordance with ORS 192.640 - Heather Glass, Board Chair, Williams Rural Fire Protection District  
Board of Directors-p

**WILLIAMS RURAL FIRE PROTECTION DISTRICT**

**Strategic Plan  
2025-2030**

**ADOPTED**

**This document hereby adopted xxxxxxxxxxxxxxxxxxxxxxxx**

**WILLIAMS RURAL FIRE PROTECTION DISTRICT  
STRATEGIC PLAN**

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### **MESSAGE:**

This is Williams Rural Fire Protection District (WRFPD) strategic plan, constructed by a diverse group of WRFPD personnel and board members with differing opinions, ranks, and experiences. The following Goals and Strategies are a direct result of input we gathered of stakeholders.

I am grateful to everyone who contributed to the development of this Plan.

This Plan is a living document that will serve as out road map for the next five years. We look forward to working closely with our community in the years ahead to ensure Williams Valley continues to be a great place to live, work and recreate.

### **INTRODUCTION**

The WRFPD has one strategic plan. This plan will outline directions for the district. Staff personnel developed the strategic plan over a period of time evaluating general strengths, weaknesses, opportunities and threats facing the Williams Fire District. The plan is driven by our Mission Statement:

***It is our mission to be committed to quality, possess excellence in service, and have an emphasis on teamwork to protect life and property for the citizens of the Williams area.***

As we look forward to and develop the future, we do so by continuing to focus on the following questions:

- What is best for the customers we serve?
- How can we better serve the customer?

The Williams Fire District Strategic Plan 2025-2030 summarizes and prioritizes our key strategies, and highlights the goals and objectives that we intend to accomplish in the future.

This Fire District is poised for significant changes in the upcoming years. This plan will guide the Fire District through these changes. This Strategic Plan outlines both the strengths and weaknesses of our organization, as well as the challenges and opportunities that we anticipate facing in the next several years. This plan serves as a template of how we intend to focus our energy on growth and improvement.

Relationships between the Board of Directors, Fire Chief, Career, Volunteer and Support members are healthy and productive. The district has strong and effective automatic and mutual-aid agreements with surrounding agencies. These agreements are exercised frequently on real alarms, along with monthly meetings to strengthen these agreements.

The following goals, strategies and timelines will guide Williams Fire District through the next five years, ensuring that we stay on track.

Respectfully Submitted,

The Five-Year Strategic Project Team:

**Nicol Holt –Interim Fire Chief**

**Oskar Sundel – Operations**

**Devin Brennan – Firefighter**

**Bill Ertel – Board Member & Scribe**

### **Overview & Legal Jurisdiction**

Williams Fire and Rescue Protection Fire District (WRFPD) is organized as a Rural Fire Protection District pursuant to ORS 198.705 to 198.755. The District is governed by five elected board of directors. A director may be an elector living in, or the owner of real property within the boundaries of the district. Williams Fire District encompasses approximately 144 square miles. WRFPD provides Fire & Life Safety services within this area, mutual aid to fire agencies throughout Josephine and Jackson Counties on a requested basis.

The 2023-2024 tax year assessed value of real property within WRFPD is approximately \$275,797,440. The population is approximately 1,700, and during the 2024 calendar year WRFPD responded to 284 calls for service. Of these requests for service, 42% were

**emergency medical services; the remainder were responses to fires (7%), motor vehicle (5%), assists (20%), other hazards (8%) and other services (18%) (See chart on page 9).**

The Williams Rural Fire Protection District (WRFPD), also known as Williams Fire Rescue, has with six career positions supplemented by a roster of 15 volunteer responders. Two of the career positions (Firefighter and Fire Marshal) are grant funded until May 31, 2026. The fire district provides emergent and non-emergent responses to 911 dispatches including fires, EMS calls, motor vehicle accidents and other requests for assistance. Other services include fire prevention public education, wildland fuels reduction projects, and business inspections.

The training program is managed by the Training Officer. WRFPD maintains fire training accreditation through the Oregon Department of Public Safety Standards and Training (DPSST). New recruits who will respond to all hazards will complete a minimum of:

- Eighty-Hour (minimum) NFPA Firefighter I Academy or equivalent.
- Hazardous Materials Awareness
- CPR/First Aid
- Infection Control
- Respiratory Protection
- Wildland training to meet the NWCG Wildland Firefighter Type 2 (FFT2) requirements.

The district's budget process complies with Oregon budget law, utilizing five citizens appointed by the WRFPD Board of Directors to work with the board as the Budget Committee. The proposed budget is prepared by staff, then reviewed and approved by the Budget Committee in a public hearing.

We are committed to being an active community partner and to continuing and increase activities that provide opportunities to be an integral part of the community we serve.

### **Plan Design/Definition of Terms**

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

- **Goals, where we are going:** A future-looking statement about an aspect of our mission, vision or values that describe a desired direction of change.
- **Outcome Measures, how we'll know when we arrive:** Often called "Objectives" in a traditional plan, we have elected to call this level of the plan Outcome Measures to emphasize that this is the level reserved for assessing results. Note that, generally, Outcome Measures should not be measures of effort expended, but of impact achieved. Think of the difference between the number of medical calls responded to and the survivability rate of specific types of medical calls. Or consider the difference between preparing a financial plan and achieving specific savings or efficiency targets. In each

case, the first describes completion of a task, while the second tells us if the intended result was achieved. Outcomes are about intended results that tell us if a Goal is being achieved. To understand how we hope to move the Outcome Measures, we look at the final level of the plan, Change Strategies.

- Change Strategies, how we intend to do it: In this plan, a strategy is a change in action in a program, training, purchase, procedure, staffing approach, or similar programs. The term Change Strategy is used to emphasize that the plan is not about everything we do, but about how we intend to change what we do. Without a focus on change, a strategic plan can become a very long list of everything a fire district does and redundant to budgets and other documents already developed annually. Change Strategies are also the most flexible part of the plan. After all, the final test of a successful strategy is not “Did we implement the strategy?” but “Did we get the result?” That is, “Did one or more Outcome Measures move in the desired direction?” If not, it is time to rethink the strategic direction.

Finally note that, unlike traditional plans, this plan is not designed to require each Strategy to be categorized under a single Outcome, or even Goal. While every Strategy must support at least one Goal, there is no reason why a good Strategy can’t support multiple Goals, so we have substantially avoided the artificial (and editorially painful) practice of creating micro-categories for Strategies under each Outcome. Strategies are simply listed under the Goal that has the most relevance to it, with other Goals that it may support also indicated. We hope, as a result, that readers will find the plan a bit easier to understand.

### **MISSION STATEMENT**

*It is our mission to be committed to quality, possess excellence in service, and have an emphasis on teamwork to protect life and property for the citizens of the Williams area.*

### ***VISION***

The members of the Williams Rural Fire District envision that we will provide world class service to the customers of the Williams Valley as an accredited fire district by the Center of Public Safety Excellence. Our focus will be exhibiting P.R.I.D.E.

Professionalism will be demonstrated through our individual actions, appearance, and attitudes as we provide adaptable and sustainable fire and emergency services with proficiently trained personnel, properly equipped to respond to evolving community risks.

Responsibility to our greatest asset, the members who make up the Williams Fire District with a well-developed and executed training and safety program along with member development that will ensure all personnel are mentored for success throughout their tenure with the District.

Integrity will be evident in our expectation of each member to do that, which is right, honest and just and will not tarnish the name of the individuals or the District during both on and off duty activities.

Diversity throughout the District will ensure we properly reflect and relate to the community we serve.

Empathy will be demonstrated in all interactions with the community, as we work to meet or exceed their expectations with the customer service they deserve.

Individual and department excellence will be realized as we hold one another accountable for fulfilling our mission, living our values, accomplishing our goals and ensuring this vision becomes a reality.

### VALUES

Service with:

Professionalism

Responsibility

Integrity

Diversity

Empathy

## **Williams Rural Fire District Organizational Chart**

**IN PROGRESS OF BUILDING**

**WRFPD CALL VOLUME**

**2022 - 2024 Williams RFPD Call Volume**

<b>2022</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Fire	4	5	2	0	1	3	1	3	2	2	3	2	28
EMS	11	7	3	4	8	9	10	14	9	8	4	7	94
MVC	2	0	3	1	1	1	0	0	0	1	1	6	16
Other Hazards	4	1	3	0	1	2	0	0	0	0	3	7	21
Assist	2	1	5	1	5	4	3	2	2	1	3	6	35
Other Service	2	1	1	1	1	0	4	4	1	3	1	2	21
<b>Total</b>	<b>25</b>	<b>15</b>	<b>17</b>	<b>7</b>	<b>17</b>	<b>19</b>	<b>18</b>	<b>23</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>30</b>	<b>215</b>

<b>2023</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Fire	2	2	2	2	4	4	2	1	1	3	0	2	25
EMS	8	19	10	6	8	9	13	14	13	8	8	9	125
MVC	1	0	1	1	1	0	0	0	1	1	0	1	7
Other Hazards	2	0	0	2	0	0	1	2	0	0	0	0	7
Assist	6	2	4	2	1	2	3	6	2	3	1	3	35
Other Service	1	3	0	4	3	6	6	7	2	5	2	3	42
<b>Total</b>	<b>20</b>	<b>26</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>21</b>	<b>25</b>	<b>30</b>	<b>19</b>	<b>20</b>	<b>11</b>	<b>18</b>	<b>241</b>

<b>2024</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Fire	1	2	0	3	5	2	0	4	2	0	1	1	21
EMS	7	9	7	9	13	12	12	12	13	7	7	10	118
MVC	0	1	4	0	1	2	0	3	0	0	3	0	14
Other Hazards	5	0	8	1	0	0	2	1	0	1	1	5	24
Assist	4	1	6	4	3	4	10	8	4	6	3	3	56
Other Service	3	2	3	3	3	6	10	4	5	7	4	1	51
<b>Total</b>	<b>20</b>	<b>15</b>	<b>28</b>	<b>20</b>	<b>25</b>	<b>26</b>	<b>34</b>	<b>32</b>	<b>24</b>	<b>21</b>	<b>19</b>	<b>20</b>	<b>284</b>

The SWAT Analysis is a summary of critical issues and service gaps identified by the past and present discussions from the department, while also taking community and stakeholder feedback into consideration. This was gathered by talking to community members, along with business owners. Every aspect of the assessment suggests that WRFPD is doing an excellent job with limited resources and an ongoing lack of funding.

Most of the community and business feedback has been positive and indicates they are pleased with the services provided by WRFPD, and usually comment on how helpful WRFPD personnel are. WRFPD is constantly improving while assessing new trends and ways to continue improving.

<b>WRFPD Strengths</b>
<ul style="list-style-type: none"><li>• WRFPD always maintains a professional image and positive attitude while being “humble” in serving the community.</li></ul>
<ul style="list-style-type: none"><li>• WRFPD shows great care and compassion when interacting with citizens during emergencies (e.g., taking time to comfort someone after the loss of a loved one.)</li></ul>
<ul style="list-style-type: none"><li>• Most personnel choose to stay with the department instead of leaving for bigger and better-paying departments due to the atmosphere and leadership provided.</li></ul>
<ul style="list-style-type: none"><li>• Crew unity provides strength and efficiency which is visible to the public. “Exceptional Team Concept”.</li></ul>
<ul style="list-style-type: none"><li>• <b>WRFPD provides diverse services to the community: Fire Suppression, Advanced Life Support-EMS, Basic HazMat, Wildland/Urban Interface, Vehicle Extrication, Basic Urban Search &amp; Rescue, Fire/Arson Investigation, Fire Prevention, Plan Review, Inspections, CERT, and Community Program Support.</b></li></ul>
<ul style="list-style-type: none"><li>• Fire Prevention inspections conducted professionally with a focus on education and life safety</li></ul>
<ul style="list-style-type: none"><li>• Command Staff and Line Staff unified in decision making.</li></ul>
<ul style="list-style-type: none"><li>• Standardized policy development and review by first responders, management and the district board</li></ul>
<ul style="list-style-type: none"><li>• Easy to work with, approachable, informative, honest, and straightforward.</li></ul>
<ul style="list-style-type: none"><li>• Small Community allows the fire department to provide more personal service and value to the community.</li></ul>

<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Lack of safe training facilities with appropriate training props to keep up critical skills (E.g. live fire, rope rescue, confined space, HazMat mitigation, and drivers training).</li></ul>
<ul style="list-style-type: none"><li>• Lack of appropriate covered storage facilities for apparatus and equipment causing damage and degradation due to long-term exposure to the elements.</li></ul>
<ul style="list-style-type: none"><li>• Lack of funding and equipment causes morale problems.</li></ul>
<ul style="list-style-type: none"><li>• Inconsistencies from one shift to another shift.</li></ul>
<ul style="list-style-type: none"><li>• Lack of staffing and equipment does not allow WRFPD to be as efficient and effective as possible under normal loads. (E.g. overlapping and/or simultaneous calls).</li></ul>
<ul style="list-style-type: none"><li>• Need better consistency of training drills across all three shifts.</li></ul>
<ul style="list-style-type: none"><li>• Underutilization of online training resources.</li></ul>
<ul style="list-style-type: none"><li>• Lack of employee professional development sponsored by the Department due to lack of personnel and time (i.e., in-house Engineer, Lieutenant, Captain, and possibly a Battalion Chief's Academy).</li></ul>
<ul style="list-style-type: none"><li>• Need for familiarity and cross-training between neighboring fire districts, on consistent and regular basis.</li></ul>
<ul style="list-style-type: none"><li>• The public is not clear on what programs are available (e.g.: EMS, Water Tender, Support)</li></ul>
<ul style="list-style-type: none"><li>• Our organization lacks adequate resources to effectively deal with the growing homeless, mental health, and suicidal issues within the community; without adequate training or resources to appropriately handle.</li></ul>
<ul style="list-style-type: none"><li>• Department does not provide enough media coverage of department operations and accomplishments.</li></ul>
<ul style="list-style-type: none"><li>• Lack of applicants/interested community members to fill vacant board positions</li></ul>

## Opportunities

- Improve relationships with local EMS agencies and derive partnerships to enhance community care.
- Continue to improve response times
- A sustainable "green" Fire Stations to reduce utility usage for cost savings.
- **Enhance** district relationship with **local schools in district**.
- More frequent EOC training to ensure staff understand their role and responsibility in the event of a disaster.
- 
- 
- **Participate in opportunities** for surrounding agencies for better working relationships.
- Encourage succession training in member's careers.
- Develop a better **long term vision** for the agency as related to programs and service.
- Work with developers and businesses to help fill gaps in capabilities and services.
- 
- Send more WFRPD personnel to the National Fire Academy.
- 
- **Continue** visibility within the community by expanding the role of the Department's **Community Relations**.
- Continue to hire quality employees through comprehensive testing and background checks.
- **Continue** team-building opportunities.
- Provide better public education to the level of service, cost savings, and the value of WFRPD brings to the community **through such programs as the newsletter and coffee with the chief**.

- Learn from the successes of other fire departments through open communication and attendance of conferences and workshops.
- **Continue** working relationships with the Josephine County Sheriff's Department.
- **Continuing** open house events, provide more community social events for the public to interact and bond with the fire department.
- **Continuing** the public aware of the various outlets the fire department uses to provide information on events, news, and operations of the department.
- 
- **Continue** in or lead fundraisers and community involvement supporting the fire department and the community
- Enhance awareness of media coverage of department operations utilizing existing and newer information platforms.
- Expand the Department website to add fire prevention information and **frequently ask questions**.
- Educate the public on how the department's ISO rating is established and how it affects homeowner's insurance.
- Advise the public on current advances, projects, or current training in the department regularly.
- Provide accolades to other departments and any public that have assisted the department as they occur.
- Implement a qualified grant writer.

Threats
• Special interest groups <b>or individuals</b> who attempt to interfere or influence fire department operations that are not in the best interest of the community.
• Limited grant dollars will affect future implementation of programs.
• Increase of mandated training and lack of time available to achieve these training requirements. <b>These tend to be more federal and OSHA mandates</b>
• WRFPD has limited ability to directly interact with and recruit local high school students in a meaningful capacity.

- The rising cost of fire apparatus and limited replacement funding.
- Experience drains due to retirements and employee-**volunteer** turnover
- Another downturn in the economy.
- Federal and State unfunded mandates.
- Maintaining training **and operations** on a tight budget.
- Maintaining critical safety gear to adhere to OSHA and NFPA on a tight budget.
- Long response times from mutual-aid resources limit actions that can be taken by **WRFPD** due to OSHA and NFPA mandates due to lack of personnel.
- Water supply system for firefighting and **unknown maintenance requirements**.
- Lack of viable recruitment pool for future vacancies due to the remoteness of the department
- Lack of understanding by the public on the day-to-day costs of the fire department operations and their value.
- Potential Board vacancies and turnover combined with a **limited** community interest/involvement. Limited Board experience may impact effectiveness and input as to the size and scope of operations and mission.



## Strategic Goals

The Strategic Planning Committee has developed 5 Strategic Goals designed to address key issues identified during the strategic planning process and action items that provide a method for achieving those goals.

**Goal 1 – Provide the best possible All-Hazards Delivery of Service by Continual Evaluation of Organizational Processes for Improvements:** Strive to maintain and improve the quality, value, efficiency, and timeliness of services available to our citizens while planning for new challenges as changes in population, demographics, business, and budgetary constraints. This goal emphasizes WRFPD's commitment to continuous improvement through our management of priorities, objectives, and evaluation of services, programs, projects and a **continued effort to update SOP's**

**Goal 2 – Retain a Highly Skilled, Valuable and Resilient Workforce: Firefighter/First Responder** The health & safety is of the utmost importance to WRFPD and is a significant investment for the community. Each Firefighter/First Responder is highly skilled, educated, and a valuable investment within the department, to be able to provide our level of service to the community (we all bring a skillset). The ability to protect human lives is greatly impacted by the knowledge, skills, and training of our personnel. A well-rounded and educated workforce is essential to WRFPD's ability to provide service in an isolated community with very few resources. This goal will ensure that personnel are prepared to take on any **emergency. Leadership** positions require a variety of technical and non-technical training which promotes teamwork to enhance morale for providing a stable long-term workforce. **Health and safety, including mental health, are both prime strengths and weaknesses.**

**Goal 3 – Operational Readiness and Response Capabilities:** Proper maintenance of and improvements of modern facilities, equipment, and apparatus is essential for WRFPD to continue providing high-quality emergency response while providing a safe and healthy environment. This goal is essential in the support Goal #1 and providing service in a resource-limited community and reinforces the importance of optimal use of physical and financial resources.

**Goal 4 – Promote Community Relations and Engagement:** WRFPD is committed to maintaining high value and support within the community. This goal will address the desire to increase opportunities for engagement with the community and raise public awareness for: fire safety, prevention programs, services, and special projects. Communication and engagement are essential to maintaining the highest level of service to the community utilizing every platform available.

**Goal 5 – Capitalize on Technology to fill gaps in a resource-limited community:** WRFPD's technology infrastructure is limited; however, we continue to seek upgrades for key services, programs, and projects to better serve the community. This goal will focus on regularly assessing technological improvements that will enhance service delivery and efficiency.

### Action Items:

The following action items are specific, assignable tasks for implementing the identified strategic goals. The action items are separated within the five strategic goals and assigned a lead. Each action item is then organized by timeframe and priority level. WRFPD is committed to starting and/or completing each action item within the next five years. The Strategic Planning Committee felt it was important to identify short-term and long-term action items to obtain a better grasp of the scope of work for the next five years. Priority levels were then assigned to help guide WRFPD’s implementation of each action item within the specified timeframes.

### Goal 1 – Provide Exceptional All-Hazards Service Delivery, Evaluate Organizational and Process Improvements

Action Items	Lead	Timeframe	Priority
1.1 Develop a long-term alternative funding mechanism utilizing multiple revenue sources for less reliance on a special tax. <i>Anticipated Funding Needs: Will require additional personnel to manage new programs and services dependent on type. Possible grant funding</i>	Administration	1-5 Years	High
1.2 Continue department training and acquiring tools and equipment for a Hazardous Materials Response <i>Additional startup costs, possibly funded by grants.</i>	Training and Shift Personnel	ONGOING	High
1.3 <b>Establish</b> Fire Explorer programs <i>Anticipated Funding Needs: Pending analysis of market value, may require up to \$5,000, recurring for liability and workers comp and safety equipment which may be decreased by community donations or dues. May have overall cost savings by not having to conduct hiring campaigns and hiring from the existing reserve and Explorer pool.</i>	Training and Shift Personnel	3-5 years ONGOING	Medium

### Goal 1 – Provide Exceptional All-Hazards Service Delivery, Evaluate Organizational and Process Improvements (continued)

Action Items	Lead	Timeframe	Priority
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1.5 Complete training procedures, manuals, and training protocol to ensure the seamless transition for succession planning and shifting of project duties of all department members. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-3 Years	Medium
1.6 Increase disaster and pandemic capabilities, supply cache, and strategic partnerships with local resources and businesses for short to moderate duration incidents for community resiliency. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-3 Years	High
1.8. <b>Continuing to update run cards and mutual aid preparedness</b>	<b>Operations Chief</b>	<b>ONGOING</b>	<b>MEDIUM</b>
1.9 <b>Maintain</b> Fire Department ISO rating from -to decrease homeowner insurances rates. <i>Anticipated Funding Needs: Unknown at this time, based upon multiple factors.</i>	Administration	ONGOING	Low
1.10 Produce a Community Risk Assessment and Standards plan in accordance with the guidelines set forth in the CFAI Community Risk Assessment: Standards of Cover Manual, 6th Edition. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-5 Years	High

**Goal 1 – Provide Exceptional All-Hazards Service Delivery, Evaluate Organizational and Process Improvements (continued)**

Action Items	Lead	Timeframe	Priority
1.11 Overhaul and update the WRFPD Policy Manual to reflect current administrative and operational procedures. <i>Anticipated Funding Needs: Minimal to none</i>	Administration	3 Years	High Medium
1.12 Utilize strategic partnerships to standardize equipment regionally and increase the purchasing power of participating agencies. <i>Anticipated Funding Needs: N/A, future savings V.</i>	Administration	<b>ONGOING</b>	<b>MEDIUM</b>

<p>1.13 <b>Continue</b> Mutual-Aid Agreements with neighboring jurisdictions, agencies, and businesses to enhance emergency response. <i>Anticipated Funding Needs: N/A, possible future cost savings</i></p>	Administration	<b>ONGOING</b>	<b>MEDIUM</b>
<p>1.14 Learn from the success and failures of other agencies and departments by regularly attending local, regional, and national, workshops, meetings, and conferences to maintain peak efficiency and operations. <i>Anticipated Funding Needs: Varies from free to \$5,000 annually.</i></p>	Department Wide	1-5 Years	High

**Goal 2 –Retain a Highly Skilled, Valuable, and Resilient Workforce**

Action Items	Lead	Timeframe	Priority
<p>2.1 Establish a chart of State-mandated training including time commitment and review requirements; and <b>required training</b> with <b>a clear path for success</b>. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Fire Chief Training	1-3 Years	Medium
2.2			

**Goal 2 –Retain a Highly Skilled, Valuable, and Resilient Workforce (continued)**

Action Items	Lead	Timeframe	Priority
<p>2.4 Develop and implement a new employee succession planning guide to chart a clear path for success and specialty training and programs. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Fire Chief	1-3 Years	Medium
<p>2.5 Develop a wildland driving training program for all members. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i></p>	Training and Shift Personnel	1-3 Years	High
<p>2.6 <b>Develop</b> Post Incident Analysis format and internal mental health programs to ensure all shifts take part in the process to provide for employee longevity.</p>	Fire Chief	1-3 Years	High

<i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>			
2.7 Create an annual award and recognition program to highlight each employee's accomplishments and dedication. <i>Anticipated Funding Needs: Minimal up to \$1000, an additional line item for awards and banquet dinner.</i>	Fire Chief and WFA	1 YEAR	Medium
2.8 Establish and Health and Wellness program with fitness goals and <b>regular</b> physicals to minimize injuries and mental stress issues. <i>Anticipated Funding Needs: \$30,000 from grants.</i>	Fire Chief Operations	1-3 Years	Medium
2.9 Board of Director development to remain current with state mandated training requirements as well as personal growth and development to best serve the electorate and District. <i>Anticipated Funding Needs: Minimal up to \$5000 per year for registration and/or training costs.</i>	Board of Directors	1-5 years	<b>High</b>

### Goal 3 – Operational Readiness and Response

Action Items	Lead	Timeframe	Priority
3.1 Pursue grant funding, partnerships, and development agreements to evaluate fire apparatus and equipment replacement models, the need for additional equipment and develop an appropriate replacement/guideline methodology (depreciation scale) with a Capital Replacement Funding Program. <i>Anticipating Funding Needs: Minimal, absorbed within the existing budget.</i>	Fire Chief Command Staff	1-3 Years	<b>High</b>
3.2 <i>Pursue funding for upgrading water supply???</i>	Fire Chief	3-5 Years	Medium
3.3 Look into creating more eco-friendly fire stations: utilizing solar and other modern technology to offset utility costs. <i>Anticipated Funding Needs: None; partnerships and development agreements to provide future cost savings.</i>	Administration	1-3 Years	LOW

3.4 Utilize social network platforms to broaden community relations. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration and community relations	3-5 Years	Medium
3.5 Seek customer feedback to assess the level of service provided by Fire Prevention, Fire Suppression, EMS, and Emergency Management. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	3-5 Years	Medium
3.6 Construct additional facilities to house equipment and vehicles to protect against degradation (equipment and vehicles are being damaged by being outside due to lack of space) <i>Anticipated Funding Needs: Approximately \$200,000 for needed facilities.</i>	Board of Directors and Fire Chief	1-5 Years	HIGH

### Goal 3 – Operational Readiness and Response (continued)

Action Items	Lead	Timeframe	Priority
3.7 Investigate fundraising capabilities and community involvement for alternative project funding and department support. <i>Anticipated Funding Needs: Needs research</i>	Administration	Ongoing	High
3.8 Investigate hosting local training for other agencies to develop better opportunities and relationships. <i>Anticipated Funding Needs: Needs research.</i>	Fire Chief/Training Officer	1-5 Years	Medium

Goal 4 – Promote Community Relations and Engagement Action Items	Lead	Timeframe	Priority
4.2 <b>Continue</b> opportunities for connectivity with the fire department and the community such as re-establishing an Open-House, Fire Prevention Week Demos, and Town Hall Meetings between staff and the community for Q&A. <i>Anticipated Funding Needs: N/A</i>	Administration	1-5 Years	Medium

<p>4.3 Create a non-firefighting volunteer program to provide community and departmental assistance (Support, Traffic, Medical, and Water Tender Ops). <i>Anticipated Funding Needs: needs study for liability insurance, workers comp, and identification materials</i></p>	<p>Administration</p>	<p>1-3 Years</p>	<p>Low</p>

### Goal 4 – Promote Community Relations and Engagement (continued)

Action Items	Lead	Timeframe	Priority
<p>4.5 Utilize partnerships with other agencies to bring public education, training, and services to the community. Identify available resources for enhanced community mental health <i>Anticipated Funding Needs: Minimal, absorbed in the existing budget.</i></p>	<p>Fire Chief</p>	<p>1-3 Years</p>	<p>Medium</p>
<p>4.6 Improve ability to provide community engagement via digital means to provide a more consistent relationship with the community enhance community support and internal morale of firefighters (e.g., YouTube, social media, and department websites). <i>Anticipated Funding Needs: Minimal depending on available platforms</i></p>	<p>Fire Chief</p>	<p>3-5 Years</p>	<p>Medium</p>
<p>.</p>			
<p>4.8 Develop a higher level of engagement with the Board of Directors. Increase public participation at board meetings – in person or online. Cultivate an interest in applicants for vacant board positions. <i>Anticipated Funding Needs: Minimal to none.</i></p>	<p>Board of Directors</p>	<p>1-2 years</p>	<p>Medium</p>

## 5 – Capitalize on Technology

Action Items	Lead	Timeframe	Priority
5.1 Upgrade Software, computers, and options to decrease staff project hours and increase efficiency. <i>Anticipated Funding Needs: Would require up to \$5,000 one-time over several years. Possible long-term cost savings.</i>	Administration	1-5 Years	Low
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5.3 Utilize remote networking with department staff and other agencies to maintain relationships and continuity of service, while providing more standardized training across shifts. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	1-3 Years	Low
5.4 Upgrade training facility to capitalize on newer technology to provide better live fire and rescue training that protects the environment from smoke and water waste while providing real-life experienced-based training. <i>Anticipated Funding Needs: Minimal, absorbed within the existing budget.</i>	Administration	3-5 Years	Medium

**Conclusion:** The five-year Strategic Plan is an ongoing process that continues long after the initial information-gathering phase and after the completion of this document. This Plan is a framework that will help guide WRFPD policies and operations for the next five years and will help ensure that WRFPD continues to provide the highest quality and reliable service to the community, while at the same time ensuring the effective use of the districts resources and funding.

### SUMMARY

Our Strategic Plan is driven by our Mission Statement:

*It is our mission to be committed to quality, possess excellence in service, and have an emphasis on teamwork to protect life and property for the citizens of the Williams area.*

The goals and objectives established by the board and staff need to be reviewed and revised as necessary in order to celebrate the successes and evaluate unsuccessful efforts.

Our particular thanks go out to all the members of **Williams Rural Fire District** for the assistance and resources made available, in order to complete this strategic plan. The development of this plan was truly a “team effort”.

**Williams Rural Fire Protection District Board of Directors:**

**Heather Glass – Director**

**Claudia Pratt – Director**

**Brian Barton– Director**

**David Applegate – Director**

**Bill Ertel - Director**

**Williams Fire and Rescue District Planning Team & Strategy Work Session Participants:**

**Nicol Holt – Fire Chief**

**Oskar Sundel – Operations**

**Devin Brennan – Firefighter**

**Bill Ertel – Board Member & Scribe**

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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: the Williams Rural Fire Protection District, 211 E Fork Rd, Williams, OR 97544.