

WILLIAMS RURAL FIRE PROTECTION DISTRICT
WORKSHOP BOARD MEETING AGENDA

Tuesday, April 28, 2026

Place and Time: District Headquarters, 211 E. Fork Road, Williams OR, at 1:00 PM

Join Zoom Meeting

<https://us06web.zoom.us/j/88606115541?pwd=e8AdQH90r66Q68b2dvTbQYDhVZoEYb.1>

Meeting ID: 886 0611 5541

Passcode: 173929

1. Call to Order and Roll Call of Members
2. Unfinished Business
 - Board/District Goals
3. New Business
 - Budget
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.

WILLIAMS FIRE DISTRICT

FIRST YEAR PRIORITIES (FY 2026/2027)

EXECUTIVE LEADERSHIP TRANSITION YEAR

PURPOSE

This document establishes a focused set of priorities for 2026, recognizing the transition in executive leadership under the shared services model and the need to align workload with organizational capacity. The goal is to ensure successful execution of critical initiatives while building a strong foundation for future progress. This includes building upon the strong trust and longstanding support the Williams community has consistently shown for its fire district, which will be essential to the success of the upcoming levy.

PRIORITY 1 – LEVY RENEWAL & FINANCIAL STABILITY (CRITICAL)

Objective: Successfully place the District's temporary tax levy on the November ballot and ensure it is approved by voters by building on the strong and longstanding support the Williams community has consistently shown for its fire district.

- Recognize and build upon the Williams community's strong history of support
- Develop a clear and defensible financial plan
- Establish transparent, consistent levy messaging
- Conduct targeted community outreach and engagement
- Coordinate ballot strategy, compliance, and Board alignment

Outcome: Sustainable funding secured to maintain service levels and organizational stability.

PRIORITY 2 – ORGANIZATIONAL ASSESSMENT & TRANSITION

Objective: Develop a clear and accurate understanding of the District's current condition by leveraging the regional capabilities study and conducting targeted internal review where needed.

- Utilize the regional capabilities study as the primary assessment framework
- Identify District-specific gaps and risks not captured regionally
- Validate key operational, financial, and administrative assumptions
- Develop a concise internal summary to guide decision-making
- Align internal efforts with regional analysis to avoid duplication

Outcome: A clear, efficient, and actionable understanding of the District's current state, aligned with regional analysis.

PRIORITY 3 – CULTURE, MORALE & TEAM STABILITY

Objective: Strengthen internal culture, trust, and communication.

- Maintain visible leadership presence and direct communication with personnel
- Reinforce expectations, accountability, and consistency
- Address morale concerns and organizational friction points
- Support retention of personnel
- Establish a positive, professional work environment

Outcome: Improved morale, trust, and workforce stability.

PRIORITY 4 – SERVICE DELIVERY STABILIZATION

Objective: Ensure consistent and reliable emergency response during the transition period.

- Align staffing with available funding and operational needs
- Maintain apparatus readiness and deployment effectiveness
- Support movement toward reliable 24-hour coverage
- Address immediate service delivery gaps
- Monitor response performance and adjust as needed

Outcome: Reliable and consistent emergency response capability.

PRIORITY 5 – GOVERNANCE & ADMINISTRATIVE FOUNDATION

Objective: Establish strong administrative systems and clear governance alignment.

- Implement consistent reporting to the Board
- Clarify roles and expectations between Board and Fire Chief
- Ensure compliance with Oregon budget law and public meeting requirements
- Begin prioritized policy review
- Improve administrative systems and documentation practices

Outcome: Clear governance structure and improved organizational support systems.

IMPLEMENTATION PHILOSOPHY

- Focus on execution over volume
- Prioritize high-impact outcomes
- Sequence work based on capacity and timing
- Maintain alignment with long-term priorities
- Recognize that 2026 is an executive leadership transition year requiring deliberate focus

WILLIAMS FIRE DISTRICT

LONG TERM PRIORITIES (3-5 YEAR DIRECTION)

PURPOSE

This document establishes the long-term priorities that will guide the Williams Fire District over the next three to five years. These priorities reflect the goals identified in prior planning discussions and are organized to provide clear direction while allowing for phased implementation through annual priority setting.

FINANCIAL STABILITY & FUNDING

- Maintain stable and predictable revenue streams, including voter-approved funding
- Continue strong financial reporting, transparency, and accountability practices
- Maintain compliance with internal controls, audits, and required filings
- Pursue and manage grant funding as a core revenue source
- Align expenditures with long-term operational needs and service expectations

STAFFING & SERVICE DELIVERY

- Maintain and improve emergency response performance and coverage
- Support sustainable 24-hour staffing and deployment models
- Strengthen recruitment and retention of career, volunteer, and student personnel
- Conduct periodic evaluation of staffing levels, compensation, and workforce needs
- Plan for seasonal staffing and fire season upstaffing

FACILITIES & INFRASTRUCTURE

- Maintain and improve existing facilities
- Plan for repair, replacement, and modernization of buildings
- Address deferred maintenance needs
- Improve access, parking, and site functionality
- Align facility planning with long-term operational needs

VEHICLES & EQUIPMENT

- Maintain fleet and equipment readiness
- Conduct periodic evaluation of apparatus and equipment needs
- Plan for long-term replacement and capital improvements
- Ensure equipment supports operational effectiveness and safety
- Align fleet planning with service delivery expectations

GOVERNANCE, POLICY & TRANSPARENCY

- Maintain consistent public meetings and compliance with legal requirements
- Ensure transparency through timely communication and public information
- Maintain and update policies and procedures as needed
- Strengthen coordination and communication between Board and Fire Chief
- Support ongoing training and development for Board members

COMMUNITY ENGAGEMENT & PUBLIC TRUST

- Maintain consistent and transparent communication with the community
- Build on the community's strong history of supporting the fire district
- Encourage community involvement in District activities and initiatives
- Support outreach efforts that strengthen public understanding of services
- Maintain visibility through community events and communication platforms

ORGANIZATIONAL CULTURE & DEVELOPMENT

- Promote a positive and professional work environment
- Support career development and advancement opportunities for personnel
- Identify and develop future leaders within the organization
- Encourage ongoing training and professional development
- Learn from other agencies and incorporate best practices

ALIGNMENT WITH PRIOR PLANNING DOCUMENTS

These Long Term Priorities are intended to fully encompass and organize the goals identified in prior draft planning documents. Specific initiatives, tasks, and action items are incorporated within these broader categories and will be implemented over time through annual priority setting and operational planning.

WRFPD 2026-2027 GOALS
DRAFT

Goals are presented based on history, strat plan and current environment

CATEGORIES: SIX CATEGORIES

- CAPACITY, RESOURCES STAFF AND SUPPORT
- RESPONSE
- FACILITIES
- VEHICLES AND EQUIPMENT
- FINANCIAL
- GOVERNANCE

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CAPACITY RESOURCES AND SUPPORT:

- Retain Staff
- Volunteers – Increase volunteer base. Establish formal recruiting and retention programs
- Support Student program initiative
- Review of compensation and staffing requirements.
- Plan for fire season upstaffing

RESPONSE

- 911 CALLS – 5 minutes from call (and adequate responders)
- Public assistance – 4 hours
- Support Chief in 24 hour coverage

FACILITIES AND GROUNDS

- Update/replace old buildings
- Main Building – maintain
- Driveway – Parking
- Prioritize deferred maintenance

VEHICLES and EQUIPMENT

- Vehicle and Equipment overview
- It is not anticipated the need to replace any vehicles or equipment during this period

FINANCIAL – STEWARDSHIP

- Budget – completed and approve 2026-2027 Budget

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- Monthly financial Reports – publish monthly reports in current format. Continue to measure and monitor results to plan
- Internal control Program – continue following internal control document
- Complete annual CPA review and file reports with Secretary of State
- Grants – continue aggressive search and qualification for personnel, equipment and facilities (half of revenue is grants) continue monthly grant report status.
- Accountability – Ensure tax revenue and grants revenue are not misused and match the size and scope of mission obligations

GOVERNANCE – ACCOUNTABILITY – TRANSPARANCY

- Monthly Meetings: conduct monthly public meetings and post agendas and minutes.
- Annual budget Process
- WEB SITE and FACEBOOK– Keep current for public information
- Community Meetings (coffee with Chief)
- Maintain updating policies and procedures as required.
- Professional Development
 - Staff – encourage and fund career development. Individual Staff Development – Identify staff member potential for advanced positions and career development, FIRE CHIEF to coordinate with board for short range and long-range plans and opportunities.
 - Board – encourage board members to attend training.
 - Board – Fire Chief- Board Communications – Continue to consult and coordinate with the board on matters of staff, facilities and fleet in size and scope, both short and long range
 - Gain community involvement in board meetings and events at board level.
 - Learn from success and failures of other agencies. Try and attend meetings and events of other agencies.