

PHILOMATH FIRE & RESCUE

February 5, 2024

Location: Philomath Fire & Rescue

3:00 pm

Work Session Board Meeting


I. CALL TO ORDER/ROLL CALL- The Philomath Fire & Rescue Board of Directors Work Session meeting was called to order by President Doug Edmonds at 15:18. Board members present included: Vice President Daphne Phillips & Joe Brier. Treasurer Ken Corbin arrived at 15:31 and Rick Brand arrived at 15:21. Philomath Fire & Rescue Staff in attendance included: Chief Chancy Ferguson, Deputy Chief Rich Saalsaa and Office Administrator Ashley Scott.

II. DISCUSSION- 2024-2025 Strategic Plan- Chief Ferguson Presentation geared toward our people and coordinating strategy for budgeting. Presentation included in the minutes and the Philomath Fire & Rescue District Strategic Plan.

Following the presentation, the board asked questions about the presented options and discussed the best use of public funds and their impact on the safety/ coverage people in the district. In addition, the District Strategic Plan was briefly discussed.

III. NEXT MEETING – February 12, 2024 Regular Session Meeting

IV. ADJOURNMENT- 16:20.



Doug Edmonds, Board President

PHILOMATH FIRE & RESCUE

February 5, 2024

Location: Philomath Fire & Rescue

3:00 pm

Work Session Board Meeting

Join Zoom Meeting

[https://us06web.zoom.us/j/85789498234?pwd=S2hPYmFZQ1ZpbHYyUmRBdC9XS
HRvQT09](https://us06web.zoom.us/j/85789498234?pwd=S2hPYmFZQ1ZpbHYyUmRBdC9XSHRvQT09)

Meeting ID: **857 8949 8234**

Passcode: **860360**

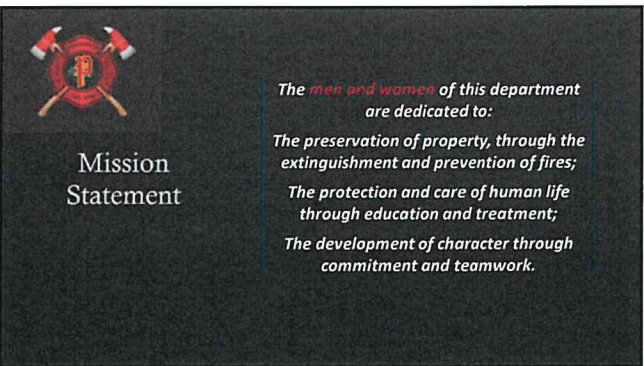
- I. CALL TO ORDER/ROLL CALL
- II. DISCUSSION
 - a. 2024-2025 Strategic Plan
- III. NEXT MEETING – February 12, 2024 Regular Session Meeting
- IV. ADJOURNMENT




1



2




3



Vision Statement

As our community grows, we are dedicated to providing prompt and professional emergency care, practiced rescue operations, safe fire services, and progressive risk reduction education. We strive to evolve and grow our thriving Philomath Fire and Rescue family through informed decisions, community engagement, fiscal responsibility, recruitment and retention.

4



Value Statement


"How we measure ourselves"

As a team we value treating the community we serve with dignity, respect, and compassion. We work to establish trust in the community through our professionalism and commitment to growing and learning.

- *We honor our community through our integrity, safety, and service.*
- *We are dedicated to creating an environment that is inclusive, supportive, and encouraging.*
- *We persevere and adapt in both emergent and daily environments until a solution is identified.*


5

5 Truths from Chief Ferguson



Adapted from Colonel John Collins 1987 Special Forces truths

6




Truth I

Humans are more important than hardware.

People- not equipment make the critical difference. The right people, highly trained and working as a team, will accomplish the mission with the equipment available. On the other hand, the best equipment in the world cannot compensate for the lack of the right people.

7




Truth II

Quality is better than quantity.

A small number of firefighters carefully selected, well trained, and well led, are preferable to larger numbers of people, some of whom may not be up to the task.

8



Truth III

PF&R Firefighters & Rescue Technicians cannot be mass produced

It takes years to train operational units to the level of proficiency needed to accomplish the difficult and specialized missions faced by PF&R. Intense training- both within PF&R units and at outside education is required to integrate competent individuals into fully capable units.

9



Truth IV

Competent PF&R forces cannot be created after emergencies occur.

Creation of competent, fully mission capable units take time and extreme effort. Deployment of a fully capable firefighting or rescue operation capability on short or immediate notice requires highly trained and constantly available fire rescue units.

10



Truth V

Successful operations are contingent on the diversity of our members.

The Operational effectiveness of our forces cannot be, and never has been achieved without being enabled by the diversity of our members. Each member brings a unique view, based on education and experience that strengthens our capability to handle extremely complicated missions.

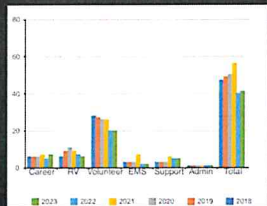
11

Changes to Staffing Model



12

Informed by the Past...



13

Current Shift Staffing Model

A Shift:

Lieutenant
Resident Volunteer
Resident Volunteer

B Shift:

Lieutenant
Resident Volunteer
Resident Volunteer
Resident Volunteer

C Shift:

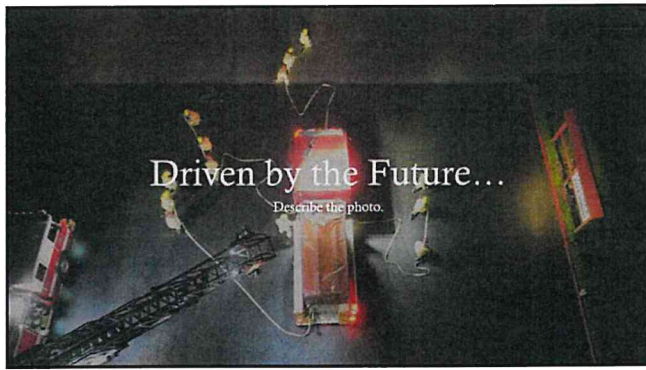
Lieutenant
Pumper Operator
Resident Volunteer

Augmented by a dedicated group of volunteer responders

14

Driven by the Future...

Describe the photo.



15

Phase 1: Budget Year 2024-2025 (General Fund)
Hire two full time firefighters to complete the shift crews to accommodate 24-hour coverage daily.

| A Shift | B Shift | C Shift |
|--------------------------------------|--------------------------------------|--------------------|
| Lieutenant | Lieutenant | Lieutenant |
| Pumper Operator <i>(New Hire)</i> | Pumper Operator <i>(New Hire)</i> | Pumper Operator |
| Resident Volunteer | Resident Volunteer | Resident Volunteer |
| Resident Volunteer | Resident Volunteer | Resident Volunteer |

Augmented by a dedicated group of volunteer responders

16

Phase 2: May 2026 Election (Levy)
Option 1
Hire three full time firefighters to complete the shift crews to accommodate 24-hour coverage daily for 2027-2028 Fiscal Year.

| A Shift | B Shift | C Shift |
|-------------------------------|-------------------------------|-------------------------------|
| Lieutenant | Lieutenant | Lieutenant |
| Pumper Operator | Pumper Operator | Pumper Operator |
| <i>Firefighter (New Hire)</i> | <i>Firefighter (New Hire)</i> | <i>Firefighter (New Hire)</i> |
| Resident Volunteer | Resident Volunteer | Resident Volunteer |

Augmented by a dedicated group of volunteer responders

17

Phase 2: May 2026 Election (Levy)
Option 2
Hire one full time day/night firefighter/mechanic for 2027-2028 Fiscal Year.

| A Shift | B Shift | C Shift |
|--------------------|--------------------|--------------------|
| Lieutenant | Lieutenant | Lieutenant |
| Pumper Operator | Pumper Operator | Pumper Operator |
| Resident Volunteer | Resident Volunteer | Resident Volunteer |
| Resident Volunteer | Resident Volunteer | Resident Volunteer |

Firefighter/Mechanic Day Shift

Augmented by a dedicated group of volunteer responders

18



Next week at the regularly scheduled Board Meeting there will be an agenda item with a recommended motion to approve the Strategic Plan discussed today.



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

As our community grows, we are dedicated to providing prompt and professional emergency care, practiced rescue operations, safe fire services, and progressive risk reduction education. We strive to evolve and grow our thriving Philomath Fire and Rescue family through informed decisions, community engagement, fiscal responsibility, recruitment, and retention.

Value

“How we measure ourselves.”

As a team we value treating the community we serve with dignity, respect, and compassion.

We work to establish trust in the community through our professionalism and commitment to growing and learning.

- We honor our community through our integrity, safety, and service.
- We are dedicated to creating an environment that is inclusive, supportive, and encouraging.
- We persevere and adapt in both emergent and daily environments until a solution is identified.

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 one, two and three 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:

- Department Operations
- Fiscal Responsibility
- Our People
- Our community

Color Key for Strategic Plan Updates:

Unable to Proceed with Details

In Progress/Current Status

Completed

I. Theme: Department Operations

A. Objective: Emergency Response

GOAL 1: Provide 2 Paid Pumper Operator Personnel 24 Hours Per Day

Action Item: Utilizing General Fund, Apply for SAFER and OSFM Grants to improve staffing.

Timeline: 2024-2025 Budget

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Fire Chief and Office Administrator

Funding Source: Grants & General Fund

GOAL 2: Prepare us for Community Disasters

Action Item 1: Load Test 201 Generator

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Captain Louden

Funding Source: General Fund

GOAL 3: Prepare us for Community Disasters

Action Item 1: Incident Action Plan

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Captain Bovbjerg

Funding Source: General Fund

II. Theme: Fiscal Responsibility

A. Objective: Review and Update Organizational Documents

GOAL: Employee Handbook Updating Completed with Board Approval

Action Item: Bring Employee Handbook up to date with new laws and regulations.

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Fire Chief and Office Administrator

Funding Source: Contracted Professional Services- General Fund (Lawyer Review)

B. Objective: Capital Improvements

GOAL 1: Replace Training Facility at Station 201.

Action Item: RFP for Contractors and begin Construction.

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Captain Bovbjerg

Funding Source: Building and Land Reserves

GOAL 2: Apparatus Replacement Plan

Action Item: Apparatus Committee to create Maintenance & Replacement Plan to prolong apparatus lives.

Timeline: 2024-2025 Fiscal Year

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Captain Loudon

Funding Source: Vehicle Reserves

GOAL 3: Facility Improvements Plan

Action Item: 201 Garage Door Maintenance

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: LT Schell

Funding Source: Building and Land Reserves

GOAL 4: Facility Improvements Plan

Action Item: 201 Thermostat Cutoff

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: LT Schell

Funding Source: Building and Land Reserves

GOAL 5: Facility Improvements Plan

Action Item: *Paint 203*

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: LT Schell

Funding Source: Building and Land Reserves

C. Objective: Information Technology

GOAL: Protect the District's Digital Assets.

Action Item: *Wireless Infrastructure Planning, Switching Infrastructure, Workstation Lifecycle Management.*

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Deputy Chief

Funding Source: No funding needed.

III. Theme: Our People

A. Objective: Wellness

GOAL: Encourage Physical & Mental Wellness

Action Item: Create and Implement Wellness Policy and Investigate Wellness Programs for District (such as "Struggle Well")

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: LT Taylor

Funding Source: General Fund & Wellness Grants

B. Objective: Training

GOAL: Develop Internal Training Materials to meet current Operation needs of the District

Action Item: Reconcile individual and company tasks. Develop and make available training materials and resources on our internal site.

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Captain Bovbjerg

Funding Source: General Fund & Grants

C. Objective: Retention

GOAL: Ensure Volunteer Retention

Action Item: *Implement "Stay Interview" Program*

Timeline:

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Fire Chief & Office Administrator

Funding Source: General Fund

IV. Theme: Our Community

B. Objective: Community Interaction and Input

Action Item: *Obtain insight from our community to create Master Plan.*

Timeline: 2024-2025 Budget Year

| Month | Update |
|-----------|--------|
| July | |
| August | |
| September | |
| October | |
| November | |
| December | |
| January | |
| February | |
| March | |
| April | |
| May | |
| June | |

Responsibility: Board of Directors

Funding Source: General Fund

