

UMATILLA RURAL FIRE PROTECTION DISTRICT

STRATEGIC PLAN 2026–2031



Prepared For:
Umatilla Rural Fire Protection District Board of Directors

Prepared By:
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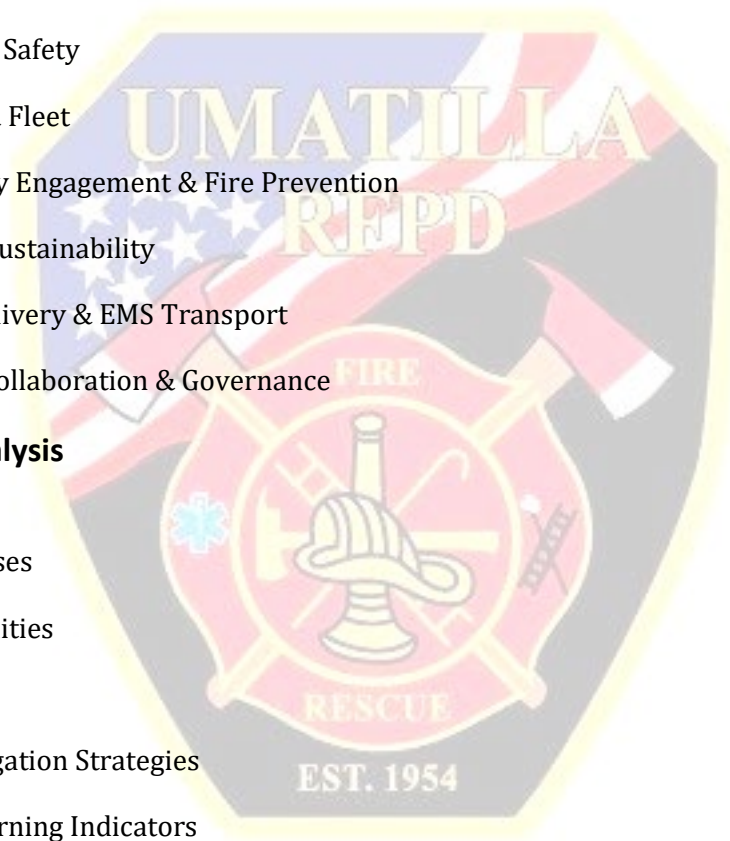
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1. Message from the Fire Chief

It is my honor to present the Umatilla Rural Fire Protection District's Five-Year Strategic Plan. This plan is more than a document, it is a roadmap for our future, a reflection of our values, and a commitment to the community we serve. It outlines where we are today, where we want to go, and how we will get there together.

The fire service is built on trust, preparedness, and resilience. Our community expects us to respond in their greatest times of need, and we take that responsibility with the utmost seriousness. This Strategic Plan establishes clear goals for strengthening our staffing, modernizing our facilities and fleet, enhancing firefighter training and safety, and ensuring long-term financial stability. It also evaluates regional collaboration opportunities, recognizing that the challenges we face are best met when we work side by side with our neighbors and partners.

My own passion for community service began long before I put on a fire chief's badge. As an Eagle Scout, I learned the importance of serving others. That calling guided me into the fire service, first as a volunteer and later as a career firefighter and leader. Since 2006, I have had the privilege of serving as a Strike Team Leader, responding to some of the most devastating wildfires on the West Coast. Those experiences taught me the value of teamwork, preparation, and leadership under pressure, principles that I carry into my work every day.

Beyond emergency response, I am deeply invested in the well-being of our first responders. Advocating mental health support, resilience, and professional development is central to my leadership. Whether serving as a lead instructor at a regional Fire Academy, mentoring firefighters in their growth, or collaborating with local leaders on community preparedness, my focus has always been on building strong relationships and ensuring that our members have the tools and support they need to succeed.

As your Fire Chief, I pledge to lead with integrity, financial responsibility, and extreme ownership. This plan is the product of many voices, our Board of Directors, our career and volunteer firefighters, our regional partners, and most importantly, the citizens we proudly serve. Together, we will ensure that Umatilla Rural Fire Protection District remains strong, adaptable, and ready to protect our growing community for generations to come.

Respectfully

Christopher Baker, Fire Chief

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2. Governance & Leadership

2.1 Board of Directors

The Umatilla Rural Fire Protection District is governed by a five-member elected Board of Directors. The Board provides policy direction, financial oversight, and strategic guidance to ensure the district operates in the best interests of the community it serves. Directors serve staggered four-year terms, ensuring continuity of governance and long-term stability.

The responsibilities of the Board include:

- Establishing and upholding the District's mission, vision, and values
- Approving annual budgets and ensuring fiscal responsibility
- Adopting policies and providing oversight of District operations
- Hiring, evaluating, and supporting the Fire Chief
- Representing the community's interests and ensuring accountability
- Supporting strategic initiatives that enhance emergency response and community safety

Current Board Members:

- **Kyle Sipe** – Chairperson, Position #3 2029
- **Darla Huxel** – Vice Chairperson, Position #4 2027
- **Tracy Fink** – Board of Director, Position #1 2029
- **Robert Holden** – Board of Director, Position #2 2027
- **Steven Williams** – Board of Director, Position #5 2027

2.2 Organizational Chart

The organizational structure of the Umatilla Rural Fire Protection District is designed to provide clear leadership, accountability, and efficient service delivery to the community. At the governance level, a five-member Board of Directors establishes policy, provides financial oversight, and ensures the district fulfills its mission. The Fire Chief, reporting directly to the Board, serves as the district's executive officer and is responsible for day-to-day operations, strategic planning, and overall leadership. Supporting the Fire Chief is the Office Administrator, who manages administrative, financial, and clerical functions essential to District operations.

Operationally, the District is structured into three shifts A, B, and C each led by a Lieutenant who provides direct supervision to assigned career firefighters, seasonal

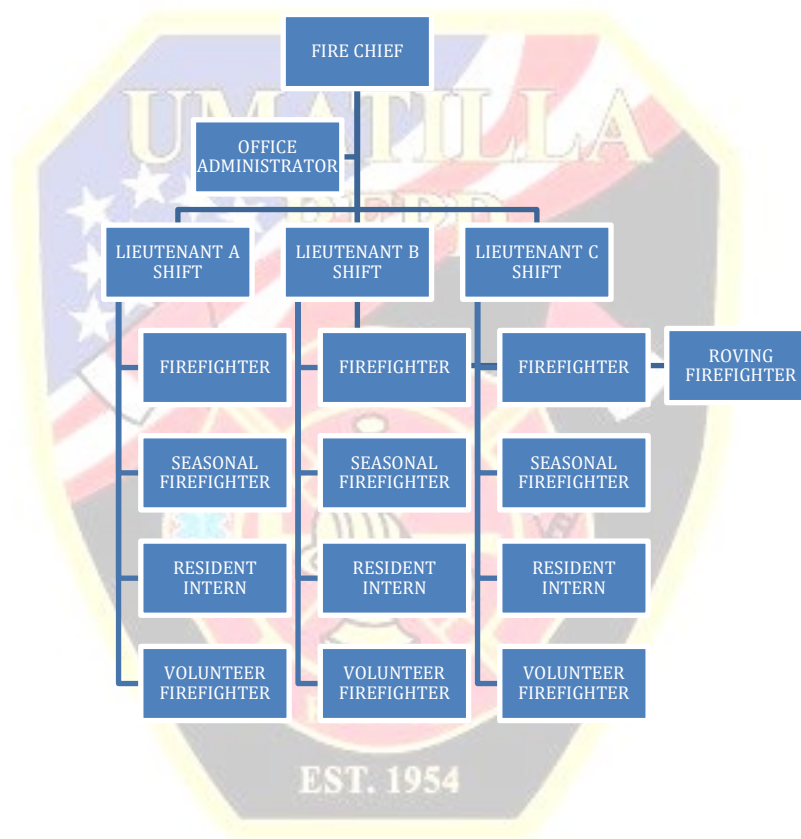
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firefighters, and resident interns. A roving firefighter position provides additional staffing flexibility by covering overtime and vacancies across all shifts. In addition, the district maintains a dedicated group of volunteer firefighters who play a critical role in augmenting staffing, supporting emergency response, and strengthening community engagement. This combination of governance, career personnel, seasonal staff, resident interns, and volunteers ensures a balanced and resilient workforce capable of meeting the diverse emergency needs of the Umatilla community.



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3. Mission, Vision, and Core Values

3.1 Mission Statement

The mission of the Umatilla Rural Fire Protection District is to protect lives, property, and the unique character of our community through professional, compassionate, and dedicated service. We proudly serve the City of Umatilla and the surrounding rural areas with a commitment to rapid emergency response, proactive fire prevention, and community preparedness.

Grounded in pride, integrity, and respect, we strive to provide exceptional fire suppression, emergency medical services, rescue operations, and public education. Our career firefighters, volunteers, and support staff stand united in service, ensuring that every call for help is met with courage, skill, and unwavering dedication.

We are more than a fire district, we are neighbors serving neighbors, committed to safeguarding Umatilla's people, its businesses, and its future for generations to come.



3.2 Vision Statement

The vision of the Umatilla Rural Fire Protection District is to rise as a fire and emergency service organization that matches the pace and scale of our community's growth. The City of Umatilla and the surrounding region are experiencing unprecedented expansion, new industries, businesses, and families are transforming our landscape. With this growth comes tremendous opportunity, but also greater responsibility and new challenges in protecting lives, property, and critical infrastructure.

We envision a future where our District is fully prepared to meet these challenges head-on: with modern facilities, a resilient fleet, and a workforce of career firefighters, volunteers, interns, and seasonal staff united in service. We will expand our capabilities

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in fire suppression, EMS transport, rescue operations, and prevention, ensuring that our services grow in step with the community we proudly protect.

Our pride runs deep, and our dedication is unwavering. Through collaboration with city leaders, community partners, and regional agencies, we will build a stronger, safer, and more resilient Umatilla. We will honor the trust placed in us by ensuring that every call is met with courage, skill, and compassion, proving that in times of change and challenge, Umatilla Fire stands ready.

3.3 Core Values

Our Core Values are the foundation of Umatilla Rural Fire Protection District. They define who we are, how we serve, and the standards we hold ourselves to every day. For Umatilla Fire, these values are more than words, they are a promise to our community, our partners, and each other. They guide our actions on every call, shape the culture of our organization, and represent the pride, service, and dedication that the people of Umatilla deserve.

SERVICE	We exist to protect lives, property, and the people of Umatilla and our district with professionalism, courage, and compassion.
INTEGRITY	We are accountable to our community and each other, always doing what is right, even when no one is watching.
PRIDE	We honor our traditions, our community, and our calling as firefighters through dedication, discipline, and excellence.
COMMUNITY	We are neighbors serving neighbors. Trust, respect, and resilience bind us to the people we protect and to one another.

EST. 1954

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4. District Overview

The Umatilla Rural Fire Protection District (URFPD) protects the citizens, businesses, and critical infrastructure of the City of Umatilla and surrounding areas through an all-hazards approach. Our District is built on the tradition of **volunteer service** while evolving into a **modern, career-capable organization**.

The District operates out of **two fire stations** and fields a **diverse fleet of apparatus** designed to meet the needs of structure firefighting, wildland operations, EMS, rescue, and hazardous materials response. Both facilities and the fleet reflect the proud history of the District, but also highlight the **critical need for modernization and investment** to serve a rapidly growing community.



4.1 Fire Stations & Facilities

Our stations are more than buildings; they're where readiness is built, pride is lived, and service begins. As Umatilla grows, our facilities must evolve from volunteer-era footprints to **modern, resilient, career-capable fire stations** that protect firefighter health, improve response reliability, and welcome our community.

This section outlines where we are, what must change, and how we'll design for the next 50+ years, anchored in **industry best practices** (e.g., NFPA 1500/1581/1851 for firefighter health & safety and infection control; NFPA 13/72 for building protection; NFPA 1402 for training facility guidance; current station-design practices for **hot-warm-cold zoning**, diesel exhaust capture, decontamination, and inclusive housing).

4.1.1 Design Principles We Will Follow (Best Practices)

1. **Cancer & Contaminant Control (Hot-Warm-Cold Zoning)**
 - **Hot zone:** apparatus bays, turnout gear room, wash bays—physically separated, under negative pressure.
 - **Warm zone:** decon suite (gross decon shower, extractor, EMS dirty utility), SCBA room, soiled storage.
 - **Cold zone:** day room, kitchen, dorms, offices, training rooms—positive pressure, independent HVAC.
 - **PPE storage:** ventilated, not in living spaces; gear dryers; direct path from bay → decon → gear room.
2. **Diesel Exhaust & Air Quality**

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- Source-capture exhaust systems in bays, CO/NO₂ monitoring, fast-acting doors, dedicated make-up air.
- MERV-13+ filtration in “cold” areas, with pressure differentials to prevent migration of contaminants.
- 3. **Operational Readiness & Turnout Time**
 - Station alerting with ramp-up tones & zoned lighting to reduce cardiac stress and speed turnout.
 - Direct paths to apparatus; door controllers interlocked with exhaust systems.
- 4. **Inclusive, Career-Capable Housing**
 - Private or semi-private sleeping pods; gender-inclusive bunk and locker rooms; ADA accessibility.
 - Adequate restrooms & showers for 24/7 staffing; resilient kitchen/day room sized to crew.
- 5. **Training, Storage, and Maintainability**
 - On-site classroom; report-writing/workroom; safe ladder/hose storage; tool crib; clean med supply.
 - Durable materials; floor drains with oil/water separator; equipment mezzanines; organized storage.
- 6. **Safety, Security, and Community Interface**
 - Secure public lobby separated from operations; access control; cameras; fenced yard.
 - Community classroom that can operate after hours without exposing secure areas.
- 7. **Resilience & Sustainability**
 - Seismic resilience, full-building emergency generator (72-hour fuel), redundant comms (FirstNet/satellite), sprinklers/alarms.
 - Energy efficiency (high-performance envelope, PV-ready, EV charging) to lower operating costs.

4.1.2 Station 11 – McNary (Career Station & Admin)

Year/Origin: Est. 1970; possession in 1990 not originally built for a volunteer department.

Current Role: Houses career staff, the Office Administrator and Fire Chief.

Deed Restriction: Must remain a fire station or property reverts to original deed holders (strategic imperative to maintain continuous fire use).

Completed: Seismic upgrade 11/2023

Current Gaps & Risks

- **Interior configuration** not designed for 24/7 career operations; lacks proper hot-warm-cold zoning.
- **No perimeter security fencing** around apparatus/yard.

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- **Aging bay doors** slow egress and lack tight seals for air quality, uninsulated garage doors.
- **Kitchen/restrooms** undersized, not aligned to current staffing.
- **Limited decon capability**; turnout gear likely stored too close to living/office spaces.



Immediate Mitigations (0-24 months)

- Install **CO/NO₂ monitors** and interim **portable source-capture** exhaust.
- **Reprogram circulation** (temporary partitions/signage) to separate dirty/clean pathways.
- **Perimeter fencing** (basic chain-link with secure gates) for apparatus and after-hours safety.

Priority Renovations (6-36 months)

- **Engine bay door replacement** (fast, insulated, quick-open type) with safer sightlines.
- Build a **decon suite**: gross decon shower, extractor, EMS dirty utility, biohazard storage.
- Create a **ventilated PPE room** (not in engine bay), compliant with NFPA 1851 guidance.
- **Rework interior** to establish duty office/report room, inclusive bunks, locker rooms, modern kitchen/day room.
- Upgrade **HVAC zoning & filtration**, pressure differentials (negative hot → positive cold).
- **Access control & CCTV**; alarm & sprinkler upgrades as required.

Long-Term Role

- Remain an **active operational station** to satisfy the deed and provide east-side coverage.
- Serve as **operations hub** supporting Station 12 replacement (HQ) once built.

4.1.3 Station 12 - Downtown

Year/Origin: Est. 1967.

Current Role: Houses apparatus; the Office Administrator office is in the bay (unsafe exposure to exhaust).

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Current Gaps & Risks

- **Health & safety:** Office inside apparatus bay exposes personnel to exhaust and particulates.
- **Leadership separation:** Office Administrator Office placement isolates staff/admin; harms cohesion.
- **No realistic expansion** within the current footprint to meet future needs.

Immediate Mitigations (0-6 months)

- **Relocate Office Administrator** to a clean area (temporary modular or interior clean room).
- Add **source-capture exhaust** and CO/NO₂ monitoring if not already in place.
- Establish **clean/dirty separation** within current footprint using partitions, seal penetrations.

Strategic Determination

- As the **city grows**, this location becomes **geographically critical**, but the building cannot scale or be reconfigured to modern standards.
- Conclusion: **Replace Station 12 with a new Headquarters Station** on a site that optimizes travel times and provides 50-year capacity.

4.1.4 New Headquarters Station - Program & Site Criteria (50-Year Facility)

Purpose: Replace Station 12 with a modern **HQ/Operations** facility that houses administration, training, and enough apparatus/dorm capacity to serve a rapidly growing city.

Functional Program (Minimum)

Administration & Public Interface

- Public lobby & reception (secure), Fire Chief & admin offices, conference room.
- Fire Marshal/Prevention office with records storage; secure IT/server room.
- Community classroom (40-80 seats) with separate after-hours access.

Operations & Housing

- Watch/dispatch room (non-PSAP), report-writing area, duty office.
- Kitchen/dining/day room sized for multiple crews; laundry for station wear.

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- **Private/semi-private bunks** (8-12 beds initial, scalable), inclusive locker/shower rooms.
- Fitness room (800-1,200 sf) with adjacent outdoor PT yard.

Health & Safety

- **Hot-warm-cold zoning** with doors/vestibules and pressure control.
- Decon suite (gross shower, extractor, EMS dirty utility, biohazard storage).
- **Ventilated PPE room** separate from living spaces; gear dryers.
- **SCBA compressor/cascade room** with ventilation and sound attenuation.
- Medical supply **clean room** (temperature-controlled, secure).

Apparatus & Support

- **4-6 drive-through bays** (or 6-8 single bays) sized for engines, aerial ladder truck, tender, brush, and future **ambulance**.
- Dedicated wash bay with oil/water separator; tool room; parts storage; hose/mezzanine storage.
- Exterior **secure yard** with fencing; fuel island (if feasible); on-site training props.

Training

- AV-equipped classroom; scenario briefing room; VR/simulator-ready space.
- Drill yard; roof prop; forcible-entry prop; (optional) 3-4 story **training tower** per NFPA 1402.

Resilience & Safety

- Full-building **emergency generator** (72-hour fuel); ATS and load-shedding plan.
- **Seismic** Category IV performance goals; fire sprinklers & alarm (NFPA 13/72).
- Redundant communications (FirstNet, satellite); lightning protection.
- **Energy**: high-performance envelope, PV-ready roof, EV charging for future fleet.

Site Selection Criteria

- 4-6-minute **travel-time isochrone** coverage to growth areas; unobstructed access to arterials.
- 2-3 **buildable acres**, avoid floodplains/rail crossings where feasible.
- Safe apparatus egress; separate **visitor/staff parking** from apparatus paths.
- Utility capacity (3-phase power, data fiber), ability to add PV/canopies.
- Visibility for community presence without compromising security.

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4.1.5 Phased Plan, Milestones & Triggers

Phase 0: Now–12 Months (Safety & Compliance)

- Relocate Office Administrator out of Station 12 bay; install bay exhaust capture & monitors at both stations.
- Temporary hot–warm–cold zoning; relocate PPE; implement interim decon workflow.
- Perimeter fencing at Station 11; door maintenance; quick-hit interior fixes.

Phase 1: 6–18 Months (Design & Early Upgrades)

- **Station 11** schematic design: interior reconfiguration, HVAC zoning, decon suite, PPE room, kitchen/day room, bunks.
- **HQ site study:** travel-time analysis, parcel shortlist, conceptual program & order-of-magnitude cost.
- Apply for grants (AFG for station alerting/SCBA/compressor; FP&S for prevention office startup; Port Security for water-rescue bay needs).

Phase 2: 18–36 Months (Build Capacity)

- Construct **Station 11** interior remodel & bay door replacements; install permanent exhaust system.
- Acquire HQ site; complete design development & construction documents.
- Bond measure preparation: outreach, citizen advisory, renderings, factual cost sheets.

Phase 3: 36–60 Months (Headquarters Delivery)

- Bond passage; HQ construction; commissioning & move-in.
- Stand up Fire Marshal/CRR (community risk reduction) office; expand training capacity; house ambulance program (if approved).
- Decommission/repurpose old Station 12 structure as needed (temporary storage or training prop if safe), or dispose per City/District plan.

Triggers That Advance the Timeline

- Call concurrency > **12–15%** sustained.
- 90th percentile travel time exceeds target in key growth areas.
- Addition of EMS transport program needing dedicated bays/housing.
- Industrial growth requiring larger ERF and specialty apparatus.

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4.1.6 Integration with Sections 6–8 & 7 (Finance)

- **Service Delivery (Sec. 6):** HQ enables 24/7 staffing, ambulance transport staging, decon, boat/swiftwater support, and training.
- **Growth & Options (Sec. 8):** HQ siting guided by SOC analysis and city expansion forecasts.
- **Financial Sustainability (Sec. 7):** HQ & Station 11 are cornerstone **bond projects**; pair with Enterprise Zone/Urban Renewal/PILT agreements; pursue AFG/FP&S/Port Security for equipment and systems.

4.1.7 Facility KPIs & What “Success” Looks Like

- **Turnout/Travel:** Reduce turnout time variance; maintain 90th percentile travel within targets.
- **Health & Safety:** 100% compliance with PPE storage outside living spaces; zero unmitigated diesel exposure alarms.
- **Decontamination:** Every interior attack results in documented gross decon and gear handling; compliance audited.
- **Security:** Zero preventable security incidents; access control and CCTV fully operational.
- **Reliability:** Bay door downtime minimized; generator tests pass monthly; quarterly facility PM completed on time.
- **Cost to Operate:** Energy use per square foot decreases over baseline; planned maintenance backlog reduced.

4.1.8 Why This Matters

Modern stations are a **promise kept**: to protect our firefighters from carcinogens, to deliver faster and more reliable response, and to welcome our community into a building that reflects Umatilla’s pride and future. **Remodeling Station 11** and **building a new Headquarters to replace Station 12** are not optional, **they are necessary** to serve a city on the rise and to honor the trust our citizens place in Umatilla Fire every day.

4.2 Apparatus & Fleet

The apparatus fleet is the backbone of the Umatilla Rural Fire Protection District. Engines, tenders, brush units, and command vehicles are more than equipment, they are the frontline promise of safety, service, and readiness. While recent acquisitions have

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strengthened reliability, many units were purchased within a short timeframe, creating a future 'replacement cliff.' Additionally, the absence of an aerial ladder truck poses significant ISO and operational challenges given our large data centers and four-story apartments. This section details the fleet, its challenges, and a best-practices-aligned replacement strategy.



Unit	Year/Specs	Current Role	Remaining Service Life	Challenges	Replacement Strategy
Engine 11	2018 Pierce / 1000 gal, 1500 GPM	Frontline Type 1 Engine	10-12 yrs	Part of replacement cliff	Plan replacement ~2035; stagger with Engine 12
Engine 12	2017 Pierce Freightliner / 1000 gal, 1250 GPM	Frontline Type 1 Engine	11-13 yrs	Same age cohort as Engine 11	Replace ~2032; acquire reserve engine sooner
Tender 11	2024 Rosenbauer / 2000 gal, 1000 GPM (OSFM)	Water Supply	20+ yrs	Owned by OSFM, not permanent asset	Maintain program relationship; seek district-owned replacement
Tender 12	2016 Pierce Freightliner / 3000 gal, 750 GPM	Water Supply	6-8 yrs frontline	Approaching mid-life	Replace ~2031
Tender 13	2008 Freightliner / 3000 gal, 250 GPM (loan)	Loaned to City of Umatilla	Expired frontline	Low pump capacity, aging	Retire or replace with modern tender
Brush 11	2026 Ford F-550 Skeeter / 450 gal	Type 5 Wildland (on order)	15 yrs	Not delivered yet	Will serve frontline through ~2040
Brush 12	2018 Dodge 4500 / 300 gal	Type 6 Wildland	5-7 yrs frontline	Part of replacement cliff	Replace ~2032
Brush 13	2002 Ford F-350 / 300 gal	Reserve Wildland	Expired	Well beyond service life	Retire immediately

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Brush 14	2008 International 2WD Type 3 / 750 gal, 500 GPM (FEPP)	Type 3 Wildland	Expired frontline	2WD, limited terrain capability, FEPP loaned	Replace with District-owned Type 3
Boat 11	2002 Zodiac Fire Boat	Columbia River Rescue	Expired	Undersized, outdated, limited safety	Replace with SAFE Boat via Port Security Grant
Squad 11	2018 Chevrolet Tahoe	Utility/Support	8-10 yrs	Part of replacement cliff	Replace with modern utility/rescue unit
Chief 10	2026 Chevrolet Silverado 2500 4x4	Command	8-10 yrs	Leased vehicle	Replace at 10 years old

Strategic fleet planning must address the synchronized replacement cycle of multiple units, the urgent need for an aerial apparatus to serve vertical growth and critical infrastructure, and the retirement of aging wildland, marine, and utility units. A disciplined 10–20 year Capital Improvement Plan, supported by grants, industrial partnerships, and a future bond measure, is essential to maintaining URFPD’s operational readiness and ISO performance.

The apparatus fleet is the beating heart of the Umatilla Rural Fire Protection District. Engines, tenders, brush units, and command vehicles are not just machines, they are the community’s frontline defense against fire, rescue, and medical emergencies. Each unit represents a **promise of service** and a significant **investment of taxpayer and grant funds**.

Our current fleet reflects both **modern capability** and **inherited challenges**. Many frontline units are relatively new, which strengthens our immediate reliability. However, because so many were acquired within a short timeframe, they will also reach the end of their service lives nearly simultaneously. This creates a **replacement cliff** within the next 10–15 years that will stress the District financially if not addressed with proactive planning.

Current Fleet Inventory (2025)

Engines (Type 1 – Structure Fire Apparatus)

- **Engine 11 (2018 Pierce, 1000 gal / 1500 GPM):** Modern frontline engine; 11–13 years of frontline service life remain.

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- **Engine 12 (2017 Pierce Freightliner, 1000 gal / 1250 GPM):** Solid unit with 10–12 years remaining.

Tenders (Water Supply Apparatus)

- **Tender 11 (2024 Rosenbauer, 2000 gal / 1000 GPM, OSFM-owned):** Brand new, assigned through Oregon State Fire Marshal’s program. While an excellent asset, ownership is external, and its long-term availability depends on OSFM program priorities.
- **Tender 12 (2016 Pierce Freightliner, 3000 gal / 750 GPM):** Reliable, but will require replacement by 2031.
- **Tender 13 (2008 Freightliner, 3000 gal / 250 GPM, on loan to City of Umatilla):** Aging, limited pumping capacity; only viable as secondary support.

Wildland Apparatus



- **Brush 11 (2026 Ford F-550 Skeeter, 450 gal):** Ordered, cutting-edge wildland unit with pump-and-roll capability.
- **Brush 12 (2018 Dodge 4500, 300 gal):** In good condition, suitable for another 5–7 years.
- **Brush 13 (2002 Ford F-350, 300 gal):** Well beyond recommended frontline life; kept as reserve but reliability is declining.
- **Brush 14 (2008 International 2WD Type 3, 750 gal / 500 GPM, FEPP/USFS):** Useful for capacity, but limited off-road performance and ownership risk.

Marine & Specialty Apparatus

- **Boat 11 (2002 Zodiac Fire Boat):** Aging, limited capacity and range; not adequate for Columbia River rescue and commercial traffic.



Command & Support Vehicles

- **Squad 11 (2008 Chevrolet Suburban):** Well past service life; limited use.
- **Chief 10 (2018 Chevrolet Tahoe 4x4):** Still viable; being replaced in Dec 2025 with a **2026 Chevrolet Silverado 2500**.

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Critical Gaps & Challenges

1. **Synchronized Lifecycles – “The Replacement Cliff”**
 - Engines 11 & 12 (2017–2018), Tender 12 (2016), Brush 12 (2018), and Chief 10 (2018) were all purchased within a narrow 2–3 year period.
 - Without staggered replacement planning, multiple high-value apparatus will require replacement at nearly the same time in the 2030–2035 window.
 - **Challenge:** This creates a multi-million dollar funding requirement that cannot be absorbed within one budget cycle.
 - **Strategy:** Adopt a 10–20 year **Capital Improvement Plan** that staggers replacements, establishes apparatus reserves, and leverages grants and bond measures.
2. **Absence of an Aerial Ladder Truck**
 - Umatilla Fire currently has **no ladder truck**.
 - **Impacts:**
 - ISO grading suffers, affecting insurance rates for residents and businesses.
 - Four-story apartment complexes and vertical growth in residential/commercial sectors are not adequately protected.
 - Data centers and large industrial structures require elevated master streams, roof access, and rescue capabilities that exceed the reach of ground ladders.
 - **Best Practice:** ISO, NFPA 1901, and fire protection engineering standards recommend aerial capability in communities with multiple buildings over 35 feet or critical infrastructure at scale.
 - **Strategy:** Conduct an **Aerial Apparatus Feasibility Study** within 2 years; target acquisition of a **105’ aerial platform or quint** within 5–7 years through a combination of **AFG grants, bonds, and industrial partnerships**.
3. **Aging Wildland Fleet**
 - Brush 13 (2002 Ford) and Brush 14 (2008 International FEPP) are **outdated** by NFPA wildland standards and present safety/maintenance risks.
 - Increasing wildland/urban interface (WUI) threats demand modern Type 3/5 apparatus with pump-and-roll, foam systems, and 4WD.
 - **Strategy:** Retire Brush 13 immediately; replace Brush 14 with a District-owned Type 3 engine to reduce dependency on FEPP assets.
4. **Marine Operations Deficiency**
 - Boat 11 (2002 Zodiac) is underpowered and outdated for Columbia River rescue and protection of **McNary Dam, port facilities, and commercial barge traffic**.
 - **Strategy:** Pursue **Port Security Grant** for a SAFE Boat with fire pump capability, advanced sonar, and rescue capacity. This will establish URFPD as the regional water rescue leader.
5. **Reserve Apparatus Gaps**

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- No dedicated reserve engine. If a frontline engine fails, response capacity is reduced.
 - **Strategy:** Acquire a reserve pumper within 5 years (via grant, surplus, or capital allocation).
-

Fleet Best Practices & Testing

URFPD will align with NFPA standards to ensure reliability and compliance:

- **Pump Testing:** Annual (NFPA 1911).
 - **Ladder Testing:** Annual (NFPA 1932).
 - **Hose Testing:** Annual (NFPA 1962).
 - **Flow Testing (Hydrants/Apparatus):** Annual (NFPA 291).
 - **Preventive Maintenance Program:** Quarterly inspections; annual DOT inspections; lifecycle cost tracking.
-

Fleet Replacement Strategy (5–20 Years)

- **Immediate (0–3 years):**
 - Retire Brush 13 (2002).
 - Replace Squad 11 (2008 Suburban).
 - Secure SAFE Boat for Columbia River operations.
 - Plan acquisition of a reserve engine.
 - **Mid-Term (3–7 years):**
 - Acquire aerial apparatus (quint/platform) to apartments, protect data centers, and industry.
 - Replace Brush 14 (2008 FEPP International).
 - Begin funding cycle for Engine 12 replacement (~2032).
 - **Long-Term (7–15 years):**
 - Replace Engine 11 (2018 Pierce).
 - Replace Tender 12 (2016 Pierce).
 - Replace Brush 12 (2018 Dodge).
 - Replace Chief 10 (2026 Silverado) ~2034.
-

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Summary

Umatilla Fire's fleet demonstrates the District's pride and professionalism, but **strategic gaps and future replacement challenges** require decisive planning. The absence of an aerial apparatus, reliance on aging wildland and marine units, and synchronized lifecycle of many frontline vehicles create risks that must be addressed now.

By adopting a **phased Capital Improvement Plan**, aggressively pursuing **AFG and Port Security grants**, engaging industrial partners, and preparing for a **future bond measure**, URFPD will ensure its fleet remains reliable, compliant, and capable of meeting the demands of a city and region on the rise.

Fleet is not just steel and rubber, it is the community's trust on wheels. Every engine, brush unit, tender, and rescue boat must reflect the District's commitment to **pride, safety, and readiness**.



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5. Staffing & Personnel

The greatest strength of the Umatilla Rural Fire Protection District is not in its engines, stations, or equipment, it is in its people. Our firefighters, volunteers, interns, and support staff are the heart of our mission. They are neighbors serving neighbors, united by courage, discipline, and pride in service.

As Umatilla grows, so too must our people. Staffing is not just about numbers on a roster it is about **capability, readiness, and sustainability**. This section outlines our current structure, our challenges, and our roadmap to build a workforce that matches the future of our community.

Category	Current Staffing	Ideal Staffing (NFPA Benchmarks)	5-Year Goals	Challenges & Strategies
Career Staff	Fire Chief (1), PT Office Admin (1), Lieutenants (3), 1 Firefighter/shift + 1 roving (4)	Lieutenant + 2 Firefighters per shift; dedicated Training/Safety Coordinator	2 Firefighters per shift by Year 3; Training/Safety Coordinator by Year 2	Challenge: Funding/staffing costs; Strategy: SAFER grants, local levy, phased hiring
Volunteers	5-10 active members	10-15+ active with structured onboarding, NFPA certs	15-20+ active roster with officer development	Challenge: Recruitment/retention; Strategy: incentives, stipends, tuition, strong culture
Resident Interns & Seasonal	1 per shift (intern); 1 per shift (seasonal) during fire season	Maintain 24/7 pipeline of interns; expand seasonal FF program	Stable intern program; seasonal depth for wildland coverage	Challenge: Mentorship/time; Strategy: partnerships with colleges, structured onboarding
Prevention/Community Risk Reduction	Shared by admin staff & Chief	Dedicated Fire Marshal/Prevention Officer	Fire Marshal by Year 3	Challenge: Limited funding; Strategy: FP&S grants, enterprise zone contributions
EMS	First response only (engines/rescue)	Dedicated ambulance crew (2 per transport unit)	EMS transport crew in place by Year 4-5	Challenge: Startup costs, licensing; Strategy: phased pilot program, billing revenue

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Staffing and personnel are not just numbers, they are people, families, and neighbors who dedicate their lives to this mission. By investing in staffing, training, prevention, and wellness, Umatilla Fire will honor their sacrifice and ensure the safety of the community we serve.

5.1 Current Staffing Model

- **Fire Chief (1):** Overall leadership, strategic direction, grant management, regional partnerships, and Board accountability.
- **Office Administrator (1):** Part Time, Financial oversight, payroll, administrative support, compliance reporting.
- **Lieutenants (3):** One per shift (A/B/C), providing supervision, training, and operational leadership.
- **Career Firefighters (4):** One assigned per shift, plus one “roving firefighter” to cover overtime and absences.
- **Seasonal Firefighters (3):** One per shift during peak fire season (June–October).
- **Resident Interns (3):** One per shift, receiving housing, training, and experience in exchange for service.
- **Volunteer Firefighters (5-10 active):** Provide surge capacity, community connection, and cultural strength.

Reality Check: This model provides **basic coverage** but leaves the District vulnerable to call concurrency, high-risk incidents, and NFPA staffing compliance gaps.

5.2 Ideal Staffing Model (NFPA Benchmarks)

To meet **NFPA 1710/1720** standards and community expectations:

- **3 career firefighters per shift (minimum) + 1 Lieutenant** → Ensures safe interior fire attack (two-in/two-out).
- **Ambulance transport crew (2 personnel)** when EMS program is launched.
- **Dedicated Training/EMS Coordinator.**
- **Fire Marshal/Prevention Officer.**
- **Expanded volunteer roster (20+)** with structured onboarding, incentives, and officer development.

End State Vision: A cohesive and highly capable blended workforce, comprised of career firefighters, volunteer members, seasonal wildland personnel, and resident interns, who take pride in their service, train to the highest standards, and demonstrate resilience in every environment. Together, they provide reliable, 24/7/365 all-hazards emergency response, community risk reduction, and mission-ready protection for the people we serve.

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5.3 Challenges & Risks

- **Minimum Staffing Gaps:** One firefighter per shift often forces defensive firefighting until mutual aid arrives.
- **Recruitment & Retention:** Career staff face wage competition; volunteers face time pressures; interns require mentorship bandwidth.
- **Growth Pressure:** Call volume increasing with housing and industry; staffing has not yet scaled to demand.
- **Training Demands:** Career and volunteer personnel need advanced skills (swiftwater, hazmat, EMS transport) that require dedicated time and resources.
- **Wellness & Resilience:** Firefighters face physical and mental health challenges; a wellness culture must be prioritized.

5.4 Strategic Staffing Roadmap (5-Year Horizon)

Phase 1: Stabilization (0-12 months)

- Maintain 3-shift model with 1 Lieutenant + 1 Firefighter minimum +1 roving firefighter to reduce forced overtime and burnout.
- Create **Training/Safety Coordinator** position.
- Expand recruitment for seasonal firefighters and interns.
- Begin structured **Volunteer Recruitment Campaign** with branding, incentives, and open houses.

Phase 2: Growth (12-36 months)

- Increase to **2 career firefighters per shift** (Lieutenant + 2 FF).
- Implement **Volunteer Officer Development Program** to build internal leadership.
- Launch formal **Wellness & Resilience Program** (peer support, annual medicals, fitness).

Phase 3: Expansion (36-60 months)

- Add **Fire Marshal/Prevention Officer**.
- Staff **ambulance transport crew** with 2 personnel once program is implemented.
- Grow volunteer roster to **20+ active firefighters**.
- Implement **Succession Plan:** pathways from FF → Engineer → Lieutenant → Chief Officer.

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5.5 Volunteer Program

Volunteers remain the soul of Umatilla Fire. They are not “extra help”, they are firefighters, equal in mission and purpose.

Commitments:

- Structured onboarding and mentorship program.
- NFPA Firefighter I/II and EMS certification support.
- Volunteer incentive program (stipends, tuition, live-in options).
- Pride-driven culture: recognition, traditions, and family atmosphere.

5.6 Training & Professional Development

- **Career Staff:** Minimum 240 hours/year.
- **Volunteers/Interns:** Minimum 120 hours/year.
- **Officer Development:** NFPA 1021-aligned program for Lieutenants, Captains, and future leaders.
- **Specialty Training:** Swiftwater rescue, hazmat technician, rope rescue, wildland red card, EMS advanced certifications.
- **Joint Training:** Regular integrated drills with UCFD #1, Hermiston, Boardman, and regional partners.

5.7 Wellness & Resilience

Firefighting is physically demanding and emotionally taxing. We commit to:

- Annual medical exams and fitness-for-duty testing.
- Dedicated fitness space and on-duty workout time.
- Peer Support Team for mental health and resilience.
- Partnerships with behavioral health providers.
- Culture that values **courage without stigma**, asking for help is a strength.

5.8 Goals (5-Year Horizon)

1. Increase to **2 career firefighters per shift** by Year 3.

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2. Launch **ambulance transport program staffing** by Year 3–4.
3. Hire a **Training/Safety Coordinator** by Year 1.
4. Establish a **Fire Marshal/Prevention Officer** by Year 3.
5. Grow volunteer program to **20+ active members** with retention incentives.
6. Implement a **Succession & Leadership Development Plan** for officers.
7. Establish a **Wellness & Resilience Program** for all members.

Summary

Staff and personnel are not just numbers, they are people, families, and neighbors who dedicate their lives to this mission. Umatilla Fire's strength lies in its firefighters' courage, volunteers' passion, and leaders' integrity. By investing in staffing, training, and wellness, we honor their sacrifice and ensure the safety of the community we serve.

This is our promise: **to build a fire district that takes care of its people, so our people can take care of Umatilla Community.**



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6. Service Delivery & Operations

The Umatilla Rural Fire Protection District (URFPD) exists for one purpose: to stand ready

when our community calls. Whether it is a structure fire in the heart of town, a medical emergency on a rural road, a water rescue on the Columbia River, or a hazardous materials incident along the rail line, the residents and visitors of the Umatilla Community, expect us to respond quickly, act decisively, and serve with professionalism.



We embrace an **all-hazards mission**, fire suppression, rescue, EMS, prevention, and preparedness, because our community deserves nothing less. Each aspect of our delivery service is designed not only to meet today's challenges but to prepare for tomorrow's growth and the unique risks of living and working in a region that is rapidly expanding.

6.1 Fire Suppression

Firefighting is the foundation of our service. Umatilla Fire responds to residential, commercial, industrial, and wildland incidents, protecting both lives and the economic engine of our region.

- **What We Provide Today:**
 - Rapid deployment to structure, vehicle, and wildland fires
 - Interior attack, transitional operations, and defensive firefighting as conditions demand
 - Water supply support with tenders in areas without hydrants
 - Annual pump, hose, ladder, and hydrant testing to maintain NFPA compliance
- **Why It Matters:**

Fires threaten not only homes and businesses but also the confidence of a growing community. When flames threaten, our community rely on us to protect their families, their livelihoods, and their future.
- **Our Path Forward:**
 - Grow staffing levels to ensure safe, NFPA-compliant “two-in/two-out” operations at every fire

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- Expand pre-incident planning and target hazard inspections for businesses, schools, and industrial occupancies
- Strengthen automatic aid agreements to guarantee depth of coverage during extreme fire weather events

6.2 Rescue Services

Rescue is about meeting people where they are, in their most vulnerable moment, and bringing them back to safety.

- **Capabilities:**
 - Rope rescue and high-angle operations
 - Auto extrication with modern hydraulic and battery-powered tools
 - Shore-based water rescue and confined space support
 - Mutual aid partnerships for trench, collapse, and advanced technical rescue
- **Future Growth:**
 - Enhanced rope rescue training for both career and volunteer staff
 - Acquisition of stabilization and extrication equipment to address evolving vehicle technology
 - Formalized agreements with regional rescue teams to provide seamless, scalable response

6.3 Boat Rescue & Swiftwater Rescue

The Columbia River and Umatilla River is central to our community, a source of commerce, recreation, and natural beauty. It also presents one of our greatest risks.

- **Today's Capabilities:**
 - Shore-based water rescue using throw bags and flotation equipment
 - Boat Rescue is limited primarily due to availability of standardized training
 - Limited boat operations through partnerships with law enforcement and the Corps of Engineers
- **Our Vision:**
 - Acquire a suitable rescue craft such as a SAFE Boat through grant and port security funding
 - Train firefighters to NFPA 1006/1670 Swiftwater standards, ensuring technician-level response capability
 - Build a joint, multi-agency water rescue program that ensures coverage 24/7 for boaters, dam workers, and river commerce
 - Launch public education campaigns on river safety, cold-water survival, and boating regulations with other cooperating agencies

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When the community or visitors are in distress on the Columbia, they deserve to know that Umatilla Fire stands ready to bring them home safe.

6.4 EMS First Response

Medical emergencies make up the majority of our call volume and are the most common way our community interact with us. For many, their first and only contact with the fire district is when we arrive at their side in a time of illness or injury.

- **Capabilities:**
 - Engine and rescue response with EMTs
 - AED deployment and initial cardiac life support
 - EMS integration at fires, rescues, and community events
- **Commitment:**
 - Maintain and grow the number of firefighter-EMTs on staff
 - Expand equipment caches to provide advanced life support at the point of need
 - Establish an EMS quality assurance program to continually improve patient care



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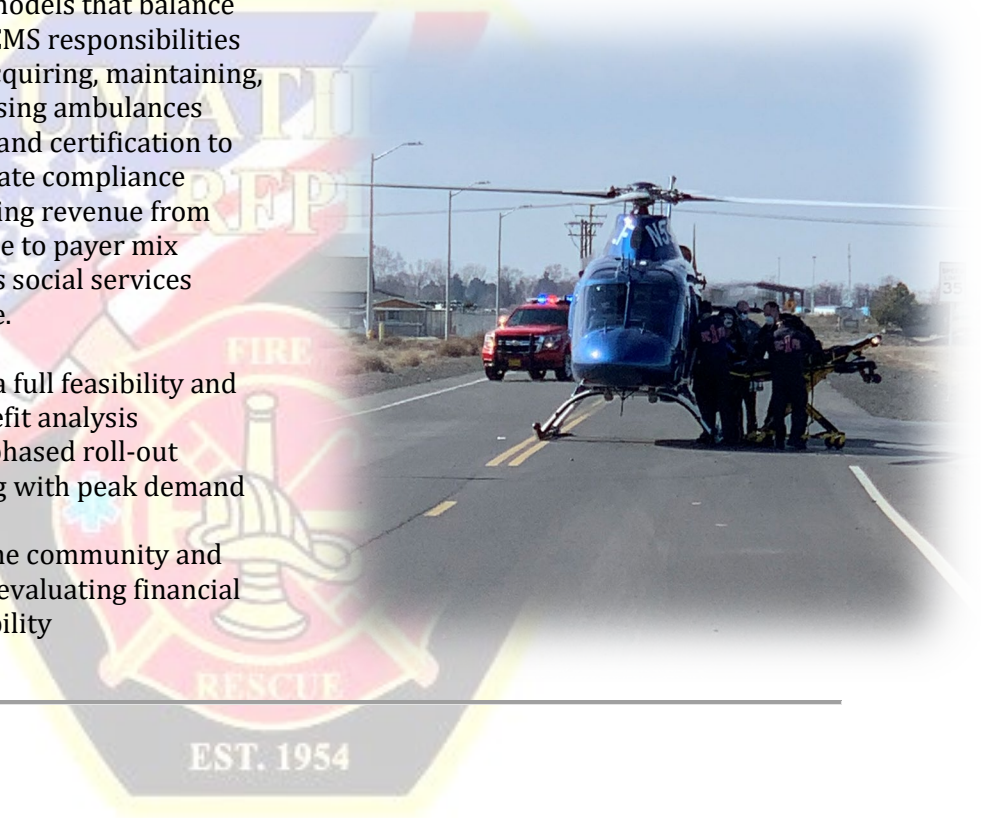
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6.5 Ambulance Transport Evaluation

Re-establishing ambulance transport is one of the most transformative opportunities for Umatilla Fire.

- **Why It Matters:**
 - Faster transport and continuity of care from scene to hospital
 - Local control over EMS delivery rather than reliance on outside agencies
 - Sustainable revenue stream through billing for services
- **Challenges Ahead:**
 - Staffing models that balance fire and EMS responsibilities
 - Cost of acquiring, maintaining, and licensing ambulances
 - Training and certification to ensure state compliance
 - Diminishing revenue from billing due to payer mix private vs social services insurance.
- **Next Steps:**
 - Conduct a full feasibility and cost-benefit analysis
 - Explore phased roll-out beginning with peak demand hours
 - Engage the community and Board in evaluating financial sustainability



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6.6 Hazardous Materials Response

With major highways, active rail lines, river transport, and industrial growth, hazardous materials response is no longer optional — it is essential.

- **Current Capability:**
 - Operations-level response with focus on isolation, defensive actions, and evacuation support
 - Awareness-level training for all firefighters
- **Future Growth:**
 - Select staff trained to Hazmat Technician level 1 per shift
 - Investment in detection, monitoring, and decontamination equipment
 - Strengthened partnerships with county and state hazmat teams for shared response



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6.7 Fire Prevention & Community Risk Reduction

The most effective emergency is the one that never happens. URFPD is committed to proactive fire prevention and risk reduction.



- **Current Focus:**
 - Business inspections, code compliance, and plan reviews
 - Public education in schools, community events, and through social media
 - Fire investigations to determine cause and reduce recurrence
- **Future Commitment:**
 - Establish a formal **Fire Marshal/Prevention Officer** role
 - Develop a **Community Risk Reduction Plan** in alignment with NFPA 1730
 - Expand inspection programs to include mobile food vendors, new businesses, and industrial occupancies
 - Create targeted outreach for at-risk populations (seniors, renters, seasonal workers)

Prevention is a reflection of pride: protecting not only buildings, but also the dreams, families, and investments that make Umatilla thrive.

6.8 Mutual Aid & Regional Partnerships

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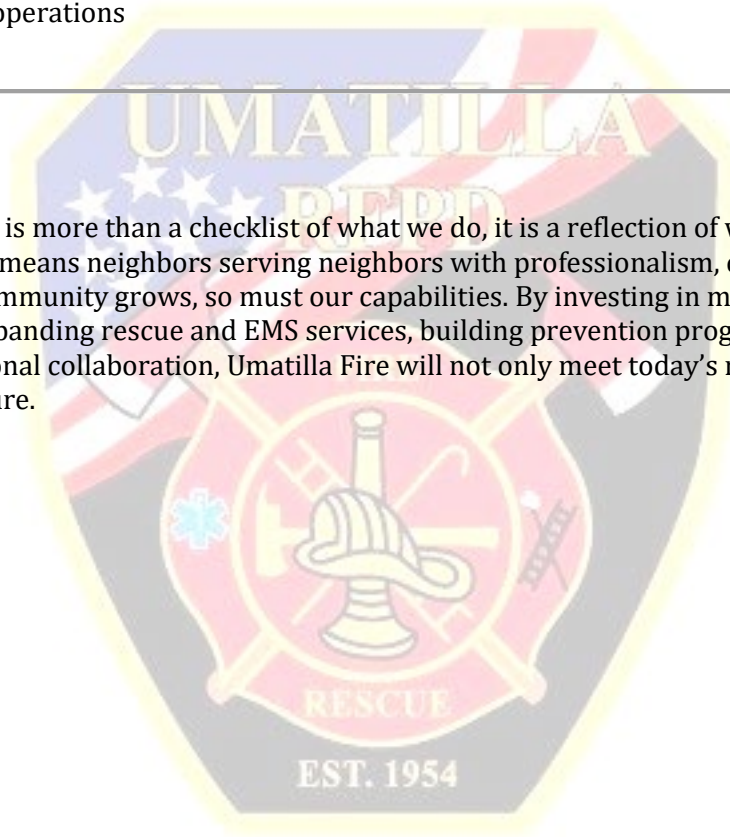
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No fire district stands alone. URFPD's strength lies in its partnerships.

- **Current Partnerships:**
 - Umatilla County Fire District #1, Irrigon Fire, Boardman Fire, Tribal Fire, Umatilla County Sheriff's Office, Oregon State Fire Marshal
 - Participation in Oregon State mobilization and strike team deployments
- **Future Growth:**
 - Evaluate consolidation options including a **Regional Fire Authority**.
 - Expand shared training programs to ensure interoperability
 - Strengthen partnerships for water rescue, hazmat, and wildland task force operations

Summary

Service delivery is more than a checklist of what we do, it is a reflection of who we are. For Umatilla Fire, it means neighbors serving neighbors with professionalism, compassion, and pride. As our community grows, so must our capabilities. By investing in modern fire suppression, expanding rescue and EMS services, building prevention programs, and embracing regional collaboration, Umatilla Fire will not only meet today's needs but shape tomorrow's future.



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7. Financial Sustainability

Financial sustainability is the backbone of everything we do. Our ability to staff engines, remodel stations, purchase apparatus, expand EMS transport, and recruit volunteers is tied directly to the strength of our financial foundation. For Umatilla Fire, financial stewardship is not passive accounting, it is **aggressive pursuit, disciplined planning, and proud accountability.**

We are not here to simply “get by.” We are here to build a District that **matches the pride and growth of Umatilla**, a District that our citizens trust, our Board can defend, and our firefighters can be proud to serve.

7.1 Current Funding Realities

- **Property Tax Levy:** Our primary revenue, stable but limited by Oregon’s levy caps and unable to automatically keep pace with the explosive growth in industry, commerce, and housing.
- **Contract Services & Mutual Aid Reimbursements:** Small but valuable sources, inconsistent year to year.
- **Grants:** We have hired a Fire Chief who has written and managed millions in grants and stands to be aggressive in pursuing grant funding, but they are temporary and competitive.
- **Minimal User Fees:** Only limited revenue from inspections, permits, and billable services.

Bottom Line: Current revenue pays today’s bills but does not fund tomorrow’s vision.

7.2 Challenges to Overcome

- **Apparatus Replacement Costs:** Engines now exceed \$850,000, tenders \$500,000+, brush units \$300,000+, and ambulances \$350,000+. Inflation and supply chains are driving higher prices each year.
- **Facility Modernization:** Station 11 McNary must be rebuilt/remodeled to career standards; Station 12 Downtown needs replacement. Future Station 12 will require site acquisition and construction.
- **Staffing Growth:** Moving from 1 firefighter/shift to 2–3 career firefighters per shift will add \$500,000+ annually in personnel costs.
- **Volunteer Incentives & Training:** Building and sustaining a volunteer program requires stipends, equipment, and training investment.

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- **EMS Transport Startup:** Ambulance transport adds revenue, but also costs for vehicles, licensing, billing, and staff.
 - **Reserves:** Current reserves are thin and need to be built to withstand economic downturns or large capital purchases.
-

7.3 Aggressive Funding Strategies

1. Maximize Traditional Revenue

- Conduct a **levy adequacy study** within 2 years; prepare a **local option levy** for staffing/facility expansion.
- Explore a **capital bond** dedicated to Station 11 remodel, Station 13 construction, and fleet modernization.
- Ensure budget alignment with **NFPA fleet lifecycles** to avoid deferred costs.

2. Leverage Growth (Enterprise Zone / Urban Renewal / PILT)

- Aggressively pursue agreements with **data centers, port facilities, and industrial partners** for direct fire service contributions.
- Ensure **Urban Renewal projects** contribute back to public safety infrastructure, not siphon from it.
- Advocate for **PILT (Payments in Lieu of Taxes)** for federal/state lands within our boundary.

3. Billable Services & Cost Recovery

- Industrial standby contracts (refineries, data centers, port operations).
- **Special event coverage** (concerts, fairs, large gatherings).
- **Hazmat/Rescue reimbursement** when private industry causes incidents.
- Expand **CPR/AED and safety class offerings** with modest fees to offset training costs.

4. Aggressive Grant Capture

- **FEMA SAFER:** Staffing for career and volunteer programs.
- **AFG:** Engines, tenders, SCBAs, radios, PPE.
- **FP&S:** Fire Marshal/CRR program.
- **Port Security:** SAFE Boat and Columbia River rescue equipment.
- **SPIRE:** Rescue tools, drones, UTVs.
- **State wildfire & prevention programs:** Fuels mitigation, defensible space.
- **Local Grants and Foundations**

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Target: Secure \$2 million+ in grants over 5 years.

5. Long-Term Partnerships

- Formal MOUs with **industrial partners** for emergency coverage.
- Explore **regional cost-sharing** with neighboring districts for training centers, technical rescue teams, and water rescue programs.
- Partner with **local colleges/training academies** to develop paid student firefighter/resident programs.



7.4 Long-Term Financial Blueprint

- **Capital Improvement Plan (10-Year):** Establish a written and Board-approved roadmap for fleet, facilities, and technology.
- **Apparatus Reserve Fund:** Annual contributions dedicated solely to apparatus replacement.
- **Facilities Reserve Fund:** Build capital savings for Station 11 remodel, New Station 12 construction.
- **Operating Reserves:** Grow to 6 months of operating expenses by Year 5.
- **Debt Policy:** Use low-interest municipal bonds for major facility projects, aligning taxpayer investment with tangible improvements.

7.5 Accountability & Transparency

The public deserves confidence that their dollars are used wisely. URFPD will:

- **Quarterly Financial Reporting** to the Board with KPI alignment.
 - **Annual “Budget in Plain Language” Report** for community transparency.
 - **Performance Dashboards:** Tie financial investments directly to service results (response times, staffing reliability, training hours, inspections completed).
 - **Independent Audits:** Ensure integrity and trust.
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7.6 Goals (5-Year Horizon)

1. **Secure \$2 million+ in external funding** through grants, partnerships, and industrial contributions.
2. Complete and adopt a **10-year Capital Improvement Plan** by Year 2.
3. Remodel **Station 11** and complete **apparatus replacements** plan. Year 2
4. Grow financial reserves to **6 months operating expenses** by Year 5.
5. Establish sustainable funding for a **career Fire Marshal/CRR program** by Year 3.
6. Decide on **EMS transport program implementation** by Year 3, with transport units generating revenue by Year 5.
7. Explore, decide, and if feasible, implement a **local option levy or bond** for staffing and facilities by Year 4.

Summary

Financial sustainability is not optional, it is survival. But at Umatilla Fire, we aim higher. Our goal is not just to maintain service, but to **expand, modernize, and lead**. We will aggressively pursue revenue, fight for fair contributions from industry, capture every grant opportunity, and remain disciplined in planning.

Every dollar we invest will be tied to outcomes that matter: **safer firefighters, faster responses, stronger prevention, and a resilient community**.

This is our commitment: **to honor every taxpayer dollar, to leverage every outside funding source, and to build a fire district that will stand strong, with pride, with dedication, and with the relentless pursuit of excellence.**



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8. District Growth & Future Options

Umatilla is changing fast. New industry, housing, and commerce are reshaping our community's footprint and risk profile. With growth comes responsibility: to protect people and property today **and** build a department that is ready for tomorrow. This section lays out how Umatilla Fire will meet rising demand with courage, discipline, and smart planning, which is anchored in community trust and fiscal responsibility.

8.1 Growth Context & Risk Landscape

Growth drivers

- **Economic expansion:** Data centers, port activity, warehousing, energy, and small business start-ups.
- **Population & housing:** New subdivisions, infill, and rural development increasing density and call volume.
- **Transportation & infrastructure:** Highway/rail corridors, Columbia River commerce, McNary Dam, and critical utilities.
- **Wildland-Urban Interface (WUI):** Expansion at the edges of town raises wildfire ignition risk and complexity.
- **Community expectations:** Faster, more capable EMS; consistent prevention and inspections; visible public education.

Risk implications

- Larger structures and high-value facilities require **greater staffing, preplans, and specialty equipment.**
 - **Concurrency** (multiple incidents at once) will rise, stressing coverage and response reliability.
 - Water/river access, industrial hazards, and hazmat transport increase **low-frequency/high-severity** incidents.
 - Growth demands **modern stations, updated fleet, and data-driven deployment.**
-

8.2 Service Demand Forecasting & Scenarios

We will forecast 5-year demand using three scenarios, updated annually:

- **Baseline:** Historical call growth + modest population/housing increase.

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- **Moderate Growth:** Baseline + known projects (approved/planned) and seasonal tourism/recreation effects.
- **Accelerated Growth:** Moderate + new industrial/commercial announcements and infill density increases.

Model inputs

- Calls by type (EMS, fire, rescue, hazmat, public assist), geography (station first-due), and time of day.
- **Concurrency rate** (incidents overlapping), **unit hour utilization** (UHU) for EMS, turnout/travel times.
- Building stock & square footage, hydrant density, WUI acres, special hazards.

Decision triggers (examples—refined annually):

- **Second frontline engine company or peak-hour EMS unit** when concurrency exceeds **12–15%** sustained.
- **Ambulance transport go-live** when EMS average scene-to-hospital intervals exceed target or outside agency unit hour coverage is < set threshold.
- **New/relocated station planning** when 90th percentile **travel time** exceeds target in defined growth areas or a census block's demand > threshold for two consecutive years.
- **Special operations investment** (boat/swiftwater, hazmat tech) when risk frequency/severity crosses predetermined "treat/not treat" risk thresholds.

8.3 Standards of Cover (SOC) & Deployment Model

We will publish an SOC that defines:

- **Demand zones:** Urban, suburban, rural, and WUI, with performance targets aligned to current NFPA benchmarks (1710/1720).
- **Time segments:** Alarm processing, turnout, travel, and on-scene performance.
- **ERF (Effective Response Force):** Minimum staffing/apparatus needed for credible fire, EMS, rescue, and hazmat scenarios.
- **Closest-unit response & automatic aid:** Dispatch the nearest, most appropriate resource regardless of jurisdiction.

Deployment priorities

- Maintain reliable **first-due** coverage within targets and build **depth** for concurrency.

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- Introduce **dynamic staffing/peaking** for high-demand hours.
 - Use **GIS travel analysis** and **AVL/MDTs** to continuously refine posting and coverage.
-

8.4 Facilities Strategy (Modern, Safe, Right-Sized)

Station 11 (McNary) – Remodel to career-capable

- **Sleeping quarters** (gender-inclusive), **separate turnout/laundrying**, **hot-warm-cold decon zones**.
- **Bay depth/door height** for modern apparatus; on-site training space; resilient power/IT.
- Minor site upgrades for **apparatus circulation**, security, and public access.

Future siting analysis (Potential New Station 12)

- Use **travel-time isochrones** and **projected demand maps** to identify optimal coverage in emerging growth areas.
 - Land acquisition strategy, environmental review, and grant/bond readiness.
-

8.5 Staffing & Workforce Roadmap

Near-term (0–18 months)

- Stabilize three-shift model: **3 Lieutenants (A/B/C)**, **one FF/shift**, **roving FF**, **seasonal FFs**, **resident interns**, plus **volunteers**.
- Add a **Duty Officer** function (on-call Battalion/Shift Commander coverage) for nights/weekends.
- Expand **peer support**, wellness/fitness, and annual medicals; work-hardening for recruits.
- Training and Safety Coordinator hired.

Mid-term (18–36 months)

- Grow to **2 FFs/shift** (minimum daytime).
- Develop a **career ladder** (FF → Engineer → Lieutenant) with competency checklists and officer development (NFPA 1021).
- Volunteer pipeline: structured onboarding, stipend/points, tuition or certification assistance.

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Long-term (36–60 months)

- Stand up **dedicated ambulance crew** (if pursuing transport), with a reserve/backfill model.
 - Add **Fire Marshal/CRR Officer**, expand admin capacity (grants/finance).
 - Formal **succession planning** for Chief and key roles.
-

8.6 Apparatus, Equipment & Testing

Replacement & reserve strategy

- Establish lifecycle plan for **engines, tenders, brush rigs, command, ambulance, and rescue boat**.
- Maintain a **ready reserve** engine and ambulance once transport begins.

Compliance & reliability

- Annual **pump, hose, ladder, and hydrant flow testing**; documented **preventive maintenance** and trend tracking.
 - Upgrade **extrication tools**, struts, and airbags for modern vehicle construction.
 - **Boat/swiftwater** package (grant-funded) with PPE, throw bags, communications, and night operations equipment.
-

8.7 EMS Transport Program (If Pursued)

Program design

- **Medical direction** and protocols, QA/QI committee, ePCR integration (ESO), controlled meds, supply chain.
- **Unit hour** deployment and **peak car** strategy to match demand.
- Billing vendor selection, compliance, and **revenue cycle** benchmarks (days in A/R, payor mix).

Phased approach

1. **Phase 1:** Peak-hour ambulance with cross-staffing; evaluate coverage gaps.
2. **Phase 2:** 12-hour coverage; targeted posting to improve transport times.
3. **Phase 3:** 24-hour coverage as call volume and funding support.

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Partnerships

- Formal interfaces with current ASA provider(s), hospitals, and 9-1-1 center for seamless care transitions.
-

8.8 Fire Prevention & Community Risk Reduction (CRR)

Fire Marshal/Prevention Officer

- Inspections, plan review, code enforcement, investigations, and business education.
- **Mobile food vendor** program and new business walk-throughs.
- Data-driven CRR with **hotspot mapping** (nuisance alarms, high-risk occupancies, vulnerable populations).

Public education

- Youth fire setter intervention, smoke alarm installs, CPR/AED outreach, boating/river safety, defensible space/WUI prep.
 - Social media and community events that highlight “**neighbors serving neighbors.**”
-

8.9 Technology, Data & Communications

- **CAD/RMS** integration, **MDTs/AVL** for closest-unit dispatch and turnout guidance.
 - **GIS** for planning (isochrones, hydrant layers, preplans) and CRR targeting.
 - **Station alerting** upgrades to reduce reflex time; **radio interoperability** with PD, Sheriff, and regional fire agencies.
 - **Analytics dashboards** (response times, reliability, UHU (unit hour utilization), training hours, inspections) shared with Board and public.
-

8.10 Finance & Funding Strategy

Core revenue

- Base levy optimization; potential **local option levy** aligned to measurable service improvements.

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Growth-linked & external

- **Enterprise Zone** agreements, **Urban Renewal** collaboration, **PILT** advocacy.
- Grants: **AFG** (apparatus/SCBA), **SAFER** (staffing), **FP&S** (prevention), **Port Security** (boat), **SPIRE** (rescue).
- **Billable services** (standbys, incident cost recovery), contracts/MOUs (industrial facilities, special events).
- Public-private partnerships for **capital** (training tower, microgrid resilience, technology pilots).

Capital planning

- 10- to 20-year capital plan for stations and fleet; debt strategy (bonds/loans) tied to asset lives and taxpayer impact.

8.11 Governance & Structural Options (In-Depth)

Option A – Remain Umatilla RFPD (enhanced)

- **Pros:** Local identity/control; tailored CRR; community pride.
- **Cons:** Limited economies of scale; slower staffing growth.
- **Keys to succeed:** Local option levy; strong mutual aid; disciplined capital plan.

Option B – Merge with Umatilla County Fire District #1

- **Pros:** Scale, shared training, standardized SOGs, depth for specialty teams.
- **Cons:** Less local control/branding; complex integration.
- **Due diligence:** Financials, labor/benefits alignment, fleet/station optimization, community engagement.

Option C – Regional Fire Authority (RFA)

- **Pros:** Unified governance, combined tax base, long-term sustainability, one set of standards.
- **Cons:** Voter approval; significant planning; cultural integration.
- **Work program:** Joint feasibility, pro forma tax rate, asset transfer plan, charter and transition roadmap.

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Option D – City of Umatilla Fire Department + Rural Contract

- **Pros:** Direct city alignment; potential general fund support; streamlined development interface.
- **Cons:** Rural representation concerns; interlocal contract complexity.
- **Safeguards:** Clear service level agreements (SLA), rural advisory committee, transparent cost allocation.

Decision frame: Any path must preserve **service reliability, financial sustainability, and community trust.** A structured, transparent public process, with comparative service models and fiscal impact, precedes any change.

8.12 Regionalization & Mutual Aid

- **Closest-unit dispatch**, shared training calendars, joint task forces (wildland, water rescue, hazmat).
- **Credentialing** alignment (DPSST/NWCG) and shared SOGs to ensure plug-and-play operations.
- Annual **tabletop/full-scale exercises** focused on dam incidents, rail hazmat, and WUI events.

8.13 Risks & Mitigations

Risk	Impact	Likelihood	Mitigation
Rapid call growth outpaces staffing	Response degradation	Medium-High	Peaking units, volunteers/interns, levy/SAFER pursuit
Capital cost escalation	Project delays	Medium	Early design, grant stacking, alternates in bid
Volunteer recruitment/retention	Coverage gaps	Medium	Incentives, tuition, live-in program, culture focus
EMS transport start-up risk	Financial/operational	Medium	Phased pilots, conservative revenue modeling, QA/QI
Governance change fatigue	Trust erosion	Low-Medium	Transparent process, citizen advisory panels

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8.14 Implementation Roadmap (Milestones & Phases)

Phase 0 – Foundation (0–6 months)

- Approve growth strategy; launch SOC/CRR studies; finalize Station 11 concept design.
- Apply for grants: AFG (apparatus/SCBA), SAFER (staffing), Port Security (boat), FP&S (CRR).
- Begin EMS transport feasibility; formalize automatic aid updates.

Phase 1 – Build Capacity (6–18 months)

- Station 11 remodel bid/award; purchase priority equipment (extrication, monitors).
- Add roving FF depth; appoint EMS/Safety Coordinator.
- Stand up Fire Prevention/CRR program; mobile food vendor inspections.
- Swiftwater training (Ops → Tech) and boat procurement (if awarded).

Phase 2 – Expand Services (18–36 months)

- Peak-hour ambulance pilot (if feasible); QA/QI program live.
- Preplan library complete; WUI mitigation campaigns.
- Station 12 systems upgrades; evaluate land options for future station.

Phase 3 – Sustain & Optimize (36–60 months)

- 12- to 24-hour ambulance coverage (trigger-based).
- Decide governance path (status quo + levy, merge, RFA, or City model).
- Capital: training tower/microgrid partnership; additional apparatus as per lifecycle plan.

8.15 Performance Measures & Public Reporting

Response & reliability

- 90th percentile turnout/travel times by zone; call concurrency; unit hour utilization (EMS).

Operations & quality

- Fire containment benchmarks, cardiac arrest survival components, after-action learning rates.

Prevention & CRR

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- Inspections completed, violations corrected, risk-based outreach delivered, smoke alarm installs.
Workforce
- Training hours/member, certifications, injuries, wellness participation, retention.
Finance
- Budget adherence, grant yield, capital delivery on time/budget, EMS revenue cycle KPIs.

Quarterly dashboards to the **Board and community**; annual Strategic Plan status report.

8.16 Studies & Appendices to Produce

- **Standards of Cover** (full SOC document).
 - **EMS Transport Feasibility & Pro Forma** (phased model).
 - **Facilities Master Plan** (Station 11 remodel, Station 12 upgrades, future siting).
 - **Fleet Lifecycle & Apparatus Specification Standards.**
 - **Community Risk Assessment & CRR Plan** (aligned to NFPA 1730).
 - **Governance Feasibility** (merge/RFA/City pathways with legal and fiscal comparison).
 - **Finance Strategy** (levy options, grants calendar, debt policy, public engagement).
-

Why this matters

This is about more than engines, stations, or statistics. It's about **people**, families who choose Umatilla for its promise; workers who power our region; and firefighters who run toward danger when others cannot. Growth is our test. Meeting it with **discipline, humility, and pride** is our duty. With this plan, Umatilla Fire commits to building a department worthy of the community we love, today and for decades to come.



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9. Strategic Priorities & Goals

The Umatilla Rural Fire Protection District has always stood tall in moments of crisis. From house fires on winter nights, to wildfires on the hillsides, to medical calls that touch the lives of families every single day, our firefighters answer the call with courage and compassion. Yet our mission is about more than response, it is about shaping the future of this community and ensuring Umatilla has a fire service that matches its promise and its growth.

This section lays out the priorities that will guide us over the next five years. They are not abstract concepts; they are commitments. Commitments to our citizens, who deserve the very best. Commitments to our firefighters, who deserve the tools, training, and support to thrive. And commitments to our Board, partners, and region, that Umatilla Fire will lead with integrity, pride, and professionalism.

9.1 Staffing & Workforce Development – “Our People, Our Strength”

Why it matters: A fire district is only as strong as the men and women who put on the uniform. Growth, risk, and complexity demand that we invest in people first.

Priorities

- Build a balanced workforce of career staff, volunteers, resident interns, and seasonal firefighters.
- Strengthen the volunteer program into a source of pride, camaraderie, and tradition.
- Develop a leadership pipeline so today’s firefighters become tomorrow’s officers.
- Protect the wellness and resilience of our firefighters through fitness, behavioral health, and peer support.

Goals

- Expand to **2 full-time career firefighters per shift** plus Lieutenant, supported by seasonal firefighters and resident interns.
 - Grow volunteer membership to **15-20 active volunteers**, with structured training and incentives.
 - Implement a **succession program**: FF → Engineer → Lieutenant → Chief Officer.
 - Establish a **Firefighter Wellness Program** (peer support, annual medicals, gym/fitness program, and resilience training).
-

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9.2 Training & Safety – “Excellence Through Preparation”

Why it matters: Our community trusts us to be skilled and decisive when they dial 911. That skill comes only through relentless training and a culture of safety.

Priorities

- Ensure every firefighter is proficient in suppression, EMS, rescue, and prevention.
- Provide advanced training in swiftwater rescue, hazardous materials, and officer development.
- Partner with regional agencies for joint training and standardization.
- Build a training program that instills pride, professionalism, and accountability.

Goals

- **Career staff:** 240+ training hours annually;
Volunteers: 120+ hours.
- Certify **3 firefighters to Swiftwater Rescue Technician** and **2 Hazmat Technicians** within 5 years.
- Conduct **quarterly multi-agency exercises** (fire, EMS, rescue, hazmat, river).
- Achieve **zero preventable line-of-duty injuries**, with safety embedded in every decision.



9.3 Facilities & Fleet – “Stations and Equipment That Match Our Mission”

Why it matters: Our stations and fleet are more than tools, they are symbols of readiness and pride. They must keep pace with growth, modern standards, and the evolving risks of Umatilla.

Priorities

- Remodel Station 11 into a career-capable, modern station that supports firefighter health, safety, and 24/7 staffing.
- Maintain Station 12 as a functional, reliable hub for response and community engagement until a new fire station is constructed

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- Implement a disciplined fleet replacement and testing program to meet NFPA standards.
- Acquire specialized equipment to expand rescue and water capabilities.

Goals

- Complete Station 11 remodel by Year 3.
- Publish a **Facilities Master Plan** for long-term siting, including a future New Station 12.
- Replace frontline engine and tender within plan cycle; add SAFE Boat and rescue ambulance if transport program is implemented.
- Achieve 100% compliance with **annual NFPA testing** for pumps, hose, ladders, and hydrants.

9.4 Community Engagement & Fire Prevention – “Prevention is Protection”

Why it matters: The most effective emergency is the one that never happens. Prevention saves lives, protects businesses, and builds trust with our citizens.

Priorities

- Establish a Fire Marshal/Prevention Officer to lead inspections, code enforcement, and fire investigations.
- Build a Community Risk Reduction (CRR) program targeting schools, businesses, and vulnerable populations.
- Expand public education, CPR, AED, smoke alarm programs, fire extinguisher training, and WUI preparedness.
- Celebrate our presence in the community through events, open houses, and social media outreach.

Goals

- Complete inspections for **100% of commercial occupancies annually**.
 - Launch a **Smoke Alarm Install Program** to reduce residential fire deaths.
 - Host **4+ public outreach events annually** with measurable engagement.
 - Reduce repeat false alarms and fire code violations by 20%.
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9.5 Financial Sustainability – “Strong Foundations, Bold Future”

Why it matters: A progressive fire district cannot run on tradition alone. Growth requires financial stability, creative revenue strategies, and disciplined spending.

Priorities

- Maintain balanced budgets with full transparency.
- Diversify revenue: enterprise zone funding, PILT, urban renewal, billing for services.
- Aggressively pursue grants to modernize facilities, fleet, and staffing.
- Develop long-term reserves and capital planning to match the pace of growth.

Goals

- Secure **\$2M+ in grant funding** over 5 years (SAFER, AFG, FP&S, Port Security, SPIRE, Etc).
- Publish a **10-year Capital Improvement Plan** aligned with fleet and facilities.
- Conduct a **levy/finance feasibility study by Year 2.**
- Build operating reserves equal to 6 months of expenses.

9.6 Service Delivery & EMS Transport – “Rising to the Community’s Needs”

Why it matters: Umatilla is growing fast. With that growth comes greater demand for EMS, suppression, and rescue. We must deliver services that not only keep pace, but lead.

Priorities

- Maintain high-quality EMS first response and expand transport capacity if feasible.
- Grow specialty rescue capabilities, Swiftwater, rope, hazmat, wildland interface.
- Protect critical infrastructure with preplans and regional coordination.
- Ensure services grow in step with community expectations.

Goals

- Complete **EMS transport feasibility study by Year 1**; implement a pilot program by Year 3 if viable.
- Stand up a **regional water rescue program by Year 4.**
- Train and equip firefighters for hazmat technician and technical rescue roles.
- Maintain **90% reliability rate** within primary coverage area, even during concurrency.

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9.7 Regional Collaboration & Governance – “Strength Through Partnership”

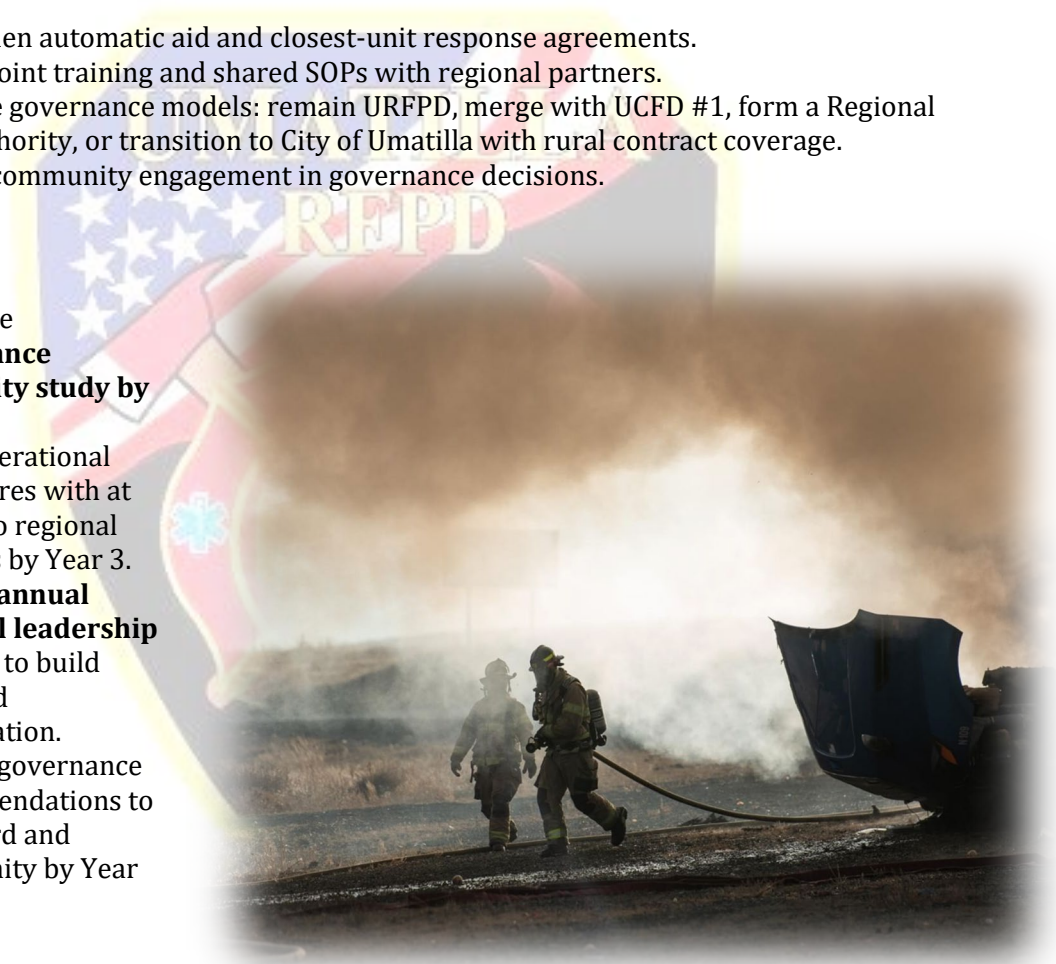
Why it matters: Fires, medical calls, and disasters do not respect borders. The future of Umatilla Fire depends on collaboration, and possibly consolidation, with regional partners.

Priorities

- Strengthen automatic aid and closest-unit response agreements.
- Pursue joint training and shared SOPs with regional partners.
- Evaluate governance models: remain URFPD, merge with UCFD #1, form a Regional Fire Authority, or transition to City of Umatilla with rural contract coverage.
- Ensure community engagement in governance decisions.

Goals

- Complete **governance feasibility study by Year 2.**
- Align operational procedures with at least two regional agencies by Year 3.
- Host an **annual regional leadership summit** to build trust and coordination.
- Present governance recommendations to the Board and community by Year 5.



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Summary

Our Strategic Priorities and Goals are not just aspirations, they are promises. Promises that Umatilla Fire will protect this community with the same pride that has defined us for generations. Promises that we will adapt to growth with courage, discipline, and foresight. And promises that every firefighter, career or volunteer, will have the training, equipment, and support to serve with excellence.

The next five years will bring challenges and opportunities. But with pride in who we are, clarity in where we are going, and unity in how we get there, the Umatilla Rural Fire Protection District will rise to meet the future, stronger, smarter, and more dedicated than ever.

1. Staffing & Personnel
2. Training & Safety
3. Facilities & Fleet
4. Community Engagement
5. Financial Sustainability
6. Service Delivery
7. Regional Collaboration



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10. SWOT Analysis

Purpose. This analysis translates what we know about Umatilla's risks, resources, and rapid growth into clear insights that drive action. **Strengths/Weaknesses** are internal and controllable; **Opportunities/Threats** are external and require strategy, partnerships, and preparedness.

10.1 Strengths — What We Will Build On

- **Mission-driven culture & pride.** "Neighbors serving neighbors" isn't a slogan, it's how we operate. Strong identity, can-do ethos, and community trust.
 - **Leadership and grant acumen.** Proven success in planning, grant writing, mobilization leadership, and regional instruction, positioned to win AFG/SAFER/FP&S/Port Security/SPIRE awards.
 - **All-hazards posture.** Core competencies across structure/wildland fire, rescue, EMS first response, and prevention, with mutual-aid depth.
 - **Strategic geography.** Proximity to Port of Umatilla/McNary Dam/Columbia River provides regional relevance and leverage for interagency investment.
 - **Board engagement.** Active governance with appetite for transparent performance reporting and strategic capital planning.
 - **Growing training pipeline.** Resident interns, seasonal FFs, and a rebuilding volunteer program create scalable capacity.
 - **Community relationships.** Strong ties with city leadership, schools, law enforcement, and neighboring fire agencies, fertile ground for CRR and joint training.
-

10.2 Weaknesses — What We Must Fix First

- **Minimum staffing vulnerability.** Limited career staffing risks 2-in/2-out compliance and reliability during concurrent incidents.
- **Facility constraints.** Station 11 not yet optimized for 24/7 career staffing (decon flow, bunk rooms, gear separation); Station 12 needs replacement.
- **Fleet age & reserves.** Apparatus lifecycle gaps; limited reserve depth; specialized water/tech rescue equipment still in build-out.
- **EMS transport dependency.** Reliance on outside transport; limited internal QA/QI loop and revenue capture.
- **Volunteer program bandwidth.** Onboarding, mentoring, and retention systems still maturing; leadership time is stretched.

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- **Data & technology gaps.** Need tighter CAD/MDT/AVL, station alerting upgrades, GIS preplans, and dashboards for decision-making.
 - **Financial cushion.** Operating reserves and long-range capital funding are improving but not yet at best-practice levels.
 - **Policy/SOG standardization.** Continued work to align SOGs with regional partners for seamless “plug-and-play” operations.
-

10.3 Opportunities — What We Can Seize

- **Economic boom alignment.** Data centers, port growth, and housing expansion can underwrite service improvements via **Enterprise Zone, Urban Renewal, PILT**, and development agreements.
 - **Grant window.** AFG/SAFER/FP&S for staffing, SCBA, apparatus; **Port Security** for rescue boat; **SPIRE** for rescue gear; **state wildfire/CRR** programs.
 - **Regionalization lifts.** Closest-unit response, shared training/SOGs, and potential **RFA or merger** unlock scale efficiencies and depth.
 - **EMS transport program.** Improves outcomes, control, and a new revenue stream; phased pilots reduce risk.
 - **Water/Swiftwater capability.** SAFE Boat + technician training positions Umatilla as the river safety leader for commerce and recreation.
 - **Community Risk Reduction.** Fire Marshal program, inspections (including food trucks/new businesses), WUI mitigation, and targeted outreach reduce loss before it happens.
 - **Technology modernization.** Station alerting, AVL, ePCR/QA, GIS preplans, and performance dashboards strengthen reliability and transparency.
 - **Workforce pipeline.** Live-in residents, interns, and structured volunteer ladders grow talent locally and build community pride.
-

10.4 Threats — What We Must Guard Against

- **Rising concurrency & call volume.** Growth drives overlapping incidents; reliability and response times can slip without staffing and deployment changes.
- **High-consequence incidents.** WUI fire, river/boat emergencies, dam/industrial events, hazmat rail/highway spills, low frequency, high severity.
- **Recruitment/retention competition.** Wage pressure, housing costs, and burnout challenge both volunteers and career FFs.
- **Capital inflation & supply chains.** Longer lead times, higher costs for apparatus/stations; missed grant cycles create multi-year gaps.

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- **Levy fatigue & revenue headwinds.** Voter sensitivity; EMS reimbursement changes; grant dependency volatility.
- **Climate & extremes.** Heat, drought, wind events amplify wildland and medical surge risk; evacuation complexity grows.
- **Interoperability risks.** Mapping/address discrepancies and radio/dispatch fragmentation delay response (e.g., Highway 730 vs. 6th Street issues).
- **Mutual-aid strain.** Neighboring agencies also face growth; the cushion we rely on can thin during regional events.

10.5 Key Cross-Cutting Risks & Mitigations

Risk	Impact	Mitigations (Immediate → Strategic)
Concurrency erodes reliability	Delayed response, higher loss	Peak-hour staffing; roving FF; volunteer/intern surge; SOC update; add second company/ambulance as triggers are met
Facility constraints	Health/safety, morale, readiness	Interim decon workflow; quick-hit upgrades; Station 11 remodel; Station 12 systems; siting study for future station
Fleet gaps	Downtime, higher maintenance	PM rigor; grant stacking; lifecycle plan with reserves; secure reserve engine/ambulance
EMS dependency	Outcome/revenue risk	QA/QI with current provider; feasibility study; phased transport pilot; billing and compliance build-out
Recruitment/retention	Coverage, experience loss	Incentives, tuition/live-in, leadership pipeline, wellness/peer support, culture of recognition
High-consequence hazards	Life safety, economic hit	Preplans/target hazards, joint exercises (dam/rail/river), specialty equipment/training, regional task forces
Funding volatility	Program delays	Diversify revenue (EZ/UR/PILT), grants calendar, local option levy feasibility, conservative pro formas

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10.6 “SWOT → Strategy” Map (What We’ll Do About It)

- **S → O (Leverage strengths to seize opportunities):**
Grant-savvy leadership + community trust → pursue **SAFE Boat**, AFG engine, SAFER positions, FP&S Fire Marshal/CRR launch.
- **S → T (Use strengths to blunt threats):**
Strong partnerships + all-hazards posture → deepen closest-unit response, joint river/hazmat/WUI exercises, shared SOGs.
- **W → O (Fix weaknesses by using opportunities):**
Facility/fleet gaps → capital plan funded by **Enterprise Zone/Urban Renewal** + grants; EMS dependency → phased transport pilot.
- **W → T (Reduce weaknesses that amplify threats):**
Staffing & tech gaps → SOC-driven hiring + AVL/alerting upgrades to protect reliability during growth and extreme weather.

10.7 Early-Warning Indicators & Success Metrics

Watch these monthly/quarterly:

- **Reliability & Times:** Response reliability %, turnout/travel at 90th percentile by zone, **concurrency rate**.
- **EMS:** Unit-hour utilization, cardiac arrest bundle metrics, scene-to-hospital intervals.
- **Operations:** Fire containment benchmarks, after-action improvement items closed.
- **CRR/Prevention:** Inspections completed, violations corrected, false alarm reductions, WUI mitigation outputs.
- **Workforce:** Volunteer active roster, training hours per member, vacancies/time-to-hire, injuries/near-miss, wellness participation.
- **Finance/Capital:** Grant yield, CIP progress, reserve balances, apparatus down-time.

Targets align to Section 9 goals (e.g., reliability ≥ 90%, annual training hours, 100% commercial inspections, 20% reduction in repeat violations, reserve = 6 months O&M).

10.8 Top Strategic Moves Emerging from SWOT (Next 24–36 Months)

1. **Remodel Station 11** to be fully career-capable; implement interim decon and bunking upgrades now.
2. **SOC deployment update** with defined triggers for a second company and EMS transport phases.

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3. **Fleet lifecycle execution:** AFG engine, tender/brush replacement plan, secure a **SAFE Boat** via Port Security.
4. **CRR/Fire Marshal launch** (FP&S grant), with food-truck/new business inspections and WUI outreach.
5. **Technology modernization:** CAD/MDT/AVL, station alerting, preplans in GIS, and public dashboards.
6. **Volunteer & resident intern surge:** structured pipeline, incentives, and officer mentoring.
7. **EMS transport feasibility & pilot** tied to measurable clinical and financial benchmarks.
8. **Regionalization track:** SOP alignment, closest-unit agreements, and governance feasibility (RFA/merger/city model).
9. **Water/Swiftwater program:** train to technician level, formalize multi-agency river response.
10. **Funding diversification:** Enterprise Zone/Urban Renewal/PILT agreements; grant calendar; levy study.

Bottom Line

This SWOT confirms what our community already knows: **Umatilla Fire is built on pride, integrity, and service**, and we are ready to grow with the city we love. We will fix what must be fixed, seize what can be seized, and safeguard our people with the discipline and heart that define us. The path forward is clear, and we will walk it, together.



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11. Implementation & Evaluation

The Umatilla Rural Fire Protection District’s Strategic Plan is a promise to our community, our Board, and our firefighters. Implementation turns words into action, while evaluation ensures discipline, accountability, and transparency. This section provides a clear accountability framework that translates priorities into measurable outcomes.

The following Strategic Plan Accountability Matrix links each priority area to annual objectives, responsible parties, timelines, and performance indicators. This ensures progress is visible, trackable, and celebrated with pride.

Priority Area	Annual Objective	Responsible	Timeline	Performance Indicator (KPI)
Staffing & Workforce	Expand to 2 career firefighters per shift + seasonal/volunteers	Fire Chief & Lieutenants	Years 1–3	Shift staffing compliance; volunteer roster > 15
Training & Safety	Quarterly multi-agency training & officer development academy	Training Officer & Lieutenants	Annual	Training hours/member; # of joint exercises
Facilities & Fleet	Complete Station 11 remodel and replacement plan fleet	Fire Chief & Board	By Year 3	Station 11 remodel complete; replacement plan approved
Community Engagement & CRR	Launch Fire Marshal program & 100% occupancy inspections	Fire Marshal / Prevention Officer	Years 2–5	% of occupancies inspected; # of CRR events
Financial Sustainability	Secure \$2M in grant funding & build 6-month reserve	Fire Chief & Office Administrator	5 years	Grant dollars awarded; reserve balance growth
Service Delivery	Conduct EMS transport pilot program	EMS Coordinator & Fire Chief	By Year 3	Pilot launch; patient care benchmarks; revenue recovery
Regional Collaboration	Complete governance feasibility study & annual leadership summit	Fire Chief & Board	By Year 2	Feasibility study delivered; summit held annually

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This matrix will be updated quarterly and reported to the Board, with an annual State of the District report shared publicly. Progress will be measured with honesty, challenges will be acknowledged, and successes will be celebrated as proof of our pride and dedication to the people of

The Umatilla Rural Fire Protection District's Strategic Plan is not just a document. It is a **promise to our community, our Board, and our firefighters**, a promise that we will deliver the very best fire and emergency services, now and into the future. But a plan is only as strong as its execution. Implementation is how words become action. Evaluation is how we ensure discipline, accountability, and transparency. Together, they represent the heart of our culture: **pride in service, relentless improvement, and neighbors serving neighbors.**

11.1 Principles of Implementation

Our approach to implementation is grounded in five principles that define Umatilla Fire's culture:

1. **Extreme Ownership:** Every firefighter, from the Chief to the newest volunteer, plays a role in advancing this plan. Accountability is shared. Excuses have no place here.
 2. **Pride in Service:** Each milestone achieved reflects not only progress, but the pride we take in serving our city, our rural neighbors, and one another.
 3. **Discipline in Action:** Goals are translated into **annual work plans**, tracked, and reported. What gets measured gets done.
 4. **Transparency:** The community that funds and supports us deserves honesty. We will share our progress openly, wins and setbacks alike.
 5. **Adaptability:** Umatilla is growing fast. Our plan will evolve with it, reviewed annually and refreshed as risks and opportunities emerge.
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11.2 The Implementation Framework

Strategic priorities flow down into **tactical objectives**, which then become **daily work**.

- **Board of Directors:** Provide governance, approve policy, and ensure financial oversight.
- **Fire Chief:** Owns execution of the plan; ensures resources align with goals; reports quarterly to the Board and annually to the community.
- **Leadership Team (Lieutenants/Coordinators):** Translate priorities into training schedules, staffing, CRR initiatives, and operational improvements.
- **All Firefighters (Career, Seasonal, Interns, Volunteers):** Execute the work with professionalism; provide feedback; uphold the culture of pride.

Phased Timeline Example:

- **Year 1:** Launch EMS transport feasibility, finalize Station 11 remodel design, implement CRR inspection program, secure grant funding, establish baseline metrics.
- **Years 2–3:** Station 11 remodel underway, EMS transport pilot if approved, fleet replacements delivered, Fire Marshal position established, volunteer program expansion.
- **Years 4–5:** Station 13 siting analysis complete, full ambulance transport program (if sustainable), SAFE Boat operational, new staffing depth achieved, governance decision (RFA/merger/City partnership).

11.3 Performance Measurement

We will track progress through **Key Performance Indicators (KPIs)** tied to our goals. These are not just numbers, they are measures of **trust, readiness, and pride**.

Operational Excellence

- **Response Reliability:** % of calls with coverage maintained (target: 90%+).
- **Travel Times:** 90th percentile arrival time by zone (urban/suburban/rural).
- **Concurrency:** % of overlapping incidents — tracked to trigger staffing/second company.
- **Fireground Effectiveness:** % of structure fires confined to room/area of origin.

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EMS & Community Health

- **Cardiac Survival:** % of ROSC patients delivered to hospital with pulses.
- **Transport Intervals:** Scene-to-hospital time benchmarks (if transport implemented).
- **Community Impact:** # of CPR/AED classes, # of smoke alarms installed, # of public contacts.

Prevention & Community Risk Reduction



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STRATEGIC PLAN



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- % of commercial occupancies inspected annually (target: 100%).
- % reduction in repeat code violations/false alarms.
- of homes engaged in WUI/firewise mitigation programs.

Workforce & Training

- Career staff average training hours/year (target: 240+).
- Volunteer average training hours/year (target: 120+).
- of firefighters certified in advanced disciplines (swiftwater, hazmat tech, rope rescue).
- Retention rate of volunteers and interns (target: 75%+ over 3 years).

Financial Sustainability

- Annual balanced budget with reserves growth.
- Grant dollars secured vs. pursued (target: \$2M+ over 5 years).
- % of capital plan completed on schedule.
- EMS transport revenue cycle benchmarks (if applicable).

11.4 Evaluation & Accountability

- **Quarterly Reviews:** Fire Chief reports to the Board on progress, challenges, and metrics.
- **Annual State of the District Report:** Public-facing document summarizing achievements, lessons learned, and next year's objectives.
- **Community Engagement:** Social media, newsletters, and open houses used to share results in plain language.
- **After-Action Reviews:** Every major incident and exercise feeds into training and planning, closing the loop.

11.5 Continuous Improvement Cycle

We will follow a disciplined cycle of improvement:

1. **Plan:** Define objectives each year based on strategic priorities.

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2. **Do:** Execute objectives through staffing, training, and resources.
3. **Check:** Measure results against KPIs and goals.
4. **Act:** Adjust tactics, update objectives, and realign resources.

This cycle repeats annually, keeping the District **progressive, resilient, and ready**.

11.6 Celebrating Pride in Progress

Implementation is not only about metrics, it is about culture. Every achievement, from a grant award to a successful rescue, is a point of pride for our firefighters and our community.

- **Recognize firefighters** for meeting milestones and going above and beyond.
 - **Celebrate with the community**, open houses, social media spotlights, Board recognitions.
 - **Honor our volunteers**, because they embody “neighbors serving neighbors.”
 - **Embrace challenges**, admit when things don’t go as planned, and show how we’ll adapt.
-

11.7 Looking Ahead

Implementation and evaluation are not the finish line, they are the fuel that propels us forward. This Strategic Plan will **grow with the community**, evolve with risks, and sharpen with experience.

By embedding accountability, transparency, and pride into every step, Umatilla Fire will:

- Earn the continued trust of our community.⁴
 - Deliver on promises of safety, service, and progress.
 - Build a fire district that reflects the pride, resilience, and unity of Umatilla itself.
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Summary

This Strategic Plan is a **living promise**. Implementation is how we keep it alive, day after day. Evaluation is how we prove, with honesty and discipline, that we are worthy of the trust placed in us.

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With every goal achieved, every improvement made, and every life protected, we will continue to show that **Umatilla Fire is more than a fire district, it is a family, a culture of pride, and a standard of excellence for the region.**

Appendices

- Apparatus inventory
- Testing records (pump, hose, ladder, flow)
- Staffing charts & schedules
- Response area maps and demographics
- Financial details (historical budgets, 5-year projections)

