

Strategic Plan

2027-2031

Grant County Fire District #3

PREPARING FOR GROWTH • STRENGTHENING SERVICE • BUILDING THE FUTURE

Final Draft



Adopted January 2027

“
**THIS PLAN IS
MORE THAN A
DOCUMENT.
IT IS A
COMMITMENT
TO ACTION.**”



DAVID DURFEE
Fire Chief

RANDY ZOLMAN
Board Chair

Letter from the Fire Chief & Board Chair

On behalf of Grant County Fire District 3, we are proud to present the District's Strategic Plan for 2027–2031. This plan represents the collective efforts of our firefighters, officers, staff, commissioners, community partners, and residents who contributed their time, experience, and vision throughout this planning process.

Our communities continue to evolve. Growth throughout the Quincy Valley and surrounding areas, increasing service demands, advancements in technology, changing workforce expectations, and expanding emergency response challenges all require the District to plan thoughtfully for the future. This Strategic Plan provides a road map to help guide those efforts while remaining grounded in our commitment to service, safety, accountability, and stewardship of public resources.

The priorities identified in this plan reflect the issues most critical to the long-term success of the District. These priorities include sustaining and strengthening our workforce, improving operational readiness, investing in facilities and apparatus, enhancing training and safety, strengthening financial stability, leveraging technology, and continuing to build trust and engagement within the communities we serve.

This plan is intended to be more than a document. It is a commitment to action. The goals, objectives, and strategies outlined within these pages are designed to guide decision-making, support responsible budgeting, and ensure that the District remains prepared to meet both current and future needs. Equally important, this plan establishes a framework for accountability and continuous improvement as we move forward together.

We would like to sincerely thank all those who participated in this process. Your feedback, ideas, and dedication helped shape a plan that reflects the values and priorities of both the organization and the community. The strength of Grant County Fire District 3 has always been its people, and this plan is built upon that foundation.

As we look to the future, we remain committed to providing professional, responsive, and compassionate service to the residents and visitors of our District.

Together, we will continue to build an organization that is resilient, forward-thinking, and prepared to serve future generations.

Sincerely,

David Durfee
Fire Chief

Randy Lohman
Board Chair

Table of Contents

About Grant County Fire District 3	7
Organizational Overview	8
Service Area	9
Population Served	9
Fire Stations, Facilities, and Staffing	10
Services Provided.....	12
Community Profile	12
Growth Trends and Service Demands.....	13
Planning Process	15
Planning Process Overview	16
Participants	16
Community Engagement.....	16
Internal Workshops and Planning Sessions.....	17
Planning Timeline	17
Data and Information Reviewed.....	18
Strategic Planning Outcome.....	18
Mission, Vision & Values	21
Strategic Framework	23
Strategic Priorities	25
Sustainable Staffing & Deployment.....	27
Organizational Clarity & Leadership Development	31
EMS Role & System Integration.....	35
Facilities, Apparatus & Infrastructure	39

Financial Stability & Revenue Strategy.....	43
Data, Technology & Operational Insights.....	47
Community Trust & Preparedness.....	51

Measuring Success 55

Performance Measures	56
Dashboard Reporting.....	56
Board Oversight	56
Community Reporting	56
Annual Strategic Review	57
Strategic Plan Refresh	57

Implementation Framework 59

From Strategy to Action	60
Annual Work Plans	60
Accountability.....	60
Annual Implementation Cycle	61

Appendices 63

Appendix A - Acknowledgements	65
Appendix B - Community & Member Engagement Results	67
Appendix C - Financial Overview	71
Appendix D - Station Locations & Apparatus	75
Appendix E - Annual Work Plan Template	79

SECTION 01

About Grant County Fire District 3

Who we are, who we serve, and the community we protect.



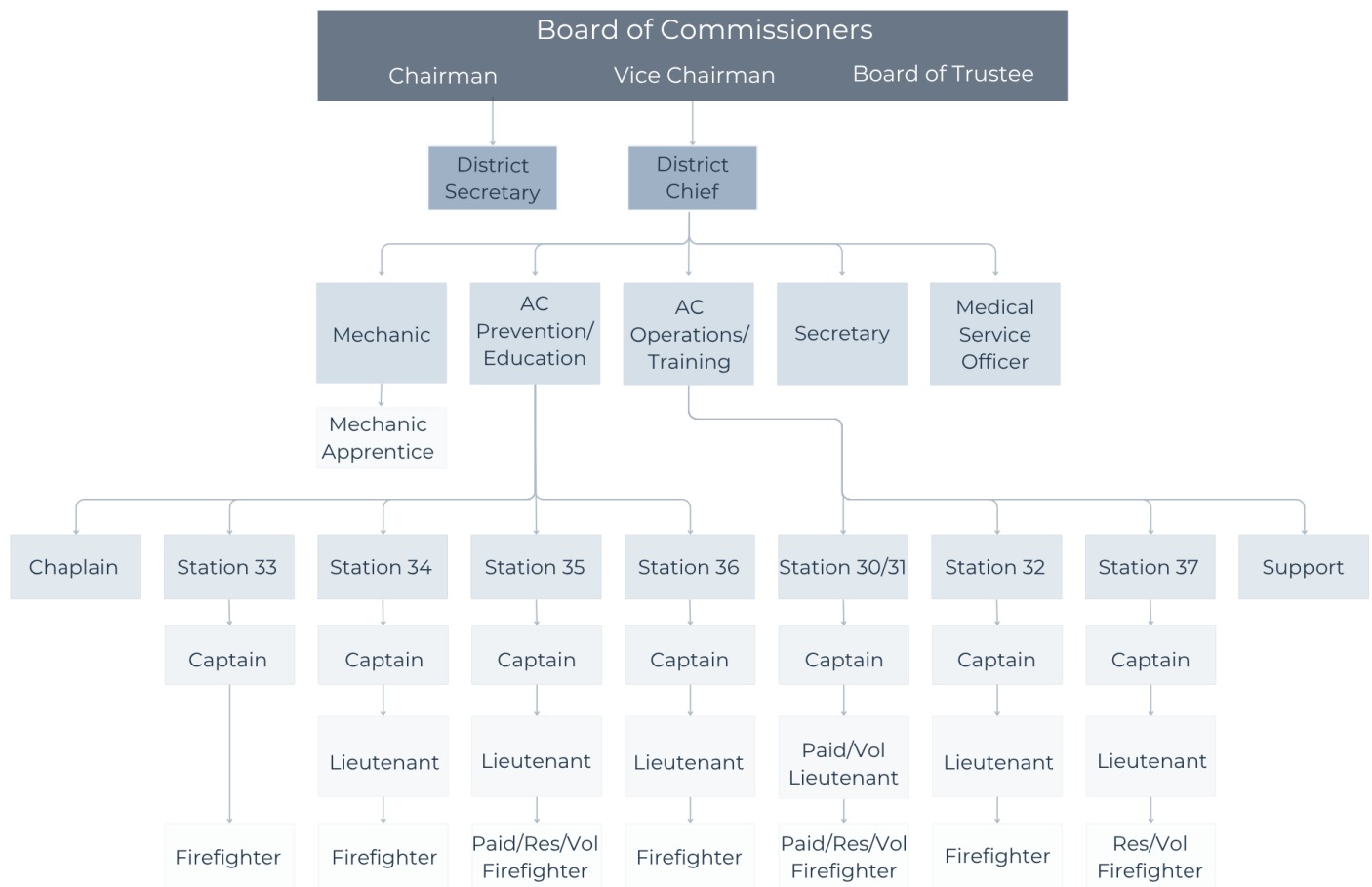
About Us

Organizational Overview

Grant County Fire District 3 (GCFD3) provides fire protection, emergency medical response, rescue services, fire prevention, public education, and emergency preparedness services to the communities of Quincy, George, Crescent Bar, Trinidad, Sunland Estates and surrounding unincorporated areas within western Grant County, Washington.

The District serves a diverse and rapidly evolving service area that includes residential communities, agricultural operations, industrial facilities, transportation corridors, recreational destinations, and critical infrastructure. The District's service environment continues to grow in complexity due to regional population growth, expanding industrial development, increased tourism activity, and changing emergency response demands. The District's organizational structure supports administrative, operational, training, prevention, maintenance, and emergency response functions across its service area.

Organizational Structure



Service Area

GCFD3 serves a geographically diverse area encompassing the City of Quincy, the City of George, Crescent Bar, Trinidad, Sunland Estates, Winchester, Low Gap, Block 71, rural agricultural areas, and surrounding unincorporated portions of Grant County.

The District protects a mix of:

- Residential neighborhoods
- Agricultural operations
- Food processing and cold storage facilities
- Data centers and industrial developments
- Transportation and rail corridors
- Recreational and tourism destinations
- Wildland-urban interface areas

The service area presents a wide range of emergency response challenges including structure fires, wildland fires, hazardous materials incidents, emergency medical responses, technical rescues, transportation incidents, and large-scale public events.

Population Served



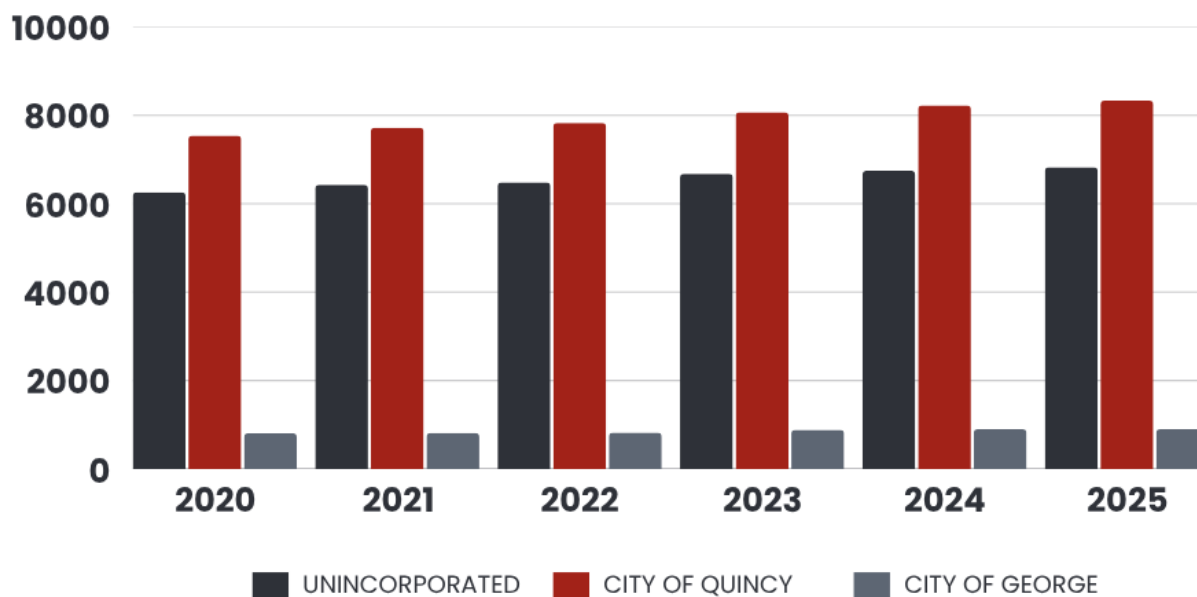
The region continues to experience growth associated with:

- Industrial and technology sector expansion
- Agricultural development
- Housing growth
- Tourism and recreation activity
- Regional economic development

Large-scale community events and seasonal tourism can significantly increase temporary population levels and emergency service demand.

POPULATION INCREASE

GRANT COUNTY FIRE DISTRICT 3 SERVICE AREA



Grant County Fire District 3's estimated service-area population increased from approximately 14,606 residents in 2020 to 16,057 residents in 2025. This represents an increase of approximately 1,451 residents, or 9.9 percent, over five years. Continued population growth increases demand for emergency response, staffing, facilities, apparatus, training, and long-term financial resources.

Fire Stations, Facilities, and Staffing

Grant County Fire District 3 operates a network of fire stations staffed by career, resident, and volunteer personnel. District facilities include administrative offices, emergency response stations, maintenance and support functions, and a regional training center with a live-fire training tower. Each station supports a specific service area and maintains at least one certified EMS aid unit, while providing varying levels of apparatus capacity, living quarters, and operational capability.

The District continually evaluates facility placement, modernization, replacement, and future expansion to maintain operational readiness and meet the needs of a growing community.

This combination staffing model enables the District to provide efficient emergency response across a large geographic area while maximizing available resources. Career, resident, and volunteer firefighters each play a vital role in delivering emergency services and maintaining the District's long-term operational sustainability.

Our Stations at a Glance

30 CITY OF QUINCY

City-owned station operated by GCFD3 under contract.

Apparatus Assigned: 5

Living Quarters: Yes

Staffing: Resident, Volunteer

31 QUINCY

District main station with administrative offices, maintenance shop, and support apparatus.

Apparatus Assigned: 32

Living Quarters: Yes

Staffing: Career, Resident, Volunteer

32 WINCHESTER

Apparatus Assigned: 3

Living Quarters: No

Staffing: Volunteer

33 BLOCK 71

Apparatus Assigned: 2

Living Quarters: No

Staffing: Volunteer

34 LOW GAP

Apparatus Assigned: 2

Living Quarters: No

Staffing: Volunteer

35 GEORGE

Includes Regional Training Center and training tower.

Apparatus Assigned: 9

Living Quarters: Yes

Staffing: Career, Resident, Volunteer

36 SUNLAND

Apparatus Assigned: 2

Living Quarters: No

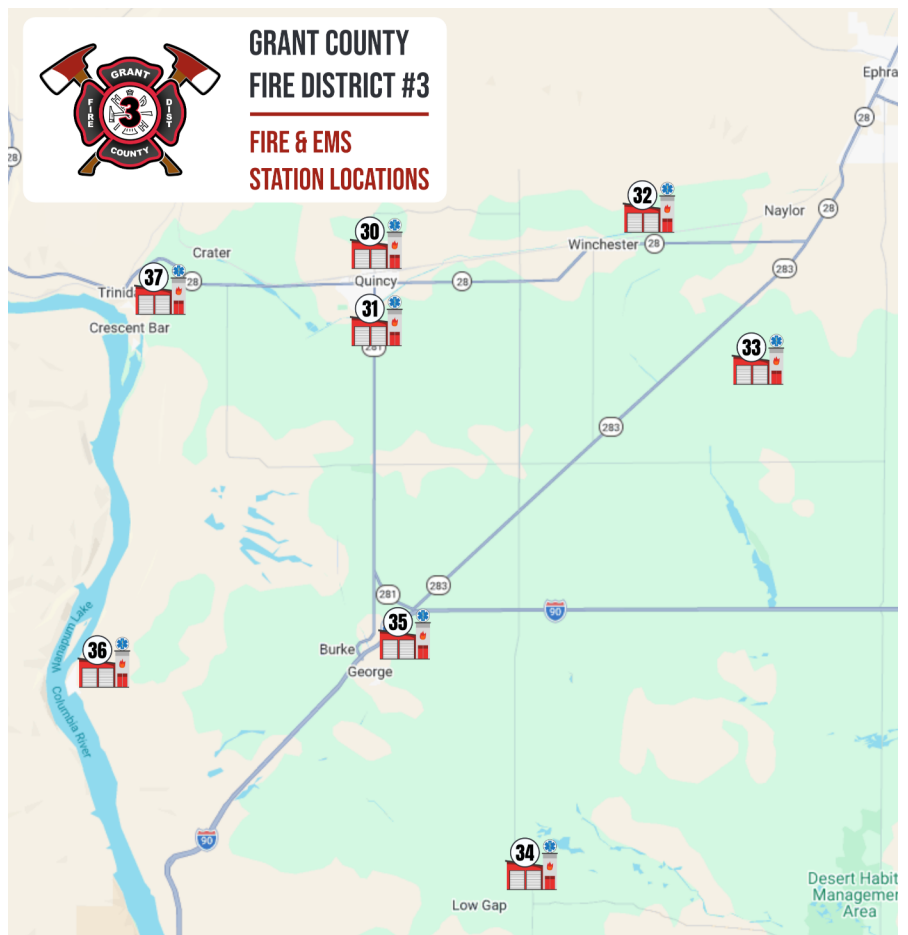
Staffing: Volunteer

37 CRESCENT BAR

Apparatus Assigned: 5

Living Quarters: Yes

Staffing: Resident, Volunteer



Services Provided

Grant County Fire District 3 provides a broad range of emergency and community services, including:

Emergency Response Services

- Fire suppression
- Emergency medical response
- Rescue operations
- Wildland fire response
- Hazardous materials response
- Technical rescue support
- Mutual aid assistance

Community Risk Reduction

- Fire prevention and inspections
- Public education programs
- CPR and first aid training
- Community preparedness education
- Youth and school outreach
- Safety awareness initiatives

Operational Support Services

- Training and professional development
- Emergency planning and coordination at the local, regional, and state levels
- Apparatus, equipment, and facility maintenance
- Active participation in local, regional, and statewide committees, professional organizations, and community partnerships that strengthen emergency services and public safety
- Community engagement and public outreach

Community Profile

The communities served by GCFD3 are characterized by:

- Strong agricultural roots
- Rapid industrial and technology growth
- Diverse cultural and demographic populations
- Expanding residential development
- Major transportation corridors
- Seasonal tourism and recreation activity

The District protects critical infrastructure including:

- Data centers
- Agricultural processing facilities
- Cold storage warehouses
- Rail transportation corridors
- Interstate 90 corridor
- Quincy airport
- Large public assembly venues

These factors contribute to increasingly complex emergency response and preparedness requirements.

Growth Trends and Service Demands

The District continues to experience changing service demands driven by:

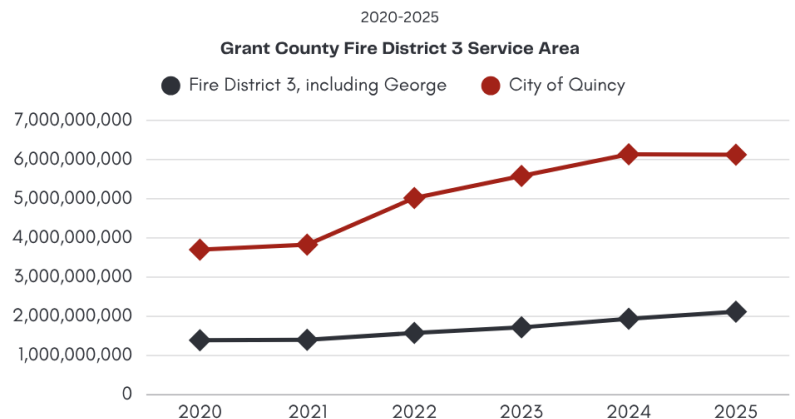
- Population growth
- Industrial expansion
- Increased EMS call volume
- Expanded commercial development
- Wildfire risk
- Evolving training and safety standards

Emergency medical calls now represent a significant portion of overall service demand, while continued economic and infrastructure growth has increased the need for specialized response capabilities, training, technology integration, and long-term capital planning.

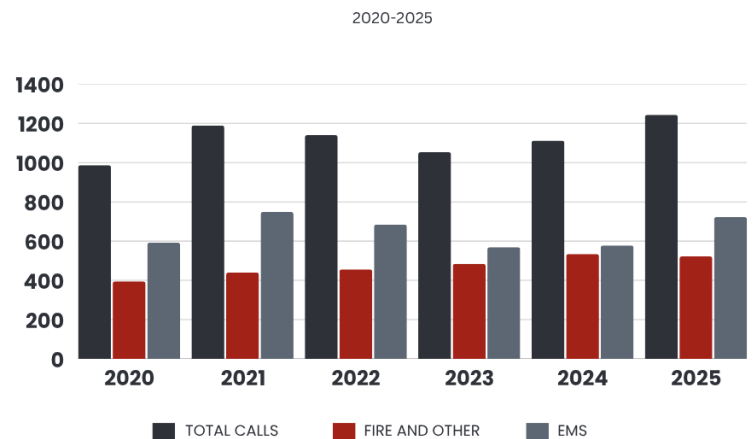
To meet future needs, the District continues to focus on:

- Workforce sustainability
- Leadership development
- Facility and apparatus planning
- Operational readiness
- Technology improvements
- Community engagement
- Financial sustainability

GROWTH IN ASSESSED PROPERTY VALUE



EMERGENCY CALL VOLUME BY TYPE



Grant County Fire District 3 responded to 1,244 calls in 2025, the highest annual call volume during the six-year period. This represents a 26.0% increase from the 987 calls recorded in 2020. Call volume fluctuated from year to year, but the overall trend was upward. EMS incidents remained the largest component of the District's workload, accounting for approximately 58% of all calls over the period and 58% of calls in 2025. This continuing demand affects staffing, deployment, training, equipment, and coordination with regional EMS partners.

Planning Process

*How this plan was shaped through collaboration
and community input.*



Planning Process

Planning Process Overview

Grant County Fire District 3 developed this Strategic Plan through a collaborative planning process designed to gather input from District leadership, personnel, stakeholders, and community representatives. The process focused on identifying the most significant challenges, opportunities, and priorities facing the District over the next several years while establishing a clear road map for future decision-making and organizational improvement.

The planning process emphasized:

- Inclusive participation
- Honest organizational assessment
- Community and stakeholder engagement
- Data-informed decision-making
- Long-term sustainability
- Operational readiness and service excellence

Participants

The Strategic Plan was developed through the combined efforts of:

- Board of Fire Commissioners
- Fire Chief and command staff
- Career and volunteer firefighters and officers
- Administrative staff
- Community stakeholders and partner agencies

Internal work-groups and leadership teams participated in strategic planning workshops, discussions, and review sessions to identify organizational strengths, operational challenges, future service demands, and strategic priorities.

Community and regional stakeholders also provided valuable perspectives regarding emergency services, growth trends, public expectations, and community needs.

Community Engagement

Community engagement was an important component of the planning process. Input was gathered through:

- Stakeholder interviews

- Community discussions
- Internal and external feedback sessions
- Collaboration with partner agencies and organizations
- Leadership and operational workshops

Participants provided perspectives on:

- Emergency service expectations
- Community growth and development
- Public safety concerns
- Workforce and staffing challenges
- Facilities and infrastructure needs
- Financial sustainability
- Community preparedness and outreach

This engagement process helped ensure the Strategic Plan reflects both organizational priorities and community expectations.

Internal Workshops and Planning Sessions

The District conducted a series of internal planning workshops and strategic discussions involving District leadership, officers, and staff.

Workshop topics included:

- Organizational strengths and challenges
- Workforce sustainability
- Recruitment and retention
- Leadership development
- Training and operational readiness
- Technology and communication systems
- Facilities and apparatus planning
- Financial and capital planning
- Community risk reduction and public engagement

These collaborative sessions allowed participants to identify critical issues, develop goals and strategies, and prioritize initiatives necessary to support future service delivery.

Planning Timeline

The Strategic Planning process occurred over multiple phases and included:

1. Initial organizational assessment and issue identification
2. Internal leadership and stakeholder discussions

3. Review of operational data and trends
4. Development of critical issues and strategic priorities
5. Drafting of goals, objectives, and strategies
6. Review and refinement sessions
7. Preparation of the final Strategic Plan for Board consideration and adoption

The planning process was intentionally structured to allow time for discussion, review, and refinement to ensure the final plan accurately reflects the District's long-term priorities and operational needs.

Data and Information Reviewed

The Strategic Planning process included review and analysis of a variety of operational, organizational, and community data sources, including:

- Historical incident response data
- Response volume and call type trends
- Population and demographic trends
- Regional economic and development trends
- Staffing and workload considerations
- Training and safety requirements
- Facility and apparatus conditions
- Capital and financial planning information
- Technology and communication needs
- Community growth projections
- Emergency service demand trends

The District also reviewed prior planning documents, operational assessments, and historical strategic initiatives to evaluate progress, identify ongoing challenges, and guide future planning efforts.

Strategic Planning Outcome

The result of this process is a Strategic Plan that:

- Identifies the District's most critical organizational and operational priorities
- Establishes long-term goals and measurable objectives
- Provides strategic direction for future decision-making
- Supports accountability and performance measurement
- Aligns planning, budgeting, staffing, and capital investments
- Reinforces the District's commitment to professional service, safety, and community engagement

This Strategic Plan is intended to serve as a living framework that guides the District's priorities, operational focus, and resource allocation over the coming years while remaining adaptable to changing community and service needs.

Mission, Vision & Values

*The principles that guide every decision, every response,
and every member.*



Mission, Vision & Values

The members and staff of Grant County Fire District #3 are dedicated to fire prevention and life safety.

We aspire to maintain the highest standards of training and readiness in order to serve our community to the best of our abilities, with the highest regard given to the safety of our members and the public we serve.

SERVICE FIRST

- S* – Safety for members and communities
- E* – Excellence in all that we do
- R* – Respect for volunteers as a vital part of our team
- V* – Value human and financial resources wisely
- I* – Integrity and ethical leadership from Board and staff
- C* – Clarity in our decision-making processes
- E* – Effective communication among staff and volunteers
- F* – Fun and energy in our work
- I* – Informing and listening to our communities
- R* – Representation of the Fire District in all we do
- S* – Strong teamwork across the District
- T* – Trust & accountability—holding ourselves and others responsible

Strategic Framework

*Connecting our mission to meaningful action
and measurable results.*



Strategic Framework



MEASURING SUCCESS

Progress will be monitored through performance measures and regular evaluations. This ensures we remain adaptive, accountable, and focused on delivering value to our community.

“ A strong framework.
A stronger future. ”

Strategic Priorities

Seven priorities. One shared direction.



PRIORITY 01

Sustainable Staffing & Deployment

Supporting the people who answer the call.

Sustainable Staffing & Deployment

Priority Overview

Our ability to protect lives and property depends on having a workforce that is prepared, capable, and available to respond when needed. As community expectations, service demands, and workforce trends continue to evolve, the District must maintain a sustainable staffing model that supports emergency response today while preparing for future needs. This priority focuses on recruiting, developing, deploying, and retaining personnel to ensure consistent service delivery, operational readiness, and long-term organizational success.

Why It Matters

Reliable emergency response begins with people. Maintaining effective staffing is essential to meeting community expectations, supporting member well-being, and ensuring the District remains prepared for changing service demands.

Current Challenges

- Recruiting and retaining qualified volunteers and career personnel
- Increasing response demands with limited staffing resources
- Workforce succession and retirement planning
- Balancing operational readiness with training and member wellness

Future Opportunities

- Strengthen recruitment and retention initiatives
- Expand leadership and workforce development
- Improve deployment strategies using data and operational analysis
- Build an adaptable workforce prepared for future community needs

Goal 1.1

Maintain staffing levels that meet current and future service demand.

Objectives

- Maintain staffing levels aligned with service demand, risk, and adopted response standards.
- Achieve and maintain targeted response performance benchmarks district-wide.
- Reduce workload imbalances through periodic staffing and deployment analysis.

Strategies

- Conduct comprehensive staffing and deployment analysis.
- Optimize career, volunteer, and resident staffing models.
- Conduct periodic staffing and workload reviews.
- Adjust staffing levels based on service demand and operational data.

Goal 1.2

Improve allocation and deployment of district resources to maximize operational effectiveness.

Objectives

- Meet adopted emergency response performance standards district-wide.
- Improve resource availability and deployment efficiency.
- Maintain equitable service coverage across all response areas.

Strategies

- Implement data-driven deployment model.
- Standardize response configurations based on incident type and risk.
- Develop dynamic coverage and pre-positioning plans.
- Continuously evaluate and adjust resource distribution based on demand patterns.

Goal 1.3

Deploy personnel and resources in a data-informed manner that improves response performance, balances workload, and ensures equitable service delivery

Goal 1.3 - Continued

Objectives

- Improve personnel retention.
- Increase participation in leadership and development programs.
- Improve employee engagement and organizational satisfaction.

Strategies

- Gather personnel feedback.
- Assess organizational culture.
- Strengthen and support leadership and supervision.
- Enhance personnel development programs.
- Improve volunteer experience.

PRIORITY 02

Organizational Clarity & Leadership Development

Developing leaders. Strengthening our organization.

Organizational Clarity & Leadership Development

Priority Overview

Strong organizations are built on clear expectations, effective leadership, and a shared commitment to continuous improvement. As the District grows and evolves, establishing organizational clarity and investing in leadership development will strengthen decision-making, improve communication, and foster accountability at every level. This priority focuses on creating a culture where members understand their roles, leaders are equipped to succeed, and the organization is positioned for long-term excellence.

Why It Matters

Effective leadership and organizational alignment improve operational performance, strengthen employee engagement, and ensure consistent service to the community.

Current Challenges

- Evolving organizational roles and responsibilities
- Leadership succession and development needs
- Communication across all levels of the organization
- Maintaining consistency in policies and expectations

Future Opportunities

- Develop future leaders throughout the organization
- Improve organizational communication and accountability
- Strengthen decision-making and governance practices
- Foster a culture of learning and continuous improvement

Goal 2.1

Achieve organizational clarity with clearly defined roles, responsibilities, and accountability structures.

Objectives

- Maintain clearly defined organizational structures, roles, responsibilities, reporting relationships, and decision-making authority throughout the organization.
- Improve communication and understanding of organizational expectations, accountability, and decision-making processes at all levels.

Strategies

- Develop and maintain organizational chart.
- Define authority and span of control.
- Implement communication processes.

Goal 2.2

Develop leadership capacity and mentorship at all organizational levels.

Objectives

- Increase participation in leadership development, mentoring, and professional growth opportunities.
- Strengthen leadership competencies, accountability, and effectiveness across all officer and leadership positions.

Strategies

- Implement leadership development program.
- Tie leadership expectations to evaluations and feedback.

Goal 2.3

Establish an accountability and performance model

Objectives

- Implement and maintain a performance management system that supports accountability, continuous improvement, and organizational effectiveness.
- Increase completion of performance evaluations, feedback processes, and performance-based development activities.

Goal 2.3 - Continued

Strategies

- Create and implement a performance management system aligned with leadership goals.
- Ensure performance metrics are tied to both individual and team accountability.

Goal 2.4

Implement a succession plan for future leadership

Objectives

- Identify and develop qualified personnel for future leadership and critical organizational roles.
- Establish and maintain succession plans that support leadership continuity and organizational stability.

Strategies

- Establish a formal succession framework with developmental pathways.
- Identify and prepare high-potential personnel for leadership roles through targeted development.

PRIORITY 03

EMS Role & System Integration

Working together to deliver exceptional emergency medical care.

EMS Role & System Integration

Priority Overview

Emergency medical services continue to represent a significant portion of the District's emergency response responsibilities. While EMS delivery continues to evolve throughout the region, Grant County Fire District 3 remains committed to providing high-quality emergency medical response through strong partnerships, coordinated planning, and operational readiness. This priority focuses on strengthening the District's role within the broader EMS system while ensuring the community receives timely and effective emergency medical care.

Why It Matters

An integrated EMS system improves patient outcomes, strengthens regional collaboration, and ensures emergency medical resources are used effectively.

Current Challenges

- Changing regional EMS delivery models
- Coordination among multiple healthcare and response partners
- Maintaining EMS training and operational readiness
- Increasing demand for emergency medical services

Future Opportunities

- Strengthen partnerships across the regional EMS system
- Improve coordination and communication during medical responses
- Expand training and professional development
- Enhance service through collaborative planning and innovation

Goal 3.1

Define and formalize the District's EMS role

Objectives

- Establish and maintain a clearly defined EMS service delivery model.
- Improve understanding of the District's EMS role among personnel, partners, and the community.
- Ensure EMS resources are aligned with service demand.

Strategies

- Continuously evaluate and implement the EMS delivery model.
- Provide internal and external education on the scope of services.
- Utilize a regional EMS approach with emphasis on a geographic model.
- Establish clear policies and practices.

Goal 3.2

Enhance partnerships and coordinate responses

Objectives

- Increase collaboration with EMS agencies, hospitals, and regional partners.
- Improve interoperability between response agencies.
- Expand formal agreements supporting coordinated service delivery.

Strategies

- Improve coordination with EMS agencies and hospitals.
- Be an active member in regional EMS planning efforts.
- Develop formal agreements or MOUs where needed.
- Align dispatch protocols and communications across partner agencies.

Goal 3.3

Standardize training, practices, and on-scene operations

Objectives

- Improve EMS quality assurance and quality improvement outcomes.
- Increase consistency of EMS training and operational practices.
- Maintain compliance with EMS standards, protocols, and best practices.

Goal 3.3 - Continued

Strategies

- Implement EMS quality improvement program.
- Standardize training, practices, and on-scene operations.
- Proactively plan for future EMS needs and evolving service demands.
- Continuously evaluate and adopt innovative EMS response models.

PRIORITY 04

Facilities, Apparatus & Infrastructure

Building the foundation for dependable emergency response.

Facilities, Apparatus & Infrastructure

Priority Overview

Safe, reliable facilities and equipment provide the foundation for effective emergency response. As infrastructure ages and community needs change, the District must strategically invest in stations, apparatus, equipment, and supporting infrastructure to maintain operational readiness and protect public resources. This priority focuses on planning for long-term capital needs while ensuring facilities and equipment continue to support safe and efficient service delivery.

Why It Matters

Modern infrastructure enables personnel to respond safely, efficiently, and effectively while protecting the District's long-term investment.

Current Challenges

- Aging facilities and apparatus
- Increasing maintenance and replacement costs
- Long-term capital planning needs
- Supporting future operational growth
- Reliance on leased facilities that limits long-term planning and capital investment

Future Opportunities

- Develop long-range capital improvement plans
- Modernize facilities and emergency response equipment
- Improve operational efficiency through strategic investments
- Strengthen District infrastructure

Goal 4.1

Facilities that support service demand and growth

Objectives

- Stations are strategically located and equipped to meet service demand.
- Infrastructure planning supports future growth and service needs.

Strategies

- Maintain station locations and facility capacity that support service demand.
- Improve compliance with facility safety and operational standards.
- Align facility planning with projected growth and service needs.

Goal 4.2

Maintain and modernize apparatus fleet

Objectives

- Maintain apparatus reliability and operational readiness.
- Reduce deferred apparatus replacement needs.
- Improve compliance with fleet replacement and maintenance schedules.

Strategies

- Develop and maintain apparatus replacement schedule.
- Standardize apparatus types and configurations.
- Evaluate specialty apparatus needs.
- Ensure preventive maintenance programs are in place.

Goal 4.3

Improve infrastructure to support District needs

Objectives

- Improve facility functionality, safety, and operational efficiency.
- Ensure infrastructure supports staffing and deployment requirements.
- Align infrastructure investments with long-term capital planning.

Goal 4.3 - Continued

Strategies

- Upgrade station functionality.
- Improve operational efficiency, optimize storage spaces, and enhance support systems.
- Ensure facilities support staffing and deployment models.
- Integrate infrastructure planning with capital strategy.

PRIORITY 05

Financial Stability & Revenue Strategy

Investing wisely in our community's future.

Financial Stability & Revenue Strategy

Priority Overview

Long-term organizational success depends on sound financial stewardship and sustainable revenue. As service expectations continue to grow, the District must proactively manage financial resources, evaluate funding opportunities, and align investments with strategic priorities. This priority focuses on maintaining fiscal responsibility while ensuring the District has the resources necessary to meet current obligations and future community needs.

Why It Matters

Financial stability provides the foundation for maintaining services, investing in personnel and infrastructure, and adapting to future challenges.

Current Challenges

- Increasing operational and capital costs
- Dependence on existing revenue sources
- Inflation and economic uncertainty
- Balancing current needs with long-term investments

Future Opportunities

- Diversify and strengthen revenue sources
- Improve long-term financial planning
- Increase transparency and financial accountability
- Align investments with strategic priorities

Goal 5.1

Ensure sustainable and diversified revenue streams

Objectives

- Increase revenue stability and diversification through evaluation and pursuit of sustainable funding opportunities.
- Improve community understanding and support of District funding needs and long-term financial sustainability.

Strategies

- Evaluate current funding structure and limitations.
- Explore levy, bond, grant, fire benefit charge, annexation, and other funding options.
- Develop long-term revenue strategy.
- Engage the community on funding needs and options.

Goal 5.2

Strengthen financial planning and management

Objectives

- Maintain long-range financial planning that supports strategic decision-making and organizational sustainability.
- Maintain reserve fund levels and financial reporting practices that support transparency, stability, and future needs.

Strategies

- Develop multi-year financial forecasts.
- Align operating and capital budgets with strategic priorities.
- Build and maintain reserve funds.
- Ensure consistent financial reporting and transparency.

Goal 5.3

Allocate resources in alignment with strategic priorities

Objectives

- Align budget development, resource allocation, and investment decisions with strategic priorities, risk, and service demand.
- Improve evaluation and monitoring of financial performance, organizational effectiveness, and return on investment.

Goal 5.3 - Continued

Strategies

- Prioritize investments based on risk and impact.
- Link budget decisions to strategic plan goals.
- Evaluate cost efficiency and effectiveness across all service delivery activities.
- Monitor financial performance regularly.

PRIORITY 06

Data, Technology & Operational Insights

Transforming information into smarter decisions.

Data, Technology & Operational Insights

Priority Overview

Technology and data are essential tools for improving emergency response, organizational performance, and informed decision-making. By strengthening data collection, reporting, and technology utilization, the District can improve operational awareness, identify trends, and better support both day-to-day operations and long-term planning. This priority focuses on building organizational capacity to effectively use technology and operational information to enhance service delivery.

Why It Matters

Better information leads to better decisions, improving operational effectiveness, accountability, and service to the community.

Current Challenges

- Limited access to integrated operational data
- Inconsistent reporting and performance measurement
- Rapidly changing technology
- Organizational capacity to fully utilize available systems

Future Opportunities

- Expand performance reporting and dashboards
- Improve technology integration across the District
- Support data-informed operational decisions
- Strengthen organizational proficiency with technology

Goal 6.1

Improve data quality and accessibility

Objectives

- Improve the accuracy, consistency, accessibility, and completeness of organizational data.
- Increase the use of data, reporting, and analytics in operational and strategic decision-making.

Strategies

- Standardize data entry and reporting processes.
- Improve incident reporting accuracy and consistency.
- Develop dashboards and reporting tools.
- Use data to support planning and decision-making.

Goal 6.2

Modernize and integrate technology systems

Objectives

- Improve integration, reliability, and effectiveness of technology systems supporting District operations and administration.
- Strengthen cybersecurity, protect organizational data, and improve the reliability of technology systems.

Strategies

- Conduct technology needs assessment.
- Upgrade hardware and software systems.
- Integrate systems across operations and administration.
- Ensure cybersecurity and data protection.

Goal 6.3

Build organizational capacity to effectively use technology

Objectives

- Increase personnel proficiency and competency in technology systems and tools.
- Improve adoption, utilization, and organizational accountability for technology resources.

Goal 6.3 - Continued

Strategies

- Provide training on key systems and tools.
- Establish technology committee.
- Identify internal champions or subject matter experts.
- Promote adoption and accountability.

PRIORITY 07

Community Trust & Preparedness

Building stronger partnerships through service and preparedness.

Community Trust & Preparedness

Priority Overview

The District's success depends on the confidence and support of the community it serves. Building trust requires transparent communication, meaningful engagement, and a shared commitment to emergency preparedness. This priority focuses on strengthening relationships with residents, businesses, schools, and partner organizations while promoting community resilience and ensuring the District remains responsive to the needs and expectations of those it serves.

Why It Matters

Strong community relationships improve public confidence, enhance emergency preparedness, and support the District's mission of protecting lives and property.

Current Challenges

- Increasing expectations for transparency and communication
- Reaching diverse audiences throughout the service area
- Community preparedness for emergencies and disasters
- Maintaining public awareness of District services

Future Opportunities

- Expand public education and outreach
- Strengthen partnerships with community organizations
- Improve emergency preparedness and resilience
- Foster lasting trust through transparency and engagement

Goal 7.1

Strengthen community relationships and trust

Objectives

- Increase community awareness, engagement, and understanding of District services, performance, and value.
- Strengthen relationships and partnerships with community organizations, stakeholders, and regional partners.

Strategies

- Increase visibility through events and outreach.
- Improve communication through multiple platforms.
- Build relationships with community leaders and groups.
- Share successes, performance, and value.

Goal 7.2

Expand community education and preparedness

Objectives

- Increase participation in community preparedness, prevention, and life-safety education programs.
- Improve community readiness and resilience for emergencies and disasters.

Strategies

- Offer public training (CPR, CERT, fire prevention, etc.).
- Develop targeted outreach for at-risk populations.
- Ensure engagement with schools and youth.
- Promote preparedness campaigns.

Goal 7.3

Enhance accessibility for the community

Objectives

- Increase equitable access to District programs, services, education, and information.
- Expand outreach and communication efforts that effectively engage diverse, underserved, and multilingual populations.

Goal 7.3 - Continued

Strategies

- Expand Spanish-language and culturally appropriate outreach.
- Ensure equitable access to programs and services.
- Partner with community organizations.
- Tailor messaging to diverse populations.

Measuring Success

*Tracking progress, ensuring accountability,
and adapting for the future.*



Measuring Success

This Strategic Plan is intended to guide Grant County Fire District 3 over the next five years. Progress will be evaluated through ongoing performance measurement, regular reporting, and periodic review to ensure the District remains aligned with its mission and responsive to changing community needs.

Performance Measures

Each strategic priority includes goals and objectives that describe the District's intended outcomes.

Progress will be monitored using meaningful performance indicators, which may include:

- Emergency response performance
- Staffing and volunteer retention
- Leadership development milestones
- EMS system performance
- Financial sustainability indicators
- Facility and apparatus readiness
- Technology adoption and operational efficiency
- Community engagement and preparedness

Dashboard Reporting

District leadership will utilize operational dashboards and key performance indicators to monitor trends, identify opportunities for improvement, and support informed decision-making.

Board Oversight

Progress toward the Strategic Plan will be reviewed regularly with the Board of Fire Commissioners through reports, strategic discussions, and annual budget planning.

Community Reporting

The District will communicate progress with members and the community through annual reports, public meetings, digital communications, and other outreach efforts to maintain transparency and accountability.

Annual Strategic Review

Each year, District leadership will evaluate progress toward the Strategic Plan, assess changing conditions, and determine whether adjustments are needed to priorities or strategies while maintaining the long-term vision of the plan.

Strategic Plan Refresh

This Strategic Plan is intended to guide the District through 2031. The District will periodically assess the plan's relevance and initiate a comprehensive update as organizational needs, community expectations, or operating conditions evolve.

SECTION 07

Implementation Framework

Turning strategy into meaningful action.



Implementation Framework

From Strategy to Action

The Strategic Plan establishes Grant County Fire District 3's long-term direction. Successful implementation will occur through annual work planning that translates strategic priorities into measurable actions while allowing the District to remain flexible as conditions change.

Rather than embedding detailed annual projects, responsibilities, and timelines within this Strategic Plan, implementation will occur through annual work plans that can be updated as priorities, resources, and operational needs evolve. This approach ensures the Strategic Plan remains a stable guide while providing the flexibility needed to respond to changing circumstances.

Annual Work Plans

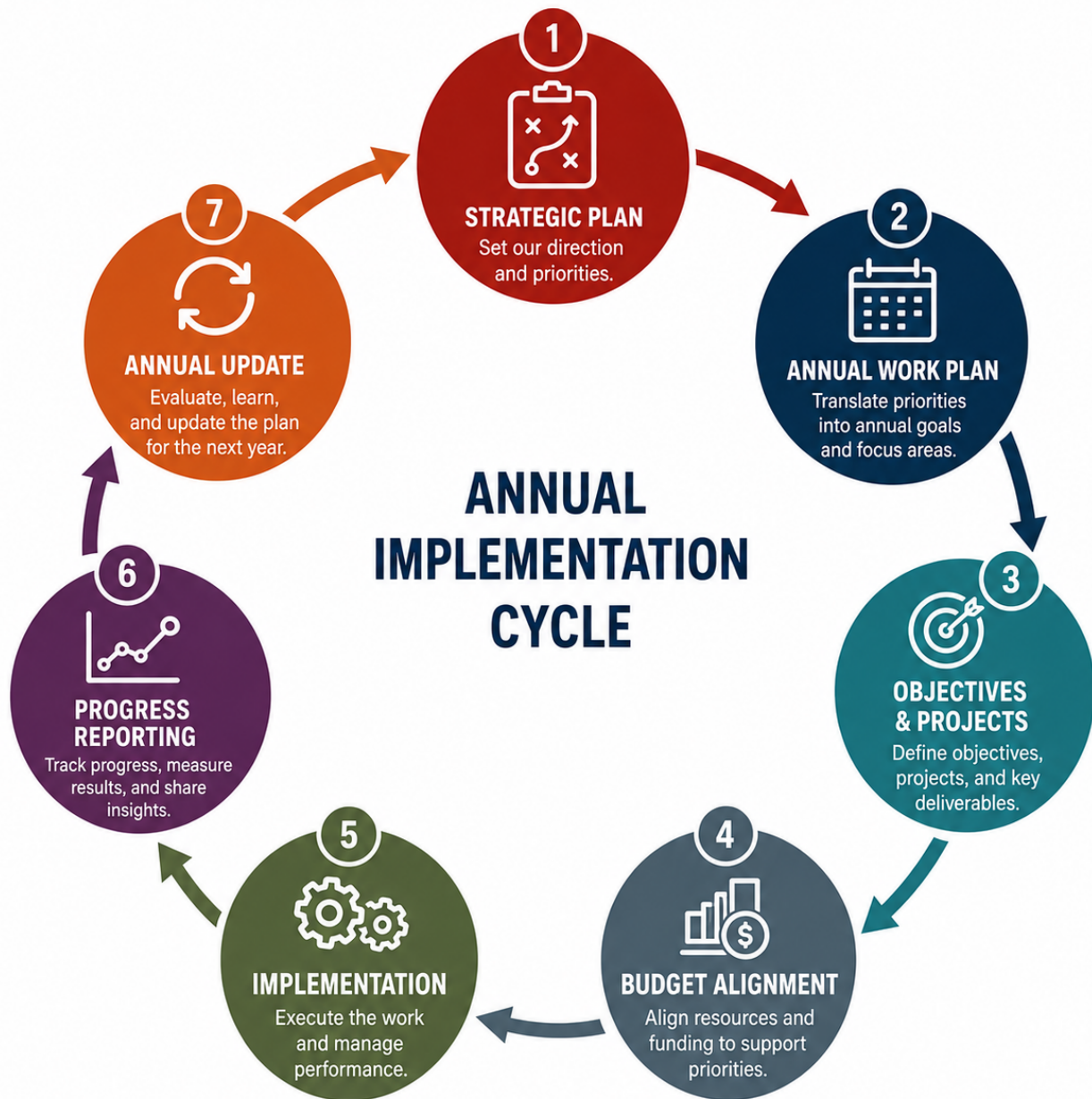
Each year, the District will develop implementation work plans that support the goals and strategies outlined in this Strategic Plan. These work plans will identify:

- Specific objectives and projects
- Responsible departments or project leads
- Target timelines and milestones
- Budget and resource requirements
- Performance measures
- Progress reporting expectations

Accountability

Implementation will be monitored by District leadership and reported to the Board of Fire Commissioners through regular updates. Progress will inform future work plans, budgeting decisions, and resource allocation to ensure continued alignment with the District's strategic priorities.

Annual Implementation Cycle



Appendices

Supporting information and reference materials.



Acknowledgements

Grant County Fire District 3 recognizes the individuals, District members, partner agencies, and community representatives whose time, experience, and input contributed to the development of the 2027-2031 Strategic Plan.

Board of Commissioners

Randy Zolman
Keven Child
Carl Yeates

District Leadership & Staff

Fire Chief David Durfee
Assistant Chief Robert Horst
Assistant Chief Todd Huffman
District Secretary April Stucky
Administrative Assistant Yelena Volkov
Mechanic Jose Chavez
Acting Officer Jordan Cox
Acting Officer Ross Massey
Acting Officer Dylan Anderson
Firefighter Casey Severin
Firefighter Jacob Wezenberg
Firefighter Jeff McCarty

Volunteer Officers & Instructors

Captain Howard VanBaugh
Lieutenant Jason Garrison
Lieutenant Marcus Westra
Lieutenant Katrina Spence
Lieutenant Jose Chavez
Captain Scott Cook
Lieutenant Tyler Chase
Captain Londa Van Kirk
Captain Ethan Williamson
Lieutenant Gregory Berndt
Captain Douglas Batey
Lieutenant Brian Evens
Captain Cody Isbell
Lieutenant Myron Meikle
Firefighter Laura Belino
Firefighter Luke Garrison
Firefighter Travis Kirk
Firefighter Corey Linscott
Firefighter Gabe McKay
Firefighter Kyle Parker
Firefighter Jerem Rhoades
Firefighter Adam Shelton
Firefighter Michele Talley

Community Members & Partner Agencies

Jeremy Burns – Ephrata Fire Department
Eric Linn – Royal Slope Fire & Rescue
Matt Hyndman – Grant County Fire District #8
Andrew Davidson – Wenatchee Valley Fire Department
Leslie Siebert – Columbia EMS
Debby Kooy – City of George Councilmember
Juan Villalpando – City of George Mayor
Glenda Bishop – Quincy Valley Hospital
Nik Bergman – Quincy School District
Lisa Karstetter – Microsoft
Claudia Yamamoto – Community Member
Curt Morris – Quincy Port District
Carl Worley – City of Quincy
Jay Cedergreen – Community Member
Kyle Grennan – Business Owner
Paul Worley – City of Quincy Mayor
Brian Kuest – Quincy Port District
Dylan Kling – City of Quincy Councilmember
Harriet Weber – Community Member/Quincy Valley
Historical Society

Broader Community & Member Participation

Internal Survey Participants – 47
Community Survey Participants – 94

APPENDIX B

Community & Member Engagement Results

Community and member engagement played an important role throughout the strategic planning process. Four surveys were conducted at different stages of the process to gather input from both internal Fire District members and the community, stakeholders, and partnering agencies. Together, the four surveys received a total of 141 responses, providing valuable perspectives that helped inform the development and prioritization of the Strategic Plan.

The following pages document the survey results and provide a record of the feedback received throughout the planning process. The first section includes a one-page summary of the initial external survey results, followed by a one-page summary of the initial internal survey results. The remaining survey results are presented together in a combined comparison showing how internal and external respondents ranked the identified priorities.

Initial External Survey Summary

Community, stakeholder, and partner input | 79 survey responses

79 TOTAL RESPONSES	77% CONFIDENT IN FIRE RESPONSE	87% TRUST PROFESSIONAL RESPONSE	81% CITE WILDFIRE AS A TOP RISK
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WHAT THE COMMUNITY VALUES AND EXPECTS

Most valued services • Fire response – 70 respondents (90%) • EMS support – 66 (85%) • Prevention – 33 (42%)	Top community concerns • Wildfire – 62 respondents (81%) • Medical response – 56 (73%) • Weather events – 24 (31%)
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CONFIDENCE, TRUST, AND PREPAREDNESS

Survey measure	Positive response
Confidence in fire response	77% confident
Confidence in EMS support	73% confident
Confidence in disaster/emergency preparedness	59% confident
Trust GCFD3 to respond professionally	87% high trust
Trust GCFD3 to stay modern and up to date	79% high trust
District prepared for community growth	66% prepared
District prepared for major emergencies/disasters	66% prepared
District prepared for emerging risks	76% prepared

COMMUNICATION AND RECURRING THEMES

Information & outreach • Email was the preferred information channel (75%), followed by social media (44%). • 71% rated current outreach as somewhat or very effective. • Information access and public education were generally rated fair to good, indicating room to improve visibility and consistency.	Open-ended feedback emphasized • Staffing and resources keeping pace with population, industry, and call-volume growth. • Training and equipment for all-hazard response, including wildfire, industrial, rail, and severe weather events. • Public education, preparedness information, communication, and strong partner relationships.
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Percentages are based on respondents who answered each question; multi-select questions may total more than 100%.

Initial Internal Survey Summary

Member input | 36 responses

36 TOTAL RESPONSES	4.33 ADMIN SUPPORT	4.22 APPARATUS RELIABILITY	3.08 STAFFING LEVELS
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MEMBER RATINGS

Area	Average rating
Support from administration	4.33 / 5
Apparatus reliability	4.22 / 5
Equipment reliability	4.22 / 5
Support from direct supervisor	4.00 / 5
Quality of training	3.94 / 5
Teamwork within station	3.92 / 5
Communication: administration to crews	3.83 / 5
Station facility condition	3.69 / 5
Day-to-day technology	3.47 / 5
Communication across shifts/stations	3.25 / 5
Staffing levels on shift/station	3.08 / 5

WHAT MEMBERS SAID

Strengths to protect • Training has improved and is viewed as increasingly useful and relevant. • Apparatus/equipment reliability, professionalism, open access to leadership, and station pride are strong assets. • Members value the volunteer/resident programs, teamwork, and a family/community culture.	Priorities for improvement • Staffing and volunteer recruitment/retention as call volume and responsibilities increase. • More consistent communication across stations, shifts, career staff, residents, and volunteers. • Continued facility improvements, apparatus/equipment standardization, and stronger day-to-day technology support.
Emerging training needs • EV/lithium-ion incidents and changing vehicle technology. • Water/boat rescue, rope/technical rescue, pump operations, and other low-frequency/high-risk events. • Leadership/officer development and continued hands-on scenario-based training.	Internal barriers to understand • Time demands and burnout, especially for volunteers balancing work and family. • Career-resident-volunteer role tension and uncertainty about how each group contributes. • Resistance to change, inconsistent information flow, and maintaining engagement when members do not get meaningful call participation.

Priority Ranking Survey Summary

Member and community prioritization of the seven strategic priorities | 26 total responses

11
MEMBER
RESPONSES

15
COMMUNITY
RESPONSES

#1
EMS —
MEMBERS

#1
STAFFING —
COMMUNITY

HOW THE SEVEN PRIORITIES RANKED

	Strategic priority	Member rank	Community rank	Member score	Community score
1	Staffing & Service Delivery	3	1	3.61	4.40
2	Organizational Leadership	4	6	3.34	4.03
3	EMS Service Delivery	1	2	3.79	4.35
4	Facilities & Apparatus	5	5	3.30	4.07
5	Financial Sustainability	2	3	3.70	4.33
6	Data & Technology	7	7	2.94	3.64
7	Community Engagement	6	4	3.15	4.29

WHAT THE RANKINGS SHOW

Strongest alignment

- Both groups placed EMS, financial sustainability, and staffing/service delivery among the highest priorities.
- Facilities & apparatus ranked in the middle for both groups, while data & technology ranked seventh for both.

Differences in emphasis

- Members ranked EMS first and financial sustainability second; the community ranked staffing/service delivery first and EMS second.
- Community engagement ranked higher externally (#4) than internally (#6), while organizational leadership ranked higher internally (#4) than externally (#6).

Ranking method: Community scores reflect average importance ratings across the goals within each priority. Member scores use the survey's Priority/Urgency rating for those same goals. Scores are on a 1–5 scale.

Financial Overview

Grant County Fire Protection District No. 3’s 2026 budget is designed to maintain reliable fire and emergency medical services (EMS) while responsibly planning for future operational and capital needs. The District uses separate Fire, EMS, and Reserve funds to account for current services and long-term financial planning.

Budget figures shown in this appendix are rounded. Current-year revenue figures exclude beginning and ending fund balances unless otherwise noted.

\$3.91M FIRE FUND REVENUE	\$842K EMS FUND REVENUE	\$900K TRANSFERS TO RESERVES
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Fire Fund

The Fire Fund is the District’s primary operating fund for fire protection services. Excluding beginning and ending fund balances, the 2026 budget identifies approximately \$3.91 million in current-year Fire Fund revenue.

Major Fire Fund Revenue Sources	Approx. Amount
Property taxes	\$2,940,000
Charges for services	\$889,350
State-generated revenues	\$45,000
Miscellaneous revenue	\$25,000
Other revenue	\$10,974
Total current-year revenue	≈ \$3.91 million

The Fire Fund supports firefighters and staff, volunteer and resident programs, training, protective equipment, fuel, apparatus and facility maintenance, insurance, and other costs necessary to provide fire protection services. Approximately \$2.49 million is budgeted for fire control operations. Capital projects include a new engine, replacement equipment, fire equipment, facility needs, and vehicle projects.

Major Fire Fund Expenditures	Approx. Amount
Fire control operations	\$2,490,000
Debt service	\$267,905
Capital expenditures	\$1,410,000

EMS Fund

The EMS Fund is a restricted fund dedicated to emergency medical services. Excluding beginning and ending balances, the 2026 budget includes approximately \$842,348 in current-year EMS revenue. This consists primarily of property taxes, along with state-generated revenue and investment interest.

Major EMS Fund Revenue Sources	Approx. Amount
Property taxes	\$816,848
State-generated revenue	\$10,500
Investment interest	\$15,000
Total current-year revenue	\$842,348

Approximately \$940,174 is budgeted for EMS operations, supporting personnel, medical supplies, protective equipment, training, vehicle expenses, professional services, and EMS contracts.

Fire and EMS Revenue & Expense Summary

Excluding beginning and ending fund balances, the Fire and EMS funds are the primary sources used to support the District’s emergency services.

\$3.91M FIRE REVENUE	\$842K EMS REVENUE	\$2.49M FIRE OPERATIONS
\$267,905 DEBT SERVICE	\$1.41M CAPITAL EXPENDITURES	\$940K EMS OPERATIONS

For 2026, the Fire Fund anticipates approximately \$3.91 million in current-year revenue. Budgeted expenses include approximately \$2.49 million for fire operations, \$267,905 for debt service, and \$1.41 million for capital expenditures. The budget also includes transfers to the Reserve Fund for future planned expenses. The EMS Fund anticipates approximately \$842,348 in current-year revenue, with approximately \$940,174 budgeted for EMS operations.

Reserve Fund

The Reserve Fund consists of funds set aside for future expenses outlined in the District’s Strategic Plan. These funds allow the District to save over time for anticipated long-term needs instead of placing the full cost of major purchases into a single budget year.

Reserve funds are intended for planned future expenses such as apparatus replacement, equipment, facilities, major repairs, emergency needs, and other capital investments identified through the District’s strategic planning process. This approach helps reduce reliance on borrowing and provides greater long-term financial stability.

\$600,000 TRANSFER TO RESERVES	\$300,000 TRUCK PAYMENT RESERVE
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2025 Washington State FIT Summary

The Washington State Auditor’s Office Financial Intelligence Tool (FIT) provides the public with a simple way to review the District’s overall financial health. For FY 2025, the District received a “Good” rating in all four financial health categories.

FIT Category	2025 Rating	What It Indicates
Cash Balance Sufficiency	Good	The District maintains adequate cash and reserves.
Change in Cash Position	Good	The District’s cash position remains healthy.
Governmental Funds Sustainability	Good	Financial resources are sufficient to support ongoing services.
Debt Load	Good	The District maintains a manageable debt position.

Simply stated, the 2025 FIT results indicate that the District is financially healthy and positioned to meet current service needs while preparing for future expenses.

Long-Term Financial Strategy

The increase in reserves is intentional and part of the District’s long-term financial strategy. These funds are being set aside for future expenses outlined in the District’s Strategic Plan, including major apparatus, equipment, facility, and other capital needs. Saving for these expenses in advance helps reduce the need for future borrowing and minimizes large fluctuations in annual budgets.

Public Financial Information

The public can review the Washington State Auditor’s Office Financial Intelligence Tool (FIT) at portal.sao.wa.gov/FIT/.

APPENDIX D

Station Locations & Apparatus

Grant County Fire District 3 operates a network of stations strategically located throughout the District to support emergency response across a diverse service area. This appendix provides a reference overview of District station locations and the apparatus assigned to each facility. Apparatus assignments may change over time based on operational needs, maintenance, replacement schedules, and resource deployment decisions. The information presented is intended to provide a general snapshot of the District's current station and apparatus configuration at the time of plan adoption.

STATION 30 | CITY OF QUINCY

Station Address: 111 Central Ave N, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3011	2014 PIERCE PUMPER 1500 GPM
ENG3012	1991 E-ONE PUMPER 1500 GPM
LAD3041	1995 E-ONE PLATFORM AERIAL 1500 GPM
LAD3043	2022 PIERCE VELOCITY 100 FT PLATFORM AERIAL 2000 GPM
	1957 SEAGRAVE PUMPER

STATION 31 | QUINCY

Station Address: 1201 Central Ave S, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3111	2009 INTERNATIONAL MAX FORCE 9 1250 GPM
ENG3112	1997 E-ONE CLASS A PUMPER 1250 GPM
BRU3123	1997 STEWART AND STEVENSONS 4X800 GALLON
BRU3124	2006 CHEVROLET C5500 KODIAK 4X4
TEN3131	2025 DEEP SOUTH PETERBILT 548 2500 GALLON TENDER
TEN3132	1992 INTERNATIONAL 2700 GALLON TENDER
TEN3133	1977 CONSOL. DIESEL 5 TON 6X6 2500 GALLON HEAVY BRUSH
TEN3134	2005 OSH KOSH MK30 6X6 TACTICAL TENDER 23008A1
TEN3135	1990 AM GENERAL 6X6 500 GPM
TEN3136	1997 STEWART STEVENSON TACTICAL TENDER 1500 GALLON
TEN3137	1977 CONSOL. DIESEL 5 TON 6X6 2500 GALLON HEAVY BRUSH
RES3141	2025 FORD F-550 RESCUE
SUP3142	2012 CHEVY 3500 4X4 REHAB UNIT
SUP3161	2003 FORD F550 SUPPORT UNIT
SUP3162	2007 FORD F450 SERVICE TRUCK

STATION 31 | QUINCY - CONTINUED

UNIT #	APPARATUS DESCRIPTION
SUP3163	2004 FORD F250 SUPER DUTY (COMMAND)
SUP3164	1997 PUMP TRAILER
SUP3166	GENIE BOOM LIFT
SUP3167	1992 HYSTER
SUP3168	1968 JOHN DEERE TRACTOR/BLADE
SUP3169	2003 CHEVROLET SUBURBAN (COMMAND)
UTI3171	2025 GMC SIERRA HD PICKUP 4X4 (CHIEFS RIG)
UTI3172	2025 GMC SIERRA HD PICKUP 4X4 (COMMAND)
UTI3173	2011 CHEVROLET SUBURBAN (COMMAND)
UTI3174	2006 CHEVROLET SUBURBAN (COMMAND)
UTI3175	2013 CHEVY 2500HD TRUCK 4X4 (COMMAND)
UTI3176	2015 CHEVROLET SUBURBAN (COMMAND)
UTI3177	2019 GMC 2500 (COMMAND)
UTI3178	2020 CHEVROLET SUBURBAN (COMMAND)
UTI-31	2018 POLARIS RANGER
TRL-31	CHARMAC U31 CARGO TRAILER
	2003 OSH KOSH MK 23 6X6 500 GPM

STATION 32 | WINCHESTER**Station Address:** 9392 Hwy 28 W, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3211	INTERNATIONAL MAXXFORCE 9
BRU3221	STEWART STEVENSON LMTV M1078 4X4
TEN3231	1993 FREIGHTLINER 2600 GALLON TACTICAL TENDER

STATION 33 | BLOCK 71**Station Address:** 6984 Rd 7 NW, Ephrata

UNIT #	APPARATUS DESCRIPTION
ENG3311	FORD F-800 E-ONE AMERICAN EAGLE
TEN3331	1999 STERLING 3000 GALLON TENDER

STATION 34 | LOW GAP**Station Address:** 12580 Frenchman Hills Rd, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3411	1998 E-ONE CLASS A PUMP / RESCUE 1250 GPM
TEN3431	1988 KENWORTH 3000 GALLON TENDER

STATION 35 | GEORGE**Station Address:** 101 Richmond Ave, George

UNIT #	APPARATUS DESCRIPTION
ENG3511	2019 KME 4x4 PUMPER 1500 GPM
BRU3521	M1078 STWART STEVENSON 4X4 800 GALLON
BRU3522	2016 FORD F550
TEN3531	2013 KENWORTH T440 TENDER 3000 GALLON
SUP3561	EXTREME MANUFACTURING XR 5919 4X4 TELEHANDLER
SUP3165	2002 INGERSOL LIGHT PLANT
TRL-35-1	PJTM DECK OVER TRAILER
TRL-35-2	2005 LANDOLL FLATBED TRAILER
	2003 OSH KOSH MK 23 6X6 500 GPM

STATION 36 | SUNLAND**Station Address:** 807 Boyer Ave, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3611	1998 E-ONE AMERICAN EAGLE
BRU3621	2000 INTERNATIONAL 4900 6X6 TYPE 3 500 GALLON

STATION 37 | CRESCENT BAR**Station Address:** 23890 Rd 9.8 NW, Quincy

UNIT #	APPARATUS DESCRIPTION
ENG3711	2019 KME 4x4 PUMPER 1500 GPM
BRU3721	STEWART STEVENSON LMTV M1078 4X4
TEN3731	1989 INTERNATIONAL TENDER 3000 GALLON
BOAT-37	2007 XDC BOAT
TRL-37	2006 MYCO BOAT TRAILER

Annual Work Plan Template

ANNUAL WORK PLAN GUIDE

Purpose	Translate the Strategic Plan into a manageable one-year set of objectives and projects.
Priority / Goal / Strategy	Use the numbering and wording from the current Strategic Plan so annual work stays traceable to long-term direction.
Annual Objective / Project	State the specific result to accomplish during the year. Keep it concrete and achievable.
Key Actions / Milestones	List the major steps or checkpoints needed to complete the objective.
Lead	Name one person or role accountable for keeping the item moving and updating progress.
Support / Stakeholders	Identify people, committees, agencies, or community partners who should be involved or informed.
Budget / Resources	Identify staffing time, equipment, consultants, grants, capital funds, or other resources needed.
Success Measure / Target	Define how the District will know the annual objective was completed or made meaningful progress.
Status	Update periodically using the dropdown: Not Started, On Track, At Risk, Delayed, Complete, or Deferred.
Year-End	Document accomplishments, carry-forward items, lessons, and resource implications before creating the next year's plan.

Recommended annual cycle

1. Review Strategic Plan priorities, goals, and strategies.
2. Select the objectives/projects to advance during the coming year.
3. Align proposed work with the annual budget and available capacity.
4. Assign leads, milestones, measures, and target dates.
5. Review progress during the year and update status/notes.
6. Complete the year-end review and carry unfinished work into the next annual plan when appropriate.

