

2026

Training Division

Annual/Strategic Plan



Gary Denney
Division Chief of Training

Letter of Transmittal

To: Brent Knutson, Interim Fire Chief
To: Board of Directors, Klamath County Fire District 1

From: Gary Denney, Division Chief of Training

Subject: Transmittal of the 2026 Training Division Strategic Plan

Dear Members of the Board and Chief Knutson,

It is my privilege to formally transmit the 2026 Strategic Plan for the Training Division of Klamath County Fire District 1. This document outlines the priorities, initiatives, and developmental goals that will guide the district's training efforts in the coming year. The plan reflects a deliberate and forward-looking approach, shaped by a thorough SWOT analysis, an evaluation of current division needs, and a commitment to strengthening both our operational readiness and our long-term workforce development.

The 2026 plan focuses on enhancing core fire ground competencies, expanding EMS and Fire Academy programs, improving standardization, and building sustainable training systems that support personnel at every level. It also addresses the challenges associated with limited training division staff, increased call volume, apparatus availability, and resource constraints, while identifying opportunities for regional collaboration, instructional expansion, and division growth. These objectives are designed to support the district's mission, reinforce operational effectiveness, and align with the expectations of our community, our internal stakeholders, and our mutual-aid partners.

As the Training Division continues to evolve, this strategic plan serves as both a roadmap and a commitment—supporting a culture of professionalism, readiness, and continuous improvement. I look forward to working closely with district leadership and our personnel to successfully implement these initiatives throughout 2026.

Thank you for your continued support of the Training Division and for your dedication to advancing the capabilities and resilience of Klamath County Fire District 1.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'G. Denney', is written over a light blue rectangular background.

Gary Denney
Division Chief of Training
Klamath County Fire District 1

TABLE OF CONTENTS

OUR VALUES.....	4
OVERVIEW.....	5
FIRE TRAINING	6
PROFESSIONAL DEVELOPMENT AND LEADERSHIP.....	8
EMS TRAINING	9
RESCUE TRAINING	10
INITIATIVES AND PRIORITIES	11
BUDGET.....	15
January – February - March	17
April – May – June	18
July – August – September	19
October – November – December	20

OUR VALUES

Customer Service: We are committed to providing the community with the highest level of professional and courteous customer service. We demonstrate absolute respect for each other and members of the public. We maintain a level of operational readiness to assure a decisive and effective response to emergencies for maximum life safety and protection of the environment through incident stabilization.

Integrity: We are honest and fair in our dealings with our customers and each other. We are honorable and respectful to our profession. We expect each other to promote trustworthiness, openness and sincerity.

Teamwork: We promote teamwork through respect and courtesy, while upholding professional standards. We are accountable to each other and to the customers we serve.

Sense of Family: We are committed to promoting respect for one another, working together, and being caring, compassionate, and loyal to our families both at home and within the organization.

Fiscal Responsibility: We take very seriously the stewardship of public funds. Therefore, we practice ethical and fiscally prudent spending in order to maintain operational readiness that fosters public trust.

Klamath County Fire District 1 remains committed to delivering exceptional service to our community through professionalism, integrity, teamwork, and a deep sense of family. Guided by our mission and values, we strive to provide compassionate care, decisive emergency response, and thoughtful stewardship of the public trust. Every member of this organization plays a vital role in upholding these principles—treating others with respect, acting with honesty, and working together to ensure the safety and well-being of our citizens, visitors, and one another. Our dedication to continuous improvement, operational readiness, and high-quality training reflects our promise to serve with excellence today and prepare for the challenges of tomorrow.

OVERVIEW

The 2026 Annual Training Plan establishes a clear and progressive roadmap for how Klamath County Fire District 1 (KCFD1) will develop, maintain, and strengthen the operational readiness of its personnel. This plan emphasizes the core disciplines of firefighting, EMS, rescue, and professional development while aligning our training expectations with current DPSST fire service standards and OHA EMS requirements.

This document reflects the evolving nature of the fire service. New risks, new technology, and growing community expectations require a training program that is both structured and adaptable. While the plan outlines the primary direction for the year, it is intentionally designed with flexibility in mind. Adjustments may be necessary due to incident activity, deployment needs, equipment changes, regulatory updates, or emerging training opportunities.

The development of this plan draws heavily from the insight and experience of our frontline personnel. Their perspective ensures the program remains relevant, practical, and grounded in the realities of today's emergency response environment. Training success depends on the engagement of every member, and Company Officers play an essential leadership role in ensuring training is delivered consistently, safely, and to district expectations.

KCFD1 emergency responders must be capable of transitioning from routine duties to high-risk, high-consequence incidents at a moment's notice. Whether conducting daily apparatus checks, treating a critical EMS patient, or operating in a dynamic structure or wildland fire environment, our personnel must be prepared, confident, and proficient.

The overarching goal of this plan is to provide meaningful, high-quality training that enhances the knowledge, skills, and abilities of every member. Through this structured annual approach, KCFD1 will strengthen operational effectiveness, improve inter-company coordination, and continue delivering compassionate, professional service to the community.

FIRE TRAINING

KCFD1's 2026 training program is structured around quarterly themes that build competency and reinforce operational readiness across the organization. Each quarter emphasizes specific priorities that support district-wide proficiency, with EMS training operating as a continuous umbrella component integrated into every quarter:

- First Quarter: New firefighter development, individual performance standards, and engine company performance standards
- Second Quarter: Wildland operations, seasonal preparedness
- Third Quarter: Apparatus operator development, pumping operations, and company-level driving competencies
- Fourth Quarter: Structure fire operations, including residential, multi-unit, and mid-rise environments

In addition to these quarterly priorities, Klamath County Fire District 1 will continue to emphasize several core disciplines across all four quarters to maintain a high level of operational readiness. Rescue training—including water rescue, ropes, and vehicle extrication—will be integrated throughout the year. Rural water supply operations will be revisited regularly to support effective performance in low-hydrant and non-hydrant areas. Defensive and offensive multi-company drills will also be conducted across the year to reinforce coordinated fire ground operations and strengthen inter-company cohesion. These ongoing training components ensure that KCFD1 personnel remain proficient in the district's most critical, high-frequency, and high-risk operational skills.

Response driven culture remains a central focus of KCFD1's 2026 fire ground training program, emphasizing consistent, high-quality instruction that reinforces the essential skills needed for safe and effective operations. This approach prioritizes mastery of core tactical functions—including hose line deployment, coordinated fire attack, primary search, ventilation, ladders, water supply, and fire ground communications—ensuring every firefighter maintains strong proficiency in the tasks that drive successful outcomes at structure fires. Regular hands-on evolutions, scenario-based drills, and multi-company coordination will support this focus by enhancing situational awareness, tactical decision-making, and crew cohesiveness. By maintaining a Fire First mindset in all fire ground training, KCFD1 ensures personnel are prepared, confident, and capable when responding to the high-risk, time-sensitive incidents that define our profession.

Blue Card Incident Command training continues to be an essential component of KCFD1's operational framework. Since its implementation in 2022, the program has strengthened both initial and extended incident command operations across the district. For 2026, Blue Card will further expand its focus to include large-scale incidents, advanced ICS concepts, and the effective use of Divisions and Groups. Quarterly training will emphasize building out incident organization, managing span of control, coordinating multi-company and multi-agency operations, and maintaining disciplined hazard-zone communication during structure fires, wildland incidents, major EMS/MCI events, and other complex responses. Scenario work will continue to incorporate district-specific buildings, high-risk occupancies, and local geographic challenges.

Truck Company operations will be a primary focus in all fire ground trainings in 2026, emphasizing the development of consistent standards, disciplined tactics, and high-performance expectations for Klamath County Fire District 1. This effort will prioritize core truck functions—including vertical ventilation, ladders, forcible entry, search, and fire ground support—delivered through structured, scenario-driven training. A dedicated five-day Truck Operator Academy will anchor this initiative, providing operators and crews with focused instruction, hands-on repetitions, and clear expectations for apparatus positioning, equipment deployment, and coordinated task completion. By elevating truck operations across the district, KCFD1 will improve tactical proficiency, strengthen initial-arrival effectiveness, and enhance overall fire ground performance.



PROFESSIONAL DEVELOPMENT AND LEADERSHIP

Officer development is supported through the Klamath County Fire District 1 Officer Development Program, which provides a structured pathway for members interested in future leadership roles. This ongoing continuing-education track includes leadership, decision-making, administrative responsibilities, incident management, and readiness for acting assignments and promotional processes. Participation should be coordinated with a supervising officer to ensure appropriate guidance, feedback, and mentorship.

Professional development will remain an important focus throughout 2026, supporting both individual growth and organizational excellence. This will include ongoing leadership development, customer service training, and two dedicated Ethos ethics and leadership sessions designed to strengthen decision-making, communication, and alignment with KCFD1's mission and values. These opportunities are intended to reinforce professional expectations, enhance personal accountability, and build the leadership capacity of all members, regardless of rank. Target hazard tours will continue to be a key component of professional development as well, providing crews with increased familiarity of high-risk occupancies, improved pre-incident planning, and a stronger understanding of the unique challenges within our district. Together, these efforts ensure KCFD1 personnel remain prepared, informed, and equipped to meet the evolving needs of the community.



EMS TRAINING

Code of Ethics for EMS Practitioners

“Professional status as an Emergency Medical Services (EMS) Practitioner is maintained and enriched by the willingness of the individual practitioner to accept and fulfill obligations to society, other medical professionals and the EMS profession.

- To conserve life, alleviate suffering, promote health, do no harm, and encourage the quality and equal availability of emergency medical care
- To maintain professional competence, striving always for clinical excellence in the delivery of patient care
- To assume responsibility in upholding standards of professional practice and education
- To work cooperatively with EMS associates and other allied healthcare professionals in the best interest of our patients
- To refuse participation in unethical procedures, and assume responsibility to expose incompetence or unethical conduct of others to the appropriate authority in a proper and professional manner.” (NAEMT)

EMS Training at Klamath County Fire District 1 will be delivered through in-house instruction, online modules, skills labs, and multi-company EMS scenarios, remaining a foundational component throughout the year, ensuring compliance with OHA requirements and alignment with current clinical best practice.

Health Stream, in partnership with the American Red Cross, will serve as Klamath County Fire District 1’s platform for the delivery and maintenance of CPR/BLS, PALS, and ACLS resuscitation programs, replacing the current RQI system. This transition supports continued compliance with nationally recognized resuscitation standards while improving training accessibility, instructional consistency, and hands-on skills validation. The updated program ensures personnel remain current, competent, and aligned with evidence-based practices that support high-quality patient care.

Critical Care training will continue to be supported by outside instructors throughout 2026, providing advanced education in pediatric resuscitation, advanced airway management, and Advanced Cardiac Life Support. These instructor-led sessions will supplement the RQI program by offering deeper clinical context, hands-on skill development, and exposure to complex patient scenarios. This combined approach ensures KCFD1 personnel remain proficient in managing high-acuity patients while staying aligned with current best practices in critical care medicine.

RESCUE TRAINING

Technical rescue will remain a priority for KCFD1 in 2026, with ongoing support for personnel pursuing and maintaining Rope Rescue Technician and Surface Water Rescue Technician proficiency. The District will evaluate the development of both the existing program and potential team development throughout the year to identify strengths, address gaps, and ensure operational readiness for low-frequency, high-risk rescue incidents.

In addition, KCFD1 will further define and strengthen engine company response roles within technical rescue operations, ensuring clarity of assignments, improved coordination, and enhanced integration between engine companies and the rescue team. These efforts underscore the district's commitment to building a capable, well-prepared technical rescue program that supports safe and effective operations across the community.



INITIATIVES AND PRIORITIES

Klamath County Fire District 1's future training initiatives and projects will be guided by a comprehensive SWOT approach, ensuring that all development efforts are purposeful, well-balanced, and aligned with long-term organizational direction. This framework allows the division to build upon its strengths by reinforcing successful practices, expanding proven training methods, and supporting the capabilities that already contribute to strong performance. At the same time, identified weaknesses will be addressed through deliberate improvements, clearer expectations, and training models designed to enhance consistency, competency, and overall effectiveness. Emerging opportunities will be leveraged to broaden the district's training capacity, introduce innovative ideas, and capitalize on evolving resources that support professional growth. Meanwhile, potential threats will be met with proactive planning, adaptable strategies, and readiness-focused initiatives intended to reduce risk and strengthen organizational resilience. By using SWOT as a continuous guiding process, KCFD1 ensures its training efforts remain thoughtful, adaptable, and fully aligned with both present demands and future organizational priorities.

Strenghts	Weakness	Opportunities	Threats
Facilities	Props and Equipment	Stake Holder Collaberation	Budget
Culture	Live Fire Capabilities	Klamath Lake Training Association	Recruitment and Retention
Standardized Performance Standards	Capital Funding	Regional Training	Call Volume
Training Programs- New Hire FTEP	Work Capcity and Resource Availability	Outside Instructors and Training	Apparatus and Equipment
Cadre	Workforce Experience	Expanded EMS and Fire Academies	Instructional Burnout

Strengths

Facilities:

KCFD1 benefits from shared training facilities located at Klamath Community College that provide reliable locations for skill development, scenario-based instruction, and ongoing professional growth.

Culture:

An evolving organizational culture centered on teamwork, service, and professionalism supports training engagement and encourages personnel to uphold high standards.

Standardized Performance Standards:

Established performance benchmarks help ensure consistency across the district, aligning training with clear expectations and measurable outcomes.

Training Programs – New Hire:

A structured new-hire training program ensures incoming personnel receive consistent instruction and a strong foundation for success within the organization.

Cadre:

The District maintains a strong, well-rounded instructor cadre with experience across fire, EMS, technical rescue, and incident command. Their expertise ensures high-quality, consistent training and supports the development of specialized programs that meet regional and national standards.

Weaknesses

Props and Equipment:

Certain training props and equipment require continuous modernization or expansion to fully support evolving training needs and realistic, high-quality learning environments.

Live Fire Capabilities:

Klamath County Fire District 1 does not have capacity or facilities to conduct live fire training. Limited live-fire opportunities reduce exposure to critical operational environments, creating challenges in maintaining strong proficiency and confidence.

Capital Funding:

Restricted or competitive capital funding may slow progress on facility upgrades, replacement planning, and major training projects.

Work Capacity and Resource Availability:

Work capacity continues to be strained by competing priorities and increasing call volume, all of which reduce the time and resources available to support consistent training.

Training Division Staffing:

The Training Division is currently staffed by only one position, the Division Chief of Training, which limits capacity, continuity, and the ability to manage increasing training demands. Comparable organizations often maintain additional support roles, such as a Training Captain or other dedicated training staff, to ensure continuous program development, consistent delivery, and improved alignment across all shifts and operational areas.

Workforce Experience:

Klamath County Fire District 1 continues to face challenges related to a relatively inexperienced workforce. Frequent turnover and the influx of newer personnel require increased training, coaching, and oversight to ensure consistent operational performance and maintain proficiency across fire, EMS, and specialty disciplines such as vehicle extrication, rope rescue, and surface water operations.

Opportunities

Stakeholder Collaboration:

Collaboration with local partners and agencies creates avenues for shared training, resource support, and collective improvement across the region.

Klamath Lake Training Association:

The KLTA provides a platform for strengthened regional relationships, improved coordination, and consistent multi-agency training practices.

Regional Training:

Regional training models expand exposure to diverse instructional methods, varied scenarios, and broader operational perspectives.

Outside Training and Opportunity:

External instructors, specialized courses, and access to new instructional methods create opportunities to broaden skillsets, diversify training delivery, and enhance overall instructional depth of the organization.

Expanded EMS and Fire Academies:

There is an opportunity to broaden and lengthen academy programs, as Klamath County Fire District 1 currently operates one of the shortest academies regionally. Expanding these programs to a three-week EMS Academy and a six-week New Hire Fire Academy will enhance curriculum depth, increase hands-on training, and reduce the workload placed on on-duty crews by preparing new personnel more comprehensively before field assignment.

Threats

Budget:

Any reduction in future funding poses a threat to sustaining programs, maintaining resources, and supporting long-term organizational development.

Recruitment and Retention:

Internal and external factors including competitive hiring environments make it difficult to attract and retain qualified personnel, which impacts training continuity and operational readiness. Retention leads to instructional burnout and continuous entry level training.

Incident Volume:

Continuously rising call volume limits the time available for structured training, making it harder to maintain consistent skill development across all shifts and all personnel.

Apparatus and Equipment:

Aging or limited front line and reserve apparatus and equipment create reliability challenges, increase maintenance demands, and restricts both training and operational capacity.

Instructional Burnout

Increased risk of instructional burnout as a small cadre of instructors and line personnel carry significant training responsibilities in addition to operational demands. The cumulative workload, delivering recurrent training, supporting academies, while maintaining daily emergency readiness and response can lead to fatigue, reduced instructional effectiveness, and challenges sustaining consistent high-quality training across the organization.

BUDGET

Budget projections for 2026 and beyond are driven by the strategic initiatives outlined in this plan, ensuring the Training Division can resource and advance these priorities moving forward, including expanded academy programs, improved standardization, enhanced fire and EMS readiness, and the development of long-term training capacity. These projections are intentionally broad to spark future budgeting discussions and align resource planning with organizational priorities.

Training Ground Props and Equipment

The regional joint-use training grounds shared by Klamath County Fire District 1 and Klamath Community College serve as a critical hub for fire, EMS, and technical rescue training. Historically, KCFD1 has had minimal financial investment in the development and maintenance of this facility, even though similar organizations routinely allocate tens to hundreds of thousands of dollars annually to sustain and improve their training infrastructure. As training demands continue to grow, ensuring the grounds are equipped with modern, safe, and realistic props will be essential for supporting firefighter development, multi-company operations, and regional interoperability. Strengthening this shared training environment enhances long-term capability and reinforces the value of the partnership with KCC.

Live Fire Training Capability

Live fire training is a critical component of fire service readiness, providing essential experience in fire behavior, tactical decision-making, and coordinated fire ground operations, command, and communication. Klamath County Fire District 1 currently has no live fire capability within the District, which limits the ability to conduct realistic structural fire training or fully prepare new and existing personnel for interior operations. Many comparable agencies invest significantly in dedicated burn facilities to support this level of training, underscoring its importance to operational proficiency. As training demands continue to increase, the absence of live fire capability restricts opportunities for skill development, academy enhancement, and comprehensive fire ground performance. Developing a pathway toward live fire training would improve preparedness across the organization and strengthen regional interoperability.

Student Firefighter Intern Program

Reviving the Student Firefighter Intern (SFI) program provides Klamath County Fire District 1 with a valuable pathway for developing future firefighters while strengthening recruitment and retention. The program offers structured training, academic support, and operational exposure for students pursuing fire and EMS education, creating a consistent pipeline of well-prepared candidates who are already familiar with district expectations and culture.

By cultivating internal talent, the SFI program can reduce reliance on external hiring cycles and lower long-term costs associated with onboarding new personnel each year. Reestablishing this program also enhances the district's relationship with local educational partners and supports workforce development within the region.

Training Division Vehicle

A dedicated vehicle for the Training Division would support routine transportation needs and reduce reliance on staff vehicles that are currently shared across multiple programs. A crew cab F-150 style pickup with a bed cover, or a midsize sedan would meet all administrative and training-related travel requirements without the need for lights, sirens, or incident command equipment. Providing this resource would eliminate ongoing scheduling conflicts, improve efficiency, and ensure the Training Division can meet growing instructional needs without impacting frontline operations.

Training Division Staffing – Training Captain (1 FTE)

Klamath County Fire District 1 would benefit significantly from adding one full-time Training Captain to support the growing demands of district-wide training and staff development. The Training Division is currently staffed by a single position, placing all instructional planning, delivery, evaluation, and compliance responsibilities on one individual. Similar organizations staff their training divisions with multiple personnel to ensure consistency, continuity, and capacity across fire, EMS, and technical rescue disciplines. Adding a Training Captain would provide essential support for curriculum development, academy operations, coaching for newer personnel, and ensuring consistent training practices across the District, while also increasing operational depth for incident response in roles such as Incident Command, Incident Safety Officer, Rehab, and Division/Group supervision. This position would strengthen operational readiness, reduce gaps in training coverage, and enhance the district's long-term ability to meet increasing training demands.

Training Funding – Overtime and Tuition Support

Continued and expanded funding for training, specifically earmarked for overtime and tuition, remains essential to the development and success of Klamath County Fire District 1 personnel. Outside training opportunities and expert instructors are among the most effective ways to improve morale, strengthen professional growth, and reinforce a culture of continuous improvement. These investments directly support recruitment and retention by creating pathways for career development and ensuring personnel have access to high-quality training that aligns with their professional goals. This level of support can also be viewed as a benefit of employment, demonstrating the District's commitment to developing its people rather than simply meeting minimum standards. Sustaining this funding allows the District to build a more capable, confident, and motivated workforce while improving overall service capability and performance.

January – February - March

FIRE Main Topic: Basic Firefighter Skills	EMS Main Topic: Medical and Miscellaneous Topics	OSHA AND SAFETY	PREVENTION	RESCUE	COMPANY OFFICER AND PROFESSIONAL DEVELOPMENT
Individual Performance Standards	2026 Standing Orders Update	Respiratory Protection	Target Hazard Tours	Rope Rescue	ETHOS Training-Leadership
Engine Company Performance Standards	Sepsis and Sepsis Alerts	Hearing Conservation	Company Officer Fire Investigation	Water/Ice Rescue	Blue Card – Divisions Blue Card – Mayday Blue Card – Roof Reports
Mid Rise Operations	Stroke and Stroke Alerts	Avista Natural Gas In-service	Building Construction - Type 1	Vehicle Extrication	Apparatus Operator – In House
Annual Hydraulic and Pump Construction	Culture Race and Ethnicity				Firefighter 2
	Case Reviews				

April – May – June

FIRE Main Topic: Wildland	EMS Main Topic: Trauma	OSHA AND SAFETY	PREVENTION	RESCUE	COMPANY OFFICER AND PROFESSIONAL DEVELOPMENT
Apparatus Operations – Wildland Apparatus	Trauma System and Helicopter Safety	Blood borne Pathogens	Target Hazard Tour	Water	Wildland Firefighter Type 1
Drip torch operations and burning	Trauma Assessment	Hazard Communication SDS	Sprinklers – Wet and Dry	Rope	Fire Officer 1 - In House
Wildland: Progressive Hosepacks, Pump and Roll	MCI Drill	Harassment and Sexual Harassment	Building Construction – Type 2	Vehicle Extrication	Ethos Training- Ethics
Fire Attack- Offensive Strategy	MCI Protocol				Blue Card - Mid and High Rise
Skid Truck	Needle Decompression				Advanced Fire Behavior
Rural Water Supply – Porta Tanks and Jet Siphon	Cricothyrotomy				Blue Card Incident Command Sim Lab

July – August – September

FIRE Main Topic: Engine Operations	EMS Main Topic: Airway, Breathing, Cardiology	OSHA and SAFETY	PREVENTION	RESCUE	COMPANY OFFICER AND PROFESSIONAL DEVELOPMENT
Fire Attack – Defensive Strategy	Airway	Control of Hazardous Energy (Lockout and Tag out)	Target Hazard Tour	Water	Blue Card - Big Box
Rural Water Supply Relay Operations	Breathing	Wildfire Smoke	Fire and Life Safety Systems	Rope	Instructor 1
Skid Truck	Cardiology/12 Lead Training	Heat Illness Prevention	Building Construction –Type 3	Vehicle Extrication	
Annual Truck Refresher	ACLS Practical Resuscitation	Power line Safety			
	EMT Recertification Check Offs				

October – November – December

FIRE Main Topic: Structure Fire Attack	EMS Main Topic: Pediatric and Obstetric	OSHA and SAFETY	PREVENTION	RESCUE	COMPANY OFFICER AND PROFESSIONAL DEVELOPMENT
Fire Attack: Offensive Strategy Residential, Multi-Unit and Midrise	Pediatrics and Pediatric and Neonatal Resuscitation	Mandatory Reporting	Target Hazard Tour	Rope	Blue Card Garden Style Apartments
Vertical Ventilation	Obstetric and Gynecological Emergencies	Traffic Incident Management	Basics of Code Enforcement	Water	Engine Boss
Horizontal PPV and Hydraulic Ventilation	IO Access and Fluid	Winter Driving and Preparedness	Building Construction – Type 4/5	Vehicle Extrication	
Rural Water Supply – Long Lay from Hydrant	Pediatric Medications				
	Case Reviews				