

Yakima County Fire District 12

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2018-2022 Strategic Plan



Fire Chief Nathan Craig

Yakima County Fire District 12 2018-2022 Strategic Plan

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Strategic Planning Committee:

Commissioner Paul Barham	Captain Carl Hendrickson
Commissioner Jim Borst	Captain Jim Johnston
Commissioner Ken Eakin	Captain Brian Vetsch
Community Member Mary Turley	Lieutenant Scott Wellner
Admin/Finance Officer Christy Boisselle	Firefighter Natalie Rivera
Captain Wayne Haubrich	

Organizational Overview

About Us

Yakima County Fire District 12 is a combination fire department with 94 dedicated citizens that are volunteer members supported by six full time members (Chief, Administration and Finance Officer, Training Captain, Training Lieutenant and two Firefighters) that respond to all risks within our 90 square miles from four fire stations protecting a population of 14,155 citizens.

What We Do

- Provide Public Education in Fire Prevention and Life Safety
- Fire Suppression to save lives and minimize property damage
- Fire Investigation, cause and origin to improve life safety
- Rescue/Extrication to save lives
- Emergency Medical Services, BLS first response
- Hazardous Materials Emergency Response for life safety
- Emergency/Disaster Management using the Incident Command System
- Administrative Services, human resources, accounting and administration
- Support Services, maintaining buildings and equipment
- Member Safety through a safety committee and training

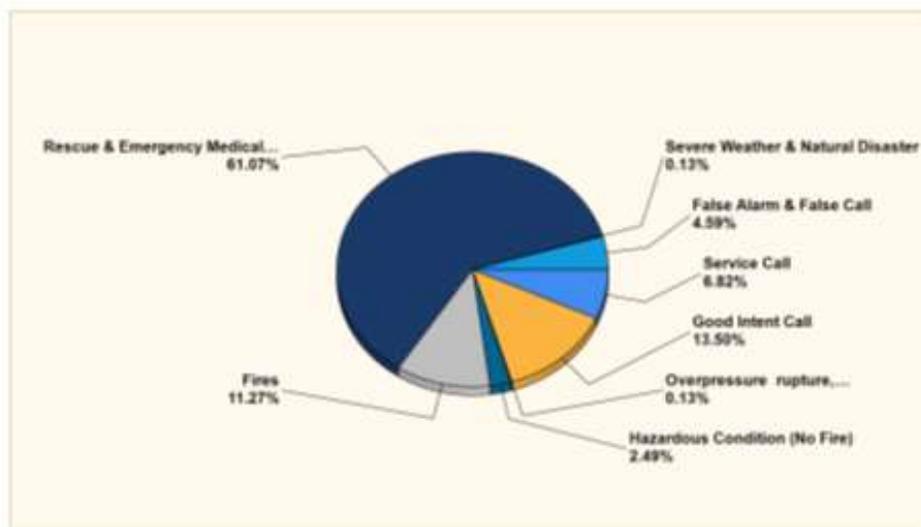
2018 Fire Revenue

Property Tax Levy Amount: \$1,597,249.00
Levy Rate: \$1.43/1000
2017 Carryover \$480,997.00
Grants \$33,800.00
Misc. \$13,550.00
EMS transfer in for payroll \$105,000.00
From Capital Fund \$340,000.00
Total Revenue \$2,570,596.00
Total Expenditures \$2,569,242.00

2018 EMS Revenue

Property Tax Levy with Formula Amount: \$187,911.00
County Levy Rate: \$0.239/1000
2017 Carryover \$98,532.00
Grants \$1200.00
Misc. \$500.00
Total Revenue \$287,911
Total Expenditures \$287,911

2017 Alarms:



Introduction:

We live in a rapidly changing world; therefore we need to be flexible in our decision-making, decisions we make today will affect outcomes long into the future. Use of public resources will always be competitive with respect to desired outcomes for the quality of life. Fire and life safety are a priority for the citizens of our District, our citizens expect effective and efficient delivery of services. For these reasons, it is important that the decisions we make today lead us in the right direction for the future.

It is projected that over the next five to ten years the boundaries of the District will not change significantly, annexations by the City of Yakima on our eastern boundary have slowed significantly with the City having no plans for major annexations in the near future, all annexations in the last 5-7 years have been single land owners petitioning the City for annexation of vacant land to develop with reduced rates for sewer connections, these annexations pose little threat to the economic future of the District. Yakima County's 2017 review of the Yakima Urban Growth Area (UGA) concluded Yakima's city limits can accommodate 36 years of projected urban growth and the unincorporated UGA can accommodate an additional 62 years of projected urban growth provided that urban water and sewer systems are developed concurrently with growth. Because urban growth projected for the succeeding 20 years can be accommodated within Yakima's current UGA no changes to the designated UGA or to the densities permitted were required and Yakima was not proposing any changes to the UGA. Areas of the District inside Yakima UGA are potentially subject to annexation however following a few major annexations in the mid 2000's Yakima has changed its approach to annexation and at this time has no plans for large scale annexations within West Valley. For these reasons the District will need to continue to plan for the future based on reality of the current area to protect and growing service need in District.

To meet the need for fire and life safety in West Valley, the District plans to continue its focus on volunteerism supported by a small cadre of fulltime personnel. We will continue to initiate and encourage cooperation with adjoining fire departments as well as private companies to meet the expectation level of our citizens for fire and life safety balancing available resources with acceptable risk.

Purpose:

This strategic plan shall drive the annual business plan, budget and capital expenditures as well as the level of service the District provides. The purpose of the plan is to annually review critical issues facing the District and develop strategies and objectives to meet goals set to mitigate critical issues. Reviewing the plan annually allows flexibility to identify emerging issues early and begin planning how to reduce their impact on the District.

Mission Statement:

The West Valley Fire Department is dedicated to the preservation and protection of life and property through education, prevention, emergency services and disaster preparedness.

Vision:

The West Valley Fire Department will continue to be a leader in the community providing fire and life safety utilizing the most efficient staffing model to accomplish the mission.

Values:

- The honesty, integrity and loyalty of our members
- Professional conduct and performance of our responsibilities
- Teamwork & cooperation with all elements of the community
- Flexibility to adjust to a growing & changing community
- Cooperation with other emergency response agencies within the Local County, Region and State
- Efficient use of resources

The District Believes In:

- Volunteerism is the most effective and efficient resource for responding to emergency incidents within the community
- The professionalism of our members in all aspects of serving the public need
- The dedication and integrity of all members of the department is critical to our mission of protecting lives and property
- Respecting safety, each other and those we serve
- A core of full-time personnel to SUPPORT our volunteer response system
- Empowering personnel assigned to each fire station to assist the public in anyway so long as it is legal, ethical and the right thing to do
- Knowledgeable and dedicated Fire Commissioners who provide policy leadership on behalf of the public interest
- The involvement of all personnel in the decision-making process
- Creating opportunities to share in our successes

District Motto:

“All members share in the PRIDE”

Critical Issue 1: Personnel recruitment, retention and development

Strategic Issue: Attract and maintain sufficient and effective personnel available 24/7/365 to safely and effectively serve our community with high professional standards.

Goal: Maintain 30 active volunteers at Stations 51 & 52, 25 active volunteers at Station 53, 15 active volunteers at Station 54, 12 active volunteers for rehab/support and sufficient fulltime personnel to manage 112 volunteers, the day to day operations and business side of the Department. By January 2022 meet staffing recommendations for number of volunteers (active and responding) at each station.

Introduction:

The West Valley Fire Department's mission is to protect lives and property, the most efficient and productive method for serving the public fire and life safety need in our District is with volunteers. Volunteers are the primary resource for responding to emergency incidents within the community supported by a core of fulltime personnel for both administrative and operational functions. This critical issue encompasses both day and night staffing, weekdays and weekend staffing and relates to our number one weakness determined in our 2017 SWOT of retaining current members and recruiting the right new members. An adequate number of volunteers to meet the fire and life safety needs benefits the District through reduced labor costs which allow for costs to be kept lower and a higher percentage of the budget going toward capital projects without the need to pass bonds or levies. Today 41% of the District budget is spent on labor costs, these costs encompass all wages and benefits for both volunteer (part-time) and fulltime members, and by contrast Yakima Fire Department's fulltime labor cost is approximately 92% of their budget. Through policy volunteers are required to respond to 25% of the calls at their assigned station as well as participate in 50% of the training drills to remain a member in good standing, with volunteers required to respond to one out of every four alarms and nearly 800 alarms a year you understand the need to reach our goal of 112 volunteers to meet the needs of the community.

Objective I: Retention of Volunteer Members.

Strategies:

- A. Enhance internal and interpersonal communications across the District to support the mission and core values of the department while living the District PRIDE motto.**
 1. Promote effective communication and positive interactions throughout the District by learning to communicate, respectfully disagree and focus on the 10 rules of building trust while living our PRIDE motto.
 2. Establish group cohesion through Association events, more station to station drills and family activities.

3. Ensure full time members are supporting volunteer operations, post daily training schedule so volunteers can join, more involvement and better understanding of roles by all.

B. Enhance department culture to promote, reward and evaluate the elements of PRIDE across the District.

1. Professionalism- attitude, training, no excuses we do our best.
2. Respect- the job, each other and those we serve.
3. Integrity- trustworthy, hold each other to higher standards.
4. Dedication- be there, be trained and help out.
5. Empowered- if it's legal ethical and the right thing to do, we do it.

C. Evaluate volunteer positions for certification/operational level

1. Establish Advanced First Aid course, certification and District Policy for Advanced First Aid Responders
2. Survey members to determine operational, personnel or policy changes that need to be considered to improve member retention with consideration given to time required to be a member in good standing from recruit training through ongoing commitments.
3. Research establishing certification levels based on operational needs, to reduce upfront training hours, examples:
 - Structural Firefighter- Meets NFPA & WAC Standards
 - Exterior Firefighter- non-SCBA work
 - Wildland Firefighter- Meets NWCG FFII or higher
 - EMS Provider- Certified EMR, EMT or higher
 - Driver/Operator- Meets policy and EVIP requirements
4. If supported by research consider a pilot program for separate operational levels based on certification and needs.

D. Review and update incentives offered to volunteers

1. In June of odd numbered years review the current LOSAP retention program to ensure it meets the District's needs.
2. Research additional retirement for volunteers
3. Ensure volunteer wages are at appropriate levels
4. Work with legislature on lowering retirement age for volunteers from 65 and increasing the benefit
5. Research feasibility of splitting the recruit school and EMT stipend to pay out over several years rather than at completion.

E. Develop a written plan for retention

1. Plan based on information discovered in surveys, benefits, policies etc.
2. Plan to include a timeline for yearly activities/meetings related to retention, including association events.
3. Develop a mentor program for new recruits/cadets.

F. Purchase and maintain modern equipment and PPE

1. Maintain apparatus replacement schedule and make purchases on time

2. Maintain PPE replacement schedule and make purchases on time
3. Maintain capital improvement plan and update annually

Objective II: Recruitment of Volunteer Members.

Strategies:

A. Perform targeted recruiting for new members

1. Research our members and other departments to develop a list of characteristics longer serving members have in common. Develop a profile of the characteristics longer serving members have in common and apply the profile to the recruitment, application and testing process for new members.
2. Emphasize recruiting members that will remain in the department for five or more years to recoup training costs.
3. Emphasize recruiting members with daytime availability, hold a daytime recruit academy to facilitate initial training for daytime available members.
4. Evaluate time commitments for Recruit Academy, Wildland Certifications and EMT school.
5. Review physical requirements to ensure recruits are not intimidated or excluded.
6. Develop a written plan for recruiting new members, plan to include dates of all activities, appropriate documentation required, who we are recruiting, where we need them, how we will get our information to them etc.

B. Strengthen high school CTE program

1. Establish a second year program for advanced training of Cadets
2. Establish an Emergency Medical Responder Program
3. Consider creating a three period block
4. Increase revenue from school district for program

C. Seek out community members already certified

1. Recruit healthcare professionals capable of “bridging” current certifications with pre-hospital certifications
2. Recruit career firefighters active and retired

Objective III: Reduce number of non-emergency calls volunteers answer.

Strategies:

A. Expand criteria based EMS dispatching

1. Work with SunComm and YakCorp to bring back 8 minute ambulance dispatching whereas a code red EMS call with an ambulance 8 minutes away via AVL there is no fire response regardless of where it is at geographically.
2. Consider expanding from 8 minutes to 10 or 12 minutes for EMS Red

B. Partner with Ambulance service

1. When space is available in apparatus bay of Station 51, consider a partnership with an ambulance company to house an ambulance in District.
2. Consideration given to staffing the ambulance with our EMT and the company's paramedic.
3. Adjust dispatch recommendations to only send ambulance to EMS calls not life threatening.

C. Continue staffing daytime Duty Crew

1. 80% of volunteers are in town at work unavailable during the regular work week, providing a daytime response crew reduces the number of calls per station allowing a volunteer working a regular 40 hour work week in town to not have calls count against their participation levels while away from home at work.
2. Staff crew with a minimum of three members daily based on available funding.
3. During the summer months consider a wildland fire crew assigned to District projects but available in ROSS to respond to wildland fires across the west to generate revenue for the program.
4. Annually in late summer prior to the next year's budget, evaluate the number of available volunteer members to staff the duty crew fully with volunteers.

Objective IV: Succession planning for leadership positions

Strategies:

A. Maintain a healthy organization throughout transitions of key leadership and administrative positions with proactive and positive successional planning.

1. Establish and maintain training and certification requirements for each officer position in District.
2. Make available required training and certification courses on a three year cycle.
3. Conduct promotional testing every two years to establish two year eligibility lists for Lieutenant and Captain.

B. Two years prior to the planned retirement of a key position begin the process of identifying key job functions, development of job description for replacement and begin a search for qualified candidates with a goal of having replacements selected up to three months before the position is vacated.

1. Key positions are Station Captain and above.
2. Key positions mentor all eligible members during the two years.

C. Determine Key Functions of leadership positions

1. Review and update job descriptions to reflect actual work performed every two years in conjunction with promotional testing.

2. Capturing all functions of each position into one complete document will serve to identify key job functions for each position.

D. Share institutional knowledge with staff members

1. Include members of the staff in capital project planning and development of the business plan and budget.
2. Include members of the staff in county-wide planning sessions.

E. Provide certification and education to staff members to fill roles above

1. Encourage staff members to gain certifications for the next level in the organization.
2. Encourage staff members to take advantage of fire service education to assist them in current positions and possible advancement.
3. Provide on the job training to assist in understanding all positions in the department.

Critical Issue 2: Financial management and accountability.

Strategic Issue: Maintain a strong financial position for the District through effective policies/management practices with regard for cost-benefit, efficiency and impact on District tax-payers.

Goal: Meet the financial needs of the District while ethically and accurately managing the financial resources of the District in accordance with State and County laws.

- **Maintain a reserve fund equal to 20% of the general tax levy amount by February of 2020.**
- **Forecast capital expenditures through a capital improvement plan and match the plan to the capital fund. Annually during budget creation review capital improvement plan for necessary purchases the next year as well as 3 years out to make adjustments to the capital fund.**
- **Seek grant funding to offset expenses in both personnel and equipment, annually chief to apply for all grants we qualify for.**
- **Maintain fiscal accountability for clean audits, monthly apply a check and balance process to all expenditures.**

Introduction:

The District's financial condition determines our ability to fund operational priorities, which ensure our ability to provide quality community services in a dynamic and adverse fiscal environment. By law the District is limited to a 1% budget increase annually with a maximum general levy taxing authority of \$1.50/\$1,000 of assessed value based on RCW 52.16.130 and RCW 52.16.140. In addition to general levy taxing, the District has the availability to run levies and bonds on the ballot for approval or Commissioner approved bonds. Fire Districts with a CIP in place may also request impact fees for new development under WAC 365-196-850 where appropriate. The District faces fiscal threats in personnel costs, apparatus costs, equipment costs and facility maintenance. Maintaining an adequate number of volunteers is crucial to keeping personnel costs down, our two non-exempt members that are utilized for projects and response when the majority of our volunteers are unavailable are the only employees eligible for overtime which is a cost factored into the budget and each position's value to the organization. Training costs are figured into personnel costs, whether it be in-house training or outside training, part of volunteer retention is providing quality training. Apparatus costs continue to increase making it difficult to forecast the 15-20 year replacement cost of each individual apparatus, an estimate based on percentage increase is currently used and at best is an educated guess. Equipment costs continue to increase as well as more standards are developed requiring more frequent replacement of equipment as well as new technology improving firefighter safety. Personal Protective Equipment (PPE) for structural firefighting per NFPA standards must be replaced every 10 years, the current price for head to toe PPE is around \$3000, presently the District aspires to maintain 100 sets of turnouts therefore 10 sets are purchased annually. Self-Contained Breathing Apparatus (SCBA) air bottle must be replaced every fifteen years, typically at that time the whole SCBA is replaced not just the bottle due to

two or three new safety upgrades being in place since the original purchase, in 2027 all the SCBA equipment in the District will need to be replaced. As electronic devices become more portable the FCC continues to narrow the bandwidth available for emergency services which in time will result in the District having to replace radios and pagers to accommodate a new frequency type. EMS supplies, as health care costs continue to increase so do the cost of supplies, additionally, new advancements in medicine typically lead to increased field interventions which require additional equipment for responders. The current county-wide EMS levy and formula will not cover increases in the cost of materials without changes to the system either in funding or in how it is distributed. As our buildings and infrastructure age the cost to maintain those increases in addition to regular increases in utility costs, a separate critical issue will address the facilities meeting the need, this is just covering the cost of operating them.

Objective I: Develop a capital improvement plan to encompass the lifespan of all major equipment, apparatus and buildings.

Strategies:

A. Utilize recognized standards for improving and replacing capital assets

1. For the purpose of this plan a combination of the District's strategic plan, WSRB's grading schedule and WAC 296-305 are used as industry standards.
2. Recommended standards for fire protection and emergency services issued by the National Fire Protection Association (NFPA) are important considerations. Many NFPA standards are incorporated into Washington Administrative Code 296-305 Safety Standards for Firefighters.
3. The Washington State Survey and Ratings Bureau (WSRB) evaluates communities across the state and establishes the protection class grading for the community on a scale of 1 through 10. The fire department is reviewed for distribution of companies/stations, response to alarms, apparatus age, equipment, pumping capacity, maintenance, reserve apparatus, personnel and training which sets replacement dates for apparatus and equipment.

B. Invest in preventative maintenance

1. Annually staff to tour each station prior to budget development to review building and apparatus needs for a pro-active response to potential problems.
2. Maintain a maintenance schedule for all buildings and systems within each building for preventative work.
3. Fix small problems before they become large expensive problems.

C. Utilize bonds for major purchases

1. Forecasting the Capital Fund against upcoming projects consider lumping several projects together under one Commissioner approved bond.
2. Bond repayment must not exceed the life of the purchased item
3. Commissioner approved bonds to be paid out of the general fund.

Objective II: District provide input to growth in West Valley

Strategies:

A. Lobby against changes to the Urban Growth Area Boundary

1. At the last review of the Urban Growth Area (UGA) for the City of Yakima (August 2016) it was determined the current city limits can accommodate 36 years of projected growth and the unincorporated UGA can accommodate an additional 62 years of projected urban growth.
2. Yakima County Planning Division in accordance to the Growth Management Act designates urban growth areas for cities within our County. Yakima County found that urban growth projected for the succeeding 20-year period can be accommodated with Yakima’s current UGA that no changes were necessary.
3. Based on the land capacity analysis and current zoning it is determined the city would fill in its current boundary in 2052 and fill in the current UGA by 2114. The District needs to continue to lobby against UGA boundary changes as they are unnecessary for the foreseeable future.

B. Lobby for and assist landowners with zoning changes

1. Many areas of the fire district fall under zoning for Agriculture (AG), Valley Rural (VR) or Rural Transitional (RT). Some zoning changes would allow for property to be broken into smaller lots for development.

Table 19.11.030-1. New Lot Requirements

Zoning District		Minimum Lot Area ⁽¹⁾ (acres)	Minimum Lot Width
R/ELDP-40		40 or legally described as 1/16 of a section	
R-10/5	• County maintained hard surfaced roadways are used for access	Project site lacks one or more of these elements	25% of lot depth
	• New development is within a fire district	Project site meets all three of these elements	

Table 19.11.030-1. New Lot Requirements

Zoning District		Minimum Lot Area ⁽¹⁾ (acres)	Minimum Lot Width
	• New development is within 5 road miles from a year-round responding fire station	See 19.11.030(3)(b)(ii)	
RT		5.0 ⁽⁴⁾	

- a) The purpose of the Agriculture (AG) district is to preserve and maintain areas for the continued practice of agriculture by limiting the creation of small lots, permitting only those new uses that are compatible with agricultural activities, protection of agricultural lands of long-term commercial significance, and providing measures to notify and separate especially sensitive land uses from customary and innovative agricultural land management practices. Typical AG zoned property is subject to 40 acre lots, however small lots and special exceptions can be made to put homes on lots 3 acres in size.
 - b) The Rural-10/5 (R-10/5) zoning district is intended to maintain rural character and provide density incentives to encourage development where fire protection services and access to roads with a paved or other hard surface are available.
 - c) The Rural Transitional (RT) zoning district is intended to provide for rural development in areas near Urban Growth Area boundaries to encourage clustering, minimize public expenditures, and coordinate land uses with public infrastructure investment.
2. RCW 36.70A.030 (16) "Rural development" refers to development outside the urban growth area and outside agricultural, forest, and mineral resource lands designated pursuant to RCW [36.70A.170](#). Rural development can consist of a variety of uses and residential densities, including clustered residential development, at levels that are consistent with the preservation of rural character and the requirements of the rural element. Rural development does not refer to agriculture or forestry activities that may be conducted in rural areas.
 3. As a property tax based agency in rural Yakima County the District needs to encourage rural development where possible to increase assessed value of vacant lands zoned agriculture yet not used for agriculture.

4. Zoning changes would lead to increased growth in the District in areas outside of the UGA.
5. Work closely with the City of Yakima regarding any potential annexations larger than a single land owner petitioning to join the city.
 - a) Annexation has slowed considerably.
 - b) Annexation always remains a threat that requires frequent monitoring.

Objective III: Work with legislature to restructure the 1% lid limit.

Strategies:

A. Legislative Priorities

1. Protect fire district tax authority from any reform measures that impact property tax rates.
2. Encourage re-structuring the 1% lid limit to a system based on inflation similar to how the legislature is approaching education funding.
3. As minimum wage increases, work with legislature on applying laws to volunteer “part-time” firefighters.

Objective IV: Aggressively apply for available grant funding.

Strategies:

- **Utilize available grants to offset costs in all areas of the budget.**
 1. Apply for grants to cover the cost of capital projects to stretch capital fund and free up money for personnel costs and unforeseen expenses.
 2. Assign a staff member to search available grants on a monthly basis.
 3. Attend grant writing seminars.
 4. Major projects such as communications system overhauls apply for regional grants.
 5. Consider hiring a grant writing company to review Capital Improvement Plan to search for potential grant funding sources.

Objective V: Fiscal Accountability.

Strategies

A. Maintain appropriate checks and balances for all financial transactions

1. The Administrative and Finance Officer maintains the books with the Fire Chief monthly reviewing all accounts, bills and balances to ensure no one person controls the finances.
2. The Board of Fire Commissioners approves all bills to be paid monthly based on the established budget to ensure the District stays within budget.

B. Every three years provide the Washington State Auditor’s Office all information for a complete audit.

1. Make appropriate changes to business practices prior to an audit based on suggestions/findings from other fire department audits in the state.

2. Hold an exit interview post audit to understand all accounting practices are within state guidelines.

C. Annually review the tax rate generated by the budget.

1. Ensure the District is not “banking” public money, all funds generated continue to support the Strategic Plan, Business Plan, Capital Improvement Plan or annual operating expenses.
2. Compare annual budget to previous year CPI for goods and services to ensure the District can financially support operations before expanding.
3. Review budget annually to ensure expenses match the level of service requested by citizens through surveys.

Critical Issue 3: Resource management

Strategic Issue: Ensure our facilities and apparatus keep pace with current and projected changes in the community; ensuring efficient, well-placed facilities are located to meet the service demand.

Goal: Provide a sufficient number of stations and apparatus strategically located throughout the District to meet 8 minute response one mile from a station to all areas of high growth and high property value areas in the District as well as provide and maintain efficient and effective apparatus and equipment to safely carry out the mission of the department.

- By June 2018 assess all facilities for space and function to ensure they can support the staffing recommended in critical issue 1 for inclusion in the Capital Improvement Plan.
- By June 2018 assess all apparatus locations and capabilities to identify a long term replacement plan in the Capital Improvement Plan.
- By July 2020 review available water supply in the District to meet fire flow requirements in high growth areas and high property value areas.
- By December 2021 provide physical training areas at each fire station, each station shall have on hand for firefighter fitness equipment to improve and maintain cardiovascular fitness (elliptical-treadmill) as well as light strength (machines) training. The District to maintain one “weight room” where free weights can be used in a space designed and built for that purpose.
- By January 2022 complete a station location study to identify underserved areas of the District.
 - Station location to be based on availability of volunteers to staff the station as well as impact on critical issue 2, objective II.
 - Station locations to be considered based on available and planned road systems throughout the District that allow suitable ingress for responding volunteers and egress for apparatus.
- By January 2022 provide a washer/extractor at each station for PPE washing to prevent carcinogens and limit time PPE is out of service for cleaning.
- By January 2022 move all ice machines out of the apparatus bays.

Introduction:

Apparatus, Personnel and Equipment (APE's) are used to complete our mission of protecting lives and property, APE's must be strategically located throughout the response area, have the appropriate capabilities and be housed in fire stations of sufficient size and functionality to be effective. Additionally the District has a need to ensure facilities are available for ongoing firefighter training to ensure the members of the department are trained in all aspects of all risk fire service to provide a high level of operational safety for our members. The Capital Improvement Plan will be tied to the Capital Fund to ensure major expenses such as buildings, apparatus and equipment are planned out and expenditures made on time. Maintaining

quality facilities, apparatus and equipment ties directly to retaining volunteers as identified in Critical Issue 1, when members have PRIDE in their stations and equipment they are encouraged to be more active, additionally, the public perception of our equipment and facilities assists in recruiting additional members. Stations need to be of sufficient size to house both apparatus and personnel, having sufficient space for volunteers to train and socialize at their station is critical to providing a positive experience for members while carrying out their assigned duties. Likewise stations apparatus bays must be of sufficient size to house both the number of necessary apparatus as well as the size of today's firefighting vehicles. Future use of stations must be planned according to use, as identified in the goal of Critical Issue 1 by January 2022 the District plans to house 112 volunteers within our stations, planning for office space, gear storage and member comfort must be accounted for in the Capital Improvement Plan. Firefighter health and fitness is important to the District, providing workout facilities in stations not only allows firefighters to be physically fit but also when members are in the station working out rather than in town at a gym they are available for response. Things like fitness centers, cable TV and meeting rooms provide comforts to volunteers that keep them in the stations for longer periods of time which in turn provides faster response to alarms. As areas of the District grow the District needs to review station locations, an example of one area of current concern for the District is the Falcon Ridge housing development, this gated community has risen out of sagebrush in an area of the District that is difficult to access due to station location and road systems, because this area is further than five miles from a fire station the residents in this area typically have higher insurance premiums and growth is limited to one house per 10 acres, if a sufficient number of residents in this area were able to respond a station within five miles would allow more homes to be built and lower insurance premiums for residents in the area. In addition to Falcon Ridge the entire District outside of the UGA needs to be monitored for growth to ensure station are located to meet the needs of the community. Replacing apparatus on schedule ensures the District is able to meet our mission as well as reduces costly repairs as equipment ages, establishing an apparatus replacement schedule tied to the Capital Fund ensures purchases are made on time.

Objective I: Facilities.

Strategies:

A. Addition to Station 51

1. Station 51's apparatus bay was built for expansion, the southern wall was designed to be removed for additional apparatus bays to be built on.
2. Station 51 currently houses two apparatus out in the storage shed, bringing all apparatus under one roof assists with group cohesion.
3. Currently Station 51 personnel utilize a small office off the bay for their day room, this room is not adequate, and creating a Station 51 day room will improve PRIDE.
4. Currently the Officers use the Chiefs office or other offices in the building for privacy.

5. Adding on to the south side of the bay to include apparatus space, offices, a day room and fitness center will allow the station to function independently of Administration.
6. Station 51's location is suited for volunteer response due to its proximity to dense housing in the area.

B. Addition/Remodel Station 52

1. Station 52 was modeled after the old station one on Tieton Drive, the Station was built smaller than the design, however, all the infrastructure and load bearing walls were built to accommodate expansion of the station.
2. Station 52's day room is too small to accommodate the current number of members, increasing to 30 volunteers will require space to be added. Increasing the day room will provide a quality training and meeting room for the members of Station 52.
3. Currently the Officers have no office space outside of the main day room, creating office space will provide an area the officers can utilize for privacy.
4. Including space for physical training at Station 52 improves the health of our members as well as keeps members at the station for longer periods of time.
5. Move ice machine out of apparatus bay.
6. Replacing the broken concrete parking lot with asphalt while connecting to sewer improves the appearance of the station.
7. Adding an extractor washer for PPE cleaning improves the safety of our members.
8. Add emergency generator
9. Station 52's location is suited for volunteer response due to its proximity to dense housing in the area.

C. Remodel Station 53

1. The apparatus bay, day room and office are sufficient size, the turnout room is too small but overcome with rolling PPE racks in the bay.
2. The upstairs of Station 53 is currently used as the District fitness center, remodeling this space to accommodate cardio and light weight training while providing ample storage is a priority once the weight room at 51 is built. This will make the space more useable.
3. Move ice machine out of apparatus bay.
4. Add emergency generator
5. Station 53's location is suited for volunteer response however access from housing to the station via current roads is lacking in some areas.

D. Station 54

1. Complete landscaping, locate septic tank and drain field.
2. If drain field can handle an extractor washer install for member safety.
3. Prevent flooding on the west end of the property.

4. Move ice machine out of apparatus bay.
5. Add emergency generator
6. Station 54's location is suited for volunteer response.

E. Training

1. Replace carpet in training center
2. Replace computers and A/V equipment on a scheduled rotation.
3. Fencing the south portion of the training grounds adds security.
4. Consider a covered area to park trailers and training engine out of the weather.
5. Complete service and inspection of live fire prop annually

Objective II: Apparatus

Strategies:

A. Apparatus General

1. Maintain a sufficient number of apparatus necessary to meet the needs of the District.
2. Maintain apparatus to NFPA and/or manufactures recommendations.
3. All apparatus will meet or exceed all recognized State and National standards for inspections, testing, fueling and emergency repair or emergency vehicles.
4. Pre-plan replacement so specifications are written and out for bid greater than 365 days before an apparatus is scheduled to move to reserve
5. All apparatus will be equipped with adequate hose, nozzles, SCBA, radios and other equipment to assure safe operations, achieve Department performance objectives in compliance with industry standards.
6. Maintain sufficient engine pumping capacity within five miles driving distance from all commercial and industrial areas to provide fire flow as specified by the Washington State Survey and Rating Bureau.

B. Replacement Schedule

- | | |
|-------------------------------|---------------------------|
| 1. Fire Pumpers | 20 Years |
| 2. Water Tenders | 25 Years |
| 3. Emergency Medical Vehicles | 15 Years |
| 4. Command Vehicles | 80,000 Miles |
| 5. Support Vehicles | 80,000 Miles or as needed |
| 6. Brush Trucks | 15 Years |

C. Engines

1. Maintain 20 year replacement schedule to limit WSRB deductions.
2. Stagger Engine 51 and Engine 54 replacement dates.
3. Research and consider refurbishing Engines to NFPA standard rather than full replacement, decision based on credit from WSRB, cost and having sufficient reserve apparatus.
4. Maintain all systems and perform proper annual inspections.

D. Brush Trucks

1. Maintain 15 year replacement schedule.
2. Research and consider re-chassis of brush trucks based on pump and tank condition.
3. Maintain all systems and perform proper annual inspections.

E. Rescues

1. Maintain 15 year replacement schedule.
2. Research and consider re-chassis for rescues based on box configuration, use warranty.
3. Utilize appropriate type apparatus for rescue/EMS to fit current and expected needs.
4. Where possible design apparatus for dual purpose.
5. Maintain all systems and perform proper annual inspections.

F. Tenders

1. Maintain 25 year replacement schedule.
2. Provide at a minimum 250 gpm for 30 minutes 7 road miles from any station.
3. Research and consider re-furnishing Tender 52 rather than full replacement.
4. Maintain all systems and perform proper annual inspections.

G. Support Vehicles

1. Monitor repair bills to forecast replacement of air cascade system in Air 50. Consider system that generates air on scene.
2. Monitor repair bills to forecast overhaul of Rehab 50. The bus had 100k miles on it when purchased, drivetrain and engine replacement to be considered as necessary due to current investment in apparatus.
3. Maintain and service to ensure longevity.

H. Command Vehicles

1. Maintain a sufficient number of command vehicles for the following positions, providing these positions are filled. Chief, Deputy Chief, Training Captain, Support Services Captain, Administrative and Finance Officer, and Duty car.
2. Base the amount of command vehicles on staffing and size of the District.
3. Replace tires twice in a life cycle of a command car, once around 30k miles and last around 60k miles.
4. Pre-plan replacement to take advantage of State bid where appropriate.
5. Maintain and service to ensure longevity.

Objective III: Equipment

Strategies:

A. Personal Protective Equipment:

1. Replace structural PPE every 10 years.

2. Staggering PPE purchases to buy 1/10th the necessary amount yearly is preferred to wholesale change out of PPE for budgeting.
3. All PPE will be maintained according to NFPA and/ or the manufacturer specifications.
4. Track all PPE issued and in reserve for replacement dates and repairs in ERS.
5. Maintains facilities for laundering PPE.
6. Every two years update specifications and go to bid for PPE to stay current with the latest safety advances in PPE.
7. Provide the safest equipment possible for our members.
8. Bi-annually inspect all PPE to ensure it meets current standards.

B. Self-Contained Breathing Apparatus:

1. Issue individual SCBA masks to members for safety and sanitary reasons.
2. Hydro-test SCBA bottles every five years.
3. Flow test and inspect all SCBA and masks annually.
4. Maintain a sufficient number of SCBA and spare bottles to equip all response apparatus first out and reserve.
5. Maintain a cache of reserve SCBA to replace damaged units.
6. Inspect SCBA prior to each use and monthly.
7. Maintain a data base of SCBA to track all components.
8. Provide the safest equipment possible for our members.
9. Monthly inspect all SCBA to ensure they remain in perfect working order.
10. Maintain SCBA according to manufacturer's recommendations.
11. Plan for a 15 year replacement of all components five years prior to replacement.
12. Determine funding source for SCBA replacement costs.

C. Rescue Tools:

1. Maintain a minimum of one set in District.
2. Provide hydraulic extrication equipment at Station 54.

D. Defibrillators:

1. Provide enough defibs to ensure one is on scene when needed.
2. Defibs must be programmable to keep up with changing CPR protocols.
3. Defibs must be lightweight and user friendly.
4. Supplies must be cost efficient and available.

E. Fire Hose:

1. Test all hose annually.
2. Maintain enough hose to meet WSRB minimums on apparatus and in reserve.
3. Repair or replace damaged hose.
4. When purchasing new engines, budget to purchase new hose.
5. Develop an amortization schedule for fire hose to replace every 10 years.
6. Maintain data base of hose.

F. Communication Equipment (Radios):

1. Radio pagers remains the most effective way to notify members of alarms.
2. More portable radios available at a fire scene the safer it is for members.
3. Major radio changes require buy-in from all agencies in the Upper Valley.
4. When purchasing equipment multi-band with the ability to meet future needs is critical.
5. Maintain 100 radio pagers.
6. Maintain 50 portable radios.
7. Maintain 24 mobile radios.
8. Have the ability to program radios and pagers in-house.

G. Thermal Imaging Cameras (TIC):

1. Demo available units every five years to determine if technology has surpassed current cameras.
2. Maintain five TIC's for engines.

Critical Issue 4: Community Accountability

Strategic Issue: Ensure the District meets community expectations for operations, fiscal accountability and public education.

Goal: Identify level of satisfaction, opinions and priorities of the community in addition to community awareness of current and proposed programs and capabilities.

Introduction:

Yakima County Fire District 12 strives to provide the highest level of safety for the people who live, work and travel in the District and to do so in the most efficient manner. Therefore, it is important that the department be continuously monitored and evaluated to assure that the values and performance standards established for the department are being met – not just as viewed from within the Department, but with oversight of citizens, peer groups and general fiscal accountability. Historically it is difficult for Fire Districts to receive feedback from the community as citizens typically don't have the fire department on their mind except during times of emergency. In the past the District has mailed surveys to every address we've responded to in an effort to review our operational performance as well as developed a citizen survey to reach citizens we haven't responded to. Community feedback is important to decision making in the District and effective feedback will require the District to take a proactive approach to soliciting information from our constituents.

Objective I: Citizen Review and Evaluation

Strategies:

A. Develop online survey link for customer service on operational responses

1. Develop a satisfaction survey centered around the service provided with a link on the District web page for customers to evaluate our performance.
2. Create business size cards to leave with each customer we serve, the card will have the website to leave feedback and the District PRIDE motto printed on it.
3. Monthly as part of the Chiefs report review customer ratings with Board.

B. Annually prior to updating the Strategic Plan solicit community feedback

1. Utilizing the District newsletter invite the public to provide comments on fiscal accountability, public information and public education to ensure our mission meets public expectations.
2. Information provided will be used to guide budget, policy and future planning.

C. Review performance objectives for response.

1. Review annual operations report for response times, call volume and call type to ensure we are meeting response objectives and developing operational plans that match the call volume.
2. Response objectives

- a) PERFORMANCE MEASURE FOR EMERGENCY MEDICAL RESPONSE: Arrive at emergency medical situations within the suburban area in **8 minutes** and **12 minutes** in our rural areas from time of notification prepared to deliver basic life support until advanced life support arrives.
- b) PERFORMANCE MEASURE FOR FIRE RESPONSE: It is the goal of YCFD12 to have the first arriving unit on a fire scene within one mile of a station arrive within **8 minutes** of notification. The response time will be increased by **2 minutes** for each additional mile from a fire station.

Objective II: Performance Comparisons with Like Districts

Strategies

- A. Conduct a review of performance comparison of fire districts with similar characteristics every two years.**
 - 1. Compare incident count, fire, EMS and other
 - 2. Compare WSRB rating
 - 3. Compare Budget with population, area, assessed value and stations
 - 4. Compare personnel, volunteers, full time, etc.
- B. Participate in the Washington Fire Commissioners Association wage and benefit survey.**
 - 1. Only participants in the survey can access the data.
 - 2. Use data from the survey to ensure the District is comparable to similar size Districts.
- C. Annually submit the District in the Washington Fire Commissioners Association Management Excellence Award.**
 - 1. Results from this competitive award allow the District to know how we measure up to like sized departments.
 - 2. Review all entries for innovative ideas that may apply to the District.

Objective III: Review District WSRB rating every five years for comparison and prepare for next evaluation.

Strategies

- A. Use WSRB rating as a tool for improving fire protection within our community.**
 - 1. WSRB provides the department a list of areas to improve fire protection, this list will be utilized to ensure equipment is available and maintained to provide sufficient fire protection in our community.
 - 2. Decisions regarding staffing and purchases may be made utilizing WSRB to help understand the level of fire protection that we will be capable of providing following the decision.