


Thurston County Fire Protection District 8

DISTRICT PROCEDURE MANUAL



PROCEDURE TITLE:	General Organization of the District and Strategic Direction
PROCEDURE NUMBER:	0-02-PR-01
REVISION:	0
DATE ISSUED/REVISED:	10 May 2022
FIRE CHIEF APPROVAL:	

The following Procedure shall detail the schedule and procedures as authorized under the current revision of Policy 0-02 "General Organization of the District and Strategic Direction" to review and update the District's Strategic Plan ("Plan"), goals and objectives. Activities identified in the Procedure are to be coordinated with activities defined in Policy 1-60 "District Funds & Budgets" and Policy 3-30 "Member Performance Evaluations".

Date	Task	Responsible Mgr
At the regular Board meeting in March	1. Coordinate Plan review: the Board will: <ul style="list-style-type: none"> ▪ consider the status of the District and any relevant issues & interests; and ▪ determine the process and schedule for the review and update of the Plan and to set priorities for the next year. 	Board Chair (and Fire Chief)
As scheduled above (April through August)	2. Plan review: the Board will: <ul style="list-style-type: none"> ▪ evaluate the current status of progress on the Plan; ▪ identify any internal and external factors impacting progress on the Plan (SWOT analysis ^{NOTE 1}); ▪ determine if any changes need to be made to the Plan; ▪ develop the priorities for the next year; and ▪ identify measurements that support SMART ^{NOTE 2} objectives. 	Board Chair (and Fire Chief)
Prior to regular Board meeting in September	3A. District Goals & Objectives: the Fire Chief will <ul style="list-style-type: none"> ▪ develop draft goals and objectives for the next year based on the priorities and measurements set; and ▪ draft the Annual Budget-Policy Recommendation report (budget step 1). 	Fire Chief
At the regular Board meeting in September ^{NOTE 3}	3B. Annual Budget-Policy Recommendations/District Goals & Objectives: the Board will review the draft goals and objectives as well as the draft Annual Budget-Policy Recommendations.	Fire Chief (and Board Chair)
At the regular Board meeting in October	4. Annual Budget-Policy Recommendations/District Goals & Objectives: the Board will <ul style="list-style-type: none"> ▪ adopt the goals and objectives for the next year; ▪ approve the Annual Budget-Policy Recommendations (budget step 3); and ▪ incorporate the adopted goals and objectives into the Fire Chief's annual PDP (part 1) process. 	Board Chair (and Fire Chief)

NOTE 1: SWOT = Strengths, Weaknesses, Opportunities, Threats

NOTE 2: SMART = Specific, Measurable, Attainable, Relevant, Timely

NOTE 3: Additional meetings/workshops may need to be scheduled to accomplish this activity.

District Master Plan Overview

July 2017

Purpose of this Document: This document is intended to serve as an example model for the future of service delivery attributes of Thurston County Fire Protection District 8 (District). This document reflects the opinion and view of the Fire Chief at this point in time. It is not intended to portray any sort of “final solution”, it is intended to stimulate discussion, in an orderly fashion, on alternatives and options for means to provide service delivery.

District Mission:

We are committed to serve our community with prompt, consistent and professional fire suppression, basis life support, rescue and prevention/preparedness services.

District Vision:

We will strive to meet adopted Target Levels of Service to our community through deployment based on two strategically located firestations, staffed round-the-clock with competent responders and equipped with all necessary apparatus and equipment to provide Mission and Value driven services.

Primary District Goal:

Provide customer service consistent with our adopted Target Levels of Service.

Background: While the District has maintained a *District Strategic Plan* since 2000, the merger with Fire District 7 and other recent events have prompted the need for a major review and update. During the evaluation of the District’s Mission, Vision, Value Statements, Goals and Objectives during January and February 2017, it was decided to engage in focused work on means to improve consistency in round-the-clock staffing of at least two fire stations in the District. As a result, a series of comprehensive workshops were held and proposals developed for Board review and approval. Chief VanCamp developed a proposal based on a “hybrid mix” of the workshop proposals and other information, and presented to the Board at their July 11th 2017 meeting.

It is assumed that the draft Mission, Vision, Value Statements, Goals and Objectives, as well as the long-standing Target Levels of Service, will be adopted and verified as base-line assumptions for the District strategic planning efforts.

General Concept: The primary purpose of strategic planning is to ensure that limited resources are available to support the Mission, Vision, Goals and Objectives of the District. It is a matter of identifying the resources necessary to accomplish the work (i.e. staffing, facilities, apparatus, equipment and capital) and planning/allocating them for current and future use. The most reasonable and realistic way to address the various resource components is in a “linear” prioritized fashion, as the District has done in the past.

Staffing: *The highest priority resource is staffing, for without people, all other resources are useless in providing service.* The second highest priority is ensuring those staff are properly trained and equipped to provide such service. This is the core of the work performed during the 2nd Quarter of 2017 resulting in the staffing proposal.

Based on the agreed upon assumptions from the staffing planning process, and assuming the implementation of the “hybrid” staffing proposal, it is clear round-the-clock staffing is practically limited to two locations (firestations) for the foreseeable future. At this time, it is assumed that the “hybrid” staffing plan will be adopted by the Board and implemented during the 2017-2019 time period.

It is assumed that Incident Readiness & Response (IR&R) operational and training details with regard to the *District Strategic Plan* are included with the “hybrid” staffing model, and any future derivatives as indicated.

Facilities (Process): The actual process of evaluating the array of options of housing District staff, apparatus and equipment is yet to be determined and conducted. It is drawn on previous work in facility planning which considered 1) geographical location, 2) cost and funding, 3) use of existing facilities, 4) availability of land, 5) TLoS requirements, 6) constructability & maintainability of structures, and 7) political support to propose my first choice and second choice. It also drew heavily upon the work conducted for the “2 or 3 Firestations?” white-paper.

Facilities: The second priority is based on the determination that facilities issues (both maintenance & operations of current facilities and planning for future facility needs) presents the most unrecognized and fiscally impacting issues beyond staffing. Since the merger of Fire District 7, many real property assets have been rendered potentially obsolete due to geographical dynamics for response and operating protocols. Generally, firestations have evolved from buildings that house apparatus for locally based volunteers to report to when an alarm sounds to facilities that house the responders round-the-clock. Currently, the two staff-able firestations are Stations 8-1 and 8-3. Station 8-1 has become the primary staffed location due to its geographically favorable location within the District.

In October 2016, the Fire Chief was asked about the feasibility of adequate coverage (based on several criteria) of the District with a minimum of three or two firestations. ***It was shown in the study that the District could be covered with two properly located, staffed and equipped firestations.*** The study also provided some facility related recommendations.

Immediate action item: by the end of 2017, conduct a comprehensive condition assessment and appraisal of value of all District real property assets. There has never been a complete and comprehensive evaluation of the life-cycle status, functional condition, maintenance needs or current value of District owned buildings, land, physical improvements or facility plant/equipment. The District Capital Repairs & Replacement (CR&R) Program and Budget assume much of this, however, do not reflect any objectively derived figures. It is proposed to issue a request for qualifications for a qualified party to conduct this work during the 3rd and 4th Quarter of 2017.

The resulting product will be a report with values and items that can populate the CR&R schedule/budget, be used in strategic planning for real property assets and help drive priorities for operating and capital funding. This information will also be critical for “rationalizing” the real property assets of the District.

1--First Choice Option: within a 10 to 15 year period, “rationalize” the real property assets of the District in disposing of un-needed assets and acquire/construct/remodel real property assets to create two firestations located at optimally geographic zones in the western and eastern areas of the District (Boston Harbor, Johnson Point), each of identical design and construction, of a 50-year life cycle quality Type I single-story structure, approximately 6,000 to 6,500 square feet, to house 3 apparatus and up to six

responders (in individual dormitory rooms), kitchen and dayroom space, fully functional for no less than 96 hours. Optional features (if indicated) would be space for public meetings at either or both sites.

The headquarters function would be in a separate Type II single-story structure at 3449 South Bay Rd NE (site of the District Training Center). Encompassing 2,500 to 3,000 square feet, it would include office space for administrative and support staff, public meeting/classroom space, logistical support space (i.e. information technology, archives, supplies, etc.) and public reception lobby area. The facility would also house the on-duty Battalion Chief (round-the-clock). It would be adjacent to but separate from the other District Training Center buildings (same as current with improvements). Space for parking of 1 or 2 reserve apparatus would be provided at this location as well.

1--IR&R staffing based on Choice #1: staffing at each firestation will be targeted for minimum one (1) company officer, minimum one (1) driver-operator for apparatus, and minimum one (1) Firefighter-EMT with capability to “jump” two (2) EMT-qualified responders to Aid Unit, and/or, capability to “jump” one (1) driver-operator to Tender. Optimum staffing of five (5) responders at each firestation. The on-duty Battalion Chief would respond from the headquarter facility.

2--Second Choice Option: within a 5 year period, continue use of existing Station 8-1 with modifications for current building code requirements and amenities including dormitory style rooms for responders (6) and single unit shower-bathrooms (3 or 4), upgraded physical exercise area (segregated from apparatus bay) and modified kitchen areas. The firestation would remain as the headquarters for the District and continue to have public meeting/classroom space. The facility would be equipped to be fully functional for up to 168 hours.

Two sub-firestations would be established at two existing sites: Station 8-2 (Johnson Point) and Station 8-4 (Zangle Road) which would be remodeled to accommodate 3 bays for apparatus, over-night living quarters for two responders, and be upgraded to Type II structural status, fully functional for no less than 96 hours. There would be no public meeting space at the sub-firestations.

The District Training Center would continue to remain at its present location, housing reserve apparatus as needed.

2--IR&R staffing based on choice #2: staffing at Station 8-1 will be targeted for minimum one (1) company officer, minimum one (1) driver-operator for apparatus, and minimum one (1) Firefighter-EMT with capability to “jump” two (2) EMT-qualified responders to Aid Unit, and/or, capability to “jump” one (1) driver-operator to Tender. Optimum staffing of five (5) responders at each firestation. The on-duty Battalion Chief would also respond from this firestation.

Targeted staffing at each of the two sub-firestations would be two (2) Firefighter-EMTs that could “jump” to an Engine, Tender or Aid Car as indicated by the type and location of incident. Generally, if the incident required a response staffing level greater than two, response would be augmented automatically from Station 8-1.

Apparatus: The District maintain one certified Type 1 engine (with BLS capability), one certified Type 2 tender and one ambulance-type BLS rescue unit at each of firestation. In addition, I a fleet inventory of a minimum of one back-up Type 1 engine (fully functional), (if using the primary two firestation model) one back-up Type 2 tender (fully functional), one brush truck (Type 6) vehicle, one SUV-type vehicle for

the on-duty command officer (“Battalion 8”), one comparably equipped back-up command vehicle and one or more emergency response capable general-use passenger vehicles as needed for staff duties.

The apparatus will be of a standardized design 1) within the District, 2) within Thurston County *as reasonably possible*, and 3) within Central Region all-hazards operating area *as reasonably as possible*. Standardization shall include driving-operation, auxiliary equipment (pump) control devices, storage of on-board equipment, mechanical-electrical features, operational & maintenance parts & labor and training. Other considerations for fleet specification will be suitability for all-weather operation, effective use by a limited crew size, safe operation on rural roads and driveways prevalent in the District and ability to present an image befitting of our organization (“classy”).

Life cycles for the CR&R will be established based on industry standard and monitored during the life of the asset; replacement will be made based on objective evaluation of the asset for physical condition, functional ability (obsolescence), the financial impact and District mission requirements.

TABLE SUMMARY OF STAFF & APPARATUS: CHOICE 1 AND 2:

<i>Facility First Choice: Item</i>	<i>Sta 1</i>	<i>Sta 2</i>	<i>DTC</i>
Firestation:	x	x	
Headquarters: at District Training Center			x
Staffing: Battalion Chief			1
Staffing: Company Officer (round-the-clock)	1	1	
Staffing: FF-EMT Responders (round-the-clock)	4	4	
Apparatus: Type 1 Engine (* plus 1 reserve)	1	1	1
Apparatus: Type 2 Tender (* plus 1 reserve)	1	1	1
Apparatus: BLS Transport Unit	1	1	
Apparatus: Type 6 Brush Truck	1		
<i>Facility Second Choice: Item</i>	<i>Sta 1</i>	<i>Sta 2</i>	<i>Sta 3</i>
Firestation/Headquarters:	x		
Sub-firestations:		x	x
Staffing: Battalion Chief	1		
Staffing: Company Officer (round-the-clock)	1		
Staffing: FF-EMT Responders (round-the-clock)	4	2	2
Apparatus: Type 1 Engine (* plus 1 reserve)	1	1	1
Apparatus: Type 2 Tender (* plus 1 reserve)	1	1	1
Apparatus: BLS Transport Unit	1	1	1
Apparatus: Type 6 Brush Truck	1		

Equipment: The District maintain such IR&R equipment (fire suppression, EMS) as deemed necessary based upon its operational mission. Equipment will be of a standardized design 1) within the District, 2) within Thurston County *as reasonably possible*, and 3) within Central Region all-hazards operating area *as reasonably as possible*. Standardization shall include control-operation, connectivity to other auxiliary equipment and control devices, capability for storage of on-board apparatus, mechanical-electrical reliability, ease of access for operational & maintenance parts & labor and responder training on use.

Financial considerations would also be primary considerations, including the initial cost and the life cycle costs. Life cycles for the CR&R will be established based on industry standard and monitored during the life of the asset; replacement will be made based on objective evaluation of the asset for physical condition, functional ability (obsolescence), the financial impact and District mission requirements.

Other District owned equipment (non-IR&R) such as information technology, office furnishings, training props, shop tools, physical exercise equipment, short-life household appliances and related assets, generally with a replacement value greater than \$500 will be included in the CR&R schedule and budget.

Capital & Finance: The District has four major budgeted funds:

- 1) the Expense Budget (Fund 6680) covering day-to-day operations, including labor costs, funded by the general tax levy (property tax, on the average, 96% of the total) and other miscellaneous sources, deposited each year by the District;
- 2) the CR&R Budget (Fund 6681), with funds allocated from Fund 6680 on an annual basis, used to pay for “amortized” assets (facility components, apparatus, equipment) based on an annual schedule ;
- 3) the Reserve Budget (Fund 6683) established for contingency, funded at a level of approximately six months of operating costs, from irregular allocations from Fund 6680; and
- 4) Capital Facilities Budget (Fund 6685), which was an evolution of the District’s Unlimited Tax General Obligation Bond Fund of 1996/2004 (then providing excess levy tax revenues, now revenues provided by specific allocation from Fund 6680). Three projects have been authorized for expenditures from this fund: the District Training Center, the North-end Firestation Project and [Station 8-3] Private-Land Purchase.

Overall, there are two basic type of revenue, the regular tax levy deposited into Fund 6680, and voter-approved property tax excess levies or general obligation bonds (paid by excess levy revenues).

Overall, in the Master Planning process, the evolutions from establishing basic Target Levels of Service, to determination of staffing levels and the necessary resources to support them, to calculating the costs for the staff (and overhead), facilities, apparatus and equipment, may require evaluation with a “feed-back adjustment loop” to readjust any of the elements (TLoS, staff, assets, etc.) in order to provide balance between the cost of providing IR&R service and available revenues.



Phase 1--Strategic Staffing Plan

Adopted August 2017

Primary Objective:

PROVIDE FOR CONSISTENT ROUND-THE-CLOCK STAFFING FOR A TWO FIRESTATION DEPLOYMENT MODEL; each firestation will be able to staff and respond with a Type 1 Pumper, Type 2 Tender and/or BLS Aid Unit, with staff housed in the firestation (“jumping” to apparatus as needed and appropriate): from the STAFFING PLANNING ASSUMPTIONS of the Strategic Staffing Planning Workshop series (2017).

Secondary Objective:

SOLVE THE CURRENT STAFFING CHALLENGES WITHOUT UNDERMINING LONG-TERM VOLUNTEER RECRUITING AND RETENTION.

Description of Staffing Plan:

- A. Theme:** a change in culture, to a *teaching-learning organization*; this will also involve a shift from the notion of a volunteer organization supported by a career staff, or visa-versa, it will be *an organization that every member has an important role to play*.
 - a. An important part of this change will be instilling *The Servant Attitude* within all staff that will be providing the mission driven services.
- B. Phase Ia:** Reaffirm the District’s Mission, Vision and Goals (now in draft) and formally adopt them. One goal (new), will be to “have the best training and education program for responders in Thurston County and Washington State”.
- C. Phase Ib:** Performance and Development Plans (PDP) will be established for each Member, with emphasis in the adopted District Mission, Vision and Goals (especially the new focus on “teaching-learning organization”), the concept of “servant attitude” as it applies to their position, and an up-to-date position description.
 - a. For 2017, the PDP Expectations section only will be required. Evaluations will be addressed in 2018.
 - b. Each Member, volunteer or career, will understand their important role they play within the organization, and the resources and authorities they have to do their job and the expectations they are being held accountable to.
- D. Phase II:** Analyze staff position descriptions, and modify them to focus on providing the full-breadth of training, education and mission related functions to all District Members:
 - a. Assistant Chief for Training: re-classified as an exempt, confidential employee, will manage a new *Training & Education Program (T&E)* among the position’s expanded role in District operations and personnel management. Changes to the T&E Program are to coordinate a more centralized delivery of programs, priority focus on leadership development, and optional opportunities for members as incentives; will act as point of contact and chair of integrated decision making team(s) (IDMT) for program development. The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.

- b. Career Lieutenants: primary role will be modified to instructor/mentors (in coordination with the T&E Program) for responders in both initial and ongoing skills maintenance training, with robust training schedule ongoing at each shift. Will also provide logistical support for shifts in coordination with assigned duties. Position would be modified for scheduling on current 48-hour dayshift and new 24-hour rotational schedule, details to be determined. The career Lieutenant may act as Incident Commander and lead a company/team at an incident. The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.
 - c. Assistant Battalion Chief of Operations & Safety: re-classified and assigned to new schedule model coordinated with District battalion shift rotation, will assist AC in T&E Program, coordinate same with District Health & Safety Program (ensuring close relationship), will continue to manage and supervise career IR&R staff resources.
 - d. Assistant Chief of Facilities & Equipment: with retirement of Chief Kessel, this position will not be refilled, but, administrative functions assumed by Fire Chief and the remaining functional duties be re-assigned to Lieutenants akin to responsibilities they held when employed at North Olympia FD7 (consistent with logistical support functions for members). The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.
 - e. Assistant Battalion Chief for Volunteer Operations: re-classified as Senior Battalion Chief (supervisor of volunteer battalion chiefs), will continue to supervise night and weekend IR&R Program, and, will assume primary chair role of Volunteer Recruitment & Retention Program (VRR) IDMT.
 - f. Volunteer Recruitment & Retention (VRR) Program Director: (new) non-uniform staff person responsible for recruitment marketing, incentives development, exit-interview management and social events coordination; position not yet defined and could be initiated as a pilot program to start. Position supervised by Fire Chief.
 - g. Volunteer Company Officers: would continue to supervise night-weekend shift staff, coordinating with on-duty career Lieutenant on day-to-day work assignments of volunteer responders and necessary personnel actions.
- E. Phase IV: Implementation of organizational change:**
- a. AC will commence T&E IDMT to outline strategic direction for i) enhancement to Officer Development Program, ii) enhancements to ongoing skills maintenance training program(s), iii) coordination of training & education program assignments (staff), iv) setting aside regular opportunities for multi-company (inter-shift) operations training (including mutual-aid), v) identification of resources necessary to support expanded/enhance T&E Program, vi) define program for specific training on implementation of PDP program, and vii) develop reasonable performance indicators to document and report impact of training on member service performance. Submit planning documents and needs to Fire Chief for approval.
 - b. BC-Volunteer Operations will commence VRR IDTM to i) define, quantify and prioritize elements identified in Staffing Planning Workshop related to volunteer recruitment and retention, and ii) create position specification for VRR Program Director. Submit position proposal to Fire Chief for approval.

- c. In order to deploy career Lieutenant to alternate schedule (24-hour on, 48-hour off, Monday-Sunday), will need to negotiate impacts of change with IAFF Local 2903 on potential changes to Collective Bargaining Agreement and Board approval.
 - d. Staffing requirement: minimum 1 career Lieutenant day-shift, 1 career Lieutenant 24-hour rotation, approximately 5.2 FTEs required. This would mean hiring two additional employees. A process combining promotional career opportunities and opportunities for qualified volunteers would be used to create the register. Hiring subject to funding approval by Board.
 - e. Staffing requirement: 2 career Dayshift Firefighter-EMTs were authorized by the Board on 11 July 2017 for hiring to augment/support daytime shift coverage.
 - f. Specific scheduling changes of career staff would be finalized based on results of operational need and negotiation with Union (see step E-c above).
 - g. Hiring (or contracting with) VRR Program Director would result from process designed in step E-b above; program performance indicator will be established by the Director (for IDMT approval) to measure program achievement.
 - h. All supervisors, volunteer and career, will implement the PDP-Expectations process with their subordinates.
 - i. Modifications to District T&E Program to take effect on schedule set forth by AC.
 - j. Fire Chief, BC-Vol Ops, and VRR Director implement programs as developed and approved/funded; monitor results and adjust as appropriate.
 - k. Fire Chief will chair Facilities & Equipment IDMT and provide over-all management of F&E functions (i.e. apparatus-equipment maintenance, facilities maintenance, supplies & quarter-master, information technology); updated service order system to be initiated.
- F. Phase V:** As staffing is stabilized at Stations 8-1 and 8-3 on 24-hour, 7-day-a-week basis, and work will begin with development of a Volunteer Resident Program for Station 8-2. Provisions for housing will be secured, agreements established and applicants sought and selected; with deployment soon thereafter.
- G. Phase VI:** Monitoring of results and adjusting operations and administration:
- a. Continue to track and document staffing levels, incident response statistics and achievement of Target Levels of Service (as per current practice).
 - b. Monitor T&E Program performance indicators; ensure T&E IDMT meets no less than quarterly to address program and project issues & interests.
 - c. Monitor VRR Program performance indicators results and feed-back; ensure VRR IDMT meets no less than quarterly to address program issues & interests.
 - d. Feed-back from other District business loops to be generated from [no less than] quarterly meetings of the Facilities & Equipment IDMT (chaired by Fire Chief), Incident Readiness & Response IDMT (chaired by Fire Chief) and Health & Safety Program IDMT (chaired by BC-O&S).

II. Facilities & Deployment

Goal:

Staff are consistently deployed at stations well located to meet target levels of service throughout the district, balancing the trade-offs of cost, effectiveness, and adaptability.

Values:

Key values that drive planning for facilities and deployment include:

- Support for the District's mission of prompt, consistent, and professional service as stated in the District's Target Levels of Service
- Maintain balance between cost and effectiveness
- Planned station locations are based on long-term trends while maintaining flexibility to adapt to changes in the fire service and community.

Historical perspective:

Both Fire Districts 7 and 8 followed remarkably similar paths in the development of facilities. Each established a centrally located headquarters in the 1950s with satellite stations built in the 1960s and 70s to support volunteer home response.

District 8 provided rental housing for responders in mobile homes at two sites from 1984 to 2007.

With the evolution away from community-based response and toward staffed fire stations, both Districts built new headquarters stations in the 1990's to provide space that could be used for sleeping quarters for on-duty staff, training, and administration.

As reliance on station-based response increased, satellite locations generally fell into disuse and have since been used primarily for storage of reserve equipment and apparatus.

Recognizing that Johnson Point and the east side were too distant to receive satisfactory service from the South Bay station, District 8 developed plans for a new fire station location and purchased property on 78th Avenue NE in 2009. While the District proceeded with obtaining Thurston County approval for zoning variance, failure of a ballot issue to fund the project, the recession, and other factors ended further development of the site. The variance has since expired.

One of the major planning considerations when the two districts merged in 2015 was to establish incident readiness & response (IR&R) staffing deployment based on a 3-station concept: staffing the North Olympia (west side) and South Bay (south side) stations 24x7, staffing the existing Johnson Point (east side) station as feasible, and establishing a new east side station to cover that area in the future.



**Adopted
January 2019**

Both Fire Districts 7 & 8 followed remarkably similar paths in the development of facilities.

The District 8 staffing model of primarily using career staff to cover weekdays and volunteers for nights and weekends was adopted.

Since that time, staffing of the west side station has been inconsistent and no IR&R staff have been deployed to the east side station on Johnson Point. Service and response times reflect the same pattern.

When the districts merged, policy was established on a 3-station concept: staffing 2 main stations 24 x 7 and staffing the existing Johnson Pt. station as feasible.

In 2016, the District received a protection class rating of 5 with tender credits from the Washington Survey and Rating Bureau (WSRB). Credit was extended to the northeast side area based on IR&R members who lived within 5 road miles of the Johnson Point station. Far east side properties received the benefit of being within 5 road miles of Lacey Fire District's Willamette station. Approximately 40 properties at the tip of the Fishtrap peninsula were found to be more than 5 road miles from the North Olympia station and did not receive rating credit.

Before the merger, District 8 planned to develop its old headquarters site on South Bay Road into a training facility to support training at a central location from which on-duty members could still respond to emergencies. This project was planned and work began prior to the merger. Major infrastructure work was completed in 2016.

Due to rural 5-acre zoning restrictions, the District has seen limited growth, mostly in the southeast corner within the Lacey Urban Growth Area. Annexations of portions of this area and others into the cities of Lacey and Olympia have been a regular occurrence. This has reduced the impact of population and property value growth in certain higher population density portions of the District. While the District remains predominantly rural by zoning, it has also become more suburban in character. Following larger demographic trends, the population has become on the average older and EMS requests for service have grown as a percentage of the overall emergency response workload.

Current situation:

Total call volume for the district averages about 900 calls per year. On average, 77% are EMS, 7% are fire, and the remaining 16% are false alarms and public service type calls.

Service on the south side is very good.

Service on the east side does not meet standards.

Service on the west side is inconsistent.

Service on the south side of the District provided out of the South Bay headquarters station, about 44% of calls, is very good. The station is consistently staffed. It is well maintained and in good condition. In order to meet the needs of our increasingly diverse responder population, remodeling the crew quarters to provide individual sleeping areas rather than "bunk house" style sleeping areas is needed.

Service on the east side, about 23% of calls, meets the district's standards only about one third of the time (see reference documents for District service standards). Neither of the two existing eastside satellite stations is designed to support 24x7 staffing and each would require significant capital investment. In addition, none of the existing properties is centrally located on the Johnson Point peninsula.

Service on the west side, 33% of calls, follows the similar pattern as the staffing of the North Olympia station. It is inconsistent – good on weekdays, inconsistent on nights and weekends. The North Olympia station provides good access to the entire west side, but is located about a half-mile too far south to meet the WSRB 5-road mile standard for the tip of Fishtrap. The building's functionality for staff living quarters and environmental systems will require upgrades due to age and changes in facility use requirements as with the South Bay station. The two satellite properties on the west side would require significant capital investment for use as a staffed station.

The District Training Center is in use as a central location for training. Additional improvements are needed to finish this facility and will be addressed in the District's Training Plan.

The number of members living in the Johnson Pt. area has dwindled. Residents might lose credit for having a staffed fire station if a WSRB audit were performed today.

The District continues to rely on a mix of IR&R volunteers and career staff to provide coverage. Recruiting is strong but retaining members and developing new competent supervisors and leaders present critical challenges. A staffing plan was conditionally adopted in July 2017 to address these challenges and is in the process of being implemented. Total membership is close to the numbers needed to provide consistent staffing. It is expected that when the changes outlined in the staffing plan are fully implemented (additional volunteer and career staff), two-station staffing should be consistent and sustainable.

Service on the west side is limited by inconsistency of staffing. Service on the east side is limited by the use of the South Bay station for response.

Consistently meeting the District's service standards is essentially limited by two major factors: staffing and facilities. Service on the west side is limited by inconsistency of staffing. Service on the east side is limited by the use of the South Bay station for response. To meet the District's current service standards, both improved staffing and locating staff in an east side facility are required.

Future needs:

Relatively slow population growth will result in a limited increase of call volume. Call distribution between sectors within the District is not expected to change dramatically. Distance and response time will be the primary factors that impact planning of future station locations.

By necessity, IR&R staffing will continue to be a mix of career and volunteer. It is probable a roster of more career staff combined with more career-oriented volunteers will result over time as training requirements continue to increase. We will continue to seek and retain long-term volunteers, however, retaining volunteer members long enough to become supervisors and leaders will be an increasing challenge. Due to low call volume, attracting volunteers with outstanding training and mentorship will be emphasized.

Thurston County fire agencies will continue the trend of consolidation. Unless driven by changing social-economic factors, the District is less likely to pursue consolidation with its urban neighbors due to significant financial, cultural, statutory and operational differences. Consolidation is more likely to be a factor if it is addressed on a county-wide basis.

While these long-term trends will continue, there is a possibility of disruptive change to the fire service resulting from technological innovation, regulatory reform, or unpredictable social/economic changes. Such changes cannot be predicted but their possibility needs to be considered in planning.

Strategies:

Different strategies are available to the District for use in meeting its mission and service standards.

Three response stations:

Operating from three response stations (one east, one west and one south) could provide high levels of service, by providing closer proximity to all areas of the District and a central response station on the south side as an anchor. However, given the challenges of staffing, retaining members, and developing new volunteer leaders, it is unrealistic to expect more than two companies could be consistently maintained. Based on experience, spreading two companies of IR&R staff between three stations has been found to increase the probability of stations being temporarily unstaffed. In addition, staffing three stations with career staff during weekdays would significantly increase labor costs which would be difficult to justify given relatively low call volumes. With three stations, call volume would be spread unevenly between stations. The three-station approach, while utilizing existing facilities, still requires significant capital investment to make stations functionally usable.

Two response stations:

Effective service could be provided from two stations, one centrally located on each peninsula. Call volume would be evenly balanced between stations. The North Olympia station could be used to provide coverage on the west side. The District does not currently have a properly located station that would support this model on the east side. Costs for staffing, facilities maintenance and apparatus would be lower when operating from two stations. However, this would require investment in a new east side station.

If staffing were ever insufficient to staff both stations, crews would need to be consolidated and respond from one station. Service in the vacated area would suffer as there would be no near-by station providing back-up response.

Two response stations with a central stand-by facility:

A third approach is to respond from two stations, one centrally located on each peninsula, while maintaining the central South Bay Station headquarters as a standby station when there is limited staffing availability. This addresses the primary shortcoming of the two-station model but with the disadvantage of additional costs for additional facilities.

This appears to be the most viable approach for the District in the long-term, providing prompt and consistent service, while limiting the need for expensive career staff and scarce capable leadership resources. This approach keeps options for one, two, or three response stations available in the future should the economics, operations or governance of the fire service change. As

Two response stations with a central stand-by facility appear to be the most viable approach.

documented in the staffing plan, it is exceptionally difficult to recruit and retain sufficient volunteers, and exceptionally expensive to hire sufficient full-time personnel to staff three stations. While staffing two stations has proven to be challenging in the short-term, it is attainable and affordable. For these reasons, we have chosen a two-response station with stand-by model.

The District will need to invest time & energy in education and dialogue with the public on planning issues before attempting to make major investments.

The long-term vision for facilities & deployment:

- a) Strategically located fire stations:
 - Two staffed stations, each staffed with a full IR&R company, with relatively equal levels of functionality and staff amenities, one centrally located on each peninsula. Utilize the North Olympia station for the west side. Utilize a new facility at a new location for the east side.
 - Maintain the South Bay station as District Headquarters and as an unstaffed stand-by facility where crews could temporarily consolidate if numbers are insufficient to staff two stations.
 - Complete and maintain the current District Training Center.
- b) Whatever approach is pursued, due to the cost to implement, significant public financial support will be required. The District will need to invest time and energy in education and dialogue with the public on these planning issues before attempting to make major investments.
- c) It is expected that any facilities project would take years to implement. Interim measures to improve service on the east side are needed. Implementing a resident IR&R responder program to attract volunteers who would live in the Johnson Point area appears to be the best strategy for this. Under such a program, the District would provide housing for volunteer responders in return for their capability to respond to emergencies within that immediate area (either from the Johnson Point station or the housing location).
- d) Major capital investments should only be made in facilities that are part of the long-term vision.
- e) Properties that are not part of the long-term vision and are not useful for providing service in the interim should be surplus and disposed of in accordance with District policy with the intent to obtain the highest value possible. The net gain from such sales should be retained for future investment as part of this Plan.
- f) Before investing in new facilities or major upgrades, the District must demonstrate consistent and sustainable staffing of two stations.

Before investing in new facilities or major upgrades, the District must demonstrate consistent and sustainable staffing at two firestations.

Future Planning Considerations

Two topics related to long-term facilities and deployment have been identified for further study and should be considered in planning efforts in future decades when the useful life of the facilities is nearing its end.

- *Replacing the North Olympia station with a new station located further north to provide 5 road mile coverage-reach to the tip of Fishtrap.*
- *The possibility of consolidating the headquarters and training functions on the same property to improve efficiency.*

Objectives:

1. Continue implementation of IR&R staffing improvements to support consistent two-station staffing as per the staffing plan conditionally adopted July 2017.
2. Immediately upon adoption of the long-term strategies noted above, properties that are not needed will be surplus and disposed of for the highest value attainable.
3. By 10/1/2018, begin implementation of a new resident program to help improve Johnson Pt. service on an interim basis.
4. By a date to be determined by the Board of Fire Commissioners, propose a ballot measure for a general levy restoration and lid lift for voter approval to support sustainable staffing of two-station operations.
5. After successful completion of the above objectives and voter approval of the levy to fund sustainable staffing, develop more detailed plans for implementation of the two-station-with-stand-by model including scope, general station requirements, and proposed future process for capital funding, acquisition, and development.
6. Ongoing: actively inform and dialogue with community members regarding the issues related to this Plan through newsletter articles, website postings, formal public meetings, informal local community meetings and other proactive means.
7. Regularly, at least annually, review and evaluate the planned and actual levels of IR&R staffing and actively assess public support for implementing this facilities plan.
8. When the Board of Fire Commissioners determines that a) two-station staffing is consistent and sustainable and b) there is sufficient public support, it will initiate efforts to fund, acquire land, and build a new fire station centrally located on the Johnson Point peninsula and then upgrade the North Olympia station.

Reference Documents:

District map
District Target Levels of Service
Service chart
Station Information pages

III. Apparatus & Equipment



Adopted
June 11, 2019

After the merger, the ESIP was established to address the consolidation of all aspects of both pre-merger district, including apparatus & equipment.

Goal:

Strengthen our cultural focus on fiscal accountability and operational efficiency.

Values:

Key values that drive planning for apparatus & equipment include:

- Our priority is to provide consistent & professional emergency response throughout the District. We are committed to deploy our resources to ensure a response that meets our Target Levels of Service regardless of the incident location within our District.
- We will identify, evaluate and offer appropriate proactive risk management programs to mitigate anticipated community hazards.

Scope:

The focus of this Phase III plan is on District apparatus and equipment; the subject of District facilities has been addressed in the *District Phase II Master Plan* documentation.

Historical perspective:

Prior to the merger of North Olympia FD7 and South Bay FD8, the respective districts pursued different strategies on the specification, purchase, operations and maintenance of their apparatus and equipment. While some level of inter-operability existed (e.g. self-contained breathing apparatus – “SCBA”), some did not (e.g. large diameter hose, pumper specifications, radios). After the merger in 2014, the *Emergency Services Integration Plan* (“ESIP” - adopted February 2014) was established to address the consolidation of all aspects of both pre-merger districts.

The ESIP provided for:

- That all [apparatus and equipment] will be under the administration of the Fire Chief and assigned personnel.
- Appropriate fire apparatus shall remain at each firestation in sufficient deployment to meet Washington Survey & Rating Bureau (“WSRB”) requirements for public protection class [now] assigned to each response area.
- The Fire Chief will immediately develop an assignment plan for all apparatus for approval by the Board.
- Maintenance of all [apparatus] will be under the administration of the Fire Chief and assigned maintenance officer.
- Complete a survey of the status of all equipment and apparatus...in the Merger and Merging districts.
- All [apparatus] will be included in a Board approved *Strategic Deployment Plan* and *Capital Repairs & Replacement* (“CR&R”) strategy.

The stated anticipated benefit from these measures was to reduce cost by the avoidance of duplication between the two districts. The survey of both districts’ assets was completed in 2013, and the updated CR&R Plan was completed in 2014.

The District has gradually rationalized assets to standardize and update its fleet and inventory.

Since the merger, the District has gradually rationalized assets to standardize and update its fleet and inventory. For example, 4-inch large diameter hose was replaced with the District standard 5-inch diameter specification. Also, with new deployment standards being instituted (refer to *District Master Plan Phase I* and the *District Strategic Staffing Plan - 2017*), former substations were evaluated and ultimately three of them and vacant land planned for a future firestation were declared surplus. This will reduce the number and amount of apparatus and equipment needed by the District for effective incident readiness & response (“IR&R”).

Current situation:

Apparatus:

- The Board adopted *2019 District Budget Policy Recommendations* provide for the District to maintain one certified Type 1 engine (with BLS capability), one certified Type 2 tender and one ambulance-type BLS aid unit at each of Station 8-1 and 8-3 as the primary staffed firestations. Station 8-2 remains as an interim measure based on *District Master Plan Phase II* provisions (until the new eastside facility is built).
- Further, the adopted *2019 District Budget Policy Recommendations* provide for the District to maintain a fleet inventory of a minimum of one back-up Type 1 engine (fully functional), one back-up Type 2 tender (fully functional), one SUV-type vehicle for the on-duty command officer (“Battalion 8”), one comparably equipped back-up command vehicle and one or more emergency response capable general-use passenger vehicles as needed for staff duties.
- Depending on the further development of wild-land fire suppression staffing capability and competency, a minimum of one brush truck (Type 7 or larger) vehicle should be provided that meets Thurston County mutual-aid and Washington Department of Natural Resources standards.
- The four pumpers and two ambulances are licensed with the State Department of Health to provide BLS services, and are equipped as such.

The annual District Budget Policy Recommendation document provides for one Type 1 engine, one Type 2 tender and one BLS level ambulance for each of the two staffed firestations.

Vehicle:	Life:	Condition:	Replacement:
2009 Chevrolet Tahoe (Battalion 82)	15	Good	6 years
2010 Chevrolet Tahoe (Battalion 8)	15	Good	7 years
2006 Ford Expedition (Utility 81)	15	Fair	3 years
2000 Ford E-450 Ambulance (Aid Unit 83)	15	Poor	<i>3 years past</i>
2006 Ford E-350 Ambulance (Aid Unit 81)	15	Fair	3 years
2006 Ford F-350 Pick-up (Utility 83)	15	Good	3-5 years
2005 Ford F-350 Pick-up/Type 6 Engine (Brush 81)	15	Fair	2 years
2005 Kenworth T-300 Tender (Tender 82)	25	Good	12 years
2009 Kenworth T-300 Tender (Tender 81)	25	Good	16 years
2010 Kenworth T-300 Tender (Tender 83)	25	Good	17 years
2010 Kenworth T-300 Tender (Tender 84)	25	Good	17 years
1993 Pierce Dash (Engine 82)	25	Fair	<i>0 years</i>
1996 Pierce Saber (Engine 83)	25	Fair	3 years
1996 Central States-Spartan (Engine 84, Reserve)	25	Fair	N/A
2015 Pierce Saber (Engine 81)	25	Good	22 years

Equipment:

Equipment is categorized in 3 areas: operational, support & administrative and training.

- Equipment is basically categorized into three groups: (1) operational, (2) support & administrative, and (3) training.
- The most significant operational equipment (by cost) are the three dozen SCBA sets the District has; the operational life span is approximately 15 years, and the CR&R Plan was scheduled to replace them in 2017. The primary SCBA fill-station has been upgraded and is adaptable to new SCBA units.
- Major tools and appliances on response apparatus (e.g. power saws, portable ventilation fans, extrication equipment and portable electrical generators) have been replaced on individual life-cycles and most are “current”.
- Communications equipment, primarily 2-way radios, are based on the current available technology (i.e. Very High Frequency FM) and have been maintained and are considered “current”. Thurston County has been in the process of converting county-wide public safety land mobile radio to a new 700 MHz UHF trunked radio system; potential funding sources are being explored and developed; the District has been monitoring this effort and has continued to maintain its existing system.
- Other major communications systems, primarily wire-less, has been an expanding inventory as technology has progressed in consumer-level electronics (i.e. cellular based telephones and computers); public safety dependence upon these systems is over-taking land mobile radio popularity.
- Computers and attendant system equipment is continuously updates; the District budgets approximately \$13,000 per year for replacements and upgrades.
- Training equipment and tools (e.g. audio visual equipment, props and tools, etc.) are procured basis on Training & Education Program needs. Most emergency medical service equipment is generally provided directly or indirectly by Thurston County Medic One.

Summary/General:

Capital asset replacements are evaluated on a case-by-case basis; frequently, the decision to replace it is deferred because the continued functionality or optimum condition of the asset.

- The planned replacement of District assets is embodied in the *District CR&R Plan and Budget*. Funds are appropriated to this account annually. As of the end of 2018, the fund balance was \$1,776,252.
- The purchase of major assets must include an evaluation of the anticipated life cycle costs of that asset (including operations & maintenance).
- Expenditures for capital asset replacements are evaluated on a case-by-case basis when recommended by the CR&R Plan; frequently, the decision to replace is deferred because of the continued functionality or optimum condition of the asset. For example, the decision to replace apparatus and other motor vehicles have been delayed for this reason.
- For apparatus and operational equipment, a growing priority in setting specifications is inter-operability and standardization within industry and local standards. This is also important within the District as to minimize training requirements.
- The practice of preventative maintenance and training on the proper use of apparatus and equipment has definitely extended the life cycle of many assets. In some quarters (e.g. compressed air cylinders, vehicle tires, personal protective equipment), a regulatory statute on the assets life must be observed and be replaced on a prescribed cycle.
- Certain recommended standards consider the age of certain assets; WSRB scoring is effected by the age of primary apparatus.

Future Strategies:

The addition of any new major asset should not be included in the CR&R Plan, but, once purchased, incorporate the overall replacement costs into the CR&R based on the assets expected life span.

- 1) Continue to maintain a comprehensive CR&R Plan and Budget. The addition of new major assets should not be included in the CR&R (e.g. new firestations, new types of apparatus or major equipment), but once purchased/constructed, incorporate the overall replacement costs into the CR&R based on the asset's expected life span.
- 2) Continue to evaluate each annual schedule for asset replacement to determine if necessary, and to appropriately delay replacement if not indicated.
- 3) Specification of new/replacement apparatus should consider the following criteria:
 - a) That the intended use of the vehicle is clearly identified and appropriate for the District's mission;
 - b) That the necessary portable equipment for that use can be safely and efficiently carried on the vehicle;
 - c) That the vehicle is compliant with accepted industry standards and applicable regulations for safety, utility and construction;
 - d) That standardization and uniformity with current like apparatus in the District's fleet is maintained to promote maintenance, operational and training efficiency;
 - e) That life cycle costs can be evaluated in addition to the original purchase price (e.g. fuel consumption, preventative maintenance, etc.).
 - f) That standardization with local and regional fire jurisdictions for inter-operability be reasonably considered for the use of the vehicle; and
 - g) That in developing specifications for replacement or new vehicles, user input is seriously considered.
- 4) Specification of new/replacement equipment shall be based on the following criteria:
 - a) That the intended use of the equipment is clearly identified;
 - b) That the equipment is compliant with accepted industry standards and applicable regulations for safety, utility and construction;
 - c) That standardization and uniformity with current like equipment in the District's inventory is maintained to promote maintenance, operational and training efficiency;
 - d) That life cycle costs can be evaluated in addition to the original purchase price (e.g. supplies required, preventative maintenance, anticipated repairs, etc.).
 - e) That standardization with local and regional fire jurisdictions for inter-operability be reasonably considered for the use of the equipment; and
 - f) That in developing specifications for replacement or new vehicles, user input is seriously considered.
- 5) Continue to pursue aggressive preventative maintenance on apparatus & equipment to maximize its service life.

Standardization with local and regional jurisdictions for inter-operability should be reasonably considered in the purchase of apparatus and equipment.

Objectives:

- 1) Chief VanCamp will ensure that the District CR&R Plan will be updated, reviewed and approved by the Board on for before 10 September 2019. The Plan will outline necessary funding information in order to provide input into the 2020 district Budget process.
- 2) Chief VanCamp shall coordinate an annual review of facilities, apparatus and equipment operations & maintenance costs as part of the 2020 District Budget process (based on schedule outlined in *District Policy 1-60 "District Funds & Budgets"*).
- 3) Based upon approval of the CR&R Plan (Objective #1), Chief VanCamp will initiate implementation of necessary purchases to replace critical apparatus and equipment items.

III. Community Communications and Risk Reduction



Adopted
9 June 2020

The District serves the community with a combination of skilled career and volunteer staff on a 24 hour per day, 7 day a week basis.

The District regularly looks for ways to stretch tax dollars further by partnering with neighboring agencies.

Goals:

The District is committed to serve the community with prompt, consistent and professional fire suppression, basic life support, rescue and prevention/preparedness services.

Strengthen our involvement with the community.

Values:

The District will identify, evaluate and offer appropriate risk management programs to mitigate anticipated community hazards.

General Key Messages:

ABOUT US: The South Bay Fire Department (Thurston County Fire Protection District 8--“District”), proudly provides firefighting, emergency medical services and community risk prevention to more than 13,000 people over a thirty-one square mile area. Coverage areas include Johnson Point, Puget Beach, South Bay, Gull Harbor, Boston Harbor, Fish Trap, and Woodard Bay. We average 1,200 calls per year.

The District has been providing outstanding community service since 1953. Our primary delivery structure saves valuable tax dollars by relying on a combination of over seventy exceptionally trained volunteers and 15 full-time career staff to respond to emergency calls 24 hours a day, seven days a week. We are debt free and have passed all accountability audits by the state.

FINANCIAL/BUDGET: We regularly look for ways to stretch tax dollars further by partnering with neighboring agencies for mutual aid and to share training and purchasing costs. In 2016, we improved our community’s fire insurance rating from an 8 to a 5, which potentially lowered premiums for some home and business owners. We have reduced the operating costs of our firestations by selling four properties that were primarily being used for storage. This saves tax-payers money by eliminating ongoing maintenance and utility costs. Proceeds from these sales may be used for both future capital purchases and operational costs as needed.

STAFFING: Our goal is to provide a consistent & professional emergency response throughout our District. We are committed to deploy our resources to ensure a response that meets our *Target Levels of Service* regardless of the incident location within our District. Our adopted *Target Levels of Service* can be stated as “to get two EMT’s to any medical call within eight minutes and to get four firefighters to any fire call within ten minutes.”

We are committed to continually improving our emergency response times and deploying our resources efficiently. To support that, we have hired several full-time fire fighters to improve round the clock service delivery. We also organize and assign our staff strategically to consistently provide fully qualified staffing at both our stations.

The District regularly supports ongoing risk reduction programs and public educational opportunities.

COMMUNITY SERVICE and RISK REDUCTION: In addition to consistent, professional emergency response, we also provide the following items free to our community: Street address markers; in-station blood pressure checks; smoke alarms; and CPR classes.

The District also regularly supports on-going risk reduction programs that include educational assemblies at our local schools; fire station tours and visits to local preschools; and providing valuable information on our website and through community newsletters.

Methods for Effective Communications:

WEB SITE: The District web site should be easy to navigate for visitors to locate information. Visitors to include the community; current career and volunteer members. The site should provide the following:

- Board meeting information (time, location, minutes, agenda);
- Possibly offer on-line, “Zoom” presented meeting opportunities;
- Current member information (login to training sites and important links);
- Potential new member information (details about positions, training, obligations, dates for recruitment, etc.);
- Community offerings (on-line request for address marker, on-line contact us form, service options: smoke alarms, CPR schedule and contact info, blood pressure checks);
- Facility usage (when available, detailed information and on-line request form);
- Station tours, field trips and assemblies (contact information);
- CPR instruction(dates, details, contact information, basic information);
- Open burning restrictions, burn permits (information and links to forms);
- Calendar with upcoming events (Board meetings, voting reminders, local events);
- Safety messages, fire prevention, emergency preparedness and fireworks safety (information & links);
- District Information (history, staff info, contact information, District Policies & Procedures, important documents);
- Other note-worthy information such as wildfire status, storm updates, health concerns, etc.; and
- Possibly include informational videos (as necessary).

The District website should be easy to navigate and have current, helpful and accurate information.

RESPONSIBILITY: District Secretary/designee. Input provided by key staff.

FREQUENCY: General information is permanently on website, changes to be made on an on-going, weekly basis

Several times a year, the District should mail a one-page Newsletter with useful information.

NEWSLETTER: Several times a year, the District should mail a one-page newsletter to constituents. The newsletter should include the following:

- Recent events, progress updates, significant changes to the District;
- Recruitment advertisements;
- Reminder of service offerings;

- Notice of new topics, requests for community support, etc.; and
- Positive representation of District activities and its members (including lots of photos).

RESPONSIBILITY: District Secretary/designee. Input provided by key staff.

FREQUENCY: Quarterly.

Community media should be a blend of information about the organization and helpful, educational material for the citizens.

READERBOARD: The reader board should provide current, helpful information such as:

- Board meeting date/times;
- Special event info/reminders;
- Timely safety messages;
- Reminders of services; and
- Positive, happy thoughts.

RESPONSIBILITY: District Secretary/designee. Input provided by key staff.

FREQUENCY: Weekly, on-going.

COMMUNITY EVENTS: The District should use community events as opportunities to provide positive communication. Examples of events:

- School assemblies;
- School events (Fun Fair, Halloween, Open Houses, Last day of school);
- Local events (Run Like a Dog, Lakefair Parade);
- Home-owner Group Meetings;
- 4th of July event at Marina;
- Egg drop school event; and
- Duck Dash.

RESPONSIBILITY: District Secretary/designee.

FREQUENCY: As needed, monthly.

Social media is a growing sector of community communications as it represents a widespread, timely and accessible mean of providing information.

SOCIAL MEDIA: The District should use Facebook, Twitter, and other forms of social media in a limited capacity as we do not currently have an efficient way to archive activities. Nextdoor is a more focused application that can be used to target specific areas of the District. The District should monitor this regularly and post meaningful messages, links to other sites and data, and responses to inquiries on a weekly basis.

RESPONSIBILITY: District Secretary/designee.

FREQUENCY: Weekly/As needed

PRESS RELEASES: The District should consider the use of a press release to promote something significant and specific and to do so in a clear, concise way. A press release usually runs for a brief time but can be used when necessary.

RESPONSIBILITY: District Secretary/designee, Fire Chief.

FREQUENCY: As needed.

Personal contact, outside of emergency responses, are a desirable means of communicating proactively.

PERSONAL CONTACT: The District should consider personal phone calls, emails and/or in-person visits with some community members/groups depending on the nature of the circumstance.

- Responders can make personal contact on emergency calls when appropriate. (i.e. on a fall call, provide recommendations to mitigate a future fall. Provide handouts with helpful tips.) Responders could also provide a general handout that covers all the other services we provide.
- As time allows, on-duty crew can dialogue with community members to see if they have any questions or concerns about their fire department.
- The District should maintain contact information on neighborhood associations and community groups in the area. District representatives can attend community (HOA) group meetings to provide updates and answer questions.
- Community questions that are asked through the website, emails or calls should be responded to in a timely, personal and concerned manner.
- When necessary, the District should hold Community town-hall-style meetings to provide specific information regarding pertinent topics (i.e. levy, bond, new, large-scale projects, etc.). These meetings should be well advertised and targeted.

RESPONSIBILITY: Varies (Responders, Career Staff, District Secretary, Fire Chief/designee, Board).

FREQUENCY: As needed.

Additional Recommendations:

RISK IDENTIFICATION: NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*, defines CRR as a process to identify and prioritize local risks, followed by the strategic investment of resources to reduce their occurrence and impact. Mysidewalk online dashboards provide some statistical data but is not comprehensive. The District should perform a community-wide risk assessment to identify significant risks and focus on reduction methods.

III. Incident Readiness & Response



Adopted
June 11, 2019

Both North Olympia FD7 and South Bay FD8 followed remarkably similar paths in the development of their IR&R programs.

Goal:

Provide customer service consistent with our Target Levels of Service.

Values:

Key values that drive planning for facilities and deployment include:

- Our priority is to provide consistent & professional emergency response throughout the District. We are committed to deploy our resources to ensure a response that meets our Target Levels of Service regardless of the incident location within our District.
- We will provide a consistent level of leadership and support for all of our members. Our commitment is to maintain and provide round-the-clock direction and mentorship. We will provide management and other resources as necessary to ensure the success consistent with our Mission, Vision and Values.
- We will identify, evaluate and offer appropriate proactive risk management programs to mitigate anticipated community hazards.

Scope:

The District’s Incident Readiness and Response (“IR&R”) program is focused on operational standards and practices used to achieve its Target Levels of Service. This section does not specifically define staffing levels, deployment models, training requirements, or apparatus and equipment needs. Instead, it establishes expectations for emergency services we will provide, the operational standards we will follow, and how we will work with other agencies in accomplishing our goal. This provides direction for planning in these areas. IR&R planning is organized based on the District’s two primary areas of customer service: *traditional fire-related incidents* and *pre-hospital basic medical care*.

Historical perspective:

Both North Olympia FD7 and South Bay FD8 followed remarkably similar paths in the development of their IR&R programs. From the start, it was primarily volunteer based staffing for fire suppression on a very limited number of calls in the rural community. In the mid-1970s’ emergency medical services (EMS) emerged as a valued service to all communities, including Thurston County. In 1974, the county-wide Medic One program was created. This program, coupled with a newly implemented 9-1-1 system, changed the local (and nation-wide) fire service forever.

Call volume, scope-of-service, competency requirements and costs for services have expanded ever since. While the District consists almost entirely of a rural or semi-rural character, it is immediately adjacent to the county’s urban core and increasingly subject to the impacts and effects of an urban center and its risks.

Current situation & trends:

Growing risk of local wildland and wildland-urban-interface fire will be a primary driver of District IR&R strategic change.

Fire:

- While the share of total Fire calls per year is diminishing compared to Medical, they are still increasing at an average of 2.1% per year.
- Since 2008, there are an average of 230 fires, public service or false alarm calls per year (23.1%).
- Even with relatively low numbers, “fire” is still our primary mission
- There is increasing reliance on joint operations at fire incidents due to changes in the staffing model (i.e. less “surge force” or on-call responders).
- The District’s fire insurance public protection classification is not a primary goal, however, the grading criteria serve as an objective benchmark for measuring the effectiveness of IR&R fire operations
- We shouldn’t expect revolutionary changes for fire suppression within planning horizon, but the potential for disruptive technological change exists. It is likely artificial intelligence and robotics will raise service expectations (and cost) as supplemental tactical solutions to more traditional fire suppression strategies.
- Growing risk of local wildland and wildland-urban-interface fire will be a primary driver of District IR&R strategic change.

An aging and fragile population more reliant on pre-hospital medical services (acute or non-acute) present a situation that is not necessarily the original intent, or, the primary mission of EMS.

Medical:

- Expectation that historical trends (location & demographic) will continue for the foreseeable future
- Long history of growth in number of calls and percent of calls year to year (*currently averages an increase of 2.9 % per year*).
- Since 2008, there are an average of 764 emergency medical calls per year (76.9% of all calls), growing at an average rate of 3.9% per year.
- Operational control by Washington State Department of Health (through the Medical Program Director) for training, testing, certification and practice.
- Increasing skills & training expectations: time commitments for initial and ongoing skills maintenance.
- Additional pre-hospital basic medical skills (e.g. blood glucose analysis, electrical cardiac defibrillation, potential airway management, etc.) lead to additional knowledge and skill requirement and responsibility.
- Demographic trends: an aging and fragile population more reliant on pre-hospital medical services (acute or non-acute). This presents a situation that is not necessarily the original intent or primary mission of the “*emergency*” medical services (“EMS”).
- Increasing demand for EMS resources for chronic social challenges are exemplified by growing homeless population and persons with un-treated behavioral (not necessarily health) issues.
- There will be a continued demand to establish pro-active community-based programs for chronic medical problems related to poverty and homelessness. EMS agencies, regardless if they are appropriate for the mission, will be considered as resources.
- Thurston County Medic One will continue to set standards for medical services. Basic Life Support (“BLS”) service will expand faster than Advanced Life Support (“ALS”) as program costs increase, Medic One’s BLS financial support to responder agencies will increase, but likely not in proportion to total cost increases. The District has a long history of involvement at the chief and board level in operational planning and governance.

Increasing demand from the public for cost effective, timely and competently staffed service. All agencies, regardless of size, will be expected to meet the same service

As the risk for local wildland and wildland-urban-interface fire is growing, the District should take specific steps to address mitigation measures, education-preparedness opportunities and response readiness.

Summary/General:

- The District will undergo stable/modest population growth due to the lack of buildable land (zoning); portions of it will also be subject to annexation by Lacey and Olympia.
- No predicted major change in service demand or risks; continue modest growth based on existing pattern.
- Increased expectation of professionalization¹ for all responders: increased requirements for competencies, training, background investigation, health & safety monitoring, etc.
- Long-term volunteers are increasingly rare -- most volunteers now use their service as an entree into a career. Long-term volunteer leaders are vital, but increasingly difficult to retain.
- Increasing demand from the public for cost effective, timely and competently staffed service. All agencies, regardless of size, will be expected to meet the same service expectations.

Future Strategies:

- 1) Because decisions of Thurston County Medic One will have a driving impact on service expectations and funding for pre-hospital basic medical care, the District should take an assertive role in the operational planning and governance to assure that its needs are being met in service standards, training, and financial support.
- 2) As joint operations for fires and other major incidents become the norm, the District should take a leadership role in developing systems with its neighbors and county-wide to support planning, implementation of procedures and training for safe and effective joint operations.
- 3) As the risk for local wildland and wildland-urban-interface fire is growing, the District should take specific steps to address mitigation measures, education-preparedness opportunities and response readiness.

To be effective, this will require coordination at multiple levels:

- a) District-wide, Thurston County, Washington State, and possibly Federal assets (e.g. USDA, USFS, etc.) for training and suppression resources;
 - b) Leveraging opportunities for media exposure to promote public awareness; the District can cooperate and promote this approach but leadership needs to be taken on at a higher (at least county-wide) level.
 - c) In the meantime, the District can focus on developing internal capabilities and outreach.
- 4) As the need for joint operations and the career-orientation of volunteers both increase, actively consider opportunities for cooperative joint operations programs with neighboring agencies. Such programs should be evaluated for potential positive impacts on factors such as recruitment & retention of volunteers, effectiveness of IR&R service delivery, and positively supplementing each partners' strengths and weaknesses. Cost-effectiveness and long-term impact on the viability of each partner's capabilities must be considered.

¹ PROFESSIONALISM in the context of qualification of responders (e.g. training, certifications, licensure, etc.)

As the need for joint operations and the career orientation of volunteers increase, actively consider opportunities for cooperative joint programs with neighboring agencies.

Objectives:

- 1) By 30 June 2019, the Fire Chief shall consolidate the IR&R Integrated Decision Making Team (IDMT) and the Training & Education IDMT into a new team called the "Operations Team". The Team shall be chaired by the Assistant Fire Chief and shall include all Battalion Chiefs and the Chief EMS Officer.
- 2) By 30 June 2019, the Operations Team will review current District training and education efforts and evaluate the effectiveness of such training, and provide a recommended Fourth Quarter 2019 and First Quarter 2020 District Training Plan to the Fire Chief for approval. The Assistant Fire Chief shall incorporate resulting program changes into the long-term District Training & Education Plan. Such Plan shall be reviewed and any changes recommended to the Fire Chief on no less a semi-annual basis; the first report to the Fire Chief from the Operations Committee shall be no later than 30 September 2019.
- 3) By [date], the Operations Team will a) determine the community risk to wildfire, b) establish reasonable measure for preparedness, c) prepare for appropriate deployment scenarios and d) identify related budgetary impacts on the District; the Fire Chief will work to obtain needed resources to attain such approved direction/objective(s).
- 4) By [date], the Fire Chief will empower and direct the District Chief EMS Officer to create, manage and communicate (with the Fire Chief and the Operations Team) a prioritized list of District priorities, interests and issues regarding Thurston County EMS and Thurston County Medic One. The initial list shall be presented to the Operations Team by [date]. The Chief EMS Officer will be liaison between the District and Thurston County Medic One in advocating such items and monitoring progress.
- 5) By [date], the Operations Team will develop and present a plan to the Fire Chief that promotes joint opportunities with neighboring agencies to train and operate via multiple fire, EMS and rescue operational media and venues. The Operations Team should also consider potential opportunities for further integration and interoperability in procedures, protocols, training, equipment and apparatus. The Fire Chief shall review and adopt such plan and shall ensure such coordination and communication with neighboring agencies.
- 6) By [date], the Fire Chief will provide recommendations to the Board on key measures that can be taken to help influence local, regional, state and national governance decision making that affects fire, EMS and rescue services (*related to Objective 5 above*).
- 7) By [date], the Operations Team will develop (and present to the Fire chief for approval) a plan to work with the District's community and residents to provide service delivery feedback and ascertain the need for public education. This information will be provided to and coordinated with the District community risk reduction efforts (*refer to Planning Phase III Community Risk Reduction*).

III. Training and Education



**Adopted
11 Feb 2020**

We will achieve 100% of all our training assignments. We will make every reasonable effort to make all members successful, while holding them accountable to meet training expectations.

Goals:

The District is committed to effective, current and applicable training and education to all members in order to deliver the best response and customer service.

Values:

Key values that drive planning for training and education include:

- Training & education will be driven by operational and administrative needs of the District.
- Training & education are a top priority for the District. All members will be held accountable for their competency and skills for their assignment(s).
- The District shall implement a training & education program that is responsive to members' needs and schedule. The principle is that the District will help all members be successful in achieving competency in their assignments.
- Resources (e.g. staff, facilities, tools, curriculum, etc.) needed to properly conduct training and education shall be provided by the District as reasonably possible (i.e. budget, time, staffing capacity).

Historical perspective:

The District's incident readiness and response (IR&R) mission has been primarily defined as 1) structural and wildland-urban-interface fire protection and 2) emergency medical services (EMS) as a basic-life-support level. Other, less frequent and immediately critical risks include non-emergency hazard mitigation (e.g. burn permit violation, non-medical assistance, etc.) technical rescue (e.g. patient extrication) and disaster (storm) response.

Generally, prior to the merger between South Bay And North Olympia Fire Districts, the training was focused primarily on a weekly basis for volunteer responders. As the post-merger District was deployed on a shift-based IR&R model, the training system changed to coincide with the shift schedule utilizing shift leaders for training delivery.

The continuum of fire suppression training has included initial training through a county-wide recruit academy, with subsequent ongoing skills maintenance training provided at the District level, based on standardized curriculum. EMS initial and ongoing training has been provided by Thurston County Medic One in a "turn-key" basis for all EMS responders (county-wide).

Current situation:

Based upon the results of the 2017 District staffing master planning work, the District adopted the principle making quality training & education a top priority to support member recruitment and retention. This necessitated a complete review of the training and education process, expanding the role of the District

Above all, the District needs to invest time and energy into its membership!

training officer and staff. Training philosophy was changed from an “upside bottle model” (small number of inputs into training doctrine and widespread responsibility for delivery of the training) to an “upside down bottle model” (large number of inputs into training doctrine, limited and standardized delivery of training).

In order to facilitate this changed philosophy, modification to the organization and system include:

- The development of training & education programming will be done at the senior IR&R management level in order to reflect IR&R needs;
- Training and education delivery will be provided by a small number of staff properly trained and equipped to do so;
- Training will be provided to all members in a consistent and standardized manner;
- All training and education will be properly documented in a timely manner;
- Members will be held accountable for obtaining their training & education and maintain competencies through their shift leadership
- The Performance & Development Plan (PDP) process; and will reflect the levels of success of all members.
- Capital and operating assets needed for the training & education mission will be identified and integrated into the District’s asset planning & budgeting process.

Future Strategies:

Because any member can only achieve mission competency when there is effective leadership and support for them, the competency and skill of their first line supervisor and ranking managers is critical. Therefore, focus on development of leaders at all levels will be a top priority.

Provide incentives and help members achieve their personal and professional goals through the training and education programs that are intended to help grow and support them!

Training and education programs will act as a catalyst for teamwork among all members, regardless of their rank, membership status (i.e. volunteer, career) or tenure. Basic performance standards will be understood by all members, and they will be held accountable to achieve and maintain them.

The District will be cognizant of influencing factors for IR&R, training and education. Local, state and national standards, protocols, practices and processes will be considered in development of criteria in order to promote inter-operability.

With dedicated staff to plan, provide and document ongoing training, shift officers will be able to *participate* as a team member and focus on their supervisory and operational tasks. Likewise, they will receive supervisory-managerial level education in a regular manner. This should lessen the burden on their daily task demands.

A dedicated team of Training & Education Program staff will ensure a) appropriate and meaningful curriculum, b) effective and consistent delivery of that curriculum, c) accurate and timely documentation, and d) assurance of resulting member competency (performance testing).

Objectives:

1. Grow an organization that every member has an effective leader in place that fully comprehends, embraces and implements all training goals and objectives. This effort shall be in concert with the organization's PDP process.
2. Establish a program for initial and ongoing skills maintenance training and education for supervisory and managerial staff based upon generally accepted standards.
3. Ensure that training and education needs are identified by senior IR&R management and are properly implemented as part of a well-planned, well-resourced and effective process. Evaluate the need for expanded training in new or emerging community risks.
4. Integrate resource allocation with planned delivery of training and education. These include provision of qualified staff, facilities, equipment, tools, systems (e.g. documentary and media) and curriculum.

2023 FD8 BUDGET POLICY RECOMMENDATIONS

ADOPTED 11 OCTOBER 2022

Executive Summary: This document is intended to provide policy guidance for development of the 2023 District Budget. It is based upon the District’s master planning work (Phases I, II and III, 2016-2020) and the proposed 2023 District Goals & Objectives (*Section A-2a*) with subsequent review and approval by the Board. Work derived from the master planning and resulting Goals/Objectives is intended to ultimately result in efficient and effective deployment of District resources to meet the demands for fire protection, emergency medical services and related needs in the community.

Background: Since 2013, part of the budget development process has involved the Board and Fire Chief agreeing upon policy direction prior to developing a detailed financial plan. Some key events that have transpired since our last report in 2022 include:

- The District continues to be subject to the influence of the SARS-COV2 / COVID-19 pandemic (since February 2020). Some of the long-term effects of the pandemic have disrupted the normal process to recruit and retain both volunteer and career members. This has led to a significant reduction in available responders exacerbating service delivery challenges.
- As the direct impacts of the pandemic have “normalized” to a large degree, in March the District gradually re-opened access to the District facilities for public use. In-person meetings have resumed and activities such as the annual member recognition event (held on August 13th at the Odd Fellows Park) have been held. Even with the resumption of in-person contacts, it is evident that remote-virtual meetings will continue to be a significant feature of organizational communications into the long-term future.
- In May, the District adopted policies and procedures to coordinate its master planning, budgeting and performance/accountability processes. Among the changes were an annual schedule for review of the year’s goals & objectives, directly linking the goals & objectives with the annual budgeting process, regularly scheduled evaluations of the performance in achieving the goals & objectives, and inclusion of such performance in the individual’s Performance & Development Plan (PDP) process.
- The District Executive Team (Chief VanCamp, Assistant Chief LeMay and Secretary Stumpf) worked with Liz Loomis Public Affairs consultant in the development of a *Strategic Communications Plan* to consolidate and coordinate all public communications, public education and community service efforts, establish a well-defined set of key messages and outline the means by which to share them. The Plan was adopted by the Board in May.

These events significantly affect the course of actions and assumptions for the District. The following recommendations reflect these actions and are categorized into six areas.

A. Policy

1. Budget: To ensure long-term solvency, the Board and Staff are evaluating service options and attendant future costs to determine an appropriate budget and revenue strategy for 2023-2027 (refer to 2023 Goals #2) and beyond. For 2023, it is estimated that the District is eligible to receive \$ 3.91 million in revenue from property tax [*based on currently available data from the Thurston County Assessor*].

2. Priorities: The District adopted the following Mission and Vision statements:

- The **MISSION** of: “[being] committed to serve our community with prompt, consistent and professional fire suppression, basic life support, rescue and prevention/preparedness services.”

- The **VISION** of: “[striving] to meet adopted Target Levels of Service¹ (TLoS) to our community through deployment based on two or more strategically located firestations, staffed round-the-clock with competent responders and equipped with all necessary apparatus and equipment to provide Mission and Value driven services”.
- The **PRIMARY DISTRICT GOAL** is to “provide customer service consistent with our adopted Target Levels of Service”¹. In addition, specific annual goals and objectives are established annually.

2a. 2023 Goals & Objectives:

2023 Goal #1: The District shall adopt and begin to implement a three-year (2023-2025) staffing plan to provide sufficient Incident Readiness & Response (IR&R) staffing deployed from two firestations to meet TLoS response objectives.

- 1) Based on the 2022 Goal #2 (2022 negotiating process), Chief VanCamp shall complete negotiations with the IAFC Local 2903 for renewal of the Collective Bargaining Agreement by December 2022.
- 2) The Board will adopt a strategic IR&R staffing model as presented to them by Chief VanCamp by January 2023. The proposed model shall result from work conducted for 2022 Goal #1 (preparing for and completing an initial implementation of a strategic staffing model).
- 3) Chief VanCamp shall provide regular reports to the Board regarding achievement of desired/planned staffing levels and performance to TLoS objectives (no less than a monthly basis).

2023 Goal #2: The District will adopt a 2023-2027 financial plan that will provide sufficient funding to ensure adequate staffing, operational support and capital assets commensurate with the IR&R staffing plan in Goal #1.

- 1) Chief VanCamp shall provide a 2023-2027 financial plan proposal for Board approval by February 2023.
- 2) An interactive process based on the District *Strategic Communications Plan* will be coordinated by Secretary Stumpf to share information and receive input on the adopted 2023-2027 financial plan starting in January 2023.
- 3) The Board will adopt a resolution to place on the 2023 General Election ballot a measure to provide additional funding to support the 2023-2027 financial plan in accordance with 2023 scheduled election date(s).

2023 Goal #3: The District will update its position descriptions and position requirements to clarify competency requirements, encourage professional development and promote performance accountability.

- 1) Assistant Chief LeMay will convene a team to review and update the position descriptions for all positions and provide a recommendation to Chief VanCamp by March 2023.
- 2) Assistant Chief LeMay will convene a team to review and update the minimum requirements for competencies for all positions and provide a recommendation to Chief VanCamp by June 2023.
- 3) Assistant Chief LeMay will convene a team to review and update the District’s *Training & Education Master Plan* by December 2023.
- 4) Adopted changes to position descriptions and minimum competencies requirements will be used to help in professional development planning/accountability in the 2024 (for 2023) PDP process.

3. Community Connections: The provisions of the District *Strategic Communications Plan*, as managed by Secretary Stumpf, will guide District actions with the community.

¹ **Target Levels of Service** (summary): for fire operations, respond within 10 minutes of receiving the alarm with minimum of 4 qualified personnel; emergency medical operations, respond within 8 minutes if receiving the alarm with a minimum of 2 qualified personnel.

3a Community Risk: While the District has not conducted a formal community risk assessment, it has been working with the Thurston County Natural Hazards Mitigation Planning team since 2022, with the goal to produce a separate annex for the District in the county-wide plan in 2023. Completion of this plan and acceptance by the Federal Emergency Management Agency (FEMA) will allow the District to access Federal mitigation grants in the future, if needed. A significant emergence of the wildfire and wildland-urban interface (W/WUI) fire threat in Thurston County has caused the District to undertake mandatory W/WUI firefighting training for all fire IR&R staff.

B. Revenue

4. Property tax revenue and Operating Funds (Fund 6680): I recommend that the Board request a property tax levy of \$ 3.91 million in 2023, approximately \$ 260 thousand more than in 2022. This figure also depends upon the final total assessed valuation of the District [*based on currently available data from the Thurston County Assessor*]. Booked new construction value from 2022 is \$ 28.8 million. The resulting 2023 levy rate is estimated to be \$1.20 per thousand of assessed valuation.

5. Capital Repairs & Replacements Fund (CR&R--Fund 6681): Based upon the 2019 *Apparatus & Equipment Master Plan* and the updated (2022) CR&R schedule/budget plan, the 2023 schedule/budget will serve as guideline for current capital expenditures. Major facilities and equipment capital expenditures are highlighted in *Section F Capital* below. (*At the time of drafting this document, a final 2023 budget has not yet been established for Board approval*).

Staff continue to evaluate maintenance and operations practices for facilities, apparatus and equipment to 1) maximize asset life and mission reliability, 2) analyze optimal asset replacement cycles and 3) establish overall asset values for planning purposes. The impacts due to the SARS-COV2 / COVID-19 pandemic during 2020-2022 created shortages of consumer goods, equipment and construction labor & materials. Some purchases and projects were delayed significantly due to these limitations.

6. Reserve Fund (Fund 6683): District Policy 1-60 "District Funds & Budgets" provides that the fund "...maintain an approximate level of funding for four-months of general operations..." The District has not needed to draw upon this fund since November 2006. The funds balance entering 2023 are estimated be \$ 1.59 million. In order to maintain a base 33% (of annual expenditures) balance, I recommend that \$ 290,000 be allocated from Fund 6680 into Fund 6683 in 2023.

7. Capital Facilities Project Fund (Fund 6685): I do not recommend allocating any additional funds to the Capital Facilities Projects Fund in 2023. The estimated beginning balance for the fund (2023) is \$ 1.67 million.

C. Staffing

8. IR&R staffing: The 2017 IR&R staffing plan provides for "*...an appropriate initial fire [and EMS] response resources (Type 1 Pumper staffed with minimum of 2 qualified [responders]) at each firestation...*" at both Stations 8-1 (South Bay) and 8-3 (North Olympia).

The Goal #1 will hopefully address and support volunteer/career staffing practices to improve achievement of TLOS performance. Unfortunately, in 2022, the challenges noted previously about the SARS-COV2 / COVID-19 pandemic impacts have greatly limited the progress in this area. In fact, in 2020-2022 overall volunteer resignations for all reasons exceeded the number of new members critically challenged "growing" adequate numbers of qualified volunteer apparatus driver-operators and officers.

Implementation of a new resident responder program to help improve Johnson Point service on an interim basis was placed on hold in 2020-2022 due to the SARS-COV2 / COVID-19 pandemic. Basic improvements to the resident

facility at 5501 63rd Ave NE were conducted to provide a safe location for District members who may need to be quarantined or isolated. In March 2022, it was determined that the pandemic was at a stage where these precautions are no longer necessary. Efforts to recruit and select volunteer resident IR&R staff began shortly thereafter and continue into 2023. The target is for 6 resident IR&R staff at the site.

9. Incident Command: District volunteer and career officers are responsible for oversight and management of on-duty responders, and act as general counsel for operational policy, procedures and attendant training needs. An on-duty Battalion Chief is the senior representative for emergency operations and provides coordination, command and control for incident response. During 2021, a combination of events caused a transition from predominantly volunteer staffing of the Battalion Chief position to career staffing.

Due to a pilot deployment plan, in 2022 there were 3 on-duty career Battalion Chiefs scheduled in rotating shifts. This deployment may be permanently adopted in 2023 based on Goal #1. Each Battalion Chief is responsible for one of three “platoons” (A, B, C), each with three of the nine shifts (1-9). The three career Battalion Chiefs also have program management responsibilities for facilities & equipment management, health & safety and training & education.

10. Daytime IR&R strategy--volunteer staffing: Daytime periods are defined as Monday through Friday, 06:00 to 18:00 (regardless of holiday falling during weekdays). The District will continue efforts for motivating volunteers to staff daytime shifts, however, with the model platoon system, volunteers have also been encouraged to staff 24-hour shifts as they can.

11. Daytime IR&R strategy--career staffing: In 2022, the District and IAFF Local 2903 agreed to a memorandum of understanding to create a pilot deployment plan utilizing 24-hour shifts as the basis of scheduling. The pilot utilizes three “platoons” to which all bargaining unit IR&R staff are assigned. The results of the pilot are being examined and will be considered by Chief VanCamp in his recommendation to the Board as outlined in Goal #1. During 2022, some career member longer-term disability leave events caused interruptions in consistent staffing at Station 8-3.

12. Night/Weekend IR&R staffing: The segregated night/weekend IR&R staffing practices have largely been incorporated into the three platoon 24-hour career IR&R staffing pilot. Volunteer IR&R staff continue to be assigned to one (or more) of the nine shifts as in the past but have increased flexibility to adjust their shifts between 12- and 24-hour schedules and among the three shifts within each platoon (to better accommodate their ability to schedule their availability).

13. Volunteer stipends: The FD8 Volunteer Stipend Rates were last updated in 2022. I recommend that a 10.1 % cost of living adjustment (CPI-U Seattle-Bremerton, June 2021-June 2022) be made in 2023 to the current rates.

14. Career salaries & benefits: Bargaining unit employees’ salaries and benefits are defined under the current Collective Bargaining Agreement.

D. Projects

15a. Training Center: The District’s *Training & Education Master Plan* will define any capital improvements made on the facility. Due to the current and foreseeable high cost and limited availability of construction resources, I recommend that the District delay any further work until at least 2024. The long-term vision is to add water storage, ventilation props and water-flow props at an estimated (2020) cost of \$231,000; funding sources for these features have not yet been determined.

15b. District Residence: I recommend that the District allocate funds from Fund 6681 to complete work to secure the rear exterior upstairs access (now a wood deck) and any other work necessary to safely house resident IR&R volunteers. This work is also in support of Goal #1.

15c. North Olympia Station 8-3: Since 2018 there has been a desire to develop projects for 1) replacement of the fire protection system storage & pumping, 2) replace the emergency electrical generator, and 3) initial design development for interior remodeling. In 2021 and 2022, failure of some facility components caused un-planned repairs; some of this was related to the fire protection water supply system. I recommend that funds be allocated from the Capital Facilities Budget (Fund 6685) to pay for replacement of the fire protection system storage & pumping equipment and the emergency electrical generator in 2023, and that further evaluation of a remodeling of the facility be made during 2024 for possible pre-design or design (or some phased portion of it) in the 2025-2027 time period.

15d. South Bay Station 8-1: In 2021, efforts to secure a contractor to upgrade the overburdened septic system were not successful due to bids exceeding the estimated budget; the unacceptable bids were due to pandemic related construction resource limitations. In the meantime, pandemic-caused minimal occupancy at the firestation has temporarily reduced demand on the system, helping to delay the upgrades. I recommend that the District continue to monitor construction costs and be prepared to issue as request for bids for the work in 2023, funded with a transfer from the Capital Facilities Budget (Fund 6685).

16. Deployment strategies: The *Final Report of Phase II Master Planning* (2019) defined eight objectives, five of which have been completed. The remaining three include:

- 1) Continue implementation of IR&R staffing improvements to support consistent two-station staffing as per the staffing plan and Goal #1. This includes implementation of a new resident program to help improve Johnson Point service on an interim basis (*see Section C-8*).
- 2) Ongoing: actively inform, engage and dialogue with community members regarding the issues related to this Plan through newsletter articles, website postings, formal public meetings, informal local community meetings and other proactive means. This is prescribed by Goal #2.
- 3) When the Board of Fire Commissioners determines that a) two-station staffing is consistent and sustainable and b) there is sufficient public support, it will initiate efforts to fund and build a new fire station on the land already acquired (5501 63rd Ave NE) and upgrade the North Olympia station.

E. Operations

17. Training & Education: Consistent with the *Training & Education Master Plan* (as may be amended by Goal #3), primary emphasis will continue to be on 1) training and certifying adequate numbers of volunteer EMTs and Apparatus Driver-Operators, 2) development and implementation of an ongoing skills maintenance training program for all District officers, 3) maturation of a company officer (and ultimately battalion chief) level Officer Development Program (“ODP”), 4) continued growing of the ongoing skills maintenance training delivery system for all District IR&R personnel and 5) continued integration of wildfire/wildland urban interface doctrine into the initial and ongoing skills maintenance training.

I recommend the District continue to support the Thurston County Fire Chiefs’ Association Training Cooperative format for a county-wide training system. The District will also continue to work closely (at all levels) with Thurston County Medic One to ensure adequate access for initial and ongoing EMT skills training that meets the District’s IR&R staffing mission. In 2022, the District committed increased resources to providing more “in-house” EMS training to its members.

18. Contracts and agreements: I recommend we continue to pursue diligent management of contracts with the best terms we can obtain; with increased focus by staff (assigned business functions to career Battalion Chiefs) I expect greater service oversight and “value-added” effort for service effectiveness and cost benefit. I recommend that we continue to contract for key services such as IT maintenance, apparatus & vehicle maintenance and other operations & maintenance work of a nature that is not reasonably achievable by in-house staff. Refer also to *Section F-20 Maintenance & Operations* below.

F. Capital

19. CR&R Plan: the schedule and budget have been updated for replacement of facilities assets & components and replacement of apparatus/equipment assets and components. Due to expected dramatic future increases in cost and extended delivery times, District staff recommended that a replacement pumper be purchased ahead of schedule (2023) in 2022; the manufacturer is reporting that a 2 to 3 year delivery time should be anticipated. In addition, a 2022 planned replacement of the Battalion 8 command unit (\$90 thousand) was completed and replacement of a Type 6 brush unit was authorized by the Board, with its expected delivery 18 to 24 months in the future (2024).

20. Maintenance & Operations: Integration of District asset inventory, maintenance & operational, and capital planning information will continue in 2023. This is important to identify assets that may be costing more in maintenance than they are worth, provide important warnings on impending costly failures, predict future operating and capital costs and allow for better cost benefit analysis for budgeting. District facilities are a primary target of this work with key focus on energy use and costs. Two career Lieutenant positions are established for equipment maintenance & operations and facilities maintenance & operations. They both report to Battalion Chief McBride, who oversees the overall District asset management program.

- Apparatus fleet maintenance will continue to be provided by the City of Olympia under contract. They have provided a high-quality service placing our vehicles in an improved state of mission readiness.
- In 2023, a replacement Type 1 engine is scheduled to replace an engine of 1993 vintage.
- Contract maintenance of facilities systems (e.g., HVAC, water treatment, fire protection & security systems, electrical/electronic controls) and exterior vegetation management services are expected to continue to be used. Staff oversight of these services will ensure that their value is beneficial and cost effective. Where practical, contract services that can be handled by in-house staff (i.e., on-duty IR&R personnel, staff assigned functions, etc.) will be evaluated and such contracts be terminated.

21. Stations: Stations 8-1 (South Bay) and 8-3 (North Olympia) have been identified as the primary firestations in the District. Station 8-2 (Johnson Point) has been identified as needed for [interim] coverage staffing with resident responder personnel.

22. Fleet: I recommend the District maintain one certified Type 1 engine (with BLS capability), one certified Type 2 tender and one ambulance-type BLS aid unit at each of Station 8-1 and 8-3 as the two primary response firestations in 2021. I further recommend one certified Type 1 engine (with BLS capability) and one certified Type 2 tender be located at Station 8-2 (staffed by resident responders).

In addition to the above vehicles, I recommend a fleet inventory of a minimum of one back-up Type 1 engine (fully functional), one SUV-type vehicle for the on-duty command officer (“Battalion 8”), one comparably equipped back-up command vehicle and one or more emergency response capable general-use passenger vehicles as needed for staff duties.

Fleet #	Vehicle Description	Assignment	Life:	Condition:	Replacement:
3138	2010 Chevrolet Tahoe SUV	Command	15 years	Good	3 years
3503	2021 Chevrolet Tahoe SUV	Command	15 years	New	15 years
3130	1996 Pierce Type 1 Engine	Reserve	20 years	Fair	6 years past due
3126	2010 Kenworth-Fouts Type 2 Tender	Station 8-1	20 years	Good	8 years
3502	2021 Pierce Type 1 Engine	Station 8-1	20 years	New	19 years
3123	2000 Ford E-450 Ambulance	Station 8-1 (Backup)	15 years	Poor	7 years past due
3129	2005 Ford F-350 Pickup	Station 8-1 (Brush)	15 years	Fair	(Replacement on order)
3131	1993 Pierce Type 1 Engine	Station 8-2	20 years	Fair	8 years past due
3135	2005 Kenworth-Fouts Type 2 Tender	Station 8-2	20 years	Good	3 years
3127	2010 Kenworth-Fouts Type 2 Tender	Station 8-3	20 years	Good	8 years
3136	2015 Pierce Type 1 Engine	Station 8-3	20 years	Good	13 years
3500	2019 Ford E-450 Ambulance	Station 8-3	15 years	Good	11 years
3122	2006 F-350 Ford Pickup	Utility	15 years	Fair	Due
3137	2009 Chevrolet Tahoe SUV	Utility	15 years	Good	2 years