

Yakima County Fire District 12

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2022-2026 Strategic Plan



Executive Summary Yakima County Fire District 12 Strategic Plan 2022-2026

Emergency services is constantly evolving to meet community expectations, legislative constraints, and new threats as the world changes. This constant evolution makes long range planning difficult especially with unknown future requirements, budgetary restrictions, and regulations. The Fire District has outlined several broad long-range goals to guide our shorter five-year strategic planning to ensure our short-range plans assist in reaching our long-range goals.

This Strategic Plan is focused on continuous improvement through four Strategic Priorities that are key to the continued success of the District. Each Strategic Priority has goals and specific objectives identified for continuous improvement of the District's ability to meet our mission of preserving and protecting life then property.

This plan covers 2022 through 2026 and provides significant direction and opportunity for the District's effectiveness. Fire District 12's mission, vision, values, beliefs and long-range goals provide general direction while the Strategic Plan communicates more specific direction over the next five years to build on our mission and long-range goals.

The process of developing and updating our Strategic Plan is a Department wide process where all members have an opportunity to provide input into the future of the District along with citizen input. Transparency throughout the update is key to receiving member feedback and ensuring the plan meets the future needs of the District, this year the majority of this was accomplished through digital messaging with all information gathered provided to the planning committee.

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

Four Strategic Priorities have been identified in the plan along with goals and objectives to address each priority:

Strategic Priority 1: Personnel recruitment, selection, retention, and development.

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

Goal: Maintain an adequate number of members and fulltime staff to meet our mission through established and expected service levels for response of within one mile 8 minutes and two minutes per mile thereafter.

Strategic Priority 2: Financial management and accountability.

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

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

Strategic Priority 3: Resource management.

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

Goal: Provide enough stations and apparatus strategically located throughout the District to meet 8-minute response one mile from a station to all areas of high growth, population, and commercial areas in the District. As well as provide and maintain efficient and effective apparatus and equipment to safely carry out the mission of the Department.

Strategic Priority 4: Community Engagement.

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

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

The District Business and Capital Improvement Plans work in conjunction with the Strategic Plan. Because emergency services are a dynamic work environment all plans have built in flexibility and are reviewed annually to ensure the District is able to adapt to emerging issues effectively. Annually an action plan for the following year is developed, applied and progress reported on monthly to the Board of Commissioners and Officers Management Team to keep the plan on track.

For an in-depth understanding of how the District plans to address each Strategic Priority identified please read through each objective and the strategies developed to accomplish our goals in this Strategic Plan.

**Fire Chief Nathan Craig
Yakima County Fire District 12
2022-2026 Strategic Plan**

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Strategic Planning Committee:

Commissioner Paul Barham
Commissioner Jim Borst
Commissioner Ken Eakin
Admin/Finance Officer Christy Boisselle
Captain Carl Hendrickson
Deputy Chief Jim Johnston
Firefighter Jason Wood
Lieutenant Randy Gohl

Organizational Overview

About Us

Yakima County Fire District 12 is a combination fire department with 80 dedicated citizens that are on-call members supported by seven full time members (Chief, Administration and Finance Officer, Training Captain, Duty Crew Lieutenant and three Firefighters) that respond to all risks within our 90 square miles from four fire stations protecting a population of 14,155 citizens.

What We Do

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

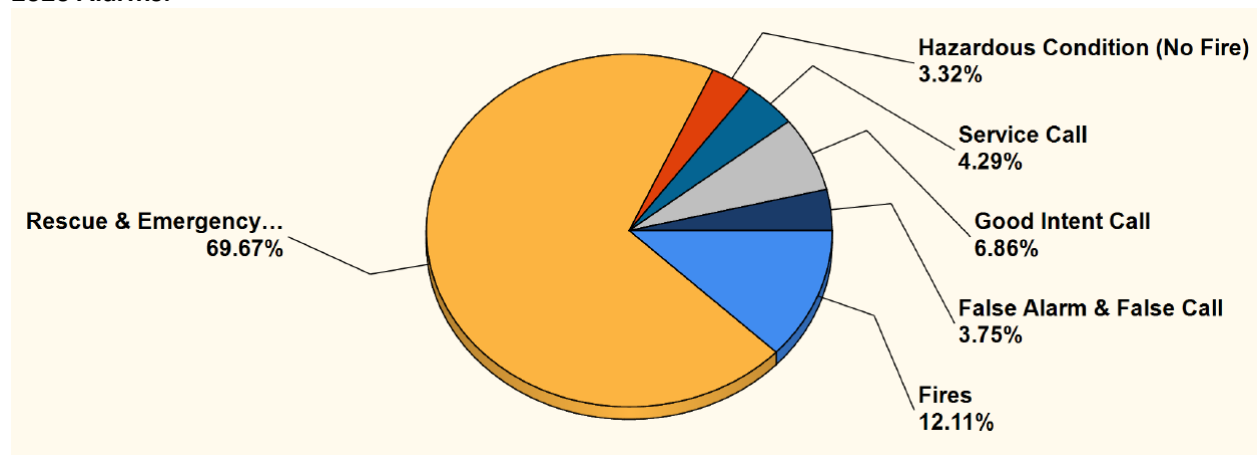
2021 Fire Fund

Property Tax Levy Amount: \$1,727,321.00
Levy Rate: \$1.19031/1000
2020 Carryover \$687,413.56
Grants \$500.00
Misc. \$10,000.00
EMS transfer in for payroll \$105,000.00
Total Revenue \$2,530,284.56
Total Expenditures \$2,100,521.20

2021 EMS Fund

Property Tax Levy with Formula Amount: \$203,167.00
County Levy Rate: \$0.20405/1000
2019 Carryover \$6,565.48
Grants \$1,200.00
Misc. \$250.00
Total Revenue \$211,432.48
Total Expenditures \$208,305.00

2020 Alarms:



Introduction:

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

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

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

Purpose:

The purpose of this Strategic Plan is to provide significant direction and opportunity for the District's effectiveness. Fire District 12's mission, vision, values and beliefs provide broad long-range direction while the Strategic Plan communicates more specific direction over the next five years that works toward the long-range vision. Collectively, these elements give structure and order to programs by identifying strategic priorities that require increased attention and potentially funding.

Mission Statement:

The West Valley Fire Department is dedicated to the preservation and protection of life then property through:

- **Education-** As members we take every opportunity to educate our family, friends, and the public in safety, first aid, accident prevention and preparedness.
- **Prevention-** Members take the opportunity to prevent an injury or accident from occurring, never turning our back on a potential hazard. We provide training, information, and supplies to the public in fire and injury prevention.
- **Emergency Services-** Members respond to all calls for service when available regardless of the location or nature of the problem. We are here to serve our public by responding to and mitigating emergencies regardless of the hour of the day, putting the needs of a neighbor in front of our own.
- **Disaster Preparedness-** Members maintain training & certification in a broad scope of disaster preparedness always maintaining our equipment and resources in a ready state. Members attend drills, classes, and seminars to maintain a state of readiness.

Vision:

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

Values:

- All Members share in the **PRIDE:**
 - Professionalism- attitude, training, no excuses we do our best.
 - Respect- the job, each other, and those we serve.
 - Integrity- trustworthy, hold each other to higher standards.
 - Dedication- be there, be trained and help.
 - Empowered- If it's legal, ethical and the right thing to do, we do it.
- The honesty, integrity, and loyalty of our members.
- Professional conduct and performance of our responsibilities.
- Teamwork & cooperation with all elements of the community.
- Flexibility to adjust to a growing & changing community.
- Cooperation with other emergency response agencies within the Local County, Region and State.
- Efficient use of resources.

The District Believes In:

- On-Call Members as the most effective and efficient resource for responding to emergency incidents within the community.
- The professionalism of our members in all aspects of serving the public need.
- The dedication and integrity of all members of the Department is critical to our Mission of protecting lives then property.
- Respecting safety, each other, and those we serve.
- A core of full-time personnel to SUPPORT our on-call response system.

- Empowering personnel assigned to each fire station to assist the public in anyway so long as it is legal, ethical and the right thing to do.
- Knowledgeable and dedicated Fire Commissioners who provide policy leadership on behalf of the public interest.
- The involvement of all personnel in the decision-making process.
- Creating opportunities to share in our successes.

District Culture:

Unique individuals that form a family working hard preserving and protecting life then property for our neighbors. We have fun yet hold member safety in the highest regard by maintaining our abilities through realistic relevant training and quality equipment. Our family traditions include SERVICE, GIVING BACK to and CARING for our COMMUNITY, RESPECT, PATIENCE, VOLUNTEERISM, INCLUSIVE and SHARING IN THE PRIDE of our department.

Expected Behavior of all Members:

- **Honesty-** We tell each other the truth in a non-blaming respectful manner. We have the courage to address tough issues TOGETHER.
- **Personal responsibility-** take responsibility for our actions. We do not blame others; we admit and learn from mistakes.
- **Disagreement DOESN'T mean disrespect-** Reasonable people can agree to disagree.
- **Understanding-** Listen to each other, we may not always see eye to eye but will work to understand our differences. We are committed to resolving conflicts with one another rather than complaining about one another.
- **Teamwork-** Help each other out, take care of one another, share the work and share the credit recognizing each other for work well done. Always support the team!
- **Respect-** Treat each other with professional courtesy, honor the role and position of each Member. We accept diversity of ideas and styles among our Members and treat everyone with dignity.
- **Communication-** Share complete, relevant, accurate information with all Members.
- **Collaboration-** Work cooperatively, share ideas, solve problems together, base decisions on the Mission of the District.

Strategic Priority 1: Personnel recruitment, selection, retention, and development.

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

Goal: Maintain an adequate number of members and fulltime staff to meet our mission through established and expected service levels for response of within one mile 8 minutes and two minutes per mile thereafter.

Introduction:

The West Valley Fire Department's mission is to protect lives then property, the most efficient and productive method for serving the public fire and life safety need in our District is with on-call members. On-Call Members are the primary resource for responding to emergency incidents within the community supported by a core of fulltime personnel for both administrative and operational functions. This Strategic Priority encompasses both day and night staffing, weekday and weekend staffing and relates to retaining and developing current members while recruiting and selecting the right new members. An adequate number of on-call members to meet the fire and life safety needs benefits the District through reduced labor costs which allow for costs to be kept lower and a higher percentage of the budget going toward capital projects without the need to pass bonds or levies. Today 38% of the District budget is spent on labor costs, these costs encompass all wages and benefits for both on-call (part-time) and fulltime members, by contrast most fulltime fire departments labor cost is approximately 90% of their budget. Through policy, on-call members are required to respond to 25% of the calls at their assigned station as well as participate in 50% of the training drills to remain a member in good standing, with on-call members required to respond to one out of every four alarms and nearly 900 alarms a year you understand recruiting and retaining members is a high priority for the District to meet the needs of the community.

Objective I: Retention of On-Call Members.

Strategies:

- A. Enhance internal and interpersonal communications across the District to understand and meet our mission while adhering to our core values and the District PRIDE motto.**
 1. Promote District culture as it relates to our Mission and PRIDE motto. Provide monthly talking points related to culture, mission, vision, and PRIDE to be officer led during equipment check drills to improve communication and understanding.
 2. Establish group cohesion through participation in Association events, station to station drills and family activities.
 - Provide opportunities for families to participate in Department activities.

- Periodically rotate stations to drill together with opportunity to work together and communicate. Equipment check drills provide time to talk and learn each other's equipment.
 - Officer/Firefighter communication is a critical component to the right message being delivered. The grapevine/rumor mill must be addressed at every drill/meeting with the simple question of "what have you been hearing?"
 - Opinion sharing must be encouraged at group events and misinformation corrected immediately for improved knowledge overall.
3. Utilize the most appropriate means of communicating based on the message, audience, importance, and timeliness.
 - Face to Face, Email, Text, ISPY, Facebook, All Fired Up Newsletter, Flyers, Meeting Minutes, Association Meetings are all currently used to communicate with members.
 - Communication platforms are not one size fits all, to be effective the District must communicate individually using the method that works best for each member.
 - Improve communication using electronic station message boards to post events, training, and general information regularly.
 4. Ensure fulltime members are supporting on-call member operations. Post daily training schedule so on-call members can receive extra training and have more involvement and a better understanding of roles by all. Adjust shift schedule so full time Firefighters attend drill at different stations each month.

B. Value Member's time through solid time management strategies:

1. For alarm response, Members that are not needed on scene or for clean up after the incident will be released by the Incident Commander as soon as it is determined no additional manpower is necessary.
2. Drills will be planned, with clear objectives and start on time every week.
3. Meetings will start on time, follow an agenda, and have a set ending time.
4. All activities need to be evaluated for time management with respect to reducing the amount of time necessary for Members to remain active.
5. Staff to support On-Call Members in preparation for drill and activities to reduce extra time spent by On-Call Members for tasks that could be done ahead of time.
6. Long duration incidents, the Incident Commander will poll all Members on scene to determine if any Members need to leave for work or other activities as soon as the incident is stabilized.
7. As soon as an incident is mitigated or risk to the public is eliminated apparatus will go in service, no waiting for tow trucks, utility companies or any other service.

C. Highlight Department culture to promote, reward and evaluate the elements of PRIDE across the District as it directly relates to every member understanding and supporting our Mission of preserving and protecting life then property:

1. **Professionalism-** attitude, training, no excuses we do our best.
 - Apply structure to all aspects of the Department to encourage a culture of professionalism where it is about the job getting done not who does it.
2. **Respect-** the job, each other, and those we serve.
 - Respect each other's time, start drills on time and give 100% effort to ensure we are not wasting members time. Communicate effectively, treat others as they want to be treated.
3. **Integrity-** trustworthy, hold each other to higher standards.
 - Support each other, build each other up, not talking about others behind their backs, if you have a problem say it or let it go, don't bring it up months later.
4. **Dedication-** be there, be trained and help.
 - Ensure all members understand our Mission and maintain their basic training to support the Mission. Members must be active and responding regularly for our Mission to be successful.
5. **Empowered-** if it's legal ethical and the right thing to do, we do it.
 - Seek out opportunities to make a difference in the community and for our customers based on the preservation and protecting of life then property.
6. Promote a culture of belonging through esteem in PRIDE. Motivate each other to live the culture of mission first. Truly be a brother/sisterhood where members all work together for the common good.
7. Encourage station pride through personalization and customization where possible at the station level.

D. Evaluate On-Call Member retention program:

1. Survey members annually to determine operational, personnel or policy changes that need to be considered to improve member retention with consideration given to time required to be a member in good standing from recruit training through ongoing commitments.
2. Staff rotate stations for drill nights to provide any new information to members as well as open dialogue to the morale of the Department and any issues outstanding.
3. Monthly review call and drill attendance for changes in member's activity, follow-up with members when a negative change in activity is detected.
4. Ensure members are aware of benefits offered for their service.
5. Put members first for knowledge, communications, equipment, and incentives. Members are the backbone of the organization, retaining members is paramount to Mission success.

6. Expand **Member of the Month** program to highlight all aspects of the District and the work our members do.

E. Review and update incentives offered to Members:

1. Research and evaluate changing from a part-time paid-on-call system to a true volunteer program. Evaluate how it would affect compensation, taxes, government program eligibility and the ability for the District to fund additional work like duty shifts, maintenance, and classes. Any change would require buy in from current Members and Commissioners.
2. Adjust policies to ensure any changes to incentives or compensation are fully vetted by the Members and Admin before moving forward.
3. In July of odd numbered years review the current LOSAP retention program to ensure it meets the District's needs.
4. Research additional incentive programs for Members. Evaluate what programs similar type departments are doing to keep their members active.
5. Ensure member wages are at appropriate levels to fairly compensate members for their time away from their families and regular jobs. Participate in the WFCAs wage and benefit study to create a chart of where our compensation falls in line with similar departments.
6. Work with legislature on improving member benefits. Educate the legislature on paid-on-call status and the difference between regular part-time jobs and fire department part-time employment under the volunteer system.

F. Maintain a written plan for retention:

1. Quarterly staff will attend drill to receive feedback from Members regarding general attitude, morale, and ideas for improving retention.
2. Maintain the mentor program for new recruits/cadets. Assign a mentor to support each new member. Set the expectations up front for the mentor and mentee and encourage them to get to know each other.
3. Conduct exit interviews with any member that leaves the department, compile the reasons in a document to be used for updating retention programs.
4. Evaluate retention program annually.

G. Purchase and maintain modern equipment and PPE:

1. Maintain apparatus replacement schedule and make purchases on time.
2. Maintain PPE replacement schedule and make purchases on time.
3. Maintain Capital Improvement Plan and update annually.

H. Reduce number of non-emergency calls Member's answer:

1. Expand criteria-based EMS dispatching.
2. Partner with Ambulance service:
 - Under the county-wide ambulance contract, partner with the ambulance company to house an ambulance in District.

- In the partnership consider staffing the ambulance with our EMT and the company's paramedic if economically feasible. Encourage ambulance company to staff EMT's with Members that work for the ambulance company.
 - Adjust dispatch recommendations to only send ambulance to BLS non-life-threatening calls.
3. Continue staffing daytime Duty Crew:
- Providing a daytime response crew reduces the number of calls per station allowing a member working a regular 40-hour work week in town to not have calls count against their participation requirement levels while away from home at work.
 - Work toward five day/week staffing of two crews one north and one south to reduce response times. Consider contracting with nearby Districts to add a fifth full time Member to the Duty Crew in exchange for daytime response.
 - Consider recruiting firefighters from other departments as true volunteers working shifts on a stipend.
 - For single apparatus responses 0600-1500 only tone the Duty Crew unless On-Call response is needed then tone stations.
 - Staff crew with a minimum of two members daily based on available funding.
 - In addition to alarm response the Duty Crew is responsible for general operation and maintenance of the District under the Duty Crew Lieutenant.
 - Monitor fire mobilization requests annually for number of requests and revenue to consider a wildland fire summer crew assigned to District projects but available to respond to wildland fires across the west to generate revenue for the program.
 - Annually in late summer prior to the next year's budget, evaluate the number of available members for response day and night.
 - Track alarm location and time of day to determine which station is best to staff duty crew at. Establish trigger points to add duty staffing and what type of staffing that would be.
4. Provide the most appropriate service efficiently.
- Not all alarms require a response from WVFD. Automatic aid and ambulance only responses will be determined by proximity and severity.
 - Automatic Aid or ambulance only calls will be evaluated by our Mission statement. Our Mission is preserving and protecting life then property regardless of who provides the service. Review Automatic Aid responses for 2021 to determine how often automatic response generates a false alarm for our Members.

- Review annual call volume to determine what calls we are dispatched to that we have no effect on the outcome and our response does not lead to meeting our mission. Examples of calls to consider response level changes are power problems, smoke in the area, flooding, and automatic alarms (medical and fire).
5. Public Education.
- Develop Public Safety Announcements (PSA) to reduce non-emergency calls. Provide the public with who to call for certain incidents outside of 911.
 - Provide community outreach to educate our citizens on our capabilities and limitations.
 - Educate the public on outdoor burning and reduce false alarms caused by controlled burns.
- I. Legislative rules regarding volunteer response and late-night calls:**
1. In 2021 the legislature passed laws regarding volunteers leaving their regular employment for alarms.
 2. These laws may allow a volunteer to be late for work or miss work due to response to an overnight incident.
 3. The Volunteer must inform their employer of their status as a volunteer before enacting portions of this law.
 4. After researching how the law effects our Members and their employers provide education to Members regarding their rights from the law as well as information to provide their employers to develop a daytime response plan.

Objective II: Recruitment of On-Call Members.

Strategies:

A. Paid on Call Hiring Schedule:

- Bi-Annual Hiring Application Deadlines: May 31 & Nov 30
- January Medical Physicals for Nov applicants
- February Advanced First Aid for Nov applicants
- March- Wildland Firefighter II class (both May and Nov applicants)
- April Wildland Firefighter II class (both May and Nov applicants) Recruiting for May Ap's
- May 31st Applications due. Recruiting for May Ap's
- June Interviews/Physical Ability May's applicants
- July Medical Physicals for May's applicants
- August Advanced First Aid for May's applicants
- September- Structural Academy (both May and Nov applicants) Recruiting for Nov Ap's
- October- Structural Academy (both May and Nov applicants) Recruiting for Nov Ap's
- November- Structural Academy (both May and Nov applicants)
- December Interviews/Physical Ability for Nov applicants

B. Recruitment advertising:

1. Develop an advertising campaign with all on-call departments in Yakima County to include television, radio, web sites and social media.
2. Hold recruitment drives on weekends at Stations and local establishments.
3. Determine the best way to advertise the need, how to advertise and where to advertise.
4. Determine based on availability of recruit training the appropriate time to recruit.
5. Provide information regarding what we do and how we do it.
6. Use available media to recruit. Consider a media day where all media is invited to participate in live fire training.
7. All recruitment advertising should be for “on call members”, the term “volunteer” shall not be used.
8. Advertise the ability to get in the door for a full-time career.

C. Perform targeted recruiting for new members to be selective:

1. Recruit for values, beliefs, and integrity.
2. Apply the profile of longer serving members to the recruitment, application, and testing process for new members.
3. Emphasize recruiting members that will remain in the Department for five or more years to recoup training costs.
4. Evaluate Recruit Academy for time savings, by determining which courses can be developed into a work at your own pace and which must be taught in a traditional setting. Research potential of developing a county wide approach to Recruit training, either a joint class or similar curriculum to be able to provide make-ups at other locations like OTEP.
5. Review physical requirements to ensure recruits are not intimidated or excluded.
6. Start a ride-along program that includes policies and liability waivers.
7. Hold recruitment drives/booths at West Valley events, specifically in areas of the District we have the most openings.
8. Use Census data to determine the demographics of our District and tailor targeted recruitment efforts toward populations under-represented in our membership.

D. Strengthen high school Cadet program:

1. Recruit Juniors and Seniors to serve as Cadets.
2. Consider creating the Cadet program as Volunteers.
3. Continue dialogue with School District regarding CTE class.

E. Seek out community members already certified:

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

F. Selection process:

1. Invite all potential new members to their station for a meet and greet prior to interviews.
2. Quality over quantity, selection of the right people is more critical than having the most people.
3. Hold a meeting with potential recruits and their families to discuss time commitments and expectations prior to joining the department.
4. Test potential recruits to determine if their values, beliefs, and integrity match that of the department members.
 - Review medical physical testing to review psychological capabilities.
 - Physical test for claustrophobia.
 - Provide training for all members evaluating potential recruits.
 - Provide new Members with an employee handbook.
 - Bi-annual hiring requires a strong task based mentoring program that includes task books for completion throughout the year to stay on track.

G. Consider a recruitment program for existing Members:

1. Current Members are our best recruiters, consider an incentive program for recruiting successful candidates.
2. Program would be reward based on milestones and years of service.

H. Update written recruitment plan annually:

1. Three months prior to an upcoming recruit academy, update written recruitment plan to develop strategy for recruiting successful new members.
2. Evaluate past recruitment benefits.
3. Provide booklet for prospective members that covers our culture, who we are, what to expect from us and what we expect from members.
 - Develop prospective member booklet in Spanish.

Objective III: Member Development.

Strategies:

A. Mission, Vision, Values, Culture Training:

1. Promote District culture as it relates to our Mission and PRIDE motto. Provide monthly talking points related to culture, mission, vision and PRIDE to be officer led during equipment check drills to improve communication and understanding.
2. Monthly provide an opportunity for Members to discuss rumors, likes, dislikes in an open forum following the Officer led discussions.

B. Succession planning for leadership positions:

1. Maintain a healthy organization throughout transitions of key leadership and administrative positions with proactive and positive successional planning.
2. Establish and maintain training and certification requirements for each officer position in District.

3. Make available required training and certification courses on a three-year cycle.
 4. Conduct promotional testing as needed no later than every four years to establish four-year eligibility lists for Station Lieutenant and Station Captain.
- C. Two years prior to the planned retirement of a key position begin the process of identifying key job functions, development of job description for replacement and begin a search for qualified candidates with a goal of having replacements selected up to three months before the position is vacated.**
1. Key positions are Station Captain and above.
 2. Key positions mentor all eligible members during the two years.
- D. Determine Key Functions of leadership positions:**
1. Review and update job descriptions to reflect actual work performed every four years in conjunction with promotional testing.
 2. Capturing all functions of each position into one complete document will serve to identify key job functions for each position.
- E. Share institutional knowledge with staff members:**
1. Include members of the staff in capital project planning and development of the business plan and budget.
 2. Include members of the staff in county-wide planning sessions.
- F. Provide certification and education to staff members to fill roles above:**
1. Encourage staff members to gain certifications for the next level in the organization.
 2. Encourage staff members to take advantage of fire service education to assist them in current positions and possible advancement.
 3. Provide on-the-job training to assist in understanding all positions in the Department.
- G. Develop Company Officers:**
1. Provide mission focused officer development refresher training monthly.
 2. Focus on officer/firefighter communications and leadership training.
 3. Continue every three years teaching officer development academy to new and perspective officers.
 4. Develop officers to be accountable to our Mission and core values, specifically train on Mission and values.
 5. Evaluate the effectiveness of each Officers leadership style to improve overall leadership.
 6. Officers that are unable to lead not only on the fireground but in the station will need to step down from their position.
 7. Bring in leadership courses for our Officer cadre.
- H. Develop all Members:**
1. Develop separate tracks for additional training for members to specialize in different aspects of operations, leadership, and training.

2. Utilize Training Committee Members at each station to lead their station during training drills where the Department training officer is not at drill.
3. Training Division to develop cadres of specialized members. Cadre to train all members within their specialty through recruit school and regular training so the Training Officer doesn't have to be at every class.
4. Focus on education and training that leads to certification (FFI, II, Officer I, II, Instructor I, II etc.). Announce all IFSAC testing opportunities, work toward IFSAC FFI certification for all members.
5. Utilize our training center to bring in operational, leadership and safety classes available to all Members.
6. Focus on realistic relevant training that improves proficiency and capabilities of all members tied to a task book covering the basic functions of firefighting.
7. Encourage members to know all jobs and work toward the next level of certification, training, and education. Create a flow chart by year of where each member should be in their training and education for continuous improvement.
8. Research additional titles related to certification such as Engineer, Senior Firefighter etc.
9. Provide tender operator training at all stations, hold more driver/operator related drills and training sessions. Focus on certifying driver/operators within 2 years of joining.
10. Emphasize physical fitness for all members through incentives, provide workout facilities and specifically designed workouts for Members to improve our overall health and fitness level.
11. Educate Members on responder mental health and provide support when necessary. Counselor and Chaplain to visit regularly with each station to familiarize everyone with them and evaluate what educational needs we have.

Objective IV: Maintain sufficient administrative staffing to manage members.

Strategies:

A. Evaluate member needs vs. staff availability:

1. Based on our ability to meet our Mission and manage the needs of our Members. Evaluate the need for an additional staffing for response, maintenance, or other needs.

B. Staff responsibilities vs. available time:

1. As personnel, equipment, operations, and complexity increase, evaluate positions to determine the need for additional staffing.
2. Balance staff workload by evaluating time spent in each area of responsibility, meeting attendance, hours worked and job satisfaction.
3. Look for efficiencies in workload, balance the organizational chart.

4. Review opportunities for acting officers to fill duty positions when available.
5. Review position responsibilities related to rank to determine if or where to add personnel.
6. Wherever possible cross train staff for both administrative and operational positions.

C. Provide Service for Members:

1. Administrative staffing exists to support our on-call members.
2. Handle issues for on-call members during the work week they are unable to handle.
3. Stay in touch with members by participating in training, drills, and alarms.
4. Provide opportunities for members to grow in their position.
5. All staff to provide leadership to on-call members regardless of rank or position.

Strategic Priority 2: Financial management and accountability.

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

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

- **Forecast capital expenditures through a Capital Improvement Plan and match the plan to the Capital Fund. Annually during budget creation review Capital Improvement Plan for necessary purchases, the next year as well as 3 years out to adjust the Capital Fund.**
- **Seek grant funding to offset expenses in both personnel and equipment, using the Capital Improvement Plan apply for all grants we qualify for.**
- **Maintain fiscal accountability for clean audits, monthly apply a check and balance process to all expenditures.**

Introduction:

The District's financial condition determines our ability to fund operational priorities, which ensure our ability to provide quality community services in a dynamic and adverse fiscal environment. By law the District is limited to a 1% budget increase annually with a maximum general levy taxing authority of \$1.50/\$1,000 of assessed value based on RCW 52.16.130 and RCW 52.16.140. In addition to general levy taxing, the District has the availability to run levies and bonds on the ballot for approval or Commissioner approved bonds. Presently the District has a Commissioner approved bond for the phase II construction of Station 51. Fire Districts with a CIP in place may also request impact fees for new development under WAC 365-196-850 where appropriate. The District faces fiscal threats in personnel costs, apparatus costs, equipment costs and facility maintenance. Maintaining an adequate number of members is crucial to keeping personnel costs down, our four non-exempt members that are utilized for projects and response when most of our on-call members are unavailable are the only employees eligible for overtime which is a cost factored into the budget and each positions value to the organization. Training costs are figured into personnel costs, whether it be in-house training or outside training, part of member retention is providing quality training. Apparatus costs continue to increase making it difficult to forecast the 15-20-year replacement cost of each individual apparatus, an estimate based on percentage increase is currently used and at best is an educated guess. The escalating cost of apparatus has adjusted apparatus replacement where possible to refurbish apparatus rather than replace for cost savings. Equipment costs continue to increase as more standards are developed requiring more frequent replacement of equipment as well as new technology improving firefighter safety. Personal Protective Equipment (PPE) for structural firefighting per NFPA standards must be replaced every 10 years, the current price for head-to-toe PPE is around \$3000, presently the District aspires to maintain 100 sets of turnouts plus spare sets at each station therefore 10 sets are purchased annually. Self-Contained Breathing Apparatus (SCBA) air bottles must be

replaced every fifteen years, typically at that time the whole SCBA is replaced not just the bottle due to two or three new safety upgrades being in place since the original purchase, in 2027 all the SCBA equipment in the District will need to be replaced. As electronic devices become more portable the FCC continues to narrow the bandwidth available for emergency services which in time will result in the District having to replace radios and pagers to accommodate a new frequency type. EMS supplies: as health care costs continue to increase so do the cost of supplies, additionally, new advancements in medicine typically lead to increased field interventions which require additional equipment for responders. The current county-wide EMS levy and formula will not cover increases in the cost of materials until the formula changes at the levy renewal in 2024. As our buildings and infrastructure age the cost to maintain those increases in addition to regular increases in utility costs.

Objective I: Annually update the Capital Improvement Plan to encompass the lifespan of all major equipment, apparatus, and buildings.

Strategies:

A. Utilize recognized standards for improving and replacing capital assets.

1. For this plan a combination of the District's Strategic Plan, WSRB's grading schedule and WAC 296-305 are used as industry standards. (www.wsrb.com, <http://apps.leg.wa.gov/wac/default.aspx?cite=296-305>)
2. Recommended standards for fire protection and emergency services issued by the National Fire Protection Association (NFPA) are important considerations. Many NFPA standards are incorporated into Washington Administrative Code 296-305 Safety Standards for Firefighters.
3. The Washington Survey and Rating Bureau (WSRB) evaluates communities across the state and establishes the protection class grading for the community on a scale of 1 through 10. The fire department is reviewed for distribution of companies/stations, response to alarms, equipment, pumping capacity, maintenance, reserve apparatus, personnel, and training

B. Invest in preventative maintenance.

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

C. Utilize bonds for major purchases.

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

4. Voter approved bonds must be weighed against political climate and need for levy lid lifts.

Objective II: District provide input to growth in West Valley.

Strategies:

A. Lobby against changes to the Urban Growth Area Boundary.

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

B. Assist landowners with zoning changes.

1. Many areas of the Fire District fall under zoning for Agriculture (AG), Valley Rural (VR) or Rural Transitional (RT). Some zoning changes would allow for property to be broken into smaller lots for development.
2. RCW 36.70A.030 (16) "Rural development" refers to development outside the urban growth area and outside agricultural, forest, and mineral resource lands designated pursuant to RCW [36.70A.170](#). Rural development can consist of a variety of uses and residential densities, including clustered residential development, at levels that are consistent with the preservation of rural character and the requirements of the rural element. Rural development does not refer to agriculture or forestry activities that may be conducted in rural areas.
3. As a property tax-based agency in rural Yakima County the District needs to encourage rural development where possible to increase assessed value of vacant lands zoned agriculture yet not used for agriculture.
4. Zoning changes would lead to increased growth in the District in areas outside of the UGA.

C. Annexation.

1. Work closely with the City of Yakima regarding any potential annexations larger than a single landowner petitioning to join the City.
 - a) Annexation has slowed considerably.
 - b) The City is interested in filling in their border before expanding.
 - c) The most likely annexation areas are where sewer lines are already located and typically is vacant land.

- d) The City has ended the practice of extending annexations to capture more land while maintain 60% outside utility agreements.

D. Housing.

1. High home prices and the lack of rental properties near fire stations is a detriment for the District when recruiting on-call members.
2. Consider impact fees for large housing developments to include land for future stations.
3. In the event of a housing crisis, the District should consider building or purchasing affordable housing to rent to members.

Objective III: Levy Rate.

Strategies:

A. Legislative Priorities 1% lid limit:

1. Protect fire district tax authority from any reform measures that impact property tax rates.
2. Encourage re-structuring the 1% lid limit to a system based on inflation comparable to how the legislature is approaching education funding.

B. Annually review the tax rate generated by the budget:

1. Ensure the District is not “banking” public money, all funds generated continue to support the Strategic Plan, Business Plan, Capital Improvement Plan, or annual operating expenses.
2. Compare annual budget to previous year CPI for goods and services to ensure the District can financially support operations before expanding.
3. Based on operational needs, rising CPI, and lowering cost per thousand annually consider the need to cut services or request a levy lid lift from voters to maintain or improve service.
4. Review budget annually to ensure expenses match the level of service requested by citizens through surveys.
5. Evaluate all programs for cost/benefit including personnel and wages.

C. Incident Cost:

1. The average cost of each incident including dispatch fee, labor, fuel, maintenance, insurance, overhead and consumables from 2016-2018 was:
 - a) Structure fire \$1274.11
 - b) Vehicle fire \$631.74
 - c) Brush fire \$1422.90
 - d) EMS \$427.85
 - e) Motor vehicle collision \$567.55
 - f) Service call \$423.26
 - g) Good intent \$608.83
 - h) False alarm \$436.95
 - i) Hazardous condition \$537.83
 - j) Mutual/Auto aid \$484.70

2. The number of incidents affects operational capabilities which drives staffing, funding, and resource management.

D. EMS Funding:

1. Annually review the county-wide EMS levy formula distribution to ensure accuracy and fairness to our taxpayers.
2. Work with partners to ensure the passage of the EMS levy in 2024.
3. Ensure EMS funds are appropriated for EMS eligible budget items.

E. Alternative Funding:

1. As the 1% lid lift limit erodes the District taxing authority, the District will need to look for alternative funding sources to meet our Mission and the public's expectations.
 - a) Goods and services continue to rise faster than the 1% limit, as costs rise the District will need to determine if there are cost savings available, services that can be cut or alternative funding sources available.
 - b) Levy lid lift, voter approved bonds, special levies or service fees are all potential funding sources.
 - c) Any funding source that comes from our constituents must provide a direct benefit to our customers and the need be clearly articulated to our constituents to be successful.

F. External Environment:

1. Levy rate changes require public education regarding the District's financial position and challenges.
2. Levy rate factors:
 - a) Other special districts levy rates and bonds must factor into the overall tax burden on our citizens.
 - b) The median household income and ability to afford a levy increase. The median household income in 2020 in our District was \$68,590.
 - c) Average assessed property value. The average home value in District in 2020 was \$247,500.
 - d) Current economy.

Objective IV: Aggressively apply for available grant funding.

Strategies:

A. Utilize available grants to offset costs in all areas of the budget.

1. Apply for grants to cover the cost of capital projects to stretch Capital Fund and free up money for personnel costs and unforeseen expenses.
2. Assign a staff member to search available grants monthly.
3. Attend grant writing seminars.
4. Major projects such as communications system overhauls apply for regional grants with our partners.

5. Consider hiring a grant writing company to review Capital Improvement Plan to search for potential grant funding sources.

Objective V: Fiscal Accountability.

Strategies

A. Retain Members to save on initial training, outfitting and HR costs.

1. Research ways to keep On-Call Members active to reduce the need to continuously train new members.
2. Work with Members on updating Policy 2110 for response and drill activity numbers to create a clear line for remaining an active Member to ensure we are not carrying Members on the roster that are not benefitting our Mission.

B. Maintain appropriate checks and balances for all financial transactions.

1. The Administrative and Finance Officer maintains the books with the Fire Chief monthly reviewing all accounts, bills, and balances to ensure no one person controls the finances.
2. The Board of Fire Commissioners approves all bills to be paid monthly based on the established budget to ensure the District stays within budget.
3. Mid-year analyze the budget for over and under expenses, provide budget information and training to Officers to raise overall member awareness of the budget.

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

1. Make appropriate changes to business practices prior to an audit based on suggestions/findings from other fire department audits in the state.
2. Consider a financial audit to improve the District's borrowing capabilities.
3. Hold an exit interview post audit to understand all accounting practices are within state guidelines.

D. Partner with public agencies to generate revenue and save taxpayer dollars.

1. Vacant offices on the administrative side of Station 51 can be rented out to public entities.
2. The vacant land west of Station 51 would be good for another public agency to utilize for building or rented out to local farmers or sports associations to generate revenue.
3. Partner with other departments for group purchasing to receive better pricing on consumables and equipment.

E. Purchasing.

1. Utilize State bid accounts for qualifying equipment purchases.
2. Research both government and private purchasing contracts to determine if a savings on consumables and equipment is possible through cooperative purchasing.

3. EMS alarms are 60% of our call volume, work to establish a county wide purchasing agreement or supply warehouse.

F. Accounts Payable.

1. As the County continues to fade away from many of the financial services they offer Districts, the District should review the ability to issue our own accounts payable checks.
2. Develop a complete check and balance for A/P checks as well as a system for printing and mailing checks.

G. Policies.

1. Review all fiscal policies to update, remove ineffective, add new or determine if they should be a Standard Operating Guideline rather than policy.

Strategic Priority 3: Resource management.

Strategic Issue: Manage resources to ensure our staffing, facilities, apparatus, and planning keep pace with current and projected changes in the community; ensuring efficient, well-placed facilities are located to meet the service demand and community response expectations.

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

- The District to maintain one “weight room” where free weights can be used in a space designed and built for that purpose.
- By January 2022 complete a station location study to identify underserved areas of the District.
 - Station location to be based on availability of on-call members to staff the station.
 - Station locations to be considered based on available and planned road systems throughout the District that allow suitable ingress for responding on-call members and egress for apparatus.
 - Request neighboring fire departments participate in the study when appropriate for shared boundaries and shared project cost.
 - Include study recommendations in Capital Improvement Plan for future growth of the District.

Introduction:

Apparatus, personnel, and equipment are used to complete our Mission of protecting lives then property. Apparatus, personnel, and equipment must be strategically located throughout the response area, have the appropriate capabilities and be housed in fire stations of sufficient size and functionality to be effective. Additionally, the District has a need to ensure facilities are available for ongoing firefighter training to ensure the members of the department are trained in all aspects of all risk fire service to provide a high level of operational safety for our members. The Capital Improvement Plan is tied to the Capital Fund to ensure major expenses such as buildings, apparatus and equipment are planned out and expenditures made on time. Maintaining quality facilities, apparatus and equipment ties directly to retaining members as identified in Strategic Priority 1, when members have PRIDE in their stations and equipment, they are encouraged to be more active, additionally, the public perception of our equipment and facilities assists in recruiting additional members. Stations need to be of sufficient size to house both apparatus and personnel, having sufficient space for members to train and socialize at their station is critical to providing a positive experience for members while carrying out their assigned duties. Likewise, station apparatus bays must be of sufficient size to house both the number of necessary apparatus as well as the size of today’s firefighting vehicles. Future use of

stations must be planned according to use, planning for office space, gear storage and member comfort must be accounted for in the Capital Improvement Plan. Providing workout facilities in stations not only allows firefighters to be physically fit but also when members are in the station working out rather than in town at a gym, they are available for response. Things like fitness centers, cable TV and meeting rooms provide comforts to on-call members which in turn provides faster response to alarms. As areas of the District grow, the District needs to review station locations, the entire District outside of the UGA needs to be monitored for growth to ensure stations are located to meet the needs of the community. Replacing or refurbishing apparatus on schedule ensures the District can meet our mission as well as reduces costly repairs as equipment ages, establishing an apparatus replacement schedule tied to the Capital Fund ensures purchases are made on time.

Objective I: Facilities.

Strategies:

A. Facilities General:

1. Base station locations on the availability of enough housing in the area to staff with on-call members.
2. Conduct station location studies every 10 years. Study to focus on available responders, emergency response history and forecast, response distribution and performance outcomes. (working with a consultant in 2021).
3. Stations should be comfortable for members with typical amenities found in fire station day rooms.
4. Stations should be maintained to be visually appealing to the public yet functional for fire department response.
5. To ensure continuity of operations during natural disasters, stations should be outfitted with emergency generators.
6. Preventative maintenance is the key to cost reductions and long facility life. Monthly a member of the admin staff shall visit each station during daylight hours to look for any emerging issues with landscaping, buildings, and parking lots.
7. Workout facilities provided in the stations keeps members in District while improving physical fitness.
8. Office space for District Officers to conduct Department business is required.
9. Enough bay space to house all apparatus indoors is a priority. Station 54 apparatus bays are too short for all our Type I engines except for Engine 54, if Engine 54 breaks down we cannot backfill the station with a reserve engine due to the size of the bay. Consideration needs to be given to whether it is more cost effective to lengthen the bay or purchase a reserve engine that fits in the bay.
10. Suitable day room space is required for the planned number of members at each station.

11. All stations require equipment decontamination facilities.
12. Station construction and updates should focus on carcinogen exposure reduction, where possible hard surfaces instead of carpet should be used as well as positive air pressure in day rooms.
13. Future changes to facilities should include provisions for charging electric vehicles both of Members and apparatus.

Objective II: Apparatus.

Strategies:

A. Apparatus General:

1. Maintain enough apparatus necessary to meet the operational needs of the District including reserve apparatus. Enough manpower to staff apparatus located at each station is critical to getting apparatus to incidents.
2. Maintain apparatus and systems to NFPA and/or manufactures recommendations.
3. All apparatus will meet or exceed all recognized State and National standards for inspections, testing, fueling and emergency repair or emergency vehicles.
4. Pre-plan replacement so specifications are written and out for bid greater than 365 days before an apparatus is scheduled to move to reserve.
5. All apparatus will be equipped with adequate hose, nozzles, SCBA, radios and other equipment to assure safe operations to achieve Department performance objectives in compliance with industry standards.
6. Maintain sufficient engine pumping capacity within five miles driving distance from all commercial and industrial areas to provide fire flow as specified by the Washington State Survey and Rating Bureau.
7. To the extent possible equipment storage location on each apparatus type should be standardized for members to know location regardless of apparatus.
8. Build dual purpose apparatus like a Brush/Rescue unit whenever possible.
9. Contract heavy equipment for operational use in large fires.
10. Build brush trucks with front mount monitors to accommodate smaller crews' effectiveness.

B. Replacement Schedule:

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

Objective III: Equipment.

Strategies:

A. Personal Protective Equipment:

1. Maintain equipment according to NFPA and/ or manufacturer specifications.
2. Track all equipment replacement dates and repairs in ERS.
3. Provide the safest equipment possible for our members.
4. Issue individual SCBA masks to members for safety and sanitary reasons.
5. Hydro-test SCBA bottles every five years. (2022)
6. Flow test and inspect all SCBA and masks annually.
7. Maintain enough SCBA and spare bottles to equip all response apparatus first out and reserve.
8. Develop a SCBA replacement plan five years prior to expiration of bottles (2022) with funding source.
9. Monthly inspect all equipment to ensure working order.
10. Maintain enough hose to meet WSRB minimums on apparatus and in reserve.
11. Provide spare sets of turnouts at each station to encourage members to decontaminate PPE immediately following carcinogen exposure without fear of being out of service. Working toward providing all Members a spare set.
12. Provide spare hoods and gloves for an exchange program at each station to limit carcinogen exposure.

Objective IV: Technology.

Strategies:

A. Communications/Dispatch:

1. Radio pagers remain the most effective way to notify members of alarms however systems utilizing new technology often do not have the ability to utilize radio pagers for alarm notification.
2. Upgrade radios based on the dispatch centers recommendation.
3. Maintain 115 radio pagers or other means of reliable member alarm notification devices, 50 portable radios and 24 mobile radios.
4. Maintain enough spare mobiles, portable and pager radios to utilize while first out equipment is being repaired at the factory.
5. Seek out and utilize the newest technology for alarm notification and inter-department communications using mobile phones.
6. Monitor and participate with all emergency services in Yakima County to plan a county wide radio network that includes infrastructure, software, hardware, and a funding mechanism.

B. Spillman:

1. Evaluate Spillman for its ability to meet the need of the fire service.

2. The system should be able to calculate response times and send appropriate level of service based on call type.
3. Work with all fire agencies dispatched by District 5 to determine if a system change needs to be made to meet the needs of County fire departments for CAD dispatching.

C. Emergency Reporting System (ERS):

1. ERS is the reporting system used by the District to report alarms to NFIRS and KLEMIS as well as track training, maintenance, and inventory.
2. Look for modifications to the system to allow for easy input and data analysis.
3. Future consideration should be given to potentially utilizing tablets on scene to directly input alarm information into ERS on scene with a goal of being paperless by 2024.
 - i. Encourage ERS to develop fillable forms that interface with ERS for on-scene data collection via rugged tablets.
4. Maintenance and equipment inspections where possible will be inputted into ERS by 2024.
5. Monitor the responsiveness of ERS to meet our needs following their acquisition by a larger company in 2021 and their ability to be used on scene.

D. Tablets:

1. Station Officers choose where their tablets are located, on the watch desk or in an apparatus.
2. When available provide rugged tablets for use on scene for incident reports, Which tie into our main reporting system.

Objective V: Organizational Response:

Strategies:

A. Members:

1. Maintain enough members at each station available 24/7/365 to adequately respond to all alarm types.
2. Determine best staffing model to meet Mission, part time paid on call, volunteers, resident program, sleeper program or an on-call program should all be researched. Any changes require buy in from current Members.
3. When planning a new station start recruitment process early to have responders trained prior to station going online.
4. Train members in all aspects of all-risk fire service.
5. While retention is a number one priority, we still must remove underperforming members in a timely manner.
6. Encourage members to respond at night and anytime they are available.
7. Maintain appropriate partnerships with neighboring fire departments, Department of Natural Resources and Bureau of Indian Affairs for

response. Closest resource aligns with our Mission, we don't have to be the ones to answer the call to meet our Mission of preserving and protecting life then property.

B. EMS/Rescue:

1. Provide quality BLS service through a mix of Emergency Medical Technicians and Advanced First Aid members.
2. Work with partners to develop a county-wide EMS system for 911 transport ambulances that ensures transport ambulances are available for projected call volume.
3. A mix of ALS/BLS transport ambulances shall be located to meet WAC 246-976-390 (7) *Ground Ambulance Service Response Time Requirements*: Verified ground ambulance services must meet the following minimum agency response times for all EMS and trauma responses to response areas 80% of the time within urban areas **10 minutes** or less, suburban areas **20 minutes** or less, rural areas **45 minutes** or less and wilderness as soon as possible.
4. Ensure county-wide EMS system is appropriate for call type and volume, consideration given to BLS transport ambulances both private and public.
5. Develop a system for ambulance transport within our boundaries working with a private ambulance company.
6. Monitor the distribution of the county-wide EMS levy distribution to determine the need for the District to request changes and/or run our own levy.
7. Maintain one transport capable rescue in District.
8. Pre-plan response through CAD dispatch to provide the appropriate response level for quality patient care to all alarm types with consideration to ALS/BLS response and need for fire response.
9. Utilize air ambulances where necessary for best patient outcome.
10. Monitor law enforcement's ability based on State law to provide safety/support for incidents involving mental health crisis, illegal drugs or other incidents we traditionally request scene security from law enforcement prior to laws changing in the State. Member safety is our number one priority, any dangerous call types we cannot receive security for will have to be re-evaluated regarding our response.
11. Re-evaluate PPE worn by our Members as well as tools that can be used for self-defense.
12. Provide mental health awareness training to include responder safety when responding to patients in crisis, training to include de-escalation techniques and self-defense tactics for Members to protect themselves in potentially violent situations.

13. If law enforcement's ability to provide scene safety is affected by changes in state law, re-evaluate how we respond on alarms, and which alarms we respond on and provide information to the public regarding these changes.

C. Structure Fire:

1. Ensure staffing, equipment and apparatus are available 24/7/365 to adequately respond to fires in residential and commercial properties.
2. Pre-plan response through CAD dispatch to provide the appropriate amount and type of apparatus dispatched to fires have the appropriate fire flow capabilities on the first alarm.
3. Pre-fire plan all commercial buildings and have available on scene.
4. Maintain appropriate mutual and automatic aid agreements to handle escalating incidents.
5. Maintain an elevated master stream response to commercial fires.

D. Wildland Interface Fire:

1. Ensure staffing, equipment and apparatus are available 24/7/365 to adequately respond to wildland interface fires.
2. Pre-fire plan historic wildland interface challenges and have available on scene.
3. Work with partners to develop Fire-Wise communities and encourage fuel mitigation programs.
4. Develop members from firefighter I, Engine Boss up to NWCG Strike Team Leader.
5. Develop a sawyer program to mitigate hazard trees on fire incidents.
6. Work with WADNR and BIA Fire to mitigate fire in urban interface areas.
7. Participate in state mobilization fires to provide experience for members and revenue for the District.

E. Special Emergencies:

1. Train members to handle special emergencies.
 - a) Hazardous Materials including electric vehicles
 - b) Power emergencies
 - c) Drug labs
 - d) Explosives
 - e) Solar panels
2. Combine several subjects into one drill night for each station, the drills should follow the Department SOG's.

Objective VI: Inner-Agency Cooperation:

Strategies:

- A. It is the intent of YCFD12 to maintain a cooperative working relationship with all service providers, specifically the following agencies:**
 - a) All bordering fire departments- Response through mutual and automatic aid, fire investigation and training.

- b) Yakima Sheriff's Office- Response, facility use and training.
- c) Bureau Indian Affairs- Response on jointly protected lands and training.
- d) Washington Department of Natural Resources- Response in jointly protected lands, training, equipment procurement and facility use.
- e) Yakima EMS office- Training, levy funding and protocols.
- f) District 5- Dispatching.
- g) SunComm- 911 call center.
- h) Private ambulance- ALS/BLS patient transport.
- i) Yakima County Search & Rescue- Response to wilderness areas.
- j) Yakima County Office of Emergency Management- Training, Planning and disaster response.
- k) West Valley School District- Planning, facility use, Cadet Program.

Objective VII: Maintenance & Repairs:

Strategies:

A. Utilize already trained Members for maintenance and repairs.

- a) Members of the Department that have specialized skills in mechanics, HVAC, IT, equipment, plumbing or other trades should be utilized for maintenance and repairs of equipment, apparatus, and stations when possible.
- b) The District is to develop a list of Members and their specialty skills and whenever possible perform work in-house.

B. Train Members in proper maintenance of equipment, apparatus, and stations.

- a) Provide ongoing training for Members to understand all aspects of maintaining equipment, apparatus, and stations for preventative maintenance.
- b) Ensure Members understand the importance of maintenance as well as how each item works.

C. Evaluate the cost of outside repairs.

- a) Review all repair bills from 2021 to determine the overall cost of paying for repairs as well as the type of repairs to determine if it would be more cost effective for the District to contract or hire our own mechanic.

Strategic Priority 4: Community Engagement-

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

Goal: Identify level of satisfaction, opinions, and priorities of the community in addition to community awareness of current and proposed programs and capabilities. Provide opportunities for community involvement in District activities.

Introduction:

Yakima County Fire District 12 strives to provide the highest level of safety for the people who live, work and travel in the District and to do so in the most efficient manner. Therefore, it is important that the Department be continuously monitored and evaluated to assure that the values and performance standards established for the Department are being met – not just as viewed from within the Department, but with oversight of citizens, peer groups and general fiscal accountability. Historically it is difficult for fire districts to receive feedback from the community as citizens typically don't have the fire department on their mind except during times of emergency. In the past the District has mailed surveys to every address we've responded to review our operational performance as well as developed a citizen survey to reach citizens we haven't responded to without receiving much feedback. Community feedback is important to decision making in the District and effective feedback will require the District to take a proactive approach to soliciting information from our constituents.

Objective I: Citizen Review and Evaluation

Strategies:

A. Community feedback:

1. Utilizing kiosks or tablets solicit community feedback at Fire Department events, school district events, community events and from civic groups.
2. Surveys should take less than 5 minutes to finish yet provide meaningful information to the Department.
3. Utilize social media to conduct polls and surveys.
4. Consider a raffle attached to completed surveys to pique interest.

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

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

C. Review performance objectives for response.

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

- a) WAC 246-976-390 (6) Aid Service Response Time Requirements of a verified aid service: Arrive at emergency medical situations 80% of the time within the suburban area in **15 minutes** and **45 minutes** in our rural areas from time of notification prepared to deliver basic life support until advanced life support arrives.
- b) District PERFORMANCE MEASURE FOR EMERGENCY RESPONSE: It is the goal of YCFD12 to have the first arriving unit on a fire scene within **one mile** of a station arrive within **8 minutes** of notification 70% of the time. The response time will be increased by **2 minutes** for each additional mile from a fire station.
- 3. Utilize technology to correctly track incidents in ERS to measure response objectives.
- 4. Monthly review alarms to determine nature of incident and mitigate false alarms.

Objective II: Performance Comparisons with Districts.

Strategies:

- A. Conduct a review of performance comparison of fire districts with similar characteristics every two years.**
 - 1. Compare incident count, fire, EMS and other.
 - 2. Compare WSRB rating.
 - 3. Compare Budget with population, area, assessed value and stations.
 - 4. Compare personnel, on-call members, volunteers, full time, etc.
- B. Participate in the Washington Fire Commissioners Association Wage and Benefit Survey.**
 - 1. Only participants in the survey can access the data.
 - 2. Use data from the survey to ensure the District is comparable to similar size Districts in wages and benefits offered to all members.
- C. Annually submit the District in the Washington Fire Commissioners Association Management Excellence Award.**
 - 1. Results from this competitive award allow the District to know how we measure up to like sized departments.
 - 2. Review all entries for innovative ideas that may apply to the District.
- D. Review District WSRB rating every five years for comparison and prepare for next evaluation.**
 - 1. Use WSRB rating as a tool for improving fire protection within our community.
 - 2. WSRB provides the Department a list of areas to improve fire protection, this list will be utilized to ensure equipment is available and maintained to provide sufficient fire protection in our community.
 - 3. Decisions regarding staffing and purchases may be made utilizing WSRB to help understand the level of fire protection that we will be capable of providing following the decision.

4. Consideration will be given to costs associated with WSRB rating improvements for items that benefit single family residences.
5. As a tool the WSRB rating shall be compared against industry standards for EMS response, ambulance response, fire response, dispatching, NFPA and WAC standards.

Objective III: Public Relations.

Strategies: Annually update the strategic communications plan that includes the following elements.

A. Based on current or future need to disseminate specific information, create a common message across all platforms.

1. Message should include:
 - a) Who we are and what we do regarding our Mission.
 - b) Why the issue is important to our citizens and District.
 - c) Challenges facing the District.
 - d) Solution to these challenges.
 - e) Education for the recipient.
 - f) Based on census data, determine if literature should go out in a language other than English.

B. Provide Education.

1. The District shall educate our citizens in the following subjects:
 - a) District funding mechanisms and challenges.
 - b) District boundaries.
 - c) Overall response capabilities with expectation vs. reality.
 - d) When to call 911 and what a true emergency is.
 - e) Fire and life safety.
 - f) Courses such as CPR, Safe-Sitter, and proper safe car seat use.
 - g) Offer the Safe-Sitter Home-Along program early in the school year when kids tend to stay home after-school.
 - h) Work with the Fire Marshal and Community groups interested in creating Fire Wise communities.
2. Firsthand educational interactions:
 - a) Open house- during events open stations to the public as an open house. Consider rotating some events to Stations other than 51 to get more traffic at each station.
 - b) Community events- partner with the Association to hold community events that include a specific message to the captive audience.
 - c) Public meetings/presentations- When the District has a specific need to disseminate information host public meetings and/or attend local civic group meetings.
 - d) Create opportunities to engage the community in fire prevention.
 - e) Seek out opportunities with West Valley School District. Work with the school district to develop a program like the old DARE program

based on current and projected call volume to reduce fire, injuries and loss of life.

- i. High School/Junior High- CPR blitz, shop safety, school safety, distracted driving, fire extinguishers, cooking safety, opioids, drugs, alcohol.
 - ii. Middle School- When to call 911 for true emergencies, basic first aid, home safety, pedestrian safety, cyber safety.
 - iii. Elementary School- EDITH house expand the EDITH house to cover home schooled children and include parents in the training, Fire Safety-stop, drop & roll, bicycle safety, poisoning, water safety, firearms, know your address/phone number, stranger danger, 2 ways out. Include a day of EDITH house for home-school children.
 - iv. Partner with the School District in their Pre-K program to teach fire safety to young children and their parents.
 - v. Partner with law enforcement and other subject experts.
 - vi. Preferably a monthly theme across all schools and in line with regular public education events.
 - vii. School program can be a mixture of firsthand educational opportunities taught by members, school/teacher led, written communications and using technology videos.
3. Written Communications:
- a) Quarterly District newsletter provide up-to-date information about the District as well as upcoming events/issues.
 - b) School flyers- send home flyers with students approved through the District regarding events/issues.
 - c) District e-mail system- encourage citizens to sign up for our direct e-mail list and utilize the system to disseminate information.
 - d) Utilize a direct mailing sparingly for critical issues.
 - e) Newspaper, letter to editor, opinions section and PSA's.
 - f) Station reader boards.
4. Media:
- a) Incident/event/issue press releases.
 - b) Public Safety Announcements.
 - c) Develop relationships with local media to be the go-to department for information.
 - d) Invite media into stations to highlight the Department, hold training sessions for media to learn the job.
5. Technology:
- a) Keep District web site updated monthly with current issues and information in a user-friendly format. Annually complete a full review of all pages on our website to purge and update information.

- b) Expand social media platform to provide one-two messages per week to subscribers. Determine the need to expand further than Facebook.
 - c) Create on-hold message for main station phone calls specific to our message.
6. Advertising:
- a) Utilize public education boards in front of all stations to share fire safety information, upcoming events and solicit community feedback.
 - b) Utilize public use of Training Center and Tampico Community Center to share safety information, upcoming events and solicit community feedback.
 - c) Use reader boards at each station to share a common message. Improve Station 52 reader board.
 - d) Create signs or banners to highlight events and needs.
 - e) Utilize paid advertising sparingly based on the message.

Long Range Goals of the District:

- Remain an on-call fire department with fulltime support for the foreseeable future.
- Remain a stand-alone fire district, no mergers, RFA's etc. if we can meet our mission.
- Measure the District's capabilities against a WSRB 5 ranking, NFPA 1720 and review the process for becoming an accredited department.

Appendix A
Yakima County Fire District 12

BUSINESS PLAN

October 20, 2021

Nathan Craig
Fire Chief



Administrative Offices:
10000 Zier Rd
Yakima, WA 98908

509-966-3111

E-mail: chief@westvalleyfire.com
Website: www.westvalleyfire.com

Introduction:

Yakima County Fire District 12 is a combination fire department with 72 dedicated citizens that are on-call members supported by seven full time members (Chief, Administration and Finance Officer, Deputy Chief, Duty Crew Lieutenant and three Firefighters) that respond to all risks within our 90 square miles from four fire stations protecting a population of 15,000 citizens.

Our District is very diverse in its operations and area; being in a desert area of the state with four distinct weather seasons our operations range from residential and commercial structural firefighting, wildland firefighting with urban interface and response to timber, hazardous materials response, utilities emergencies, flooding, emergency medical response and rescue situations from agricultural equipment, industrial equipment, and weather-related incidents such as extreme heat and snow.

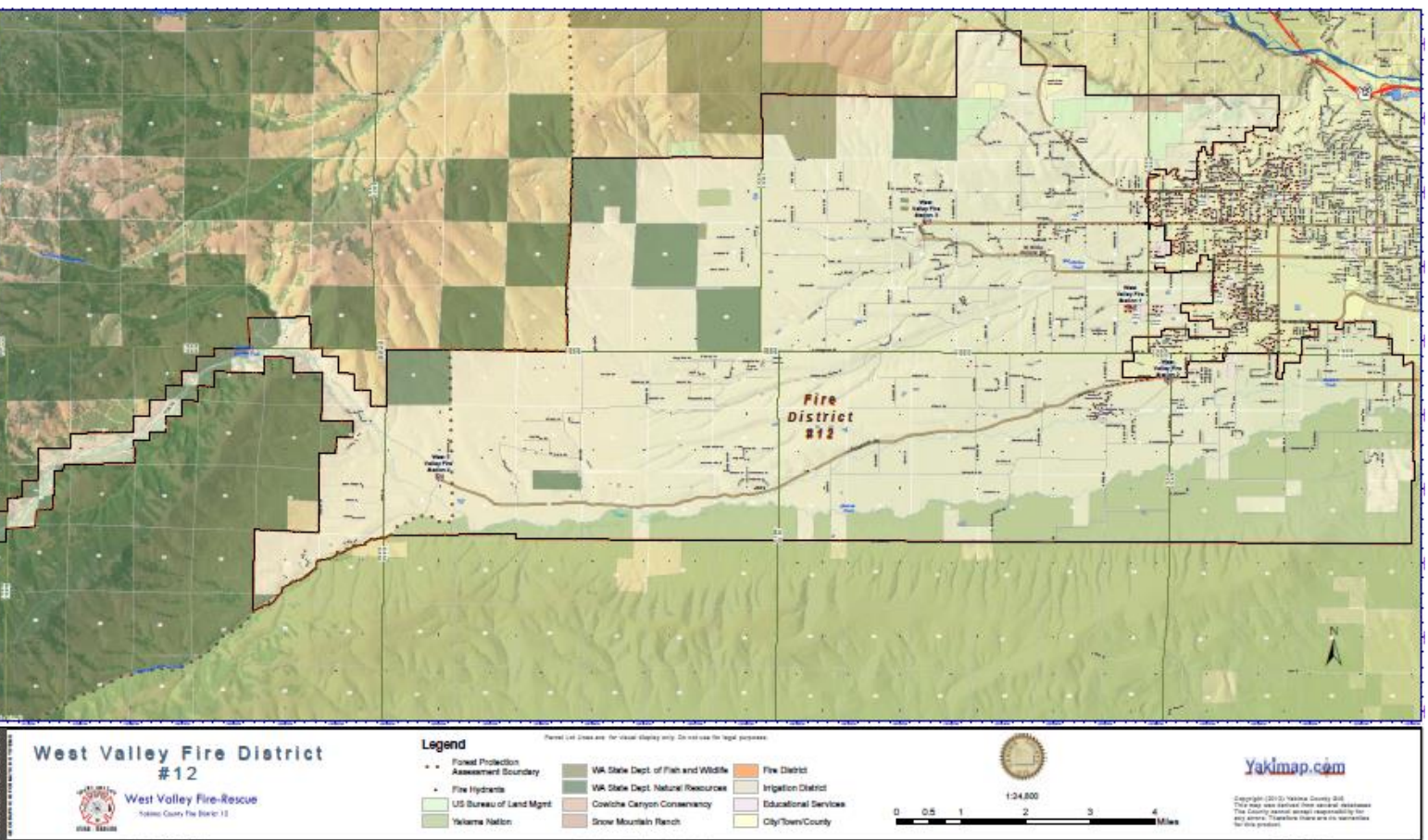
In Central Washington we are approximately 150 miles east of Seattle and we are a bedroom community to the City of Yakima and its 91,000 residents on our East boundary. Warehouses and commercial facilities are inter-mixed within our community, apple orchards and farmland give way to the Cascade Mountain Range on the West end which is under the jurisdiction of the Washington State Department of Natural Resources. Our South borders the Yakama Indian Nation which we interface with regularly.

As an all-risk fire department, members are trained to structural Firefighter I and II levels, Emergency Medical Technician, Wildland Firefighter II and I, Rescue Operations level, Haz-Mat Operations level, Emergency Vehicle Incident Prevention, Officer I and Urban Interface Firefighter all in-house through our training division and assigned instructors.

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Response Map



SECTION I - MISSION, VISION, VALUES

YAKIMA COUNTY FIRE DISTRICT 12 MISSION STATEMENT

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

A. Fulfilling Our Mission: The members of Yakima County Fire District 12 (YCFD12) place a high value on our customers, we are dedicated to the preservation and protection of life then property. Our member’s reason for existence is to preserve and protect the lives and then the property of our citizens and each other. We place the highest value on life, followed by property.

1. **Life then Property through EDUCATION:** As members we take every opportunity to educate our family, friends and the public in safety, first aid, accident prevention and preparedness. Members take the time to explain the who, why, what, where, when and how-to others so they too can understand our mission.
2. **Life then Property through PREVENTION:** As members we see accidents before they happen and work to correct these actions, not out of malice but rather out of concern. Members take the opportunity to prevent an injury or accident from occurring, never turning their back on a potential hazard.
3. **Life then Property through EMERGENCY SERVICES:** Members faithfully respond to all calls for service when available regardless of the location or nature of the problem. Members respond to and mitigate emergencies regardless of the hour of the day, putting the needs of a neighbor in front of their own.
4. **Life then Property through DISASTER PREPAREDNESS:** Members maintain training & certification in a broad scope of disaster preparedness always maintaining our equipment and resources in a ready state. Members attend drills, classes and seminars to maintain a state of readiness.

B. Our Vision:

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

C. Our Values:

- All Members share in the **PRIDE**:
Professionalism- attitude, training, no excuses we do our best.
Respect- the job, each other, and those we serve.
Integrity- trustworthy, hold each other to higher standards.
Dedication- be there, be trained and help.
Empowered- If it’s legal, ethical and the right thing to do, we do it.
- The honesty, integrity, and loyalty of our members.
- Professional conduct and performance of our responsibilities.
- Teamwork & cooperation with all elements of the community.
- Flexibility to adjust to a growing & changing community.

- Cooperation with other emergency response agencies within the Local County, Region and State.
- Efficient use of resources.

D. The District Believes In:

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

E. District Culture:

Unique individuals that form a family working hard preserving and protecting life then property for our neighbors. We have fun yet hold member safety in the highest regard by maintaining our abilities through realistic relevant training and quality equipment. Our family traditions include SERVICE, GIVING BACK to and CARING for our COMMUNITY, RESPECT, PATIENCE, VOLUNTEERISM, INCLUSIVE and SHARING IN THE PRIDE of our department.

SECTION II - THE BUSINESS

A. Business Philosophy:

It is the Board of Fire Commissioners plan to utilize a combination Department to provide services to our community. This organization shall be comprised of an adequate blend of on-call, part-time seasonal and fulltime members to meet the established levels of service. Specifically, fulltime personnel shall focus on providing the guidance, direction and support necessary to allow the on-call and part-time personnel to focus on response and support services.

1. Strategies

- Provide high quality services and products effectively and efficiently.
- Provide adequate staffing and resources to enable quality levels of service.
- Emphasize collaboration and teamwork.
- Provide easy access to District services and products.
- Maintain effective public information processes.
- Use public involvement to connect to the community.
- Deliver services in partnership with community organizations and citizens.
- Ensure accountability by reporting on performance.

2. Overview of Funding

The District has four accounts to meet the financial need. All accounts are supported by the assessed evaluation of real property within the Fire District. The accounts of the District are organized based on funds, each of which is considered a separate accounting entity. Each fund is accounted for with a separate set of single-entry accounts that comprises its cash, investments, revenues and expenditures as appropriate. The District's resources are allocated to and accounted for in individual funds depending on their intended purpose. The following are the fund types used by the District:

- **General Fire Fund** – The main fund used to pay bills and run the District's day to day operations. Payroll, benefits, supplies, professional services, improvements, bond payments and intergovernmental costs are covered out of the general fire fund.
- **Reserve Fund** – For the accumulation of funds for unforeseen needs including but not limited to an unforeseeable need or event. This need could be brought on by disaster, accident, escalating cost in a short period of time, catastrophic compensated absences for employees leaving employment and unemployment compensation obligations of the District that requires a resolution to transfer these funds to the Fire Operational Fund. Through Strategic Planning the Board of Commissioners have determined the financial need of the reserve fund to be 20% of the general tax levy capped at \$350,000.
- **Capital Fund** – To sustain current levels of equipment, facilities and apparatus. The funding is directly out of the operational funds allocated each year. The Capital Fund is used to purchase major pieces of equipment, apparatus and facility repairs or relocations. Using the Capital Improvement Plan, money is earmarked in the Capital Fund for future purchases.
- **EMS Fund** – This is the only fund using voter approved taxes outside of the general operating tax revenues. This county wide levy provides 10% of our budget needs. The funding here can only be used for EMS payroll, supplies or equipment.

All funding is the amount allowed by law for real property assessment, not exceeding the \$1.50 allowed for District's with full-time personnel. The 2022 maximum lawful levy amount is \$1,796,187.

The 2022 budget represents a \$76,758 increase from the 2021 operating budget (including 1% increase, new construction, and levy refunds). The Fire District's assessed valuation increased from \$1,412,073,079 to \$1,596,661,601. \$19,004,900 of that is for new construction in 2021. Our ending Reserve Fund balance will be \$350,366 which puts the District at our 20% goal capped at \$350k. The Capital Fund will carry over \$546,049. Carry over in the FIRE fund for the 2022 budget is expected to be \$561,294. The County EMS Levy funding is estimated to be \$204,865 for 2021. The expected rate per thousand of assessed value is \$1.09.

B. Customer Service:

The members of YCFD12 place a high value on our customers, each personal contact with our citizens and guests is an opportunity to interact and provide a positive experience for the person requesting our services.

1. YCFD12 serves a variety of customers who have divergent needs and, at times, opposing requests. YCFD12 often must deliver a service that reflects a balance between demands and staff/fiscal resources. Any potential conflict will be discussed and explained to the customers we serve. Our customers include the following:
 - a. A wide variety of external customers including the public, property owners, occupants, patients, guests, appointed and elected officials.
 - b. Customers internal to the organization who receive support for their functional needs.
2. Customer Relationship

The relationship between YCFD12 and our customers varies with the services provided. Public Education/Prevention personnel present information to provide a positive experience through introducing and reinforcing fire and life safety messages serving as advocates for the community at large. Operations personnel have frequent customer contact through all risk emergency services within our District. Administrative personnel have frequent customer contact via telephone, walk-ins and within the community at large. All members of YCFD12 are trained in customer service and empowered that when legal, ethical and the right thing to do for our customer just do it.

C. Products/Services Provided:

1. Public Education/Fire Prevention/Life Safety

YCFD12 operates an innovative program that strives to meet the needs of diverse populations, including children curious to see our fire apparatus; citizens touring our station; the elderly having us replace their smoke detector batteries; inspecting car seat installation for expectant mothers; installing address signs for homes in our District; home safety inspections; pre-fire planning for businesses'; Safe-Sitter babysitter training; and individuals and organizations requesting CPR and First-Aid classes, attending fire safety programs or practicing the proper use of fire extinguishers. The ultimate goals are to prevent and/or control risks and protect the lives and property of our citizens.

The Fire Prevention Division is responsible for the coordination and delivery of these public education programs and involves YCFD12 members who have specific areas of expertise.

Requests for specific public education programs and community participation are received from the public through the Fire Prevention Division.

2. Fire Suppression

YCFD12 maintains an adequate complement of members, supplies, training, equipment, and apparatus to perform effective fire suppression in its jurisdiction. Data is utilized to define areas of improvement and make subsequent revisions to Standard Operating Guidelines (SOGs). Pre-Fire plans, the Strategic Plan, WAC 296-305 and Washington State Survey and Ratings Community Protection Class Grading Schedule are the

documents used to provide an effective and efficient fire suppression program within the fiscal restraints mandated by the governing body.

Due to false alarms, the initial dispatch for a report of fire in a single-family residence consists of two stations, an ambulance with Advanced Life Support (ALS) capabilities, and one Duty Chief. This is designed to bring a minimum of 12 firefighters to the scene. Based on information from dispatch or fire conditions, the incident commander can request additional resources to the scene from two additional stations or mutual aid as needed.

Daily emergency response staffing varies based on the day of the week and time of day, Monday through Friday our Duty Crew consists of three members on an engine and one Duty Chief or three days a week two crews of two. The Duty Crew operates on a 12-hour shift assignment out of Station 51 cross-staffing an engine and brush truck, the Duty Chief is 24 hours a day in a command vehicle. 24/7/365 on-call members are available for call out from our four fire stations, members carry radio pagers and respond to their assigned station from home or work to staff five engines, three tenders, six brush trucks, two rescues and two support vehicles.

Apparatus staffing typically consists of three personnel (one officer, one driver/operator and one firefighter) per engine, and three personnel (one officer, one driver and one firefighter) per brush and rescue apparatus, two personnel (officer and driver) per tender and two to six personnel on a support vehicle. The Duty Chief position is staffed 24/7/365 by the Chief, Deputy Chief and Captains, additionally, the Duty Officer position is staffed weekends by Lieutenants and Captains.

3. Fire Investigation

There is an effective program to investigate and determine the cause of incidents which may endanger life and/or property. A certified fire/arson investigator is the core of the program. In cooperation with the fire ground Incident Commander this individual determines the origin and cause of fires when requested or when critical incidents occur. YCFD12 maintains a core group of investigators in-house in addition to an inter-local agreement with the City of Yakima for assistance in fire investigation. The Yakima County Fire Marshal is also utilized for fire investigation.

4. Rescue/Extrication

YCFD12 maintains four complete sets of hydraulic rescue equipment and all personnel receive regular training in its use. In addition, all four stations are equipped with pneumatic bags capable of lifting several tons. These tools are indispensable in extricating victims from traffic accidents and industrial mishaps. All responses to rescue calls typically include one engine, one rescue and one Duty Chief/Officer.

5. Emergency Medical Services

YCFD12 provides Basic Life Support (BLS) care to the citizens and guests of YCFD12. Medical responses comprise approximately 75% of YCFD12's total call volume.

All YCFD12 firefighters are required to hold current advanced first aid/CPR certification and nearly 50% of members are certified as Emergency Medical Technician (EMT). Additionally, YCFD12 has several members trained and certified at the Emergency Medical Responder level, two members trained at the Paramedic level and the rest of our members trained in advanced first aid. EMS training is coordinated through the Yakima County Department of Emergency Medical Services funded through the county wide EMS levy.

6. Hazardous Materials Emergency Response

Level I minor HAZ MAT incidents: the resources of the Fire District can generally handle these types of incidents. It may be necessary, however, to request the response of Washington State Patrol (WSP) and/or Department of Ecology or a Hazardous Materials Team.

Level II moderate and Level III serious HAZ MAT incidents exceed the capabilities of the District, these incidents require the response of the Washington State Patrol (WSP) and/or Department of Ecology or a Hazardous Materials Team.

By law Washington State Patrol (WSP) is responsible for HAZ MAT incidents within the state, the District works closely through unified command with WSP during an incident. The City of Yakima Fire Department is a member of the Tri-County Hazardous Materials Response Team and is available for call out to Level II and III incidents.

All members of YCFD12 are trained to the Awareness and Operations level for hazardous materials and assist HAZ MAT teams doing technician work at an incident.

7. Emergency/Disaster Management

During disasters or large-scale emergency incidents in Yakima County, YCFD12 personnel may staff the Yakima County Emergency Operations Center (EOC). YCFD12 maintains a plan for assisting residents and completing a damage assessment of the District following a large-scale disaster.

8. Administrative Services

The Fire Chief and Administrative & Finance Officer are responsible for the day-to-day business operation of YCFD12. Regular administrative hours are 8:00AM until 5:00PM, Monday through Friday, except for recognized holidays. Additionally, the Deputy Chief and Office Assistant assist in day-to-day administrative duties. The following are key functions performed by the Administration Division:

- The creation of clerical documents.
- Coordinating the dissemination of inter- and intra-YCFD12 correspondence.
- Coordinating the scheduling of meetings.
- Review and maintenance of payroll activities.
- Tracking of capital equipment acquisitions.
- YCFD12 representation at meetings of the Board of Fire District Commissioners.
- Human Resources functions.

- Participating and providing valuable input into Yakima County and other local committees with the County Commissioners, SUNCOMM/911, public safety agencies of fire/law/ambulance, and Emergency Management. These occur weekly, monthly, and bi-monthly.
- Staying abreast of legislation in Special District Association(s) on a local and state level; may involve appearing before State legislators and Governor at the State Capitol in Olympia.
- Participating in table-top drills and actual simulations that may affect YCFD12 in all-hazard response.
- Community relations with the visiting tourists, homeowners, and business owners in YCFD12.
- Emergency response in EMS (medical), Fire Suppression, vehicle accidents, technical rescue events, avalanches, wildland firefighting, confined space, ice rescue, fire suppression—available to respond 24 hours a day, 7 days a week, 365 days a year.
- Strategic and operational planning.

9. Support Services

Support services include maintenance of facilities, apparatus, equipment and supplies to successfully perform job assignments and maintain a healthy and safe working environment. The Deputy Chief oversees support services with assistance from the Duty Crew Lieutenant for apparatus and equipment. The District utilizes the Duty Crew to complete many of the maintenance related tasks. Major repairs are coordinated through local certified technicians.

10. Member Safety

YCFD12 is proactive in promoting safety in all aspects of its operations. The Safety Committee reviews all incidents involving personnel injury or property loss/damage. Each incident is determined to be preventable or non-preventable. This is facilitated by the Deputy Chief whom serves as the District Safety Officer. The Safety Committee meets at minimum quarterly.

D. The Market:

1. Target Markets

The community served by YCFD12 is known as West Valley with a population of 15,000 and is approximately 90 square miles. Our District is very diverse in its operations and area; being in a desert area of the state with four distinct weather seasons our operations range from residential and commercial structural firefighting, wildland firefighting with urban interface and response to timber, hazardous materials response, utilities emergencies, flooding, emergency medical response and rescue situations from agricultural equipment, industrial equipment and weather-related incidents such as extreme heat and snow.

2. Service limits

The Fire District has mutual aid agreements with cities and fire districts within Yakima County and automatic aid agreements with the City of Yakima, the City of Union Gap

and Fire Districts 1 and 6. YCFD12 also has response agreements for Yakama Nation Tribal land, WA Department of Natural Resources land and Bureau of Land Management land.

3. Service Demand

YCFD12 responds to approximately 950 alarms each year. To meet the need YCFD12 utilizes a day shift duty crew to offset hours of operation many of our on-calls are at work. As of today, this system works well however, the need for additional personnel will become a priority if growth outpaces available on-call members.

E. Our Partners:

It is the intent of YCFD12 to maintain a cooperative working relationship with all service providers.

1. SUNCOMM provides 911 service.
2. District 5 provides dispatching.
2. ALS & AMR Ambulance Service.
3. Highland Fire and Rescue (YCFPD1). Automatic aid partner.
4. Yakima Fire Department. Automatic aid partner
5. Glead Fire Department (YCFPD6). Automatic aid partner.
6. Yakima County Fire Departments. Mutual aid partners.
7. Yakama BIA.
8. Yakima County Sheriff's Office. Law enforcement.
9. Washington State Patrol. Law enforcement.
10. Washington Department of Natural Resources.
11. Yakima County Search and Rescue Group.
12. U.S.F.S. Assistance with controlling forest fires.

SECTION III - KEY FACTS

A. Budget Description:

1. Administration

- a. Administration services are in house through the BIAS software system working with Yakima County.
- b. Salaries and benefits covering all members totals \$1,088,370 which is a \$49,735 increase over the 2021 budget. This increase represents the addition of an additional fulltime firefighter in 2021, salary increases for staff and an adjustment to paid on call hourly wages to keep up with minimum wage increases.

2. Supplies Fuel & Equipment

- a. This budget includes fuel, propane, training, public education, rehab, office, PPE, computer, clothing, station supplies, hose, and radio supplies.
- b. 2022 supplies & equipment total is \$250,425 which is an increase of \$100,825 over the 2021 budget.
- c. \$59,200 is budgeted for supplies, \$40,100 for fuel and propane, \$151,125 for equipment including 10 sets of structural PPE, hose, and replacing all mobile and portable radios.

3. Services, Communications & Insurance.
 - a. Includes medical physicals for members, software fees, telephone, internet, postage, election, dispatching, travel, operating insurance, electricity, and other utilities.
 - b. The 2022 budget is \$126,080 which is a \$21,600 decrease from the 2021 budget.
 - c. \$67,700 for services including \$9,000 for physicals, \$21,500 for dispatching (the other half is EMS funded) and \$8,500 for software maintenance fees.
 - d. Communications is \$30,580. Operating Insurance is \$28,000 (the other half is EMS funded).

4. Utilities, Repairs & Maintenance
 - a. Utilities account for \$45,600 in electricity, domestic water, waste disposal and irrigation water.
 - b. Repairs & Maintenance total \$72,000 in 2022 with vehicle repairs budgeted at \$18,000, fire equipment repairs \$15,000 includes hydro testing SCBA bottles, and upgrading the door access system at Station 51.

5. Misc. Expenses & Improvements, Machinery & Equipment
 - a. Misc. expenses covers registration fees, subscriptions, dues and memberships and accounts for \$25,800.
 - b. Machinery and equipment account for \$199,650 of which \$125k (along with capital funds) is for a fire engine ordered in 2021, a brush truck chassis, and a lawn mower.

6. EMS
 - a. Major EMS expenses for 2022 include \$105,000 for payroll, \$14,800 for supplies, \$4,300 in equipment, \$11,300 for repairs and maintenance, \$27,000 for operating insurance and \$21,500 for dispatching fees.

B. Accomplishments:

YCFD12 personnel take great pride in their organization and its accomplishments. The following list highlights some specific points of pride:

- Maintaining enough staff of on-call and paid personnel to meet our service demands.
- Maintaining a quality fleet of apparatus and equipment without the use of additional bonds and levies.
- Maintaining our Washington State Survey and Ratings Bureau classification of 4.
- Providing realistic relevant training from recruit school through advanced firefighter training.
- Maintaining fire prevention and safety programs.
- Recipient of the 2018 local government Stewardship Award from the State Auditor.
- 2018 Second Place, Washington Fire Commissioners Association Management Excellence Award
- Yakima Herald-Republic's Reader's Choice voted Best Fire Station 2017, 2018, 2019, 2020 & 2021.
- 2019 Second Place, Washington Fire Commissioners Association Management Excellence Award.

SECTION IV - BENCHMARKS, GOALS AND STRATEGIES

A. Benchmarks:

1. District PERFORMANCE MEASURE FOR EMERGENCY RESPONSE: It is the goal of YCFD12 to have the first arriving unit on a fire scene within one mile of a station arrive within 8 minutes of notification 75% of the time. The response time will be increased by 2 minutes for each additional mile from a fire station. *Through September 2021 response measure met 72% of alarms.

B. Goals:

Our 2022-2025 Strategic Plan identifies the following goals:

1. Maintain an adequate number of members and fulltime staff to meet our mission through established and expected service levels for response of within one mile 8 minutes and two minutes per mile thereafter.
2. Meet the financial needs of the District while ethically and accurately managing the financial resources of the District in accordance with State and County laws.
3. Provide enough stations and apparatus strategically located throughout the District to meet 8-minute response one mile from a station to all areas of high growth, population and commercial areas in the District 75% of the time as well as provide and maintain efficient and effective apparatus and equipment to safely carry out the mission of the department.
4. Identify level of satisfaction, opinions, and priorities of the community in addition to community awareness of current and proposed programs and capabilities. Provide opportunities for community involvement in District activities.

C. Objectives:

1. Retention of on-call members.
2. Recruitment of on-call members.
3. Member development.
4. Maintain sufficient administrative staffing to manage members.
5. Annually update the Capital Improvement Plan to encompass the lifespan of all major equipment, apparatus, and buildings.
6. District provide input to growth in West Valley.
7. Monitor levy rate.
8. Aggressively apply for available grant funding.
9. Fiscal Accountability.
10. Facilities, apparatus, and equipment keep pace with the current and projected changes in the community.
11. Keep pace with new technology.
12. Maintain operational readiness.
13. Maintain a cooperative working relationship with all service providers.
14. Provide opportunity for citizen review and evaluation of the District.
15. Compare performance with like Districts every two years.
16. Develop and implement a strategic communications plan for strong public relations.

SECTION V – PHYSICAL RESOURCES

Yakima County Fire District 12 (YCFD12) maintains four all risk fire stations strategically located throughout our 90 square mile response area. Service is provided utilizing five Class A fire engines, six Type VI brush trucks, one Type I rescue, three Type I tenders, two utility vehicles and five command cars. Additionally, the District maintains three utility trailers, a forklift, four lawnmowers, one ATV and a snowplow stored in our maintenance shed at Station 51 to meet our maintenance needs at all four stations. Our 100-seat training center is accompanied by a 10-acre training grounds that includes a single-family residence prop, a mobile live fire trailer, vehicle fire prop and dumpster fire prop.

SECTION VI – FISCAL THREATS

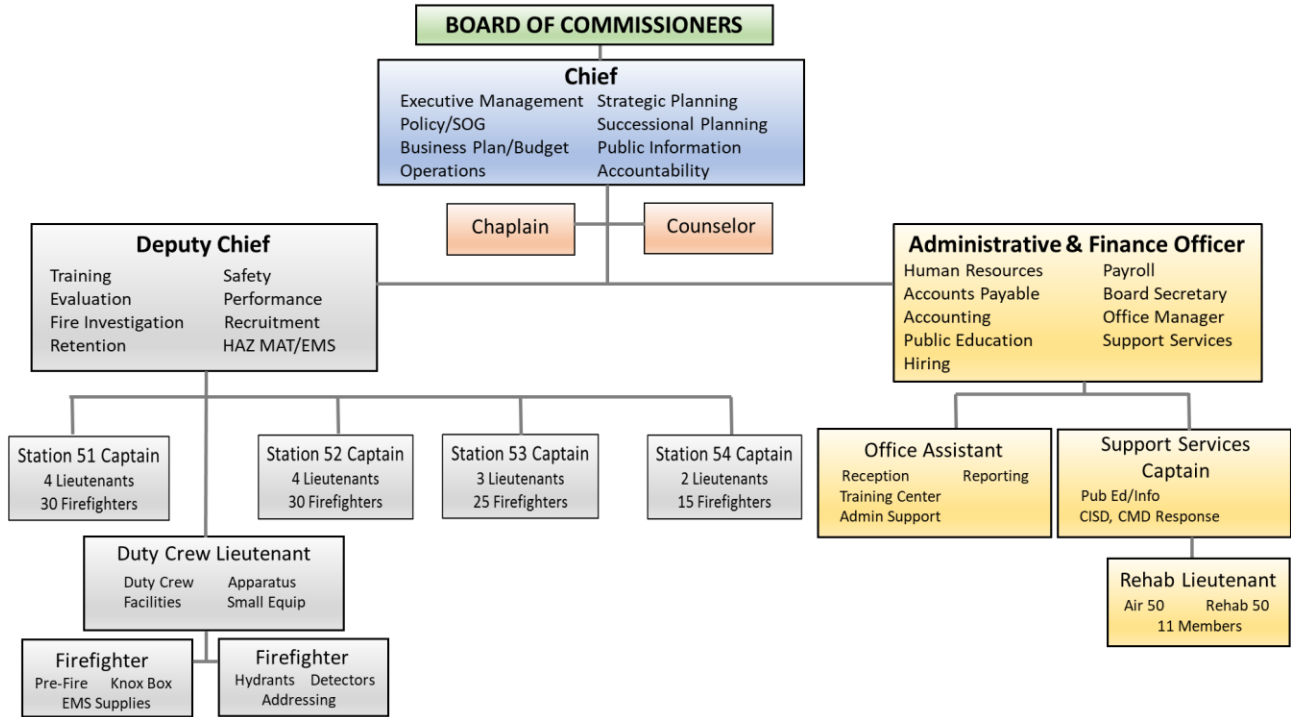
1. Personnel costs, maintaining an adequate number of on-call members is crucial to keeping personnel costs down. Today, it is more and more difficult for members of society to commit the time to meet today's training requirements.
2. Apparatus costs continue to increase making it difficult to estimate costs 20 years into the future for replacement.
3. Station maintenance, as our buildings and infrastructure age the cost to maintain those increases in addition to increased utility costs.
4. Overtime, with four non-exempt members on the payroll overtime is a cost that must be accounted for in the budget.
5. Training, as requirements increase costs go up, not all training can be accomplished in-house.
6. PPE. Every 10 years per NFPA turnout gear needs to be replaced head to toe. One complete set is \$3,300 per member.
7. SCBA. Every 15 years SCBA needs to be replaced, typically over 15 years the previous SCBA is two to three safety cycles behind the current models. In 2012 YCFD12 replaced all SCBA packs and bottles utilizing grant funding, purchasing them all at once creates the need to upgrade or replace SCBA in 2027.
8. EMS Supplies, as health care costs increase so do the cost of supplies, additionally, new advancements in medicine typically lead to increased field interventions which require additional equipment. The current opioid crisis in the country has increased the cost of Narcan and the District is using more Narcan now than ever before.
9. Technology, as electronic devices continue to be more portable available bandwidth shrinks, the FCC will continue to narrow emergency services use of available bandwidth.
10. Public requests out of District for Public Education/Fire Prevention activities, as minimum wage in WA State goes up the District increases on-call compensation, the cost to outfit an apparatus for an event must be weighed against the target audience and education/prevention value.

SECTION VII – MANAGEMENT

A. Administration:

The financial operations for the District are integrated into the Department's overall planning process. It provides virtually everyone within the Department the opportunity to influence budget outcomes. Of course, the final decisions are always those of the Board of Fire Commissioners. The Fire Chief is tasked with operating within the approved budget

annually. The Administration and Finance Officer maintains the books and keeps both the Chief and Board of Commissioners informed on financial progress throughout the year.



Appendix B
Yakima County Fire District 12

CAPITAL IMPROVEMENT PLAN

July 30, 2021

Nathan Craig
Fire Chief



Administrative Offices:
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Yakima, WA 98908

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Introduction:

Yakima County Fire District 12's 2022-2026 Strategic Plan addresses four strategic priorities:
Strategic Priority 1 Personnel Recruitment, Selection, Retention and Development
Strategic Priority 2 Financial Management and Accountability
Strategic Priority 3 Resource Management
Strategic Priority 4 Community Engagement

This Capital Improvement Plan has been developed to assist the District in addressing these strategic priorities by planning to meet goals and objectives of the Strategic Plan.

Recommendations contained in this plan for facilities, apparatus and equipment strike a balance between recognized industry standards and the needs of our community given the resources that are available. As standards change and costs rise this plan is intended to be flexible and updated on a year-to-year basis. This plan has been prepared to serve several purposes, including:

- Serve as a Capital Improvement Plan (CIP) to support future financial decisions and allocations.
- Provide the basis for budgeting capital projects as the District adapts to meet current and anticipated demands.
- Serve as a guide for the District's Board of Commissioners on future funding needs.
- Inform interested parties about the current and planned future configuration of the District's capital assets and fund.
- Provide consistent planning for major expenditures for "just in time" replacement of apparatus, equipment and facility needs.

The following sections of this CIP present the guidance used for making capital improvements, specific replacement schedules, facility use, cost estimates and the general financial strategy to accomplish the plan.

Guidance:

The maximum general levy taxing authority YCFD12 has is \$1.50/\$1,000 of assessed value based on RCW 52.16.130 and RCW 52.16.140. In addition to general levy taxing the District has the availability to run levies and bonds on the ballot for approval or Commissioner approved bonds. Fire Districts with a CIP in place may also request impact fees for new development under WAC 365-196-850 where appropriate.

Recommended standards for fire protection and emergency services issued by the National Fire Protection Association (NFPA) are important considerations. Many NFPA standards are incorporated into Washington Administrative Code *296-305 Safety Standards for Firefighters*. The 305 Standard in addition to creating a safe working environment for members is used in conjunction with all NFPA standards by courts to determine industry standards.

The Washington State Survey and Ratings Bureau (WSRB) evaluates communities across the state and establishes the protection class grading for the community on a scale of 1 through 10,

where 1 indicates exemplary fire protection capability, and 10 indicates the capabilities, if any, are insufficient for insurance credit. To determine a community's protection class, WSRB measures water supply, fire department, emergency communication and fire safety control. Water supplies are reviewed to determine their adequacy for fire-suppression, fire flows for buildings are calculated and compared against available water, hydrant size, type and installation, as well as the inspection frequency and condition of hydrants. The fire department is reviewed for distribution of companies/stations, response to alarms, apparatus, equipment, pumping capacity, maintenance, reserve apparatus, personnel and training. Emergency communication is reviewed for the community's 911 system including facilities, handling and dispatching fire alarms, personnel and training. Fire safety control reviews fire prevention activities such as fire code enforcement, public education and building code enforcement.

The YCFD12 Strategic Plan strategic priority 3 Resource Management specifically identifies strategies for facilities, apparatus and equipment projecting the needs of the District to continue to meet our mission. District policies follow WAC 296-305.

For the purpose of this plan a combination of the District's Strategic Plan, WSRB's grading schedule and WAC 296-305 are used as industry standards. In cases where the replacement dates differ between these documents all recommended dates are provided to assist with overall decision making and budgeting.

Facilities:

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

Strategic Goals:

- *The District to maintain one "weight room" where free weights can be used in a space designed and built for that purpose.*
- *By January 2022 complete a station location study to identify underserved areas of the District.*
 - *Station location to be based on availability of on-call members to staff the station as well as impact on Critical Issue 2, Objective II.*
 - *Station locations to be considered based on available and planned road systems throughout the District that allow suitable ingress for responding on-call members and egress for apparatus.*
 - *Request neighboring fire departments participate in the study.*
 - *Include study recommendations in Capital Improvement Plan for future growth of the District.*

On an annual basis YCFD12 staff tour all facilities to identify needed repairs and maintenance along with necessary capital improvements. Facility maintenance is performed on an annual schedule that covers basic upkeep of major components such as HVAC, plumbing and electrical.

Major maintenance work including roofs, asphalt, concrete, remodeling and furnishings are included in this plan.

General Facility Recommendations:

- Improve the safety and wellbeing of Department personnel in quarters
- Need to be lasting, long term, and improve efficiencies with the investment.
- Efficient and ethical use of available public funds that maintains and prolongs longevity of infrastructure.
- It is recommended to repair concrete, asphalt and roof damage as soon as problems arise both for safety concerns as well as keeping costs low when damage is minimal.
- Small things add up to an enjoyable experience for volunteer members, things like having adequate lighting and space are critical to retaining members in a positive way, small projects should be completed and absorbed into the regular operating budget whenever possible to streamline operations and improve working conditions.
- Appearance is important to our image as a professional all risk fire department both with the public as well as current members and future members we are recruiting.
- Major projects need to be planned around other capital purchases such as apparatus.

Policy 2301 FACILITIES MAINTENANCE AND SECURITY

This policy is established to ensure facilities are maintained to instill a sense of pride to the members and the community.

The Department shall maintain and operate the facilities in a safe, healthful, and visually pleasing condition, and preserve the Department's investment. Members shall take part in the maintenance of the facilities and shall protect them from misuse, conserving gas, water, electricity, fuel, oil, phone use, and other miscellaneous Department controlled resources.

WAC 296-305-06501 Requirements for Fire Department Facilities:

- Stations and administrative offices shall comply with the requirements of the general occupational health standards, WAC 296-800-210, Lighting in the workplace.
- All new fire stations and other new fire department facilities which contain sleeping quarters shall be fully protected with automatic sprinkler systems.
- All existing fire stations and existing fire department facilities with sleeping quarters that undergo a major renovation that consists of more than sixty percent of the assessed evaluation of the existing structure shall be fully protected with automatic sprinkler systems.
- New stations containing a kitchen, and station kitchens remodeled after the date of this chapter, shall have an alarm activated service disconnect of fixed cooking appliances.
- A designated cleaning area shall be provided for under the fire department's exposure control plan for the cleaning and disinfecting of protective equipment, portable equipment, and other clothing.
- All sleeping areas in fire stations shall be separated from vehicle storage areas by at least one-hour fire resistive assemblies.

- All fire stations built after December 17, 1977, shall have a minimum of three feet of clearance around the apparatus, which shall be maintained free of any storage or obstruction.
- Floors shall have slip-resistant surfaces on areas where personnel would normally mount or dismount apparatus.

WSRB Station percentages:

Fire resistive construction best 0%, Noncombustible construction 10%, Joisted masonry 15%, Wood frame 20%.

- Buildings equipped with automatic sprinklers reduce above % by .5.
- If station is not large enough to house all apparatus adequately 20%.
- Fire stations not equipped with a commercial telephone 5%.
- Fire stations without means for public to report fires to dispatch 5%.
- Fire stations without a secondary power source 10%.
- Fuel should be available in sufficient quantities at fire stations.

Needs Assessment:

A station location study in 2021 will assist in changes to facilities with recommendations, the study has not yet begun at the time of this update.

Station 51 Background Information:

Station 51 houses the administrative offices as well as the District’s training center on a 10-acre parcel, construction of Station 51 was completed in 2005 with the District taking ownership and moving in November of 2005. Phase two of the project was completed in 2021 and included a dormitory/residence side to the station with up to three dorm rooms, kitchen/dayroom, weight room, large restrooms with showers, four additional bays and an outdoor patio area. Station 51 currently houses two engines, two brush/rescue truck, tender, aerial, air truck and rehab bus. Upstairs above the bay is used for storage of PPE and other equipment while the shed out back stores maintenance equipment and spare firefighting equipment. Projects completed at Station 51 over the past ten years include: finished lawn/landscaping, installed diesel generator, converted lights to LED, 2013/2014 paved the loop and training prop area, built storage shed, renovated the retention pond, updated A/V in training center and conference room, installed a new SCBA compressor, added ceiling fans in training center, built and installed training props, added LED lights west side of bays, replaced tables and chairs in training center and updated the security system. In 2017 the west apron concrete was replaced from water damage which included an RV dump for the rehab unit and east side outdoor bay lighting was installed. Asphalt cracks were sealed annually since 2017. The carpet and all tables in the training center were replaced in 2020, the lights in the apparatus bay and offices converted to LED and all the original asphalt sealed in 2021

Future of Station 51:

Station 51 is centrally located for response using major roads to get to the north, south and west, city limits have encroached on the eastern boundary of the station’s response area. Due to its

geographical location nearest to major housing developments the population around Station 51 is large enough to support volunteer firefighters responding from home and if needed a nighttime sleeper program. Regardless of annexation or urban growth boundary changes Station 51 will remain a viable station for response for the foreseeable future and remain a central location for our administrative offices and training center for 20 plus years at a minimum. One objective for addressing retention in strategic priority 1 is to reduce the number of calls on-call members are answering by considering partnering with a private ambulance company to house an ambulance at Station 51 to handle minor aid calls. Through a county contract we plan to house an ambulance and crew at Station 51 in the future utilizing existing office space on the administrative side of the station. In 2021 the District is in the process of leasing land for a cellular tower that can also be used for fire communications and looking to sell a section of land to the water company for a future water tower.

Station 51 Needs:

Fence entire property along south and west side for security. Sewer lines are now on our east boundary, if our septic system were to fail, we would have to hook up to sewer and extend the line across our property to the west. Utilize one bay of the shed as part of the training prop to have an outside classroom and rehab area. Parking is at a premium when hosting large events, a temporary solution is to stripe the gravel parking lot west of the training center with consideration of a permanent solution of paving and striping the gravel area. Additionally, striping the asphalt along the eastern edge of the property will allow for more event parking. Convert training center lighting to LED. Concrete at the north and east doors of the station over time has frost heaved requiring the District to grind down the concrete in order to open the doors, additionally, the concrete entry to the training center has developed large cracks, these pads need to be torn out the ground compacted and a deep footing poured to repair the damage.

Station 51 Priorities:

1. Maintain HVAC systems throughout the building to ensure longevity and replace units as needed rather than wholesale change outs. Original HVAC on Admin side 2035 is 30 years old and plan to replace.
2. Monitor the composition roof every 5 years for planned replacement in 2030.
3. Add additional parking stalls
4. Create outside classroom in storage shed
5. Convert Training center to LED lights
6. Replace concrete at doorways
7. Maintain asphalt by filling cracks annually in fall and plan to seal newer asphalt in 2028.

Station 51 Costs:

1. Approximately \$2,000/year is spent on maintaining HVAC units, if/when a unit needs replacement this cost goes up substantially. Consideration is given to entering a maintenance contract for HVAC, at this time cost is unknown. \$100k to replace all original HVAC
2. Monitoring the roof is no cost, replacement depending on comp or metal is estimated at \$40k-\$60k.

3. Striping in house \$100 in paint, paving west lot \$50k
4. Utilize existing tables and chairs, purchase dry erase board and fans \$500
5. LED lights for TC, \$6000
6. Concrete tear out and replace at both doors \$20k
7. Seal cracks \$1500, seal asphalt \$12k

Station 52 Background Information:

Station 52 was moved to its current location in 1984 and was modeled after the old station one on Tieton Drive minus the front office space, additional day room space and rear bay door and office. Station 52 houses two engines, a rescue and brush truck. The addition and remodel in 2018 added a dayroom, created an office space and small workout area. Due to a high-water table and the flood plain, the station was built up off ground level several feet to prevent water from entering the station in a flood and the additional space that was left off the original build is a foundation that has been exposed to the elements for more than 30 years. The parking lot concrete that was added after the build is crumbling and broken across the whole lot, the original foundation walls not built on are crumbling and breaking down. Projects completed at Station 52 over the past ten years include: Station 52 was added on in 2018, a dayroom to accommodate 30 members was added and the old dayroom remodeled to include an officers office and workout space, the remodel added an extractor washer and moved the ice machine out of the apparatus bay, connecting to domestic water, added ceiling fans in the apparatus bay, landscaped the west side with retaining wall, painted exterior, re-roof in 2010 (flat roof), added PPE racking, LED lighting, installed a base station radio, capped a portion of the foundation, added hand railing around the sidewalk and replaced the heat pumps in the bay and day room area. In 2017 the crumbling concrete on the east side of the station was removed, the hand railing moved to accommodate the new sidewalk with new steps installed greatly improving the appearance of the station as well as improving parking.

Future of Station 52:

Station 52 is located on the west end of the area generally known as Ahtanum, for response major roads allow quick access in all directions, the city limits have encroached into the Station 52 response area including across the street from the station is within the city limits. Due to its geographical location nearest to most of the dense housing the population around Station 52 is large enough to support volunteer firefighters responding from home and if needed the front part of the station converted to a dormitory. Because of these factors regardless of annexation or urban growth boundary changes Station 52 will remain a viable station for response for the foreseeable future. It is believed if the city limits continue to grow in the area the city would not have interest in locating at our station due to the location of its other western stations and that the response area for Station 52 would remain a large portion of our southern boundary requiring us to respond from Station 52 where the majority of our on-call members live close. In the past we have had discussions of cutting the response time from Station 52 to Station 54 down by adding a station in between the two, however, due to a lack of housing amongst the 5–10-acre parcels in that area at this time it would not be feasible to staff a station west of the current Station 52.

Station 52 Needs:

The concrete parking lot in several areas has crumbled beyond repair, replacing the parking lot with asphalt will require removing all concrete and establishing a base, estimated for this lot are around \$150k, an alternative is to replace the concrete in front of the north bays and seal cracks where possible. Ahtanum Road is a major thoroughfare through our District making Station 52 an ideal station for a sign/reader board. Building permits for residential homes in the western part of Station 52's area needs to be monitored to determine if/when enough development will take place to staff a station west of the current location. If a large development was planned for the area consideration should be given to imposing an impact fee for a parcel of land to build a fire station.

Station 52 Priorities:

1. Maintain HVAC systems to ensure longevity and replace units as needed rather than wholesale change outs. 2045 to replace all HVAC \$50k
2. Monitor the roof every 5 years for planned replacement in 2040.
3. Repair parking lot where possible replacing concrete and filling cracks
4. Monitor need for new station to the west.

Station 52 Costs:

1. Approximately \$300/year is spent on maintaining units, if/when a unit needs replacement this cost goes up substantially. Consideration is given to entering a maintenance contract for HVAC, at this time cost is unknown.
2. Monitoring the roof is no cost, replacement is estimated at \$20k-\$30k.
3. Parking lot replacement \$150k, repair \$30k
4. No cost to monitor.

Station 53 Background Information:

Station 53 was moved to its current location in 1996 and was designed to fit the future needs of the growing area in the northwestern portion of our District. Station 53 has five apparatus bays that currently house an engine, two brush trucks, rescue SUV, tender as well as the training engine. Station 53 sits on a five-acre lot with adequate space for training, has a good size day room as well as an Officers office. Additionally, the upstairs of the station is a storage area as well as fitness center. The dayroom is of sufficient size to hold classroom training sessions with enough space for members to spread out. Station 53 is on a septic system and well, there are no sewer or domestic water lines in the area. Projects completed at Station 53 over the past ten years include: landscaping, LED lighting, adding a workbench, PPE racking, retention pond renovation and ice machine. Several significant roof leaks created the need for repairs to the roof and interior of the building due to water damage, Station 53 is a flat roof. In 2017 the parking lot was completely removed and a new 4" asphalt lot paved, and in 2018 the retention pond grass was removed and covered with rock. In 2019 turnout lockers were added to the bay to accommodate 25 members as well as an awning over the west doorway. 2020 the arbs were taken out and a 6-foot privacy fence installed, and the PPE room was converted to a drying room. In 2021 the carpet in the dayroom was removed to have a solid surface for carcinogen exposure reduction and all lights converted to LED.

Future of Station 53:

Station 53 is located for response to the Gromore area of our District, major roads allow quick access to the east and west with arterials allowing response to the north and south. Most of Station 53's response area is outside the urban growth boundary. Due to large parcels amongst the farmland around Station 53, volunteers tend to live a further distance from the station because there are no large housing developments within the response area. As the area continues to develop it is anticipated the population of citizens able to volunteer will increase.

Station 53 Needs:

The upstairs area as needs grow can be remodeled to accommodate a safe workout area, storage and office space or possible future dorms, there is potential of extending the space out over bay number 1 depending on needs. Due to the flat roof membrane construction the roof and drains must be continually monitored to anticipate "just in time" replacement before damages occur. The HVAC system must be monitored as it has reached 20 years of age.

Station 53 Priorities:

1. Maintain HVAC systems to ensure longevity and replace units as needed rather than wholesale change outs. HVAC system change out in 2026.
2. Monitor the roof every 5 years for planned replacement in 2031
3. Remodel upstairs to accommodate current and future use.
4. Seal asphalt cracks annually in the fall, seal asphalt in 2032.

Station 53 Costs:

1. Approximately \$300/year is spent on maintaining units, if/when a unit needs replacement this cost goes up substantially. Consideration is given to entering a maintenance contract for HVAC, at this time cost is unknown. Total change out in 2026 \$30k
2. Monitoring the roof is no cost, replacement is estimated at \$30k-\$60k.
3. Remodeling the upstairs area \$200,000.
4. Seal cracks \$600, seal asphalt \$10k

Station 54 Background Information:

Station 54 was originally built in 1965 in a "U" shape with apparatus bays on each end of the "U" and a Community Center on the east side of the station. In 2000 the station was remodeled to its present-day design where the middle of the "U" was framed in to create an apparatus bay capable of housing an interface type engine and a tender. In addition to the middle bay Station 54 has a drive through type bay on the west end and a back in bay on the east side, turnouts are on racks in the bay. Today Station 54 serves our needs for housing personnel and apparatus, presently a wildland interface type engine, rescue and brush truck are housed at Station 54, the configuration of the station limits the height of apparatus in two bays and the length of apparatus in the large center bay. This station has a pitched metal roof with the only repairs made in recent years due to a windstorm that damaged the hose tower roof. The dayroom is of sufficient size to hold classroom training sessions with enough space for members to spread out in addition to

when needed the Community Center is large enough to house larger events. Station 54 is on a septic system, the well pump and water system were replaced in 2015, and there are no sewer or domestic water lines in the area. Projects completed at Station 54 over the past ten years include: Well pump replacement, sinkhole in parking lot repaired, interior painting and carpet, community center paint and carpet, PPE racking, LED lighting, radio base station and a workbench was installed. In 2015 ADA access was added to the Community Center and the east side of the parking lot paved. In 2017 the lawn area west of the ADA ramp was removed with rock added in place, asphalt cracks on the older section were filled as well as windows in the station replaced. The split rail fence at the front of the station was removed. In 2018 a concrete curb was placed around the rock garden and 2019 a retaining wall and lawn edging installed as well as parking curbs on the west side of the station and LED lighting in the rear. In 2020 all lights in the station were converted to LED and an extractor washer installed. 2021 the dayroom floor converted to a solid surface and a water softener added.

Future of Station 54:

Station 54 is located for response to the Tampico area of our District, major roads allow quick access to the north and south forks with Ahtanum Road leading to the east. All of Station 54's response area is outside the urban growth boundary. Due to large parcels amongst the timber around Station 54, volunteers tend to live a further distance from the station because there are no large housing developments within the response area. This area tends to lend itself to more of an area for retired citizens however the citizens in the area tend to be community minded and offer a small-town neighbor helping neighbors feel. As the area continues to develop it is anticipated the population of citizens able to volunteer will increase.

Station 54 Needs:

When flood waters come down the North Fork as soon as the culvert plugs at the edge of our property water flows towards the station, if our drain stays clear in our parking lot the water won't reach the station however debris tends to accumulate in the bar ditch plugging our drain, a barrier may need to be added to this area to prevent water from entering our station. Water supply is an issue, our well does not support filling larger water tanks, and in the future, this may require drilling our well deeper or installing a water tank. Some updating is still needed in the kitchen area of the station and community center, in the station the kitchen cabinet footprint can be made smaller then add storage cabinet space in the dayroom. The countertop and oven are dated and would be replaced with a remodel of the kitchen area, the community center has newer appliances purchased by the community therefore just updating the countertop is necessary and covering the space the water heater is in.

Station 54 Priorities:

1. Maintain HVAC systems to ensure longevity and replace units as needed rather than wholesale change outs. Full replacement in 2028
2. Prevent station flooding in spring
3. Update kitchen in station and community center
4. Improve water supply

5. Maintain asphalt.

Station 54 Costs:

1. Approximately \$300/year is spent on maintaining units, if/when a unit needs replacement this cost goes up substantially. Consideration is given to entering a maintenance contract for HVAC, at this time cost is unknown. Full replacement \$25k
2. Flooding, plow snow on this edge, if that fails to work install barrier.
3. Update Kitchens \$10k
4. Water Supply \$20-50k
5. Fill cracks annually, seal east in 2030

Apparatus:

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

Strategic Goal:

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

Periodic inspection, testing, preventive maintenance, replacement schedule and emergency repair systems are maintained for all emergency apparatus, including daily, weekly and monthly inspections for serviceability. The District partners with several repair shops in town to ensure the most qualified mechanic works on our fleet based on the shop’s specialty.

General Apparatus Recommendations:

- A sufficient number of appropriate apparatus and equipment will be maintained as necessary to meet the established response objectives of the District.
- All apparatus and equipment will be maintained according to NFPA and/or the manufacturer specifications.
- All apparatus will meet or exceed all recognized State and National standards for inspections, testing, fueling, and emergency repair of emergency vehicles.
- Emergency response apparatus will be considered for replacement or refurbishing according to the following schedule:

Fire Pumps	20 Years
Water Tenders	25 Years
Emergency Medical Vehicles	15 Years
Command Vehicles	80,000 Miles
Support Vehicles	80,000 Miles or as needed
Brush Trucks	15 Years

- All apparatus will be equipped with adequate hose, nozzles, self-contained breathing apparatus, radios and other equipment to assure safe operations, achieve Department performance objectives in compliance with industry standards, usually those prescribed by the National Fire Protection Association.
- Maintain sufficient engine pumping capacity within five miles driving distance from all commercial and industrial areas to provide fire flow as specified by the Washington State Survey and Rating Bureau.
- Maintain enough command vehicles based on staffing and response plans.
- Maintain a reserve fleet of at least 2 engines, 1 brush and 1 command vehicle.

SOG 7-1 – Apparatus, Equipment, and Station Maintenance:

The purpose of this standard operating guideline is to provide a guideline to maintain Fire District vehicles, equipment, and facilities in a state of readiness, as well as maintaining current and reliable maintenance records.

Personnel shall endeavor to always have all apparatus and equipment ready for service. Minor maintenance procedures shall be performed by personnel with appropriate consideration given to individual skills, abilities and training. Safety problems involving apparatus shall be resolved as soon as possible. Serious problems should result in removal of the apparatus from service until repairs can be made. The decision to remove a vehicle from service is vested with the company officer.

WAC 296-305-04501 Automotive Fire Apparatus:

- All new fire apparatus except for specialized equipment, shall conform to the following minimum safety standards contained in the 2016 edition of NFPA 1901, Standard for Automotive Fire Apparatus, or the 2016 Edition of NFPA 1906, Standard for Wildland Fire Apparatus.
- Used fire apparatus, purchased after the effective date of this rule, weighing 10,000 pounds or more shall conform with the following U.S. Department of Transportation standards, when applicable:
- Exhaust systems shall be installed and maintained in proper condition and shall be so designed as to minimize the exposure of the firefighter to the exhaust gases and fumes.
- If in the driver or duty officer's determination, the apparatus cannot be used in a safe manner, it shall be taken out of service until it has been restored to a safe operating condition.
- All repairs to the suppression components of emergency vehicles of the fire department shall be done by an emergency vehicle technician, ASE certified technician or factory qualified individual. Repairs, maintenance or routine work to non-suppression systems of suppression apparatus or other fire department vehicles and their equipment shall be done by personnel qualified in the specific area of repair. Fire service pumps with a capacity of 499 gallons per minute or less and not used for interior structural firefighting operations are exempt from this requirement.

- A preventive maintenance program shall be instituted, and records maintained for each individual apparatus in order to record and track potential or on-going problems.

WSRB Apparatus Evaluations:

- The number of pumpers in service must be sufficient to properly protect the community.
- To maintain the required number of companies in service, there must be in reserve at least one pumper for every eight pumpers required, but not less than 1.
- The number of ladder trucks in service must be sufficient to properly protect the community.
- There shall be provided on the first alarm, a total pumper capacity of not less than the basic fire flow.
- All apparatus shall be maintained in good condition.
- Age of Apparatus: For apparatus more than 15 years old, apply the following percentages:

Pumpers where ladder truck is not provided	20%
Pumpers where ladder truck is provided.....	10%
Ladder Trucks.....	10%
Support vehicles.....	5%
For pumper and ladder apparatus more than 25 years old	10%

- If the community being evaluated has apparatus more than 15 years old and there are reserve apparatus greater in number than required by Item 1 and 2 the above percentages may not be applied. This option will apply if there is 2 reserve pumpers for every 8 pumpers in service, but not fewer than 2, if 2 or more are in service; 2 reserve ladder trucks for every 5 in service, but not fewer than 2, if 2 or more are in service and reserve support vehicles must be available including tenders, command vehicles, rescues, medics and brush trucks.
- Facilities must be adequate to properly service all apparatus. Fire department operated maintenance facility 0%, dealer or shop specializing in fire apparatus maintenance 5%, general repair shop 10%.
- Preventative maintenance: daily 0%, weekly 3%, monthly 7%.
- Apparatus inspection: quarterly 0%, annual 5%.
- Adequate testing of pumps and systems: annual 0%, 1-2 years 10%, 2-3 20%.
- Age of apparatus: 14 years and newer 0%, 15-24 years pumpers 20%, 25 years and older 30% or older apparatus so long as they pass testing can be used as long as the department maintains double the number of required reserves.
- Water provided by the fire department must be at a minimum flow rate of 250 gallons per minute within the first five minutes of arrival and must be maintained for 30 minutes. If the flow rate can be increased within 15 minutes of arrival and maintained for the duration of the test, the higher flow rate is credited.

Needs Assessment:

Engines Background Information:

Since 1991 the District has purchased engines on a custom chassis except for Engine 54 in Tampico which is a 4x4 International chassis set up more for wildland urban interface firefighting. Engine 54 is a unique apparatus for a unique area, 4x4 is a must have in the Tampico area as well as the short wheelbase for narrow driveways, forest roads and to fit inside the station. The purpose of going with custom chassis engines for the past 30 years has been driven by safety, when a commercial chassis rolls down the assembly line it could end up a dump truck, garbage truck or a fire truck, a custom chassis is engineered, designed and built with one purpose and includes greater rollover safety for the occupants, more room for equipment storage and better visibility for the driver. The increase in cost for a custom chassis is overcome by quality and longevity, custom built chassis have been proven in this District to last 25 years or longer. While in the future we will continue to compare prices of commercial vs custom when writing specifications, we will not purchase a commercial chassis that requires major modification to the cab area to seat firefighters. The District maintains a fleet of four first out engines with one reserve, additionally, we maintain Tender 52 that is a pumper/tender as another reserve and Engine 2-52 a 1991 that we retained after it left reserve status to use for training. A new Engine 51 is currently on order and will arrive in spring 2022, this will allow the District to maintain two dedicated reserve engines without the pumper/tender or training engine.

Engine's Needs:

The oldest engine in our fleet is Engine 2-51 a 2003 that is currently classified as a reserve engine however is used as the Duty Crew response engine Monday through Friday 06:00-18:00. Engine 2-51 as a reserve gets regular use with the Duty Crew, miles are monitored and compared to Engine 51 to ensure we don't overuse one apparatus while keeping them both viable through their replacement date. At this time E251 has 25k more miles on it than E51, we will continue to put the miles on E251 and Brush 251 to keep E51 viable as the reserve at Station 51 when the new Engine 51 arrives. In 2020 due to having both E51 and E54 due for replacement in 2024 the District chose to move E51 up to 2022 and push E54 back to 2026. The new Engine 51 is on order and will arrive spring of 2022. The District will specify and order a replacement for Engine 54 in 2025 to arrive in 2026, at that time the old E54 will be available as a reserve engine and double as a wildland urban interface apparatus. With engine numbers 007, 0020 and 0008 all in reserve the District will have plenty of reserve engines to satisfy WSRB and be in position to send engines in for refurbishing rather than replacement if the engine is a good candidate to remain in service another 10-15 years. Moving forward with replacement dates after 2026 E54 the 20-year date will be for determining if the apparatus will be replaced or refurbished. Between 2026 and 2030 0007 and 0020 will be evaluated to determine if they should be refurbished or partially refurbished in reserve before being pressed into action while front line engines are being refurbished. Engines will be refurbished to current NFPA standards for safety, the diesel engine and pump evaluated for possible rebuild, electrical systems evaluated, cosmetic repairs like paint and upholstery and any replaceable components replaced. The cost of refurbish should be less than 50% the cost of a new engine and the refurbished apparatus used for 10 more years of front line work.

Appar #	Radio #	Year	Strategic Plan	WSRB Year	If Reserve	Replace Cost est	CIP Year	Refurb	Replace	
Engine			20yr	15yr	25yr	Strategic plan yr	Refurbish	Cost	Front Line	
0007	Eng 51	2004	2024	2019	2029	\$700k 2022	2029	\$200k	2039	
0020	Eng 2-51	2003		2018	2028	RESERVE NOW	2028	\$150k	2038	
0030	Eng 52	2016	2036	2031	2041	\$800k	2036	\$300k	2046	
0031	Training	1991	Training Only							
0023	Eng 53	2010	2030	2025	2035	\$750k	2030	\$300k	2040	
0008	Eng 54	2004	2024	2019	2029	\$500k 2026	TBD, pump already rebuilt			

Engine Priorities:

1. Maintain 20-year schedule to either refurbish or replace depending on condition.
2. Pre-plan replacement so specifications are written and out for bid greater than 365 days before an engine should move to reserve.
3. Move Engine 54 to 2026 replacement.
4. Maintain all systems and perform proper annual inspections.

Engine Costs:

1. 2026 Engine 54 estimated cost of \$500k. 2030 Engine 53 replacement date estimated cost of \$750k, refurbish could be as much as \$300k. 2036 Engine 52 replacement date estimated cost \$800k, refurbish could be as much as \$300k.
2. Reviewing the capital fund estimate at the end of this document yearly to ensure the District has funds in capital for replacement. Take advantage of pre-pay opportunities for discounts and to spread the cost of an engine over two budgets.
3. Engine 54 in the Ridge runner style \$500k
4. Annual service and DOT inspection per engine \$400. Annual pump testing \$150.

Elevated Master Stream:

According to WSRB, the number of ladder trucks in service and regularly responding to alarms must be sufficient to properly protect the community. Because we have more than five buildings in the District requiring 4000 gpm or more for fire flow, a ladder truck is required by WSRB to provide the needed fire flow.

In 2021 the District purchased a 2000 Pierce Skyboom, this single rear axle apparatus provides an elevated master stream which meets the requirements of WSRB and increases our firefighting capabilities. After purchasing the apparatus, we had a full mechanical inspection completed with minor repairs then a full UL inspection of the aerial which shows a few areas that need to be repaired, the parts are on order and the apparatus should be fully in service by the end of 2021.

Through auto aid the City of Yakima to provides an aerial for commercial fire response. Ladder trucks from outside the community, operating under an automatic aid agreement may be credited but, the total number of such ladder trucks credited will be not more than 1/3 the number of ladder trucks required in the community being graded.

Once the Skyboom is fully in service we will not plan for a reserve and rely on auto aid for a reserve elevated master stream.

Brush Truck Background Information:

In 2008 the District changed from standard cab one-ton custom built brush trucks to crew cab two-ton flatbed style brush trucks. The change to the flatbed style allowed for better compartmentation allowing equipment to be carried inside compartments as well as for Brush 51 & 53 sufficient space for medical equipment as dual-purpose Rescue/Brush trucks. The change out occurred from 2008 to 2014 with one brush truck replaced every two years, during this change out emission standards changed for diesel engines which due to high exhaust temperatures the final two brush trucks were purchased as V-10 gas engines rather than diesel. This change reduced the overall cost of the apparatus since gasoline engines are less expensive than diesel engines, both the vehicle engine and the pump engine were changed to gasoline. The District maintains a fleet of four first out brush trucks and two reserve brush trucks; Brush 251 a 1-1/2-ton chassis with a slip in tank and pump and a DNR surplus Type 6 brush truck Brush 2-53. Brush 253 we are evaluating its pump, tank and compartments for long term sustainability to determine if a new chassis should be purchased to install the DNR components on, the current chassis is a high mile truck and could be converted to run the snowplow in winter which allows us to remove the plow framework from B251 for off road use.

Brush Truck Needs:

In 1964 the District had an immediate need for a brush truck and built the first truck from a 1948 Dodge Power Wagon, today the oldest brush truck in our first-out fleet is Brush 52 a 2008 with a recommended replacement date per our strategic plan of 2023, this truck will be followed every two years by the other three. Beginning in 2019 WSRB began recognizing brush trucks when evaluating fire department capabilities. Each brush truck once replaced will have another five years in reserve status, the District has always maintained one or two reserve brush trucks to backfill for a breakdown as well as be available for large fires in District and response to State Mobilization fires. Brush 2-51 is our main reserve, unlike the other four trucks this is a slip in pump and tank with half the water capacity of our normal brush trucks, this truck is used by the Duty Crew as well as plow snow in the winter. Brush 253 the DNR surplus also is in reserve. Maintaining a reserve brush truck with higher capacity will be accomplished when we replace B52, B52 is scheduled for replacement in 2023. Brush 51, 53 and 54 are ideal apparatus for chassis replacement when they reach 15 years of age, replacing Brush 52 with a completely new truck will allow current B52 to be in reserve along with B251 and possibly B253. With the full replacement of Brush 52, keeping Brush 251 in reserve and the replacement of Engine 54 in 2026 the District could have 3 capable reserve brush trucks and not need to keep the DNR engine in service as a brush truck with or without a new chassis. Re-chassis of brush trucks is set to last 15 additional years of service, once the pump and tank have reached 30 years of age the entire system will be replaced based on condition or a new chassis and pump.

Appar #	Radio #	Year	Strategic Plan	If Reserve	Cost	CIP Year	Replace		
Brush			15yr	20yr					
0015	Bru 51	2010	2025	2030	\$100k	Re-chassis 2025	2040		
0025	Bru 2-51	2008		2028	RESERVE NOW				
0012	Bru 52	2008	2023	2028	\$200k	Replace in 2023	chassis reserve 0012 2035		
0037	Bru 53	2012	2027	2032	\$110k	Re-chassis in 2027	2042		
0054	Bru 54	2015	2030	2035	\$120k	Re-chassis 2030	2044		
0042	Bru 253				Reserve	Use brush chassis			

Brush Truck Priorities:

1. Maintain 15-year replacement or re-chassis schedule.
2. Pre-plan replacement so specifications are written and out for bid greater than 365 days before a brush truck should move to reserve.
3. Maintain all systems and perform proper annual inspections.
4. Evaluate DNR surplus engine for ability to replace chassis and utilize existing chassis to tow mowers and plow snow.
5. When replacing or refurbishing add a front mount nozzle.

Brush Truck Costs:

1. 2023 Brush 52 \$200k, 2025 re-chassis Brush 51 \$100k, 2027 re-chassis Brush 53 \$110k, 2030 re-chassis Brush 54 \$120k.
2. Reviewing the capital fund estimate at the end of this document yearly to ensure the District has funds in capital for replacement. Take advantage of pre-pay opportunities for discounts and to spread the cost of a brush truck over two budgets.
3. Annual service per engine \$150. Annual pump service \$50.
4. Chassis for DNR surplus brush \$40-50k. Use one of the chassis off current brush.
5. Front mount nozzles \$10k

Rescue Background Information:

In 1981 the District began providing emergency medical response out of a Dodge Power Wagon transitioning in 1987 to a transport capable ambulance type van chassis. As needs arose the District began carrying hydraulic extrication equipment on the rescue. In 1995 the van style rescue was changed to a one-ton chassis with a large box compartment for personnel, patients and equipment. In 2003 this same style rescue was built on a 1-1/2 ton chassis and placed in service. Throughout the history of rescues the oldest rescue in the fleet was moved to another station until around 2010 when we surplused the 1987 and moved the 1995 to Station 54 while the 2003 remained at Station 52. The need for the hydraulic rescue tools at Station 51 did not change however we moved the tools to Engine 2-51 and sent the Rescue to Station 54 as a transport apparatus. The District maintains a fleet of one transport capable Rescue and utilizes a brush truck for medical calls at Stations 51, a dedicated rescue unit at Station 52 and a previous command SUV at Station 53. Rescue 54 was originally a 2003 that was re-chassied and refurbished in 2017.

Rescue Needs:

With two private ambulance companies in Yakima County, we typically receive an ALS ambulance on all EMS alarms. The County is currently working on a single ambulance provider contract which would just about guarantee an ambulance for every call therefore we no longer have a need to be capable of transporting patients to a hospital. In the Station 54 area due to time, distance and terrain transport capability remains a necessity for the District, in extreme cases Station 54 will rendezvous with a responding ambulance to get a patient to the hospital sooner, as well as transport a patient to a landing zone for an air ambulance. With 4x4 capability even with an ALS ambulance on scene our rescue is used to transport a patient out of the wilderness to a landing zone. Additionally, the District has a need to maintain one transport capable rescue to ensure an injured firefighter can be transported to a hospital as well as if drastic changes were made to the number of private ambulance companies in town we would maintain the capability to transport patients to the hospital.

Appar #	Radio #	Year	Strategic Plan	WSRB Year	If Reserve	Replace Cost est	CIP Year
Rescue			15yr		20yr		
0033	Res 54	2017	2032		2037	\$200k	2032
0034	Res 52	2018	2033		2038	\$125k	2033
0024	Res 53	2012	2027		2032	\$70k	Not planned

Rescue Priorities:

1. Maintain 15-year replacement schedule.
2. Pre-plan replacement so specifications are written and out for bid greater than 365 days before a rescue should move to reserve.
3. Maintain all systems and perform proper annual inspections.
4. Utilize appropriate type apparatus for rescue/EMS to fit current and future needs.
5. Design apparatus with dual purpose where possible.
6. When possible, re-chassis units to save money

Rescue Costs:

1. EMS levy funds are saved over the course of 15 years earmarked for Rescue replacement. Take advantage of pre-pay opportunities for discounts and to spread the cost of a rescue over two budgets.
2. Annual service per rescue \$150.

Tender Background Information:

In 1986 the District put in service its first water tender, a 1984 Volvo chassis with a manual transmission and 2,500-gallon water tank was purchased to provide on scene water in the rural areas of our District without hydrants. In the late 1990's the District applied for tender credit with WSRB and after successfully passing the testing procedure was given tender credit for our rating. At the time of this test, we owned both the Volvo tender and had just taken delivery of

the 1998 pumper/tender. Water tenders have played a critical role in fighting both structure fires and wildland fires across our District, in 2007 in an effort to keep up with water supply demands as the Volvo aged and was later surplus, the District purchased two additional 2,000 gallon tenders, these tenders were bare bones basic “water on wheels” that have allowed us to continue receiving full tender credit with WSRB and provide vital on scene water supply everywhere in the District. In 2016 the 1998 pumper/tender was replaced as a first out engine and has become Tender 52 giving the District three water tenders with over 6,000 gallons of water available on scene in addition to our transition to 1,000-gallon fire engine tanks.

Appar #	Radio #	Year	Strategic Plan	WSRB Year	If Reserve	Replace Cost est	CIP Year
Tender			25yr				
0010	Ten 53	2007	2032			\$300k	2031
0054	Ten 54	2007	2032			\$300k	2034
0021	Ten 52	1998	2023			\$150k refurb	2024

Tender Needs:

With 90 square miles of District to cover and approximately 25% of that protected by hydrants the District has a definite need to maintain a fleet of water tenders to maintain adequate fire flow. Safety while driving tenders is a big priority to the District, we have gone as far as developed a policy for driving the smaller tenders to include only Code II response. The District at a minimum will need to maintain two water tenders capable of providing 250gpm for 30 minutes within seven road miles of any one of our stations.

Tender Priorities:

1. Maintain 25-year replacement or refurbish schedule.
2. Pre-plan replacement so specifications are written and out for bid greater than 365 days before a tender is obsolete.
3. Maintain all systems and perform proper annual inspections.
4. Provide at a minimum 250gpm for 30 minutes within 7 road miles of a station.
5. Purchase a tender for Station 51 to move Tender 54 back to Station 54 giving back the 7-mile span from the station with a tender.

Tender Costs:

1. Both 2007 tenders will be 25 years old in 2032, replace both, possibly offset years, \$300k each. In 2024 refurbish the 1998 pumper/tender \$150k
2. Look for discounts in purchasing multiples or pre-paying chassis.
3. Annual service and DOT inspection per tender \$350. Annual pump testing \$150.
4. Drill on the four types of WSRB tender tests to measure our ability annually.
5. NFPA compliant water tender could be purchased used, or the new cost is \$300k

Support Vehicle Background Information:

The District utilizes two support vehicles to meet our mission, Air 50 a 1999 F-350 utility box mobile SCBA cascade filling station and Rehab 50 a 2004 Eldorado commuter bus converted

into a rehab unit with kitchen, seating and restroom. The history of air trucks in our District goes back to the early 90's when a 1978 F-250 brush truck was converted to a utility box with MAKO cascade filling station, this truck was replaced by the current 1999 F-350 with utility box however the MAKO components were taken out of the old truck and installed in the new one. In 2012 the District upgraded to high pressure SCBA and at that time upgraded Air 50 with a new NFPA compliant fill station and booster pump to fill high pressure bottles. In 2021 the air truck has less than 10k miles on it so the District opted to keep the truck but replace all the filling equipment with an on-board compressor unit, the unit is on order and hopefully be in service fall of 2021.

The concept of providing on scene firefighter rehabilitation began in the early 2000's with the District starting a program with the rehab bus in 2007. Recognizing our members are our most valuable resource and monitoring their health and well-being on scene was vital to members returning home from fires. We purchased a used 2004 airport shuttle bus and had it converted to a functional rehab unit for on scene firefighter rehab. Even as a high mileage vehicle the bus has given us little maintenance problems, early in the process of developing the rehab bus we determined after having it customized to meet our needs replacement would be far into the future and we would instead plan if needed to overhaul or replace the drive train of the current bus.

Appar #	Radio #	Year	Strategic Plan	WSRB Year	If Reserve	Replace Cost est	CIP Year
Support			80k				
0039	Air 50	1999	80k			\$75k Refurbish	2021
0013	Reh 50	2004	80k			\$100k	

Support Vehicle Needs:

Firefighter safety is our number one priority in all operations, rehab is an integral part of firefighter safety. The District has a need to provide hygiene facilities, nourishment, protection from the elements and air support on scene. This can be accomplished with the two apparatus currently in our fleet: Air 50 and Rehab 50.

Support Vehicle Priorities:

1. Maintain and service current apparatus to ensure longevity.
2. Monitor repair bills to forecast overhaul or complete replacement needs in advance.

Support Vehicle Costs:

1. Annual maintenance cost per support vehicle \$150.
2. Annually review repair costs and receive estimates for any major work before completing the work.

Command Vehicle Background Information:

Since the inception of the District command cars have been provided as staff vehicles to improve the number of available responders 24/7/365. Today the District maintains a fleet of five command vehicles, two SUV's and three pickups are used both by staff and duty officers. While most of the time these vehicles are used to commute and conduct Fire Department business they

also serve as mobile command posts for large scale incidents, because of the ability to provide quick response for command and backup command the District provides vehicles to exempt staff to be available to assist even when not assigned as the District Duty Chief. Of the five command vehicles in use three are assigned specifically to the Chief, Administrative Officer and Deputy Chief; the other two vehicles are used by the weekend duty officer, the Station Captains serving as the Duty Chief as well as throughout the week used by members for District errands and travel to training classes.

Appar #	Radio #	Year	Strategic Plan	WSRB Year	If Reserve	Replace Cost est	CIP Year
Comnd			80k				Miles now
0018	Batt 50	2011	80k	2024		\$70k	63k
0028	Ch 250	2013	80k	2023		\$70k	60k
0029	Du 50	2014	80k	2026		\$75k	56k
0035	Adm 50	2018	80k	2029		\$75k	12k
0042	Ch 50	2021	80k	2031		\$80k	1k
Replacement years are an estimate of when the vehicle will hit mileage.							

Command Vehicle Needs:

Keeping three command vehicles staffed throughout the District 24/7/365 provides command response as well as backup command response in addition to the ability for staff to assist with District business 24 hours a day. The two “duty” vehicles are important to include our Company officers in our duty rotation for continued coverage as well as have them available throughout the week for day staff to use running errands and responding to calls. Training is conducted around the county and state frequently members use command cars to travel to and from training courses rather than use their personal vehicle and be reimbursed the costs.

Command Vehicle Priorities:

1. Maintain and service command vehicles to ensure longevity.
2. Pre-plan replacement and take advantage of State bid where appropriate.
3. When a command vehicle is due for replacement determine trade in value, sale value vs value to the District to maintain as a reserve unit or use in a response program with stipends.
4. Replace stock tires with a 50k+ mile tire, monitor tires at 60k miles to evaluate whether they will make it to 80k trade in.

Command Vehicle Costs:

1. Annual maintenance cost for all command vehicles is \$1,200.
2. Annually review mileage to determine needs.
3. Review and monitor
4. Tires \$1000 per command vehicle

Major Equipment:

It is the goal of YCFD12:

“Provide and maintain efficient and effective apparatus and equipment to safely carry out the mission of the department.”

Personal Protective Equipment (PPE):

General PPE Recommendations:

- Replace structural PPE every 10 years.
- Staggering PPE purchases to buy 1/10th the necessary amount yearly is preferred to wholesale change out of PPE for budgeting.
- All PPE will be maintained according to NFPA and/ or the manufacturer specifications.
- Track all PPE issued and in reserve for replacement dates and repairs in ERS.
- Maintain facilities for laundering PPE.
- Every two years update specifications and go to bid for PPE to stay current with the latest safety advances in PPE.
- Reserve and 10+ year old PPE still in serviceable condition will be used as backup PPE.

Policy 2111 MEMBER PROTECTIVE CLOTHING:

The Fire District shall provide protective clothing for members assigned as firefighters. Protective clothing shall be of a type approved by NIOSH, MESA, NFPA or as required by WAC 296-305. The District shall maintain a record of all protective clothing and equipment issued to each member. The following protective equipment shall be issued to each firefighter: Turnout Clothing (helmet, coat, pants, boots, gloves, hood, suspenders, rescue rope bag, webbing, spanner wrench and hose strap)

Eye and Face Protection

Hearing Protection

Hand Protection

Foot Protection

Head Protection

Communications Device

Wildland Clothing (helmet, goggles, shirt, pants, gloves, gear bag)

Fire Shelter

SCBA Mask and Carrying Bag

The following clothing for brush and wild land fires is approved:

Full turnout clothing for the first hour of the incident or,

Nomex coveralls, leather or fire boots and helmet, gloves or,

Wildland firefighting clothing or dual compliant gear, helmet, boots and gloves.

A fire shelter must be worn until the IC decides they are not necessary.

Protective clothing shall be inspected at not less than one hundred eighty day intervals. Inspection forms must be filed in each member's station training file.

Protective Clothing shall be washed when excessive staining or dirt/soot build up is evident. Due to known carcinogens being present in smoke and soot Members are encouraged to wash their turnouts after each exposure to smoke and structure fires. Members shall not wash PPE at home; the District maintains wash facilities for PPE. After washing a turn out cleaning record form must be completed and placed in member's training file.

WAC 296-305-02001 Personal protective equipment and protective clothing.

- Employers shall provide and maintain at no cost to the employee the appropriate protective ensemble/protective clothing to protect from the hazards to which the member is or is likely to be exposed.
- Protective clothing and protective equipment shall be used and maintained in accordance with manufacturer's instructions.
- The fire department shall provide for the cleaning of protective clothing and contaminated station/work uniforms at no cost to the employee.
- All SFF clothing purchased after January 1, 2014, shall meet the requirements of the 1991 edition of NFPA 1971, Standard on Protective Clothing for Structural Fire Fighting, or the 1997 edition of NFPA 1971, Standard on Protective Ensemble for Structural Fire Fighting. Firefighters shall not wear personal protective clothing manufactured prior to 1991, except for training purposes in nonhazardous areas.
- Face and eye protection shall be provided for and used by firefighters engaged in fire suppression and other operations involving hazards to the eye and face at all times when the face is not protected by the full face piece of the SCBA. Primary face and eye protection appropriate for a given specific hazard shall be provided for.

PPE Background Information:

YCFD12 maintains approximately 100 sets of structural PPE and an equal number of wildland firefighting PPE. In 2004 the District received a FEMA Assistance to Firefighters Grant (AFG) that replaced all structural pants and coats, since this wholesale replacement would create a situation whereas all PPE would expire the same year, beginning in 2009 the District began purchasing 10-15 sets a year to stagger the replacement schedule. Today the amount of PPE needing replacement yearly is manageable within the regular operating budget due to the effort to stagger the purchasing.

PPE Needs:

Firefighter safety is our number one priority, the District needs to keep up with safety technology and provide quality personal protective equipment (PPE) to our members for all incident types we respond to. The District needs to maintain a cache of PPE to replace damaged PPE as well as provide PPE for new members.

PPE Priorities:

1. Maintain a data base of PPE including date of issue and size.
2. Stagger PPE purchases annually to replace 1/10th of the necessary PPE.
3. Provide the safest equipment possible for our members.
4. Bi-annually inspect all PPE to ensure it meets current standards.
5. Maintain PPE according to manufacturer's recommendations to ensure long life.
6. Supply spare sets of PPE at each station for use during laundering of issued set. Look for grant opportunities to provide a second set of PPE.
7. Provide a decon process for small items, SCBA masks, flashlights etc.

PPE Costs:

1. District has and uses ERS to track PPE already, no additional cost.
2. The District currently budgets \$15k for PPE supplies and \$25k for PPE, one set of structural PPE (coat & pants only) is approximately \$2300.
3. Updating specifications and bidding or requesting quotes every two years ensures PPE purchased meets the newest standards for safety at the best possible price, the 2017 purchase cycle was our bid year, next update and bid will be 2021 purchase.
4. Members inspect and document PPE bi-annually during drill.
5. The District currently has an extractor washer for PPE cleaning at each station.
6. \$2300 per set of brand new gear to be used as reserve or utilize serviceable gear over 10 years.
7. OMEGA Sonic Cleaner \$30k

Self-Contained Breathing Apparatus (SCBA):

General SCBA Recommendations:

- Issue individual SCBA masks to members for safety and sanitary reasons.
- Hydro-test SCBA bottles every five years, 2022 is our next test with replacement in 2027
- Flow test and inspect all SCBA and masks annually.
- Maintain a sufficient number of SCBA and spare bottles to equip all response apparatus first out and reserve.
- Maintain a cache of reserve SCBA to replace damaged units.
- Inspect SCBA prior to each use and monthly.

Policy 3301 RESPIRATORY PROTECTION PROGRAM

It is the policy of YAKIMA COUNTY F.P.D. #12 [YCFD12] to provide and operate at the highest possible level of Safety and Health for all members. YCFD12 recognizes that the environments faced by its' members while fighting fires or engagements in other emergency incidents may not always have atmospheres that will sustain life. With this in mind YCFD12 hereby establishes a mandatory self-contained breathing apparatus (SCBA) rule. This rule shall apply to all fire suppression activities where entry into smoke filled environments is necessary, where entry into unknown spaces could contain hazardous atmospheres the air will be tested if

possible, if not possible the environment will be considered hostile and the mandatory SCBA rules implemented. This rule also applies where entry into a confined space is essential.

When purchasing SCBA, the District will wherever possible and reasonable attempt to purchase additional units of the same brand, type and style of existing units. When completely replacing SCBA's the District will wherever possible attempt to purchase units that are of the same brand, type and style of the majority of fire departments in Yakima County to allow for compatibility.

It is the responsibility of the District to assure SCBA's are maintained in proper working order and within the manufactures recommendations.

When the District makes its own breathing air or uses vendor breathing air, the District shall maintain documentation certifying breathing air quality.

WAC 296-305-04001 Respiratory equipment protection.

- Firefighter's self-contained breathing apparatus (SCBA) shall, at a minimum, meet the requirements of the 1997 edition of NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus for Fire Fighters. Equipment purchased after the effective date of this rule must meet the 2007 edition of NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus for Emergency Services.
- Firefighters should be issued individual face pieces.
- Self-contained respiratory equipment shall be available and used by all firefighters who enter into hazardous atmospheres during structural firefighting activities.
- SCBA cylinders shall be hydrostatically tested within the periods specified by the manufacturer and the applicable governmental agencies.

SCBA Background Information:

YCFD12 maintains 45 MSA SCBA, 125 MSA Face Pieces and 100 SCBA bottles. Our entire SCBA MSA inventory was purchased in 2012 through an AFG grant that replaced all SCBA, upgraded our mobile air supply truck and replaced our SCBA filling station at Station 51 to the current NFPA safety standards. The limitations to SCBA are the bottle lifespan, currently bottles must be destroyed after 15 years of service, the SCBA itself may continue to be used so long as it meets WAC 296-305 if a new bottle is purchased, however, over the fifteen year life of the bottle typically advances in safety, ergonomics and overall usability have improved to the point the 15 year old SCBA is obsolete. SCBA packs and masks get flow tested annually and SCBA bottles get hydro-tested every five years for a total of two tests over a bottles 15 year lifetime.

SCBA Needs:

Firefighter safety is our number one priority, the District needs to keep up with safety technology and provide breathing apparatus to our members for all incident types we respond to. The District needs to maintain a cache of SCBA components to repair damages as well as perform annual maintenance and testing per the manufacturer's recommendation. 2027 is the year all SCBA bottles will expire, the District needs to develop an SCBA replacement plan by 2022 including a funding source. Applying for grants to replace the SCBA should begin in 2025.

SCBA Priorities:

1. Maintain a data base of SCBA to track all components.
2. Provide the safest equipment possible for our members.
3. Monthly inspect all SCBA to ensure they remain in perfect working order.
4. Maintain SCBA according to manufacturer's recommendations.
5. Plan for a 15-year replacement of all components five years prior to replacement. (2022)
6. Determine funding source for SCBA replacement costs.

SCBA Costs:

1. District has and uses ERS to track SCBA already, no additional cost.
2. The District SCBA met the highest standards within 5 years of manufacture.
3. Monthly inspections performed by members during drill.
4. \$4,500 annually for flow testing and inspection by a third party.
5. SCBA bottles will expire in 2027, the process of creating a specification, determining preferred brand and features shall begin in 2022.
6. Estimated cost to replace SCBA in 2027 is \$400k.

Rescue Tools:

Rescue Tool Background Information:

In the early 1990's the District purchased a complete set of Holmatro hydraulic rescue tools, this set of tools is in service today on Engine 53. In 2003 a second set of Holmatro hydraulic rescue tools were purchased for Rescue 52 giving the District a set on the north and south side of the District. Overtime we have made a few upgrades to the systems however they remain essentially as they were when originally purchased. Rescue tools have continued to evolve to keep up with the automotive industry, today's rescue tools are stronger, lighter and more portable than the equipment the District maintains. YCFD12 responds to approximately 50 vehicle collisions annually with less than 10% of those collisions requiring hydraulic extrication.

Rescue Tool Needs:

In 2018 we outfitted the new Rescue 52 with a new set of electric powered tools. The newest set of gas-powered hydraulic tools that were at Station 52 have been moved to Station 54. In 2020 we outfitted E-251 with a new set of electric powered tools and moved the gas-powered tools to Station 53 giving us a set of jaws at all four stations.

Rescue Tools Priorities:

1. Maintain a minimum of one set in District.

Rescue Tool Costs:

1. Annual maintenance for pumps \$50.

Defibrillators (Defib):

Defib Background Information:

In 2019 all Lifepak AED's were replaced with new technology CR2 AED's. The District surplussed the Lifepak 500's and retained the Lifepak 1000's to be used in command cars.

Defib Needs:

The District needs a minimum of 11 defibs to meet our needs of having one on every first out engine, rescue and one each on our rehab bus and duty officer command car. In service defibs must have supplies such as pads and batteries readily available.

Defib Priorities:

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

Defib Costs:

1. Technology drives cost, our latest replacements were more expensive than standard defibs yet have better features for lifesaving capabilities. As more companies catch up on technology prices will go down. Plan to wholesale replace every 10 years at \$15-20k. (2029)

Fire Hose:

Fire Hose General Recommendations:

- Test all hose annually.
- Maintain enough hose to meet WSRB minimums on apparatus and in reserve.
- Repair or replace damaged hose.
- When purchasing new engines, evaluate the need to purchase new hose.

WAC 296-305-06003 Testing fire service equipment.

- All fire suppression and supply hose must be tested annually as well as when there is reason to believe the hose has been damaged. Testing shall be in accordance with the 2003 edition of NFPA 1962, Standard for the Inspection, Care, and Use of Fire Hose, Couplings, and Nozzles and the Service Testing of Fire Hose.

WSRB Hose:

- Each pumping apparatus shall have the following amount of hose:
 - Large Diameter Hose (LDH) 3-1/2"+ 800'
 - 2-1/2" + Hose 600'
 - 1-1/2"+ Hose 400'
 - Pre-Connected 1-1/2"+ Hose 300'
- Each pumping apparatus shall have the following amount of hose in reserve:

- LDH 400'
- 2-1/2" 300'
- 1-1/2" 350'
- Reserve hose can be carried on the apparatus and excess hose at the station can serve as reserve hose for three apparatus as needed.
- All hose must be maintained in good condition and tested annually.

NFPA 1962

- Calls for annual hose testing and allows for keeping hose as long as it passes the annual service test.
- Annex A.7.1 adds that all users should establish their own replacement schedule, fire departments should give careful consideration to a 10-year maximum service life under normal operating conditions.

Hose Background Information:

In 1991 the District purchased our first 5" LDH, subsequently with each new engine purchased since then we outfitted each with LDH. Additionally, as new engines were purchased so was new 1-3/4" and 2-1/2" hose and nozzles to update the equipment. During our WSRB site visit in 2013 the age of some of our hose affected our overall score, in 2016 \$10,000 was budgeted for hose in addition to the new hose being purchased for a new engine. This hose purchase in addition to new hose with Engine 52 purchased that year allowed us to surplus all cotton jacket hose and move older hose to reserve status. Over time the District has transitioned from rubber LDH to double jacketed LDH as well as purchase some new handline hose as needed to rotate stock.

Hose Needs:

As space allows each engine needs 1,000' of LDH, 700' of 2-1/2" and 700' of 1-3/4" hose. Five engines are built to contain this amount of hose equating to 5000' of LDH, 3,500' of 2-1/2" and 3,500' of 1-3/4". Engine 54 does not have LDH therefore it adds an additional 800' of 2-1/2" and 600' of 1-3/4" to the total. Tender 52 carries 600' of LDH, 800' of 2-1/2" and 600' of 1-3/4" hose. Hose will need to be purchased in 2022 for the new Engine 51 because it is moving to reserve and not replacing an engine.

Total hose needed on engines:

- LDH 5,600'
- 2-1/2" 5,100'
- 1-3/4" 4,700'

Total hose needed in reserve:

- LDH 400'
- 2-1/2" 900'
- 1-3/4" 1000'

Hose Priorities:

1. Develop an amortization schedule for fire hose to replace every 10 years.
2. Maintain data base of hose.

3. Test hose annually.

Hose Costs:

1. To outfit an engine with 1,000' LDH, 700' 2-1/2" and 700' 1-3/4" hose is approximately \$12,000. Order for Engine 51 2022.
2. Use our existing ERS to track hose.
3. Each station tests hose annually with a hose tester the District owns.

Communication Equipment (Radios):

General Communication Equipment Recommendations:

- Radio pagers remains the most effective way to notify members of alarms.
- More portable radios available at a fire scene the safer it is for members.
- Major radio changes require buy-in from all agencies in the Upper Valley.
- When purchasing equipment multi-band with the ability to meet future needs is critical.

WSRB:

- Sufficient number of two-way radios must be available.
- Sufficient number of spare two-way radios must be available.

Radio Background Information:

YCFD12 maintains 120 radio pagers, 27 mobile radios, 60 portable radios and 13 portable KING radios. Each member carries a radio pager for alarm notification, each officer is assigned a portable radio and each apparatus carries one to three portable radios. Communication is the key to successful mitigation of emergency incidents. Around 2010 the Upper Valley transitioned from wide band to narrow band which necessitated the District to upgrade pagers and radios to accommodate the narrow band channel. There are many systems in use in the US including 800 Mghz, trunk systems and digital. As wireless technology continues to grow the FCC must continue to reduce the footprint of each user, no consensus has been reached for emergency services on what the future system will be therefore the District currently continues to repair and replace our current radio system. In 2021 all three fire communication systems used in Yakima County will be upgraded to remain VHF, with this investment the District can move forward with upgrading our portable and mobile radios. County-wide there is an effort to study developing a new system for all emergency services, any big change in communications will include all agencies in the County if not the State or Country, when the time comes for that change, the overall belief is that Regional Grants or other Government funding will cover the cost of a wholesale changeover

Radio Needs:

The District needs to maintain a minimum of 100 functional radio pagers to notify members of alarms. Additionally all apparatus need a mobile radio and two portable radios and each officer assigned a portable radio. In 2021 the County Commissioners have agreed to fund an engineering study to determine the best radio system for all emergency services. Also, in 2021 all fire radio systems will be upgraded to reliable repeaters on the VHF system, these repeaters

will be in use for many years and creates the need for the District to upgrade and purchase radios that are expandable should a county system come to fruition.

Radio Priorities:

1. Maintain 100 radio pagers or means of notifying members of alarms.
2. Purchase 60 P25 Compliant portable radios.
3. Purchase 27 P25 Compliant mobile radios.
4. Have the ability to program radios and pagers in-house.
5. In conjunction with partners across the county develop and implement the future system before the current system is non-functional. Engineering study in 2021

Radio Costs:

1. Minitor pagers are approximately \$500 each. Check used market as agencies transition to cellular.
2. 60 Kenwood 5200 portable radios \$913 each plus set up \$57k
3. 27 Kenwood 5700 mobiles \$860 plus remote head and install \$29k
4. The District owns the software and cables for programming current equipment.
5. Without grants the cost to upgrade our system could be as high as \$1 million if a complete system must be built. Study is \$130k

Thermal Imaging Cameras (TIC):

TIC Background Information:

YCFD12 replaced all first out TIC's in 2020, operating five new TICS and maintained one or the newer MSA's for the duty officer to utilize. The first TIC's were purchased in the mid 2000's with 3 more added over the years. TIC technology has evolved since our first purchase and many models are coming down in price compared to the \$10-15k we have spent on cameras over the years. TIC's have become invaluable for performing fire ground operations such as search, attack and overhaul in addition to non-fire uses such as search and rescue and motor vehicle collisions. In 2017 small handheld TIC's were added to Rescue units and Command cars as an addition to the program for rescue use, not to replace large TIC on engines.

TIC Needs:

Firefighter safety, civilian rescue and reducing property damage are aided by the use of thermal imaging. The District has a need to maintain five TIC's on our engines in addition to using new technology for lightweight in-expensive TIC's for command and rescue use. As our current technology ages and units become unreliable the District needs to consider the next generation of TIC for first out engines. Currently plan to replace TIC's every 10 years unless they become unreliable in a shorter time frame.

TIC Priorities:

1. Maintain five TIC's for engines.
2. Replace every 10 years with new technology.

TIC Costs:

1. Repair when fiscally responsible.
2. \$25k for 5 new in 2030.

Lawn Equipment:

Across four stations the District has approximately 8 acres of lawn to care for and currently utilizes 2 walk behind mowers, one 42" deck rider and two 72" deck rider as well as trimmers, blowers, aerators and various other tools. For the purpose of the CIP only the three riding mowers are considered, all other equipment is purchased as needed.

0075 2008 John Deere with 72" deck original cost \$17,000. Replace 2028

0076 2000 John Deere with 42" deck original cost \$6,000. Replace 2022

00## 2020 Hustler 72" deck zero turn mower, cost \$5500. Replace 2040

The large John Deere deck mower is housed at Station 51, the Hustler large deck mower was purchased in 2020 and is housed at Station 53. The smaller deck mower is housed at Station 54.

Lawn Needs:

2022 Replace the 2000 JD 42" deck at Station 54 with a Hustler zero turn, \$6000.

Capital Improvement Cost Estimate:

Year	Capital Improvements Planned	Total
	PPE \$26k, Training Center LED \$6k, Hydro Test SCBA Bottles \$6k, 54 Lawn Mower \$6k, E51 0007 \$500k,	
2022	Hose E51 \$12k, radios \$110k	\$666k
2023	Br52 0012 \$200k, Ch250 0028 \$70k, PPE \$26k, Hose \$9000	\$305k
2024	PPE \$26k, Refurbish Tender 52 0021 \$150k, Bt50 0018 \$70k	\$246k
2025	Br51 0015 \$100k chassis, PPE \$26k, Eng 54 0008 chassis \$200k	\$326k
2026	PPE \$27k, St 53 HVAC \$30k, Eng 54 0008 finish \$300k, Du50 0029 \$75k	\$432k
2027	Br53 0037 \$110k chassis, SCBA \$400k, PPE \$27k,	\$537k
2028	PPE \$27k, Hose \$9500, Seal south asphalt St 51 \$12k, St 54 HVAC \$25k re-furb Eng 0020 \$150k, 51 mower \$6500	\$230k
2029	PPE \$28k, AED's \$20k, Refurb Eng 0007 \$200k, Of50 0035 \$75k	\$323k
2030	Br54 0054 \$120k chassis, PPE \$28k, Admin Roof \$60k, Seal St 54 asphalt \$8k, Refurb E53 0023 \$300k, 5 TICS \$25k	\$541k
2031	PPE \$30k, St 53 roof \$50k, Tender 53 0010 \$300k, Cmmnd Ch50 \$80k	\$460k
2032	PPE \$30k, R54 0033 \$200k (EMS), ST 53 asphalt seal \$10k	\$240k
2033	PPE \$30k, Hose \$10k, R52 0034 Chassis \$70k (EMS), Cmd Car \$75k	\$185k
2034	PPE \$30k, Tender 54 0054 \$300k	\$330k
2035	PPE \$30k, Admin HVAC \$100k chassis brush 0012 \$75k, Cmd Car \$75k	\$280k
2036	PPE \$30k, Refurb E52 0030 \$300k	\$330k
2037	PPE \$32k Cmd Car \$75k	\$107k
2038	PPE \$32k, Hose \$12k, brush 0012 chassis \$75k, Replace Engine 0020 \$800k	\$919k
2039	PPE \$33k Replace Engine 0007 \$800k	\$833k
2040	PPE \$33k St 52 Roof \$30k, 53 mower \$8k, Replace Engine 0023 \$850k, Replace brush 0015 \$200k, Cmd Car \$80k	\$1,201,000
2041	PPE \$34k, Cmd Car \$80k	\$114k
2042	PPE \$34k, Replace Brush 0037 \$200k	\$234k
2043	PPE \$35k	\$35k
2044	PPE \$35k, Replace Brush 0042 \$225k	\$260k
2045	PPE \$36k, St 52 HVAC \$50k, Replace Brush 0012 \$225k	\$311k
2046	PPE \$36k, Replace Engine 0030 \$950k	\$986k
	Brush 52 is a complete replacement, all other brush are a re-chassis for one cycle this allows Br52 current to be reserve longer	
	*E51/54 same year, move one up to offset years, E54 to interface engine/reserve E251 to reserve at 53 current E51 to reserve St51	
	St 52 parking lot, paving west at 51, heaving concrete 51 doors, 54 water supply, B253 chassis not included	

Financial Planning:

This capital improvement plan only addresses facilities and specific equipment, the level of staffing and infrastructure support necessary to sustain Yakima County Fire District 12 (YCFD12) at our current level of fire and emergency services requires financial management that balances funding against payroll, operating costs and capital projects. Over time, costs generally increase for the delivery of service at a faster rate than traditional funding can keep up with. Several funding options are available to the District to meet the financial need ranging from:

- 101% Lid Lift (Restoring the levy)-** When new construction and property values increase at a rate higher than 1% of the District's budget, the price per thousand the District taxes property owners drops. Fire protection districts, with voter approval, are authorized to lift the lid for either a single year or for multiple years (up to six consecutive years). A single year lid lift can be "permanent" (i.e. the amount of the levy in the year the lid is lifted is intended to serve as the levy base for calculating future tax levies) or "temporary" (lid lift does not affect a district's tax levies beyond the year the lid lift is proposed). Most fire districts in Washington have traditionally asked the voters to approve permanent lid lifts. Multiyear lid lift must follow these specifications: 1) the requirement that a levy rate only be used for the first year and a limit factor be specified for the remaining five years; 2) the requirement that the ballot title specify the specific

purpose for which the funds will be used; 3) the requirement that the proposition be run during either the primary or the general election, and 4) the ballot title state whether the lid lift is intended to be permanent (this requirement also applies to single year lid lifts).

- **Emergency Medical Services (EMS) Levy-** This is a voter approved levy for either six-year, ten-year or permanent basis to fund EMS payroll, equipment and training. The County has the first right to an EMS levy, if the County does not have a levy or has a levy below the 50 cent/thousand cap the District may choose to collect their own EMS levy. Yakima County currently has a ten-year EMS levy for 25 cents/thousand.
- **Excess Levy-** If property values aren't sufficient to fund the staffing, facilities and equipment of the Fire District, the Board of Commissioners may ask voters to exceed the normal limits imposed by state law. The amount collected by an excess levy is set by the Commissioners and approved or rejected by our voters.
- **Voter Approved Bonds-** Voter approved bonds can only be used for capital purchases, the voters agree to raise their taxes to pay off the bonds. Typically the bond request is for a specific amount of money for specific capital items. Passing a voter approved bond frees up money that would otherwise have to be spent on purchasing equipment from the general fire fund.
- **Commissioner Approved Bonds-** The Board of Fire Commissioners may approve bonds that essentially are similar to a loan. The bond amount must be paid back from the existing property tax budget. Typically the amount of money the District can obtain is lower than a voter approved bond.
- **Service Benefit Charge-** A service benefit charge may add up to 60% of a fire districts total budget and can be in effect for a six-year period. A benefit charge is most frequently used to maintain a stable source of funding rather than to increase taxes above the rate that would have been charged with property taxes alone.
- **Impact Fees-** Impact fees are assessed on new development in order to pay for a portion of the costs of the capital facilities needed to serve the new development. RCW 82.02.090(7) provides that fire protection facilities in jurisdictions that are not part of a fire district may be funded with impact fees.
- **Grants-** The District regularly applies for grants funded through multiple agencies and companies. Grants are highly competitive and cannot be a guaranteed source of funding, however, long range planning allows the District to be more competitive in the grant selection process.

Historically YCFD12 has funded capital projects either from the general fund directly or through the use of Commissioner approved bonds which are then paid back with general fund money. One attempt at a levy lid lift failed previously, the intent of this lid lift was to stabilize our funding source, technically our intent was not to "lift the lid" but rather to freeze the lid in place. Some information on the levy was ambiguous that made it appear as if we were requesting a 10 cents/thousand increase, with limitations on political campaigning we were unable to get the message out the levy was for sustaining funding and not increasing funding, the levy did not pass.

Several capital projects and operational positions have been funded through FEMA AFG funds, since 2002 the District has received over \$2 million dollars in grant funding from this one source in addition to grants from the Bureau of Indian Affairs, WA Department of Natural Resources, United States Department of Agriculture and several private insurance companies.

As a Fire District we are in the business of risk management, we plan based on potential risk, probability, funding and capabilities for the following major risks:

Major Risk Reduction Categories		
Natural Disasters	Low Frequency-High Risk Buildings	Reoccurring Accumulative Incidents
Floods	Hospitals	Drowning
Wild Fire	Fruit Warehouses	Accidents
Wind Storm	Apartment Houses	Trauma
Blizzards	Nursing Homes	Bicycle Accidents
Earthquake	Schools	Fireworks
Terrorism	Assemblies	Home Fires

This capital improvement plan is intended to be a fluid plan that is updated on needs, available funding and new technology to meet the Districts mission. This plan should be used and modified annually when preparing the following year’s budget to ensure capital projects are planned out based on need and available funding. There are many variables when making capital purchases, this plan is to provide a road map for the future that allows for detours and route changes to be made well in advance of need.