



2024 DEPARTMENT REPORT

Major Accomplishments:

- Transitioned to Image Trend
- Updated and adopted 2025-2029 Strategic Plan
- Completed 2024 Strategic Action Plan
- Held yard waste disposal events and wildfire ready meetings
- Completed 45 Wildfire Ready Home Assessments
- Processed four newsletters all in-house
- Purchased 8 sets of bunker gear.
- Taught Safe-Sitter course.
- Voters supported our Levy Lift in August
- Received \$25k in DNR grants for equipment and training.
- Met our response time goals 71% of responses.
- Hosted Red Cross blood drives totaling 227 units of blood. 737 units total since we started in 2021.
- Brush 52 purchased and in service
- Duty 50 purchased and in service
- Battalion 50 purchased and in service
- Association held successful Flea market, bazaar, and potato feed
- Received Smoke detectors and CO detectors for installation.

	Total Alarms in District:	1017		Total in Zone
Station Fifty-One:	103	10.12%	200	26%
Station Fifty-Two:	183	17.99%	308	40%
Station Fifty-Three:	139	13.66%	187	25%
Station Fifty-Four:	44	4.32%	68	9%
Station Fifty:	364	35.79% (27 Duty only)		
Yakima Covered	6	0.58%		
Ambulance Only	178	17.50% (39 lift assist)		

Major Incident Type:

Major Incident Type	# Incidents	% of Total
Fires	115	11.65%
<i>34 Building, 63 Brush, 8 Vehicle</i>		
Rescue & EMS	658	66.66%
<i>560 EMS, 80 Collisions, 15 Med Alarms</i>		
Hazardous Condition (no fire)	16	1.62%
<i>9 Power problems, 7 HAZ MAT</i>		
Service Call	61	6.18%
<i>60 Assist Invalid</i>		
Good Intent Call	91	9.21%
<i>26 Burning, 17 smoke calls, 48 cancel</i>		
False Alarm	46	4.66%
<i>45 Fire Alarms, 1 CO Detectors</i>		

Action Taken:

Provide Basic Life Support	524	53%
Investigate (Arrived no action taken)	120	12%
<i>26 outdoor burn, 18 Smoke, 26 AFA, 24 MVC, 6 EMS, 7 BLDG, 5 AMA</i>		
Canceled Enroute	102	10%
<i>23 EMS, 29 AFA, 13 Auto Aid, 9 MVC, 3 Mutual Aid, 3 Smoke/Burn</i>		
Extinguishment	90	9%
Assist Physically Disabled	58	6%
Other	93	9%

Mutual Aid Received: 3
Automatic Aid Received: 23 (14 together, 9 YFD alone)
Mutual Aid Given: 28
Automatic Aid Given: 26

Losses:

Total Losses \$1,123,150

Civilian Fire Fatality: 1

274 total acres burned in wildland fires.

Arrival Time Goal: within 1 mile of a station arrives in 8 minutes or less, add 2 minutes every mile after 75% of the time.

Qualifying Alarms: 605,

Target met: 431 (71%), Target not met: 174 (29%)

Annual response goals by Station: 50- 88%, 51- 60%, 52- 75%, 53- 43%, 54- 18%

Personnel Hours for Incidents: 5,182 hours

Individual responses: 5,884

Top Responders:

David James 207 (52)	Leif Pray 165 (50)	Brit Weiler 119 (52)
Mike Gohl 201 (53)	Mat Weiler 163 (52)	Travis Schlaman 119 (51)
Connor Gohl 199 (52)	Dylan Shuler 141 (52)	Frank Woodin 111 (52R)
Eddie Smith 195 (52)	Joe Bird 137 (51)	Randy Gohl 110 (52)
Andrew Pfaff 193 (50)	Chris Payne 130 (51)	Dan Boisselle 109 (52)
Mike Parrish 178 (50)	Jeff Harding 126 (51)	Jade Johnson 100 (51)
Jack Cobb 175 (52)	Kyle Weishaar 126 (52)	Drew Butler 98 (53)
Lane Fate 175 (50)	Jim Petersen 121 (53)	Josh Wellner 22 (54)
Jaden Davie 172 (52)	Justin Nickolous 121 (51)	Kevin Quantrelle 14 (SS)

Staffing:

Station Fifty-One: 22 members assigned.

Station Fifty-Two: 24 members assigned.

Station Fifty-Three: 10 members assigned.

Station Fifty-Four: 8 members assigned.

Support Services: 14 members assigned.

78 Paid-On-Call Members + 7.5 Staff/Full Time + 3 Commissioners = 89 Members

Summary:

In 2024 there were no major injuries to members or damage to equipment to report. We did have one fire fatality in the District unfortunately.

Call volume differences from 2023: We had an increase of 70 incidents overall, increases were Station 52 29 alarms, Station 53 26 alarms, Station 54 3 alarms, and ambulance only calls increased 48. The decrease was Station 51 15 alarms, Station 50 12 alarms and Auto Aid YFD only decreased 9 alarms. Station 52 area remains the busiest area for alarms with 40% of our responses in that zone.

Call volume District wide the previous 6 years: 874 in 2018 & 2019, 933 in 2020, 950 in 2021, 1081 in 2022, 947 in 2023. Using ambulances only for minor EMS calls and closest unit auto aid in the northern part of the District actual responses are less than overall call volume. District responses by year: 2018 – 760, 2019 – 779, 2020 – 847, 2021 – 844, 2022 – 941, 2023 – 802, 2024 – 833.

Our rate of investigating (arrived but took no action) increased by 15 for a total of 120 alarms, however we went to 8 less outdoor burns/smoke calls. We were canceled enroute 18 more times for a total of 102 with 15 more EMS, 13 more automatic fire alarms factoring into the overall number. Both actions taken are closely monitored to reduce the number of alarms we are not needed at to remain majority on-call.

Losses in 2024: Total losses of \$1.23mil are down \$43k from the year before. Total acreage burned increased 113 acres to a total 274 acres.

Assistance: We received mutual aid three times in 2024 and received automatic aid 23 times which is three less mutual aid and 2 additional automatic aids from 2023. The District provided automatic aid 26 times in 2024 up from 23 in 2023 and mutual aid 28 times down from 29 in 2023. Of the mutual and auto aid responses we were canceled 16 times (same as '23).

Response Time: We met our arrival time goal for 71% of alarms, which is the same as 2023. (Goal is 75% or more of the time)

Members: Starting 2025 we have a total of 89 members, which is a decrease of 2 over our starting numbers for 2024.

2024: With the county ambulance contract, nurse navigator program, and ProQA triaging 911 EMS calls we anticipate seeing a further reduction in call volume related to low acuity EMS calls. Using ProQA we now respond to medic level calls throughout the District, EMR Reds in the western portion of the District and do not respond at all to EMR Yellow EMS calls. Reds in the east and yellows in the District receive an ambulance only response as these calls have been

triaged to be low level BLS transport type calls, with 2 ambulance crews based out of Station 51 AMR should have no problem covering these calls. The nurse navigator program is designed to keep more ambulances in service by helping people with rides to their doctor rather than ambulance rides to the ED.

Reducing our call volume to true emergencies aligns with our Strategic Priority for retaining Members and remaining an on-call department with fulltime support, retention of on-call Members is our number one Strategic Priority, we believe focusing on reducing false alarms and non-emergency service calls by responding to true emergencies improves our retention rate as each Member feels their response and training is truly making a difference in our community.

2024-2028 Yakima County Fire District 12 Action Plan – **First Quarter**

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1, Obj I, E-5. Priority 2, Obj III, A. Priority 2, Obj III G 2a	Legislature	Craig	Work with legislature to improve Member benefits. Protect tax authority and restructure 1% lid limit to CPI. Monitor bills related to TIF. Work with legislature to include Emergency Services in carbon fuel tax exemption.	Did we meet with legislators? Scheduled 1/23 10, 10:30 & 11. Lid limit bill failed, no bills on carbon tax, did discuss with leg TIF and Member benefits. Reviewed final leg update with Board.
Priority 1, Obj I, H-4 Priority 4, Obj I, C-1	Review annual call volume. Response objectives	Craig/Officers	Determine what calls in district and auto aid we are dispatched to that we have no effect on the outcome and our response does not support our mission. Review response times vs objectives	Did we identify calls? Did we adjust? 38 canceled EMS calls seemed high in '23- 13 the RP called back to cancel, 9 canceled by ambulance, 7 were cancelled by LE, after stage out or other 6 were EMR Red ambulance only, 1 YFD, 1 Alarm Co 1 wrong address dispatched
Priority 1, Obj I, H-5	Reduce smoke calls and outdoor burn calls.	Staff	Educate the public on outdoor burning opening on Mar 15 th and who to call with issues related.	What messages were sent? March 11-15 S.M. messages will go out. Utilized station signs about burn season starting, social media messages.
Priority 1, Obj I, F-2	Strengthen new Member mentor program.	Johnston	Assign a trained mentor to support new Members. Set expectations for both mentor and mentee.	Were expectations provided? Were mentors assigned? 1 new at 52. Discussed R&R with Cpt's.
Priority 1, Obj I, H-5	Annual Residential Fire Safety Burn Ban BOCC Resolution	Craig	Assist the BOCC in developing annual residential burn regulations for fire safety.	Is there a resolution? Contacted Comm. McKinney to follow up. Attended BOCC workshop 2/1, they plan to put a resolution out to have public hearings, monitoring. New F.M. Doug Werts and I

				<i>are meeting to work on resolution.</i>
Priority 2, Obj I, C-2, Obj III, B	Forecast Capital Fund and expected revenue against 5–10-year needs	Craig, Boisselle, Board	Determine sustainability of CIP with current funding. Determine if additional funding will be required and how it will be obtained.	What changes will need to be made or revenue sources are available? <i>Lid lift is needed to sustain the plan. Any major adjustments will wait until election in August.</i>
Priority 2, Obj III, F, Priority 4, Obj III, B-1a	Levy Rate Education (1 st , 2 nd , 3 rd quarter if ballot measure)	Staff, Board	Educate on districts financial position and challenges.	Information provided? <i>Article in newsletter regarding our 2024 budget. Levy Info sheet draft developed. Next newsletter will detail lid lift. Developed draft half page fact sheets, developing newsletter story. After resolution planning to meet with Dist 1 & 4.</i>
Priority 3, Obj III, A-2	Track Equipment (1 st & 2 nd quarter)	ALL	Enter in new software system all equipment issued, all repairs made and replacement dates.	Did we get it all in the new system? <i>Katherine has input personnel and equipment, waiting on Image Trend now to move forward. Apparatus entered.</i>
Priority 3, Obj V, C-4	Mutual/Automatic Aid	Craig	Maintain agreements to handle escalating incidents.	Were plans updated? <i>Planned MA meeting in March. Moved to April.</i>
Priority 3, Obj V, D-2 & 3	Improve Defensible Space for Wildland Fires (1 st and 2 nd quarter)	Staff	Provide education, encourage fuel reduction, work with N. Yakima Conservation District on fuel reduction projects.	What has been done? <i>Drafting a contract for WRN, held another meeting to discuss ideas. Contract to June 30 then new for next fiscal year. \$20k this year for home visits, equip & events. Contract signed; dates selected for St54 events. Will advertise.</i>
Priority 4, Obj III	Strategic Communications Plan	Staff	Update plan.	Updated? <i>Plan updated. Following plan internal and external messaging. Newsletter II April.</i>
Priority 1, Obj I, A-2	Group Cohesion (Quarterly)	Staff, Association Board, Officers	Encourage participation in Association events, mix stations for drill, invite families into stations, address rumors every drill.	What Assoc events, drills or family activities have we had? <i>Alli Connect meeting invited spouses. Awards BQT. Egg Hunt</i>
Priority 1, Obj II, I-10	Member Wellness Quarterly (Quarterly)	Rhine/Wellness Committee Alli-Connect	Educate Members on responder mental health, provide Member support and visit stations.	What education provided, were stations visited? <i>Alli Connect Wellness authorized to use S-50 to visit stations.</i>

				<i>Reviewed Alli Connect survey with CIT and Cpts</i>
Priority 1, Obj II, I-3, I-7	Training Committee (Quarterly)	Johnston/ Training Committee	Meet quarterly, committee members lead drills. Update flow chart of expected training level by year	Meetings held? Flow Chart Complete and Shared? Met Feb 14
Priority 2, Obj III, G-2	Fuel Consumption (Quarterly)	Craig/Boisselle	Monitor the fuel budget to determine if adjustments to training, apparatus type and travel are necessary.	% of budget used, any changes? \$25,789 first qtrtr expense. 34% of total fuel budget spent. 21% fuel card, 17% St 51 fuel, 57% St51 LPG, 5% Trng LPG, 15% St52 fuel, 64% St53 LPG, 50% St54 LPG
Priority 4, Obj I, C-5	NFPA 1720 Response (Quarterly)	Staff	Compare fire response to NFPA 1720 Table 4.3.2 staffing & response times for rural areas.	How many fires did we achieve 6 Members on scene within 14 minutes of dispatch 80% of the time? Jan- 2 out of 2 fires met rural response 12 and 10 on scene. 100%. Feb 0-1 total now 66%
Priority 4, Obj III, B-3	Newsletter (Quarterly)	Boisselle/Phipps	Utilize newsletter to inform public on department news, public safety info and invite to provide comment.	Newsletter out each quarter? Draft developed. Mailed April edition in development.

Second Quarter

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1, Obj I, H-1	Criteria Based EMS Dispatching	Craig	Work with fire districts and 911 to expand criteria-based dispatching with PROQA to reduce non-emergency FD responses.	Have the criteria been developed? What changes? What effect on call volume? Pro QA contract signed, reviewed call recommendations, suggested changes, waiting for next meeting, probably won't go in effect until end of 3rd quarter. Attended meeting with SunComm and ProQA, onboarding July 31st with new mental health module.
Priority 1, Obj II, I-6	Training to improve proficiency and capabilities	Johnston/ Training Committee	Develop an app type task book covering basic firefighting to be completed annually.	What was developed to track basic training? Working with Travis Schlaman on development. Provident insurance may be able to provide a program instead of reinventing. Switched to Fire Plus insurance including their Fire-Rescue 1 Academy

				<i>online training modules and LEXIPOL.</i>
Priority 1, Obj III, A B-1, B-4	On call hiring schedule	Johnston/Boisselle	Recruitment for May 31 st applications. Hold recruitment drives, advertise certificates earned toward fulltime employment.	Completed? <i>Signs are going up, applications handed out. S.M. advertising, recruitment video, signage, newsletter. 2 aps. Process complete 2 Firefighters accepted</i>
Priority 1, Obj III, D-1	Strengthen High School Cadet Program	Johnston	Recruit Juniors and Seniors at WVHS to serve as Cadets. Work with ROTC, Counselors and Administrators to select students.	Was recruitment completed? How many recruited? Methods used? <i>Held an informational meeting at WVHS, working with Jessey Allen Career and College Pathway Specialist at school. 3 aps. Submitted grant for high school instructor. 4 Cadets accepted.</i>
Priority 1, Obj III, E-3	Recruit Identity based on skills	Johnston/ Training Committee	Utilize task books for task based mentoring new recruits throughout their first year of training. Identify recruits based on level of training received, example different helmet color if not structurally trained.	Were task books developed and utilized? How are we identifying level of training? <i>Working with Schlaman. All new D/O issued skill books. Possibly with Provident. Fire-Rescue 1 Academy</i>
Priority 2, Obj III	Levy rate	Craig/Boisselle/ Board	Utilize CPI to determine levy rate to maintain or improve service. Board resolution for a lid lift due in April.	Did we determine the levy rate needed? If a lid lift did, we pass a resolution? <i>Resolution passed, \$1.14</i>
Priority 2, Obj III, F. Priority 4, Obj III, B-1a	Levy Rate Education (1 st , 2 nd , 3 rd)	Staff, Board	Educate on districts financial position and challenges.	Information provided? <i>Info sheet on web site, half page info sheet developed and handing out with WRN, developing a video. First video developed, display board for events. Developing next newsletter article. Handed out lift info with WRN event at St 54.</i>
Priority 2, Obj V D-3	Group Purchasing	Craig/Boisselle	Partner with contracted ambulance service for group purchasing EMS supplies.	Did we partner? Are we saving money? <i>Purchasing through AMR for AED's once contract is in place believe it has provisions for this. Contract approved 5/28 by BOCC, includes group purchasing and on-scene equipment trade out.</i>
Priority 3, Obj I A-12	Station 54 Apparatus Bay	Craig/Board	Acquire an estimate for expansion of Station 54 bay. Compare to cost of replacement of E54 and staffing.	Did we get an estimate for expansion? <i>Estimate for E54. Johnston met at 54 and is</i>

				<i>getting a ballpark figure. \$180k to move the front door out 10 feet in the middle bay.</i>
Priority 3, Obj II, A-9	Heavy Equipment Contacts	Boisselle	Verify the contractors on our heavy equipment list are still capable of providing service and not debarred.	Are contacts in place? Following up with each of them from last year. Arrowhead and Pine Mtn
Priority 3, Obj III, A-2	Track Equipment (carryover from 1 st)	ALL	Enter in new software system all equipment issued, all repairs made and replacement dates.	Did we get it all in the new system? Apparatus are in, equipment will be upcoming, will need to have everyone update their sheets. At issue is how Image Trend can track repairs and equipment, may need to develop a separate system, still waiting on answers. Johnston developing a Microsoft access system to track equipment and maintenance
Priority 3, Obj IV C & D	Reporting System	Staff/Officers	Move to paperless on-scene reporting by June 30. Increase available tablets.	Do we have enough tablets? Are we able to report on-scene? We have 20 iPad we are currently setting up, training in May for on-scene reporting of EMS calls. Training complete, will use a mix of paper and tablets while we get used to the system, still some bugs to work out but all tablets are installed in apparatus. Duty crew so far only to enter calls in system.
Priority 3, Obj V, A-2	Staffing Model	Craig	Analyze current staffing model vs. Mission, if changes necessary research appropriate changes.	Results? Any changes? After Strategic update info from citizens and Members is complete. Noticed more citizens and members discussing 24 hour duty crew coverage than I have seen in the past. Strategic Planning will research and evaluate call volume, standards of cover and metric presently used.
Priority 3, Obj V, D-2 & 3	Improve Defensible Space for Wildland Fires (carryover from 1 st)	Staff	Provide education, encourage fuel reduction, work with N. Yakima Conservation District on fuel reduction projects.	What has been done? Wildfire Ready day at Station 54, completed 24 properties, advertising info on SM, built a house prop for events and on display in TC. Utilizing

				<i>display board to advertise. Next event June 22nd. Filled 40 yard dumpsters with tires and yard trask, 20 yards of scrap metal and close to 40 yards of brush was chipped to be about 15 yards of chips. Next yard waste event at St 53 September 21</i>
Priority 3, Obj V D-5	Sawyer Program	Johnston/Pfaff	Maintain sawyer program to mitigate hazard trees at incidents. Re-certify fallers with refresher.	Did we re-certify? Do we have qualified sawyers? Sawyers are recertifying in May, have already had fires with fallers needed, this fall we have acquired a tract of land we can cut on. Completed refresher training, more saw work in the fall.
Priority 3, Obj V F-1	Special Emergencies	Johnston	Provide training for Members to handle special emergencies.	Did we teach the drill? Planned for June Stand Down for safety in combination with hearing testing. Testing moved to August, training will be at station level on lithium ion batteries. Taught at each station in June
Priority 4, Obj I B-1	Community Feedback	Staff	Utilize newsletter, SM to invite public to provide comments on fiscal accountability, public information, and public education to ensure our Mission meets public expectation.	Feedback received? 71% responses, 69% fully completed. Completed with 82 responses, 69% fully completed avg 13 min. 2 interested in being on committee, one responded back and can't attend but will work with me.
Priority 4, Obj III, B-2(c)	Public meetings/presentations (2 nd and 3 rd)	Craig/Board	Based on decision to lid lift, hold informational meetings and/or attend local civic meetings.	Did we present information? To whom? June will begin to reach out, plan to hold meetings late June to mid July. Video. Lid Lift Info Meeting planned for July 17 at Station 51.
PLAN	2025-2029 Update Information Gathering	All	Meet with Members regarding priorities for update. Combine info for Planning meetings.	How was info gathered? May 1, 8 & 15th drills. In-person meetings by station. Retreat and first committee meeting completed
Priority 1, Obj I, A-2	Group Cohesion (Quarterly)	Staff, Association Board, Officers	Encourage participation in Association events, mix stations for drill, invite families into stations, address rumors every drill.	What Assoc events, drills or family activities have we had? Mixed stations for wildland

				<i>refresher and pumps drills. Egg hunt. Flea Market</i>
Priority 1, Obj II, I-10	Member Wellness Quarterly (Quarterly)	Rhine/Wellness Committee Alli-Connect	Educate Members on responder mental health, provide Member support and visit stations.	What education provided, were stations visited? Alli Connect monthly newsletter National Stress Awareness Month Mental Health Tip: Learn Box Breathing in 3 Minutes. Mental health awareness info distributed. County DCR program, met with Lacey Fire group to set up a time for our group to meet with theirs.
Priority 1, Obj II, I-3, I-7	Training Committee (Quarterly)	Johnston/ Training Committee	Meet quarterly, committee members lead drills. Update flow chart of expected training level by year	Meetings held? Flow Chart Complete and Shared? Met May 8th
Priority 2, Obj III, G-2	Fuel Consumption (Quarterly)	Craig/Boisselle	Monitor the fuel budget to determine if adjustments to training, apparatus type and travel are necessary.	% of budget used, any changes? Next update end of June
Priority 4, Obj I, C-5	NFPA 1720 Response (Quarterly)	Staff	Compare fire response to NFPA 1720 Table 4.3.2 staffing & response times for rural areas.	How many fires did we achieve 6 Members on scene within 14 minutes of dispatch 80% of the time? Jan- 2 out of 2 fires met rural response 12 and 10 on scene. 100%. Feb 0-1 total now 66%, Mar 1-2 total now 60%. April 1/1 100% achieved 4 out of 7 fires. No structure fires in May
Priority 4, Obj III, B-3	Newsletter (Quarterly)	Boisselle/Phipps	Utilize newsletter to inform public on department news, public safety info and invite to provide comment.	Newsletter out each quarter? Completed and mailed beginning of April, Preparing for 3rd edition in July

Third Quarter

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1, Obj I, D-1, F-4, Obj III, F	Retention Committee	Johnston/ Committee	Committee evaluate plan, update focused on operational, personnel or policy changes to consider for retention	Results? Started discussion on when best to have meeting. No interest
Priority 1, Obj II, B	WFCA Wage & Benefit, Comparison	Craig/Boisselle	Participate then compare our District with similar sized Districts.	Did we submit? Did we compare? We submitted and have received the first round of information. Info given to Board Aug meeting. Added FD5 and CPI

Priority 2, Goal, Obj I	Capital Improvement Plan	Staff/Board	Update CIP based on needs, funding and adjust.	Did the plan get updated? After August 6th. Updates made, additional assets tracked, draft for Board in Sept.
Priority 2, Obj I, B-1	September Facilities Tour	Staff	Tour all facilities to review building and apparatus needs for the upcoming budget.	Completed? Results? Scheduled for Sept 6. Completed all four stations, improvements added to budget and "DO Now"
Priority 2, Obj II, D-1	EMS Levy	Craig	Review levy distribution to ensure accuracy and correct formula.	Did we review? Results? EMS Office provided 2025 estimate we increase \$49k
Priority 2, Obj V, B-3	Budget Analysis	Boisselle	Analyze mid-year budget to over/under expenses and adjust.	Completed? Adjustments? No adjustments necessary
Priority 2, Obj III	Levy Rate	Staff/Board	August Primary Election if lid lift requested.	Results? Passed will be \$1.14 in 2025
Priority 2, Obj III, F. Priority 4, Obj III, B-1a	Levy Rate Education (1 st , 2 nd , 3 rd)	Staff, Board	Educate on districts financial position and challenges.	Information provided? Newsletter article, SM posts, flyers, web info.
Priority 3, Obj II, A-11	Emergency Vehicle Technician	Pfaff	Continue EVT training for certification.	What modules completed? September Aerials and Electrical.
Priority 3, Obj III, A-6	Flow test SCBA and Masks	Pfaff	Flow test and inspect all SCBA equipment.	Completed? Completed
Priority 4, Obj III, B-2(c)	Public meetings/presentations (2 nd and 3 rd)	Craig/Board	Based on decision to lid lift, hold informational meetings and/or attend local civic meetings.	Did we present information? To whom? WV Kiwanis, open mtg July 17. KNDO, KIMA, YHR
Priority 1, Obj I, A-2	Group Cohesion (Quarterly)	Staff, Association Board, Officers	Encourage participation in Association events, mix stations for drill, invite families into stations, address rumors every drill.	What Assoc events, drills or family activities have we had? MCO drills and pre-fires. Family BBQ, Car Wash
Priority 1, Obj II, I-10	Member Wellness Quarterly (Quarterly)	Rhine/Wellness Committee Alli-Connect	Educate Members on responder mental health, provide Member support and visit stations.	What education provided, were stations visited? Alli Connect newsletter. Reviewing statistics with Alli Connect, haven't been getting updates as promised. Will not continue Alli Connect in 2025, Looking at EAP or a different program from Lexipol.
Priority 1, Obj II, I-3, I-7	Training Committee (Quarterly)	Johnston/ Training Committee	Meet quarterly, committee members lead drills. Update flow chart of expected training level by year	Meetings held? Flow Chart Complete and Shared? Draft flow chart, next meeting is 8/28. Meeting occurred updated list of where each

				<i>new members should be in each year after they join.</i>
Priority 2, Obj III, G-2	Fuel Consumption (Quarterly)	Craig/Boisselle	Monitor the fuel budget to determine if adjustments to training, apparatus type and travel are necessary.	% of budget used, any changes? Cards- 60% used Fuel used- 51-42%, 52-49% 53- 31%. LPG Used 51-65%, Trng 5%, 53- 76%, 54- 68%
Priority 4, Obj I, C-5	NFPA 1720 Response (Quarterly)	Staff	Compare fire response to NFPA 1720 Table 4.3.2 staffing & response times for rural areas.	How many fires did we achieve 6 Members on scene within 14 minutes of dispatch 80% of the time? Jan- 2 out of 2 fires met rural response 12 and 10 on scene. 100%. Feb 0-1 total now 66%, Mar 1-2 total now 60%. April 1/1 100% achieved 4 out of 7 fires. No structure fires in May & June. 4 structures in July but 3 were in a wildland fire, 1 stand alone had 5 personnel on scene in less than 14 minutes, 4/8 50%. No structures to report
Priority 4, Obj III, B-3	Newsletter (Quarterly)	Boisselle/Phipps	Utilize newsletter to inform public on department news, public safety info and invite to provide comment.	Newsletter out each quarter? In mailboxes July 17
PLAN	Update Plan for 2025-2029	ALL	Finalize and adopt update.	Do we have a new plan? Committee Finalizing in September Requested final comment to Adopt 9/23

Fourth Quarter

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1, Obj I, G	Capital Improvements	Staff/Board/ Officers	Ensure 2025 budget includes apparatus, equipment and PPE replacement as scheduled.	Did we follow the updated CIP? All CIP and Strat items in draft budget. Includes saving for upcoming large items. Budget approved
Priority 1, Obj III, A, B	On Call Hiring	Johnston/ Boisselle	Recruitment for Nov 30 th applications. Hold recruitment drives, advertise certificates earned toward fulltime employment.	Completed? Advertised in newsletter, will begin push in Nov. Social media, newsletter, signs. Text aps. 7 Applicants testing
Priority 2, Obj III, B	Tax Rate	Staff/Board	Ensure District is not “banking”, Review CPI and apply to budget, Review 2025 budget to ensure expenses match level of service.	Budget completed with all these considerations. Lid Lift sets the rate at \$1.14
Priority 3, Obj II, A-3	Pump Testing	Pfaff/Johnston	Maintain apparatus to NFPA standards, pump test engines.	Completed? Results? Completed, 1 engine for

				<i>overhaul, 1 in shop for other warranty work.</i>
Priority 3, Obj II, A-4	Pre-Plan apparatus replacement	Craig	Order chassis for Brush 51 to be built in 2025.	Ordered? Chassis ordered, working with state bid for E54 chassis. Working with General Fire on a chassis available just need to fit the engine on it.
Priority 3, Obj VII, B-a	Repair costs	Craig/Boisselle	Review 2024 repair costs, routine vs unexpected and equipment reliability.	Completed? Reviewing with the budget draft. Budget adjustments made
Priority 4, Obj III, B-5a	Web Site	Craig/All	Complete a full review of all pages on website to update and purge old information.	Completed? 2025 will overhaul web page for ADA compliance. Site is back up with old version, working with company to renew.
Priority 1, Obj I, A-2	Group Cohesion (Quarterly)	Staff, Association Board, Officers	Encourage participation in Association events, mix stations for drill, invite families into stations, address rumors every drill.	What Assoc events, drills or family activities have we had? Assoc potato feed. Santa event planned. Food Drive, Bazaar
Priority 1, Obj II, I-10	Member Wellness Quarterly (Quarterly)	Rhine/Wellness Committee Alli-Connect	Educate Members on responder mental health, provide Member support and visit stations.	What education provided, were stations visited? Alli-Connect visited stations.
Priority 1, Obj II, I-3, I-7	Training Committee (Quarterly)	Johnston/ Training Committee	Meet quarterly, committee members lead drills. Update flow chart of expected training level by year	Meetings held? Flow Chart Complete and Shared?
Priority 2, Obj III, G-2	Fuel Consumption (Quarterly)	Craig/Boisselle	Monitor the fuel budget to determine if adjustments to training, apparatus type and travel are necessary.	% of budget used, any changes? Cards 80%, 51 fuel-96%, 51 LPG 73%, 52 fuel 88%, 53 LPG 83%, 54 LPG-68%, Trng LPG 5%
Priority 4, Obj I, C-5	NFPA 1720 Response (Quarterly)	Staff	Compare fire response to NFPA 1720 Table 4.3.2 staffing & response times for rural areas.	How many fires did we achieve 6 Members on scene within 14 minutes of dispatch 80% of the time? Jan- 2 out of 2 fires met rural response 12 and 10 on scene. 100%. Feb 0-1 total now 66%, Mar 1-2 total now 60%. April 1/1 100% achieved 4 out of 7 fires. No structure fires in May & June. 4 structures in July but 3 were in a wildland fire, 1 stand alone had 5 personnel on scene in less than 14 minutes, 4/8 50%. Under review
Priority 4, Obj III, B-3	Newsletter (Quarterly)	Boisselle/Phipps	Utilize newsletter to inform public on department news, public safety info and invite to provide comment.	Newsletter out each quarter? Final edition mailed 1st week.

PLAN	Update Action Plan for 2025	Staff/Board	Finalize and adopt update.	Do we have a new action plan? Draft
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Every Month

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1 Goal	Response time goal	ALL	Response within 1 mile 8 minutes or less, add 2 minutes per mile after	Monthly percentage of calls meeting objective. '23- 71% Jan 61%, Feb 76%, Mar 75%. Apr 76%, May 72% June 79%, July 72%, Aug 64% Sept 64%, Oct 67%
Priority 1, Obj I, A-1 Obj II, H-1	Promote District culture, communication through ongoing development.	Staff & Officers	Provide talking points related to culture, mission, vision, and to improve communication and understanding. Include "what have you been hearing" to dispel rumors. Provide opportunity for Members to discuss rumors, likes, dislikes in an open forum.	Are talking points provided and discussed. Used up to ask questions at state of dept. ODP High Reliable Org.. R&R Cpt meeting. Wildland incident within the incident training to take care of our own. Good discussion for plan update. Reviewed culture for relevance. Planning committee updates. Updated PRIDE books with latest culture and vision.
Priority 1, Obj I D-3	Keep Members Active	Johnston/ Phipps/ Company Officers	Review call and drill attendance for changes in Member's activity, follow up with Members when a change in activity is detected.	Were percentages developed? Reviewed? Member follow-up? Three Members ended 2023 below standard and are being addressed. Sent out Source trouble with switch. Percentages tabulated a couple policy letters sent out. New system working through getting accurate numbers haven't been able to put out the numbers for several months. All data inputted for the year, now correlating to stations and leaves.
Priority 3, Obj V C-3	Pre-Fire planning	Pfaff	Pre-fire plan all commercial buildings and historic wildland interface areas.	How many pre-fires are completed each month? One, two, five, Several pre-fires are being completed monthly, on track. Weekly being completed. Pre-fire Gilbert and Highland Fruit drills. FF Fate has been working through our list regularly to update.

Year-Long

Strategy #	Description	Key Member	Action Strategies	Measurements
Priority 1, Obj II, I	Develop Members	Johnston	Provide training opportunities in operations, leadership, pub ed, and firefighter training. Focus on education that leads to IFSAC certification. Utilize training center to bring in operational, leadership and safety classes to all Members.	What opportunities/classes? IFSAC training update: IFSAC testing available. Open Enrollment to the NFA, One member is attending a Live On-Line Investigator class April 8-10, one Member is attending a six day Incident Management class in-person at the NFA May 19-24, hosting a Wildland Firefighter 1 class April 13 & 14. Lots of opportunities posted in-house and outside. Hosting EVIP TtT, Planning ISO and STICO both courses required to be an officer.
Priority 1, Obj II, B-3,	Training & Certification for promotion	Johnston	Make available required training and certification courses on a three-year cycle.	What courses? YCFTOA is scheduling. IFSAC testing at WV. ISO, STICO planned for next quarter
Priority 2, Goal, Obj IV, A	Grant Funding	Staff	Seek grant funding, use CIP to apply for all grants we qualify for.	Grants applied for an outcome. Awarded \$18k from DNR for T52. Requested \$273k from legislature for generators. Participated in DNR phase 1 grant 50% equipment. Awarded \$4k DNR for shelters. Preparing AFG for E54, rural areas have brush/attack and pumper as high priority. Applied AFG E54, Applied for drinking water. Applied for AFG E54, Hiring, Fire Prevention, Recruitment & Retention grants. Will not get water this year. Kidde smoke detectors/CO, State Farm not eligible. Filled out supplemental for FEMA on prevention grant. Awarded \$20k for fire prevention. AFG Equipment open again will try engine 54 one more time then switch to SCBA. Applied for hazard mitigation grant for fuel reduction \$75k. Applied for AFG E54 \$450k

Priority 2, Obj V, G-1	Policies	Staff, Board	Review all fiscal policies and update as needed. Review all other policies for effectiveness.	What policies reviewed or adjusted? Member SM and District limited public forum policy. Beginning financial policy review process.
Priority 3, Obj I, A-8	Emergency Generators	Staff	Seek funding sources for backup power at Stations 52 and 54.	What sources were tried? Legislative request. 53 installed, waiting on correct vent pipes to put in service. 53 generator in service, continue to look for funding for 52 & 54
Priority 3, Obj V, D-9	Improve Wildland Firefighting capabilities.	Staff	Secure fuel reduction and firefighting equipment and machinery.	What equipment? Phase 1 grant to purchase wildland hand tool, shelters and equipment. Ordered 1" hose to replace burned up. Moving red plow/brush truck to 52 for summer. Specs for T52 with bids due 23rd. Creating hose packs for extending off booster line, completed refresher training. Awarded T52 refresh bid. Brush 52 nearing completion. Ordering chassis for B51 off state bid now to hopefully replace on time. Chassis ordered. Discussing county fuel reduction grant program with OEM.
Long Range Goal #1	Remain on-call with FT support	All	Recruit/Retain/Assist/Support Members to meet mission with majority on-call. Review response goal, amount of responders/call.	What have we done to improve on this goal? One new Member. WFRN St54 events applications will be on hand. Review of Weeknight Responder program as requested by Officers. Review showed to put the program on hold. Recruitment didn't yield as many applicants as we would like. Added 2 recruits at St 54, total of 8. Applications open until end of month.
Long Range Goal #2	Independence	All	Remain stand-alone district, work to protect funding and meet mission without outside departments. Review CIP.	What have we done to improve on this goal? Review of CIP, developing lid lift strategy. Developing Lid Lift info. Passed a lid lift resolution to continue CIP and maintain funding without outside depts. Passed lid lift to fund capital projects.

Long Range Goal #3, Priority 4, Obj II C	Capabilities	All	Measure against WSRB 4, NFPA 1720. Review WSRB rating for areas of improvement, compared to 1720.	How to we measure up to standards? Reviewed WSRB info for areas we can improve. Adding equipment already owned to apparatus, met 1720 response matrix for Jan 100%. Developed specifications for T52 refurbish. Reviewing 1720 matrix for fire response monthly. We are 4/7 on structure fire responses. Planning to develop standards of cover though strat planning