

1A. Strategic Choices, Vision and Mission

Adopted
November 2006



Strategic Choices: the top 4 strategic choices from among over 80 issues & interests identified by members in 2006:

- 1) Prompt professional response to the emergency calls to all geographic areas in the district.
- 2) Retain our volunteers by productively using limited training time, providing good incentives and benefits and having fun.
- 3) Strengthen reputation and reliability of our volunteers by providing good management and leadership 24 by 7.
- 4) Strengthen expertise and reputation in managing risk to life, property and community vitality.

Vision: statements summarizing, in present tense, the picture of the District five to ten years from now, based on the top 4 strategic choices:

Our priority is to provide a consistent & professional emergency response throughout the District. We are committed to deploy our resources to ensure a response that meets our Target Levels of Service regardless of the incident location within our District.

We are a volunteer fire department and we commit to recruit and retain our volunteers through programs that are convenient, make effective use of their time, prepare them for their assigned duties, create synergy between organizational health & community service and build an environment that is safe, stimulating and fun.

We will provide a consistent level of leadership and support for our volunteers. Our commitment is to maintain and provide round-the-clock direction and mentorship. We will provide management and other resources as necessary to ensure the success of our strategic choices.

We will manage risk to life and property for our community. In addition to our commitment to incident readiness & response, we will also identify, evaluate and offer appropriate proactive risk management programs to mitigate anticipated community hazards.

Mission: statement declaring the District's primary stakeholder, services and strategic priority:

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

1B. Strategic Choices, Vision and Mission

Adopted
5 Feb 2007



Strategic Choices: the top 4 strategic choices from among over 80 issues & interests identified by members in 2006:

- 1) Prompt professional response by volunteers to the emergency calls in all geographic areas in the district.
- 2) Remain a volunteer fire department, retain our volunteers by productively using limited training time, provide good incentives and benefits and have fun.
- 3) Strengthen reputation and reliability of our volunteers by providing good management and leadership 24 by 7.
- 4) Strengthen expertise and reputation in managing risk to life, property and community vitality.

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1C. Basic Future Assumptions

Adopted 6 February
2001

Internal



“While the District will continue to rely primarily on volunteer responders, it will be increasingly difficult to recruit new members and retain existing members.”

The basic assumptions of future (10 years) of internal (within the organization) and external conditions effecting the District include:

Professional:

- Requirements for member training will increase in both complexity and time demand.
- In order to meet increasing demands of its members, a wide array of methods of delivering training will be developed for flexibility; training effectiveness will be based on performance not time/duration.
- Health and safety issues (including incident operations, workplace accident prevention, health monitoring) will provide a greater influence in overall policy, operations and administration in the District.

Social:

- While the District will continue to rely primarily on volunteer responders, it will be increasingly difficult to recruit new members (increased competition with job, family and other pursuits) and retain existing members (increased demand on time, limitations for incentives).
- Recruitment of volunteers may involve targeting for “non-traditional” roles (e.g. specialties for EMS-only, public education, clerical support, non-combat fire operations support).
- Volunteers will need to be kept abreast of the array of benefits that are available to them through the District.
- Even with expanded information technology, the need for quality face-to-face personal communications will increase (especially for change management).

Fiscal:

- The cost of operations will continue to increase, with an increasing share of funding being allocated to personnel costs (calculated at an average of 6 to 7.5 percent per year based upon current historical trend analysis).
- A decreasing rate of growth in revenues (calculated at an average of 3 percent per year) will force the District to evaluate alternative capital financing options (e.g. leasing, short-term debt, reduction of other costs, and consideration of special levies).
- Current general obligation bonds (issued in 1996) will expire in 2013.
- The District will establish and implement a plan and allocate funding for a long-term capital repair-replacement program.

Internal (Continued)

“The Board will continue to support strong core values of volunteerism, accountability and resourcefulness for the [District].”

Political:

- Stronger management systems in the District will be demanded, driving more focus of current staff on management issues; other non-management issues (e.g. manual tasks, emergency response) will need to be gradually delegated or otherwise provided for.
- More emphasis will be placed on pro-active management of issues.
- The Board’s role will be policy level decision making and overall responsibility for the District; operations and administration will be the responsibility of the Fire Chief.
- The Board will continue to support strong core values of volunteerism, accountability, and resourcefulness for the organization.
- There will be an increasing demand on Staff for effective management and motivation for volunteers.
- Emphasis will be placed on quality decision making and the preservation of internal organizational health (morale).

Technological:

- While increases in technology will effect fire suppression and EMS operations (“tools”), the greatest demand for change will be in the support areas (i.e. information management, particularly communications).
- The District will continue to enjoy up-to-date technology, based upon prudent planning and purchasing practices; “cutting-edge” technology will be carefully evaluated prior to any effort to purchase or implement.

External

“Changes in industry-wide service characteristics will produce changes in requirements for emergency operations, equipment & apparatus.”

Professional:

- The District will continue to participate in external organizations (e.g. associations, joint ventures, boards and committees) actively promoting the values of the District, and expecting accountability and resourcefulness from these organizations.
- There will be increased use of multi-agency teams for emergency response at community, county and state levels.
- Use of standardized incident management systems (IMS) on all District incidents, and will increase beyond the fire service into law enforcement and public works during major emergency incidents.
- Changes in industry-wide service characteristics (e.g. aging of citizens, old versus new construction techniques, materials chemistry, infectious diseases) will produce changes in requirements for emergency operations, equipment and apparatus: more protection for the responder, ease of use, disposability, cost.

Social:

- Citizens’ mandates for public sector performance (often through “reform” measures) will determine which services should be provided and of what quality and at what level.
- District members will become more active in other local community groups and functions, with both formal and informal interaction regarding District business.

External (Continued)

- Better customer-input processes (citizen involvement) will drive demand for new or expanded levels of service; some existing services may be adjusted or terminated accordingly. This will require that the District provide meaningful customer education on fire district law, financing, operations and capabilities.
- Being an “age of the dissatisfied customer”, the District will need to identify and focus on true customer *needs* versus *wants* to determine its levels of service.

“Limited revenue expansion and increased costs will cause evaluation of the type and levels of service provided by the fire service.”

Fiscal:

- Growth of assessed valuation and population will level off in the first two decades of the 21st Century; revenue growth based on property tax will be flat (3% or less).
- Citizens will continue to seek tax reform measures that will effect property tax. This attitude could effect revenues.
- Industry (fire & EMS) will venture into other forms of revenue (fee for services, special levies, collaboration with insurance industry, etc.) as a result of tax measures and decreased community growth.
- Limited revenue expansion and increased costs will cause evaluation of the type and levels of services provided by the fire service (especially in the EMS field).

Political:

- Economic and political influences will provide incentives and pressure to seek economies of scale (joint ventures, consolidation of efforts).
- Local (NET, county) joint-venture efforts will continue and increase; District participation will be based upon sound business decision making (concerning cost, efficiency, and effectiveness).
- Board members and the Fire Chief will become more involved in county, state and national fire service industry affairs.

“Standardization by community or region will become more prevalent due to economies of scale and for operational advantages.”

Technological:

- Fire & EMS equipment and apparatus will become more user-friendly (low training investment) and more expensive.
- Standardization by community or region will become more prevalent due to economies of scale (for purchase & maintenance) and for operational advantages (training, mutual-aid compatibility).
- Due to infectious disease exposure control and maintenance costs, EMS equipment will become more and more disposable.

1D. 2007 Goals & Objectives

Adopted
5 Feb 2007



Goals & Objectives: Developed based upon the adopted Vision and Mission of the District:

GOAL 1: Effectively deploy our resources

- Obj 1.1:** Ensure we meet Targeted Levels of Service 90% of the time. (VanCamp)
- Obj 1.2:** Create an incentive and schedule for people to be available consistently to meet our targeted levels of service during business hours. (VanCamp)

GOAL 2: Ensure we have qualified volunteers available to respond

- Obj 2.1:** Have at least five dedicated and strategically placed volunteers (at least one officer, three EMS and at least one of which is qualified driver/operator) on every night and weekend shift. (Kessel)
- Obj 2.2:** Establish roles for volunteers uninterested in taking shifts, resulting in at least 80% retention or those volunteers. (Kessel)
- Obj 2.3:** Have at least 18 qualified, non-officer, drivers at all time. (Kessel)

GOAL 3: Implement alternative and flexible training programs

- Obj 3.1:** Establish one monthly on-shift training event to replace one Monday night drill meeting each month. (Thompson)
- Obj 3.2:** Ensure 50% of Officers meet ITAC competencies. (Thompson)
- Obj 3.3:** Establish and adopt the minimum fire fighter competencies for District 8. (Thompson)

GOAL 4: Instill a positive attitude and promote teamwork and trust

- Obj 4.1:** Establish clear expectations and provide 24-by-7 mentorship to all captains to help them to engage, train, and motivate their teams on shifts. (VanCamp)
- Obj 4.2:** Have an education or team building program/activity for each shift quarterly. (Prince)

GOAL 5: Establish and communicate realistic expectations to our volunteers and provide the leadership, training & accountability required

Obj 5.1: Communicating realistic expectations in the form of Job description, policies and procedures, and establish annual performance reviews for the staff and captains. (VanCamp)

GOAL6: Increase volunteer recruitment

Obj 6.1: Maintain a total roster of 45 active and qualified volunteers. (Thompson)

Obj 6.2: Establish and use a minimum of five non Incident Readiness & Response volunteers. (Prince)

GOAL 7: Increase community involvement & support with education, preparedness and prevention

Obj 7.1: Develop Citizen's support by helping people understand our Vision and Mission, goals and objectives. (Prince)

Obj 7.2: Use the Community Risk Assessment and identify the number one Disaster issues and implement a community preparedness program and with at least 50 people participating. (Prince)

2A. Historical Perspective

Adopted 21 September
2000

Fire Services in Thurston County:

Fire services in Thurston County are provided by 18 separate fire departments, of which three are municipal (part of city government), and the rest are fire districts. Fire districts are separate taxing entities, governed by a board of three or five elected commissioners, with the purpose of providing fire protection for that geographically designated area. All of the fire departments in Thurston County provide fire protection and emergency medical services (EMS) on the basic life support (BLS) level. There is a separate county agency in Thurston County called Medic-One, who provides advanced life support (ALS) functions and operates in coordination with each of the fire departments. Each of six ALS units is housed in a strategically located fire station. Thurston County has a centralized dispatch center with enhanced 9-1-1 service and computer aided dispatch capability. All alarms are transmitted to the fire departments over radio paging equipment.

All of the fire departments in Thurston County, with the exception of the City of Olympia, have volunteer firefighters. Most of the departments are either fully volunteer or have a mix of career and volunteer staffing. There are approximately 120 career and 430 volunteer firefighters in Thurston County.

Fire District 8 History:

What now is known as Thurston County Fire Protection District 8 (also known by its more common name of South Bay Volunteer Fire Department), was formed by a group of neighbors in April of 1953. It started with a loaned pick-up truck (with a pressurized water tank in the back) parked in the firestation (a garage belonging to the South Bay Grange), and the neighbors responded to a grand total of 15 fire calls that year. Later, a new station was built on South Bay Road and a brand new pumper purchased for \$3,500 (the District still owns this truck, and is housed in its new station).

Fire response continued to be the mainstay for the department for many years until 1973 when the Thurston County Medic One system came into existence. Quickly, EMS calls began to outnumber fire calls in volume.

A substation was built in 1965 on the Johnson Point Road (Station 8-2) and another built in 1979 on the Puget Beach Road (Station 8-3). The first resident firefighter (living in a mobile home behind a firestation) was added in 1984, and the first full-time employee was hired in 1986. In 1998, the District moved into its new headquarters station across the street of the old main station. Also in 1998, the District broke the "500 alarm barrier" by responding to 503 calls.

Fire District 8 Demographics:

Thurston County Fire Protection District 8 lies in the northern portion of the county covering an area of 23.1 square miles, generally on a point of land surrounded by inlets of the Puget Sound. The District currently has a \$697,090 annual operating budget derived from property taxes levied and collected. The current population of the District is listed at just over 7,000,

District Call Volumes

From 1953-1972 (per year):

Fires:	22.2 (79.9%)
Medical:	1.5 (5.3%)
All Other:	4.1 (14.8%)
Total:	27.8/year

From 1973-2000 (per year):

Fires:	59.0 (20.8%)
Medical:	185.3 (65.2%)
All Other:	43.0 (14.0%)
Total:	287.3/year

Past 15 years:

Fires:	70.9 (18.7%)
Medical:	251.9 (66.4%)
All Other:	61.0 (14.9%)
Total:	383.8/year

2000 Annual Call Volume:

Fires:	71 (13%)
Medical:	374 (68%)
Public Svc:	61 (11%)
False:	40 (7%)
Total:	546

Fire District 8 Demographics (Continued):

District 8 2001 Facts:

Assessed Value: \$453,294,600

Operating Budget: \$697,090

Population: 7,000

Average Pop Growth: 1.5%/yr.

Area: 23 square miles

ISO Rating: 8 (w/tender credit)

Volunteer Members: 35

Career Members: 4

Fire Commissioners: 3

Stations: 3

with an average annual rate of growth of 1.5%. Due to its proximity to the waterfront, the bulk of the properties in the District are high value single-family housing. This new (in the last 15 years) growth contrasts with the older predominantly rural farming and low density housing that existed in the area for many years. Over 95% of the housing in the District is less than 50 years old. Many small farms and other agricultural lands have been converted to low or mid density housing. Most of these new houses are over 3,000 square feet in size, and priced in the over-hundred-thousand dollar range, and are owned by residents that work outside the greater Olympia area (e.g. Seattle or Tacoma, 30 miles distant).

There is very little commercial and no industrial occupancy in the District. Of the significant occupancies, there are two salt-water marinas, a grange hall, an elementary school (sprinklered), and a dozen or so small commercial concerns. Fire prevention inspections are conducted by the Thurston County Fire Marshal. There are three areas in the District that have fire hydrants, each of a different water system, with less than 5% of the District's assessed valuation covered. Firefighting water must be delivered by tender trucks for most exposures. The District currently has an Insurance Services Office fire rating of "8", with tender credits for all residential properties.

Fire District 8 Governance & Staffing:

The District is administered by a Board of Fire Commissioners, elected for six-year terms on a staggered schedule (every two years). The Board appoints the Fire Chief (a full-time career position) who manages the day-to-day activities of the District. The Fire Chief appoints the staff of officers for the District, some of which are full-time career and some volunteer. Currently, there are three full-time career officers, one full-time career District Secretary, and thirty-five volunteer firefighters and officers.

There are three firestations placed throughout the District, each with a Class "A" pumper, a BLS rescue vehicle, and a tender (water truck). Each station is staffed by volunteers assigned to that station, and commanded by a volunteer captain and lieutenant.

Ongoing training for all staff is coordinated by the District's training officer, who in turn works with county-wide fire service training staff and the Medic-One organization (for emergency medical service training). Training is provided every week for two-to-three hours, and other special drill periods. Most of the District's staff has received Emergency Medical Technician or First Responder training. Firefighter training is based upon nationally recognized standards and curricula.

Current Fire District 8 Issues:

Along with this increasing response load, the complexity of the type of calls is changing. In the EMS field, delivery of cardiac defibrillation treatment by first responders is in place. Fires, even in single family residences, can present new dangers with more and more synthetic and exotic fuel loads. Hazardous materials, from agricultural chemicals and household materials to a growing presence of meth-amphetamine labs, is an ever-present potential problem. To meet these demands and those imposed by regulatory agencies and recommended standards, the general level of training for firefighters has

Current Fire District 8 Issues (Continued):

"To meet [call volume] demands and those imposed by regulatory agencies and recommended standards, the general level of training for firefighters has been increased significantly."

“The ability of volunteer fire departments to retain qualified staff has suffered due to the increasing demands for training and response as well competing distractions. It is because of these issues that the District has undertaken its first comprehensive strategic planning process.”

been increased significantly. Likewise, the ability of volunteer fire departments to retain qualified staff has correspondingly suffered due to the increasing demands for training and response participation as well competing distractions (e.g. family, job, and hobbies). It is because of these issues that the District has undertaken its first comprehensive strategic planning process.

Strategic Planning Process:

Early strategic planning efforts were accomplished in 1991, 1992 and 1995, primarily for capital planning (for facilities and equipment). These efforts, coupled with initial draft of District policies and procedures in 1990 and 1991 established the first documented business or strategic plan for the District. While relatively narrow in scope, both processes expanded during the decade of the nineties until the Board determined in 1999 that a comprehensive strategic plan should be developed. It was envisioned that this would be a “living document” that would relate directly (and be updated by) an Annual Business Plan and Budget.

In January of 1999, the Board commissioned Fire Service Management Systems to conduct a two-phase study: 1) to identify and evaluate administrative practices planning efforts, organizational structures, personnel relations, facilities & equipment and financial management practices, and 2) based upon the evaluation from phase 1, provide recommendations with a strategic approach to implementation as well as documentation of all findings. The contractor also provided facilitation for workshops during this process.

On May 7th and 8th of 1999, the Board members, the Fire Chief and the District Secretary held a workshop to kick off the strategic planning process. At that workshop, the first draft of the Mission Statement and organizational values were established. The basic design of the organization was also reviewed. Recommendations were made to convert the part-time status of the Fire Chief to full-time and convert the existing full-time positions to program managers.

On June 25th of 1999, the Board and Management Team held a workshop to refine the Mission Statement and organizational values, further define organizational roles & responsibilities, and begin development of District goals. On 23rd of August 1999, the Management Team met again to finalize organizational values and goals for recommendations to the Board for adoption.

During a series of facilitated mini-workshops in October and November of 1999, the Board, the Fire Chief and the District Secretary finalized job descriptions of the Executive Team (Fire Chief, District Secretary, and Assistant Chiefs). On May 13th and August 6th, the Management Team met to finalize vision statements and begin work on objectives (to meet the adopted goals). Also during this time period, the Board and Fire Chief finalized the format for the Strategic Plan documentation and agreed on the level of detail for the plan elements.

The Strategic Plan is designed to be a “living document”, and be constantly updated as Annual Business Plans are developed and accomplished and Budgets implemented.

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2B. District Future Projections

Adopted
21 September 2000

Revised February 2009

Elements of Future Projections:

By the vary nature of prediction, many assumptions need to be agreed upon (see Section 1C Strategic Planning Basic Future Assumptions) and data used for projecting trends documented to the point in time the predictions are made. For the current version of this Plan, most data for future projections is based on data accumulated through 2008. As the Plan is revised and newer data accumulated, these projections will likely change. This is the nature of this “living document”.

The information in this section will be used to support specific projections within each program area (under each section’s “Future Direction” paragraph). The following elements are included in this section:

- Projected population and land use information (from 2005 [most recent] Thurston County Regional Planning reports);
- Historical and projected District workloads (from data compiled from 1953 through 2008, and Medic One statistical data from 1974 through 2008);
- Specific response analysis from 1999-2008 District response records; and
- Revenue and expense projections based upon District budget & accounting records from 1984 through 2008.

Chart 1:
District Population
Estimates:

2000:	6,540
2001:	6,700
2003:	6,920
2008:	7,690
2010:	7,620
2015:	8,580
2020:	9,650
2025:	10,530

Source: 2008 TRPC
Population Forecast

Population & Community Demographics:

As noted in the Historical Perspective section of the Plan, the overall character of the District is rural and low-density residential with very little commercial or industrial development existing or planned (refer also to Appendix 1). The character and nature of the zoning is based on Thurston County’s adoption of zoning ordinances and state adoption of the 1997 *Buildable Lands Amendment* to the *Growth Management Act* (“GMA”). These regulate the population densities and uses of land throughout the county.

Some of the higher density residential areas are located in the Johnson Point and Hawks Prairie areas where parcels were “grand-fathered” for development. A rural commercial district is established in the vicinity of South Bay and Shincke Roads; these businesses are basically limited to services (e.g. retail, office, and automotive repair) by zoning and are not expected to change significantly in the next ten years.

Based on current County GMA provisions, future municipal boundaries have been identified and planned for. For the District, this means that eventually a corridor along the 2600 block (township) line will be annexed into either the city of Olympia (along the line east to Sleater Kinney Road) or Lacey (east, including the area east of Carpenter Road and south of 40th Avenue). The effect of this annexation will reduce the assessed valuation of the District approximately 9% (total, based upon current valuations).

District Workloads:

Chart 2:

EMS Call Volume Impacts:

Percentage of Total Call Volume:

Period	BLS	ALS	Tot.
1953-1973	9%	0%	9%
1974-2008	33%	33%	66%
1998-2008	37%	33%	70%

Annual Call Volume Average:

Period	BLS	ALS	Tot.
1953-1973	2.8	0	2.8
1974-2008	123.8	118.4	242.2
1998-	211.5	183.5	395.0

Call Volume: In addition to the response information presented in *Section 2A Historical Perspective*, general trends in response by call type per year have been tracked since 1953 (incorporation date). This is graphically represented in *Appendix 2* showing the District’s response history by type. The responses are classified as:

- **Public Service:** calls for help for non-emergency assistance such as salvage, wires downs, outdoor burning violation reports, non-medical rescues, and event stand-by;
- **Mutual-aid:** tracked separately until 1987 (change in National Fire Incident Reporting System classification), includes emergency and non-emergency support to other agencies;
- **False Alarm:** calls for fire or EMS that prove false (no fire, no medical problem, erroneous alarm activation);
- **Fire:** any emergency or non-emergency call to suppress fire, investigate a fire out, or mitigate other unsafe conditions (e.g. explosive environment, hazardous materials discharge, etc.); and
- **EMS:** emergency medical system calls for either a basic (BLS) or advanced (ALS) nature.

It will be quickly apparent by the graph that EMS functions have become a significant impact since initiation of the Thurston County Medic One program in 1974. The specific impacts are noted in *Chart 2*. The percentages shown in the first table reflect the share of the total calls (including fires & public services) for the year.

Based upon this data, trends may be extrapolated to project future responses. The attached *Appendix 3* shows graphically the assumed trend of calls through 2028. These growth projections are based on historical average growth patterns as follows:

Historical Period of Time	Fire & Other Services	EMS
1989 through 2008	5%	5%
1994 through 2008	6%	3%
1999 through 2008	-1%	3%
2004 through 2008	-2%	2%

The average growth figures of 1% for Fire & Other Services and 2% for EMS were used for the growth projects in *Appendix 3*. The reduction in Fire & Other *share* of responses is significant, although, the number is relatively stable. The *rate* at which the overall call volume is increasing in the District, however, is slowing (as can be seen in chart above). As noted before, a significant majority of the increase in call volume is due to EMS.

Call Demographics: The basis for response analysis is detailed response data from 1999-2007. There is complete and accurate data for the District available from that period due to accurate reporting and statistical methods. It is assumed that the demographics for that time period reflect average characteristics of service levels and demand. Trends are analyzed and applied to future projections. As future versions of this Plan are revised, the broader database will be used to supplement and focus these projections.

District Workloads (Continued):

The vast majority of calls are EMS related (71%), and a significant number (41%) of all type of calls were during the daytime (Monday-Friday, 06:00-18:00 hr). A breakdown of calls by clock-calendar period is reflected in the graph below (*Note: "fire" includes all non-EMS calls*):

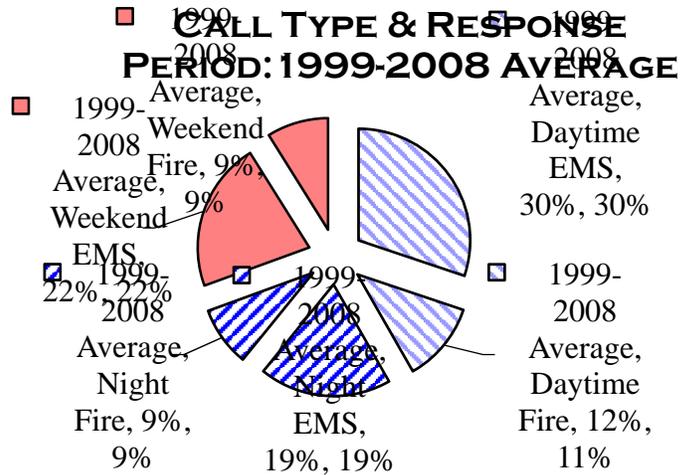


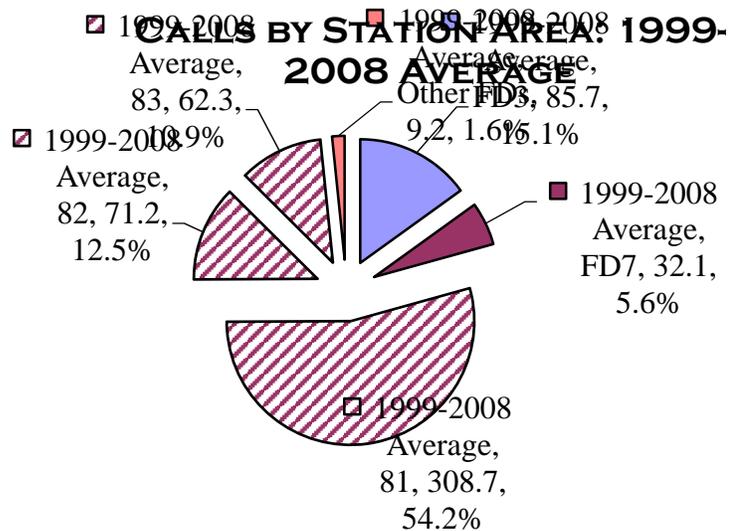
Chart 3:
Average Number of Responders, Year 2008:

EMS, daytime:	2.9
EMS, night:	4.7
EMS, weekend:	4.1
EMS, total:	<u>3.7</u>
Fire, daytime:	3.9
Fire, night:	5.9
Fire, weekend:	5.0
Fire, total:	<u>4.8</u>

Another perspective of response data is the time of the incident. In *Appendix 4* attached, a summary of calls per hour of the day is charted. As noted above, significant portion of the 2008 calls occur during the daytime, with significant increases during the late morning and early evening.

Also shown on the chart is the average number of responders to calls during each hourly time period. As will be discussed elsewhere in the Plan regarding staffing, generally staffing on daytime calls is lower than during other times. The average response staffing level for the various classifications of calls are shown in *Chart 3*. Daytime response coverage has been predominantly by the career District staff, supplemented by available volunteers.

The general location of incidents is represented graphically by the graph below:



District Workloads (Continued):

The breakdown is by station response zone (81, 82 and 83 are in-district responses). As can be seen, the vast majority of calls are in the Station 81 response zone. The Station 81 and District 3 (primarily South Bay Road south to Olympia city limits) response zones are indicative of the population centered in the South Bay area.

Chart 4:
Historical District Assessed Valuations & Mil Rates:

1999:	\$ 421,759,292	\$ 1.500
2000:	\$ 433,632,956	\$ 1.500
2001:	\$ 453,113,906	\$ 1.500
2002:	\$ 495,022,112	\$ 1.427
2003:	\$ 553,695,968	\$ 1.346
2004:	\$ 613,383,455	\$ 1.271
2005:	\$ 693,844,375	\$ 1.500
2006:	\$ 794,874,230	\$ 1.352
2007:	\$ 921,010,322	\$ 1.205
2008:	\$1,171,088,151	\$ 1.500
2009:	\$1,157,724,351	\$ 1.500

Mil rates (\$ per thousand AV).
Information from Thurston County
Auditor's Office.

Projections: based upon the type, time and location of incidents recorded, it is assumed that volume will increase as outlined in *Appendix 3*, and be of a nature similar to the characteristics noted above. This will be predominantly EMS in the response zone 81 area of the District during daytime hours, however, as the Hawks Prairie area develops, significantly increased call volume growth can be expected there as well.

Revenue & Expenditure General Projections:

Revenue Projections: Most of the revenue the District receives is from property tax assessments (average 92% of the total revenues). The information in *Appendix 5* shows the historical increases in assessed values in the District. During the years 2004 through 2008 the District experienced unprecedented growth in assessed valuation due to a vibrant residential market. A significant share of the properties developed were high-value single-family homes in the Johnson Point area. With a major economic down-turn in 2008 and subsequent collapse of the "building-boom", many properties were de-valued creating an overall reduction (1%) of the assessed valuation of real property in the District for 2009. This is clearly displayed in *Appendix 5* and *Chart 5*. Consequently, previous assumptions on the cyclical nature of the economy, assessed real property valuations, and attendant property tax revenues are being re-evaluated.

Other factors that effect these projections include:

- The nature of the properties within the District are predominantly low density residential and development is relatively slow in nature, especially with the current economic conditions;
- Properties in the Olympia and Lacey Urban Growth Management Area will gradually be annexed away from the District, however, the impact is anticipated to be over a period of time and is estimated to have no more than an 9 percent reduction in total values. Significant residential, commercial and industrial development is occurring adjacent to District boundaries in the Hawks Prairie area in the City of Lacey;
- The character of the residential properties, especially along the salt water, is very high value; and
- There is no significant commercial or industrial property development planned for the District.

Appendix 5 shows the actual District total revenues realized since 1980 as well as the projected total revenues through 2028. This is compared to the assessed valuations for property for the same 1980-2028 period.

Initiative 747: In November 2001, a property tax revenue limitation initiative was voted into law by the public. The effect of this law limits the increase in revenue that governments may receive from property taxes to one (1) percent (exclusive of the value of new construction or reevaluations). This lowers the previous "levy lid" from a maximum of six (6) percent increase.

Chart 5:
Projected District Assessed Valuations:

2010:	\$ 1,157,724,351
2011:	\$ 1,157,724,351
2012:	\$ 1,169,301,595
2013:	\$ 1,180,994,610
2014:	\$ 1,204,614,503
2015:	\$ 1,228,706,793
2016:	\$ 1,265,567,996
2017:	\$ 1,316,190,716
2018:	\$ 1,355,676,438
2019:	\$ 1,382,789,967

Information from Thurston County
Assessor's Office and TRPC.

Revenue & Expenditure General Projections (Continued):

I-747 critically affects the balance between increases in costs and increases in available revenues to pay for those costs.

This imposed lid critically affects the balance between increases in fixed and variable costs and increases in available revenue. The law allows the District to lift its “levy lid” to previous limitations (at a rate of up to \$1.50 per \$1,000 of assessed valuation) by an affirmative vote by the simple majority of voters. Due to continued increases in both operating and capital costs, and limited increases in revenues, in 2007 the District asked for and received voter approval to restore the levy rate to \$1.50 for 2008, and adjust the levy lid from 1% to 6% for years 2009 through 2013.

Expenditures: The historical expenditures for the District program areas are reflected in the table below¹:

**Chart 6:
Personnel Costs:**

Year	% S/B	FTEs	%Vol
1999	45%	3.7	5%
2000	49%	4.0	10%
2001	48%	4.0	12%
2002	47%	4.0	15%
2003	47%	4.0	16%
2004	44%	4.0	19%
2005	45%	4.0	21%
2006	38%	4.0	20%
2007:	37%	4.0	19%
2008:	44%	5.2	19%

Percentages shown are of the annual operating budget;
S/B = career salaries & benefits,
FTE = paid/career member
Vol = volunteer program costs.

YEAR	SAL & BEN	OVRHDS	VOLS	OPS	CAPITAL
1999	\$210,169	\$49,056	\$24,968	\$180,530	\$141,781
2000	\$250,120	\$53,435	\$49,398	\$155,874	\$162,631
2001	\$265,259	\$64,749	\$63,676	\$157,190	\$109,331
2002	\$275,611	\$63,040	\$86,376	\$158,372	\$140,000
2003	\$292,611	\$58,467	\$98,933	\$168,431	\$141,560
2004	\$301,124	\$82,886	\$127,322	\$173,857	\$156,665
2005	\$321,187	\$71,121	\$153,182	\$168,010	\$266,264
2006	\$328,294	\$154,918	\$169,213	\$201,678	\$264,116
2007	\$347,298	\$175,582	\$176,629	\$226,963	\$233,564
2008	\$432,686	\$138,054	\$190,568	\$226,368	\$84,626

Key features of the data above include:

- A significant share of the budget used toward personnel costs (both salaries & benefits and volunteers) are as shown in *Chart 6* at the left. As part of the *District Strategic Plan*, staffing for the new Temporary Firefighter Internship Program (3 FTEs) and the third career Assistant Chief were implemented in 2008. Likewise, volunteer staffing (primarily to cover response zone 82) will be increased by 50% (4 FTEs to 6 FTEs) in 2009.
- A general obligation bond was approved by the voters in 1996 for \$1.975 million (for a new headquarters station, remodel to substations and apparatus).
- Capital replacements & repairs are funded through annual allocations from the Expense Budget (6680) into the Capital Repairs & Replacements Budget (6681) based upon projected asset life-cycle costs in the *Capital Repairs & Replacements Funding Plan*. New or un-planned capital expenditures are funded from the Expense Budget.

Projections: Historical (since 1984) and projected comparisons between District population, call volume, assessed valuation at risk and operating expenditures are displayed in *Appendix 6*. Projections are based on interpretations of historical data and currently known factors. Budgetary impacts from the 2008-2009 Business Plan initiatives are calculated into the projection figures.

Appendices:

1. *Zoning Map of District*
- 1a. *2000 Census Data & Map*
2. *Response History*
3. *Call Volume Projections*
4. *Calls by Hour Average*
5. *Assessed Valuations*
6. *Comparison of Operational and Fiscal Data, Historical & Future*

¹ **Table Categories:** “Sal & Ben” = labor costs for career & elected members; “Overhds” = administrative & support costs; “Vols” = labor cost, health & wellness & incentives costs for volunteer members; “Ops” = training, operations & maintenance of facilities & equipment, non-labor response costs; “Capital” = planned transfer of funds from Fund 6680 to Fund 6681 (Capital Replacement Account).

3. Organizational Design

January 20, 2000
Revised April 2008

In 1999, a comprehensive review of the organization by the Board, with the assistance of Fire Service Management Systems, was conducted and the roles & responsibilities for all positions were evaluated, and changes proposed, analyzed and adopted by the Board.

In 2006-2007, further critical review & evaluation resulted in modification of the organization to improve direct support to volunteer responders. The most significant change was assigning each Assistant Chief to work directly with the Shift Teams and creation of the position of Intern--Temporary Firefighter.

Charts & Descriptive Information:

Included in this section are:

- **Organization Chart:** showing the relationship of the current positions including the legislative body (Board of Fire Commissioners), executive staff (highlighted in yellow), management team of officers (red print) and responders. Each shift team consists of a Captain supervising four to six firefighters/EMS responders. Each shift rotates to on-duty status every nine days.
- **Management Team Member Mission & Roles:** detailing the various business and operational functions of the organization based upon the National Fire Academy Business Model.
- **Emergency Response Team Member Mission & Roles:** detailing the various roles typically filled by District personnel during incidents. The roles are based on the specifications of the National Incident Management System (NIMS) created under Homeland Security Presidential Directive 5.
- **Emergency Response Team Organization Chart:** showing the relationship among the various incident management system positions. The highlighted boxes refer to those positions most commonly filled (smaller incidents of a relatively short duration).



4. Administrative Services

March 2007

Secretary Heidi Stumpf



“Administrative Services is a continually growing and steam lining”

Goal: “Promote and foster an administrative system that supports informed decision-making processes to assure a high quality community based fire & life safety protection system.”

Organizational Values:

- Comply with spirit and intent of rules and regulations.
- Produce accurate and correct documents to facilitate decision-making.
- Provide effective and efficient direction.
- Provide services utilizing available resources.
- Recognize threats and opportunities through awareness and planning.

Historical Perspectives:

- Very primitive system prior to 1985, reflective of much simpler organizational needs.
- Fire Chief elected by volunteers prior to 1980; minimal relationship between volunteers and Board.
- Increased complexity in past 10 years due to increased emphasis on public agency accountability and larger District budget.
- Due to relatively simple nature of organization, little dependence upon outside organizations (both controlling, coordination and contributing); minimal involvement in external political processes.
- Developed internal administrative program with hiring of full-time employees (Support Services Manager in 1985, training & operations officers in 1989 and 1994, District Secretary in 1997, Fire Chief in 1999; reassigned two staff to program management positions in 1999).

Current Situation:

- Full-time Fire Chief, District Secretary and major program managers (Facilities & Equipment, Volunteer Services).
- The first comprehensive District strategic planning process underway since May 1999 addressing eleven program areas.
- Minimal input by community with regard to needs and levels of service.
- Board meets twice monthly.
- Involvement in NET for jointly administered programs; active participant in countywide training, communications-dispatch and EMS programs as well as county and state organizations.

Program Narrative

“Administrative Services is a very important function of our business”

“The Strategies outline the elements of the Department’s Administrative Services”

Administrative Services

Future Direction

- Continue to evaluate NET and other joint ventures for programs providing benefit to District, with result of increased multi-agency relationships.
- Increased focus of full-time staff on administration of programs and management of operations on day-to-day basis (shifting of direct emergency response functions to others).
- Increased need for sharing of information by Board and Management Team to all members and citizens of the District will require new and improved methods (e.g. more face-to-face opportunities, use of Internet, public forums).

Strategies:

- Provide more timely communications to our members and citizens. Increase communications by offering it through appropriate technology so members can be updated from home, work or at each station; offer the Newsletter and updates for our customers on the District website.
- Reduce staff time and paperwork in providing effective communications to the District members and customers. Offer the District Policy & Procedure Manual, a “bulletin-board”, training schedules, shift schedules, outdoor burning rules, and general information.
- Provide greater flexibility and accuracy of information by offering a system that makes it easy for members to check their e-mail. This would include increasing the access for members through at-home and station based network connections.
- Develop durable and reliable backup systems that will ensure timely recovery of data in the event of a disaster.

Summary

The Performance Objectives listed at the forefront of this section outline the activities that will be accomplished to facilitate the documentation and exchange of quality information among the stakeholders who have vested interests in the activities of this Department. Appropriate sharing of quality information will continue to be a primary goal of this department.

5. Planning Services

21 June 2001

Chief Brian VanCamp



“ The District is experiencing a very dynamic environment with increased demands for accountability, reduced funding sources with increasing costs.”

Goal: “Develop a process to include annual (Business Plan) and long range (Strategic Plan) planning that provides guidance for legislative, operational and administrative decisions to assure a high quality community based fire & life safety protection systems.”

Organizational Values:

- Provide internal ongoing planning processes.
- Determine strategic direction at the highest organizational level.
- Encourage members to participate in planning processes.

Historical Perspectives:

- No significant effort to document strategic planning; workshops held in 1991, 1992 and 1995 produced growth management and capital program plans.
- No defined levels of service for District; minimal data on services provided.
- Annual budget process used as the annual plan for District activities.
- Prior to mid-1980s, very little change in the character of the activities of the District.

Current Situation:

- Very dynamic environment with increased demands for accountability, reduced funding sources with increasing costs.
- District organization in place and focused on needs for planning; learning the process for development, documentation and measurement of strategic planning and resulting implementation.

Future Direction:

- Complete, adopt and maintain *District Strategic Plan* and develop *Annual Business Plan* each year in coordination with annual budget process. Monitor resulting achievements in both plans with regard to overall progress to Goals.
- Consider the opportunities for continued joint programs and options for partial or full consolidations.
- Educate stakeholders (members, citizens) on the provisions of strategic planning to ensure harmony of effort in accomplishing the District's goals and objectives.

Program Narrative

“Strategic direction will be determined by the Board based upon elements of the District Strategic Plan, input provided by stakeholders, financial circumstances and political conditions.”

Strategies:

- Strategic direction will be determined by the Board based upon elements of the *District Strategic Plan*, input provided by stakeholders (members, citizens), financial circumstances (revenue streams, cost impacts) and political conditions (regulatory impacts, federal/state legislation, opportunities for increased efficiency/economics).
- In September of each even numbered year, conduct a planning workshop, involving all who have a stake in the services delivered by the District, designed to review and revise the *District Strategic Plan* as needed to keep it current with the changing environment.
- In October of each year, review plans for capital facilities, equipment & apparatus, and staffing; coordinate development & implementation with *District Strategic Plan* and *Annual Business Plan*.
- In October of each year, review the provisions of the *District Strategic Plan* in light of changing environmental conditions, accomplishment of objectives, and re-prioritization of efforts. Adjust plans accordingly.

7. Emergency Response

Adopted 5 April 2001

Chief Brian VanCamp

Goal: *“Operate a volunteer based fire & life safety protection system that will prevent or minimize loss of life and property consistent with prudent risk management practices, established levels of service and available resources.”*



Organizational Values:

- Provide effective scene management.
- Maintain a volunteer based response system.
- Provide necessary resources to meet the level-of-service.
- Promote interagency cooperation.

Historical Perspectives:

- Growth in call volume and complexity of type of response mirrors industry-wide changes; implementation of Medic One program in 1974 and 9-1-1 program in 1976 produced significant increase in workload (with “spill-over” into fire and public service areas as well).
- Shift in focus of services from protection of property to sustaining life.
- Industry-wide challenges for volunteer fire service felt by District in recent years.
- Increased requirements for health & safety driving training standards and operational practices.
- Type, complexity and cost of equipment and apparatus needed for emergency response increasing at significant rate.

Current Situation:

- District has ISO rating of Class 8 with tanker credits for all residential properties; Class 9 for business occupancies; rating not likely to be improved without installation of approved water supply system (municipal).
- Emergency response program volunteer based with ongoing stand-by programs being implemented.
- Have documented and tentatively adopted levels of service; monitoring call response data to measure conformance.
- Emergence of multi-agency large-scale responses to regional emergencies (mobilizations) becoming more and more common.
- Call response data is being monitored for type and quantity for planning efforts; this has required a much more sophisticated reporting system; supporting report requirements to state programs for EMS and fire.
- Through Medic One, all EMS operations in the county are standardized; fireground operations are becoming more standardized through the efforts of a countywide recruit academy process and adopted state/national standards.

“Growth in call volume & complexity of type of response mirrors industry-wide changes; implementation of Medic One in 1974 and 9-1-1 in 1976 produced a significant increase in workload [for the District’s volunteers].”

Program Narrative

“Better customer-input processes will drive demand for new or expanded levels of service; some existing services may be adjusted or terminated accordingly.”

Goals for customer service are established, called “Target Levels of Service”. The District will strive to attain these goals with a volunteer-based response system.

Emergency Response

Future Direction:

- Increased use of multi-agency teams for emergency response at community, county, and state levels.
- Changes in industry-wide service characteristics (e.g. aging of citizens, old versus new construction techniques, materials chemistry, infectious diseases) will produce changes in requirements for emergency operations, equipment and apparatus: more protection for the responder, ease of use, disposability, cost.
- While the District will continue to support a volunteer based response system, it will be compelled to evaluate supplementary sources for staffing (e.g. multi-agency teams, part or full time employee responders, contracts for service, adjustments to levels of service, etc.).
- Better customer-input processes will drive demand for new or expanded levels of service; some existing services may be adjusted or terminated accordingly.

Strategies:

- **Fire Operations Target Level of Service:** provide emergency response to structure fires and begin initial attack procedures within 10 minutes of notification, with a minimum staffing of 4 personnel, and be able to deliver a minimum of 250 gallons per minute of water for a 30 minute period in non-hydranted areas, and deliver the prescribed fire flows prescribed in hydranted areas.
- **Emergency Medical Services Target Level of Service:** provide emergency basic life support (BLS) response and begin necessary medical treatment within 8 minutes of notification, with a minimum staffing of 2 EMTs or First Responders and attendant equipment (either carried on District apparatus or on POV). This LOS will include BLS initial response to advance life support (ALS) calls in conjunction with the Thurston County Medic-One system.
- **Hazardous Materials Incident Target Level of Service:** provide emergency response to the site of the hazardous materials incident and provide initial assessment within 10 minutes of notification, with a minimum staffing of 4 personnel trained to recognition-level standards. The Washington State Patrol shall be designated as the Incident Command Agency.
- **Mutual Aid Target Level of Service:** provide aid to neighboring jurisdictions as requested based upon the current availability of resources within the District; the responsibility for authorizing appropriate response is vested with the on-duty District Command Officer. The following mutual aid resource levels are indicated:
 - Structural Fire Operations: engine with 3 firefighters, 1 officer, and/or tender with 2 firefighters;
 - Optional: 1 Incident Safety Officer;
 - EMS (BLS): 2 EMTs or First Responders in BLS rescue unit (non-transport capable).

Program Narrative

Emergency response services not provided by the District include confined space rescue, high-low angle rope rescue, marine rescue and extended wildland operations.

Strategies (Continued):

- **Wildland & Brush Fire Initial Operations Target Level of Service:** provide a target emergency response to wildland & brush fires and begin initial attack procedures within 10 minutes of notification, with a minimum staffing of 4 personnel and be able to deliver a minimum of 250 gallons per minute of water for a 30 minute period. If the fire requires greater than *one hour* to suppress, the Department of Natural Resources shall be notified and assume responsibility for the operation at the incident.
- Emergency response services *not* provided by the District include:
 - Confined space rescue (performed by the City of Olympia Technical Rescue unit);
 - High or low angle rope rescue (performed by the City of Olympia Technical Rescue unit);
 - Marine rescue (performed by the US Coast Guard & affiliated groups); and
 - Wildland & brush fire extended operations (performed by the Department of Natural Resources).
- Accurate incident documentation will be maintained and evaluated to monitor performance with respect to Target Levels of Service. Automated data records will also be forwarded to state collecting points for fire and EMS incident reporting systems.

8. Investigative Services

24 May 2002

Chief Brian VanCamp

Goal: *“Ensure comprehensive fire investigations are conducted that will provide the ability to determine for origin, prosecute those responsible for arson incidents and provide data for education of the District’s residents on methods to prevent fires.”*



“[Currently] the District has limited investigative resources of its own.”

“There are an estimated three to five fires per year in the District that should be investigated.”

Organizational Values:

- Ensure fires are properly investigated.

Historical Perspectives:

- The District has had modest capability for fire investigation in the past, and has performed several investigations.
- The relatively small number of fires, and the resulting need for investigation, has minimized the immediate need for these services in the past; services have been provided by others (Fire District 3, City of Olympia) as a supportive effort.
- It is a statutory responsibility of Thurston County to provide fire investigation services (under RCW 19.27.050, the *State Building Code Act*, and its adoption of the 1997 Uniform Fire Code; and RCW 48.48.060 *Fire Marshal, Investigation of Fires*).

Current Situation:

- The District has limited investigative resources of its own.
- There are an estimated three to five fires per year in the District that should be investigated (due to substantial property damage and/or suspicious origin). The District has not had a fire fatality in over twenty years.
- The Thurston County Fire Marshal (Fire District 3 as a contractor) and the Thurston County Building Official (the contracting authority) currently do not perform fire investigations. It is doubtful this service will be provided in the foreseeable future.
- The State Fire Marshal occasionally provides investigative services for large loss and fatality fires (on an inconsistent basis).

Future Direction:

- The District believes those agencies statutorily charged with fire investigation should accept that responsibility and take leadership to ensure the function is performed on a consistent basis.
- The District endorses the concept of a multi-agency team of investigators (including members of the District) under the jurisdiction of and supported by the Thurston County and/or State Fire Marshal’s Office.

Program Narrative

“The District believes those agencies statutorily charged with fire investigation should accept that responsibility and take leadership to ensure the function is performed on a consistent basis.”

Strategies:

- Working through the Thurston County Association of Fire Chiefs and the Thurston County Fire Commissioners’ Association, the District will continue to support measures that urge Thurston County and the State Fire Marshal to provide and/or host fire investigation services for fire districts.
- Establish a reliable and competent *interim fire investigation program* featuring the following levels of service:
 - **Small Scale Fires:** The District Incident Commander will determine the cause and origin of small fires (e.g. appliances, motor vehicles, fires of non-suspicious origin).
 - **Medium Scale Fires:** For fires with an estimated loss exceeding \$20,000 without injury or fatalities, the District Incident Commander will a) request that an investigator from the County and/or State Fire Marshal respond, or if unavailable, b) request a duty investigator from Fire District 3. The District will establish a contract with Fire District 3 to provide fire investigative services under jointly developed criteria.
 - **Large Scale Fires:** The District Incident Commander will request an investigator from the County and the State Fire Marshal for any large loss (in excess of an estimated \$100,000) fire, or any fire with civilian or fire-service (significant) injury or fatality.
- Basic scene observation & preservation training will be provided to all responders to assist in the fire investigation process.
- District members will be encouraged to participate as a fire investigator; training and certification will be offered to help prepare them for these duties.

May 23, 2001

Secretary Heidi Stumpf

Program Narrative



"Fire Prevention Education is a KEY to saving lives"



9. Community Services

Goal: *"Ensure that community services are available that educate the public on the skills necessary to prevent situations that may cause physical harm or property damage, how to access the emergency response system, and how to protect themselves during emergency events."*

Organizational Values:

- Educate the public on life & fire safety issues.
- Participate in mission enhancing community events.

Historical Perspectives:

- The District has provided a minimal program centered on CPR training to citizens and has participated in joint-venture education programs for students at South Bay School.

Current Situation:

- Currently as a relatively inactive member of Thurston-Lewis Cooperative (provider of community fire & life safety & prevention programs).
- The District offers CPR training, coordinated through our EMS Officer and Medic One.
- Several fire departments sponsor comprehensive community preparedness ("c-prep") programs, including City of Olympia; these have been favorably received by their customers.
- Currently the District has participated in an annual day camp for South Bay Elementary on Fire Prevention at Millersylvania State Park.

Future Direction

- Develop a plan to provide a cadre of citizen-volunteers able to provide comprehensive community preparedness training that would include fire prevention, health & safety care, minor emergency medical treatment, calling for help, neighborhood security, and basic fire suppression (portable fire extinguisher).

Strategies:

- Develop a plan annually to provide a cadre of volunteers able to assist current program efforts (which would result in an expansion of current community services delivery capabilities). The plan will include a timetable and estimated costs.

10. Information Management

May 23, 2001

Secretary Heidi Stumpf



“Some improvements are needed in the data collection system”

Goal: “The District shall have an information management system with “user friendly” technology to provide information to support legislative, administrative, operational and planning decision-making.”

Organizational Values:

- Maintain accurate and valid information.
- Utilize technology to meet information needs.

Historical Perspectives:

- First automation by the District was a copy machine (1978) and Macintosh SE (1984); the District starting in 1985 produced automated budget reports.
- The District has been providing automated incident reporting to the State since 1994.
- The first networked system was installed in 1993 (Macintosh based *AppleTalk*).
- The District converted to a PC based system on Novell in 1997; this also introduced Internet based applications.
- Telephone (landline and wireless), facsimile, paging, and two-way radio capabilities, as well as computerized workstations, have been improved in the past three years in an attempt to keep pace with needs; this has resulted in a significant financial expense.

Current Situation:

- All administrative functions have been computerized, including training (lessons are provided in the *MS Powerpoint* format).
- Automated data reporting requirements are increasing for both fire and EMS system reporting.
- Thurston County law enforcement is embarking on a mobile computer terminal program; fire and EMS units will be able to utilize this system as well (the infrastructure has been installed already).
- Expectations for readily available data have increased significantly due to the exponential growth of the information industry; this will drive a need to expand the networking capabilities of the District.
- The Internet has been accepted as a standard for information sharing.
- Focus on automated communication may have taken a toll on “old fashioned” methods like face-to-face; overall communications strategies are being reviewed by the Management Team.

Program Narrative

“Electronics systems enhance collection and documentation of information”

“The Performance Objectives outline the elements of the Department’s Information Management System”

Information Management

Future Direction

- The District will manage an overall information management and communications strategy that balances automated and “manual” methods to meet member and customer needs.
- Conduct a feasibility study on the standardization and networking of incident reporting, training and other operational data between the NET agencies.
- Extend the District’s computer network to Stations 8-2 and 8-3.
- Create a robust interactive web page to include the ability of members to access scheduling and mail services, for customers to interact and conduct business, and encourage enhanced interaction with the community.

Strategies:

- Provide more timely communications to our members and citizens. Increase communications by offering it through appropriate technology so members can be updated from home, work or at each station; offer the Newsletter and updates for our customers on the District website. Conduct customer surveys over this system.
- Reduce staff time and paperwork in providing effective communications to the District members and customers. Offer the District Policy & Procedure Manual, a “bulletin-board”, training schedules, shift schedules, outdoor burning rules, and general information.
- Provide greater flexibility and accuracy of information by offering a system that makes it easy for members to check their e-mail. This would include increasing the access for members through at-home and station based network connections.
- Develop durable and reliable backup systems that will ensure timely recovery of data in the event of a disaster.

11.A. Training & Safety

March 25, 2002

A/C Greg Thompson



“The District has adopted the IFSTA Essentials Firefighter I multi-media program as its standard fire ground training curriculum.”

Goal: *“Provide a personnel management program that emphasizes quality training for District personnel consistent with established levels of service for a community based fire & life safety protection system.”*

Organizational Values:

- Provide standard and performance based training.
- Provide volunteer friendly training opportunities.
- Provide recognition of accomplishments.
- Assure strong training support by career staff.
- Provide training consistent with the level-of-service.
- Provide a safe working environment.

Historical Perspectives:

- The District hired its first full-time Training Officer in 1992; prior to that, the role was filled by volunteer officers assigned to that function specifically.
- Early (from the early 1970’s) organized training curriculum was provided by the state in the “Operation Support” hand-off program; subsequent curricula has been adopted from the International Fire Service Training Association (IFSTA).
- The Thurston County Training Officers’ Association sponsored the first countywide recruit academy in 1983.

Current Situation:

- The District is participating in a countywide consortium that will provide consolidated training resources to all its members.
- The functions of safety and training are assigned to the Assistant Chief for Volunteer Services.
- The District has expanded its joint training efforts with FD 7 in combined EMS training (since 1998) and more fire ground drills; additional joint training sessions are being planned.
- Due in a large part to the efforts of the countywide recruit academy and Medic One, standardized training protocols have been essentially established for county fire departments.
- The District has adopted the *IFSTA Essentials* Firefighter I multi-media program as its standard fire ground training curriculum.
- Basic “employee” related training is provided by the District, including sexual harassment, hazardous materials communication, and infectious disease prevention.

Program Narrative



"Increase the availability of basic, specialized, and leadership training by exploring and using non-traditional training delivery methods and vehicles."



Training

Future Direction:

- The District's fire ground training will be provided through a combination of the Thurston Fire and Rescue Consortium (TFRTC) (Firefighter I and II, Officer I and II), NET (specialized training and joint operations) and Medic One (EMS); all programs will be accredited.
- Training will be provided to members in a combination of methods (e.g. one of various scheduled drill times within the TFRTC, self-study via CD programs or Internet, tutorials with fellow members or staff).
- Additional health & safety programs will be developed and adopted by NET; training for these programs will be integrated into the NET training schedule.
- Human resources training (e.g. employee orientation, sexual harassment, "Right-to-Know", "whistle-blower") for all members will be integrated into the District training schedule.
- Coalitions between fire-EMS service training and formal collegiate accreditation will be established allowing a formal education process for members to a degreed status and future career opportunities.

Strategies:

- The District will work closely with the TFRTC to develop a training system consistent of IFSAC and State accreditation guidelines. Provide fire personnel opportunities to become certified in Firefighter I & II, Driver Operator and Fire Officer I & II.
- Establish a computer database to allow adequate tracking of information, provide easy access to records, and interface with other training database systems.
- Develop an examination system that ensures all members have met performance standards set for intellectual, moral, emotional, and physical fitness.
- Educate line officers to provide the performance based training task to their personnel.
- Increase the availability of basic, specialized, and leadership training by exploring and using non-traditional training delivery methods and vehicles.
- Use State Fire Protection Bureau tools such as training curriculum and performance task sheets to enhance training programs and conformity to state accreditation regulations.
- Increase the quality and availability of in-District training facilities. Currently the District is limited in providing in-District training due to the lack of training props. The District will strive to provide props in-District for all annual training required by local, regional and national standards. The District will investigate the use of mobile and other non-traditional sources of fire props.
- Evaluate requirements for human resources training (e.g. employee orientation, sexual harassment, right to know, employee rights, "whistle-blower") and develop a coordinated (with the administrative and personnel relations programs) plan that integrates curriculum in an efficient and effective manner.
- Evaluate training functions performed by District personnel & resources that could be better performed through cooperative or contract services (i.e. NET, TFRTC, Thurston County Medic One).

12. Personnel Relations

March 25, 2002

A/C Greg Thompson



“The District has adopted the IFSTA Essentials Firefighter I multi-media program as its standard fire ground training curriculum.”

Goal: *“Provide a personnel management program that emphasizes supportive relationships, values volunteerism, and offers competitive and meaningful rewards for District members.”*

Organizational Values:

- Provide career staff committed to support the volunteer system.
- Provide feedback on achievement levels.
- Provide camaraderie and social activities.
- Provide employee assistance opportunities.
- Maintain a competitive benefits and wage program.

Historical Perspectives:

- The District has operated as a volunteer based organization since its inception in 1953.
- Until the first full-time employee was hired in 1985, all District functions were performed by volunteers; most of the members of the Board also were active volunteer responders.
- A majority of the non-emergency events held by the District in the 1950's and 60's were socially related (with some training on equipment and apparatus provided); multi-fire district social occasions were held throughout the year and well attended.
- The South Bay Firemen's Association elected the Fire Chief annually until 1980.
- Industry wide, recruiting and retaining volunteers has become much more difficult due to changing lifestyles, economics and competing activities.

Current Situation:

- The South Bay Fire Association exists with much reduced involvement (monthly meetings held in conjunction with the District business meeting); events sponsored by the Association include annual picnic, holiday craft fair, holiday needy family support, and participation in the Lakefair parade.
- An annual recognition banquet is held (first sponsored by the Association, then the Board), held regularly since 1974.
- Functions related to volunteer recruitment and retention are assigned to the Assistant Chief for Volunteer Services.
- In February of 2001 the board approved a proposal to move forward on developing a shift based response program in an effort to provide more effective staffing to address the District's Target Levels of Service.
- In February of 2002 a pilot shift based program was approved to be implemented in March of 2002.

Personnel Relations

Program Narrative

Future Direction:

- The District will continue to rely primarily on volunteers to provide emergency services to our customers.
- The District will provide a dynamic array of incentives to volunteers including direct monetary stipends, “employee assistance services”, educational-career opportunities, community recognition and others, while holding members accountable to well defined performance objectives.
- Comprehensive communications methods will be developed and used to allow free interaction among the members of the District for sharing of information, seeking input and comment, and streamlining business processes (e.g. implementation of policy and procedures).

Strategies:

- Create and maintain a competitive incentive program.
- Develop and implement a volunteer recognition program. This will include conducting a formal annual banquet and instituting an informal recognition philosophy.
- Encourage management to create a strong partnership with the volunteer firefighter association.
- Develop clear and concise personnel expectations.
- Develop and conduct annual performance reviews.
- Encourage line officers to regularly review individual and team performance, attitude and provide feedback.
- Conduct a salary comparison for career staff every three years or when requested by the Chief, to ensure competitive benefits and wage.
- Track and analyze performance of volunteer programs and make necessary adjustments.
- Study demographic, work and educational trends and determine the recruitment method(s) that will best meet the District needs.
- Develop a staffing plan that is consistent with the District’s Target Levels of Service.
- Staff will continue to work towards managing, organizing, and providing “soft incentives” that builds morale, motivation and increases the enjoyment of volunteering.

13. Equipment & Facilities Management

Adopted 1 May 2001
Revised October 2008

Goal: “Effectively deploy our resources.”

Organizational Values:

- Assure facilities & equipment are volunteer friendly.
- Maintain facilities & equipment in a state of readiness.
- Provide efficient and effective facilities & equipment.
- Provide facilities & equipment that meet the target levels of service.
- Maintain facilities & equipment that reflect a sense of pride of and for our community.

Historical Perspectives:



- The first firestation for the District was built in 1954, with the second (Station 8-2) in 1965 and the third (Station 8-3) in 1979; the headquarters station (Station 8-1) was relocated in 1998. The District retained the site of the old headquarters station using it as a support & training center.
- Historically, volunteers responded to alarms when notified by a firestation siren (until 1985) and later by radio pagers (since 1967). When the new Station 8-1 was built, it was designed to accommodate sleeping space for on-duty responders. A shift-based staffing program has been in place since 2002 with volunteers staying at Station 8-1 on nights & weekends.
 - The District provided rental housing to members in separate mobile homes at two sites from 1984 to 2007.
 - With the hiring of its first full-time employee in 1984 and subsequent staffing changes, the need for administrative & support space in facilities increased. Adequate office & public use space was planned & provided for in the new Station 8-1.
 - The first new pumper (engine) was purchased in 1954, with subsequent purchases in 1965, 1980, 1987, 1993 and 1996. Early engines were based upon commercial type chassis, while the recent (1993 & 1996) ones are built upon custom chassis designed for that purpose.
 - The type, complexity and cost of equipment and apparatus have increased in the last three decades; the emergence of EMS has required new equipment and apparatus.
 - The District depended upon surplus vehicles for the bulk of its fleet (tenders, rescue units, utility vehicles) until the early 1990’s. The last surplus vehicle was an ambulance donated by Thurston County Medic One, which was rebuilt with a new chassis in 2005.

“The type, complexity and cost of equipment & apparatus have increased in the last three decades; the emergence of EMS has required new equipment & apparatus.”

“Provide a capital asset repairs & replacement schedule to ensure the District has adequate funds and advanced awareness of such replacements.”

Current Situation:

- While the locations of the 3 existing stations meet Washington Survey & Rating Bureau ISO insurance rating coverage, Stations 8-2 and 8-3 are not capable of housing responders like Station 8-1.
- The District owns 11 motorized vehicles: three Type 1 engines, two Type 6 (wildland) engines, two Type 2 tenders, one BLS EMS transport-capable rescue, two utility vehicles and one antique pumper.
- The functions for the management of these assets are assigned to the Assistant Chief for Facilities & Equipment.
- The old Station 8-1 (Service Center) is vacant and is being considered for conversion to the District Training Center (see *Future Direction* below).

Program Narrative

Provide for regular maintenance and/or replacement of key assets on a schedule:

Facilities:

Facility exterior paint:	10 yr
Roofing/gutters:	25 yr
Facility interior paint:	5-7 yr
Flooring & ceilings:	10-15 yr
Kitchen appliances:	10 yr
Furnace/HVAC:	15-20 yr
Water treatment:	10-15 yr
Emergency generators:	15-20 yr
Paving surface repair:	3-4 yr
Septic/drain-field:	15-20 yr

Equipment:

SCBA:	8 yr
SCBA air compressor:	20 yr
Thermal imager:	4 yr
Hose & appliances:	As reqd.
Power saws:	8 yr
Portable generator:	8 yr
Power fans:	8 yr
Extrication equipment:	10 yr
Radio equipment:	As reqd.
PC workstations:	5 yr
KSU telephone:	6-10 yr
Type 1 engine:	25 yr
Type 6 engine:	25 yr
Type 2 tender:	25 yr
BLS rescue unit:	15 yr
Utility vehicle:	8 yr

“Plan and provide for facility, apparatus & equipment upgrades or renovations that can improve response times and increase efficiency of operations.”

Future Direction:

- Continue to maintain and fund a *Capital Repairs & Replacements Plan* outlining heavy maintenance, adaption, expansion and/or remodel, acquisition and disposal of District assets. Funding will be provided through annual contributions from the District Operating Budget. Items in the Plan will be reviewed regularly to ensure applicability and adequacy of funding.
- Based upon the outcome of the 2006 *District Community Risk Assessment* and the update of the *District Strategic Plan* in 2006-2007, two major initiatives have been adopted: 1) creation of a new north-end firestation with capability to house responders at a location suitable to cover the response district for both Station 8-2 and 8-3 (thus eliminating them) and, 2) creation of a new District Training Center.

Strategies:

- Maintain facilities, apparatus & equipment that are capable of meeting the operational needs of the District; plan and provide for facility, apparatus & equipment upgrades or renovations that can improve response times and increase efficiency of operations. This is the key to the new north-end firestation plan.
- Provide realistic, ongoing and verifiable training to members using convenient facilities, props and equipment. Using the old Station 8-1 site will allow on-duty responders to engage in hands-on training while remaining close to their primary response district. Inclusion of live-fire capability should be evaluated (refer to *District Strategic Plan Section 11 “Training”* and the *District Training Plan*).
- Provide regular inspections of facilities, apparatus & equipment to ensure the health & safety of members and that maintenance & repairs are provided for in a timely fashion.
- Provide cost effective equipment consistent with operational requirements and specified relative to its intended use and workload. Reasonable training requirements for members in the proper use of this equipment is imperative (“ease of use”).
- Monitor new mandates and regulations; provide input into the development process for standards and regulations whenever possible.
- Standardize equipment within the District and with other departments as reasonably possible.
- Focus on two-station concept meeting ISO coverage standards, capable of housing on-duty staffing as determined by the Fire Chief. Apparatus assignment at each station should include:
 - one Type 1 engine,
 - one Type 2 tender, and
 - BLS first-response capability (either as part of the Type 1 engine or separate BLS rescue unit).
- The District will maintain one transport-capable BLS EMS unit at Station 8-1; the unit will not be classified as an ambulance.
- The District will retain one Type 1 engine for reserve status; the unit will not be included in the *Capital Repairs & Replacement Plan*.
- The District will support day-to-day operations functions with utility vehicles:
 - one full-size 4-wheel-drive pickup with capacity to tow heavy loads,
 - one 4-6 passenger 4-wheel-drive vehicle for transportation and back-up command functions, and
 - one 4-wheel-drive vehicle assigned to the on-duty Assistant Chief for command functions.

14. Financial Management

June 12, 2017

Secretary Heidi Stumpf

Goal: *“Maintain a fiscal system that will manage long and short term resources necessary to delivery established levels of service by accurate accounting, revenue forecasting reporting, and monitoring of finances of the District.”*

“The Internet and on-line Bill Paying will be the future for paying bills timely”

Organizational Values:

- Assure District operates within its budget.
- Maintain a dynamic capital replacement program.
- Assure the efficient and effective use of funds.
- Maintain accurate financial status.

Historical Perspectives:

- The District's operating budget has increase over thirteen-fold (1,329%) since 1984.
- Fiscal reporting methods were limited to monthly voucher reports and budget documents prior to the late 1980's; automated reports have been provided by Thurston County since 1982 and automated internal budget status reporting was initiated in 1989.
- A five-year capital financial plan was established in 1992 and update in 1995.
- The District has experienced significant growth in assessed valuation.

“The Department believes in fiscal responsibility and for planning ahead for the future”

Current Situation:

- The District Secretary maintains an “on-line” financial reporting system; semi-monthly status reports and monthly revenue-expense projection are provided to the Board.
- Fiscal system accountability and reporting have been intensified with new audit standards, clarification of regulations, and growth in revenue-expense amounts.
- Audits by the State Auditor have changed from off-site group examinations (generally 10-15 hours per agency in length) to 48 hours, on-site examinations, every three years (by statute).

“A well-structured, participative budget process”

Future Direction:

- Maintain an integrated and automated financial reporting system displaying revenue, expense, payroll, inventory, and capital data.
- Update the plan on an annual basis.
- Determine anticipated needs and provide and maintain adequate funding levels in the District operating, capital and reserve funds.

Future Direction (Continued):

- Provide adequate opportunity for stakeholders to provide input into the budget development process.
- The District will follow directions, guidelines and schedules as provided by the Thurston County Auditors Office for budget development.
- The Manager of Finance, Support Services & District Secretary is employed to develop, organize and provide information for developing the budget.
- District program managers are encouraged to seek participation from stakeholders regarding optional items and/or funds needed to meet the agency's mission and performance objectives. Requests are considered and included in the process as appropriate. The District Executive Management Team will prepare the documentation for the Board for review, comment and adoption.
- Each October, the District will conduct a budget and annual business plan workshop to review the Mission, performance objectives and work initiatives for the coming year. The *District Strategic Plan* (this document) will be used as the control document for recording objectives, controlling activities, monitoring progress, choosing priorities, projecting needed revenue and holding the system accountable to the plan approved by the Board.

“The annual budget and business planning workshop is an essential element in the budget process”

Strategies:

- In October of each year, schedule a planning workshop for the Board and the Executive Management Team to begin development of the next year's Budget and *Annual Business Plan*.
- At the first Board meeting of each month, provide a summary of expenditures in relationship to projected revenue for the previous month.
- On a continuing basis, provide information and guidance to the Executive Management Team with respect to their financial control, estimates and needs.
- On a continuing basis, monitor the activities and impacts in the District in regard to the *Facilities Capital Plan* and the *Equipment Repairs & Replacement Plan*.
- Maintain an historical and ten-year projection of estimated financial resource needs to accomplish the recommendations listed in the *District Strategic Plan*.