

District Master Plan Overview

July 2017

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

District Mission:

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

District Vision:

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

Primary District Goal:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



Phase 1--Strategic Staffing Plan

Adopted August 2017

Primary Objective:

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

Secondary Objective:

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

Description of Staffing Plan:

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

- b. Career Lieutenants: primary role will be modified to instructor/mentors (in coordination with the T&E Program) for responders in both initial and ongoing skills maintenance training, with robust training schedule ongoing at each shift. Will also provide logistical support for shifts in coordination with assigned duties. Position would be modified for scheduling on current 48-hour dayshift and new 24-hour rotational schedule, details to be determined. The career Lieutenant may act as Incident Commander and lead a company/team at an incident. The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.
- c. Assistant Battalion Chief of Operations & Safety: re-classified and assigned to new schedule model coordinated with District battalion shift rotation, will assist AC in T&E Program, coordinate same with District Health & Safety Program (ensuring close relationship), will continue to manage and supervise career IR&R staff resources.
- d. Assistant Chief of Facilities & Equipment: with retirement of Chief Kessel, this position will not be refilled, but, administrative functions assumed by Fire Chief and the remaining functional duties be re-assigned to Lieutenants akin to responsibilities they held when employed at North Olympia FD7 (consistent with logistical support functions for members). The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.
- e. Assistant Battalion Chief for Volunteer Operations: re-classified as Senior Battalion Chief (supervisor of volunteer battalion chiefs), will continue to supervise night and weekend IR&R Program, and, will assume primary chair role of Volunteer Recruitment & Retention Program (VRR) IDMT.
- f. Volunteer Recruitment & Retention (VRR) Program Director: (new) non-uniform staff person responsible for recruitment marketing, incentives development, exit-interview management and social events coordination; position not yet defined and could be initiated as a pilot program to start. Position supervised by Fire Chief.
- g. Volunteer Company Officers: would continue to supervise night-weekend shift staff, coordinating with on-duty career Lieutenant on day-to-day work assignments of volunteer responders and necessary personnel actions.

E. Phase IV: Implementation of organizational change:

- a. AC will commence T&E IDMT to outline strategic direction for i) enhancement to Officer Development Program, ii) enhancements to ongoing skills maintenance training program(s), iii) coordination of training & education program assignments (staff), iv) setting aside regular opportunities for multi-company (inter-shift) operations training (including mutual-aid), v) identification of resources necessary to support expanded/enhance T&E Program, vi) define program for specific training on implementation of PDP program, and vii) develop reasonable performance indicators to document and report impact of training on member service performance. Submit planning documents and needs to Fire Chief for approval.
- b. BC-Volunteer Operations will commence VRR IDTM to i) define, quantify and prioritize elements identified in Staffing Planning Workshop related to volunteer recruitment and retention, and ii) create position specification for VRR Program Director. Submit position proposal to Fire Chief for approval.

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

II. Facilities & Deployment

Goal:

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

Values:

Key values that drive planning for facilities and deployment include:

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

Historical perspective:

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

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

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

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

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

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



**Adopted
January 2019**

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

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

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

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

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

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

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

Current situation:

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

Service on the south side is very good.

Service on the east side does not meet standards.

Service on the west side is inconsistent.

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

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

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

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

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

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

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

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

Future needs:

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

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

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

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

Strategies:

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

Three response stations:

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

Two response stations:

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

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

Two response stations with a central stand-by facility:

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

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

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

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

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

The long-term vision for facilities & deployment:

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

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

Future Planning Considerations

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

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

Objectives:

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

Reference Documents:

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

III. Community Communications and Risk Reduction



ADOPTED
8 Oct 24

The District website is a vital communication hub designed to enhance engagement with the community and its members.

Goal: *Strengthen our involvement with the community.*

Objective: *To identify, evaluate and offer appropriate risk management programs to mitigate anticipated community hazards.*

Strategies:

COORDINATION AND SUPPORT: This program is one of the team of programs that collectively work to achieve the District’s mission. It is expected that through policy direction, communication and coordination it will support these mutual efforts in an efficient and effective manner. The District programs include:

- Finance and administration (Fire Chief & District Secretary);
- Incident Readiness & Response (Assistant Chief);
- Facilities & Equipment;
- Community Outreach & Communications;
- Health & Wellness; and
- Training & Education.

RESPONSIBILITY: Fire Chief and program level managers.

FREQUENCY: Annually during the budgeting process, monthly coordination with individual and joint coordination meetings (e.g. program meetings with the Fire Chief and Assistant Chief-Battalion Chief meetings) and as needed.

WEB SITE: The District web site is a vital communications hub designed to enhance engagement with the community and its members. The website includes:

- Board meeting information (time, location, minutes, agenda);
- Virtual meetings: links to live ZOOM meetings and archived video recordings;
- Member resources: training site access and essential links for current members;
- Recruitment information: details about positions, training, obligations, dates for recruitment and more;
- Community services: on-line requests for address markers and on-line contact forms, service options (smoke detectors, CPR training schedule, blood pressure checks, etc.), facility usages (detailed information and on-line request forms);
- Educational visits: contact details for firestation tours, field trips and school assemblies;
- Regulatory information: open burning rules, permit forms and safety regulations;
- Upcoming date notices: meetings, voting reminders and local events;
- Safety education: fire prevention, emergency preparedness and fireworks safety;
- Updates: information on wildfires, weather, health advisories and more;
- Safety messages, fire prevention, emergency preparedness and fireworks safety (information & links); and
- Multimedia: instructional videos as needed for further engagement.

RESPONSIBILITY: District Secretary/designee; input provided by key staff.

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

FREQUENCY: General information is permanently on website, updates to be made as needed.

NEWSLETTER: The District will distribute a one-page newsletter multiple times annually featuring:

- District highlights: displaying District activities and members using several photographs;
- Key developments within the District;
- Recruitment advertisements;
- Service reminders of the services we provide; and
- Community engagement: calls for support and involvement.

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

FREQUENCY: Quarterly.

READERBOARD: The reader board will display:

- Board meeting schedules;
- Event reminders;
- Safety tips;
- Service highlights; and
- Inspirational messages.

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

FREQUENCY: Weekly, on-going.

COMMUNITY EVENTS: We will leverage community events for positive outreach and communications. Event to include:

- School functions: assemblies, classroom visits, open houses, egg-drop, holiday events and end-of-year events; and
- Local community functions: local parades, Fourth of July events, Strawberry Festival, homeowner meetings and other events as scheduled.

RESPONSIBILITY: District Secretary/Community Outreach Team (“COT”) Coordinator/COT members.

FREQUENCY: As needed monthly.

Social media is a powerful tool to connect with our community.

SOCIAL MEDIA: Social media is a powerful tool to connect with our community. It can be used to raise public awareness about fire safety, provide real-time updates during emergencies, engage with the community, increase transparency and aid in recruitment efforts. We will use social media platforms like *Facebook*, *Instagram* and *Nextdoor* to connect with our community for targeted, meaningful updates and entertaining on-shift highlights. Timely messages will be scheduled using *Hootsuite* software and archived using *Pagefreezer* software.

RESPONSIBILITY: District Secretary/COT Coordinator/COT members.

FREQUENCY: Weekly/as needed.

PRESS RELEASES: Press releases can be used when necessary to communicate major announcement and typically run for a brief, limited time.

RESPONSIBILITY: District Secretary/designee, Fire Chief.

FREQUENCY: As needed.

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

PERSONAL OUTREACH: Personalized contact through calls, emails or visits can be used for direct engagement, especially during emergency responses, to provide safety tips and information about our services.

- Responders can make personal contact on emergency calls when appropriate (e.g. on a patient fall incident to provide recommendations and hand-outs to mitigate future falls);
- Responders could also provide a general hand-out that covers all other services we provide;
- As time allows, on-duty crews can dialogue with community members to see if they have any questions or concerns about their fire department;
- The District will maintain contact information on neighborhood associations and community groups in the area. District representatives can attend community homeowners' group meetings to provide updates and answer questions;
- Community questions from website, emails or calls should be answered in a timely manner; and
- When necessary, the District should hold community town-hall style meetings to provide specific information regarding pertinent topics (e.g. ballot measures, new large scale projects). These meetings should be well advertised and targeted.

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

FREQUENCY: As needed.

Additional Strategies:

RISK IDENTIFICATION: NFPA 1300, *Standard on Community Risk Assessment and Community Risk Reduction Plan Development*, defines CRR as a process to identify and prioritize local risks, followed by the strategic investment of resources to reduce their occurrence and impact. Even though Thurston County has adopted a countywide *Natural Hazards Mitigation Plan, Hazards Identification and Vulnerability Assessment* and *Comprehensive Emergency Management Plan*, the District should consider performing its own community-wide risk assessment to identify specific and significant risks and focus on localized reduction methods.

III. Facilities & Equipment



**ADOPTED
8 October 24**

The Capital Repairs & Replacement Plan and Budget will be reviewed and updated every year during the budget planning process.

Goal: *Strengthen our cultural focus on fiscal accountability and operational efficiency.*

Objective: *To deploy facilities and equipment resources to support a response that meets our Target Levels of Service regardless of the incident location within our District.*

Objective: *The District current deploys resources from two primary (staffed) firestations (Stations 8-1 & 8-3) and one unstaffed firestation (Station 8-2). The ultimate goal is to deploy from two full-time staffed firestations strategically located within the District.*

Strategies:

COORDINATION AND SUPPORT: This program is one of the team of programs that collectively work to achieve the District’s mission. It is expected that through policy direction, communication and coordination it will support these mutual efforts in an efficient and effective manner. The District programs include:

- Finance and administration (Fire Chief & District Secretary);
- Incident Readiness & Response (Assistant Chief);
- Facilities & Equipment;
- Community Outreach & Communications;
- Health & Wellness; and
- Training & Education.

RESPONSIBILITY: Fire Chief and program level managers.

FREQUENCY: Annually during the budgeting process, monthly coordination with individual and joint coordination meetings (e.g. program meetings with the Fire Chief and Assistant Chief-Battalion Chief meetings) and as needed.

CAPITAL REPAIRS & REPLACEMENTS PLAN/BUDGET: Continue to maintain a comprehensive Capital Repairs & Replacements (“CR&R”) plan and budget. The addition of new major assets (e.g. new firestations, new types of apparatus or new major equipment) should not be included, but once purchases or constructed, incorporate the overall replacement costs into the CR&R based on the asset’s expected life span.

RESPONSIBILITY: Board of Fire Commissioners (“BoFC”), District Senior Management, Manager of Facilities & Equipment (“F&E”).

FREQUENCY: As planning is involved with new major capital assets.

APPARATUS DEPLOYMENT AND LIFE CYCLE: The CR&R plan will consider the deployment and life cycle of capital assets:

- The District will maintain one certified Type 1 engine (with licensed BLS EMS capability) and one certified Type 2 tender at each firestation;
- The District will maintain one or more BLS ambulance type units to be assigned to one (or more) staffed firestation(s);

- The District will maintain one or more Type 5 brush trucks (with licensed BLS EMS capability) to be assigned to one (or more) staffed firestation(s);
- The District will maintain sufficient staff vehicles to support battalion chief incident response, staff travel and administrative purposes; the vehicles shall be equipped to respond to emergencies and supply BLS EMS supplies/equipment;
- The District will maintain an appropriate amount of reserve apparatus for each vehicle type based off of response needs; and
- The planned life cycle for: (i) Type 1 engines shall be 20 years, (ii) Type 2 tenders shall be 25 years, (iii) for ambulance and Type 5 brush trucks shall be 15 years and (iv) for staff and utility vehicles shall be 15 years.

RESPONSIBILITY: Manager of F&E.

FREQUENCY: Review annually during the District budget planning process.

EQUIPMENT: Equipment is categorized into three groups: (i) operational, (ii) support & administrative and (iii) training:

- Major equipment types are included in the CR&R life-cycle plan, generally at a ten year life span;
- Communications equipment has been updated to new 700 MHz trunked radio under a countywide project; replacement for this equipment will ultimately be the responsibility of the District (estimated 7-9 year life cycle);
- Other operational equipment items (e.g. self-contained breathing apparatus, hose & nozzles, tools) are updated individually or included in the replacement of apparatus planning/budget;
- Support & administrative equipment includes computers, office machines, telephone systems and other network related items, which will be evaluated and replaced as needed and either re-assigned or disposed of based upon the recommendation of the District Secretary;
- Training equipment and tools (e.g. visual-audio media, simulator tools, practice “dummy” equipment) will be evaluated and replaced as needed based upon the recommendation of the Training & Educations Officer.

Equipment will be grouped into one of three categories: operational, administrative support and training.

RESPONSIBILITY: Manager of F&E.

FREQUENCY: Review annually during the District budget planning process.

CR&R REVIEW: Continue to evaluate the CR&R schedule for asset replacement to determine if necessary and to appropriately delay replacement if not indicated:

- Expenditures for capital replacements are evaluated on a case-by-case basis when recommended by the CR&R plan; frequently;
- As part of the annual budget planning process, the table of apparatus included in the *Annual Business Plan* will be reviewed and updated;
- Certain recommended standards consider the age of certain assets; the Washington Survey & Rating Bureau scoring is effected by the age of primary apparatus & equipment.

RESPONSIBILITY: District Senior Management, Manager of F&E.

FREQUENCY: Annually during the District budget planning process.

SPECIFICATIONS FOR APPARTUS & EQUIPMENT: During the planning for replacement apparatus and equipment, staff should consider the following:

- That the intended use of the asset is clearly identified and appropriate for the District’s mission;

Specifications for apparatus and equipment shall be reasonably standardized and inter-operational with neighboring fire agencies.

- That necessary portable equipment for apparatus can be safely and efficiently carried and used;
- That the asset is compliant with accepted industry standards and applicable regulations for safety, utility and construction;
- That standardization and uniformity with current like apparatus and equipment in the District's fleet/inventory is maintained to promote maintenance, operational and training efficiency;
- That the life cycle costs can be evaluated in addition to the original purchase price (e.g. fuel consumption, preventative maintenance, component replacement);
- That the standardization with local and regional fire jurisdictions for inter-operability be reasonably considered; and
- That final user input and feedback be incorporated into developing specifications for replacement assets.

RESPONSIBILITY: Manager of F&E, F&E staff, District managers.

FREQUENCY: As needed for planning purposes.

PREVENTATIVE MAINTENANCE: The District should continue to pursue aggressive preventative maintenance on apparatus and equipment to maximize the asset's service life.

RESPONSIBILITY: Manager of F&E, maintenance professionals.

FREQUENCY: On-going and as needed/planned.

III. Health & Wellness



ADOPTED
8 Oct 24

Goal: *Workplace safety, continuous improvement and a culture of care and support.*

Objective: *To prioritize the health and wellness of our members because they are our most valuable asset. Investing in member physical and mental well-being not only enhances their quality of life but ensures the safety and effectiveness of our operations.*

Strategies:

COORDINATION AND SUPPORT: This program is one of the team of programs that collectively work to achieve the District’s mission. It is expected that through policy direction, communication and coordination it will support these mutual efforts in an efficient and effective manner. The District programs include:

- Finance and administration (Fire Chief & District Secretary);
- Incident Readiness & Response (Assistant Chief);
- Facilities & Equipment;
- Community Outreach & Communications;
- Health & Wellness; and
- Training & Education.

RESPONSIBILITY: Fire Chief and program level managers.

FREQUENCY: Annually during the budgeting process, monthly coordination with individual and joint coordination meetings (e.g. program meetings with the Fire Chief and Assistant Chief-Battalion Chief meetings) and as needed.

WORKPLACE SAFETY: The safety of our members is paramount. The District is committed to providing them with the health screens, training and support necessary to perform their duties safely and effectively.

RESPONSIBILITY: District Health & Safety Officer (“HSO”), District managers and supervisors and members.

FREQUENCY: All day everyday.

CONTINUOUS IMPROVEMENT: The District is committed to ongoing evaluation and improvement of its health and wellness program. Through feedback, a strong Safety Committee and collaboration, we can continuously seek opportunities to enhance the effectiveness and impact of our initiatives.

RESPONSIBILITY: HSO, Safety Committee and District managers.

FREQUENCY: Scheduled as appropriate.

CULTURE OF CARE AND SUPPORT: The District will establish peer support networks within the organization to facilitate informal communication and mentorship regarding physical and mental health.

The health and well-being of our members is our top priority because they are our greatest asset.

RESPONSIBILITY: HSO, District managers, Thurston County Peer Support Network.

FREQUENCY: On-going and as needed.

MEDICAL EVALUATION & SURVEILLANCE: The District and the Health & Wellness Program will:

- Establish a medical evaluation program for responders;
- Prior to performing emergency response duties, each team member and responder will be medically evaluated to determine fitness for duty;
- Provide additional medical surveillance for responders who are exposed to combustion products: the surveillance will be at least as effective as the occupational medical examination criteria specified in a national consensus standard such as National Fire Protection Association standard 1582; and
- Maintain a confidential record for each responder.

RESPONSIBILITY: HSO, District managers, medical health care provider services.

FREQUENCY: On-going and as needed.

BEHAVIORAL HEALTH & WELLNESS: The District and the Health & Wellness Program will:

- Identify where behavioral health and wellness resources are available at no cost;
- Provide, as needed, resources to include at a minimum (i) diagnostic assessments, (ii) short-term counseling, (iii) crisis intervention, and (iv) referral services for behavioral health and personal problems that could affect the responders performance of emergency duties;
- Inform each responder, on a regular and recurring basis of available resources; and
- Inform each responder following a potentially traumatic event of the resources available to them.

RESPONSIBILITY: HSO, District managers, District peer support and chaplaincy staff, professional mental health resources.

FREQUENCY: On-going and as needed.

PHYSICAL FITNESS FOR DUTY: The District and the Health & Wellness Program will:

- Implement a process to evaluate and re-evaluate annually the ability of responders to perform essential job functions based on the type and level of service;
- Establish and implement a physical fitness program that enables responders to develop and maintain a level of physical fitness that allows them to safely perform their assigned functions based on the type and level of service; and
- Include the following components in such program: (i) an individual designated to oversee the responder health and fitness program, (ii) a periodic (not to exceed three years) fitness assessment for all responders; (iii) an exercise training regimen that is available to all responders during their on-duty shifts and (iv) education and counseling regarding individual health promotion.

RESPONSIBILITY: HSO, member fitness program staff, District management, allied health & wellness professional resources.

FREQUENCY: On-going and as needed.

Members expect to come to work and leave for home in a healthy physical condition and a good state of mind.

RETURN TO WORK: The District will implement a formal process to have members return to work after a short-term or long-term absence due to injury or illness.

RESPONSIBILITY: HSO, District management, medical health care provider services, Washington Department of Labor & Industries, Washington Board of Volunteer Firefighters & Reserve Officers.

FREQUENCY: On-going and as needed.

III. Incident Readiness & Response



ADOPTED
8 Oct 24

The District recognizes the most important asset to its IR&R program is its team of responders.

Goal: *Committed to serving our community with prompt, consistent and professional fire suppression, basic life support, rescue and prevention/preparedness services.*

Objective: *To meet adopted Target Levels of Service through deployment from two strategically located firestations staffed round-the-clock with competent responders equipped to provide mission and value driven services.*

Strategies:

COORDINATION AND SUPPORT: This program is one of the team of programs that collectively work to achieve the District’s mission. It is expected that through policy direction, communication and coordination it will support these mutual efforts in an efficient and effective manner. The District programs include:

- Finance and administration (Fire Chief & District Secretary);
- Incident Readiness & Response (Assistant Chief);
- Facilities & Equipment;
- Community Outreach & Communications;
- Health & Wellness; and
- Training & Education.

RESPONSIBILITY: Fire Chief and program level managers.

FREQUENCY: Annually during the budgeting process, monthly coordination with individual and joint coordination meetings (e.g. program meetings with the Fire Chief and Assistant Chief-Battalion Chief meetings) and as needed.

STAFFING: The District recognizes the most important asset to its incident readiness & response (“IR&R”) program is its team of responders, therefore, it will address staffing by:

- Optimizing the use of existing personnel, equipment and technology to ensure efficiency of operations;
- Maximizing staff capabilities through appropriate training and efficient deployment to ensure effective operational delivery;
- Promoting a modern and appealing volunteer responder program that aligns with community members’ lifestyle to support longer term retention;
- Making sure the roster of both career and volunteer staffing levels are maintained with competent personnel to the extent that financial resources can provide for.

RESPONSIBILITY: Assistant Chief and Battalion Chiefs.

FREQUENCY: Ongoing; staffing levels based upon annual budget and funding.

SERVICES: The District will provide for appropriate levels of service commensurate with its goals, objectives and available resources:

- Emergency medical services: to effectively provide first-response Basic Life Support (“BLS”) level care within 8 minutes of alarm notification and provide follow-up BLS transport of patients when and where indicated and available;

The District will provide for appropriate levels of service commensurate with its goals, objectives and available resources.

The District will, to the extent possible, seek to provide for consistency and standardization with Thurston County training, equipment and operations.

- Fire suppression: to prepare, train, equip and conduct (within 10 minutes of alarm notification) residential, commercial and wildland fire suppression activities focusing on preservation of life safety and conservation of property in a safe manner;
- Emergency marine-type events: to provide basic shore-based rescue operations within the capabilities of District response resources as well as evaluating and determining potential expanded services in partnership with allied agencies;
- Technical rescue services: to provide for “operational level” technical rescue skills for District responders and to support, if needed, any “technician level” technical rescue level skills providers from allied agencies;
- Mobilization: to provide training, staffing and equipment as necessary to support out-of-county mobilizations as may be authorized by the State to the extent of maintaining an adequate level of service coverage within the District during any such deployment period; and
- Hazardous Materials: to maintain basic initial response capability of response for potential hazardous materials incidents.

RESPONSIBILITY: Board of Fire Commissioners, Fire Chief and District IR&R command staff and personnel.

FREQUENCY: Ongoing, to be reviewed on no less than an annual basis.

INTEROPERABILITY: The District’s IR&R program will, to the extent possible, seek to provide for consistency and standardization with local training, equipment and operations :

- Conduction of emergency operations for fire suppression and EMS using pre-defined tactical procedures and communications;
- Work with partner agencies to develop and update county-wide procedures.
- Provide for training for IR&R personnel in implementing the standardized operating procedures and patient care protocols;
- Design and specifications for apparatus and equipment to provide seamless operations in conjunction with any mutual aid resources; and
- “Allied agencies” to include all Thurston County fire departments, Thurston County Medic One, Washington State Patrol, Washington State Department of Natural Resources, Thurston County Emergency Management and local law enforcement agencies.

RESPONSIBILITY: Assistant Chief and IR&R command staff.

FREQUENCY: On-going.

PROGRAM CURRENCY: To ensure IR&R programs are up-to-date and consistent with accepted direction and practice, the District will:

- Ensure that appropriate policies, procedures and guidelines are in place to provide for safe and efficient conduct of operational events;
- Review and update identified response needs or service improvements by evaluating results and recommending changes to the proper authority;
- Ensure all initial and ongoing training is conducted and documents; and
- Continuously review services provided as new response programs are implemented, and ensuring the such programs do not conflict with or detract from basic core service responsibilities (i.e. EMS and fire suppression).

RESPONSIBILITY: Fire Chief, Assistant Chief, IR&R command staff.

FREQUENCY: Ongoing.

III. Training & Education



ADOPTED
8 Oct 24

The development and delivery of training is based upon the operational and administrative needs of the District.

Goal: Provide and effectively deliver current and applicable training and education to all members to ensure all District responders have the knowledge, skills and abilities to perform their job function safely and effectively.

Objective: Training will be adapted to reflect the changing operational and administrative needs of the District.

Objective: Training and education are a top priority for all members to ensure competency, safety and effectiveness.

Objective: Ensure that all members receive quality instruction with all necessary equipment and within adequate timeframes.

Objective: Support and encourage development of new training programs and supporting education as necessary to address change incident readiness & response (“IR&R”) needs.

Strategies:

COORDINATION AND SUPPORT: This program is one of the team of programs that collectively work to achieve the District’s mission. It is expected that through policy direction, communication and coordination it will support these mutual efforts in an efficient and effective manner. The District programs include:

- Finance and administration (Fire Chief & District Secretary);
- Incident Readiness & Response (Assistant Chief);
- Facilities & Equipment;
- Community Outreach & Communications;
- Health & Wellness; and
- Training & Education.

RESPONSIBILITY: Fire Chief and program level managers.

FREQUENCY: Annually during the budgeting process, monthly coordination with individual and joint coordination meetings (e.g. program meetings with the Fire Chief and Assistant Chief-Battalion Chief meetings) and as needed.

TRAINING DELIVERY: The development and delivery of training and education will be based upon the operational and administrative needs of the District and be provided in a coordinated and tiered fashion:

- The Battalion Chief (“Training Officer”) in charge of the program is responsible for the development and standardization of the training curriculum;
- The Training Officer and training staff should annually review the District’s Training and Education program with any changes being communicated to stakeholders (primarily training staff) to ensure standard delivery and evaluation across the organization;

Training is managed in a tiered fashion across the District's organization of a three platoon deployment.

- The Training Officer shall supervise assigned staff to assist in his/her functions as well as deliver the approved training curriculum. This includes scheduling, documenting and ensuring students effectively obtain the curriculum;
- Training delivery staff shall be properly trained themselves and equipped with necessary tools and supplies. Qualified assigned staff shall receive supplementary compensation to perform these functions;
- Curriculum for emergency medical services ("EMS") training shall be coordinated with the Thurston County Medical Program Director and the Thurston County Medic One organization; and
- A member's supervisor is responsible to ensure that each member receives required training and has achieved desired competency levels. Focus should be placed on continued refinement of internal member probation processes to ensure competency standards.

RESPONSIBILITY: Training Officer, training staff, District managers and supervisors, Thurston County Medic One and Medical Program Director.

FREQUENCY: Ongoing with regular review and adjustments.

TRAINING STANDARDIZATION: The District is committed to promoting standardized and inter-operable training both internally and externally:

- The Training Officer should actively participate in joint efforts for standardized and interoperable fire-based and EMS training with other area service providers;
- Fire-based training will be developed, refined and delivered internally utilizing the structure currently in place. Specific emphasis should be placed on improving standardization of training delivery and evaluation metrics across the organization's units (basically three platoons);
- Discrepancies must be identified and addressed by the Training Officer with compliance expectations being clearly defined and documented for training staff (through the Performance & Development Plan process);
- Continued county-wide coordination of and participation with the EMS ongoing training & evaluation process ("OTEP") training will ensure interoperability for basic life support and assistance with advanced life support efforts;
- The District should consider participation in local, regional and countywide training models to improve interoperability, communications and trust with and among other service providers; and
- The District supports a cooperative training effort that could include programmed annual and quarterly training curriculum, shared use of facilities, staff and tools and operate similar to the existing EMS OTEP program.

RESPONSIBILITY: Training Officer, supervisors, county training officers.

FREQUENCY: Ongoing.

TRAINING FACILITY: The District should further develop the training facility (old Station 8-1) in order to ensure members can train on all fire-based skills while remaining in the District:

- This should include a training facility capable of safely practicing all potential fireground operations such as interior fire attack, search & rescue, ventilation and emergency "may-day" procedures (except for live-fire);
- This should also include capable of initial driver training, vehicle extrication, forced entry, ground ladders, and roof ventilation procedures;
- Consideration should be given to creating an on-site water supply (or providing for water supplies at other locations such as Station 8-3)

The District is committed to promoting standardized and inter-operable training both internally and externally.

RESPONSIBILITY: Training Officer, training staff, District Facilities & Equipment program.

FREQUENCY: Annual business planning process.