

KLICKITAT COUNTY FIRE DISTRICT 3

200 Husum Street, Husum, WA 98623

Minutes of the workshop on voted Bond for 2018 November ballot.

Tuesday April 17 2018

Called to order: 12:30

Attendance: Commissioner Montag, Commissioner Connor, Commissioner Virts,
Chief Long , Secretary Plumb,
Robert Merrit - mHC Associates
KCFD3 Citizens Advisory Committee: Bill Crouse

Approval of agenda: No agenda, but Robert Merrit provided handouts for review and discussion.

Mr. Merrit proceeded to lead the group through the handouts.

Items reviewed were:

Options for Funding, including loans, grants, Council matic bonds, and general obligation bonds. The Commissioners will need to decide how to finance the capital projects, and what costs will be included. Is an architect needed or a project manager?

Individual projects may be bid through MRSC Rosters.

Public Education will need to be a clear fact sheet mailed out two weeks before the election deadline.

Public education should also occur through public open houses and events.

He emphasized the need to focus on the established goals of the district. The Task Force recommended the following goals. The Commissioners established the same six goals as a guide for the priorities of the district.

Goal 1 - Improver overall turnout, response and initiation times for emergency incidents and improve WSRB rating

Goal 2 - Improve safety program, equipment and training for all KCFD#3 operations and activities.

Goal 3 - Improve Sustainability, capabilities , continuity of operations and emergency response at KCFD3

Goal 4 – Execute standardization and upgrading of emergency fire suppression, EMS and rescue equipment and fleet.

Goal 5 – Reset regular operating budget to facilitate staffing and full funding of Fire District amortization schedules

Goal 6 - Improve Fire District “all Risks” training capabilities.

All the projects identified for the bond should fit in to the goals above.

‘Master Plan’ handout.

Mr Merrit asked the group to consider the future needs of the community. What is the community likely to require for emergency services in the next 10 to 15 years? Commissioners need to consider the growth in the area, and how the district will be working with neighboring agencies to provide the service.

He gave an example of GIS maps that show the response times in a covered area. It was strongly recommended that the district acquire similar maps for the district. The maps will be instrumental in educating the public on response times and what effect staffed stations would have on service. How will the current identified projects for the existing buildings fit into that future vision? Asking tax payers to pay off a Bond for 15-20 years requires consideration. If the funding is for buildings, will those building still be used by the district in 15 years. It will not sit well with tax payers to be paying a 15-20 year levy on projects that that are obsolete in 10 years.

What is the ideal location for the district head quarters?

What if there is a joint facility?

Commissioner Montag commented that Mayor Poucher has indicated he would like to consolidate the Fire departments. But how that would occur is unknown.

Before moving forward with a bond the commissioners need to pursue the amalgamation topic with potential partners to ensure all ideas and options are addressed before committing tax funds to capital projects.

It was commented that there needs to be a catalyst for change. There are many on both departments with a vision for the future but it is not clear how to do it. Commissioner Virts noted that there was significant change to the City Council at the last election.

It was concluded that there needs to be a joint meeting with White Salmon.

It was suggested the initial joint meeting involve City Manager Pat Munyan, Mayor Poucher, Chief Hunsaker, Assistant Chief Holtman, KCFD3 Commissioner(s?), and Chief Long.

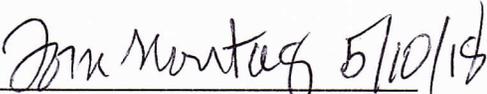
If they agree to look at the possibilities the next step would be to take it to the City Council.

Questions were raised about how much money can be spent to make it worthwhile in the proposed bond if we are gone in 5 or 10 years? (gone as in not KCFD3 but an amalgamation of agencies as one). All this needs to be addressed in order to determine how much money is requested from the public I a bond.

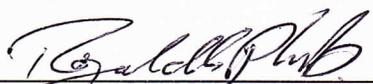
Meeting adjourned:

APPROVED BY:

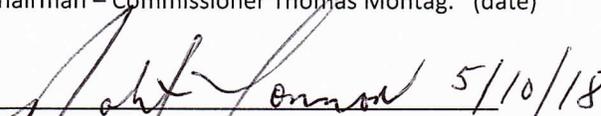
Attest:



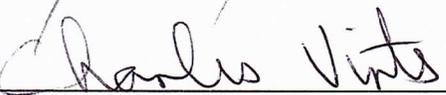
Chairman – Commissioner Thomas Montag. (date)



District Secretary Rozalind Plumb



Commissioner Robert Connor (date)



Commissioner Charles Virts 10 MAY 2018 (date)

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“Sometimes, PLANS are useless, however, PLANNING is essential . . .” *(Dwight D. Eisenhower)*

INTRODUCTION

One would think that seeking after a bond measure from their voters would be an easy process. Just make a list of what the organization wants, cost it out and ask the voters . . . right? Well, unfortunately, that is the system that a lot of public agencies have used only to find themselves woefully in left field, out of money and not able to fulfill their desired outcome –and worse yet, they stuck their constituents with a twenty-year debt to pay off the unfinished project. Sad . . .

Well, if I can understand the conversation and thoughts of the KCFD#3 Leadership, the Board would like to have an organized, pragmatic, goal-centered approach to considering a financial obligation of their neighbors. Much of that work has been done; has been refined and has been presented in an organized, results-oriented fashion. There is, however, a number of key POLICY and PRINCIPLE statements which must be considered as well that are generally viewed from a “crystal ball” aspect. And the core issue lies with how the PRESENT project considerations affect or enhance the FUTURE operations and emergency services delivery models of the Fire District.

“There is a direct relationship between providing consistent levels of emergency services and the condition, capabilities and state-of-readiness of the organizations’ facilities and response assets.”



WIKIPEDIA
The Free Encyclopedia

Value From Wikipedia, the free encyclopedia

Value or **values** may refer to:

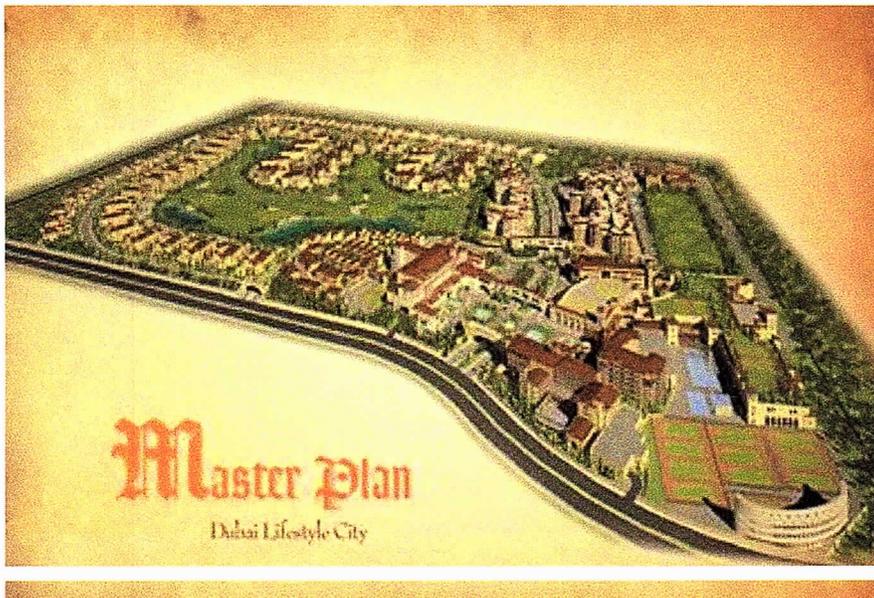
- [Value \(economics\)](#), a measure of the benefit that may be gained from goods or service
 - [Theory of value \(economics\)](#), the study of the concept of economic value
 - [Value \(marketing\)](#), the difference between a customer's evaluation of benefits and costs

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Besides the importance of updating, enhancing and upgrading current facilities and resources for the fire district, the Board's intentions are equally balanced with the idea of a VALUE-BASED approach to a General Obligations Bond. That has been made clear by the earlier adoption of the Capital Projects Goals by the Board and the subsequent application of those goals as the Fire District prepares its list of projects and purchases. All must have a purpose and place in a VALUE -BASED and VALUE-PURPOSED proposal to ask the voters to shoulder a twenty-year debt. And at the heart of these discussions, the Leadership has crafted its planning on the basis of the COMMUNITY LEVEL OF SERVICE TASK FORCE REPORT and the desired level of service (now and in the future) that the Board has identified.

One of the key considerations as the project list for the KCFD#3 Capital Projects program emerges centers around IMPROVEMENTS, ENHANCEMENTS and ENLARGEMENTS of *current fire station facilities*. There is a direct relationship between providing a consistent level of emergency services and the condition, capabilities and state-of-readiness of the organizations' facilities and response assets. The focus on the next few pages deals specifically with those improvements and enhancements of KCFD#3 facilities.

One of the most important and fundamental principles that the Board must consider as the project moves forward relates SPECIFICALLY TO YOUR FUTURE. And in the Fire Service world, we usually wrap those discussions around an exercise called MASTER PLANNING. Below is an excerpt and summary of Master Planning as presented by the State of Nebraska and their local fire departments:



Community Fire Protection Master Planning

The increasing costs of providing communities with adequate fire protection requires local governing bodies to make strategic decisions about the direction of its local fire department.

Some communities have fewer people volunteering, bringing about the need for other methods of delivering fire protection programs. Some communities may be growing, requiring fire departments to alter existing programs and/or develop new programs that meet community needs. Due to shrinking budgets, some communities must shift the direction of fire protection programs using existing resources. Budgetary issues may also force fire departments to secure new funding sources to develop programs that meet the community's changing needs. *Preparing a Fire Protection Master Plan allows fire departments and their*

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governing bodies to determine the best method(s) available for providing fire protection programs to residents.

What is Fire Protection Master Planning?

Fire Protection Master Planning is a process that determines the best method(s) for providing fire protection to a community. Master Planning is an ongoing process that requires annual examinations and modifications to meet a community's changing needs.

Why do Fire Protection Master Planning?

Master Planning provides a fire department's governing bodies with the direction needed to meet the present and future fire protection needs of a community, given available, and potential future, resources. It also is instrumental in making long term operational and/or financial decisions.

What is Included in the Master Plan?

Master Plans are long-term documents. The recommendations provided in the Plan anticipate a department's needs for a 20-year period.

The information provided in a Master Plan is divided into three sections:

- 1) present resources
- 2) recommendations and
- 3) supporting information.

The **present resources** section is a comprehensive study of the fire district's and community's existing fire protection capabilities and resources. Areas examined include personnel and equipment, fire history, agreements, insurance ratings and financial capabilities.

The **recommendations** section considers the information obtained in the process of developing the Master Plan and makes suggestions as to how the present fire protection capabilities could be improved.

The recommendations made in a Plan are strictly recommendations. Communities that complete Master Plans are not bound to implement any of the Plan's recommendations. Many of the recommendations provided have proven effective when used by Nebraska fire districts and communities.

Recommendations are general in nature and address two areas: fire prevention and equipment.

Fire prevention recommendations address local fire history and how a fire department can develop a strong fire prevention program.

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Equipment recommendations are made based on an examination of vehicle needs and projected vehicle costs, as well as how funding can be established to meet those needs. Some cases may examine building replacement.

The final section contains **supporting information**, such as fire district maps, personnel rosters, equipment listings, emergency phone numbers, wildfire suppression information and Insurance Service Office information. Community leaders and fire department officers can use this information as recommendations from the Master Plan are implemented.

Will a Small Fire Department Benefit from Master Planning?

The Master Planning process benefits fire departments and communities, regardless of size. Many times smaller fire departments receive the most benefit from Master Planning because it allows them to make the most of their limited resources.

It Pays to be Proactive

There are two basic styles of management which can be applied to a fire department's operation: reactive and proactive.

Reactive fire departments **do not plan ahead** and respond to crises with only short-term goals in sight. **Reactive** departments **act impulsively** and do not make the best use of their resources.

Proactive fire departments, and their governing bodies, take the needs and desires of the people they serve very seriously. *Being proactive means carefully developing long-range plans that will make the most of a community's existing, and projected future, resources.*

So right up front, KCFD#3 does not have the time, money or resources to conduct a full-blown Master Plan for its bond issue. However, there are several key principles that should be considered and discussion held as the Board moves forward on TWO OPTIONS.

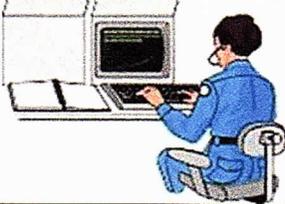
But before we go there, let's talk over several key principles that would be used as foundational measuring points:

1. **PRINCIPLE #1:** *Asking the public to indebt themselves for two decades requires thorough planning and consultation to insure the debt pays for long-lasting improvement and enhancements to emergency services. IT MUST BE A GOOD VALUE. There is no greater travesty than to indebt the public for a short-sighted projects or purposes that wear out or lose value (or even worse—rendered ineffective) which the public continues to pay for in years to come.*
2. **PRINCIPLE #2:** *“Level Of Service” is best defined in the emergency services world in **how quickly adequate emergency service assets can arrive at a 9-1-1 emergency.** Those questions and principles are answered specifically with availability of first responders and location of emergency response assets to the emergency scene. (Said response goals were provided to the Fire District by the Community Task Force and is included in documentation below.)*

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3. **PRINCIPLE #3:** Upgrading equipment, protective clothing, training and training assets are a good value both from an immediate enhancement of services and future enhancements to operational readiness. Additionally, the Board has discussed the VALUE of “resetting the Operations Budget” by addressing many smaller enhancements which frees up the regular operating budget for “operational” improvements in staffing, training and delivery services

“In 2013, the KCFD#3 Community LEVEL OF SERVICE Task Force, after an exhaustive study, came forth with a RECOMMENDED level of service for emergency response times”

KCFD#3 Level of Service Matrix					
	CALL PROCESSING & DISPATCH				
	“Level of Service” Element	Type of Incident	KCFD#3 GOAL ‘Command’	KCFD#3 GOAL Zone 1	KCFD#3 GOAL Zone 2
KCFD#3 ‘TURN-OUT’ TIME		Fire Response	<u>3</u> <i>minutes</i>	<u>5</u> <i>minutes</i>	<u>6</u> <i>minutes</i>
<i>The amount of time it takes for the first staffed KCFD#3 unit to respond after being dispatched</i>		EMS/Rescue Response	<u>3</u> <i>minutes</i>	<u>5</u> <i>minutes</i>	<u>6</u> <i>minutes</i>
		Haz Mat Response	<u>3</u> <i>minutes</i>	<u>5</u> <i>minutes</i>	<u>6</u> <i>minutes</i>
		Public Service	<u>90</u> <i>minutes</i>	<u>90</u> <i>minutes</i>	<u>90</u> <i>minutes</i>
	“Level of Service” Element	Type of Incident	KCFD#3 GOAL ‘Command’	KCFD#3 GOAL Zone 1	KCFD#3 GOAL Zone 2
FIRST KCFD#3 UNIT ON THE SCENE		Fire Response	<u>9</u> <i>minutes</i>	<u>10</u> <i>minutes</i>	<u>14</u> <i>minutes</i>
<i>The amount of time it takes for the first staffed KCFD#3 unit to arrive at the emergency scene</i>		EMS/Rescue Response	<u>9</u> <i>minutes</i>	<u>10</u> <i>minutes</i>	<u>14</u> <i>minutes</i>
		Haz Mat Response	<u>9</u> <i>minutes</i>	<u>10</u> <i>minutes</i>	<u>14</u> <i>minutes</i>
		Public Service	<u>90</u> <i>minutes</i>	<u>90</u> <i>minutes</i>	<u>90</u> <i>minutes</i>

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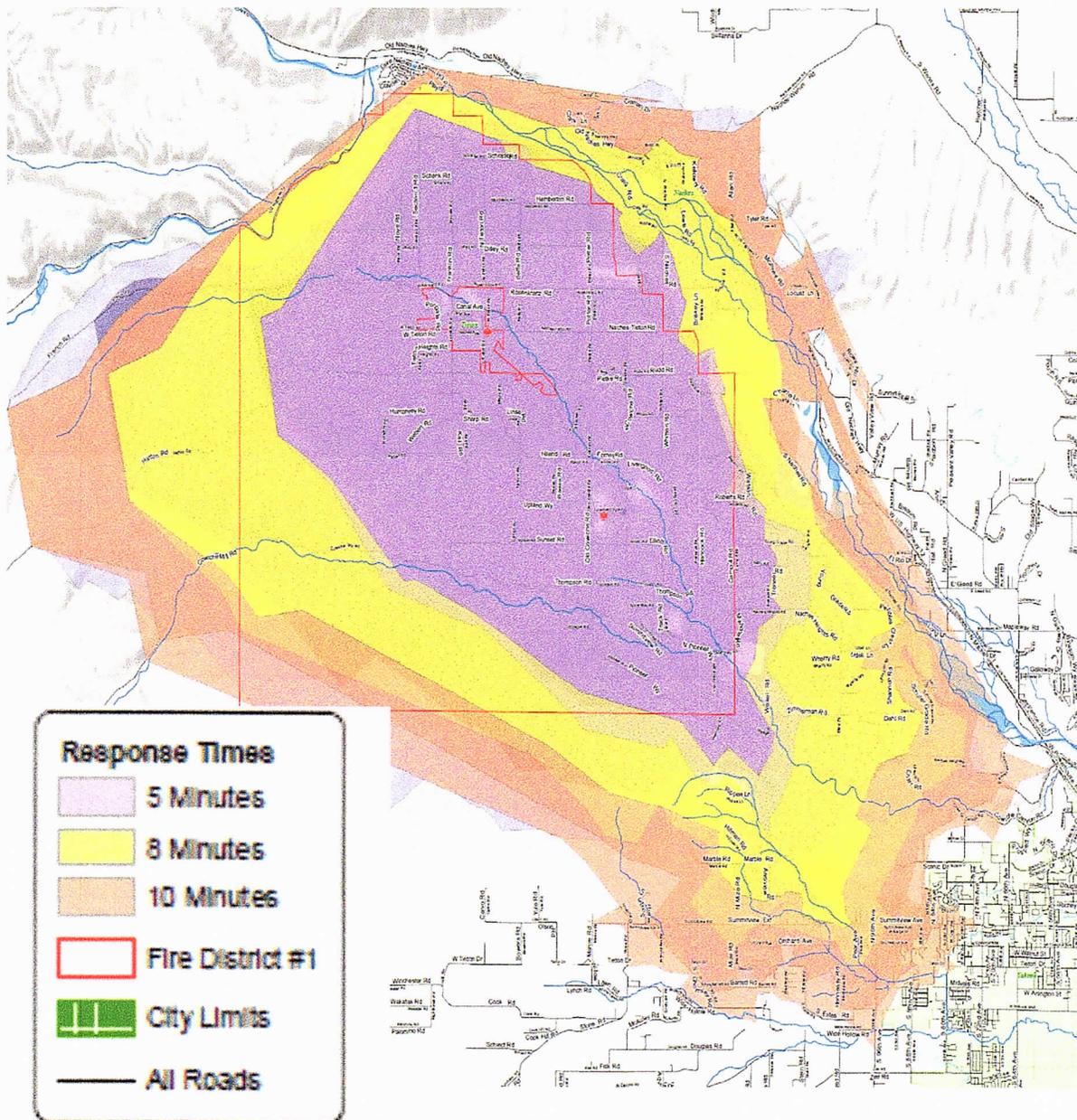
	“Level of Service” Element	Type of Incident	KCFD#3 GOAL ‘Command’	KCFD#3 GOAL Zone 1	KCFD#3 GOAL Zone 2
	ARRIVAL OF THE ‘EFFECTIVE RESPONSE FORCE’	Fire Response	<u>10</u> <i>minutes</i>	<u>16</u> <i>minutes</i>	<u>18</u> <i>minutes</i>
	<i>The amount of time it takes for the remaining first –alarm assigned units to arrive at the scene</i>	EMS/Rescue Response	<u>10</u> <i>minutes</i>	<u>16</u> <i>minutes</i>	<u>18</u> <i>minutes</i>
		Haz Mat Response	<u>10</u> <i>minutes</i>	<u>16</u> <i>minutes</i>	<u>18</u> <i>minutes</i>

EMERGENCY RESPONSE TIMES are established by three key factors:

- ➔ Availability (and location) of First Responders (*the relationship of available Volunteers to a fire station or [better yet] amenities in a fire station that supports Volunteer or staff housing*)
- ➔ Centrality of fire station facilities housing emergency response assets
- ➔ Road network

The table below is an example of determining the optimal; location of fire stations (and response assets) and the affect which they have on **response times** to a 9-1-1 emergency. This is performed by GIS mapping which uses ‘layers’ of GIS data such as road conditions, speed limits and other factors to determine ‘travel times’.

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RECOMMENDATION: The Board consider some basic GIS processing (if available) before committing to major improvements to existing facilities.

THE SECOND MOST IMPORTANT QUESTION THE LEADERSHIP MUST CONSIDER relates to the future “model” in which the Fire District sees itself employing to delivering emergency services. Below is the *most abbreviated* Master Plan matrix (one

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question) that has a huge impact on the considerations for indebtedness and facility enhancements. It is followed by a simple decision tree outlining basic steps to follow:

MASTER PLAN KEY QUESTION:

“In 10-15 years, will KCFD#3 remain a STAND-ALONE, INDEPENDENT, INDIVIDUAL Volunteer Fire Department service the citizens from the existing fire station facilities?”

