

West Klickitat Regional Fire Authority Planning Committee

AGENDA

Klickitat County Fire District 3 Commissioners &

White Salmon City Council

SPECIAL MEETING

	West Klickitat Regional Fire Authority Planning Committee		
Date	June 28, 2023		
Time	17:00 (5pm)		
Location	119 NE Church White Salmon WA 98672		
Join Zoom Meeting	https://us02web.zoom.us/j/89385218806		
Meeting ID	893 8521 8806		
Pass Code	No Password		
Call in Numbers	669-900-6833	929-205-6099	301-715-8592
	346-248-7799	253-215-8782	312-626-6799

I. Open Meeting

- City of White Salmon WKRFA Committee members
- KCFD#3 WKRFA Committee members
- Attendance / Roll Call
- Approval of the Agenda

II. Business Items

1. West Klickitat Regional Fire Authority Final DRAFT Plan – Planning Committee

- Discussion Items –mHc Decision Matrix
- Beginning WKRFA levy rate language [City Clerk]

III. Public Comments

IV. Next WKRFA Committee Meeting

V. Adjournment



2023 WKRFA PLANNING COMMITTEE

DECISION MATRIX

<i>DRAFT</i>	June 2023	

WKRFA Plan Section	COMMENT; QUESTION: PROPOSED LANGUAGE	Submitted By	ACTION TAKEN
Section 1	<ul style="list-style-type: none"> • Page 8, #3, reword to: <i>"To streamline economies of scale, and diversify revenue options, the City of White Salmon and Klickitat County Fire Protection District #3 are better served by combining all functions and services provided by the two jurisdictions into a single entity as a regional fire authority."</i> 		<input checked="" type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
Section 2	<ul style="list-style-type: none"> • Effective Date, change to September 30th, 2024. ❖ <i>Can we put this on the ballot for the November election and have the effective date for the RFA be Sept. 30 2024 and operational date of January 1, 2025 with both White Salmon and KCFD 3 funding their respective departments through Dec 31, 2024? Yes, the Governance Board would form September 30, levy taxes for 2025, build administrative programs. District and City would operate until December 31 under each entities 2024 budget. RFA would begin fire and EMS operations January 1 and would need funding to cover January – May before taxes are received.</i> ➤ I would like to see that the 'Cultural Training / Planning' be a specific designated part of the RFA formation process This can be discussed during 2024 before Effective Date. 	Jim W/S Chief Vols	<input checked="" type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Question <input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board

Section 3	<ul style="list-style-type: none"> • C.1: Is there value in calling out here explicitly that there can be planning for the RFA prior to the effective date? Discussion and planning should occur but does not need to be addressed in the RFA Plan which is only effective on Effective Date. • C.2: Does this mean we transition effectively to the WKRFA leadership, and one fire chief, on the effective date? Yes; in terms of Governance Board. Operationally, RFA Chief would not run operations in White Salmon until January 1 (assuming RFA Plan provides January 1 as operational date) • If a member of the WKRFA Board is elected at large, how does that impact the anticipated effective date and full governing operations? No Impact if elected after initial Governance Board (current elected officials) determines transition date. • C.3: Add a sentence calling out that the RFA Planning Committee can decide to pursue a revised plan for two additional elections should voters not approve. This would not be appropriate in the Plan but legally would be an option for Planning Committee. • C.4: Can we discuss how KCFPD3 would exist after the effective date? KCFPD3 would exist so long as General Obligation Bond is outstanding and so long as Governance Board positions are tied to KCFPD 3 commissioners. When would it dissolve and do we call that out in the implementation plan here? It would be dissolved by a vote of the electorate at such time as the Fire District Commissioners and Governing Board agreed to dissolve the District and modify the Plan. Also, what do we want to say happens after that dissolution in regard to the governing board representation? This would be addressed by the RFA Governing Board prior to dissolution. 	<p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p>	<p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Question</p>
Section 4	<ul style="list-style-type: none"> • C.1.d: <i>Proposed language change, needs legal review</i>: On the effective date of such annexation, the territory annexed shall automatically be included within the boundaries of the WKRFA pursuant to RCW 52.26.090. The territory added to the RFA by such annexation shall be subject to the taxation, charges, and bonded indebtedness (if approved as part of the annexation process) of the WKRFA. These details are addressed by the statute referenced in the Plan (RCW52.04.001-.051) and cannot be modified by the Plan. 	<p>Jim</p>	<p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p>

	<ul style="list-style-type: none"> C.1.e: Proposed language change, needs legal review: Pursuant to RCW 52.26.090(g), KCFD#3 shall have the authority to participate in the partial merger process under the authority and pursuant to the procedures set forth in RCW 52.06.090 and .100. On the effective date of such partial merger, the territory merged into KCFD3 shall automatically be included within the boundaries of the WKRFA. The territory added to the WKRFA by such partial merger shall be subject to the taxation, charges, and bonded indebtedness of the RFA in the manner specified in chapter 52.06 RCW. Any transfer of assets of employees as a result of a partial merger shall be between the merging district and the WKRFA. These details are addressed by the statute referenced in the Plan (RCW52.04.001-.051) and cannot be modified by the Plan. 	Jim	<input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
Section 5	<ul style="list-style-type: none"> B.3: Proposed discussion: 6 voting members, 3 commissioners and 3 council members for the first year of the RFA, then move to a 3 member elected board after that. Alternative: 2 commissioners, 2 council members, 2 at large elected members. The intent here is to show the community that there's no interest from either party to stack the cards for the future. That is obviously on one's intent, but this makes it obvious. For Planning Committee Discussion ❖ <i>The governing board is currently 3 fire commissioners and 2 city council members. Can this be amended to a new fully elected board? Yes Or maybe write into the plan that we start with this initial board and within 2 years (or sooner)there will be elections for a new board and spelling out commissioners terms? Yes FD 3 has a bond until 2038 and will not be a part of the RFA, Could the RFA board administer this bond. No. Fire District #3 Board will need to levy taxes to pay bond debt. Aside from certain statutory and constitutional restrictions, Planning Committee and/or future Governance Board can determine size and details of RFA Governing Board.</i> ➤ Better description of Governing board structure in the future. It says the governance and organizational structure can be amended after 2 years by a majority vote of the WSRFA Governance board. If the Governing board actions are seen as neglecting the needs of the City of WS, what recourse does the City or firefighters have? City can withdraw from RFA ➤ Should have FF reps (2 of them) on the board with one specifically from FF level staff Not Possible. Governance Board members must be elected officials by statute. 	<p>Jim</p> <p>W/S Chief</p> <p>Vols</p> <p>Vols</p>	<input checked="" type="checkbox"/> Add/Alter RFA Plan If modified from current approach <input checked="" type="checkbox"/> Governance Board If left to a future decision by Board. <input type="checkbox"/> Question <input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board

	<ul style="list-style-type: none"> ➤ Should be a newly elected board - not just having KCFD#3 commissioners move over. Feels like (strictly a perception) a KCFD#3 take over For Planning Committee Discussion ➤ Required input and involvement from volunteer firefighter force RFA will operate under a chain of command: volunteers and community members have input and involvement under that chain of command. ➤ How the commissioners are chosen, who is representing whom, The commissioners should be voted in, not appointed, changes to the RFA should be made with a vote of the member volunteers taken into consideration with one vote per so many volunteers(i.e. 1 vote/10 volunteers), RFA Governing Board members by statute must be either appointed elected officials from City and District or elected directly by electorate. Elected commissioners serve all people within the RFA without preference as to District or City. ➤ Appointed governing body & chief (should be duly elected & hired) See above response ➤ Avenues of appeal and/or input for decisions by the Governing Board Political process, public comment, elections, etc. ➤ I do think equal Board Representation is important. I'd like to see 2 FD3 / 2 WS City / 1 'Independent' . This will avoid tie votes and allow equal Rep for both historic Fire Departments For Planning Committee Discussion 	<p>Vols</p> <p>Vols</p> <p>Vols</p> <p>Vols</p> <p>Vols</p> <p>Vols</p>	<p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p>
Section 6	<ul style="list-style-type: none"> ➤ B.1.a: discussion of whether we put a cap on the ad valorem property tax. Example: Even though it is worded where we can go as high as 1.50, we cap it at 1.15 (for example), so that the governing board can't go above that without voter approval. Current Plan includes a \$1.00 per thousand tax levy cap. ➤ B.1.a: Further discussion on the levy rate in general and how we make sure we are going to deliver the headcount recommended by the task force AND make sure there is enough funding for the unfunded liabilities. I like the ability to preserve some flexibility for the RFA to determine the rate, but also a cap so people know we're not going to go to the 1.50 rate (at least not without voter approval). Levy rates have been discussed and will be reflected in Plan 	<p>Jim</p> <p>Jim</p>	<p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p>

	<ul style="list-style-type: none"> ➤ C.1: update dates ok ➤ C.2: update dates ok ➤ C.3: update dates ok ➤ E: Is there a scenario where the RFA takes over the management of the general obligation bond being repaid without White Salmon taking on the additional \$.46? Thus making the dissolution of FD3 easier? If FD3 taxpayers remain as only taxpayers responsible for bond, then FD3 Board must levy taxes until bond is paid in full. Dissolution of FD3 discussed in more detail above. ➤ F.7.e: Can we define what "minor repair and maintenance costs" means here? It would benefit all to be extra clear on the line. For Planning Committee Discussion ➤ F.7.e: Change last sentence to read "The City of White Salmon, as the owner, shall remain..." For Planning Committee Discussion ➤ F.7.f: Change the first sentence to read "Utility costs for the upper floor portion of the fire station shall be negotiated..." For Planning Committee Discussion ➤ F.9: How will this work if we transition to the RFA on 9/30/24? How will we know that both volunteer groups agree? This is a decision for City Council and Board to agree on Should we define the timeline for that agreement and what "agreement" even means here? For Planning Committee Discussion ➤ Can we add F.11 to say: Risk of Loss. All buildings and equipment that have been transferred to the RFA, shall be operated, insured, and maintained at the expense of the RFA. For Planning Committee Discussion ➤ Section 6f #7 - There needs to be a timeline to remove city council from the station if at all possible For Governance Board Discussion ➤ The city should vacate the lower portion of WSFD station so that the fire department can utilize those areas. City Council Decision ➤ Reduce the new hires. Only hire one new officer For Governance Board Discussion ➤ Clearer understanding of how the tax rate will affect what we will really get operationally For Governance Board Discussion ➤ 	<p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Vols</p> <p>Vols</p> <p>Vols</p> <p>Vols</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Question <input type="checkbox"/> Question <input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Question <input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board <input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board
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	<ul style="list-style-type: none"> ➤ Would prefer to see funding spent on something other retention/recruitment position...continue to fund prevention position. Recruitment/retention should be job of everyone. For Governance Board Discussion ➤ ➤ I don't think it is fair that the citizens of Bingen will benefit (via automatic mutual aid) but not pay tax increases. For Governance Board Discussion 	<p>Vols</p> <p>Vols</p>	<p><input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board</p>
Section 7	<ul style="list-style-type: none"> • B.5: update the date. ok Also, is the Master and Deployment Plan exercise the same as the "implementation plan"? NO. Master and Deployment Plan (Occurs during first year after effective Date) is different than Implementation Plan (Occurs between Sept. 30 and Jan. 1) • B.6: update the date. ok Also, is it realistic to have this goal happen in the first year? It should perhaps be reworded that staffing positions be filled once tax revenue starts coming in in mid-2025? For Governance Board Discussion • B.10.a: Do we have a clear understanding of the costs associated here, particularly prior to a White Salmon 2024 budget is adopted (which would include 3 months of the RFA). See Section 2 Effective Date Comments above • Not sure if this is the right section, but is there a way to call out that the main station of the RFA is best located geographically to serve the largest population? For Governance Board Discussion in conjunction with Formation of Master and Deployment Plan. What I'm getting at is there a way to say that the city of White Salmon would still have a fire station in city limits or just outside of it that ensures the city doesn't lose service or response time if the RFA decided to move further away? For example, a cost cutting measure scenario. ❖ <i>Could there (or should there) be a section that states the RFA's main station will be in the fire station that geographically serves the largest population best? See above comment.</i> ➤ Page 21 #5 - The Master and Deployment plan being held after the vote should be explained. Voters should know what to expect BEFORE they cast a ballot. For Planning Committee Discussion 	<p>Jim</p> <p>Jim</p> <p>Jim</p> <p>Jim</p> <p>W/S Chief</p> <p>Vols</p>	<p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board <input type="checkbox"/> Question</p> <p><input type="checkbox"/> Question</p> <p><input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board</p>

	<ul style="list-style-type: none"> ➤ How the chief will be determined. Should be a new hire process if this is indeed a new entity. For Planning Committee Discussion ➤ Volunteer committee for new chief probationary period, budgetary checks/balances, qualifying statements relative to Bingen & Covid in task force data or omission of task force report altogether. For Planning Committee Discussion 	Vols	<input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
		Vols	<input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
Section 8	<ul style="list-style-type: none"> • B.6: call out that this includes accounts payable, accounts receivable, and payroll as well. These functions are included in general language of Section 8.6 For Planning Committee Discussion. 	Jim	<input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
Section 9	<ul style="list-style-type: none"> • B.3: Should we call out there should be an improvement or increase here? Not just stay the same? This section addresses Effective date status, future discussions would be for the Governance Board. • B.4: Does KCFPD3 also need to do the same with the RFA? Seems like both entities would need to have interlocal agreements with the RFA. Assume this is in reference to BF. FD3 has no remaining legal authority to provide services after formation of RFA. FD3 will exist solely for Bond taxation and appointing commissioners to governing board. • Can we add B.6: Other Service Providers: All current automatic aid and mutual aid agreements and any other contractual services agreements, documents, or memorandums currently in place with the City of White Salmon and WKFD3 shall be transferred over on the effective date to provide continuous, seamless readiness and emergency services coverage. This language is in Section 7.B.7 	Jim	<input type="checkbox"/> Question
		Jim	<input type="checkbox"/> Question
		Jim	<input type="checkbox"/> Add/Alter RFA Plan <input type="checkbox"/> Governance Board
Appendix es	<ul style="list-style-type: none"> • Appendix B: Can we be clear which positions listed on the chain of command include paid positions, full/part-time (hours), and which are new? As written it is unclear what is new, what is there today already, etc. For Governance Board Discussion in conjunction with Formation of Master and Deployment Plan. • Appendix A: Section C (Community Task Force Recommendations). How do we consider removing recommendation G? That is beyond the scope of the RFA (everything else is within the RFA). OR where do we call out that the planning committee is not taking that recommendation into consideration? For Planning Committee Discussion 	Jim	<input type="checkbox"/> Add/Alter RFA Plan <input checked="" type="checkbox"/> Governance Board
		Jim	<input type="checkbox"/> Question
Other	<ul style="list-style-type: none"> • This was a piece of public comment that I think we should discuss: <ul style="list-style-type: none"> ○ Parallel recommendations from both 2013 and 2023 reports include cadet program, volunteer coordinator, training standards, succession 	Jim	<input type="checkbox"/> Question

<p>2. RFA protects FD3 from future annexation from the City.</p> <p>3. Dedicated funding for fire.</p> <p>4. Ability to contract with entities exempt from property taxes.</p> <p>5. Renting the fire station from the City puts the cost of major repairs on the City, not the department.</p> <p>6. Consolidated command structure and one set of policies and procedures.</p> <p>7. Priority is to fund paid staff positions to help with training and recruitment/retention.</p>	<p>training to us</p> <p>Inviting and focused on making members want to come and spend time</p> <p>Single new culture of KCRFA and it isn't based on WSFD or KCFD3 culture or operational protocols</p> <p>Growth potential, advancement and recognition of people not just based on data (i.e. # of calls run) but efforts to based on efforts to improve the department and better our community.</p>	<p>norm...feeling like a paid/career department</p> <p>All work...no play</p> <p>Turns into the feeling of being a KCFD3 take over: Their commissioners, their officers, their chief, their protocols, ...</p> <p>No advancement for those who can't be "living" down at the station and running every call - already feels like no one can advance beyond FF unless you get a crap ton of additional training away from home or are always down at the station</p> <p>RFA forgets we are volunteers and runs things like a career department</p> <p>Not enough officers to support FFs.</p> <p>Culture does not become "KCRFA" and ends up just being KCFD3 staff and WSFD staff working together</p>	
<p>White Salmon having a chief in 2024+</p> <p>Having enough money stored away to buy the equipment and apparatus we need.</p>	<p>More funding for training and training facilities.</p>	<p>No one coming to an agreement.</p>	<p>Lack of required consultation with Firefighters; a structure that empowers Governing Board without any checks or balances.</p>
<p>Dedicated training focus...not last minute by officers</p> <p>Broader team base</p>	<p>A deadline free time frame so it may be done right and not hurried. If it gets done in time for a particular voting deadline, great. If not, catch the next one.</p>	<p>No one coming to an agreement.</p>	<p>Representation of FD3 is good, all active membership as Firefighters or staff. WS representation is poor at best. Mayor is informed by Chief. Chief</p>

<p>Single entity to get away from us vs them.</p>			<p>does not consult FF's, and is the only route of information to both the Mayor and City administrator. It is the same as having one voice instead of 3. White Salmon only has 3 task force members who did not get much if any public input. District 3 and WS task force members were spoon fed what they were to come up with. RFA Planning committee members are ALL FIRE commissioners for FD3, the RFA Planning committee members for WS are ALL NOT fire savvy and not involved in the fire department until this appointment. In the RFA Plan, Question 1,F - information is False and misleading. Question 2 use of "Emergency Services" if a VERY broad term that includes LE and EMS which are separate entities. In the background section, the idea that there is duplication of equipment purchases is misleading at the least. This indicates we could do with less equipment and I do not see how each department could do with less even if combined. Same with training, not duplicated currently. This section is filled with misleading or incorrect information. The amount of "Fear Mongering" is extremely concerning, along with the amount of misinformation included needs to be corrected and not put forward to build upon.</p>
<p>It is the best option to merge the departments and allow for a</p>	<p>Structural input from volunteers, checks/balances to possible</p>	<p>Unsuccessful would be a merger into FD3, unsuccessful would be</p>	<p>The power structure and generally vague budget.</p>

<p>simple method to add others should they decide to participate.</p>	<p>power & budget abuses, commitment to various specifics previously only promised to be addressed in future "implementation plan"</p> <p>We must get the situation with the City of WS and the WS Fire Station figured out in a congenial manner. The WS Station will be, for all intents and purposes the major meeting / training grounds for Fire.</p> <p>Also I believe strongly that Chief Long and the current KCFD3 Admin staff do an EXCELLENT job Leading and organizing. And, they have the best interests of both WS Fire and KC3 in mind 24/7. It seems some WS members want to have an "open" hiring process for these positions. Why would we waste our precious time and resources re-hiring for folks that are proven</p>	<p>a takeover mentality rather than being all inclusive. Unsuccessful would be Not remembering that the VOLUNTEER firefighters ARE your departments. Unsuccessful would be Trying to bring a paid department culture into the volunteer department. Unsuccessful would be a Focus on control rather than fostering cooperation. Unsuccessful would not have full transparency to the Volunteer firefighters and/or the public. Unsuccessful would be using the task force report to base the RFA on. The task force report is based on false and missing information. Not much foundation can be built on that. "Regionalizing Emergency Services" is very broad and could include EMS (KCEMS Dist 1) or Law Enforcement (City and County). Unsuccessful would be an annexation rather than creating a new entity (RFA). Unsuccessful would NOT include taxpayers in the process. The "Governance Board" has ALL control and autonomy to run, change and execute however they wish. Unsuccessful would have a deadline of September 2023 if all issues have not been dealt with appropriately. Unsuccessful would be to hide the fact that this RFA funding started at over \$1.50, was brought down to \$1.05 and now is at \$0.76. How is it this is possible? All other debts outside of bonds and levies will be transferred to the RFA. These</p>	
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		<p>items need to be spelled out specifically for voters to understand. Unsuccessful would be to keep "The current areas of the upper floor [fire station] under current use as the City of White Salmon City Council Chambers shall remain in its current configuration for use by the City of White Salmon until such time that the City of White Salmon and the WKRFA Governance Board develop and approve a transition plan to relocate the City Council Chambers to another location to allow for expansion of WKRFA to meet its operational needs." in the RFA. This is not for the success of Fire, but solely benefits the City with no END date and why would the RFA have to spend time/money developing and approving a plan for the City? Makes no sense. In appendix B, chain of command, "community members and visitors" instead of taxpayers are at the top, above and directing the Board? If the Chief of FD3 and the administrative staff are to remain in place, this is an annexation/take over, not a new entity. ALL of Section 8(B) is indicative of a take over, not a new entity.</p>	
<p>Dedicated and protected budget</p>	<p>Leaders and more than competent in their jobs ? Perhaps there will be space and time in the future both Open Hiring but for now we should use the folks we have that are committed,</p>	<p>If it is simply a takeover by FD03 with their existing commissioners, chief and secretary. If it was not an honestly conceived best solution to a better specified series of problems.</p>	

	competent and very knowledgeable about both Fire orgs.		

Appendix D: SUPPORTING DATA

Appendix D-1 “All Risks” Training Certifications

The following table has been developed by a panel of Washington Fire Chiefs using Federal, State and Local standards in DEFINING established Training Certification Levels for Firefighters; EMS personnel and Rescue Personnel for the respective risk disciplines typically found in communities large and small. The training requirements and certifications either “restrict” or “allow” a trained emergency responder to participate in response efforts BASED UPON their level of training and certification for a specific type of emergency.

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
FIRE SUPPRESSION	Structural	<i>Non-IDLH</i>	Fire suppression support activities (<i>set-up lighting, apparatus operations, water supply, load hose, etc.</i>) support FF-1 personnel restricted to OUTSIDE of the established fire scene
		<i>FF-I</i>	Offensive and defensive structural fire suppression, rescue activities
		<i>FF-II</i>	Offensive and defensive structural fire suppression, rescue activities; may perform as single-resource supervisor
	Wildland	<i>FF2</i>	Entry level wildland fire suppression
		<i>FF1</i>	Advanced level wildland fire suppression, inter-face structural protection and tactical decision making.
		<i>Single Resource Boss</i>	Crew Leader / Advanced knowledge in fire behavior, tactics, weather and inter-face structural protection
		<i>Strike Team/Task Force Leader</i>	Leader of multiple resources / Advanced knowledge in Strategy & Tactics
		<i>Division Supervisor</i>	Major incident strategy, tactics and multiple resources management
	Marine	<i>Awareness</i>	Identify the risk and request appropriate resources; basic dock, marina or shoreline suppression support activities; support FF-1 personnel; restricted to OUTSIDE of the established fire scene
		<i>FF-I</i>	Offensive and defensive marine fire suppression, rescue activities
		<i>FF-II</i>	Offensive and defensive marine fire suppression, rescue activities; may perform as single-resource supervisor
	Aircraft	<i>Awareness</i>	Identify the risk and request appropriate resources; basic aircraft suppression support activities; support FF-1 personnel; restricted to OUTSIDE of the established fire scene
		<i>FF-I</i>	Advanced level aircraft fire suppression, rescue protection and tactical decision making.
		<i>FF-II</i>	Advanced offensive and defensive aircraft fire suppression, rescue activities; may perform as single-resource supervisor

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
		ARF	Regulated by Federal Aviation Administration. Advanced knowledge and ability to mitigate large commercial aircraft emergencies.
RESCUE	Vehicle	Awareness	Identify risks and assist Operational personnel with vehicle extrication, fire protection and patient treatment and packaging
		Operational	Identify risks; triage, supervise and perform vehicle extrication and patient packaging. Supervise other personnel
		Technical	Identify risks; triage, supervise and perform advanced and technical vehicle extrication and patient packaging. (i.e. deploy shoring to stabilize a sink hole) Supervise other personnel
	Water	Awareness	Identify risks and assist Operational personnel with water rescue and patient treatment. Restricted to shoreline activities
		Operations	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technical	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue. Supervise other personnel
	Ice	Awareness	Identify risks and assist Operational personnel with ice rescue and patient treatment. Restricted to shoreline activities
		Operations	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technical	Identify risks and perform advanced offensive tactics; Enter water and perform above water ice rescue. Supervise other personnel
	High/Low Technical	Awareness	Identify risks and assist Operational personnel with High/Low angle rescue operations and patient treatment. Restricted to Safety Zone activities
		Operations	Identify risks; establish High/Low angle rope rescue configurations and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technician	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue.
	Urban	Awareness	Identify the risk and request appropriate resources
		Operations	Access & Extricate victim
		Technician	Provide advanced level extrication techniques if needed (see High/Low Angle Rescue Tech)
EMS	First Aid/CPR	AHA First Aid CPR certification	
	First Responder	Patient assessment; triage, basic life support first aid treatment	
	EMT	Patient assessment; triage, basic life support first aid treatment. Assist with very few medications (Epi, Nitroglycerin, and Aspirin. Secure the airway. Attend BLS patient in ambulance transport	

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
		<i>A-EMT</i>	Provide patient assessment; triage, intermediate life support treatment life support. <i>Administer</i> certain medications and obtain IV access. Secure the airway.
		<i>ALS (Paramedic)</i>	Provide patient assessment; triage Advanced Life Support. Administer all medications. Provide advanced airway placement. Perform chest decompression (collapsed lung), Cricothyrotomy, etc.
	HAZ MAT	<i>Awareness</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. (<i>Support Operations level personnel</i>)
		<i>Operations</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. Perform defensive tactics to mitigate minor incidents. (<i>i.e. dam, dike, divert</i>) Supervise other personnel
		<i>Technical</i>	Identify Haz Mat risk and garner appropriate resources Perform offensive tactics to mitigate major incidents. Perform offensive tactics to mitigate the incident. (<i>i.e. plug or patch</i>) Supervise other personnel
	Public Service	<i>All Public Service requests</i>	As authorized Fire Chief and/or Captains
		<i>Selective Public Service Requests</i>	As authorized Fire Chief and/or Captains
	Disaster	<i>Planning</i>	<ul style="list-style-type: none"> • Conducting and maintaining a Community Risk Analysis • Participate in local and Regional Emergency Planning efforts • Developing local disaster planning, management, control and mitigation efforts
		<i>Mitigation</i>	<ul style="list-style-type: none"> • Training all City staff • Developing and maintaining C.E.R.T. teams
		<i>EOC</i>	Design and provision of modern and inter-operable Emergency Operations center and/or capabilities
	Prevention Inspections	<i>Courtesy</i>	<ul style="list-style-type: none"> • Provide periodic visitations and efforts to assist businesses, commercial and public facilities in the prevention of fire, overall safety
		<i>Code Enforcement</i>	
	Public Education	<i>First Aid/CPR</i>	Providing regular, periodic public first aid and CPR classes
		<i>C.E.R.T</i>	FEMA Community Emergency Response Team Training
		<i>School Programs</i>	NFPA Safety Education curriculum in schools and Daycare
		<i>Fire Safety</i>	General Fire/Injury Safety training to public; events
		<i>Babysitting</i>	Baby-sitting Safety Training for young teens

EXTERNAL SERVICES		Cert. Lvl.	Volunteers Certified	
Fire Suppression			WSFD	KCFD#3
	structural	<i>Non-IDLH</i> <i>Basic</i> <i>FF-I</i> <i>FF-II</i>	<input type="checkbox"/> 15 <input type="checkbox"/> 0 <input type="checkbox"/> 3 <input type="checkbox"/> 1	<input type="checkbox"/> 6 <input type="checkbox"/> 0 <input type="checkbox"/> 11 <input type="checkbox"/> 1
	wildland	<i>FF-I</i> <i>FF-II</i>	<input type="checkbox"/> 2 <input type="checkbox"/> 1	<input type="checkbox"/> 13 <input type="checkbox"/> 1
	marine	<i>Basic</i> <i>FF-I</i> <i>FF-II</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	aircraft	<i>Basic</i> <i>FF-I</i> <i>FF-II</i> <i>ACFR</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	vehicle	<i>Basic</i> <i>Awareness</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 16 <input type="checkbox"/> 3 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 9 <input type="checkbox"/> 0 <input type="checkbox"/> 5
Rescue	water	<i>Basic</i> <i>Awareness</i> <i>R&I</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 3 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 11 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	ice	<i>Basic</i> <i>Awareness</i> <i>R&I</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	hi-low angle rope	<i>Basic</i> <i>Awareness</i> <i>R&I</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 2 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 1
	urban	<i>Basic</i> <i>Awareness</i> <i>R&I</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	wilderness	<i>Basic</i> <i>Awareness</i> <i>R&I</i> <i>Operations</i> <i>Technical</i>	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0
	EMS	<i>Basic</i> <i>FR</i> <i>EMT</i> <i>EMT-IV</i> <i>Adv. EMT</i> <i>ALS</i> <i>Transport</i>	<input type="checkbox"/> 16 <input type="checkbox"/> 0 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0	<input type="checkbox"/> 9 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 0 <input type="checkbox"/> 2
EXTERNAL SERVICES		Cert. Lvl.	Volunteers Certified	

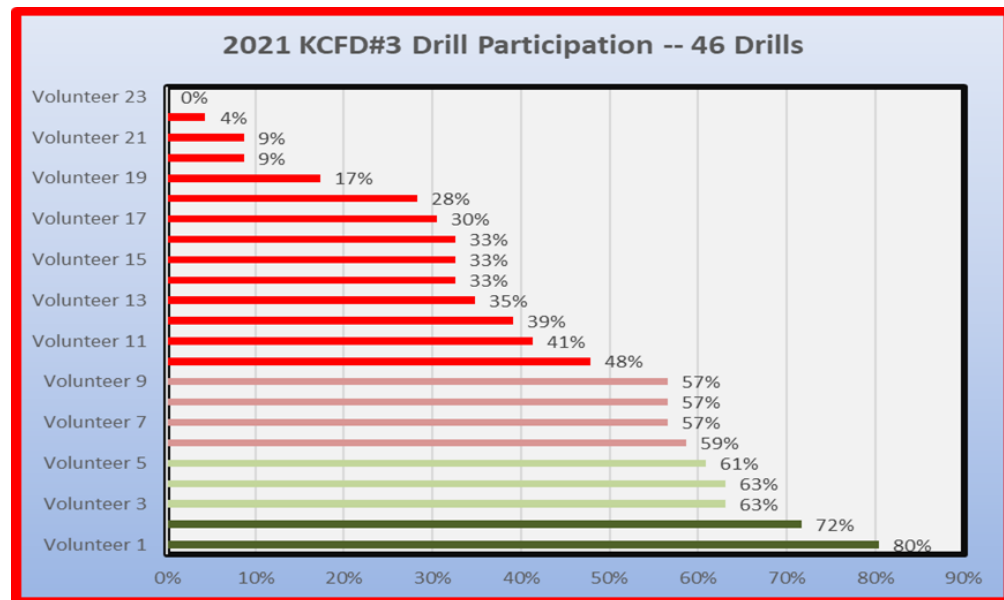
HAZ. MAT.		<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Awareness</i>	<input type="checkbox"/> 17	<input type="checkbox"/> 0
		<i>Operations</i>	<input type="checkbox"/> 2	<input type="checkbox"/> 1
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 1
	Public Service	<i>All requests</i>	<input type="checkbox"/> 3	<input type="checkbox"/> 0
		<i>Selective</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
	Disaster	<i>Planning</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 1
		<i>Mitigation</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>EOC</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 1
	Inspections	<i>Courtesy</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 3
		<i>Code enforcement</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
	Public Education	<i>CPR</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>First aid</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>C.E.R.T.</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>School curriculum</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Fire safety</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 6
		<i>Babysitting</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Wildland</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0

In interpreting the combined tables [for Structural Firefighting], most of the WSFD personnel would not be permitted to engage in “offensive” or “defensive” firefighting activities. “Offensive” operations are defined as mitigating efforts employed on the *interior* of a structure fire – search and rescue; suppression; ventilation; salvage and overhaul.

The same table would indicate that [in 2021] less than 50% of KCFD3 volunteers could actively participate in offensive and defensive activities at a structure fire.

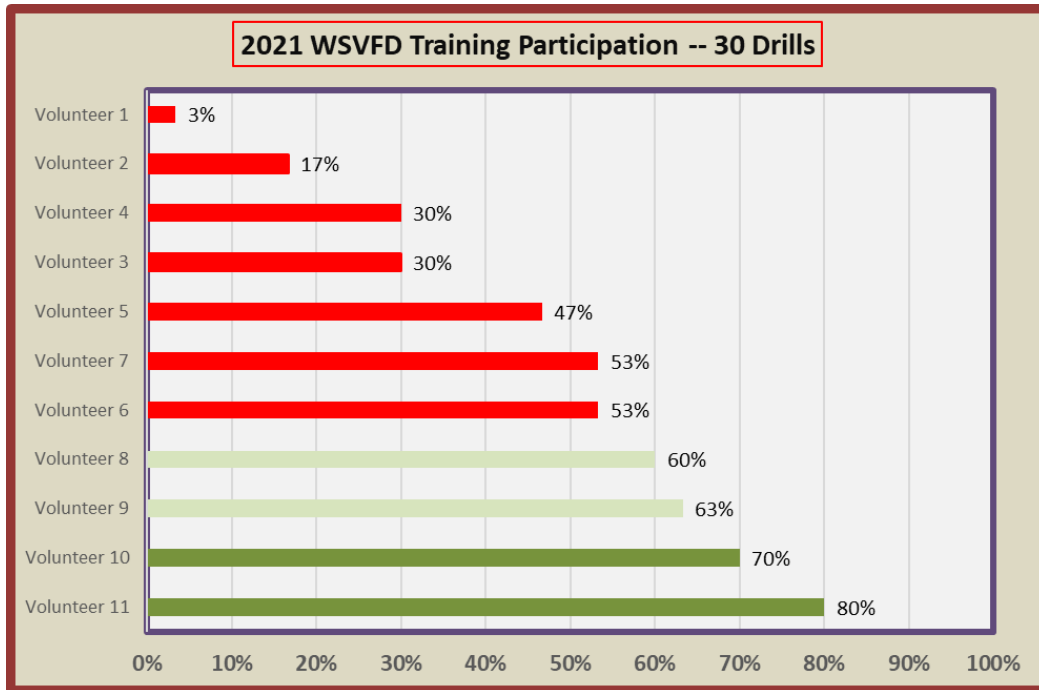
KCFD3

Name	RANK	ACTIVE VOLUNTEER ??	EMPLOYMENT: In / Out of District ??	Day/Night/Weekend RESPONDER	Basic Recruit School	Firefighting Cert Level (FF-I/ FF-II)	EMS Certification Level	FSAC FFI	Emergency Vehicle Driver Training	HA ZMAT Certification Level	Apparatus Operator Level	IS 100	IS 200	700	300	800
SAMPLE	FF-FF1-LT		In-Out	D-N-WE	X		Y-N									
Abercrombie	Recruit	X	out	N WE	X	FF1	EMT	N	N	N/A	N/A	N	N	N	N	N
Andrews	FF	x	na	D				N	Y	A	D	Y	Y	N	N	N
Billette	FF	x	out	N WE				N	Y	A	D	N	N	N	N	N
Bosler		x	na	D				N	Y	N/A	D	Y	Y	N	N	N
Craft	Recruit	X	in	D N WE	X	FF1	EMT	N	N	N/A	N/A	Y	Y	Y	Y	N
Camp	FF		out	N WE			EMT	N				Y	Y	Y	N	N
Cortes- Gonzalez	FF1	x	out	N WE	x	FF1	EMT	N	Y	Ops	D	Y	Y	Y	Y	N
Griffin	FF1		out	N WE	x	FF1	EMT	N	Y	A	D	Y	Y	Y	Y	N
Grose	Capt	x	out	D N WE				N	Y	A	D	Y	Y	N	N	N
Helton	Capt	x	out	D WE			EMT	N	Y	Ops	D	Y	Y	Y	Y	N
Kelley		x	in	N WE	X	FF1		N	N	A	N/A	Y	Y	Y	Y	N
Herbeck	FF		out	D N WE			EMT	N	Y	A	D	Y	Y	Y	Y	N
Landgren	FF1	x	out	N WE				N	Y	A	D	Y	Y	N	N	N
Lanz	FF1	x	out	N WE	x	FF1		N	Y	A	D	Y	Y	Y	Y	N
Larson D	FF1		out	D N WE	X		EMT-P	N	Y	A	D	Y	Y	Y	Y	N
Payne	FF1	x	in	D N WE	X	FF1	EMT	N	N	A	N/A	Y	Yq	Y	Y	N
Larson K	FF1		out	D N WE	X		EMT-P	N	Y	A	D	Y	Y	Y	Y	N
Pierce	FF1	x	out	N WE	x	FF1		N	Y	A	D	Y	Y	Y	Y	N
Plumb	FF1	x	in	D N WE	x	FF1	EMT	N	Y	A	D	Y	Y	Y	Y	Y
Renaut	EMT	x	out	D N WE			EMT	N	Y	A	D	Y	Y	Y	Y	N
Reynolds	FF	x	na	D N WE	x	ET FF1		N	Y	A	D	Y	Y	N	N	N
Riggleman	Capt	x	in	D N WE	x			N	Y	A	D	Y	Y	N	N	N
Shepard	FF1		out	N WE				N		N/A	D	Y	Y	N	N	N
Wardwell	FF1		in	N WE			EMT	N	Y	A	D	Y	Y	Y	Y	N
Wiserniq	FF		in	N WE	x			N	Y	A	D	Y	Y	N	N	N



WSFD

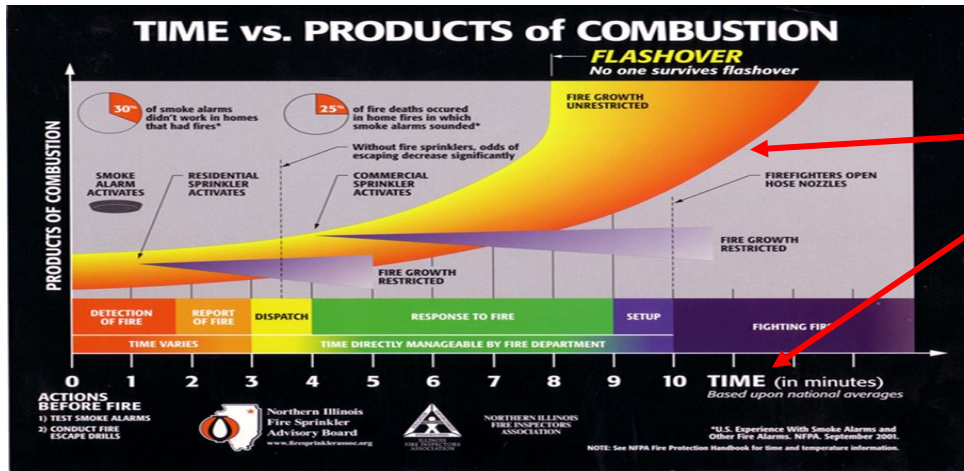
Name	RANK	ACTIVE VOLUNTEER ??	EMPLOYMENT: In / Out of District ??	Day/Night/Weekend RESPONDER	Basic Recruit School	Firefighting Cert Level (FF-I/FF-II)	EMS Certification Level	IFSAC FFI	Emergency Vehicle Driver Training	HAZMAT Certification Level	Apparatus Operator Level	/S100	/S200	700	300	800
SAMPLE	FF-FF1-LT	In-Out	D-N-WE	X			Y-N									
Crites	FF		Out	D	No			N	N			N	N	N	N	N
Gilmer	Capt	x	In	D	No		EMT	N	Y	A	D	Y	Y	Y	N	Y
Berkey	FF	x		NWE	No			N				N	N	N	N	N
Hunsaker	Chief	x	In	D-N-WE	X	FF1		N	Y	A	D	Y	Y	Y	Y	Y
Marean	FF		out	D NWE	No			N	N	A		Y	Y	Y	N	Y
Moore	FF	x	In	D NWE	No			N	N	A		Y	Y	N	N	Y
Perala	FF1	x	out	NWE	No			N	Y	A	D	Y	Y	Y	N	Y
Rocha	FF1	x	out	NWE	No			N	Y	A	D	Y	Y	Y	N	Y
Stiffler	FF1		In	D	X	FF1		N	N	A		Y	Y	Y	N	Y
Swann	FF1	x	In	D	No			N	Y	A	D	N	N	N	N	N
Swanson	FF1	x	In	D NWE	X	FF1		N	Y	A		Y	Y	Y	N	Y
Wardwell	Capt	x	Out	NWE	X	FF1	EMT	Y	Y	Ops	D	Y	Y	Y	Y	Y
Breon	FF	x	In	NWE	No			N	N	A		Y	Y	Y	N	Y
Brake	FF	x	Out	NWE	No			N	N	A		Y	Y	Y	N	Y
Fink	FF	x	Out	D NWE	No			N	N	A		Y	Y	Y	N	Y
Ryan	FF	x	Out	NWE	X	FF1		N	N	A		Y	Y	Y	N	Y
Perala, J	FF	x	In	NWE	No			N	N	A		Y	Y	Y	N	Y
Garcia	FF1	x	Out	D	X	FF1		N	N	A		Y	Y	Y	N	Y



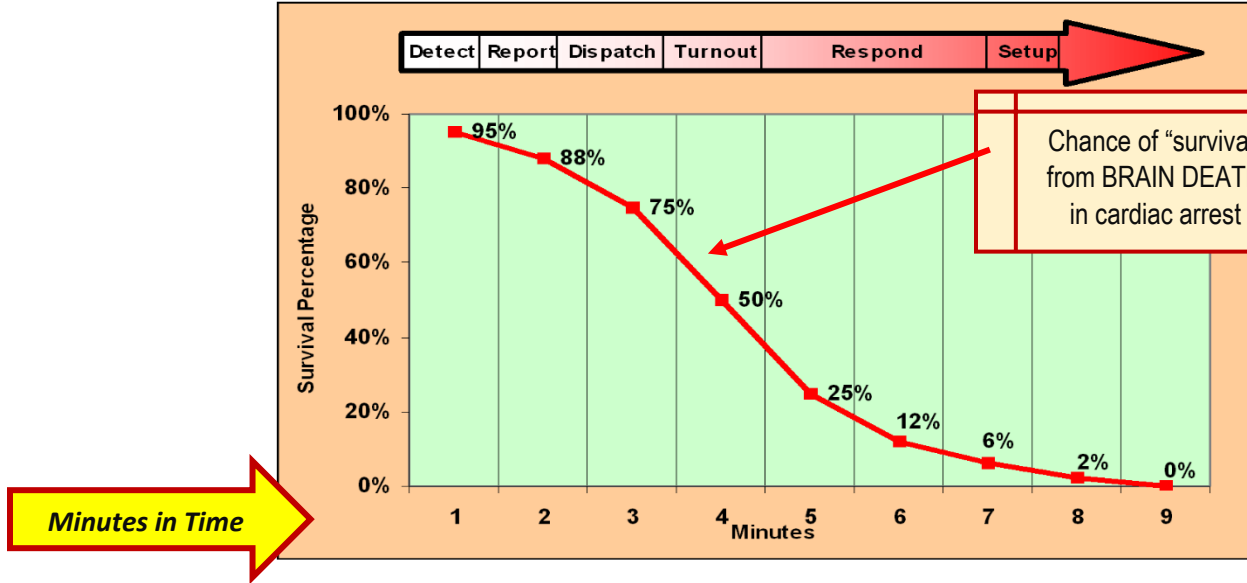
Appendix D-3 Minimum "Effective Force" vs. Responder data

Of all of the areas that have the most significance in the area of defining LEVELS OF SERVICE, the TIME it takes for an emergency response vehicle to reach the scene of an emergency once a 9-1-1 call occurs and for emergency crews to initiate mitigation efforts remains one of most critical considerations.

Fire, rescue and medical emergencies are 'time and outcome based' and arriving at the scene of any type of tragedy in a timely fashion is paramount to the outcome. An old Fire Service axiom states "the first five minutes of any emergency incident defines the outcome and activities of the next five hours."¹



Rapid FIRE GROWTH
Minutes in Time



A “SAMPLING” of KCFD#3 / WSVFD Critical Tasking requirements provided by the Fire Chiefs are as follows:

Low Risk Single Residential Structure Fire

Task	Number of Personnel
Command/Safety	1
Division Supervisors	1
Water Supply	1
Pump Operations	4
Attack Lines	6
Search and Rescue	2
Ventilation	2
RIT	2
Other (water supply)	
Total	19 (minimum)

Moderate Risk Commercial Fire

Task	Number of Personnel
Command	1
Safety	1
Operations	1
Division Supervisors	1
Water Supply	4
Pump Operations	3
Attack Lines	8
Search and Rescue	2
Ventilation	2
RIT	2
Other (Accountability/Logistics Support)	2
Total	27

Wildland Fire (10 Acre EXPANDING Incident) (Automatic/Mutual Aid Required)

Task	Number of Personnel
Command	1
Safety	1
Operations	1
Division Supervisors	3
Water Supply	2
Pump Operations	9
Attack Lines	5
Interface protection	10
Other (Liaison/PIO/Logistics)	3
Total	35

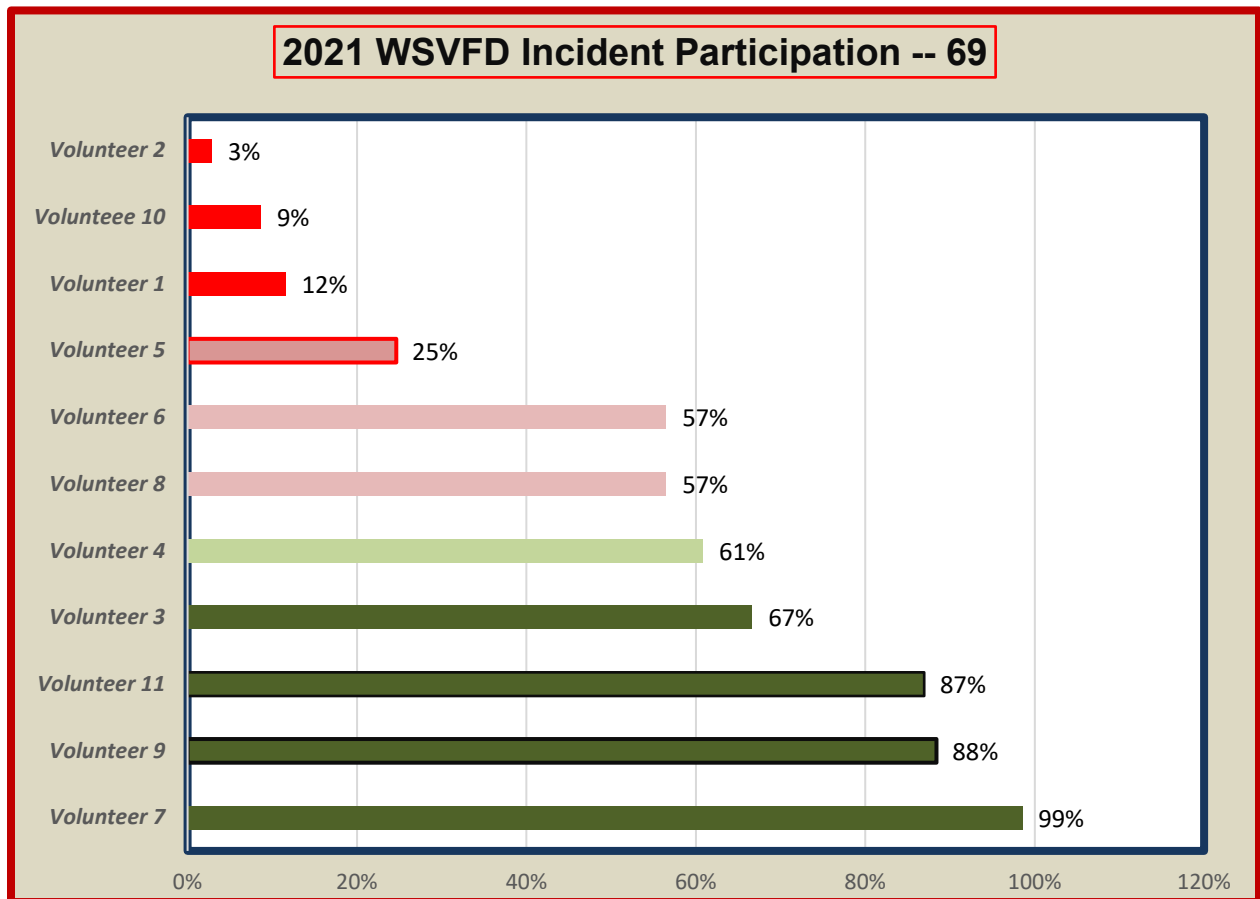
Motor Vehicle Accident

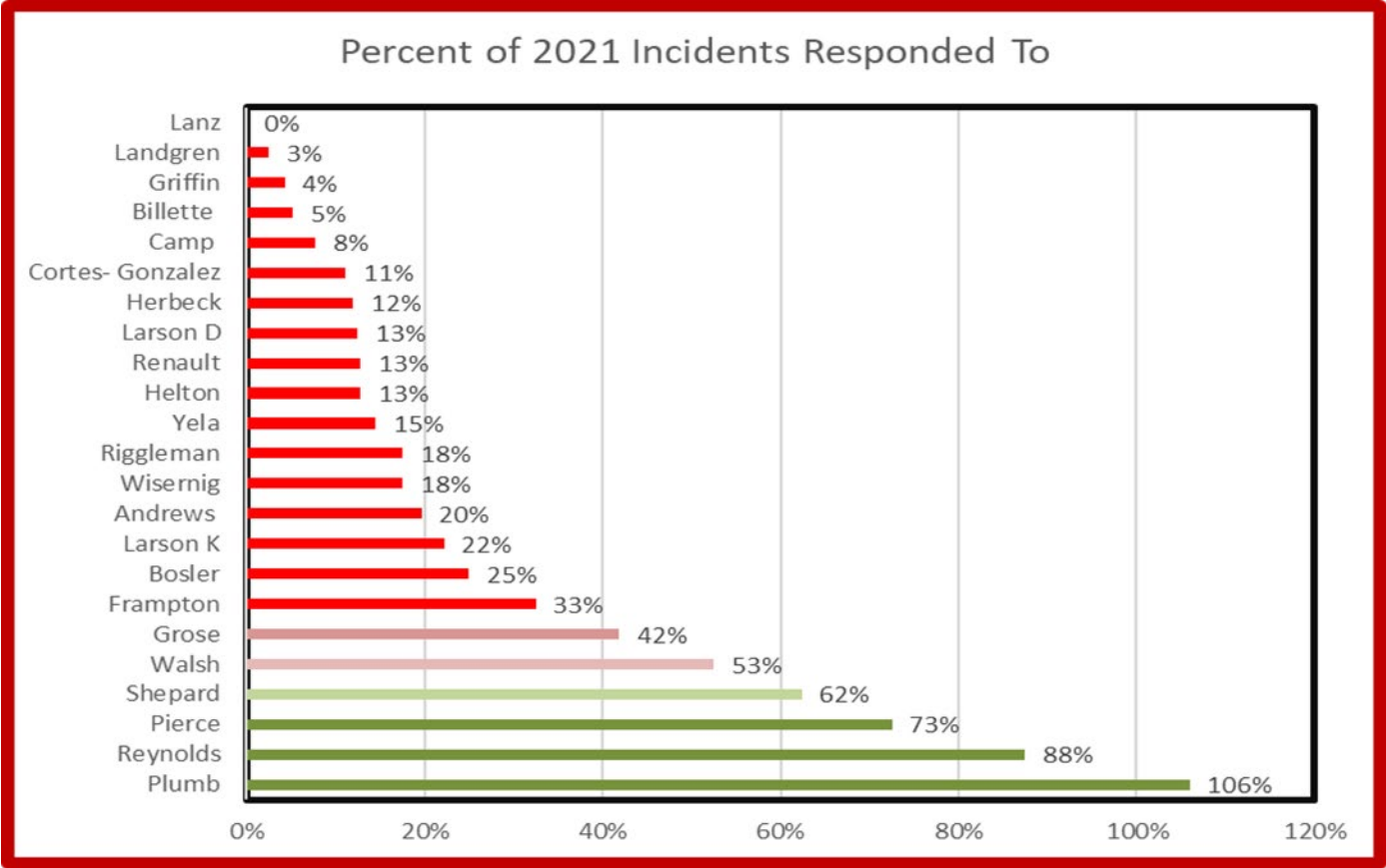
Task	Number of Personnel	
	Surface street	Freeway
Command/Safety	1	1
Triage	1	2
Extrication	2	4
Patient Care	2	4
Fire Protection	1	2
Traffic Control	2	4
Landing Zone	1	1
Transport	2	2
Documentation	1	1
Other		
Total	13	21

The Task Force reviewed data and analysis of the number of available and responding volunteers to West Klickitat incidents. This prompted many side-bar discussions about the vulnerability and threats to a community volunteer-based model of delivery services.

The following combined-and-compiled analysis of KCFD3 and WSVFD **“average number of emergency responders”** for 2021 falls considerably short of the ‘anticipated’ critical tasking manpower requirements identified by the two Fire Chiefs based on the types of incidents responded to.

2021 INCIDENT TYPE	KCFD#3 Number of Incidents	Average Number KCFD#3 Responders	WSVFD Number of Incidents	Average Number WSVFD Responders	Critical Staffing Required
Fire Type	15	2.11	20	3.0	12-35
Emergency Medical	82	3.18	14	1.4	4-8
Motor Vehicle Collision	22	3.67	5	3.4	16-20
Rescue	3	3.50	0	0	16-24
Hazard/Gas/Powerlines	4	0	9	2.3	8-14
Cancelled	10	1.9	21	2.5	
Mutual / Aid Given			83	4.2	





Of concern to the Task Force was also the gap between the peak workload of emergency incidents (09:00-15:00) and the availability of emergency responders. The table below expresses the CURRENT level of availability of Volunteers. This is a nation-wide dilemma and one which can only be addressed in small communities by cooperative efforts and an on-going, dedicated recruiting and training program for Volunteer members.

