

KLICKITAT COUNTY
FIRE DISTRICT #3

2013

Community Task Force Report



RAM

mHc Associates

9/26/2013

VARIA

This report represents the condensation and summarization of the results from the Community Level-of-Service Task Force information gathered by *mHc Associates* at Klickitat County Fire District #3. This report relates perceptions and/or trends in perceptions of the Task Force and the resulting observations, conclusions, and recommendations.

The statements and anecdotal information from the Task Force contained in this report may or may not necessarily be completely accurate or factual but represent the observations, opinions, recommendations and/or beliefs concerning the manner in which Klickitat County Fire District #3 functions and delivers its services.

For purposes of this report those opinions and beliefs were taken at face value.

REPORT DEFINITIONS

The following terms are defined for the express use and purpose of this Task Force Report:

Apparatus Replacement Program: An established policy, program and subsequent algorithm established by a governing board to identify, schedule, quantify and dedicate specific funding to the respective organization's fleet

Board of Fire Commissioners: The voter-elected governing board of a WA State Fire District authorized by RCW 52.14.

Klickitat County Fire District #3 (KCFD#3): The established fire district encompassing the Husum area.

Command Unit: A specialized emergency vehicle designed to provide *first-response and initial incident command* functions at the scene of a fire, emergency medical or rescue event.

Level of Service: In public safety organizations whose emergency services are time and outcome based, Level of Service is defined as the timeliness, effectiveness and efficiency in which resources are deployed and respond to emergency incidents in the community.

Performance Measures: In public safety organizations, performance measures are established 'goals', 'benchmarks' or other 'targets' that are adopted by the Board of Fire Commissioners for emergency response and response performance in providing emergency services.

Public Policy: In government agencies and organizations, the principle guide, doctrine and decisions made by a governing board that define the essence, philosophy, operations, services and performance of their respective public entity.

Service Delivery System/Model: In public safety agencies, the staffing, deployment, and response template that is employed to provide and deliver emergency services to the respective district or community

WSRB: A non-profit, private organization that insurance companies in Washington State subscribe to which examines, tests and grades local fire departments and fire districts based upon their capabilities. Insurance companies then base their risk and rates based upon the grading of the fire department or fire district.

TABLE OF FIGURES

Figure 1 KCFD#3 Mission and Goal Statements.....	7
Figure 2-- KCFD#3 Scope of Work.....	8
Figure 3 -- KCFD#3 Board of Commissioner TASK FORCE COMMISSION.....	9
Figure 4 -- KCFD#3 Task Force Project Process	9
Figure 5 -- KCFD#3 Task Force Project Methodologies.....	10
Figure 6 -- KCFD#3 Task Force Meeting Matrix.....	14
Figure 7—KCFD#3 Six-Year Incident History	18
Figure 8—2012 Breakdown of Incident Types.....	19
Figure 9 -- Breakdown of Incident Activity.....	20
Figure 10 -- KCFD#3 Incidents by Time-of-Day	21
Figure 11 -- Time and Outcome matrix for Fire Events	22
Figure 12 -- Time and Outcome Matrix for CPR event.....	23
Figure 13 -- 2012 Average KCFD#3 Response Times	24
Figure 14 -- KCFD#3 Response Time by Area	24
Figure 15 -- KCFD#3 Response Time for Mutual Aid.....	25
Figure 16 -- Average number of Volunteer responders in 2012	26
Figure 17--Current Volunteer availability during the work week	27
Figure 18 -- KCFD#3 Cost-per-Capita	29
Figure 19--2013 PROJECTED Apparatus Replacement liability.....	30

EXECUTIVE SUMMARY

ABSTRACT



Public Safety organizations that operate effectively and efficiently for their community are consistently governed by clear, service-oriented policies established by the respective Governing Board. These policies are critical in laying the foundation for the agency's '*service delivery systems*' and for maintaining effective organizational culture and delivering optimum emergency services. These same organizations also periodically examine and update their cultural and delivery policies to meet the needs, demands and capacity of their community.

When realistic, updated public policies and levels-of-service (LOS) targets and standards are established for a community, they provide the boundaries and performance measures for both *expected* and *acceptable* delivery services while being ever conscious of community, culture and economic factors.

As with many other cities and communities in the state of Washington, tax initiatives, burgeoning personnel / operational costs for providing services and increased demands for services have outstripped the ability to effectively fund most Fire Departments at their current level. Turning to both internal and external experts to assist in developing service and funding alternatives for future options, the Board of Fire Commissioners of KCFD#3 focused their efforts and eyes on participating in an *Organizational Strategic Plan* as a long term solution for addressing the current and future emergency services needs and challenges. As a key element to this plan, the Fire Commissioners placed high priority on soliciting the input of its Fire District 'customers' as to what their desires and needs for emergency services might be. Thus, the development of the Community Task Force began



BACKGROUND

The Board of Fire Commissioners of Klickitat County Fire District #3 (KCFD#3) and the Executive Staff requested proposals from experienced fire service consultants regarding a ‘Community Level-of-Service project’ for the Husum community. *mHc Associates* was the successful, awarded firm. It was mutually agreed upon by *mHc Associates* and the Board of Commissioners to enter into a contract for professional services.

The contract for said projects was approved by the KCFD#3 Board of Commissioners in early March of 2013. The contract identified the deliverables as:

- ⊗ *Collection, analysis and preparation of agency data pertinent to the study*
- ⊗ *Assistance in recruiting an independent Community Level-of-Service Task Force*
- ⊗ *Facilitation of on-site Task Force meetings, tours and data analysis that would include good representation of the entire community*
- ⊗ *Communication of comments and observations concerning the KCFD#3 operation; facilities and fleet*
- ⊗ *Development of final Task Force Level-of-Service (LOS) Findings and Recommendations to the Board of Fire Commissioners*

The goal of the project would be to provide the policy-makers accurate and time-sensitive information regarding the current and future services which the Fire District is providing (“*what they do*”) AND to determine the level-of-service (LOS) goals which the Fire District should seek to attain and maintain (“*how well they do it*”) into future years for the community.

PROJECT PURPOSE

The primary purpose of the Klickitat County Fire District #3 Community Task Force effort was to provide the KCFD#3 Board and the Fire Chief with INDEPENDENT observations and recommendations from their constituents which will be utilized to update and to establish current level of service expectations; identify gaps in service and service shortfalls; identify current challenges of the organization and its governance; to identify priorities and strategic initiatives that will be incorporated into future planning efforts; and acknowledge the positive things taking place in the organization.

The entire Task Force process, though hosted in KCFD#3 facilities, was designed to provide the least amount of ‘fire department influence’ upon the Task Force as they considered the data, analysis and information and then deliberate over related emergency service delivery issues. Throughout the process, the Task Force populated a large ‘data notebook’ of information, reports, articles and analysis to serve as background for the next aspect of their mission. With few exceptions (station tours, fleet analysis) all presentations were provided by *mHc Associates*. This forum provided the Task Force an opportunity to offer unhindered input and share insights relative to “*what is working and what could be improved*” throughout the organization.

Finally, after the data and analysis presentation was complete, the Task Force met and independently crafted their Findings and Recommendations.

THE TASK FORCE DEVELOPMENT

DEFINITION: “A *task force* is a unit or formation of resources established to work on a single defined task or activity. Originally introduced by the Royal Navy, the term has now caught on for general usage and is a standard part of most organizational terminology. Many non-military organizations now create “task forces” or task groups for temporary activities that might have once been performed by ad hoc committees.”¹

Task Force Make-Up

In the emergency services world, the use of *strike teams* or *task forces*² is common language in incident management activities when requesting, mobilizing or deploying fire department resources to a major incident or event. A *strike team* is defined as a group of ‘like’ resources that operate as a group: five ambulances; five fire engines; five rescue vehicles, etc. A *task force* is a group of ‘un-like’ resources that are grouped together to operate: 1 command; 1 ambulance, 2 fire engines, 1 water tanker; etc. In the case of a ***Citizens Task Force***, the desired goal is gather together a group of community residents from varying walks of life and representations. In the case of the KCFD#3 Community Task Force, that goal was accomplished.

¹ Wikipedia – the free dictionary

² National Incident Management System (NIMS)



At the beginning of this process, the KCFD#3 Board of Fire Commissioners and the Fire Chief deliberated extensively over the composition, mission, and scope of the Task Force and the *deliverables* which they desired from the independent group of community representatives. From those deliberations, over twenty ‘Letters of Invitation’ were sent to various members of the community to recruit the Task Force. Appendix ‘A’ is populated with the final member list of the KCFD#3 Task Force.

Task Force Mission & Goal

For the purpose of identifying a ‘project purpose’ and to develop measurable results from the Task Force activities, the next item of business of the Board in developing guiding principles for the Task Force was to develop a *Project Mission Statement* and a *Project Goal Statement* for their activities. While there were a number of excellent ideas which were discussed by the group, the Task Force incorporated the spirit of their COMMISSION as a guide to focus the group’s efforts. Subsequently, the following mission and goal statement came forth:

- ♣ MISSION STATEMENT: *The Mission of the KCFD#3 Community Task Force is to be an active, informed and constructive group of citizens to assist in the development of strategic initiatives for the KCFD#3 Board of Fire Commissioners..*
- ♣ GOAL STATEMENT: *To provide the KCFD#3 Board of Fire Commissioners educated, informed and independent findings and recommendation regarding emergency services and levels of service for the community.*

Figure 1 KCFD#3 Mission and Goal Statements

Task Force Scope of Work

Having successfully filled the minimum number of Task Force members, the Board of Fire Commissioners set about a purposeful exercise to define exactly what the Task Force was to accomplish and the ‘guiding principles’ that the Board would provide to the Task Force to navigate their efforts. In addition to the already-referenced Mission and Goal Statements, the Board of Fire Commissioners laid out the following Scope of Work for the KCFD#3 Task Force:



♣ TASK FORCE SCOPE OF WORK:

- ⊖ *To actively participate in an in-depth LEVELS OF SERVICE study for the KCFD#3 Community*
- ⊖ *Be informed and have a full understanding of current and historical data and facts pertaining to the services and operations being provided to the community and how they are funded*
- ⊖ *Provide a Task Force recommendation to the Board of Fire Commissioners for current and future Emergency Services and Levels of Service to the KCFD#3 community*
- ⊖ *Partner with the Board of Fire Commissioners and local efforts to inform their neighbors and fellow business people of the Task Force recommendation and subsequent improvements which may be needed to meet those recommendations*

Figure 2-- KCFD#3 Scope of Work

The Task Force Commission

Having established those principles as a guidepost to the Task Force Mission, the Board of Fire Commissioners at a Special Meeting gathered the Task Force and COMMISSIONED them as follows:

“We, the Board of Fire Commissioners of the Klickitat County Fire District #3 in Husum, Washington having been duly elected to represent our constituents as public policy makers for the provision of emergency services to our community, desire to execute our duties and responsibilities to the fullest extent possible.

As elected representatives of our community, we believe that it is our charge to insure that the most effective and efficient emergency services are provided to our constituents within the financial means of the fire district.

In doing so, it is critical to our decision making process to seek and consider recommendations from our constituents regarding the services and levels of service which they would desire to have delivered.

As such, this Board of Fire Commissioners has resolved that a LEVELS OF SERVICE COMMUNITY TASK FORCE be appointed and commissioned to explore, analyze and study vital fire, rescue and EMS data in order to report back and recommend current and future service and levels of service goals for Klickitat Fire District #3.

THEREFORE, by the authority vested in this Board of Fire Commissioners, we hereby commission the Klickitat County Fire District #3 Task Force to its assigned Mission, Goals and Scope”

Figure 3 -- KCFD#3 Board of Commissioner TASK FORCE COMMISSION

Shortly after the selection and formation of the full Task Force, the group deliberated over the best use of their time to meet the Board of Fire Commissioner’s expectations. In doing so, the group discussed and organized their activities into three vital elements:

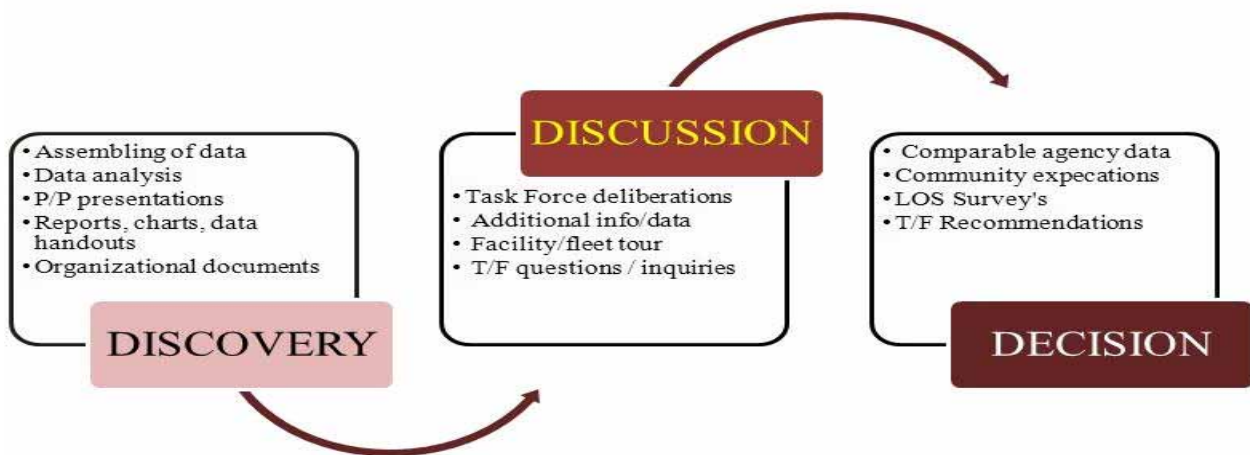


Figure 4 -- KCFD#3 Task Force Project Process

Task Force Methodology

To redeem the compressed amount of time given for the task, the Task Force developed a methodology and map to quickly digest a great deal of information --- which the Board of Fire Commissioners has had years to study. The basic questions of “*how did we get to where we’re at today*” was answered by a comprehensive effort of Chief Virts, the part-time administrative staff and mHc Associates to condense a great deal of data into seven PowerPoint presentations. These developed into a process whereby, in a timely fashion, the Task Force could provide answers and recommendations to the Board of Fire Commissioners by the Fall of 2013. Table 5 provides visual guidance as to the methodology employed by the Task Force to accomplish its mission.

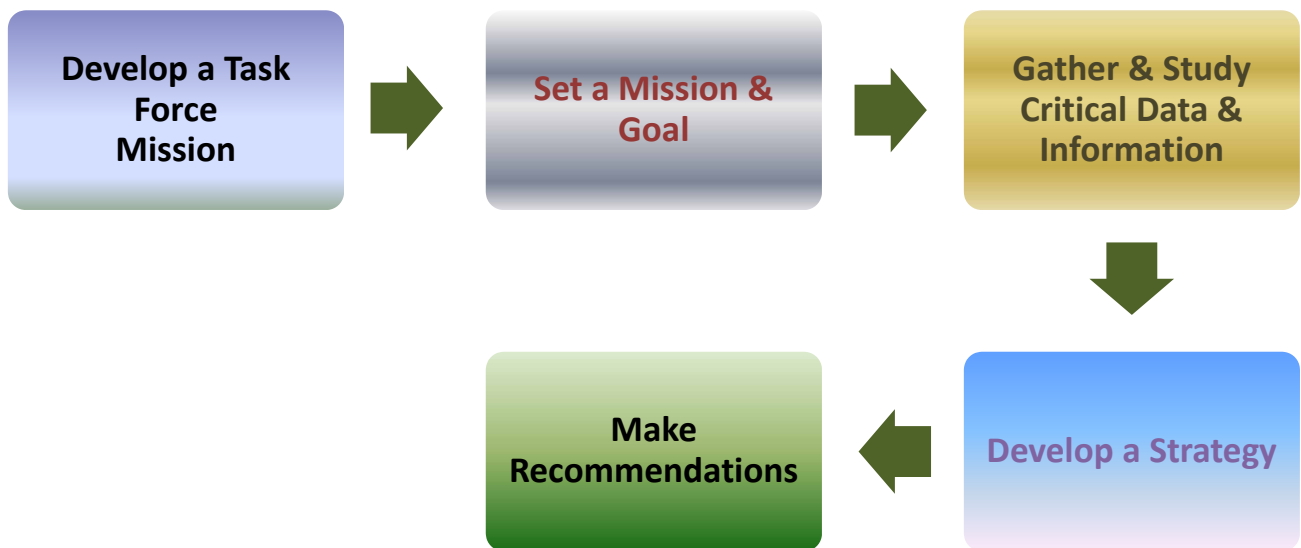


Figure 5 -- KCFD#3 Task Force Project Methodologies

Task Force Presentation and Study Material

During the course of the seven official Task Force Meetings, the group was provided, in written and presentation format, a wide variety of data that would help them focus on the history, data,

factors and actualities that have lead the Board of Fire Commissioners to conclude that a Strategic Plan for emergency services may provide not only the best level of service, but also in the long term, a more sustainable, cost effective delivery model and method as well.

Research and deliberations for this effort included an exhaustive review of compiled KCFD#3 information, records, performance data, statistics, and trends, planning documents from within the organization and from outside sources. It also included 'hands on' tours and evaluation of fire station facilities and fleet. Each session included written information, PowerPoint presentations and discussion.

Material provided to the Task Force for their mission included:

- *Demographic information*
- *Organizational information*
- *Staffing history, comparables and analysis*
- *Resource capabilities*
- *Workload analysis (9-1-1 incidents and other activities)*
- *Response performance (standards of coverage)*
- *Financial analysis (taxes, levies, budgets)*

As an additional effort, the Task Force spent an evening touring all three KCFD#3 fire station facilities and evaluating the extensive KCFD#3 fleet.

As stated earlier, the thrust of the majority of information, engagement and discussion with the Task Force followed along the lines of operational, governance and financial matters.

As a part of the presentations, a number of participating speakers assisted in the process. Besides the moderator and chairman, the County EMS Coordinator gave the Task Force an evening of informative discussion and answered questions. In all, the meetings were full of information, presentations, participation and conversation over the topic of improved, sustainable services and the overall affects to the community and pocketbook.



TASK FORCE DELIBERATIONS

&

PROCESS



“ . . . an overview and description of the information and process the Task Force employed during their deliberations”

THE PROCESS

As with any meaningful process, mHc and the KCFD#3 Task Force members began the course of action by framing up Task Force Operating Guidelines. These brief guidelines were developed and adopted to define their process and to keep the Task Force on task with their mission. Upon completion of that process, the Task Force elected a Chair and Vice-Chair to moderate the meetings.

Having established the guiding principles in which the Task Force would operate, the group then launched right into the process -- learning about the culture, ethos, conversation and overall mission of the Fire Service. Again, the Task Force adopted a three-pronged approach to their efforts using the DISCOVERY – DISCUSSION – DECISION progression to develop and deliver their missional product.

DISCOVERY

Of the three process elements of this project, DISCOVERY is the workhorse of the product. In preparation for the exercise, the KCFD#3 Staff (Chief Virts and Staff members) labored many hours and days to prepare historical, financial and operational data in a format that could be delivered in a presentation arrangement that would educate the Task Force on all aspects of the Fire Service and specific organization information concerning KCFD#3.

[NOTE: It must be noted to the Board of Fire Commissioners by mHc staff that KCFD#3 was able to provide the most comprehensive, complete, factual, up-to-date and manageable organizational data that we have encountered in nearly 40 state-wide projects]

The following pages provide an abbreviated synopsis of the data elements and organization information that was provided to the Task Force in either PowerPoint format or in written report form:

NOTE: This information is not displayed necessarily in the order that the Task Force had it presented



TASK FORCE SESSIONS

The KCFD#3 Task Force process was organized initially into six (6) organized and progressive sessions. The Task Force chose to meet weekly evenings at 18:00 hours. As noted earlier there were additional activities, meetings, interviews and deliberations added to this format which the Task Force requested.

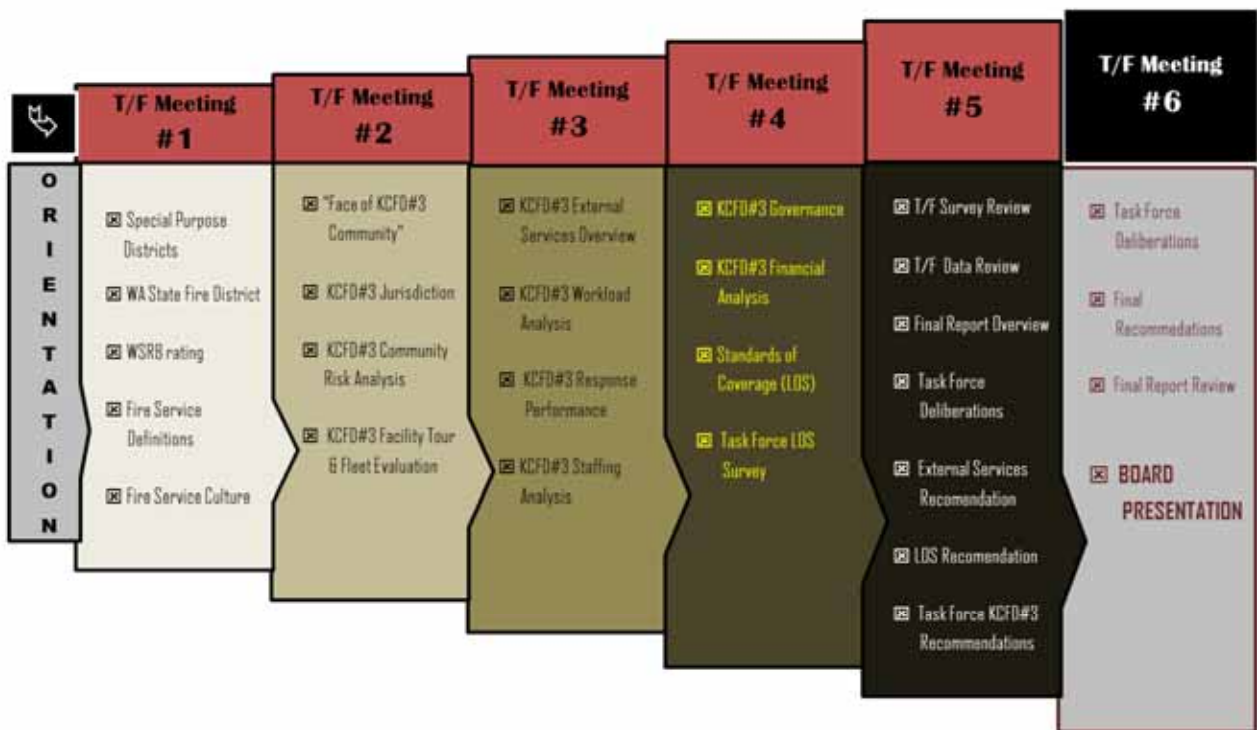


Figure 6 -- KCFD#3 Task Force Meeting Matrix

At the beginning of the KCFD#3 Task Force sessions (Orientation meeting) the Task Force was issued a large, empty binder with 8 dividers denoting approximately the number of sessions that were scheduled to be held. During the course of 2-2-1/2 hour sessions, the Task Force populated these notebooks with many pages, documents, articles, handouts, charts, tables and other data pertinent to and necessary as background information. Each session included additional

information and “homework” for the next scheduled session. In all, over 850 pages of information and data were forwarded to the Task Force to consider.

TASK FORCE PROCESS

The following outline provides the reader a brief overview of each session, subject and substance which the Task Force endured:

- ★ **FIRE SERVICE DEFINITIONS:** mHc provided a fairly thorough exercise in explaining and defining Fire Service culture, mission, terminology, sayings, jingles and slang to better prepare the Task Force for the project at hand. It was clear to the Task Force that they would receive a crash course in a foreign language and about a culture that they knew very little of. Task Force members all agreed that their level of understanding of the fire department was “*the whistle blows and the red truck goes*” – and very little more.

- ★ **FIRST RESPONDER DOCTRINE:** An important generic discussion about the historical development and culture of Volunteer Fire Departments in the United States was discussed. The very roots of this discussion come from the early days of ‘militias’ (*back when that was a ‘good’ word*) whereby colonists, neighbors or anyone else who could help would be summoned by the gonging of a bell or some other method of alerting. The rapid gathering of helpful neighbors could be summoned for any number of emergency or non-emergency needs. This is the very foundation of an “all risks” approach to community response and public safety by the Volunteers.



Contemporarily, this concept continues to ring through the entire mission and delivery models of today’s fire departments –big or small; career or volunteer. With little exception, most fire departments carry a workload that involves itself in virtually every natural or man-made malady that affects the human race or property.



The Task Force begin to comprehend the understanding and concept [for a community or the public in general] that a fire department is the only ‘government’ response entity

that can be reached by a three digit telephone call [9-1-1] and will arrive on their doorstep in about ten minutes. They have virtually have become a clearing-house for community or personal crises' -- big or small.

- ★ **INTRODUCTION TO CITY GOVERNMENT IN WASHINGTON STATE:** Information was provided that introduced and explained how cities & town's – big and small – are chartered, organized, governed and operated in the state of Washington. RCW and WAC references were reviewed to lay the groundwork for how cities and counties do their daily business and the authority to do so – as well as public mandates thereof. Material provided included explanations of mandated services and legislative mandates for cities in Washington State.

- ★ **INTRODUCTION TO SPECIAL PURPOSE DISTRICTS IN WASHINGTON STATE:** Information was provided that introduced and explained how “special purpose districts” – big and small – are chartered, organized governed and operated in the state of Washington. RCW and WAC references were reviewed to lay the groundwork for how special purpose districts do their daily business and the authority to do so – as well as public mandates thereof. Material provided included explanations of mandated services and legislative mandates for SPD's in Washington State.

*There are currently 1,670
Special Purpose Districts
and over 700 Fire
Protection Districts in the
State of Washington*

- ★ **DEFINITION AND INTRODUCTION TO FIRE DISTRICTS:** Again, using data and information from Association of Washington Cities, Washington Fire Commissioners Association and other organizations, a deeper look into the mission, purpose and work of Fire Districts was demonstrated through a PowerPoint presentation.
- ★ **RCW TITLE 52:** An overview was provided of the enabling legislation in Washington State for Fire Protection Districts and Regional Fire Authorities – all stipulated and couched in the folds of RCW 52.
- ★ **RCW 52.14— FIRE COMMISSIONERS AND FIRE DISTRICT GOVERNANCE:** An overview of the enabling legislation for the governance, powers and duties of a Fire Commissioner Board. Discussion included the roles and responsibilities of the Board of Commissioners, their authority and their mission.

- ✦ FIRE DISTRICT FINANCES—Part 1: A brief look at the method and hierarchy that Washington State Constitution and Washington State law provides for funding government bodies and legislative entities – including Fire Districts. Part II later in the exercise looked specifically at KCFD#3 finances.

- ✦ “THE FACE OF KCFD#3”: Chief Virts and Chairman Nichols provided a narration about the history, culture, nature and depiction of the life and times of the Columbia Gorge and the KCFD#3. Additionally, the Task Force was treated to a modest amount of local information provided by Klickitat County and Washington State planning and governance documents that displayed demographic data and information as well as population, economical and housing trends for the area.

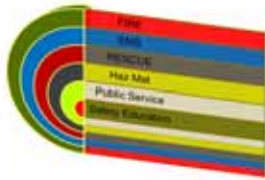


A key principle was introduced and continued to play out throughout the rest of the study: “72% of all fires are human caused; and 100% of all EMS responses are human caused . . .” and subsequently the connection between the community, geographics, demographics and the fire department workload or demand for service make the connection.³

- ✦ COMMUNITY RISK ANALYSIS: The Task Force was provided an overview, analysis and matrices expressing the generic ‘grading’ of community hazards and their inherent risks. Instruction and discussion centered on High-Risk, Moderate-Risk and Low-Risk hazards and exposures in a genetic format. Additionally, Chief Virts and A/C Nelson took the extra time to photograph the various ‘target hazards’ and risk areas of the Fire District and surrounding areas. The Task Force was then tasked to review, discuss and identify the ‘level of risk’, hazard or life safety potentials that the Fire District faces with each location.

³ National Fire Protection Association (NFPA)

- ✦ **KCFD#3 EXTERNAL SERVICES AUDIT:** This subject began with a generic overview, discussion and review of a ‘matrix of all the services’ which a fire department would typically deliver to its community.⁴ This included a breakdown as to what ‘level of service’ each of those services could be provided. The Task Force was then provided a more specific presentation regarding all of the CURRENT ‘KCFD#3 external services’ that are currently being provided to the Husum area by Chief Virts.



- ✦ **KCFD#3 WORKLOAD ANALYSIS:** A great deal of effort and analysis went into breaking down the actual workload and workload trends that KCFD#3 experiences in a given period of time. A more complete analysis of KCFD#3 incident data is provided in Appendix ‘C’ of this report. The presentation included both emergency and non-emergency incident analysis and discovered some of the following charts:

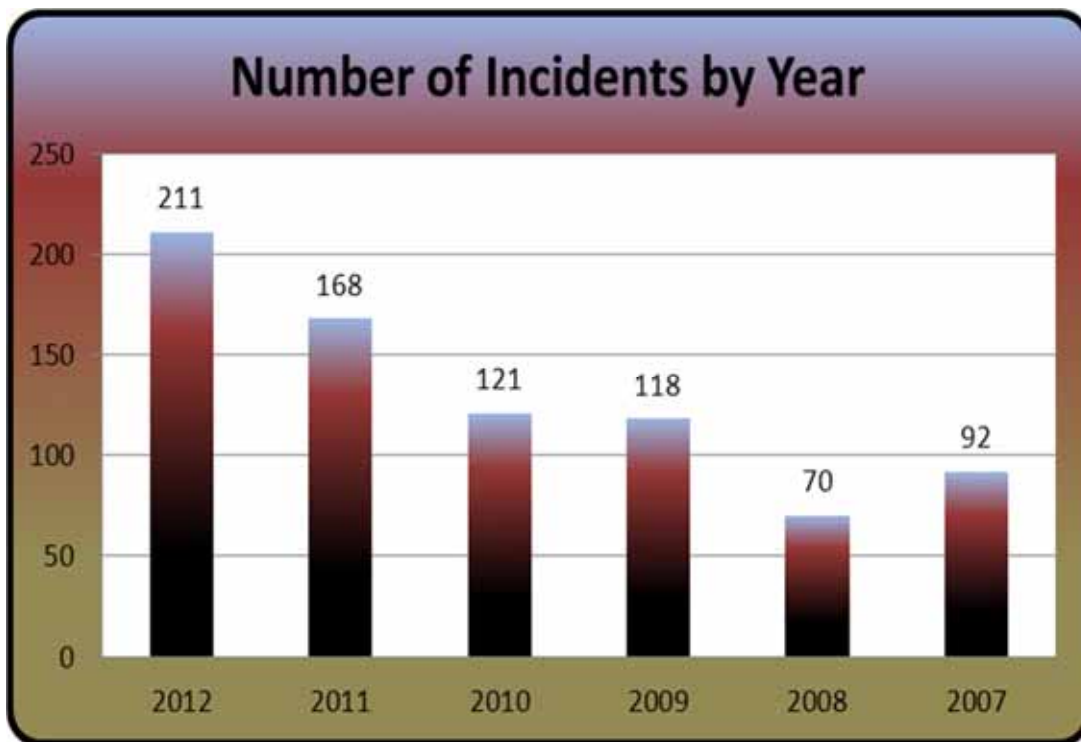


Figure 7—KCFD#3 Six-Year Incident History

⁴ See Appendix ‘C’

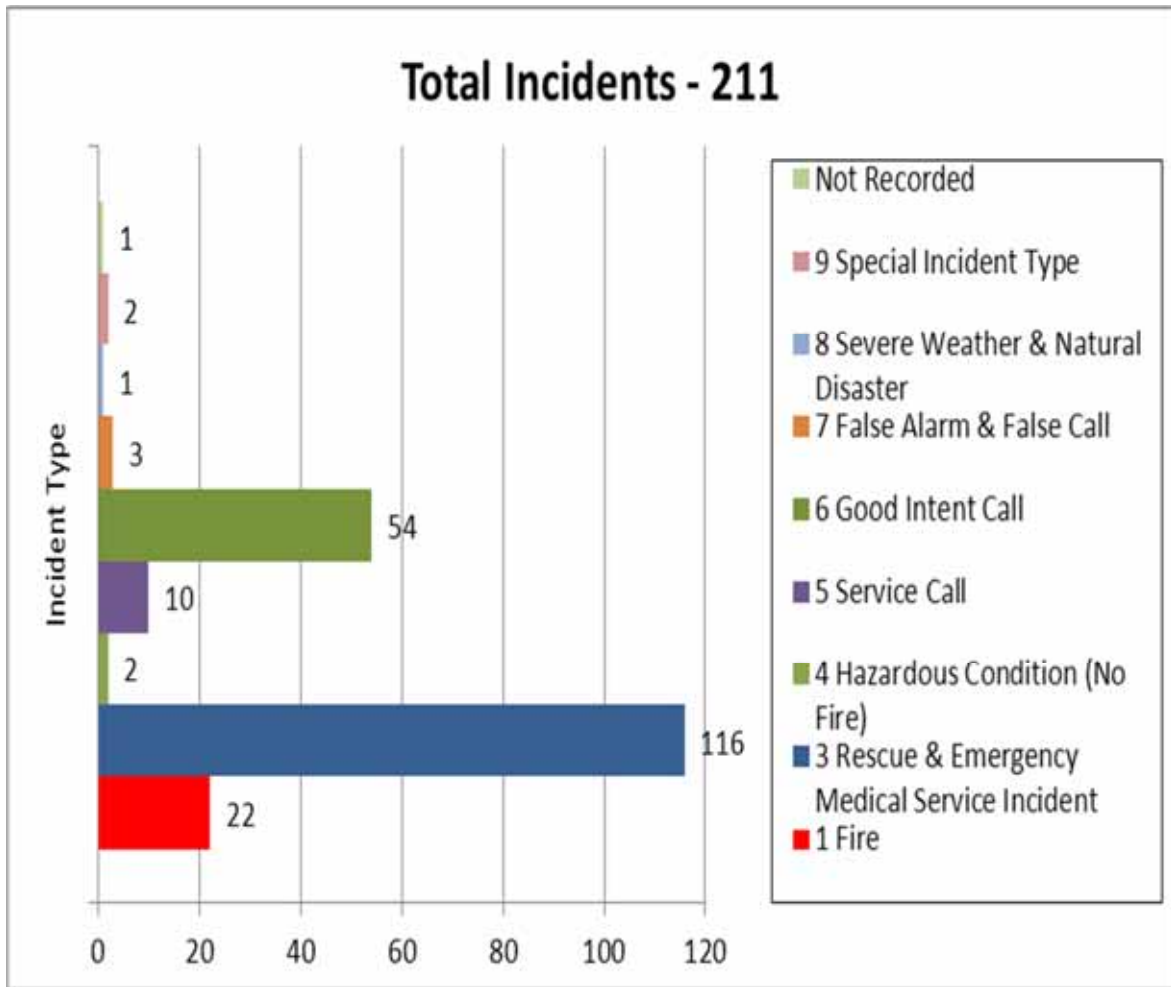


Figure 8—2012 Breakdown of Incident Types

Type Of Situation	Count	Percentage
Animal rescue	1	0.47%
Authorized controlled burning	5	2.37%
Brush or brush-and-grass mixture fire	4	1.90%
Building fire	4	1.90%
Cover assignment, standby, moveup	5	2.37%
Detector activation, no fire - unintentional	1	0.47%
Dispatched and cancelled en route	37	17.54%
Emergency medical service, other	2	0.95%
EMS call, excluding vehicle accident with injury	45	21.33%
False alarm or false call, other	1	0.47%
Fires in structure other than in a building	1	0.47%
Forest, woods or wildland fire	4	1.90%
Good intent call, other	6	2.84%
Grass fire	3	1.42%
Hazardous condition, other	2	0.95%
Lock-out	1	0.47%
Medical assist, assist EMS crew	40	18.96%
Mobile property (vehicle) fire, other	1	0.47%
Motor vehicle accident with injuries	11	5.21%
Motor vehicle accident with no injuries.	6	2.84%
Natural vegetation fire, other	1	0.47%
No incident found on arrival at dispatch address	2	0.95%
Outside rubbish, trash or waste fire	2	0.95%
Outside storage fire	1	0.47%
Passenger vehicle fire	1	0.47%
Person in distress, other	1	0.47%
Rescue or EMS standby	1	0.47%
Rescue, EMS incident, other	11	5.21%
Severe weather or natural disaster, other	1	0.47%
Situation Not Reported	1	0.47%
Smoke detector activation due to malfunction	1	0.47%
Smoke from barbecue, tar kettle	1	0.47%
Smoke scare, odor of smoke	1	0.47%
Special type of incident, other	2	0.95%
Steam, vapor, fog or dust thought to be smoke	2	0.95%
Unauthorized burning	2	0.95%

Figure 9 – 2012 Breakdown of Incident Activity

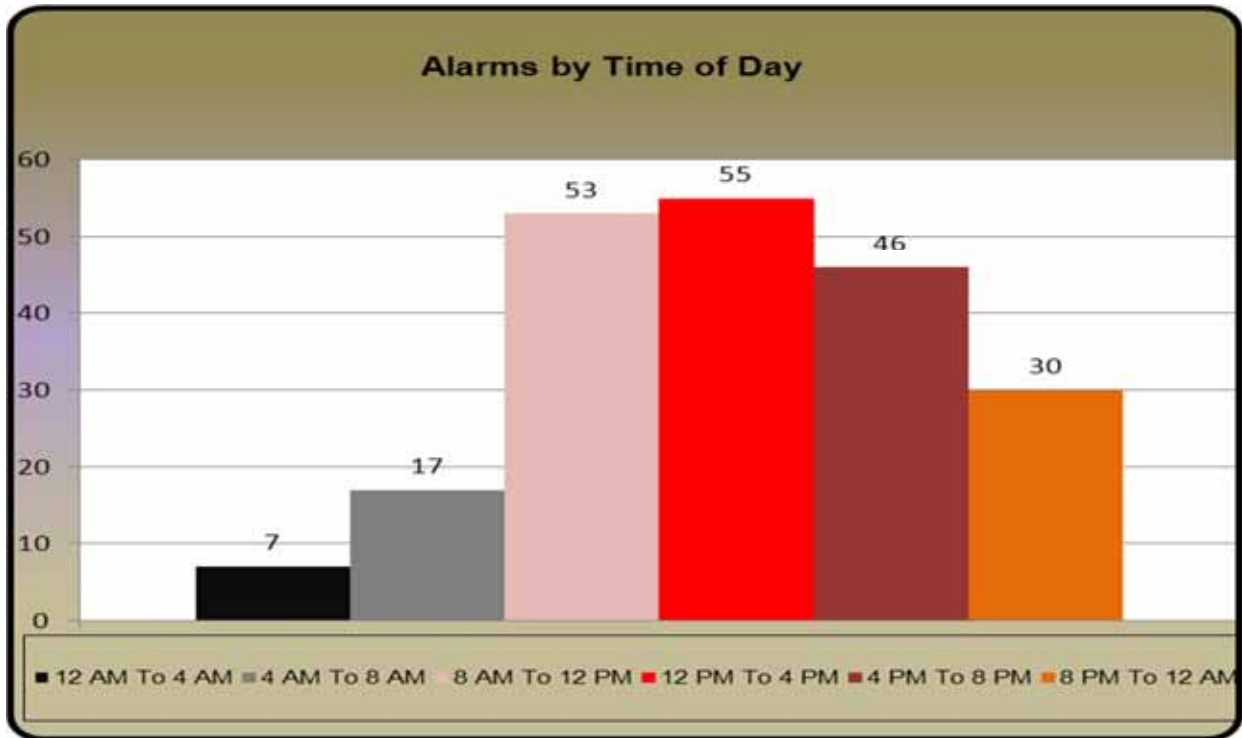


Figure 10 -- KCFD#3 Incidents by Time-of-Day

✪ After a lengthy discussion and analysis of the KCFD#3 emergency workload, the Task Force had an abundance of historical background and understanding of the demands for service and how they affect the Volunteer force; the fleet and the actual delivery of emergency services.

✪ KCFD#3 RESPONSE PERFORMANCE ANALYSIS: Of all of the areas that have significance in the area of LEVELS OF SERVICE, the *time* it takes for an emergency response vehicle to reach the scene of an emergency once an 9-1-1 call is made and to initiate mitigation efforts remains one of the most critical considerations. As stated earlier, 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.”⁵

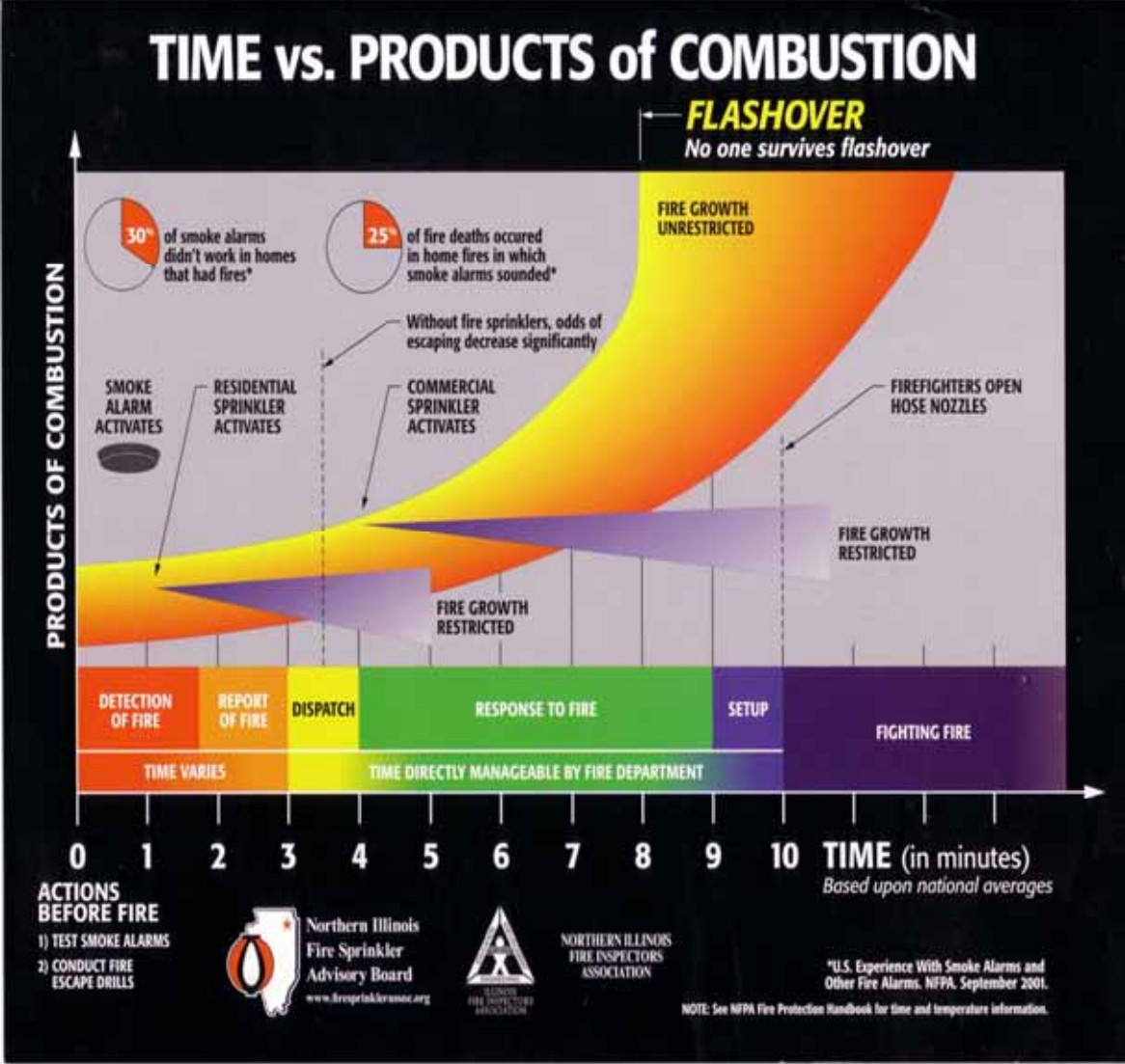


Figure 11 -- Time and Outcome matrix for Fire Events

⁵ Fire Chief Alan Brunicinni--Retired: Phoenix Fire Department

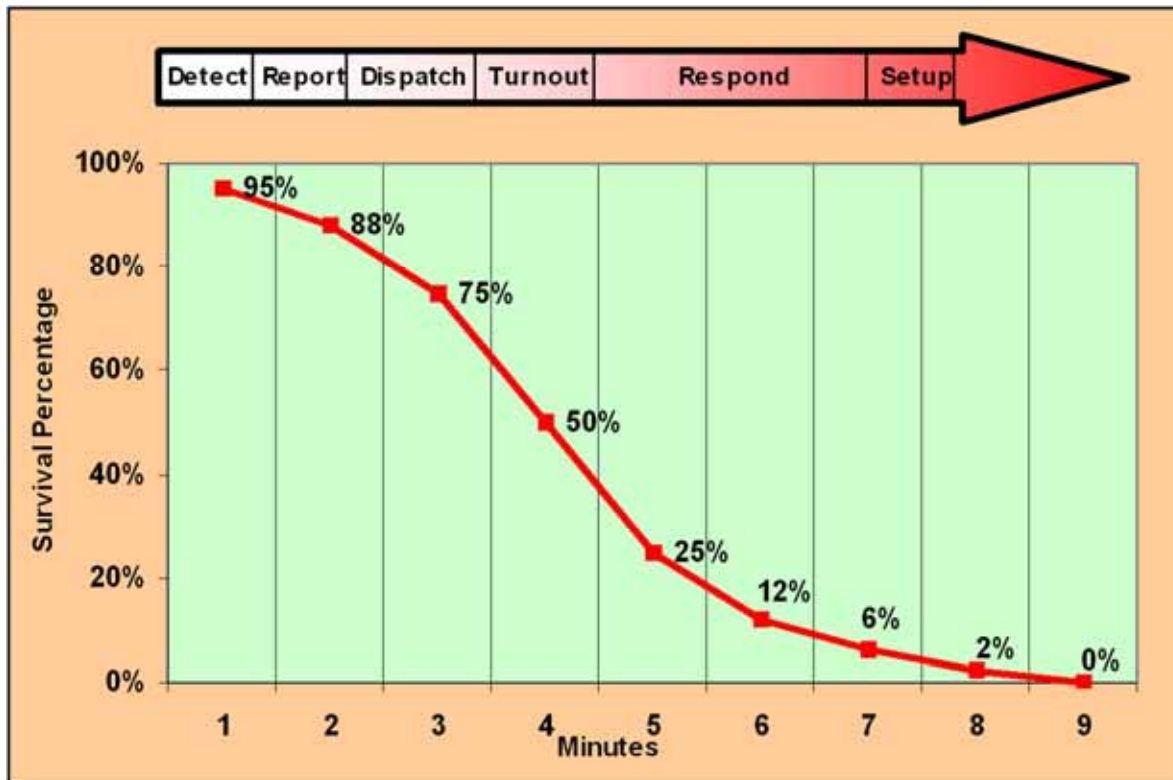


Figure 12 -- Time and Outcome Matrix for CPR event

⊛ With a plethora of response data available, the Task Force set upon the assignment of digesting the information and to begin the process of answering four (4) LOS questions which we placed before them at the beginning of the process. Those questions are:

- ⊗ *HOW FAST*
- ⊗ *HOW OFTEN*
- ⊗ *HOW MANY*
- ⊗ *HOW GOOD*

There were a number of key data analysis factors which were woven into this process as



the response data from over five years of history for KCFD#3 was sifted carefully in order to arrive at the most pure emergency response data – culling out non-emergency incidents from emergency calls and being careful to identify response times of the Command vehicle normally

staffed by the Fire Chief / Assistant Chief (responding directly from the fire station or from home) and the actual response of a volunteer staffed apparatus. These factors,

because of excellent organizational documentation, provided the Task Force the purest of views into the actual response performance of KCFD#3. Overall, the Task Force was genuinely impressed at the response performance of the KCFD#3 volunteer model. Below are provided a summary of response data which were the outcome of that analysis:



	<p align="center">2012 Average Response Times for <u>Urban</u> Incidents</p>	<p align="center">9 Minutes</p>
	<p align="center">2012 Average Response Times for <u>Rural</u> Type Incidents</p>	<p align="center">14 Minutes</p>

Figure 13 -- 2012 Average KCFD#3 Response Times

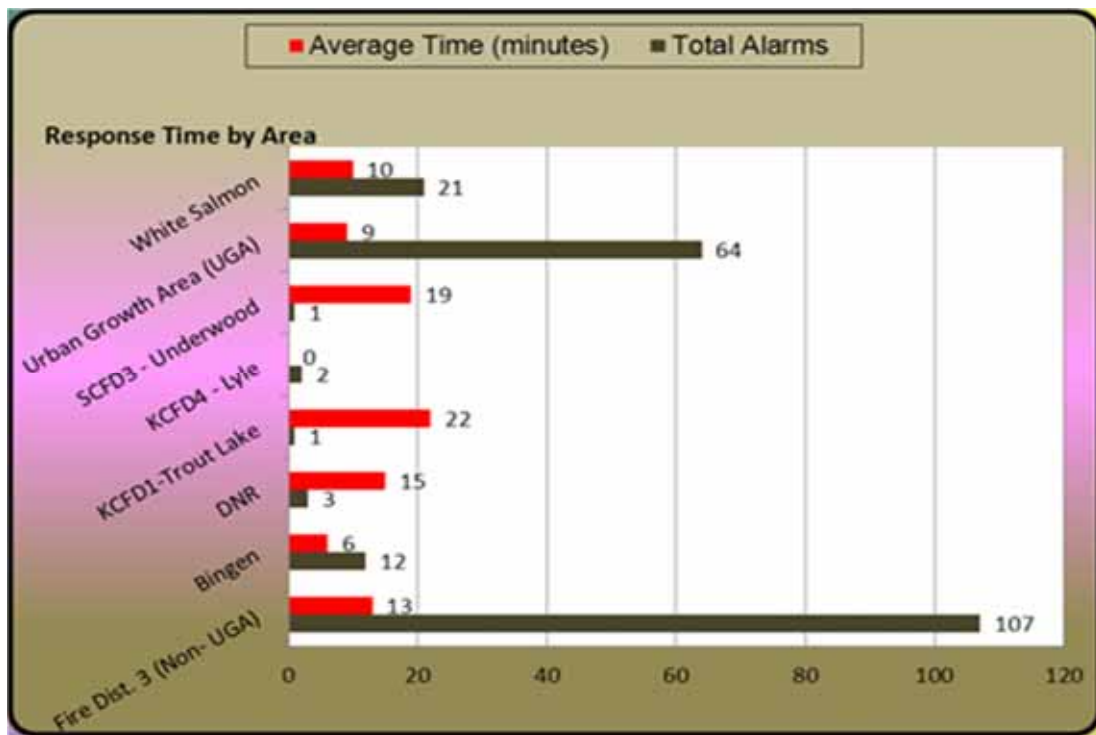


Figure 14 -- KCFD#3 Response Time by Area

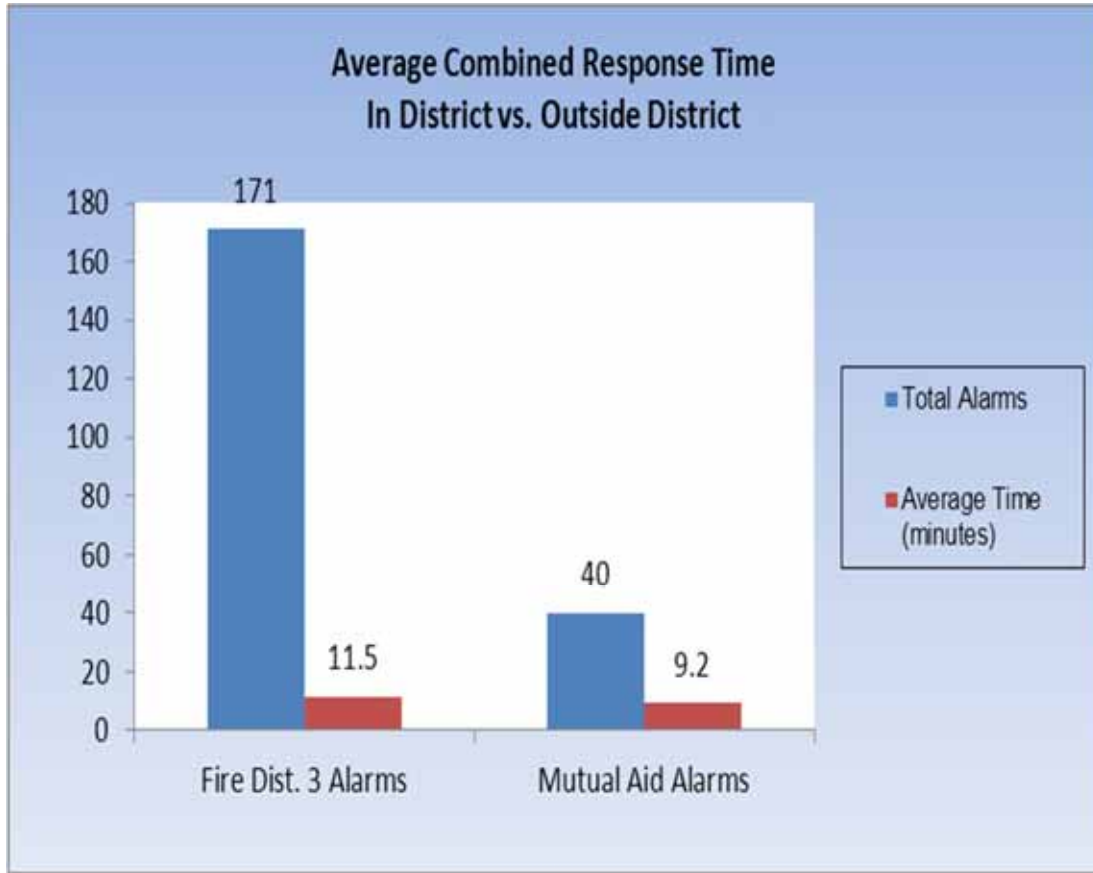


Figure 15 -- KCFD#3 Response Time for Mutual Aid

- ✪ KCFD#3 STAFFING AND RESPONSE DATA: The Task Force reviewed data and analysis of the number of available and responding volunteers to KCFD#3 incidents. This prompted many side-bar discussions about the vulnerability and threats to a community volunteer-based model of delivery services. While the Task Force provided many suggestions and concerns over the sustainability of the current volunteer model, the issue made high priority when it came to Task Force recommendations. The overall, average number of Volunteer Responders to KCFD#3 was consistent. Table 16 below indicates the 2012 Volunteer response numbers for available personnel.



	<p align="center">2012 Average Volunteer Response for <u>Fire</u> Type Incidents</p>	<p align="center">9 Responders</p>
	<p align="center">2012 Average Volunteers Response for <u>EMS & Rescue</u> Type Incidents</p>	<p align="center">7 Responders</p>

Figure 16 -- Average number of Volunteer responders in 2012

- ✦ A more complete analysis of KCFD#3 staffing data is provided in Appendix ‘D’ of the KCFD#3 this report. Of greatest concern to the Task Force was the gap between the peak workload (09:00-18:00) and the availability of emergency responders. The following table expresses the CURRENT level of availability of KCFD#3 Volunteers. This is a nation-wide dilemma and one which can only addressed in small communities by cooperative efforts and an on-going, dedicated recruiting and training program for Volunteer members. The Task Force found this to be a very critical need and a high priority both from an operational and a financial aspect. The tables found in Figure 17 provide a comparative view of KCFD#3 workload vs. availability of Volunteer member response.

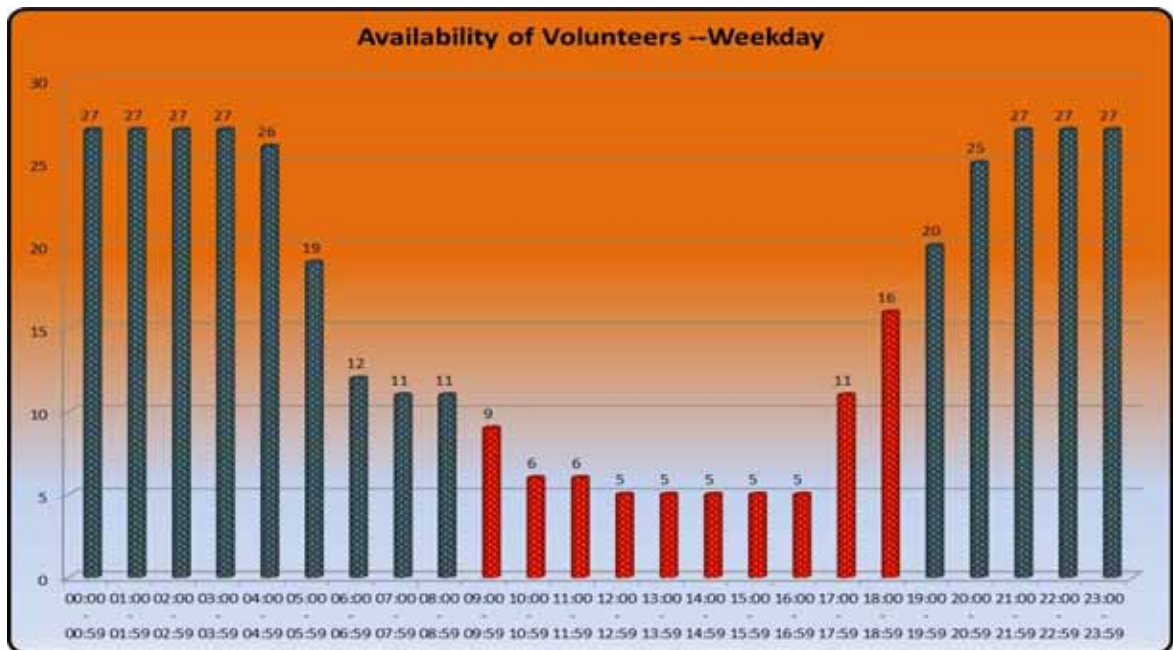
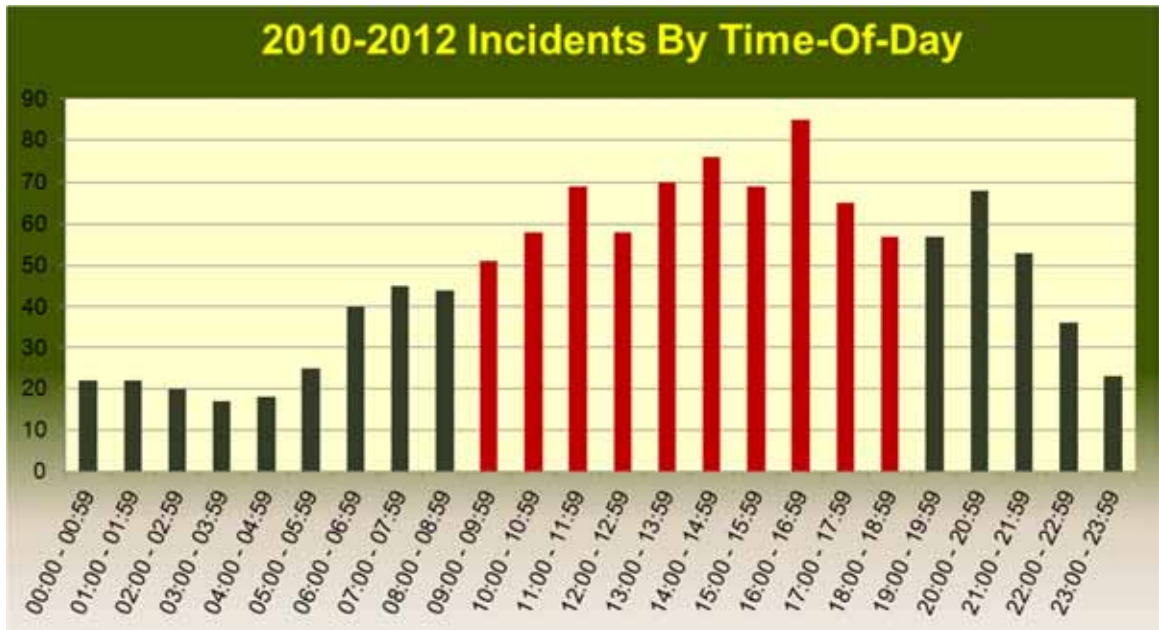


Figure 17--Current Volunteer availability during the work week

✪ KCFD#3 RESOURCES: FLEET & FACILITY ANALYSIS: The Task Force was



given an opportunity on the second meeting to tour all three KCFD#3 facilities. They were also provided an exhaustive Facilities Analysis Matrix provided by *mHc*.

The tours of the facilities – provided by Chief Virts -- also included an overview of the KCFD#3 fleet. Both topics bred a moderate amount of discussion as to deficits and needs for upgrades, updates or replacements in order to provide more healthy and safe living space for current residents of the fire station as well as for supporting the future response and staffing models the Task Force saw in the coming years. Appendix ‘E’ of the PFD Strategic Planning report provides the data presented to the Task Force regarding Fleet Evaluations. The most prominent discussion regarding fleet was an accurate and dedicated apparatus replacement funding program which is discussed later in the financial portion of the project.

✪ KCFD#3 FINANCIAL ANALYSIS: One of the final presentations to the Task Force involved an examination of the local funding, budget and financial polices of KCFD#3. The *mHc* Facilitator took the opportunity to explain the KCFD#3 financial systems to the Task Force. This rallied a significant amount of discussion – especially in regards to equal funding and dedicated funding for the fleet replacement. While preliminary discussions began with the simple operational costs of the Fire District, more energy and interest were expended discussing the subjects of *annual subsidy payments to White Salmon and Bingen* and *the KCFD#3 unfunded liability matrix*⁶. In all the Task Force concluded that the Fire District was well getting its money worth for the amount of revenue the Fire District operated on. *mHc* provided a comparative study of Western Region (USA) fire departments in communities of like size for cost-per-capita considerations.

⁶ See Appendix ‘F’

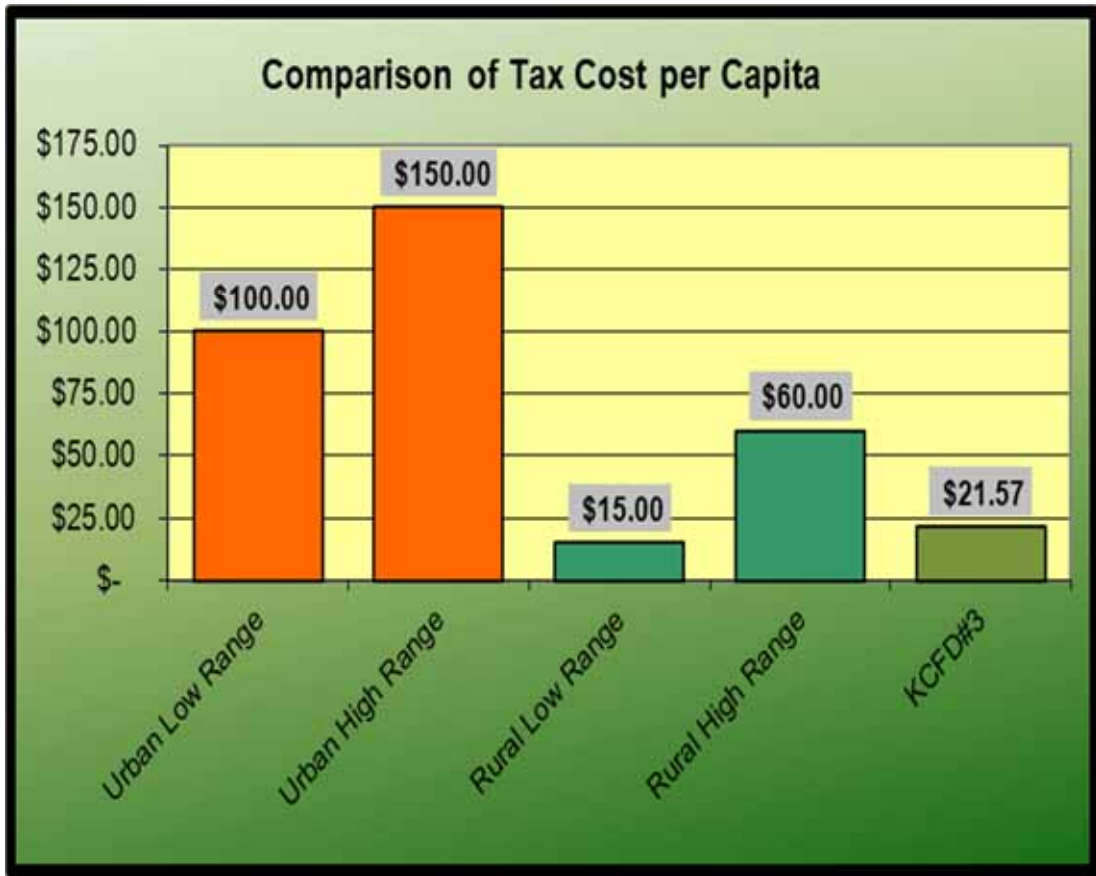


Figure 18 -- KCFD#3 Cost-per-Capita

- ⊛ As stated earlier, the Task Force had significant concern over whether the KCFD#3 fleet had an actual 'dedicated' replacement funding program. As such, *mHc* provided a matrix for this report that 'typically' demonstrates the annual liabilities imposed to keep abreast with a fully-funded apparatus replacement program. For KCFD#3, with current dedicated dollars indicated in the Beginning Balance cells, a fully-funded apparatus replacement program would require an astronomical contribution of the majority of the annual Operating Budget. The commitment to such a program would require significant policy and financial decisions by the Board of Fire Commissioners as pointed out to the Task Force.

APPARATUS REPLACEMENT MATRIX -- NO PUMPERS											
Asset Number	Description	Purchase		Exp	Rem.	Rem	2013	Annual	Projected	Annual Payment to Amortize Over Remaining Life	
		Year	Cost	Life (yrs)	Year	Life (yrs)	Replcmt Cost	% Cost Increase	Replcmt Cost		
										Begin Balance	
B-312	Type 6 Wildland	1999	\$0	20	2019	6	\$90,000	3.5%	\$110,633	\$10,000	\$16,772
B-322	Type 6 Wildland	1986	\$0	30	2016	3	\$90,000	3.5%	\$99,785	\$30,000	\$23,262
WT-314	Water Tender	2009	\$0	20	2029	16	\$285,000	3.5%	\$494,186	\$0	\$30,887
M-316	Medic / Ambulance	1995	\$0	20	2015	2	\$140,000	3.5%	\$149,972	\$50,000	\$49,986
C-300	Ford Command	1997	\$0	18	2015	2	\$60,000	3.5%	\$64,274	\$30,000	\$17,137
T-325	Chev Utility P/U	1999	\$0	20	2019	6	\$50,000	3.5%	\$61,463	\$0	\$10,244
Subtotal Long Term Liability :									\$980,311	\$120,000	\$148,287
2013 ARF Levy Rate										\$ 0.35	

Figure 19--2013 PROJECTED Apparatus Replacement liability

⊛ The final piece of the DISCOVERY effort by the Task Force was a ‘homework assignment’ given them to accomplish in a week’s time. The assignment consisted of meeting with at least 5 other community members or neighbors independent of the fire district and executing a simple Level of Service Survey which was alluded to earlier in the report. The Survey format and subsequent summary data is provided in Appendix ‘G’ of this report.

SUMMARY:

For the sake of brevity (?), this report does not reflect the full agenda of information, data, analysis, discussion or inquiries that took place over the three month of this project. Overall, a significant amount of material was provided and covered. Not shown in this document are individual reports and documentation given to the Task Force to read as homework.

After all of the work was complete, the Task Force was provided with a series of tables that were generated through an extensive Fire Service program provided by the National Fire Protection Association (NFPA). This particular program gathers agency, governmental and organizational data from all over the United States and develops comparable analysis of comparable sized communities and agencies. The program divides up the comparable data into ‘regions’ of the U.S. and by size of communities. When compiled, the data can be scored to analyze the comparable staffing, apparatus, facilities, incident and financial against other communities of approximately the same size. The tables identify KCFD#3 alongside comparable cities or communities in the Western United States and are provided in Appendix “H” of this report.

DISCUSSION

This Final Report to the Board of Fire Commissioners contains exhaustive summaries and information used and explored during the DISCOVERY phase of this project. While our ‘methodology matrix’ reflects three distinct elements of the project, in reality, the majority of the DISCUSSION occurred simultaneously with our DISCOVERY efforts. However, the project culminated on Week 7 with additional deliberations by the Task Force with a lengthy discussion of ‘what did we learn’ and how it may be applied in the form of a Level-Of-Service recommendation.

Therefore, this report will not record or reflect the on-going discussion or conversations both in Task Force meetings and in other formats such as emails and phone calls.

DECISION

While it would be somewhat facetious to assume that the Task Force would actually “make decisions” for the Board of Fire Commissioners, there were a number of discussions, recommendations and conclusions drawn to finality at the end of the process by this fastidious

group. This Final Report reflects those ‘decisions’ made by the Task Force in two formats. The first format is the FINDINGS and CONCLUSIONS that the Task Force have decided are important to the future of the Fire District. The second format is those six RECOMMENDATIONS that are deemed critical in the sustainability of the current level of service which the Fire District provides.

An additional ‘DECISION format’ – (completed by Task Force) combined with the Level-Of-Service (LOS) Surveys that each member conducted through-out the community – is reflected in one of the key elements of LOS doctrine: that is, RESPONSE PERFORMANCE⁷. The basic question of ‘how fast’ should trained KCFD#3 emergency help be at a household in crises remains at the heart of the LOS question.

After exhaustive analysis and discussion the Task Force submits the following matrix in recommendation form:

KCFD#3 TASK FORCE CONCLUSIONS

As a final effort by the KCFD#3 Task Force, the group deliberated both in person and also electronically (email) to make their conclusions. The following are the FINDINGS of the KCFD#3 Task Force:

“The KCFD #3 Level of Service Community Task Force (Task Force) considered the current operations of the Fire District and discussed a wide range of current and projected future conditions that will likely impact the District’s ability to meet the needs of citizens, property owners and organization in Klickitat County. The Task Force specifically considered current and future conditions in the context of the expectations for a rural Eastern Washington fire district.”

The findings below are organized under general categories of district operations:

⁷ See Appendix ‘J’

Administration

Klickitat County Fire District #3 is a special purpose fire district organized under Revised Code of Washington (RCW) Title 52. Three elected Fire Commissioners oversee the Fire District's operations. The three-member board is the typical structure for a special purpose rural fire district in Washington. The Fire District's part-time Chief reports directly to the Board of Fire Commissioners, oversees two part-time staff and twenty-nine volunteers, and manages overall operations.

The Fire District employs three paid positions: one part-time Chief, one part-time Training Officer, and one part-time Secretary. These three staff positions are ongoing components of the District's personnel. The Fire District's 29 unpaid, trained volunteers respond as they are able. While the Fire District is fortunate to have trained, experienced leadership in its three paid positions, the Fire Commissioners have not formally considered succession planning to maintain strong leadership in these positions. As indicated by the number of dedicated volunteers, the Fire District relies heavily on the recruitment of trained fire and EMS volunteers as well as non-emergency volunteers.

As a special purpose district, the Fire District operates under a District-wide property tax levy of 77¢ per year for each \$1,000 of assessed property value [E.g. a home with an assessed value of \$100,000 pays \$77 per year for fire protection]. The District's operating revenue for 2012 was \$323,500.

Under its current leadership (commissioners and staff) the Fire District is proactive and forward thinking. The District organizes and convenes a regional practice (drill) once each week, often practicing with members of the White Salmon Fire Department and, previously, with the Bingen Fire Department. The Fire District also staffs, organizes and hosts regional training opportunities for fire and EMS personnel, both paid and volunteer. The Chief is also an active member of the Klickitat County Interagency Fire Chiefs Association (KCIFA), a professional association of Klickitat County Fire Chiefs organized for the purpose of sharing information and improving overall fire protection service in Klickitat County.



Consistent with its regional coordination and leadership roles, the Fire District has also worked with White Salmon and Bingen fire departments to explore opportunities for partnership and resource sharing that could provide more efficient and effective fire protection service. The District's public service includes a Fire District web site and occasional public notice mailings.



While the Fire District does not maintain a formal list of priorities for expenditures and improvements, it does maintain consistent high-quality data on all calls and responses, personnel training, equipment and maintenance. Although the Fire District keeps consistent, useful data and is supportive of public communication, that information is not always sufficiently reported to fully inform the public.

The Fire District participates in several mutual aid and automatic aid agreements, which support regional coordination and effectively improve overall fire and EMS service levels throughout the region. KCFD #3 jointly responds as needed to emergency calls in White Salmon, Bingen, Lyle, Underwood and Hood River.

Conclusion: The Task Force found that the general administration of Klickitat County Fire District #3 is adequate, thorough, and responsible to meet the current needs of its citizens, the Fire District and the State of Washington.

Facilities

The Task Force toured each of the Fire District's three fire stations and received an overview of the equipment and vehicles at each station. The District currently maintains stations in Husum, Cherry Lane (Snowden – close in), and Mountain Brook (Snowden – further out). The Husum station is relatively well stocked with the equipment and vehicles needed to provide adequate rural fire protection and EMS service. Cherry Lane is a smaller station but maintains an adequate equipment stock. Mountain Brook consists of a two bay enclosed parking garage large enough to house a minimal stock of critical equipment but does not offer the features of a fully equipped fire station. The Task Force also considered the potential need for additional emergency services between Husum and White Salmon as the urban area's population grows.

In addition to municipal water, available wells, and other water supplies, the Fire District partners with Kreps Ranch and SDS Lumber Company to maintain and stock two 30,000-gallon water tanks, placed strategically within the Snowden Community. Even with these agreements the Snowden area still experiences an overall shortage of available water for fire suppression. Within the urban growth area the city's municipal water system serves the Loop Road, Pucker Huddle and Strawberry Mountain areas of the Fire District. Portions of the Fire District along the 141 corridor to Husum are also served by the White Salmon municipal water system as well as Fordyce Water System.

The Fire District's station facilities are not fully self-sufficient. For example, in the event of a power outage the stations are unable to function in their full capacity. With no backup generators the stations would be unable to open the overhead doors, charge batteries, provide lighting, and

other critical functions. In general, the stations are not equipped to withstand the effects of a major disaster. The stations are intended to serve as a community shelter when needed. Without power, the shelters may not serve that purpose.

Conclusion: The Fire District's facilities are generally adequate with the exception of the Mountain Brook station, which does not have a water tender or emergency medical equipment. All facilities would be well served with upgrades to improve overall disaster resiliency.

Fleet and Equipment

The Task Force viewed most of the District's equipment and received an extensive briefing on the quantity and condition of the District's key equipment, including:

- 1 ambulance
- 1 operational tender (2009) and 2 tenders not in operation (1977, 1978)
- 2 Command/utility vehicles (1997, 1998)
- 3 Pumpers (1985, 2003, 2007)
- 3 Brush Trucks (1984, 1986, 1999) Wildland vehicles (forest, grass, and brush fire)

The Fire District staffs 1 ambulance and has 14 trained emergency medical technicians (EMT) capable of responding to and/or transporting victims. The ambulance is constructed and equipped similarly to ambulances used by the Skyline Hospital District, which facilitates joint-response/transport between the two EMS providers. The Task Force found that the overall capacity of Klickitat County Emergency Service District #1 significantly impacts the demand for KCFD#3 EMS services and the overall EMS service coverage in the Fire District. If the EMS District or Skyline Hospital discontinues operations on one or more existing ambulances, the resulting decrease in service would likely place a significant additional burden on KCFD# to provide EMS service in the District, and in White Salmon, Bingen, Lyle and other surrounding communities.

The Fire District owns three water tenders, including one new tender. Two older tenders are out of service and functionally obsolete. Of 32 personnel, only three are trained to operate the two oldest tenders. The Fire District currently has no driver training standards and is significantly short on trained operators for some equipment. The Fire District does not necessarily need to develop its own operations standards; it could simply adopt existing Washington Council of Chiefs standards for emergency vehicle operations and control.

KCFD #3 equipment is generally well maintained despite its age. The Fire District partners with White Salmon Valley School District (WSVSD) for fleet maintenance, which results in monetary savings on vehicle repairs and maintenance, and helps support another Klickitat County agency.

The Task Force found that firefighting and EMS equipment is prohibitively expensive to replace under current operating budgets. The Fire District, however, maximizes its equipment availability and compatibility with surrounding service providers, making its available equipment as functional as possible.

Conclusion: In general, the Task Force found the aging fleet to be well maintained but with no dedicated funds for equipment replacement. The Fire District has not adopted formal operations and training standards to operate its fleet and equipment.

Training

KCFD #3 employs one part-time Training Officer to keep Fire District personnel compliant with statewide training standards and to provide the highest possible levels of service. In keeping with its commitment, the Fire District convenes and facilitates regional training for its staff and for the White Salmon Fire Department. KCFD #3 previously provided shared training with the Bingen Fire Department; the Bingen department is currently not participating in the shared training. KCFD #3 volunteers and staff continue to train with White Salmon staff each week on Tuesday evenings.

A Volunteer Fire Captain assists the Chief in maintaining detailed data on training exercises and on individual personnel skill levels. The Training Captain and Training Officer document the hours of training and the commitment of volunteers. Overall, the training level for District personnel is high for a rural fire protection district; the training level is a reflection of the District's investment in a Training Officer. KCFD #3 personnel hold fourteen Emergency Medical Technician (EMT) certificates and three paramedic licenses. 50% of District personnel are EMT certified and the Fire District maintains appropriate training levels for certified EMT's.

To maintain the high level of commitment among current volunteers and future recruits, the Task Force finds that the Fire District must maximize its commitment to provide experienced leadership. The current commitment to provide training, including joint training with surrounding departments, is a strong tool for recruiting and retaining volunteer fire personnel.

In spite of the Fire District committed effort to provide training, none of its personnel are currently water rescue certified. Fortunately, that responsibility is shared with professional whitewater tour operators; as the local population and the number of visitors on the White Salmon River increases, the Fire District is likely to experience an increasing demand for on-water rescue services.

The Fire District does not have formal training standards and some types of emergency response categories are served at the “awareness only” level. KCFD #3 has no personnel certified in the following: water rescue, hazardous materials⁸, and high/low angle (rope and cliff). The Fire District currently has no rescue/recovery capabilities; some surrounding agencies, however, have highly trained search and rescue units that could help to develop similar expertise at KCFD #3.

The Columbia River Gorge National Scenic Area is ranked 6th among the world’s top 133 natural resource destinations.⁹ The Wall Street Journal listed rafting the White Salmon River as one of its “Top 13 things to do in 2013.”¹⁰ Dozens of periodicals, recreation and travel websites, and tourist marketing programs promote Klickitat County rivers and landscapes as places for the world to recreate: hiking, biking, kayaking, rafting, windsurfing, kite boarding, geo-caching, boating, fishing, rock climbing, camping, and many more outdoor activities. The resulting influx of visitors places additional demands on local emergency service agencies. The Gorge-wide community needs a coordinated public education and emergency service plan to keep up with those increasing demands.

Conclusion: The Fire District serves a vital role in leadership and training for its personnel, and for neighboring departments and the public.

Delivery of Services

In 2012, Fire District #3 responded to 211 emergency response calls.¹¹ Total annual response calls in the District have increased in each year since 2008, amounting to a 300% five-year increase in emergency service demand. 2012 response calls included:

- 116 Rescue and Emergency Medical 55%
- 54 Good intent (non-emergency) 26%
- 22 Fires 10%
- 10 Service calls (non-emergency) 5%
- 9 Other 4%

Fire District personnel invested more than 1500 hours in fire and Emergency Medical Services (EMS) training. In addition to personnel training and emergency responses, the District provided training and organized practices for personnel in KCFD #3 and with the White Salmon Fire Department. The Chief also participated in coordinated education efforts with departments in Klickitat, Hood River, Skamania and Wasco Counties.

⁸ The Fire District does have three Volunteers with additional Hazardous Materials training

⁹ National Geographic Traveler, 2009

¹⁰ Wall Street Journal, March 2013

¹¹ Data reported in 2012 Annual Report, Klickitat County Fire District #3. Chuck Virts, Fire Chief.

Other agencies provided 58 Automatic Aid responses in the Fire District; KCFD #3 provided 42 Automatic Aid responses outside the District. 74% of all alarms were received between 8:00 AM and 8:00 PM (essentially during daylight hours).

The Task Force found that the Fire District will most likely experience increased demands for:

- Recreation-related response calls (water, land, and wilderness)
- EMS response and transport services for an aging regional population
- Wildland fires and Urban Interface fires related to:
 - Increased fuel loads, invasive species' infestations and other forest health concerns on regional timberlands
 - Warmer, drier summers and more intense winter storm damage and
 - Increased development in the rural landscape
- Transportation-related fire and emergency medical calls on:
 - Highways 14 and 141
 - Rural roadways
 - Rail roads and railroad crossings and
 - Water-based transportation corridors
- Water rescue on the White Salmon and Columbia Rivers and High/low angle rescue on cliffs, slopes, and wildlands
- Victim recovery services (land and water)
- Overall EMS response and faster EMS response times
- Interagency coordination and resource-sharing
- Establishing regional level of service standards
 - Response performance measures
 - Data-based information tracking and analysis
- Increase in overall EMS demand as the Gorge demographic changes
- Overall service demands as both the resident and non-resident populations increase
- Recreation and tourism-related demands¹²
 - Increase in overall recreation and tourism activities
 - Increase in the number and types of "extreme" outdoor activities¹³
 - Increase in national and international visitors seeking world-class recreation
- Administrative support to comply with regulatory complexities, maintain agency records and data, and respond to requests for public records

¹² See 2013 *Interagency Recreation Strategy Report* produced by an interagency federal, state, regional working group. The Report outlines recreation trends and the impacts of recreation in the Columbia River Gorge National Scenic Area and surrounding areas.

¹³ See Appendix 'J' for newspaper article



The Fire District will most likely experience less demand for:

- The Task Force did not find any areas of service that are expected to decrease.

Conclusion: The demand for fire and EMS services has increased steadily and the demand for EMS services is expected to continue to increase significantly. The District provides EMS services using tax dollars collected for fire protection services. However, using fire levy funds to provide EMS services creates an inherent inequity to Fire District taxpayers within an existing EMS District already responsible to provide EMS service.

Response Performance

The Task Force found that the Fire District is making a conscientious effort to minimize response times. Current Fire District response times average 14 minutes in rural areas and 9 minutes in the urban areas. The Task Force found response times generally adequate for a rural fire district but found that response times are not consistent District wide. Average response times appear to fall into two basic zones: Urban and Rural.

Conclusion: Response times are generally adequate for a rural district but there is room for improvement.

Response Staffing

Fire District personnel respond to in-district and automatic aid calls as they are available. For fire calls, the District responds with an average of nine (9) personnel. For emergency medical calls, the Fire District responds on average with seven (7) KCFD#3 responders. The Fire District EMT response rate is strengthened by the fact that half of its personnel are EMT certified.

Conclusion: On average, the Fire District responds to emergencies with a sufficient number of personnel for a volunteer fire/EMS district.

Staffing Model

The Task Force found the Fire District staffing model – three paid positions and 29 volunteers - adequate for current conditions. Several factors will impact the adequacy of the volunteer staffing model: changing demographics, an aging population, generally declining community

service ethics, and the overall pace-of-life constraints for most citizens' present challenges to a volunteer fire district.

In addition, the Task Force found that paid full-time equivalent (FTE) staffing is cost prohibitive. A single FTE is anticipated to cost the District \$90,000 per year. Using a paid FTE model would require a minimum of **5.0 FTE per single shift position** [15 FTE's for a 24-hour, three-person crew] leading to an estimated annual cost of \$1,350,000 in personnel costs only. Training and equipment for those 15 FTE would be in addition to the estimate payroll, thereby impacting the District's current budget three-times over

Conclusion: Present staffing is adequate but future demands will likely require additional FTE time to manage overall operations and to recruit volunteers.

Administrative Support

The Task Force found that .5 FTE is not adequate to meet the Fire District's administrative needs. Growing demands for data management, training, regulatory compliance, and public records will continue to place extraordinary demands on the District's single part-time administrative staff position.

Conclusion: Current administrative support is inadequate to support the District's operations. Appropriate additional FTE is needed to ensure all administrative needs are met.

Governance

The Task Force considered a wide range of governance structures and found that the Special Purpose District is the most appropriate model for Klickitat County Fire District #3. In the national context of growing demands for shrinking public resources, the Fire District must consider options to increase its effectiveness and efficiency. The Task Force considered several options for improvement within the existing governance structure and found that the following are reasonable options for improving service delivery to the Fire District and the region:

- Partnerships with other Districts, agencies and communities
- Developing and applying consistent regional service standards
- Using and sharing available data and technology
- Sharing resources (staff, training and equipment) with adjacent service providers
- Establishing a "regional emergency services agency" in partnership with neighboring service providers
- Continued community feedback into Fire District policies and service levels

- Raising awareness among landowners with property adjacent but outside the fire district¹⁴.

Conclusion: The Fire District's existing governance structure is adequate to provide efficient, effective fire and EMS services. With additional research and regional coordination, the District can improve the overall level of service and reduce service costs.

Financing

The Task Force reviewed the Fire District's annual budget and current expenditures and found its finances to be responsibly kept and generally in order. The Task Force, however, does not purport to advise the Fire District on the legal or professional adequacy of its bookkeeping or accounting practices.

The Fire District's finances are sufficient for the time being. The operational budget could be improved with additional resources and, while operations are generally adequate, the Fire District is incurring significant unfunded liabilities. Stations need new roofs, generators, and equipment and aging apparatus will need to be replaced with newer and likely much more expensive equipment. As a result, the Fire District needs to develop a comprehensive resource acquisition and replacement plan for future needs.

As a special purpose district, KCFD #3 operates under a district-wide property tax base of 77¢ per year for each \$1000 of assessed property value. The Fire District's annual operating revenue for 2012 was \$323,500. The District pays \$30,000 per year to the White Salmon Fire Department and \$10,000 per year to the Bingen Fire Department. Together, the \$40,000 in payments to support two municipal departments represents 12% of the district's annual budget. As municipal fire departments, the Bingen and White Salmon departments are funded from the cities' respective general fund budgets. The cities' true annual fire operations budgets are not clear and should be analyzed further.

The Task Force considered whether current fire and EMS services are fair and equitable to tax payers throughout Klickitat County Fire District #3. Based on available information, the Task Force was unable to determine the actual costs and benefits of payments to the municipal departments or to determine the fairness and equity of those payments.

¹⁴ The Task Force found a general lack of awareness among rural landowners and urban landowners regarding the location of district boundaries and which properties are within a fire protection district. Raising landowner awareness may provide opportunities to extend district coverage to distant properties at the edge of the district boundary.

Conclusion: The level of financing directly impacts the District’s level of service: dependability, efficiency, effectiveness, and timeliness.

KCFD#3 TASK FORCE RECOMMENDATIONS

EXECUTIVE SUMMARY

Overall, Klickitat County Fire District #3 provides an excellent rural fire and EMS protection service. Based on the findings above and considering the challenges of providing emergency services to a widespread and diverse rural district, KCFD #3 provides effective and efficient service to citizens and to surrounding communities.

The recommendations below offer suggestions for the district to improve on its current high levels of service and to continue to provide high levels of service in the face increasing demands for emergency service.

The Fire District is encouraged to continue its strong tradition as a community-supported volunteer force. The Fire District is also encouraged to work with surrounding agencies to establish a regional baseline

of clear expectations for emergency response levels. The Fire District must also continue its focus on improving emergency medical services, providing strong training and development opportunities, and developing a sustainable long-term funding model. While the report leaves specific implementation measures to the discretion of the Fire District, the District will likely need to pursue all of the recommendations to continue to provide current levels of service.

The Fire District and its regional partner agencies are strongly encouraged to pursue opportunities for community partnership and shared responsibility. Looking ahead, emergency service providers in the Gorge are likely to face significant increases in the demand for service. Resources available to meet those demands, however, are likely to become scarcer. In the face of those fundamental challenges and in the interests of building a stronger regional community, recommendations for partnership and regional cooperation are offered to KCFD #3 and to potential partner agencies throughout the greater Columbia River Gorge region.

“While the report leaves specific implementation measures to the discretion of the Fire District, the District will likely need to pursue all of the recommendations to continue to provide current levels of service”

The KCFD #3 Level of Service Community Task Force applauds the proactive steps taken by KCFD #3 Commissioners and staff to initiate a citizen review of Fire District operations, performance and financial condition. Opening the Fire District to the scrutiny of thirteen citizens is evidence of the organization’s conscientious leadership; leadership that will help the District, the region and its citizen’s work together to better protect our community.

The following recommendations are not an exhaustive list of possible actions and alternatives. They offer respectfully candid suggestions from the perspective of citizens concerned about the safety of the greater community. The recommendations are offered in the interest of strengthening one of our community's fundamental assets – its volunteer fire district.

The KCFD #3 Level of Service Community Task Force (Task Force) carefully considered the current operations of the Fire District and neighboring fire and EMS service providers. The Task Force also considered a wide range of projected future conditions that will likely impact the District's ability to protect citizens, landowners, organizations and visitors in western Klickitat County and the Gorge region. The Task Force considered current operations and future conditions to make recommendations appropriate for a rural eastern Washington fire district.

Key recommendations are organized under the headings below. The Task Force unanimously supported the District's operations and found that for a rural volunteer department, the fire district provides good service and excellent value to the Fire District.

RECOMMENDATIONS

RECOMMENDATION: Maintain a strong volunteer-based emergency response model

- * A key to the long-term health of KCFD#3 is the commitment and skill of its volunteer emergency response force. As public resources decrease and the general public's overall commitment to community declines, the District's skilled volunteers are an increasingly valuable resource. To maintain and strengthen its tradition of commitment and community volunteerism, the Fire District must focus on efforts to recruit, retain, and build its volunteer force. The Task Force recommends a multi-faceted approach to achieve that goal.
- * First, the Fire District must continue to invest in strong, skilled District leadership. The District's current leadership has significant experience in fire and EMS response, in personnel training, and in agency management. Maintaining a committed, experienced leadership team offers two fundamental benefits: higher levels of expertise and committed community volunteers who want to serve with and learn from strong leaders. The Fire District presently has leadership with extensive leadership skills. Under its current part-time structure, however, it will be difficult to replace existing leadership with similarly qualified leadership. Fire Commissioners, staff and the community should work immediately to develop a robust 'Leadership Succession Plan' to build on the tradition of sustainable volunteer recruitment, retention and leadership.
- * The Fire District succession plan should identify and develop a diverse suite of recruitment and retention incentives. The District must strive to understand and respond to the needs of volunteers (current and future) to continue a culture of commitment and

service on the force and in the community. To help build a strong volunteer force, the Task Force recommends:

- Establishing a regional volunteer coordinator position in partnership with surrounding fire protection agencies. The volunteer coordinator position should be focused on public relations and on recruiting and maintaining strong volunteer commitment;
- Establishing a “cadet” program at the high school level; and
- Adopting clear training and certification standards such as those developed by the Washington Council of Chiefs, as an amenity to attract committed volunteers. Standards should include driver training and an incentive for District personnel to obtain a Commercial Driver License (CDL).

RECOMMENDATION: Establish acceptable Urban and Rural Level-of-Service Standards

- * Fire District #3 contains a wide range of development types and landscapes within its boundaries. As a result, the District is called on to respond to emergencies ranging from traffic accidents on State Routes 14 and 141 to urban fire and EMS calls near White Salmon to wildland fires in the far reaches of Snowden. The Fire District also responds to mutual aid calls throughout the region. As a result, response times vary widely based on the location and type of emergency response. Acknowledging the diversity of demands on an “all risks” department, the Task Force recommends adopting local and regional Level-of-Service Standards for Dispatch/Turn-Out/Response times that correspond to the diversity of emergencies. Please see Level-of-Service matrix for a recommended multi-zone response standard.
- * The Level-of-Service standards should include, at a minimum:
 - Policies to ensure at least 80% LOS performance
 - Agreements with surrounding districts to establish regional performance measures
 - Periodic evaluation, reporting and documentation of compliance with standards

RECOMMENDATION: Pursue partnership opportunities to improve regional service and public education

- * While the Fire District is established to provide service within a prescribed boundary, it also provides service to a much larger area. Fire and EMS risks are often regional in nature, whether from wildland fires, regional recreation facilities or along regional travel corridors.
- * Anticipating a continued increase in the regional demand for fire and EMS service and recognizing that resources will likely remain low or decrease, the Task Force strongly recommends establishing partnerships with other special districts, municipal departments, agencies and landowners. Partnerships that provide more effective service delivery and

reduce the service costs through shared efforts should be key components of long-term operations.

- ✱ The Fire District should work closely with regional partners to share administrative support costs (reduce overhead), share training resources, notify the public, provide education, and develop additional shared revenues. This recommendation assumes that significant economies of scale will accrue to all emergency service entities in the region through resource sharing and coordination. The District should work with other agencies to consider:
 - Jointly recruiting and training a *community* volunteer force that efficiently meets the region's overall emergency service needs;
 - Developing a region-wide public notice/education/awareness effort;
 - Developing a shared billing service for collecting fees for out-of-district service;
 - Establishing a regional volunteer recruitment, training and development program;
 - Establishing a non-emergency volunteer support force for public relations, communications, purchasing, grant writing and other support functions.
- ✱ The Fire District should also utilize existing data and technology to improve service delivery. Several local, state, federal, regional and tribal agencies collect a wide range of data in the Columbia River Gorge region. Demographic, land development, forest health and recreation data are readily available to fire and EMS providers. The District should pursue access to the information and consider investing in data-based technology to improve response times, increase preparedness, and inform investment decisions.

RECOMMENDATION: Maintain responsive and sustainable regional EMS services, training and transport

- ✱ Fire District -wide the demand for EMS continues to increase. KCFD #3 should support and coordinate with Skyline Hospital (Skyline) and Klickitat County Emergency Medical Services District #1 (EMSD#1) to the maximum extent possible to ensure that the region provides optimal EMS service. KCFD #3 should continue to coordinate with Skyline and EMSD#1 to outfit all regional ambulances with similar equipment, and work with all regional EMS providers to develop shared training and certification standards.¹⁵
- ✱ In an EMS environment where minutes, and often seconds, mean the difference between life and death, regional coordination among emergency service providers offers responders and the public an effective, low-cost option to improve emergency medical services. The District should consider innovative methods and models for 'first response'

¹⁵ The Council of State Governments' National Center for Interstate Compacts (NCIS) recently initiated a working group to develop a nationwide Emergency Management Assistance Compact (EMAC) that will recognize EMS certification across state lines. The compact is expected to be in place in 2015, may offer KCFD #3 and other EMS providers expanded opportunities to partner with Oregon agencies as well as Washington entities. For additional information, see the NCIS web site at: <http://www.csg.org/NCIC/EMAC.aspx>

EMS and transport. This recommendation is especially important for far-reaching areas of the District where response times exceed level of service standards. For example, other rural Washington communities have equipped EMT certified personnel's privately operated vehicles (POV's) with a basic set of emergency medical equipment, enabling volunteers to respond directly to the scene an emergency and avoiding a trip to the station for an ambulance.

- * Other regions have established uniform standards for efficient, coordinated levels of service among multiple districts. KCFD#3, White Salmon, Bingen, Underwood, Hood River and Lyle should consider working together to collect and report the same data and then use that data to inform and improve all levels of service. The districts should also work to adopt clearly defined formal training standards for all emergency response types.
- * The most important factor in effective EMS service is the timeliness of response; the more quickly an EMT can provide basic life support (BLS), the more likely a victim is to survive. Recognizing that urgency, Klickitat County's dispatch service should issue a single tone-out to all responders upon receiving an emergency call. Under current policy emergency dispatch sends a series of alarms based on the location of the emergency. Depending on the availability of personnel and the location of vehicles, that serial dispatch may take several minutes to initiate the first response; minutes that are critical to the outcome of many emergency situations. The county should adopt a "concurrent tone out policy" to shorten overall response times and improve the success rate of all first responders.

RECOMMENDATION: Expand citizen engagement in fire prevention and safety education

- * Effective communication is a key component of an effective public service agency. KCFD #3 should increase its efforts to communicate with the public. Increased outreach will accomplish several Fire District objectives. First, frequent communication will help inform citizens and landowners about the District's abilities and accomplishments. Second, it will help to build volunteer support for District activities. Finally, an effective communications program will help build public preparedness for emergency response – from fire prevention to basic life support training. The Fire District may reduce response times simply by increased citizen preparedness.
- * The Task Force recommends developing strategies to include citizens in community fire prevention, disaster preparedness, and education and mitigation efforts such as CPR, safety education, and Community Emergency Response Team (C.E.R.T.) participation.
- * The Task Force also recommends that the Fire District work with regional agencies to develop and implement education programs that alert local, national and international recreationists and tourists to the potential dangers of outdoor recreation activities and emergency response limitations. The District and surrounding agencies may also want to post a weekly summary in the local news media. A weekly post will help remind citizens

and visitors of the districts' activities and provide a consistent forum for periodic or seasonal fire and EMS communications. For example, during hot weather or other fire sensitive times, the post could alert forest users not to engage in activities that increase the chance of wildfire.

- * The Fire District should consider appointing a standing Citizen Advisory Team to help identify community needs and opportunities. The advisory team could serve as a community interface for listening to community concerns and sharing District messages. The team should also assist in joint efforts with surrounding local, county state and federal agencies to provide public safety and fire prevention education.

RECOMMENDATION: Ensure adequate, sustainable financial support for current and future District needs

- * The Fire District's present financial condition meets the majority of current needs but its future financial needs must be addressed. The District's efforts to improve emergency services through citizen input is a commendable approach and the Task Force strongly recommends continuing to work with citizens, either through a standing advisory group or through a series of focused task forces, to address future financial needs.
- * The Task Force found that the Fire District does not have a suitable process to anticipate and address future needs. The Fire District has no funds set aside or other contingency plans to address liabilities such as facility upgrades or equipment replacement. For example a water tender or pump engine replacement could easily consume up to three years of operating revenue. While grant funds may be available to replace apparatus, relying on uncertain one-time funding does not sufficiently ensure the District will be able to meet future service demands.
- * The Fire District should develop an annual budget and long-term projection that, at a minimum:
 - Identifies and reports current and projected expenditures and resource allocations;
 - Is coordinated with neighboring districts to evaluate short- and long-term regional needs to prepare a long-term regional Level-of-Service Plan;
 - Considers implementing fees for services to out-of-district customers for:
 - Fire and EMS response calls
 - Ambulance response and transport
 - Auto fires and traffic accidents
 - Rescue services (land and water) and
 - Other services as appropriate;
 - Includes an annual budget strategy based on community needs, established response standards and best financial practices;
 - Evaluates and addresses unfunded liabilities: payroll, facilities, equipment/apparatus

- Establishes a clear policy and a time-table for regional fleet replacement
- * The Fire District should work with the cities of White Salmon and Bingen to evaluate the relative costs and benefits of subsidizing the two municipal fire departments with 12% of the District's revenues (currently \$40,000). To ensure that customers in all three districts receive optimal emergency services, the evaluation should, at a minimum:
 - Evaluate the levels of service and existing expenditures of the departments,
 - Ensure the District receives an equitable return on its investment, and
 - Communicate the results of the analysis to the public.
- * Many landowners and citizens are not aware of their fire protection status (in-district, out-of-district, or in an urban area) and often assume that their home or property is protected. KCFD#3 should explore methods for alerting out-of-district landowners and residents of their need and opportunity to join the district in order to take advantage of fire and EMS protection services. The District should consider placing road signs at the district boundaries stating that properties outside the boundary are not covered within the fire district. This recommendation offers an opportunity to improve service coverage and increase revenues.
- * The Task Force suggests that the Fire District analyze the current Washington State Ratings Bureau (WSRB) rating for the District and the region. The Fire District should also consider potential level of service changes that could reduce property insurance costs for landowners and business operators.
- * The newly created Klickitat County EMS District #1 will likely seek to contract with one or more entities to provide EMS services. KCFD#3 should seek opportunities to provide a portion of the EMS service to the EMS District. In evaluating whether to provide contract services, KCFD#3 should consider whether such an agreement would improve overall EMS services or offset District fire revenues currently funding EMS operations.
- * The Task Force recommends that the District develop and annually review strategies and priorities for reducing deficiencies in all District operations. The District should ensure that the annual budget discussion, and any other District finance discussions continue to be open to the public and that citizen participation continues to be an integral part of the process.

PRESENTATION

After an un-matched and exhaustive effort by the KCFD#3 Task Force, Chairman Nichols provided the Board of Fire Commissioners and other honorable guests and officials a professional exhibition of the Task Force Findings and Conclusions in an oral format. The Board agreed that there was a need to digest the immense amount of information and detail that has been provided and concluded that they would re-convene the Task Force for a workshop and discussion at a later date.

The consultant concluded the public presentation by providing a series of ‘next steps’ suggestions for the Board to consider as it implements and futures the information provided.

Next Steps

- Celebrate the work, thought and efforts of the Klickitat County Fire District #3 COMMUNITY TASK FORCE
- Take the time to read and review the Final Report data, Findings, & Recommendations
- Develop your notes, questions and inquiries individually as Board members . . .

Next Steps

- Reconvene your Task Force at a future Work Session to facilitate an evening of questions and further discussion
- Prioritize the Task Force Recommendations
- Consider what organizational and financial changes must be made to meet the Recommendations

Next Steps

- Engage your regional partners to participate in the recommended efforts to improve overall emergency services; strengthen the current response models, fill current service gaps and eliminate duplicity.
- Develop implementation strategies, cost impacts, financial options and timelines for the KCFD#3 Strategic Plan

Next Steps

LASTLY . . .

- ✓ Capture this wonderful group of incredible citizens and develop a perpetual **KCFD#3 Community Advisory Council** that you periodically meet with !!!
- ✓ Keep them informed, in touch, involved and tap their remarkable abilities as issues and challenges arise !!!

KCFD## Final Report APPENDICES & DATA



APPENDIX

A

-- KCFD#3 Task Force Data

TASK FORCE MEMBER	Mailing Address	Email Address	Phone
Ann Anderson	345 SW Eyrie Road White Salmon, 98672	ann.e.anderson@charter.net	(509)493-3889
Lance Beckman	225 Bates Road White Salmon, 98672	Wildhaven@embarqmail.com	(509)493-2006
Tom Culp	P.O. Box 265 – 104 Lyons Road Husum, WA 98623	husumcog@centurylink.net	(509)281-1161 (c) (509)493-4825
Jim Fritchey	530 SR 141 White Salmon, 98672	fritchey@embarqmail.com	(541)490-3018 (c) (509)493-3175
Thomas Woodward	P.O. Box 218 Husum, WA 98623	mwoodward@gorge.net	(509)493-1862
Howard Kreps		howard.kreps@whitesalmonschoools.org kreps@gorge.net	(509)-637- 0096(c) (509)-493-4281
Sandy Montag	527 Courtney Road White Salmon, 98672	sholdenmontag@yahoo.com	(509)493-2577
Darren Nichols	721 SW Lambert Lane White Salmon, 98672	Darren.Nichols@gorgecommission.org	(503)312- 5375(c) (509)493-3323
Deborah Olson	P.O. Box 386 White Salmon, 98672	lolson@cmh.edu kesslerolson@netscape.net	(509)493-3493
Lloyd Olson	P.O. Box 386 White Salmon, 98672	kesslerolson@netscape.net	(509)493-3493
Don Schaack	P.O. Box 1696 White Salmon, 98672	don-carol@gorge.net	(509)493-4594
Susan Tibke	P.O. Box 1692 White Salmon, 98672	susan.tibke@yahoo.com	(509)637-6173
Jim Webb	626 NW Country View Road White Salmon, 98672	mlrmvr@gmail.com	(509)493-2088

APPENDIX **B** -- Emergency Services Inventory

**FIRE DEPARTMENT
EXTERNAL SERVICES INVENTORY**

EXTERNAL SERVICE	Level of Service Level of 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

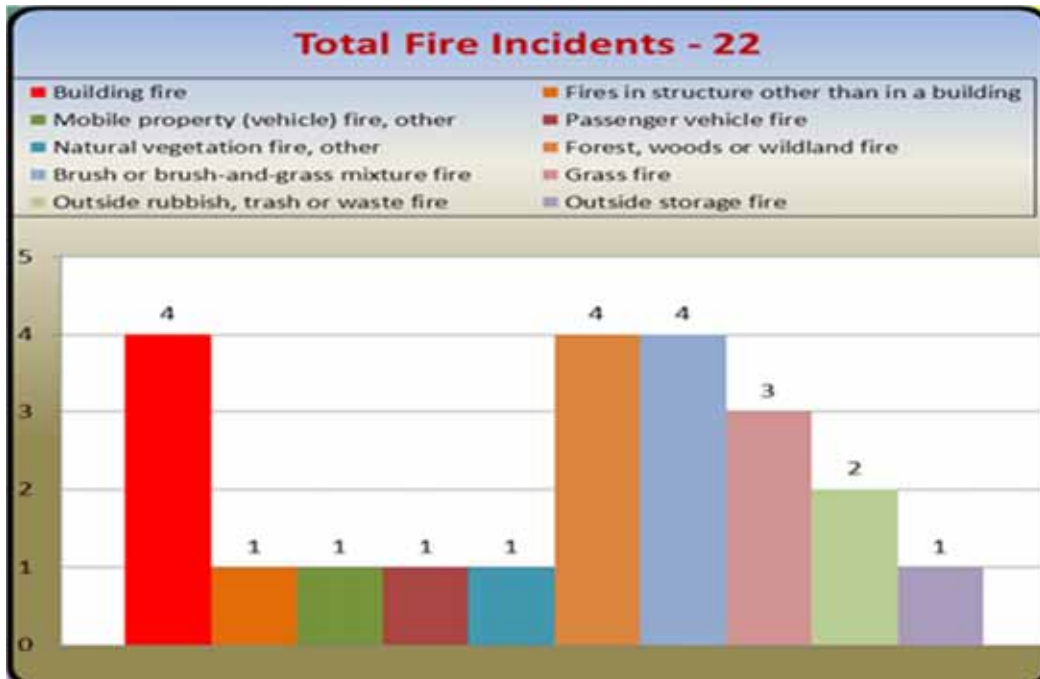
		established fire scene
	<i>FF-I</i>	Offensive and defensive marine fire suppression, rescue activities
	<i>FF-II</i>	Offensive and defensive marine fire suppression, rescue activities; may perform as single-resource supervisor
Aircraft	<i>Awareness</i>	Identify the risk and request appropriate resources; 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
	<i>ARF</i>	Regulated by Federal Aviation Administration. Advanced knowledge and ability to mitigate large commercial aircraft emergencies.
EMS	<i>First Aid/CPR</i>	AHA First Aid CPR certification
	<i>First Responder</i>	Patient assessment; triage, basic life support first aid treatment
	<i>EMT</i>	Patient assessment; triage, basic life support first aid treatment. <i>Assist</i> with very few medications (Epi, Nitroglycerin, and Aspirin). Secure the airway. Attend BLS patient in ambulance transport
	<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.e. plug or patch) Supervise other personnel
RESCUE	▼▼▼▼	▼▼▼▼
Vehicle	<i>Awareness</i>	Identify risks and assist Operational personnel with vehicle extrication, fire protection and patient treatment and packaging
	<i>Operational</i>	Identify risks; triage, supervise and perform vehicle extrication and patient packaging. Supervise other personnel
	<i>Technical</i>	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	<i>Awareness</i>	Identify risks and assist Operational personnel with water rescue and patient treatment. Restricted to shoreline activities
	<i>Operations</i>	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technical</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue. Supervise other personnel
Ice	<i>Awareness</i>	Identify risks and assist Operational personnel with ice rescue and patient treatment. Restricted to shoreline activities
	<i>Operations</i>	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technical</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water ice rescue. Supervise other personnel
High/Low Technical	<i>Awareness</i>	Identify risks and assist Operational personnel with High/Low angle rescue operations and patient treatment. Restricted to Safety Zone activities
	<i>Operations</i>	Identify risks; establish High/Low angle rope rescue configurations and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technician</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue.

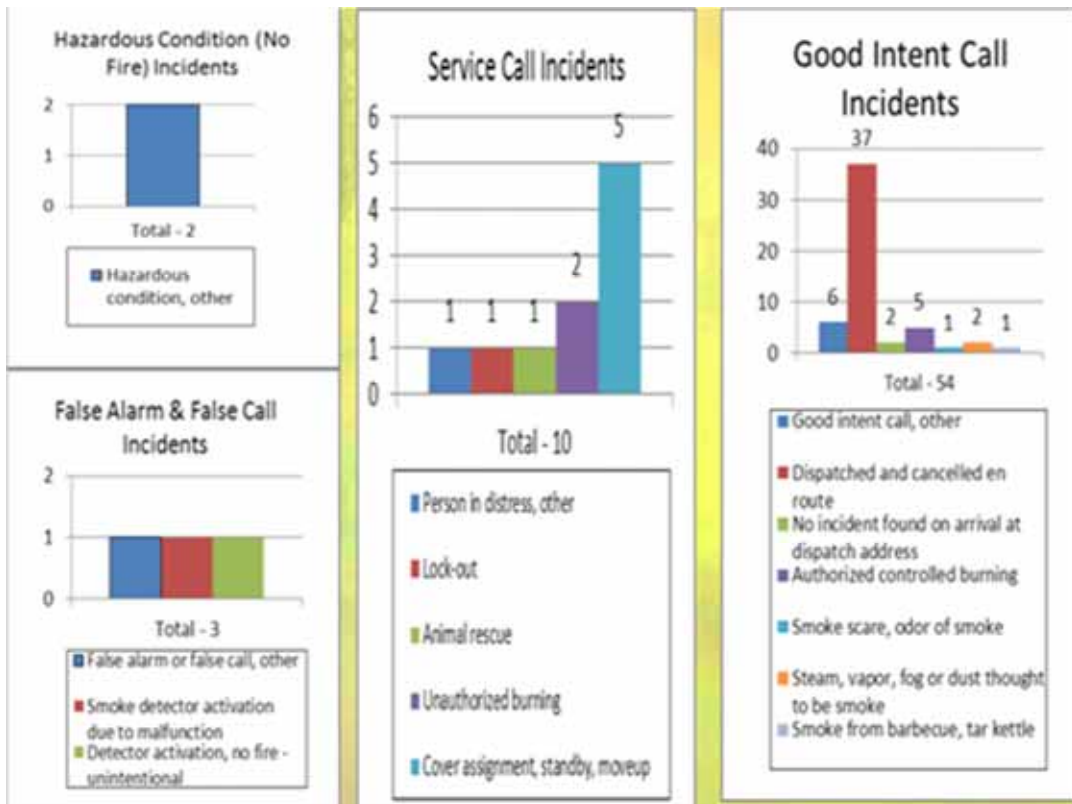
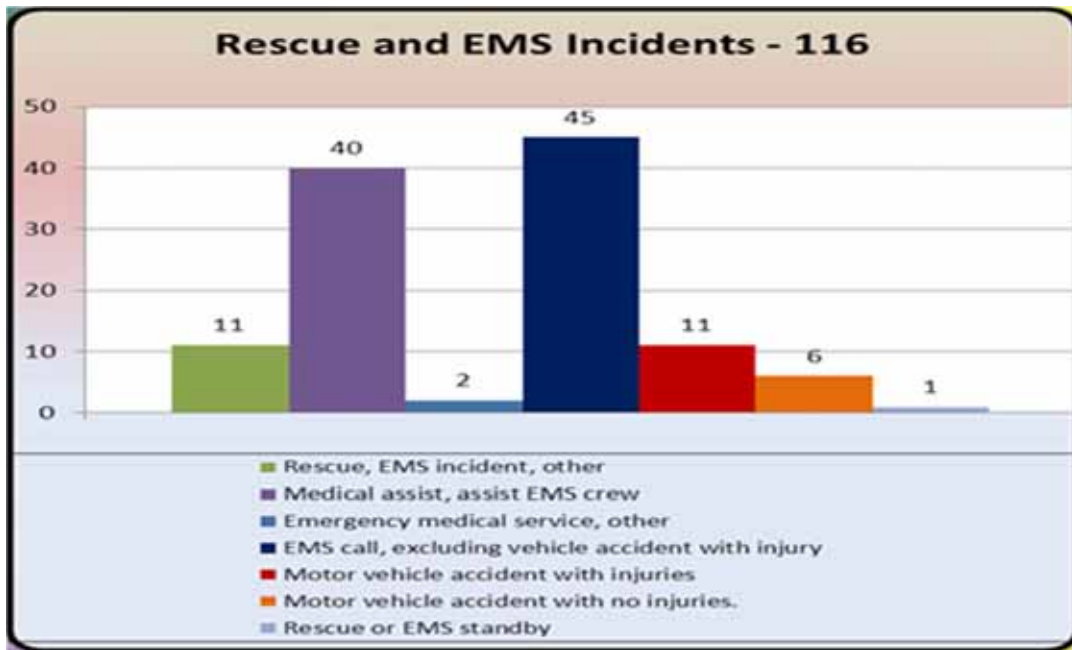
Urban	<i>Awareness</i>	Identify the risk and request appropriate resources
	<i>Operations</i>	Access & Extricate victim
	<i>Technician</i>	Provide advanced level extrication techniques if needed (<i>see High/Low Angle Rescue Tech</i>)
Public Service	<i>All Public Service requests</i>	As authorized Fire 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

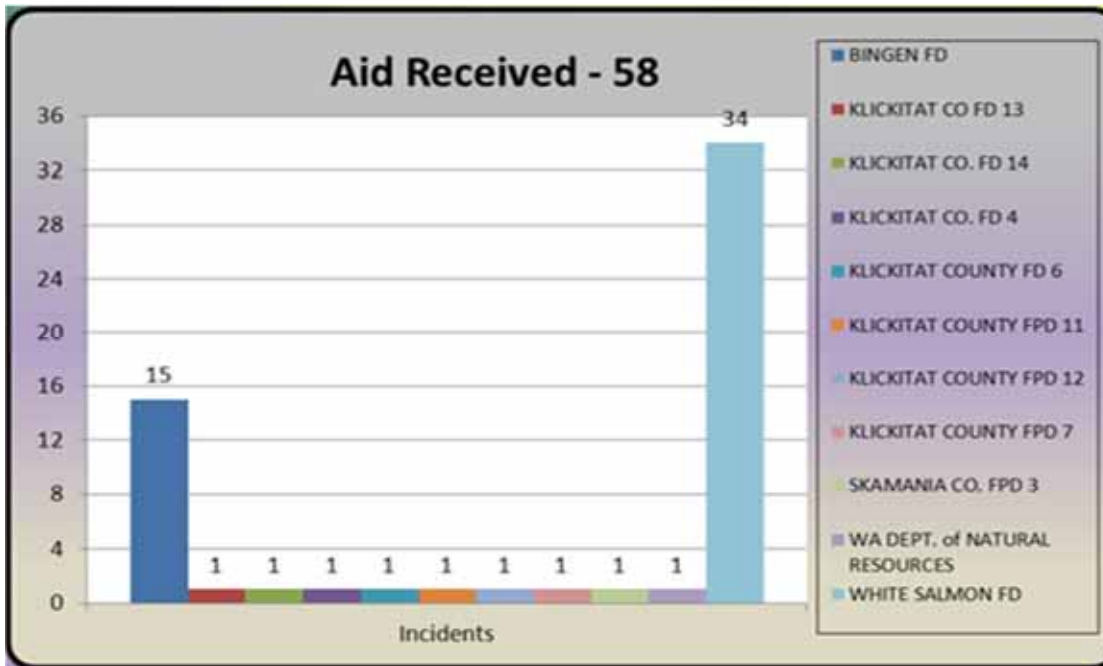
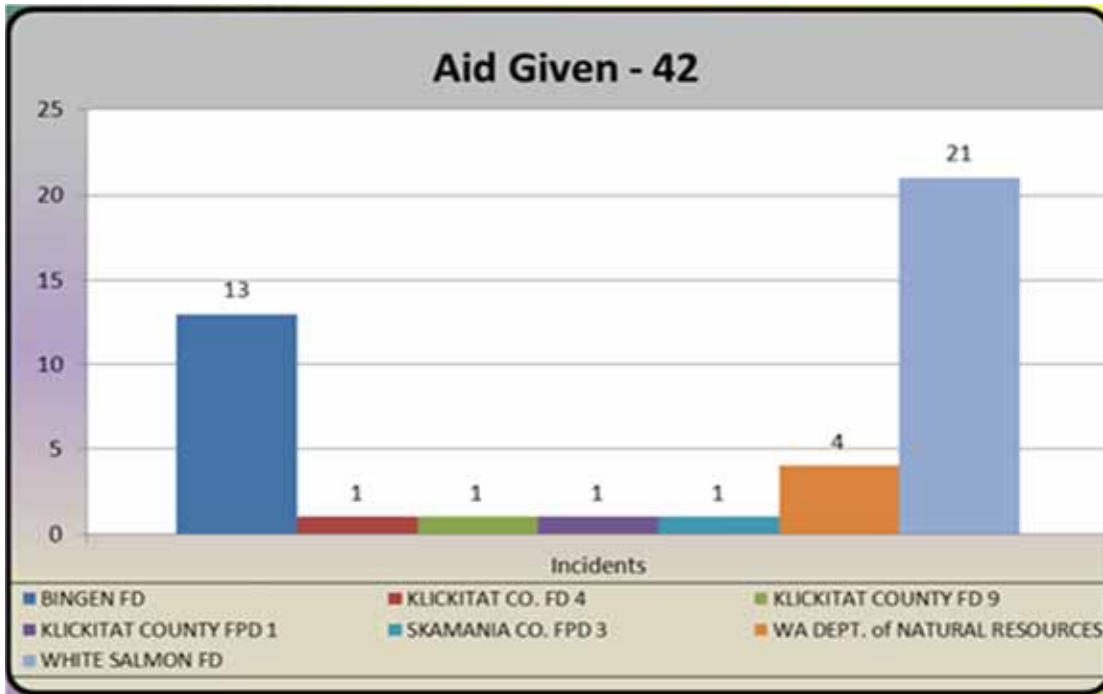
APPENDIX C

-- Additional 2012 KCFD#3 Response Data



Incident Type Report (Summary)					
From 01/01/12 To 12/31/12					
Report Printed On: 05/31/2013					
Incident Type	Count	% of Incidents	Est. Property Loss	Est. Content Loss	Total Est. Loss
1 Fire					
Building fire (111)	4	1.90%	\$621,500.00	\$66,000.00	\$687,500.00
Fires in structure other than in a building (112)	1	0.47%	\$10,000.00	\$6,000.00	\$16,000.00
Mobile property (vehicle) fire, other (130)	1	0.47%	\$0.00	\$0.00	\$0.00
Passenger vehicle fire (131)	1	0.47%	\$0.00	\$0.00	\$0.00
Natural vegetation fire, other (140)	1	0.47%	\$0.00	\$0.00	\$0.00
Forest, woods or wildland fire (141)	4	1.90%	\$0.00	\$0.00	\$0.00
Brush or brush-and-grass mixture fire (142)	4	1.90%	\$0.00	\$0.00	\$0.00
Grass fire (143)	3	1.42%	\$0.00	\$0.00	\$0.00
Outside rubbish, trash or waste fire (151)	2	0.95%	\$0.00	\$0.00	\$0.00
Outside storage fire (161)	1	0.47%	\$0.00	\$0.00	\$0.00
	22	10.42%	\$631,500.00	\$72,000.00	\$703,500.00



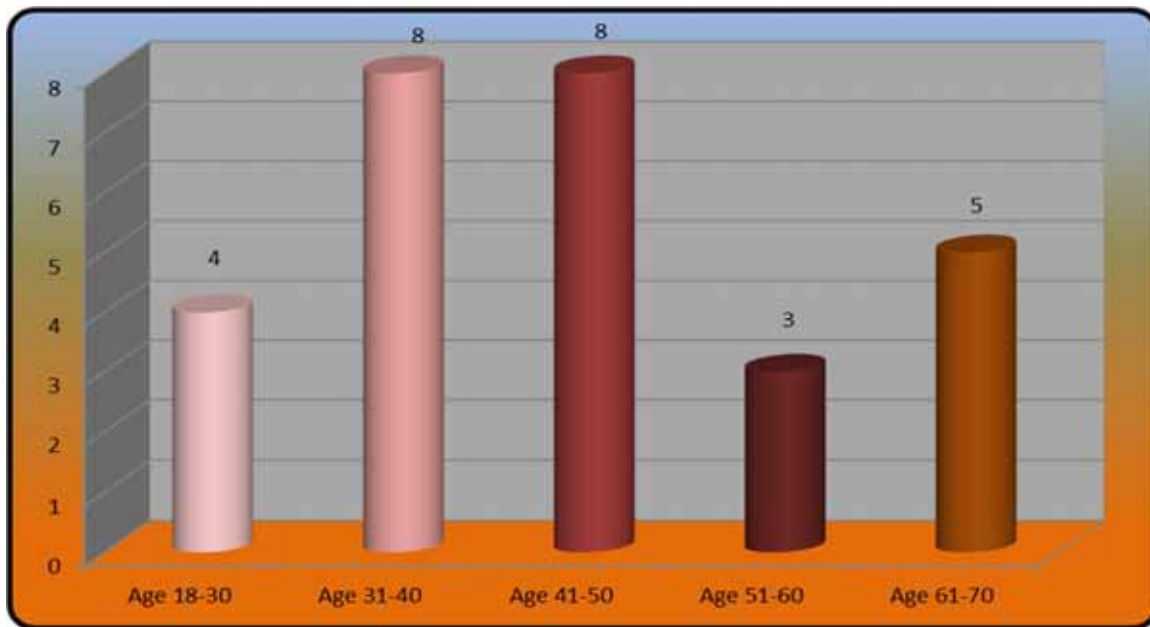


APPENDIX D

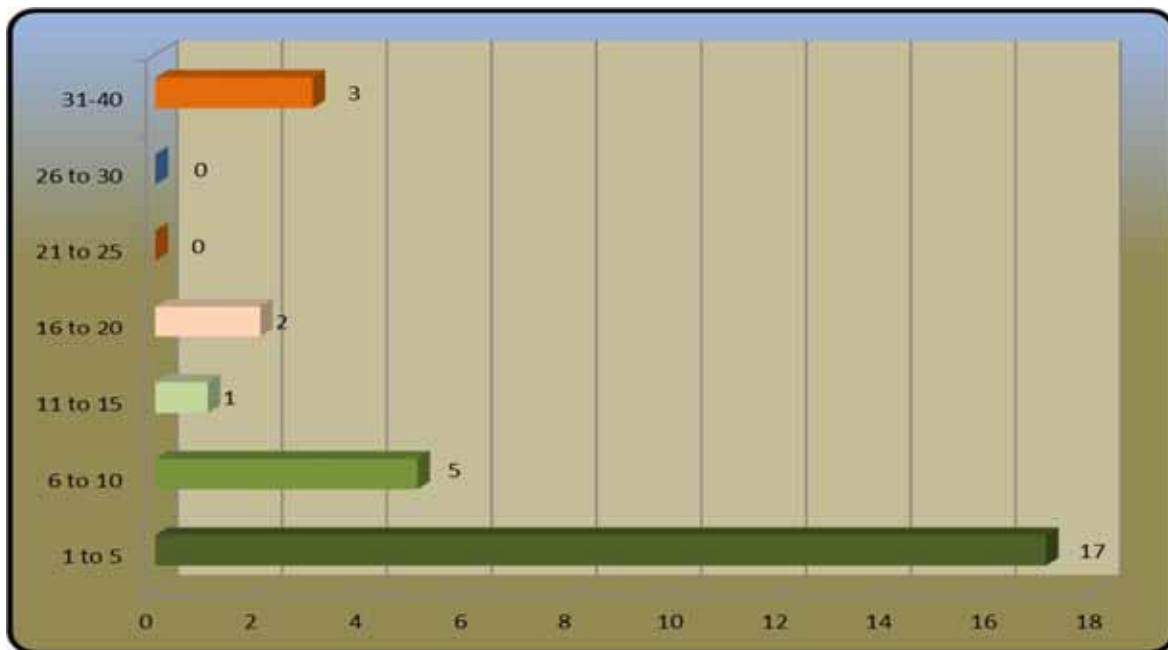
-- Additional 2012 KCFD#3 Volunteer Data

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	IS100	IS200
Taylor Barnes	FF	In Active	In	D/N/W	Y	FFI/II			Y	AW	All	Y	Y
Kyle Bodyston	FF	Active	In	N/W	Y	FFI			N	AW	Bru/M	N	N
Chad Brunton	FF	Active	Out	N/W					N			N	N
Justin Connely	FF	Active	In	D/N/W	Y	FFI/II			N			N	N
Robert Connor	Volunteer	NFF*	Out	N/W	Y	FFI/II			Y	AW	Bru	Y	Y
Les Dewey	FF	Active	Retired	D/N/W	Y	FFI/II			Y	AW	All	Y	Y
Roy Griffiths	FF	Active	Retired	N/W	Y	FFI/II			Y	AW	All	Y	Y
Jeremy Gross	FF	Active	Out	N/W	Y	FFI/II			Y	AW	All	Y	Y
Joshua Grosserhode	FF	Active	Out	N/W	Y	FFI			N	AW		N	N
Chris Helton	Capt	Active	Out	D/N/W	Y	FFI/II	EMT-IV		Y	AW	All	Y	Y
William Helton	FF	Intermittent	Out	D/N/W	Y	FFI/II			N	AW	Bru/M	Y	Y
Nate Herbeck	FF	Active	Out	N/W	Y	FFI/II	EMT-IV		N	AW	Bru/M	N	N
Charles Jacobs	Volunteer	NFF*	Retired	N/W	Y	FFI/II			N	AW	All	Y	Y
Sam Jensen	FF	Active	In	N/W		FFI	EMT-B		N			Y	Y
Tyler Jones	FF	Active	Out	N/W	Y		EMT-P		Y	AW	Bru/M	Y	Y
Gina Kaufman	Junior FF	Active	In	N/W					N			N	N
Tamara Kaufman	FF	Active	Out	N/W					N			N	N
Mollie Krall	EMT	Active	In	D/N/W	Y		EMT-B		Y	AW	Bru/M	Y	Y
Zachary Landgren	FF	Active	In	N/W	Y	FFI/II			Y	AW	All	N	N
David Larson	FF	Active	Out	D/N/W		FFI/II	EMT-P		Y	AW	Bru/M	Y	Y
Katharina Larson	FF	Active	Out	D/N/W		FFI/II	EMT-P		Y	AW	Bru/M	Y	Y
Amy Long	FF	Active	In	D/N/W		FFI			N		Bru/M	N	N
Jerry Nelson	Asst Chief	Active	In	D/N/W	Y	FFI/II	EMT-B		Y	Ops	All	Y	Y
Rozalind Plumb	FF	Active	In	D/N/W	Y		EMT-B		N	AW		N	N
Michelle Renault	EMT	Active	Out	N/W	Y	FFI/II	EMT-B		Y	AW	Bru/M	Y	Y
Michial Renault	Capt/Trng	Active	Out	N/W	Y	FFI/II	EMT-B		Y	Ops	All	Y	Y
Jon Riggelman	Capt	Active	In	D/N/W	Y	FFI/II			Y	AW			
Ron Reynolds	FF	Intermittent	Out	D/N/W	Y	FFI/II			Y	Ops	All	Y	Y
David Roth	FF	Active	In	N/W					N			N	N
Denis Scannel	FF	Active	In	D/N/W	Y	FFI	EMT-B		Y	AW	T/B/M	Y	Y
Ray Sowa	FF	Active	In	D/N/W	Y	FFI/II	EMT-B		N	AW	E/B/M	Y	Y
Alexandra Susser	FF	Active	In	N/W	N		EMT-B		N			N	N
James Wannar	Volunteer	NFF*	Out	N/W		FFI			N			N	N
Charles Virts	Chief	Active	In	D/N/W	Yes	FFI/II			Y	IC	All	Y	Y
Suzie Willie	FF	Active	In	D/N/W	Yes	FFI/II	EMT-B		N	AW		Y	N
		*NFF = Non FF											

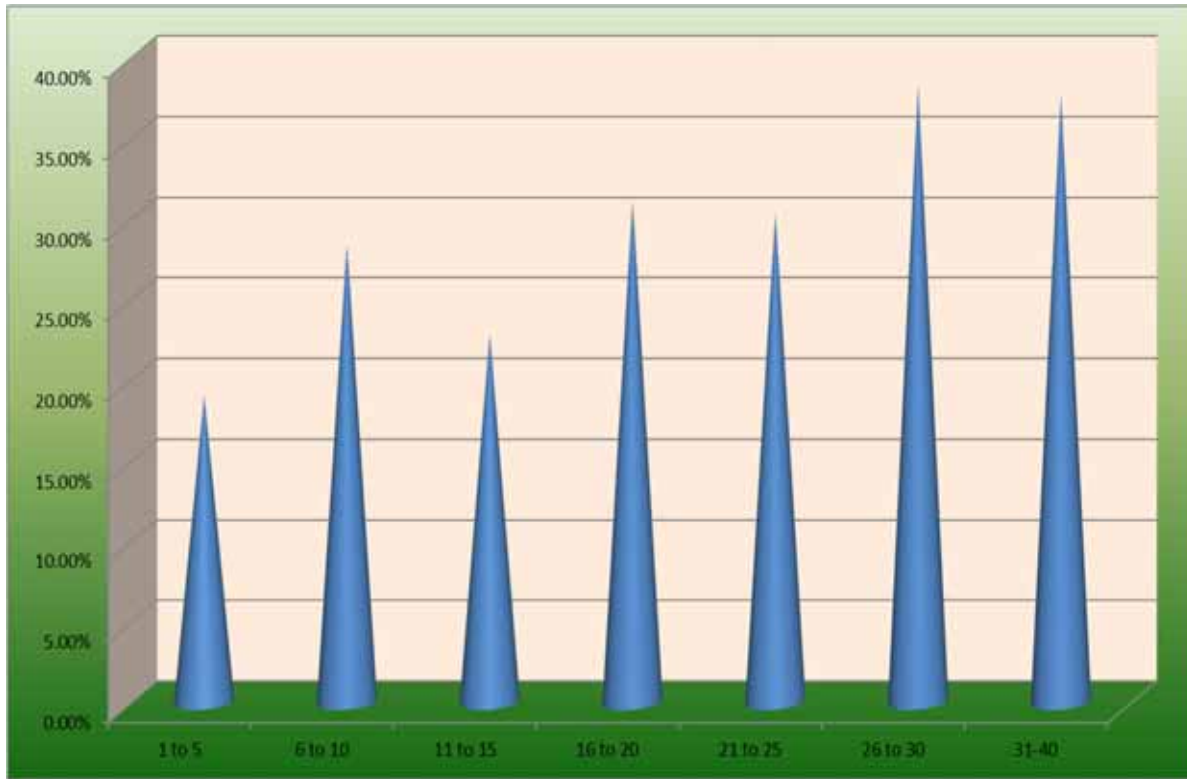
2012 Age Analysis of KCFD#3 Volunteer Personnel




2012 KCFD#3 Tenure of Volunteer Personnel



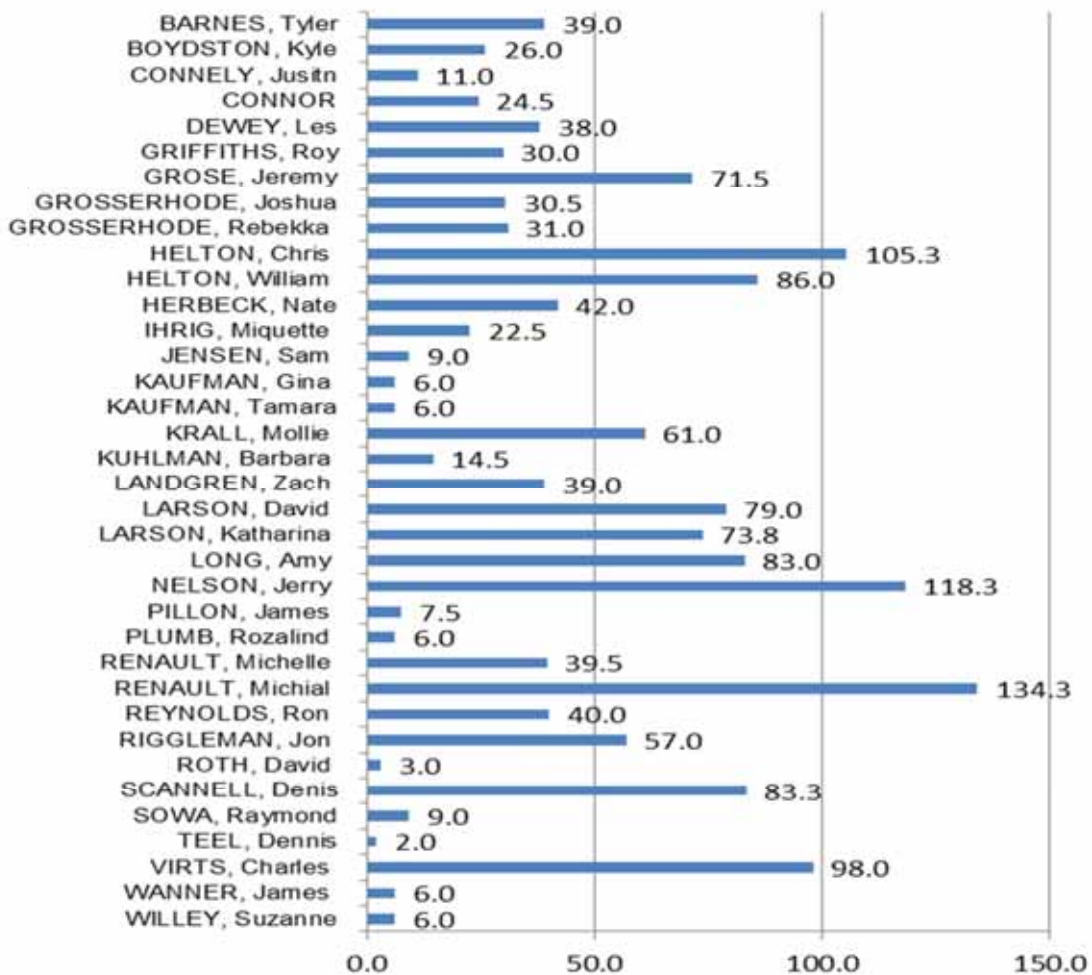
2012 KCFD#3 Percent of Participation of Volunteer Personnel by Tenure-on-with-the-Fire District.



Klickitat County Fire District #3		
FIRE / EMS Certifications		
Structural Firefighter I	26	
Structural Firefight II	0	
Wildland Firefighter I	0	
Wildland Firefighter II	21	
EMT - Basic	10	
EMT - IV	2	
EMT - Paramedic	3	

Klickitat County Fire District #3		
APPARATUS OPERATOR Certifications		
Wildland only	1	
Medic only	0	
Wildland & Medic	9	
Water Tender	1	
All Apparatus	13	

Klickitat County Fire District 3 Training Hours by Individual








Total Training Hours 1538.5

APPENDIX E

-- KCFD#3 Fleet Data





FLEET INVENTORY

Agency:	KLICKITAT COUNTY FIRE DISTRICT #3	
Station:	Station 31	Address: 200 Husum Street

Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
E-311		Pumper	2003	ALF	Good	2	1250	1000
B-312		Brush Trk	1999	Ford	Good	2	25@110	350
WT-314		Tender	2009	Peterbilt	Excellent	2	500	3500
WT-315		Tender	1977	Mack	Surplus	2	500	3000
M-316		Medic	1995	Ford	Good	2	n/a	n/a


Station: Station 32

Address: 429 Snowden Road



Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
E-321		Pumper	2007	Pierce	Good	2	1250	1000
B-322		Brush Trk	1986	Chevrolet	Fair	2	25@110	325
		Brush Trk	1984	GMC/FMC	Fair	2	300	600
WT-324		Tender	1978	International	Surplus	2	500	4000

Station: Station 33

Address: 959 Snowden Road

Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
E-331		Pumper	1985	GMC	Fair	2	1250	1000

KCFD#3 Command / Admin / Support Vehicles

Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
C-300		Command	1997	Ford	Fair	1	n/a	n/a
Trng-325		Utility	1999	Chevrolet	Good	1	n/a	n/a

APPENDIX F

-- KCFD#3 Task Force Survey Data

	UN-FUNDED LIABILITY	KCFD#3 Status	CURRENT FUNDING LEVEL
1	Long-term contractual obligations	✓ KCFD#3 <input type="checkbox"/> does not have any long-term financial contractual obligations	On-going annual contributions and payments
2	Long-term loans or non-voter approved bonds	✓ KCFD#3 <input type="checkbox"/> does have any current loans, debt or non-voter approved bonds	On-going annual contributions and payments
3	Long-term lease agreements	✓ KCFD#3 <input type="checkbox"/> does not have any active long-term leases	
4	LEOFF II disability leave supplement	✓ Should a full-time KCFD#3 LEOFF II employee go out on a Worker's Comp disability leave the Fire District is responsible for 50% of full pay for 6 months. KCFD#	KCFD#3 does not have any LEOFF II employees
5	LEOFF I liabilities	✓	KCFD#3 does not have any current or past LEOFF I employees or liabilities
6	Apparatus replacement costs	<ul style="list-style-type: none"> ✓ KCFD#3 DOES NOT have Apparatus Replacement matrix (ARF) that has not adopted or funding dedicated by the Board of Fire Commissioners. ✓ There are several policy questions regarding the ARF that have large financial implications such as which vehicles are subject to the ARF depending on the affordability of annual contributions for larger apparatus. 	
7	Equipment replacement costs	✓ KCFD#3 has not established an 'acquisition and replacement threshold' and a life-span schedule for equipment replacement costs in order to assemble	

		<p>a KCFD#3 Equipment Replacement matrix or fund (ERF).</p> <p>✓ The ERF list is as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> SCBA Packs and Bottles <input type="checkbox"/> SCBA Compressor <input type="checkbox"/> Hydraulic Rescue Tool <input type="checkbox"/> Portable & Mobile Radios <input type="checkbox"/> Thermal Imaging Cameras <input type="checkbox"/> Portable generators <input type="checkbox"/> Master stream devices <input type="checkbox"/> Haz Mat detectors <input type="checkbox"/> Large diameter hose <input type="checkbox"/> Wildland vehicle tank/pump packages <input type="checkbox"/> Ventilation fans 	
8	Station/station component replacement costs	<p>✓ KCFD#3 has not established an "acquisition & replacement threshold " and a life-span schedule for facility equipment, component replacement or maintenance costs in order to assemble a KCFD#3 Facility Replacement Fund (FRF) for existing and future fire stations. The list includes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Apparatus Bay Doors & Systems <input type="checkbox"/> HVAC components <input type="checkbox"/> Roof systems <input type="checkbox"/> Parking lots/surfaces <input type="checkbox"/> Site improvements/maintenance <input type="checkbox"/> Painted surfaces <input type="checkbox"/> Apparatus Bay Exhaust System <input type="checkbox"/> Emergency back-up generator and automatic transfer switch <input type="checkbox"/> Fire Station alerting system <input type="checkbox"/> Fire Station Floor Coverings <input type="checkbox"/> IT System / AV Components <input type="checkbox"/> Copy machine <input type="checkbox"/> Office Furniture and appliances 	
9	Accrued Comp-Time leave banks	<p>✓ Calculated in accordance with current Employment Agreements and Fire District policy, KCFD#3's current Accrued Comp Time (ACT) Liability is approximately \$_____.</p> <p>✓ ACT Liability increases as Contracts mature (annually)</p>	KCFD#3 does not have any FTE's to generate leave liabilities

10	Accrued Vacation Leave banks	<ul style="list-style-type: none"> ✓ Calculated in accordance with current Employment Agreements and Fire District policy, KCFD#3's current Vacation Time Bank (VCB) Liability is approximately \$_____. ✓ VCB Liability increases as Contracts mature 	KCFD#3 does not have any current or past LEOFF I employees or liabilities
11	Accrued Sick Leave vacation banks	<ul style="list-style-type: none"> ✓ Calculated in accordance with current Employment Agreements and Fire District policy, KCFD#3's current Sick Leave Bank (SLB) Liability is approximately \$_____ 	KCFD#3 does not have any current or past LEOFF I employees or liabilities

APPENDIX G

 -- KCFD#3 Task Force Survey Data

ATTACHMENT 'B'

TOOLS AND TARGETS

As fire departments move forward with addressing their SERVICE LEVEL issues, it will be crucial that the Board of Commissioners conduct discussions on *desired levels of service* for their jurisdiction and how they play out in the overall effort to provide good service to their community. It is important that these discussions occur both WITHIN the organization and OUTSIDE of the organization with members/groups from the community. Based upon these discussions, the fire district will have ample goals and targets for which emergency response and staffing models.

It is hoped that this simple tool will serve as an opportunity for both internal and external feedback as we DEVELOP A DESIRED LEVEL OF SERVICE in which we can then measure the different emergency service delivery models.



DEFINING LEVELS OF SERVICE

STEP 1: *Please choose five-to-seven (5-7) descriptive words below that describe how you desire to **DEFINE** your Fire Department and the services it delivers:*

- Stable
- Sustainable
- “All risks” trained
- Maintaining a STATE OF READINESS
- Professional
- Compliant with laws and standards
- Efficient
- Effective
- Committed
- Community minded
- “In Touch” with the community’s needs/desires
- Pro-active
- Consistent
- Caring
- Responsive
- Responsible
- _____
- _____
- _____

STEP 2: *Please answer the following question about Fire Department personnel:*

Q: Should all Fire Department personnel be selected, trained, equipped and held to the same level of competency –whether professional or volunteer (part-time)?

A: Yes No

STEP 3: Please select the level of response and level of service you think our Fire District should have:

1: HOW FAST ? -- When you, your neighbor or any member of your community has an emergency and calls 9-1-1, **HOW FAST** should the Fire Department get to their house:

- Five minutes or less
- Seven minutes or less
- Eight minutes or less
- Ten minutes or less
- Twelve minutes or less
- Fourteen minutes or less

2. HOW OFTEN ? -- Having chosen HOW FAST you think the Fire Department should arrive, now **HOW OFTEN** should that occur?

- 50% of the time
- 60% of the time
- 70% of the time
- 80% of the time
- 90% of the time
- 100% of the time

3. HOW MANY ? -- How many trained Fire Department personnel should respond to your emergency?

- One
- Two
- Three
- Four
- Five
- Seven
- Nine
- Ten
- _____
- As many as it takes to do the job

4. HOW GOOD ? -- How well trained and how much experience should your Fire Department personnel be when they come to your house?

- Firefighting _____
- Rescue _____
- Emergency medical _____
- Hazardous material _____
- Public education _____

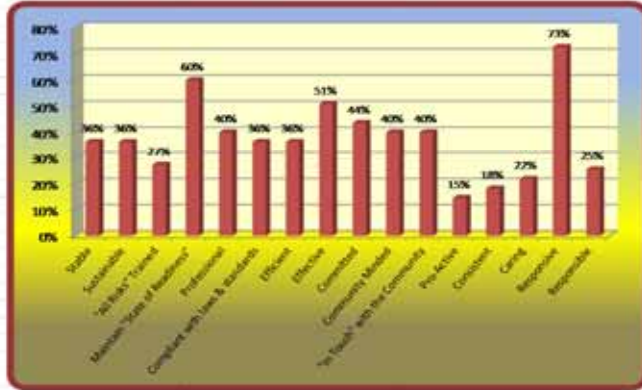


LOS Survey Results

TOTAL SURVEYS ** 55

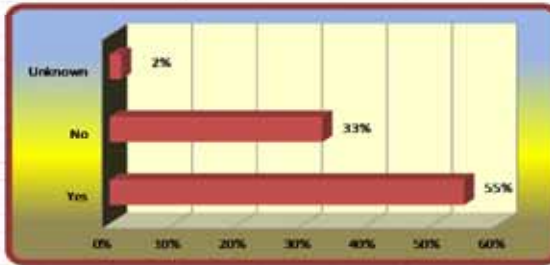
Choose Descriptive words	How Many?	%
Stable	20	36%
Sustainable	20	36%
"All Risks" Trained	15	27%
Maintain "State of Readiness"	33	60%
Professional	22	40%
Compliant with laws & standards	20	36%
Efficient	20	36%
Effective	28	51%
Committed	24	44%
Community Minded	22	40%
"In Touch" with the Community	22	40%
Pro-Active	8	15%
Consistent	10	18%
Caring	12	22%
Responsive	40	73%
Responsible	14	25%

** All selected survey information was entered into this matrix
 @ Some survey's were complete
 @ Other survey's were not
 @ Some survey's had multiple answers for each question
 @ ALL SURVEY INFORMATION WAS VIEWED AS VALUABLE FEEDBACK

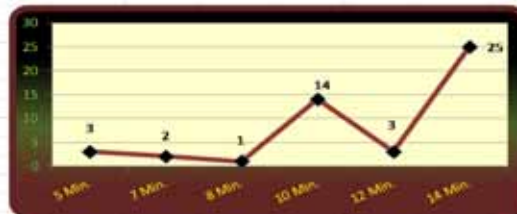


TOTAL SURVEYS ** 55

Trained to Professional Level?	How Many?	%
Yes	30	55%
No	18	33%
Unknown	1	2%

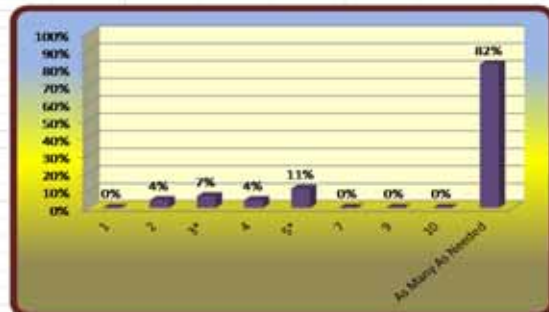


Response Time - How Fast?	50%	60%	70%	80%	90%	100%	TOTAL
5 Min.				1		2	3
7 Min.			1	1			2
8 Min.			1				1
10 Min.	1	1	1	1	6	4	14
12 Min.			1		2		3
14 Min.	2	0	2	15	2	4	25
TOTAL	3	1	6	18	10	10	48



Response - How Many?	How Many?	%
1	0	0%
2	2	4%
3*	3	7%
4	2	4%
5*	5	11%
7	0	0%
9	0	0%
10	0	0%
As Many As Needed	37	82%

*Indicates survey responses. Specific number of Responses @ "As Many As Needed"



SURVEY COMMENTS

4. HOW GOOD? -- How well trained and how much experience should your Fire Department personnel be when they come to your house?

*As it turns out, the answer to this question [**HOW GOOD?**] opened a dialogue that was not particularly quantifiable – at least not in terms of tables, charts and numbers. There was, however some very insightful and helpful observations and recommendations from your neighbors and fellow Husum-dwellers. Please preview the selected comments made during your interviews:*

FIRE:

- ✓ [Fire-EMS] ‘Most important’
- ✓ Firefighter I should be required for all Volunteers
- ✓ Make it safe for the Volunteers
- ✓ Professionally trained
- ✓ Well trained for all types of fires
- ✓ FF-I minimum

RESCUE:

- ✓ Multi-scenario: All risks OPERATIONAL
- ✓ Should have water rescue available (bill the patient)
- ✓ Be prepared for water rescue for both Volunteer and victim
- ✓ Should be well trained and equipped

EMS:

- ✓ [Fire-EMS] ‘Most important’
- ✓ Minimum Advanced First Aid/CPR
- ✓ Everyone should be an EMT
- ✓ Be prepared and ready to provide transports when ambulance is unavailable or late
- ✓ Professionally trained

- ✓ EMT minimum
- ✓ Trained EMT's and good equipment
- ✓ EMS should be trained for 'rapid transport'

HAZ MAT:

- ✓ [Haz Mat] Protect from injury and mitigate extension
- ✓ Having the right knowledge [in Haz Mat] to keep the Volunteers and the community safe
- ✓ Volunteers should have general knowledge until other agencies arrive
- ✓ Trained to OPERATIONAL level

PUBLIC EDUCATION:

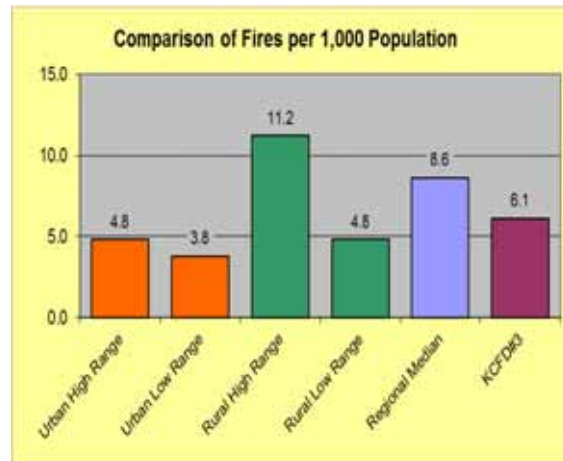
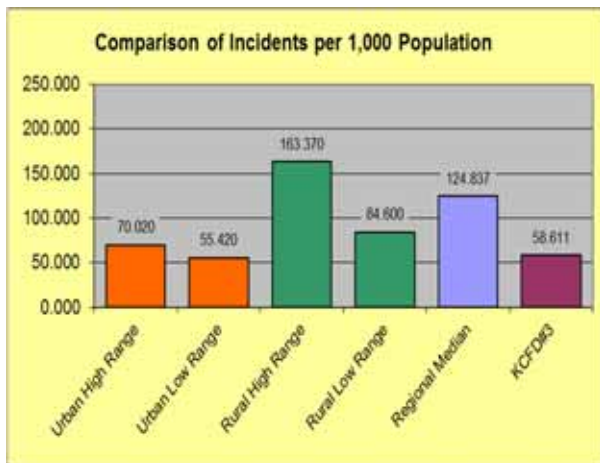
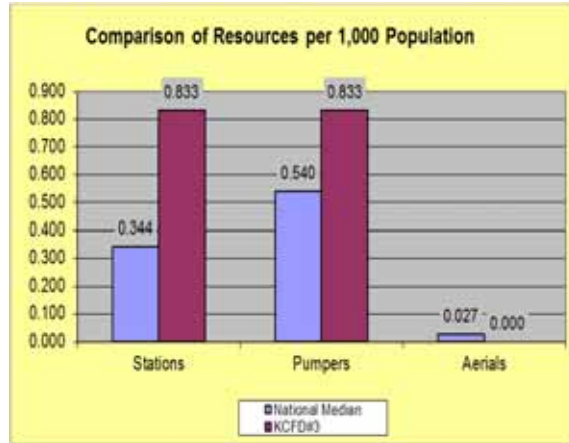
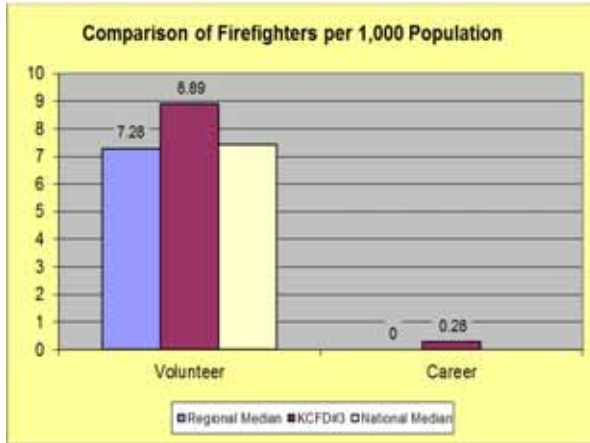
- ✓ Other local agencies should join in this effort
- ✓ Who do we call for Burn Permit?
- ✓ The responders need to be educators; as long as someone on the force is trained
- ✓ Be available for schools, churches, organizations
- ✓ Partner with other agencies for fire/emergency prevention
- ✓ Need more Public Education
- ✓ Fire District needs to educate others about the Fire Department
- ✓ Fire District citizens should join in the local training to help themselves and their neighbors

VARIA:


- ✓ [HOW GOOD] -- As high as resources allow
- ✓ Volunteers good for initial response: Need 'Professionals' for determining larger and more advanced resources
- ✓ [Fire-EMS-Rescue] As much as possible to make them capable to do the job
- ✓ A satellite fire station is a future must. Should be located in the High School area of Puckerhuddle. If it does not happen, the "WITHDRAWAL ISSUE" will never go away. As our community grows, the need will get stronger.
- ✓ County Commissioners should dedicate a greater level of economic support annually to ensure adequate service(s) and safety
- ✓ Experience can be mixed. If relative 'newbies' aren't on the job, they cannot get more experience. If they don't get to work with seasoned fire/rescue workers, the Department cannot be sustainable
- ✓ They need to exceed all required standards given
- ✓ We cannot afford nor do I want a full-time, professional Fire Department. Therefore, all we can do is support our Volunteers with GOOD TRAINING, GOOD EQUIPMENT and benefits.
- ✓ Maximize training opportunities for Volunteers: Create a culture of 'training'

APPENDIX H

-- NFPA Western Region Comparable Tables



APPENIDX I

KCFD#3 Level of Service Matrix					
	CALL PROCESSING & DISPATCH				
	<p>“Level of Service” Element</p> <p>KCFD#3 ‘TURN-OUT’ TIME</p> <p><i>The amount of time it takes for the first staffed KCFD#3 unit to respond after being dispatched</i></p>	<p>Type of Incident</p> <p>Fire Response</p> <p>EMS/Rescue Response</p> <p>Haz Mat Response</p> <p>Public Service</p>	<p>KCFD#3 GOAL ‘Command’</p> <p><u>4</u> minutes</p> <p><u>4</u> minutes</p> <p><u>4</u> minutes</p> <p><u>90</u> minutes</p>	<p>KCFD#3 GOAL Zone 1</p> <p><u>5</u> minutes</p> <p><u>5</u> minutes</p> <p><u>5</u> minutes</p> <p><u>90</u> minutes</p>	<p>KCFD#3 GOAL Zone 2</p> <p><u>6</u> minutes</p> <p><u>6</u> minutes</p> <p><u>6</u> minutes</p> <p><u>90</u> minutes</p>
	<p>“Level of Service” Element</p> <p>FIRST KCFD#3 UNIT ON THE SCENE</p> <p><i>The amount of time it takes for the first staffed KCFD#3 unit to arrive at the emergency scene</i></p>	<p>Type of Incident</p> <p>Fire Response</p> <p>EMS/Rescue Response</p> <p>Haz Mat Response</p> <p>Public Service</p>	<p>KCFD#3 GOAL ‘Command’</p> <p><u>9</u> minutes</p> <p><u>9</u> minutes</p> <p><u>9</u> minutes</p> <p><u>90</u> minutes</p>	<p>KCFD#3 GOAL Zone 1</p> <p><u>10</u> minutes</p> <p><u>10</u> minutes</p> <p><u>10</u> minutes</p> <p><u>90</u> minutes</p>	<p>KCFD#3 GOAL Zone 2</p> <p><u>14</u> minutes</p> <p><u>14</u> minutes</p> <p><u>14</u> minutes</p> <p><u>90</u> minutes</p>
	<p>“Level of Service” Element</p> <p>ARRIVAL OF THE ‘EFFECTIVE RESPONSE FORCE’</p> <p><i>The amount of time it takes for the remaining first – alarm assigned units to arrive at the scene</i></p>	<p>Type of Incident</p> <p>Fire Response</p> <p>EMS/Rescue Response</p> <p>Haz Mat Response</p>	<p>KCFD#3 GOAL ‘Command’</p> <p><u>10</u> minutes</p> <p><u>10</u> minutes</p> <p><u>60</u> minutes</p>	<p>KCFD#3 GOAL Zone 1</p> <p><u>16</u> minutes</p> <p><u>16</u> minutes</p> <p><u>120</u> minutes</p>	<p>KCFD#3 GOAL Zone 2</p> <p><u>18</u> minutes</p> <p><u>18</u> minutes</p> <p><u>120</u> minutes</p>