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## CLARK COUNTY FIRE DISTRICT 6



## Strategic Plan 2020

Prepared for: Clark County Fire District 6

Prepared by: Kristan Maurer, Fire Chief

July 29, 2020



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## LETTER FROM THE BOARD OF COMMISSIONERS

It is my honor to represent the Board of Fire Commissioners for Clark County Fire District 6 as the Board Chair. I have been associated with Fire District 6 for over 40 years, both on the line and now as a Fire Commissioner. In all those years, I don't believe I have ever seen more transformation in one year than occurred during 2019 with the Fire District.

The Fire District experienced an unprecedented change in personnel in the last year. Our Fire Chief, an Assistant Chief, and several line personnel retired as well as one of our Fire Commissioners. The Fire Chief position was filled internally with a candidate that both met and exceeded our requirements and expectations. Assistant Chief Kristan Maurer was promoted to Fire Chief after moving up the ranks from Firefighter/Paramedic to her current title. Chief Maurer will be a great asset to both the organization and to the community we serve. The District conducted an extensive process to fill both the Assistant Chief and line positions. We were able to hire excellent people to replace those that retired. Our long-serving Fire Commissioner Dean Bloemke chose not to seek office for an additional term, completing a 40 plus year involvement with the District. A new Fire Commissioner will help shape the department as 2020 progresses.



Two of our fire stations, one a remodel and one a new build, were under way during the year. A training tower is also being constructed that will allow us to provide additional education on site for all of our personnel which will reduce training costs usually incurred from outside sources. With the support of our community through the continuation of approved levies, we were able to make those projects happen without voter approved bonds.

Improvements were made in safety equipment, as well as the level of training provided for our Firefighters. These improvements, along with the hard work of our personnel at Fire District 6, reduced the Washington Survey and Rating Bureau rating from a Class 4 to a Class 3. This rating improvement will save businesses and some homeowners on their insurance costs.

I am extremely proud of the men and women that serve our citizens. Our personnel serve with compassion and integrity. They are dedicated to providing outstanding fire and EMS service to our community with compassion and integrity. to excellence in protecting and serving our community.

Again, a big thank you to our community for your continued support! It's an honor to serve you.

Sincerely,

Brad Lothspeich

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Board Chair

## LETTER FROM THE CHIEF

Clark County Fire District 6 is proud to be providing service to our community. Since the formal establishment of our agency in 1954, there have been a multitude of changes in the fire service and our community. The fire service today is faced with increasing demands for services and limited resources to meet those demands. Planning is essential for the any organization to make the best use of resources available. The strategic planning process considers both internal and external influences that impact an organization and its ability to provide services. Strategic planning will help guide our organization to meet the demands and challenges of today and the future.

This strategic plan will build a foundation for us to grow from over the next three years. It will guide our decisions and actions. The focus is to increase the level of service we provide to our community. Its design is to ensure the future success of the organization by strategically plotting a roadmap for the resource allocation with community and organizational needs. The goal is to provide a medium for the development and implementation of visionary programs and projects to meet and exceed the expectations of our community while fulfilling the mission of the organization.

Over the course of the next few years, our members will strive to accomplish the action items that support each of the goals identified within the plan. In the end, our district will be a stronger, well respected organization that is connected to our community. I would like to emphasize that Strategic Plan will continue to be a living document, subject to change under constantly changing circumstances. With this in mind, I would encourage everyone to continue to think about how we can make our service to the community even better than it is today.

I want to thank all the dedicated members of the District, our elected officials and our community for their continued support of this great organization. We look forward to continuing to serve all of you each and every day.

Sincerely,

Kristan Maurer  
Fire Chief



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## **District Overview**

Clark County Fire District 6 (CCFD6) is located in the southwest corner of Washington State. The response area covers 37 square miles with a population of approximately 75,000. It is a mixed-use area containing both commercial and residential occupancies. Major north – south commerce arterioles run through the district including railways and Interstate 5. The district borders the City of Vancouver on the south and east sides and is located in unincorporated Clark County. The western most boundaries are the waterways of the Columbia River.

CCFD6 was formed in 1954 to provide fire protection to Hazel Dell, Lakeshore, Felida and Salmon Creek areas. Initially an all-volunteer fire district, it has grown through the years in response to increasing calls for service. Today, the district has 58 full time line personnel, four full time chief officers, one full time office administrator and one full time office assistant, two full time and one part time maintenance personnel and one full time Public Information Officer. There are also 19 current volunteers who will be transitioning to a Support Services Volunteer Program.

Call volume has steadily increased over the past three years from 7,604 in 2017, to 7,821 in 2018 and 8,828 in 2019. In the past few years, CCFD6 has entered into automatic aid and mutual aid agreements with all Clark County and City of Vancouver agencies. This has affected the response areas and types of incidents that responders could be potentially called to. As the calls for service have increased so too have citizen expectations. In addition to fire protection and suppression, CCFD6 provides emergency medical service, technical rescue, hazardous materials response, fire prevention and public education. The District is active in the community, providing fire and injury prevention programs, station tours, school visits and other public events.

Clark County Fire District 6 is rapidly growing, and call volume is steadily increasing. This year Clark County Fire District 6 Commissioners are asking the voters to increase district funding by restoring the current Fire Levy. There are four areas that will be funded by this Fire Levy. Those areas are staffing, apparatus, facilities, and safety and training.

Response for fire, EMS and rescue services comes from one of our three stations. All three stations are staffed full time, each with an engine company. One station is staffed full time with two companies. The staffing for this dual station is an engine and a squad. The squad responds to lower priority calls so that the engine maintains availability for higher priority calls. Staffing is a three-platoon model with A, B and C shifts. The minimum on duty staffing for each shift is eleven, not including the Battalion Chief assigned to the shift. Two shifts have 17 personnel assigned and one shift has 18 personnel assigned. There are three Battalion Chiefs, each assigned to one of the shifts. Staffed fire engines have one Captain, and two Firefighters. All response engines provide advanced life support and one of the personnel is also a paramedic. The minimum staffing for an engine is three personnel.

A Board of Fire Commissioners governs Clark County Fire District 6. The Board is comprised of three elected Commissioners, each serving a six-year term of office. The Board establishes the level of services provided, establishes policies under which the district operates, and ensures the district operates within statutory requirements. They appoint the Fire Chief and delegate the authority to manage day-to-day operations of the Fire District.

Daily operations are funded through two levies paid through property taxes. The amounts are capped at the voter-approved rates of \$1.50 for Fire and \$0.50 for EMS (per \$1,000 of assessed property value). Over time, these levy rates fall as property values rise to limit the Fire District to the same amount of revenue per year (plus a one percent increase allowed by law). At times, we ask our community for a “lid lift” to return a levy to an amount previously approved by voters. Lid lifts help the District keep up with higher call volumes and the increase in demand for service.



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In 2015, the Board of Fire Commissioners determined the need to replace the oldest station, Station 63, and explored the need to remodel Station 62 and Fire Headquarters, Station 61. That year the Commissioners asked the voters to increase district funding by restoring the current Fire Levy. There are four areas that were identified to be funded with the levy revenue. They are facilities improvement and replacement, design and build a training facility, replace aging apparatus, and improve firefighter safety and training. The voters overwhelmingly supported the fire levy and it passed with over 72% voter approval. To ensure that the voters' trust is maintained it is imperative that we report that all those priorities were funded by the levy funds and were completed or are nearing final completion. We have had overwhelming support from our community, and we hope to continue meeting and exceeding expectations.

Since 2015, our Fire Levy has fallen from \$1.50 to \$1.16 per \$1,000 of assessed value. The Commissioners asked voters to return the lid lift to \$1.50/\$1,000 during the August 4, 2020 Primary Election. Again, our community overwhelmingly supported the District and we are grateful to everyone that participated in the election. We believe these results show that our community values emergency services when it comes to prioritizing their tax dollars. Voter approval will ensure the District can move forward in accomplishing the goals outlined in the Levy Lid Lift request. These goals are to fund additional personnel to respond to higher call volumes, improve firefighter training, earthquake-proof our busiest station in Hazel Dell and replace aging apparatus.

This strategic plan will help guide the District through the process of ensuring that we spend these funds effectively and efficiently towards completing the four major projects identified above.

## **Planning Overview**

During 2019, the District underwent significant changes in management. Assistant Chief David Taylor retired, and Fire Chief Jerry Green announced he would retire at the end of 2019. The combined experience between these two individuals that the District was losing was vast. In order to keep the District stable, a succession plan was developed.

Part of that plan was to hire an assistant chief to replace David Taylor in May. Through that process the District discovered two very qualified candidates that each brought individual strengths to the overall team. Assistant Chief David Russell started in May of 2019 and was officially assigned Administration; however, he was introduced to all disciplines of District operations.

In August 2019, the Board of Commissioners evaluated two candidates for the position of Fire Chief. Assistant Chief Kristan Maurer was successful in the process and was appointed to the position of Interim Fire Chief. This early appointment allowed time for a smooth transition before officially assuming the full-time position on January 1, 2020.

Assistant Chief David Schmitt began at the District in September 2019. During this transition period, all Assistant Chiefs worked on projects together in order for them all to learn and comprehensively understand CCFD6.

In January 2020, the transition was complete, and the administrators were now all in their official roles at Clark County Fire District 6. Kristan Maurer took the position of Fire Chief, David Russell was assigned the AC of Operations, David Schmitt was assigned the AC of Administration and Shawn Newberry was assigned the AC of Logistics and Planning. Plans were laid out to begin Strategic Planning for the District within the first quarter.

It was important that this new team develop its own vision for the District and design plans for how to achieve it. With the multitude of changes within the District came a multitude of new opportunities. There was fresh perspective

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from outside administrators, there was a newly elected Fire Commissioner who started his term in January 2020, and a new Executive Board was elected by the Firefighters Local in 2019. These groups began working together and were primed for change with contemporary thought and non-traditional problem solving.

*"You can't expect to meet the challenges of today with yesterday's tools  
and expect to be in business tomorrow."*

*-Anonymous*

Just as this new administrative team started to build their relationships with the other leadership groups, develop their vision and begin moving forward, the COVID-19 pandemic hit. No one could have planned for this contagion and the enormous impact it would have on our District. Bringing groups together is traditionally the most effective way to solicit input for strategic planning. COVID essentially shut down any and all group gatherings.

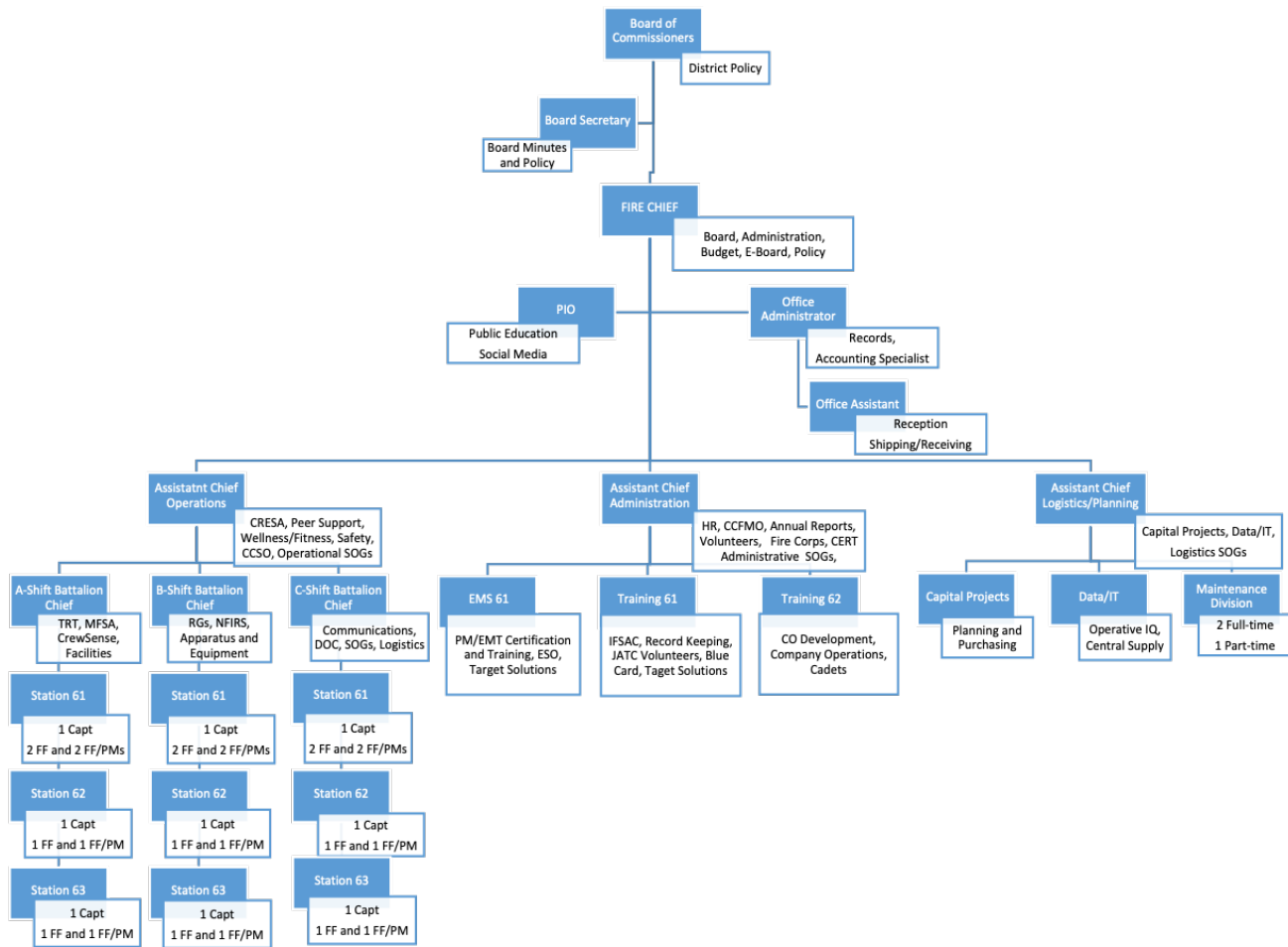
The Chief adapted how input would be obtained for this planning process. There were a series of survey's, small group meetings and review of previous plans. The Local also selected one member to provide input from their perspective. All factions of the District were considered, however some input had to come from supervisors due to meeting limitations.

There are three questions we need to address with this strategic plan: Where are we now? Where are we going? How do we get there? This strategic plan is both a road map for Clark County Fire District 6 and a guide for identifying priorities so we can continue to be "Dedicated to excellence in protecting and serving our community."

We are committed to continual evaluation of this plan and to making adjustments when necessary.

# Organizational Structure

## CLARK COUNTY FIRE DISTRICT 6 ORGANIZATIONAL STRUCTURE





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## **Administrative Guiding Principles**

### **Healthy Community**

If we have a healthy department, that will in turn, make our community healthy. Everything we do should have health in mind. The facilities have been and will continue to be designed using the latest technology and wellness studies to ensure firefighter health and safety. We have developed and put into practice a Peer Support Program, we are exploring an improved wellness plan, we support workout time and are open to diverse workout methodologies. We are further exploring Tactical Athlete, a streamlined injury support and rehab program, with the hopes of incorporating it to assist our injured employees. We are allowing time for our day personnel to workout. We have top of the line equipment and apparatus. We have expanded the Training Division to better train our personnel and improve Firefighter safety and education.

For the Administration, it is important that we are healthy as well. We support our administrative staff to incorporate workout time as a part of their work schedule. The Board has supported flexibility in our work schedule. This allows us to recover our time away from home, and when we are home, we are able to make family a priority.

### **Leadership Presence**

This is the first time in the District's history that all the administrative staff have attained at least a bachelor's degree level of education. We have gained an outside perspective that we need to continually explore and be open to. We need to be present and available for our personnel. We will celebrate accomplishments and milestones, these celebrations are priorities and unless we are out of town, our administrators will be present and engaged. Personnel know that we all have a "personal open-door policy." What that means is come into our offices and discuss life. We want to get to know them and their family. We want them to get to know us and our family. It is not an open door to discuss other personnel or issues.

It is important to not only be present within our department but outside our agency as well. As administrators, we want to continue to grow and broaden our education, to explore additional training regionally and nationally, and develop strong relationships and regularly meet with our neighboring agencies and community groups. We want people to know what Clark County Fire District 6 is all about and who District 6 is as joint community members and Fire Service leaders.

### **Community Service**

I am going to go out on a limb here and disagree with the greats (Brunacini and J. Johnson). I do not think we provide customer service; I think we are community servants. A customer is one that purchases a commodity or service. And true, our citizens do that through taxes. But in our case, customers have no choice on who serves them other than do they want service or not.

I believe in servant leadership and that is how we will support our community. Through this type of service, we can explore what the needs are of our community and how we can meet them. In order to do this effectively we have to always look at the big picture and from an elevated view. We cannot have a siloed view and only consider service from one perspective.

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Good community service will lead to good business. Also, a strong community is only possible through strong relationships. That is why our outreach and engagement is so important.

So how is community different than customer? A community is a feeling of fellowship with others as a result of sharing common attitudes, interest and goals.

Neighborhood and Special Interest Assignments:

- Maurer - Hazel Dell Salmon Creek Business Association and Felida Neighborhood Association
- Russell - West Hazel Dell and Hazel Dell Neighborhood Associations
- Schmitt - Salmon Creek Lions and Sherwood Neighborhood Association
- Newberry - Fairgrounds and North Salmon Creek Neighborhood Associations

These three things are our common messaging. Healthy community, leadership presence and community service. Everything we do should come back to at least one of these.

## **Strategic Priorities**

### **Vision, Mission, Values and Identity**

The Vision, Mission Statement and Values of CCFD6 have not been updated or revisited in more than 15 years. For personnel and members of the public to even locate our current Mission Statement is difficult.

These guiding principles should support every decision that we make as an agency. Without a clear understanding of what they are, it can be difficult to support and navigate decisions. Before beginning any planning process, we need to revisit these principles and if necessary, make modifications.

Additionally, looking at CCFD6 as a whole, there is a lack of cohesiveness that citizens and personnel can identify with. Our logo appears differently on almost every aspect: from our uniforms, equipment, signage, letterhead, correspondence and apparatus. In order for us to be recognized, we need to market ourselves in a consistent manner that proudly portrays District 6's identity in all of our outreach opportunities.

### **Response, Resources and Effectiveness**

To provide emergency response is an expensive endeavor and done so with taxpayer dollars. We have to evaluate and ensure we are sending the right resources at the right time to the right place. That is not something you can accomplish with a single adjustment, rather it takes system adjustments.

Staff has already begun to make some of those system adjustments by ensuring that resources are available for emergency responses and not tied up on non-emergent, unnecessary responses. We are evaluating and scrutinizing what we respond to and why. Through this process we are maximizing efficiency and effectiveness with our response model.

We know even with adjustments in our response model today, call volume and population will continue to grow in CCFD6. Now is the time to start exploring alternative staffing models that can supplement tomorrow's

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responses and needs. How that will look will be determined by what we discover through ongoing review and evaluation.

In 2018, a Master Plan and Standard of Cover were developed for the District. Those plans need to be revisited, modifications made as necessary, and data updated. These documents are a good platform on which to build this Strategic Plan. While, not all of the information is applicable, the same concepts are solid. From here we need to develop a District-wide staffing and deployment plan.

We would like to work towards becoming a good neighbor with other agencies, while at the same time becoming a mostly self-sufficient fire service agency. For this to happen, requires financial backing. Through the Strategic Plan, staff should be able to forecast the needs and work towards this goal in incremental steps.

### **Develop a Healthy, Safe and Informed Community**

This is truly the mission of the fire service, "to proudly protect and serve our community". The best protection is prevention - to mitigate the risk before it happens. Currently we have one Public Information Officer. This position is responsible for not only public information, but prevention as well. While, it is feasible that one person could organize both of these programs, it is not feasible that one person could manage, support and participate in both of these programs.

The District currently has the personnel that could facilitate this need within the Volunteer ranks. Last year, staff discussed the Fire Corps Program and how that could supplement the District needs. That program has been registered with CCFD6 however, we have not added any personnel or accepted citizens into the program. To help meet this strategic priority, the time to do that is now. The Fire Corp Program falls under the Citizen Corp umbrella. We are already familiar with that aspect of service because it is the same umbrella that the CERT Program falls under.

Staff is also making a concerted effort to get to know our neighboring agencies better. It is beneficial to network so that we are aware of issues within the neighboring communities and we can prepare for how that will affect ours. This includes fire service, law enforcement, public works, CRESA and other agencies we may work with. By knowing other's limitations or successes we can transfer that knowledge to how we serve our citizens.

The Board is already moving in a direction to ensure a better-informed community through the exploration of a newsletter. The District has already established a solid social media platform and continues to grow that. As we move into the future it is important that we continue to keep that communication and information flow out to the community. Part of that communication will be to ensure the public website is up to date and active. As well as ensuring that an Annual Report is published and communication from the Chief is increased.

### **Ensure the Stability of Service Delivery**

To ensure the stability of service delivery, the first thing we must do is secure a Levy Lid Lift in August 2020. The reason this is the first item discussed is because if the Board goes this direction it will need to be submitted to the County in May of 2020. That gives staff minimal time to prepare for this type of campaign. The funds from the levy will ensure the stability of the service delivery in the following ways, but it is not limited to only these:

Seismic upgrades and remodeling of Station 61. This is necessary to keep the station functional in a major disaster, but also to keep our personnel healthy and safe. The upgrades needed at Station 61 will also ensure response



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efficiency by updating the alerting system and the assurance that apparatus will be able to respond. There are many other areas and factions that need to be addressed within the facility such as personnel space, maintenance, maintenance needs and the Cadet Program.

Apparatus and future apparatus needs. If staff can identify alternate staffing and apparatus to help support response effectiveness, those needs will need to be addressed and will have a financial impact that is not currently budgeted for. Furthermore, with the growth we are experiencing throughout the District especially in the NE corner we would be remiss not to forecast for the future.

It is important that we continually grow our personnel and our department. Recently the Training Division began a Company Officer Development Program. This program is supported by both the District and the Local. These types of programs are valuable in ensuring that we are providing the best and highest trained personnel possible to meet the needs of our citizens. We need to develop the same type of program for the rank of Battalion Chief. We also have made it a goal in 2020 to have all suppression personnel Firefighter I and Firefighter II IFSAC Certified by the end of the year. When we meet this goal all of our career firefighters will be at least FFI and FFII IFSAC Certified and JATC members. The officers will have those as well as Blue Card Incident Command Certification.

Finally, to support stability of service delivery the Administration and Executive Board of Local 1805 continue to work on building a relationship based on trust and respect. We understand that good relationships take work and communication on both sides and although we may have different interests, at the end of the day we all wear one patch and we are one team. When we have a solid relationship at the top, the rest will fall into place and become stable.

Our four Strategic Priorities that will start our planning process are:

- Vision, Mission, Values and Identity
- Response, Resources and Effectiveness
- Develop a Healthy, Safe and Informed Community
- Ensure the Stability of Service Delivery

### **Vision, Mission, Values and Identity**

In the past, the vision of the future of CCFD6 has not been clearly outlined with a plan to achieve it. The first thing this strategic plan will address is where we currently are, where we want to be and how we plan to get there. The mission statement and values are ones that we have had for numerous years. They are honorable, however not a focus of the organization. We seem to achieve the mission and adhere to the values by pure chance because most the members don't know what they are or how to find them. The identity of CCFD6 is convoluted. It is different in everything we do from signage, advertisement, email, correspondence and logos.

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## Objectives

1. Explain where we are, where we want to be and how we will get there.
2. Have a clear and visible mission statement
3. Develop core values and define what they mean to the organization. Each member will have to define what they mean to them as an individual and how they will embody that value as a member of CCFD6.
4. Establish one identity.

## Goals

The last time our vision, mission and values were evaluated was in 2008. Initially these were discussed and visible, but overtime they became less of a focus. As they became less prominent, they were only considered in testing situations or as a baseline when ethics or morals were in question. The goal is to provide a clear vision for the future of CCFD6 and have a mission and values that everyone has input and buy-in. COVID presented some challenges for these objectives, but we were able to work those.

## Solutions

**Objective 1** - The Strategic Plan as a whole will give us a road map to how we will reach the goals above.

**Objective 2** - A survey through Survey Monkey was sent out to all members of the department. The responses were analyzed from the 34 respondents. Also, each shift and station had small meeting groups with the Chief to provide additional input. Overall, the majority of members could buy into and believed in the current mission statement. The main issue was the visibility. The District will continue with the current mission statement and work on making it more visible.

***“Dedicated to excellence in protecting and serving our community.”***

This mission statement is now proudly displayed on our letterhead, internal webpage and public webpage. We will continue to find ways to display it and use it as our compass.

**Objective 3** - The District currently has vision statements. The majority of members did not know what these were or where to find them. Some only learned them for testing scenarios. This made evident that we did not understand or live by these visions. After research on what other agencies used for vision statements, it was evident that core values that were simple and easily defined was a good way to understand the values of that specific agency.

Objective 3 used the same process and survey as objective 2. The majority of respondents liked the idea of core values and suggestions were voted on. The following are the core values that CCFD6 believes in to guide us in the

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future. They are defined by the District, but each individual will define how they will personally represent the core value.

**Service** - We are dedicated to our community.

**Professional Excellence** - We maintain the highest professional standards in all we do.

**Integrity** - We are honest, trustworthy and accountable. Honor guides our actions.

**Innovation** - We use vision in our thinking and take calculated, creative risks to adapt, improve and position us for the future.

**Teamwork** - We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals.

**Objective 4** - The administrative chiefs with assistance from the Public Information Officer worked together to develop one logo for the District. This logo is now incorporated on all correspondence and signage. It is also the patch that is currently displayed on our uniforms. Moving forward, this is Clark County Fire District 6 official logo.



### Project Outline

Objective 1 - Complete.

Objective 2 - Mission Statement is approved and complete. We will continue to identify ways to make it prominent within the District.

Objective 3 - Core Values are identified and defined from the District point of view. Individual members will work towards defining them personally. We will continue to identify ways to make them prominent within the District.

Objective 4 - Complete.



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## OUR STATEMENTS

### **Mission**

Dedicated to excellence in protecting and serving our community.

### **Vision**

Deliver the best service to our community and members while leading our profession.

### **Core Values**

**Service** - We are dedicated to our community.

**Professional Excellence** - We maintain the highest professional standards in all we do.

**Integrity** - We are honest, trustworthy and accountable. Honor guides our actions.

**Innovation** - We use vision in our thinking and take calculated, creative risks to adapt, improve and position us for the future.

**Teamwork** - We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals.

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## **Response, Resources and Effectiveness**

With the passage of the Fire Levy, our community says it supports Clark County Fire District 6. With that support comes the responsibility to use the funding to increase service levels. Call volume and population within the District has continued to grow at a steady rate. Staff has evaluated our response system as a whole and conferred with others in the industry. With the restoration of our finding to \$1.50 per \$1,000 assessed value, we now we can financially and responsibly support growth. This will improve response effectiveness. Ideally, it will also increase the health and safety of our personnel.

### **Objectives**

1. Evaluate our current call type and response and identify efficiencies.
2. Make modifications to the plan with constant evaluation.
3. Evaluate our current staffing and response and identify efficiencies.
4. Make modifications to staffing and response with constant evaluation.

### **Goals**

Clark County Fire District 6 has essentially been the same organization for at least the past 21 + years. We have been fortunate to continually have the public support. We are visible within the community and have maintained our community roots. That is one of our greatest strengths. Due to that support, we have remained financially sound and been able to weather economic crisis without much negative impact. The previous leaders of this organization have set us up for success and growth.

Currently we are an all hazards fire service agency that can support most of our responses without outside help. However, some of our higher risks responses we cannot handle on our own. Also, once a response unit reaches a certain threshold, they are no longer available for all hazards, they become only available for emergency response and begin to be unreliable at that. We also have the talent to make us a destination fire service agency. When new lateral or civilian candidates are looking for a career, CCFD6 will have exciting opportunities to offer. The goal is to make CCFD6 a professional self-sufficient fire service agency capable of handling high risks and all hazards emergencies. The vision is to deliver the best service to our community and members while leading our profession. This Strategic Plan will provide the outline to get there.

### **Solutions**

**Objective 1 and Objective 2** - Our current response model is: three engines, one squad and one Battalion Chief (BC). Minimum staffing is 11, not including the BC. This staffing model has supported the District efficiently for

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years. We are now starting to see some tension on this model. With the change in administration, Operations began to identify areas where modifications could be made.

After evaluation, Operations modified response in the following three ways:

- Changed response to skilled nursing facilities.
- Changed response for the squad units.
- Added a second squad unit when staffing supported it.

Skilled nursing facilities were identified as an unnecessary strain to the overall response system. The AC of Operations and the EMS Captain met with all the facilities where a change in response was being considered. They received support from those facilities and the facilities understood the reasoning and need for the change.

Early 2019, CCFD6 made the change to no longer respond to priority 4 and 5 calls at skilled nursing facilities. As with any change some issues surfaced, as that happens clarifications are made. The overall result of this change has reduced call volume for low priority calls at skilled nursing facilities. This in turn ensures that response units are available for more emergency calls.

With our current response model, the engines are better equipped and staffed for high risk responses such as fires, MVAs and cardiac arrests. In the past, engines and squads would simply alternate calls with response types not being considered. The same reasoning was applied to this change as above. Response types for the squad units were modified in order to increase the availability of engines for higher priority calls.

After the change, call volume and types were evaluated, and it was identified that a change in response for the squad units still kept work distribution at about the same level yet increased the effectiveness of our response. The squad units were adjusted to run on mostly priority 3, 4 and 5 typed calls. Continuous evaluation of this change has supported the theory behind making the change.

The final change in early 2019 surfaced as a result of the COVID pandemic. Personnel were not taking time off and much of the scheduled time off was being cancelled. That provided for increased staffing on a number of days. Staff identified with this increase we could better serve the community by adding a second squad unit to Station 63. On these days, the District supports three engines, two squads and a battalion chief. Minimum staffing still remains at 11, not including the BC.

When the change in response is able to be deployed, we have seen some efficiencies with this response configuration. The occasions when another station has to cover back to back responses has been reduced and crews are able to complete training sessions with less interruption. It also allows flexibility for the BC's to position units to provide greater coverage for the District.

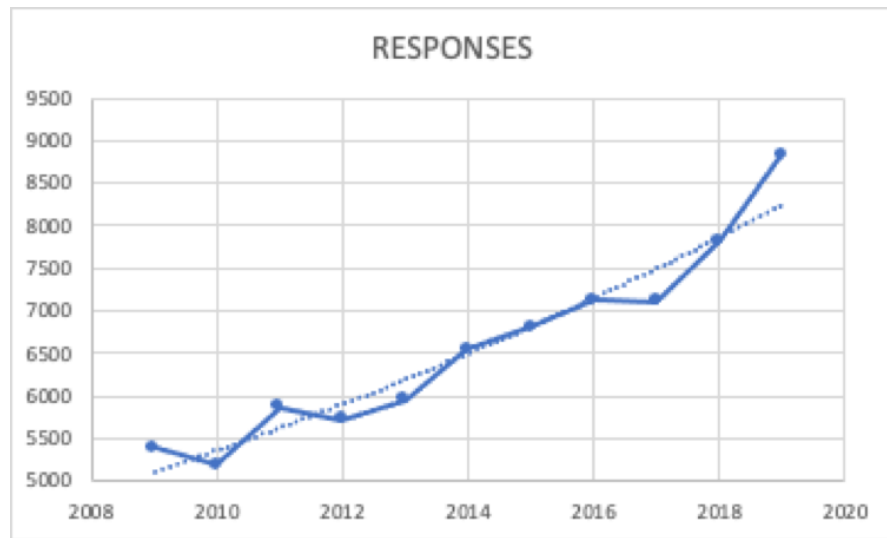
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**Objective 3 and Objective 4** - Current staffing and deployment was discussed in Objective 1 and Objective 2. Our current staffing has been the same for many years however call volume has continued to increase. Even with the change made to eliminate lower priority calls to skilled facilities our call volume continues to increase.

### RESPONSE TREND OVER 10 YEARS

YEAR	RESPONSES		PERCENTAGE INCREASE PER YEAR
2009	5391	-----	-----
2010	5189	2009-2010	-1.93%
2011	5868	2010-2011	9.04%
2012	5721	2011-2012	-1.11%
2013	5959	2012-2013	4.16%
2014	6544	2013-2014	9.82%
2015	6807	2014-2015	4.02%
2016	7131	2015-2016	4.76%
2017	7604	2016-2017	6.63%
2018	7821	2017-2018	2.85%
2019	8828	2019-2020	12.88%
		Average	5.11%

Using the average increase in responses per year we can anticipate our call volume to be over 9,000 responses in 2020-2021.



Evaluation of call volume is only one aspect to consider. We also look at availability and unit hour utilization (UHU). The higher the UHU the more unreliable that unit is. Industry experts say a UHU of 30% or greater is the tipping point at which another response unit needs to be added. However, that threshold is set as the absolute point at which changes need to be made.

The concept of workload is not merely a count of how many calls to which a unit was dispatched. One unit can have fewer responses than another but remains on the scene longer on average (e.g. more working incidents), and so has a greater workload. Evaluating workload is important when looking at the overlaps in coverage to an area that may be required to achieve the response time goals adopted by the district. An analysis of workload also can indicate whether a new station should be built, new apparatus purchased, current stations should be closed, or units moved.

A fire/EMS system must incorporate the necessary redundancies based on whether adjacent stations or units are likely to be available for emergency response. Below are general guidelines developed by Insurance Service Office (ISO), to show the level of redundancy necessary to achieve response-time goals.

1. **Very Low Workload (<500 responses/yr)** – Simultaneous calls are infrequent and unit availability usually is assured. Stations/units can be spaced at the maximum distance possible to achieve stated travel time objectives established by the community.
2. **Low Workload (500–999 responses/yr)** – Few calls will overlap and unit availability usually is assured. Stations/units can be spaced at the maximum distance possible to achieve stated travel time objectives established by the community.

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3. **Moderate Workload (1,000–1,999 responses/yr)** – Some overlap of calls will occur, usually at peak demand periods; however, stations/units are usually available. Stations/units must be located with marginal overlap to achieve stated travel time objectives established by the community.

4. **High Workload (2,000–2,999 responses/yr)** – Additional overlap of calls will likely occur; however, stations/units will probably be available for emergency response. Stations/units must be located with significant overlap to achieve stated travel time objectives established by the community. This footprint usually achieves the best results in terms of cost efficiency and effectiveness of service delivery. (Overlap can be achieved with additional stations or additional units in existing stations.)

5. **Very High Workload (3,000–3,999 responses/yr)** – Overlapping calls occur daily, usually during peak demand periods, and working incidents are frequent. The closest station/unit may not be available, thus requiring the response of adjacent stations/units. Stations/units must be located with the significant overlap to achieve stated travel time objectives established by the community. (Overlap can be achieved with additional stations or additional units in existing stations.)

6. **Extremely High Workload (>4,000 responses/yr)** – Overlapping calls may occur hourly, regardless of the time of day. The closest station/unit is likely to be unavailable thus requiring the response of adjacent stations/units. Frequent transfers or move-ups are required for the delivery system to meet demand. Stations/units must be located with redundancy (back-up units) to achieve stated travel time objectives established by the community. This footprint is usually found in very densely populated urban areas and is especially evident in EMS services located in urban areas with very high demand. (Overlap can be achieved with additional stations or additional units in existing stations.)

The 3,000 – 3,900 response level (very high workload category and above) is the point at which units are often considered “busy” and their availability should be evaluated. This is a rough rule of thumb, not a fixed standard. At this point, response times often begin getting longer because of simultaneous calls occurring in the same area. As units become busier, the chances for overlap or simultaneous alarms increase, and second-due units begin to answer more calls. This causes a domino effect where unit B is dispatched to a call in unit A’s area because unit A is already engaged, causing unit B to be unavailable for the next call in its own area. Unit C must then respond to unit B or unit A’s area, and so forth.

We have addressed this by having two units respond out of Station 61. We have also planned for this with the new Station 63 facility. It is time to add a second response unit 24/7 to Station 63.

If changes and additions are feasible sooner, they should be considered and potentially added. The benefits of an early addition increases reliability, allows time for training and other projects, decreases responder fatigue and has less dependency on other agencies.



All the above numbers only consider CCFD6 and do not consider the response system as a whole. Clark County is dispatched by AVL (Automatic Vehicle Location). That means that a response in CCFD6 is not necessarily covered by CCFD6 response units. Vancouver Fire Department (VFD) makes up the majority of the assisted responses in CCFD6.

In 2017 the total responses in Clark County was 104,929. The majority of those were AMR at 47,867 or 45.6%. VFD was next with 37,578 or 35.8% of responses and CCFD6 was third with 9,081 or 8.7% of responses. (These numbers were pulled by a different consulting agency and vary from CCFD6 statistics; however, the ratio is still relevant).



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The VFD stations that are most likely to be dispatched into CCFD6 by AVL are Station 5, Station 1 and Station 7. Looking at the probability of overlapped calls for these three VFD stations, illustrates their reliability in regard to CCFD6. Station 5 has the highest probability of overlapped calls at 48.8%. Station 5 also houses T5 which is our closest truck response and is on all structure fire run cards. Station 1 has a probability of overlapped calls at 43.6% and Station 7 is the least with 20.0%. Considering these numbers were evaluated using 2017 data, and apparatus deployment within the city has not been adjusted, the assumption could be made that these units are even less reliable today for automatic aid.

The calculation below takes each current CCFD6 response unit and evaluates their annual call volume in relation to the average scene time. The call volume is from July 2019 - July 2020. The scene time includes the time from call notification to end of call and the unit returns to available status. There is also a period of seven hours built into the calculation. This is to account for the following:

- Two (2) hours for meals
- One (1) hour for apparatus checks and morning briefing
- One (1) hour wellness
- Two (2) hours for training or projects
- One (1) rest period

It is important to note that these calculations use a different formula than Citygate did in 2017. Citygate did an hour to hour UHU comparison and considered individual hour increments within the 24 hour period. Hour increments greater than 30% were at the point where it was a necessity to add an additional unit. For this analysis, a total 24 hour period was evaluated. The estimated 7 hours of work time was stretched over the full 24-hour period.

## Estimated Unit Hour Utilization (UHU)

Unit	Responses	Average working time (In minutes)	Average working time (in minutes)	UHU	UHU
		Without estimated work hours	With estimated work hours	Without estimated work hours	With estimated work hours
BC61	291	17	55	1%	3%
E61	2591	12	55	6%	27%
SQ61	2271	14	54	6%	23%
E62	955	18	55	3%	11%
E63	2815	14	54	7%	29%

\*The average working time includes turnout time, response time, on-scene time and 7 hours of work time. These seven hours are broken down evenly into the overall call volume.

\*Since SQ63 does not have a full year of data and is staffed intermittent, the call volume from that unit was added to E63.

Considering the overall workload, the District is at the point necessary to increase response capabilities. Many scenarios were considered including adding an additional squad either 24/7 or modified schedule, additional fire apparatus and other modified work schedules. After careful evaluation of needs and budget, the most beneficial addition is a fourth engine. The new response model will consist of two units (1 engine, 1 squad) from Station 61, one unit (1 engine) from Station 62 and three units (2 engines, 1 BC) from Station 63.

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## **Response Efficiencies and Deployment Enhancement**

District 6 will deploy a three-phased approach to reaching this enhanced response level. With this change, there are many factors that must be fully developed for the plan to be successful: adjusting CRESA's response plan, increasing staffing levels and conducting promotional interviews are just three of the many issues.

### **Phase One**

The District will begin by immediately staffing Squad 63 on a permanent basis with a Firefighter and Paramedic. This will effectively add one additional ALS unit fulltime, for increased EMS coverage in our community. Phase One will allow time for our Operations Chief to work through the necessary changes CRESA must undergo to enable us to add an additional Engine to the County run matrix and time for the Administrative Chief to develop a testing and hiring plan for new Paramedics and Firefighters.

### **Phase Two**

Once the Response Plan is updated, promotion process completed and hiring needs resolved, we will move to Phase Two which. In this phase, the District will replace Squad 63 with Engine 64. Engine 64 will be staffed with one Captain, one Paramedic and one Firefighter, making all four of the District's engine companies comparable.

### **Phase Three**

In order to provide the recommended apparatus and staffing for a first alarm fire and doing so without relying on mutual aid from neighboring agencies, District 6 will purchase and staff a full-time truck company out of Station 63. Truck 63 will take the place of Engine 64. There will be ongoing training on truck company operations in the year leading up to this phase.

### **Deciding Factors**

There were numerous issues that factored into this decision. The first is that we need to increase staffing. Minimum staffing is a negotiable item because it is contained in the Collective Bargaining Agreement (CBA). The District does not want to negotiate an increase of minimum staffing at this time; however, we want to commit to the above model and staffing 24/7. This staffing for Squad 63 would mirror our current model and include one Paramedic and one Firefighter. The engine staffing will consist of a minimum of three (3) personnel, one officer, one Paramedic and one Firefighter. If needed the District would fill this response unit with overtime to ensure staffing. Also, by not negotiating minimum staffing at this time, we have some flexibility to make modifications if the economy or other unforeseen issues arise.

Currently we staff across the three shifts at 17, 17 and 18 personnel. This does not include the three BC's. In order to balance staffing and overtime the optimal number across the shifts is 17 and then three (3) BC's. To accommodate the Phase Two model, the District will add two (2) full-time positions which equates to 18 emergency responders across the three shifts. To support adding two full-time positions, we would need to hire eight (8) new

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firefighters. The anticipated annual cost for these added positions is \$1.2 million. We have done a comprehensive analysis of the budget to verify the District is able to financially support the staffing increase. Additionally, there will be two (2) Firefighter/Paramedic replacements needed due to upcoming retirements. However, since these are replacements for existing positions, the funding for them is currently included in the budget. An academy for the District at this point would include a total of ten (10) personnel.

Also, for Phase Two, three (3) personnel would need to be promoted to Captain. We currently have a list of six (6) qualified candidates. A Chief Interview will need to be conducted to make the permanent promotions. At that point the Fire Chief will determine if the current list would be considered exhausted.

The District followed a similar, but different model in the past which was modified. A fourth engine was staffed only when there were enough personnel to fill the three positions and was staffed in place of the two-person squad. However, this was never intended to be permanent, it was merely a flexible staffing model based on the availability of personnel. Due to Captain retirements, the District had the opportunity to pause and evaluate how to most efficiently staff our stations and provide the most effective response model for the community. This pause allowed us to complete that analysis.

We have reached a point where the data, budget and community now support an increase to the current staffing model. The squad model will continue to have a place in our response plan. This is not a replacement plan that will affect Squad 61, but a growth plan with permanent crew assignments added to Station 63. By adding an engine and keeping the squad, we are building a foundation process for future growth in later phases.

In Phase Two, the concept CCFD6 will move forward with is a light / heavy response plan. One engine at Station 63 will be designated as a light engine response, one engine will be designated as a heavy engine response. This response model prepares us for Phase Three - adding the aerial ladder truck to our response plan. A truck company would replace the heavy response engine and be paired with a light engine.

Although we won't collect funding from the Fire Levy Lid Lift until 2021, there are some things that are currently working favorably for us. With COVID having a major impact on travel, personnel have not been utilizing leave. This means staffing is usually well above minimum. In addition, when personnel don't take leave, overtime expenditures decrease.

At this point we are at approximately 50% of our budgeted overtime expenditures. At this same time last year, we were tracking about \$500,000 in overtime expenditures; this year we are tracking only \$250,000. If we adopt Phase One on September 1, 2020, we are fully funded to staff one or two positions for the rest of the year with overtime and we would still be under our budgeted overtime for 2020.

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## Project Outline

- Objective 1 This process is ongoing and always being evaluated.
- Objective 2 Three modifications to operational response have already been implemented.
- Objective 3 The current staffing was evaluated with focus on increased demand and unit hour utilization. Efficiencies were identified. Two personnel have announced retirement this year and their positions will need to be replaced.
- Objective 4 Increase staffing to the District. This would require the addition of two (2) new positions and hiring eight (8) personnel in order to replace Squad 63 with a fourth response engine in Phase Two. Some of the positions may need to be hired with overtime. This will also require a Chief Interview for all current members on the Captain List, promoting three (3) Captains, establishing a new test and list and beginning an entry level testing process.

## **Develop a Healthy, Safe and Informed Community**

The most efficient way to ensure the safety of the community is to mitigate risks before they happen. In the fire service as a whole, prevention is one area that is often overlooked or supported to an essential level. Currently we are strong in public information, but we lack in prevention. There are some prevention programs supported that mitigate risks to our population but they are minimal and focus on elementary age children. Where we fall short is in providing programs to the adult population. We also lack pre-fire planning, risk mitigation and emergency management. The current structure of the staffed position is one assigned person to public information and fire prevention. In order to provide for the community as a whole, these should be treated as separate disciplines.

## Objectives

1. Redesign the Volunteer Program in order to support Public Information and Prevention.
2. Explore opportunities for supporting a Prevention position in addition to Public Information.
3. Develop programs for high risk populations as well as more diverse populations.
4. Increase community involvement.

## Goals

As a District we are appreciated and supported by our community. Many of our community events and involvement have been with us since the inception of our District. Events such as the Open House, Parade of Bands, Fire Prevention Month and Poster Contest and Santa's Posse are great events that need to be continued. However, there is opportunity to expand what we do to reach more of our population. A Fire Prevention Officer can focus more on risk mitigation. They have the skills to identify risks and develop programs to alleviate it.



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## Solutions

Objective 1 - In early 2019, staff presented to the Board a plan to redevelop the current volunteer program. The plan was to transition the program from a Volunteer Firefighter Program to a Support Services Volunteer Program. The transition date was set as December 31, 2020. Due to COVID that date has changed to September 1, 2020. After that point the Volunteer Firefighter Program will stop.

Currently there are 19 volunteers in the program and it is the hope that all will transition to the new program. The time line to implement a new program is dependent on where we are in the COVID pandemic. As of now the organizational chart has a Training Captain as the lead of that program. The purpose of this transition will be to have volunteers that can support Public Information and Prevention.

There are some items that we need to commit to our current program. The first is an upgraded and new video camera kit estimated at \$5,300.00. The next items are an upgraded fire extinguisher prop in the range of \$17,000 to \$28,000 and a vehicle replacement estimated at \$45,000. There is budget for a video camera kit replacement in 2020, the fire extinguisher prop or other similar prop will be explored and budgeted in 2021. The vehicle replacement will be budgeted for purchase in 2022.

Objective 2 - It is important to support and develop a Fire Prevention Program. As the District grows in call volume and population, we need to move away from one discipline doing many jobs to specific disciplines doing individual jobs. This objective is not as time sensitive as some of the others and will need to be evaluated over the next year with possible development in 2022.

There are many ways to support this type of program from a civilian hire, to an administrative career position, to a part-time position, to partnership with others. At this point, these are discussions that need to happen with staff and stakeholders and a proposal developed.

Objective 3 - The purpose of this program can be broken down into incremental steps.

Step 1: Identify and prioritize community problems to be addressed.

Step 2: Identify root causes that contribute to occurrence of leading fire risks.

Step 3: Identify primary and secondary audiences to be included in intervention strategies.

Step 4: Determine an intervention strategy.

Objective 4 - The community we serve is the basis for our existence. It is important that we are involved at all times. The current Public Information Officer position as well as the development of a Fire Prevention Officer will help facilitate objective.

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With the transition of staff members in January of 2020, community involvement was made a priority and staff was assigned specific outreach areas. This is another aspect that COVID has affected, but when available staff has been participating with these groups virtually.

### **Project Outline**

- |             |   |
|-------------|---|
| Objective 1 | The redesign is complete and the Support Services Program development is assigned to the Training Division.               |
| Objective 2 | This exploration will be a focus in 2022.   |
| Objective 3 | This objective will be supported by a Fire Prevention position.   |
| Objective 4 | Staff is currently working on this and community involvement will continue to improve once COVID restrictions are lifted. |

### **Ensure the Stability of Service Delivery**

The existence of CCFD6 is to provide service to the community. We have discussed how well our community continues to support us. This support is not only financial, but emotional as well. However, through voter approved taxes the community has voiced that they are willing to support a self-sufficient fire service agency. They all have the right to expect us to deliver the best possible service we can while growing our personnel and the District to be a pacesetter in our profession.

### **Objectives**

1. Successfully secure a Fire Levy Lid Lift for the August 4th General Election.
2. Evaluate the current facilities, address needs and identify improvements.
3. Evaluate the current fleet, address needs and improvements, adopt a formal Apparatus Replacement Plan.
4. Evaluate current training practices, identify needs and develop programs.
5. Build relationships with all stakeholders.
6. Plan for an EMS Levy to run in the fall of 2022 election.

### **Goals**

During 2019, the administrative staff began to evaluate the need for a Fire Levy Lid Lift to be placed on the August 4, 2020 Primary Election Ballet. After a financial and needs assessment, in early 2020 the Administration requested that the Board of Commissioners consider a Lid Lift. The Board made and approved a motion to solicit the voters to return the Fire Levy back to the initial approved amount of \$1.50 per \$1,000 of assessed valuation. On August 4th the Fire Levy Lid Lift was approved by 67% of voters.

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Part of the reasoning for the Lid Lift was to address facility issues. Facilities are a critical component of this organization since they have a long term impact on the success of the organization's mission and vision. With the last Fire Levy Lid Lift in 2015, the District went through a facility planning process to remodel Station 62, rebuild Station 63 and construct a training center. Station 61 is now at the point to go through the same process. The station is about 30 years old and needs to be updated to an essential facility status as well as improve the living conditions for personnel.

In 2015, the District had hoped to address all three facilities, but it proved cost prohibitive. The initial assessment of remodeling Station 61 brought in estimates close to 4 million dollars. With inflation and lessons learned from the other projects we expect that cost to be in the 5 million dollar range. We will not have an exact estimate until an architectural and design firm is chosen, and we receive initial cost estimates. The goal is to have the Station 61 remodel complete by September 2023. We also have a desire to continue to make enhancements to the training facility. This will be an ongoing project.

Another area to address is apparatus. CCFD6 has always maintained a well-supplied fleet of apparatus. Industry standard is one reserve pumper for every eight pumpers. We are well in excess of that. The goal is to evaluate the fleet as a whole and make modifications where necessary to be fiscally responsible and improve response. We do know our fleet will need to be modified in the near future and we want to plan for that as well. Normally an Apparatus Replacement Plan is not included in a Strategic Plan. However, with the numerous changes that will need to be considered, it seemed to be a good reference. As a note, the Board has never formally adopted an Apparatus Replacement Plan, but staff still uses it as a guide.

the funding will also go to firefighter training. Well trained firefighters improve safety for the community and responders. Last year, the Board of Commissioners approved a third Training Captain position. This was an important addition in order to secure and improve the training program. The goal for 2020 is to have all firefighters IFSAC I and IFSAC II certified. This is the approved certification through Washington State. Also, when this goal is completed, our required training hours will be reduced from 20 hours a month to 10 hours a month. This will enable crews to train in other areas and specialties rather than just the requirements.

A formal Company Officer Program was also rolled out in 2019. There is still no formal training program for Battalion Chiefs. The goal is to model the current Company Officer Program and apply it to the Battalion Chief position. This position carries all the responsibility for crew safety and it is important that Acting Battalion Chiefs are prepared.

With hiring new personnel, the goal is to have an in-house academy. In the past the District has sent new firefighters to an outside academy. The cost for this training is approximately \$10,000 per recruit. To hire ten (10) personnel and send them to an academy is a significant cost. An in-house academy would save the District about \$100,000. With the construction of Station 63, the training tower and the addition to the Training Captains, we are now able to facilitate that need.

Another objective and goal is less of a financial need and more of a good partner need. Staff is constantly working with stakeholders to build relationships. We are reaching out to associations and clubs and prior to

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COVID were attending meetings. Currently we attend virtual meetings if they are available. In addition to these groups, we have other stakeholders within the community. Some of the major ones are the Clark County Fair, the Sunlight Supply Amphitheater, Legacy Salmon Creek and Washington State University. The goal is to build relationships and possible partnerships with these agencies.

The firefighters of CCFD6 are represented by International Association of Firefighters (IAFF) Local 1805. They are also a partner of the District. We have been working over the past year to build that relationship. Members from admin and the local both attended the Labor Management No Secrets Seminar. The goal is to continue building the relationship and trust between each other.

As discussed, the District is supported by two levies, Fire and EMS. The current EMS Levy, which funds the majority of our paramedic services, will expire at the end of 2022. Staff will need to evaluate the need and cost of an EMS Levy and present their findings to the Board. The Board will need to decide if they will request the EMS Levy and at what rate. The goal is to ensure funding for the EMS Budget.

### **Project Outline**

Objective 1 - The Fire Levy Lid Lift passed with 67% approval. The funds from this levy will be collected in April 2021. This objective is complete.

Objective 2 - The work for this objective will begin September 1, 2020. To select an architect, design a remodel and build is about a three year process. Ideally, we would anticipate two years, however learning from our other projects, it is best to be prepared for a longer duration. The following is an outline to completion:

- Develop an Architectural and Design Requests for Qualifications (RFQ)
- Select an architectural firm from the RFQ by the end of 2020.
- Develop a conceptual design of the facility. This will include site and floor plan based on the information gathered from the previous tasks.
- Project cost Development. Based on the preferred conceptual design work, estimate construction costs in conjunction with cost for the entire project including but not limited to: consultant costs, architectural and engineering fees, special inspection, geotechnical engineering, surveying and potential owner costs including fixtures, furniture and equipment, lockers and shelving, moving costs, permit fees, and Washington State sales tax.
- Design and project cost development, complete by the end of 2021.
- Develop a Request for Proposal (RFP) to select a general contractor. Have a contractor selected by early 2022.
- Building completion and occupied by fall 2023.

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Objective 3 - The proposed Apparatus Replacement Plan is attached in Appendix A. Approval of the plan from the Board would be helpful to guide staff. The following is an outline to meeting the overall objectives of the Apparatus Replacement Plan:

- Specify a Battalion Chief unit replacement. Begin build in fall of 2020, with anticipated in service date early 2021.
- The current BC61 unit will serve as a reserve and training unit.
- Develop a Heavy / Light engine concept for the District and evaluate needs and placement of apparatus.
- Specify an engine replacement. Delivery timeline end of 2021.
- Evaluate a truck unit beginning in 2022. Since this will be a new unit, specification and training will increase the timeline. Anticipate in service sometime in 2024.

Objective 4 - The following is an outline to improve training and performance:

- End of 2020 have all personnel certified in IFSAC Firefighter I and II. For personnel that are still needing the certification, they will be scheduled on duty to complete it.
- Develop a BC Development Program with implementation after the current list has expired and a new list is confirmed. The date for this objective completion is September 2021.
- Develop an in-house recruit academy. Tentative starting date of January 1, 2021.

Objective 5 - This will be an ongoing process throughout the next three years.

Objective 6 - Consider an EMS Levy. This will require the following timeline:

- November of 2021 staff will need to evaluate the need and decide whether or not a consultant needs to be secured.
- Early 2022 the Board will need to consider the EMS Levy and decide if they want to move forward with a resolution.
- If so, it will need to be on the ballot before it expires at the end of 2022.

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## **Appendix A**

### **Apparatus Replacement Plan**

Many department members have committed several hours to developing a comprehensive plan for apparatus replacement. By placing this plan in the Strategic Plan document, we are able to budget and forecast. This plan provides for current and future departmental needs by accounting for the following items: budgeting, repair, maintenance, and vehicle history.

#### **Best Practices**

This first proposal of this document was drafted after several fire agencies were contacted to inquire about their plan for the replacement of their fleet. Essentially, most agencies adopt a plan based on either miles/hours or years of service. Additionally, industry journals have written extensively on this topic.

Although more difficult to initiate, experience (cost of ownership) is proving to be the best model for justifying purchases of apparatus and staff vehicles. With the addition of Operative IQ, we will be able to better calculate a true cost of ownership.

#### **Cost of Ownership Model**

The cost of ownership model includes vehicle purchase, upgrading, annual service, tires, testing, increased component failure due to lack of use or excessive use, etc. Additionally, there is the cost of travel and time to repair facilities. This model is a reliable and efficient way of planning for replacement.

The alternative to the cost of ownership model is the years of service model. Many agencies consider this model adequate for predicting when their fleet is expected to wear out or become obsolete. NFPA 1901 outlines a years of service model however, it does allow the authority having jurisdiction (AHJ) to consider the cost of ownership. It does state that risk outweighs the benefit of using apparatus as front line after the 15-year mark.

The fire district relies on years of service as our guide for vehicle replacement. This model is sufficient for the most part.

#### **Years of Service Model**

Managing the hours and miles of the fleet is important when using the years of service model so that an apparatus does not wear prematurely, or an apparatus does not become obsolete before it wears out. Some of our current fleet have many years of service and little use and some of them are relatively modern but have many miles and hours.

Considering that emissions and safety technology are developing rapidly, new systems are available in modern equipment that were not available when we purchased previous vehicles. The newest generation of vehicles includes systems such as clean burning emissions, hybrid operations, SRS, stability controls, improved braking and handling, etc. Systems such as these add value by reducing the impact on the environment plus improving passenger and public safety. Unfortunately, they also add complexity and expense to the vehicle. NFPA 1912, outlines the requirements for upgrading an apparatus. This standard applies to front line and reserve apparatus.



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## Vehicle Replacement Recommendations

Fire District vehicles fall into these logical categories:

Custom Cab (heavy / light): pumpers  
Commercial Cab, support: air rig, rehab,  
Commercial Cab, light: squad, brush  
Custom Aerial: truck  
Light Passenger response: Battalion Chief, TRT, rescues  
Light Passenger, administrative: Honda, Interceptors, maintenance  
Trailers: LPG Fire Training Prop, flatbed

Based on district use and following the industry standard for years of service, the committee recommended vehicles be replaced as follows:

This was the chart and replacement schedule recommended in the 2015 draft.

<b>Custom Cab Pumpers</b>	<b>20 years: 15 years front line, 5 years reserve</b>
<b>Commercial Cab Support</b>	<b>25 years</b>
<b>Commercial Cab Light</b>	<b>20 years: 10-year front line, 10 years reserve – 15 years total if only used front line</b>
<b>Light Passenger Response</b>	<b>10 years front line, 5 years light passenger administrative</b>
<b>Light Passenger Admin</b>	<b>15 years or 100,000</b>
<b>Trailers</b>	<b>25 years</b>
<b>Other Support Equipment</b>	<b>Based on individual need</b>

However, we are seeing a significant increase in the use of the apparatus. This schedule may need to be re-worked. We will need to evaluate the cost of ownership at the 10-year service period for front line. If the cost of ownership and mileage are low and other factors are taken into account, it may stay front line for up to 15 years. Then move to reserve. All response apparatus should be retired at 25 years.

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## Comparison

6-45 (E63) – This engine was put into service early 2016. In just over a year, this apparatus had 15,853 miles and 1,328 hours. Today, it has 52,318 miles and 5,046 hours. That is an average of over 13,000 miles and over 1,200 hours a year.

6-09 (E67) – This engine was put into service in 2006. In 11 years, this apparatus has 96,975 miles and 8,900 hours. That is an average of over 8,800 miles and 809 hours a year.

In 20 years, that is an increase of mileage hours of about 68%. On average the increase in miles on a front-line apparatus is 3.5% a year.

Apparatus	Mileage per year	Hours per year
6-45	15,853	1,328
6-09	8,815	809

These numbers are very concerning. We are seeing a pattern where the mileage and hours per year have doubled since 2006.

## The Transition

While years of service replacement model is a reasonable means to budget and replace vehicles, it fails to fully account for the replacement needs of the fire district. It is believed that a far better process for replacement is based on vehicle value to cost of ownership. This process also allows for the District to more accurately budget for repair and replacement and provides a means to make informed decisions about costly components when purchasing vehicles. It automatically triggers early retirement and extends service life based off actual cost. The district can and should consider both models when making apparatus decisions.

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### **Immediate Implementation (Sept 2020 - approx. Jan 2021)**

#### Station 61

6-41	SQ61
6-44	E61
6-25	Reserve
6-09	Cadet
6-10	A61

#### Station 62

6-30	E62
6-03	Reserve
6-20	E0

#### Station 63

6-14	SQ63
6-45	E63
6-18	Reserve
6-39	BC61
6-37	TRT61

### **Transition (approx. Jan 2020 - Inservice Truck)**

#### Station 61

6-41	SQ61
6-44	E61
6-25	Reserve (engine)
6-14	Reserve (squad)
6-09	Cadet
6-10	A61

#### Station 62

6-30	E62
6-03	Reserve
6-20	E0

#### Station 63

6-45	E63
6-18	E64
6-39	BC61
6-37	TRT61

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### **Surplus (Jan 2020)**

6-06	E151
6-27	Honda CRV

**Fall 2020** - Begin specification process to replace BC61. BC61 will move to training and function as the back-up BC unit.

**Jan 2020** - Begin specification process for a light engine. This unit will be placed at Station 63 to accommodate the heavy/light response model.

**Fall 2021** - Replace TRN61, EMS61 and PIO61.

**Jan 2022** - Begin specification process for a truck.