

2012



# Community Task Force Report

## Chelan County Fire District #5

Considerations and recommendations of the COMMUNITY LEVEL-OF-SERVICE TASK FORCE commissioned by the Board of Fire Commissioners



This report represents the condensation and summarization of the results from the Community Level-of-Service Task Force information gathered by *mHc Associates* at Chelan County Fire District #5. This report relates perceptions and/or trends in perceptions of the Task Force and the resulting observations, conclusions, and recommendations of mHc.

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 CCFD#5 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 organizations fleet

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

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

**Levels of Service:** In public safety organizations, whose emergency services are time and outcome based, the 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 responding and providing emergency services.

**Public Policy:** In government agencies and organizations, the principled 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.

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# 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 'services delivery systems' and for maintaining effective organizational culture. They are periodically examined and updated to meet the culture, needs, demands and capacity of their community.



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

## BACKGROUND

Chelan County Fire District #5 (CCFD#5) Board of Fire Commissioners and the Executive Staff requested proposals from experienced fire service consultant where ***mHc Associates*** was the successful firm regarding a 'Community Level-of-Service project' for the fire district. The purpose 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 AND to determine the level-of-service (LOS) goal that the Fire District should seek to attain and maintain into future years for the community.

It was mutually agreed upon by ***mHc Associates*** and the Board of Commissioners to enter into a contract for professional services.

The purpose of the engagement was to provide the Board of Commissioners 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 areas to be incorporated into future planning efforts; and acknowledge the positive things taking place in the organization.

The contract for said projects was approved by the CCFD#5 Board of Commissioners in early July of 2012. 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 CCFD#5 operation; facilities and fleet*
- ⊗ *Development of a final Task Force Level-of-Service (LOS) Recommendation to the Board of Commissioners*

The entire process, though hosted in a CCFD#5 facilities, was designed to provide the least amount of ‘fire department influence’ upon the Task Force as they considered the information and deliberated over issues. With few exceptions (station tours, fleet analysis) all presentation 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.



## **PROJECT PURPOSE**

The primary purpose of the Task Force Report is to examine the current and historical organizational data, services, response performance, financial data and prepare an INDEPENDENT Level-Of-Service recommendation to the Board of Fire Commissioners of Chelan County Fire District #5 (CCFD#5).

## **METHODOLOGY**

Research and deliberations for this report included an exhaustive review of compiled CCFD#5 information, records, performance data, statistics, 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.

Additionally, Task Force members facilitated their own LOS recommendations for the Board to consider.

## **FINDINGS**

Overall, for a small, rural fire district in Eastern Washington, the Task force found the current operation, services and delivery model:

- ☒ *‘Above average’ in terms of response performance and delivery of services*
- ☒ *Financially stable and profoundly cost effective*
- ☒ *Positive; forward leading leadership*
- ☒ *Well directed, documented and good management*
- ☒ *Well equipped; fleet well maintained*
- ☒ *Both facilities in significant need of updating or replacing*
- ☒ *Significantly below standard for living space and quarters*
- ☒ *Vulnerable in terms of staffing, availability and consistency in responders*

## **RECOMMENDATIONS**

The major findings of the Task Force effort and deliberations include recommendations which address current and future fire district needs which must be addressed. These findings and recommendations will have a direct effect on current and future levels of service, delivery models, and costs and are *time and outcome based*.

In taking all of the information into consideration, the Task Force has determined these recommendations to be desirable and attainable for the community as well as provides a sustainable emergency services model – now and in the future.

Those recommendations include:

- ☒ Maintaining a Volunteer Fire Department
- ☒ Establishing a Level-of-Service standard for the fire district to attain on an 80% basis
- ☒ Increasing and diversifying the Volunteer ranks and staffing models (succession planning)
- ☒ Active and purposeful involvement in the future reorganization or re-tooling of the Chelan Valley EMS delivery system
- ☒ Improving and providing consistency to the Command/Attack response vehicle program
- ☒ Analyzing WSRB fire rating and make effective changes / improvements to the Fire District (training, fleet, facilities) in order to lower the Fire District's WSRB rating. This not only increases the level of service provided but also reduces individual property insurance costs to offset any future financial needs of the fire district.
- ☒ Facility improvements to better provide and support a more consistent level of service
- ☒ Dedicated funding for the Apparatus Replacement Program





# TASK FORCE DELIBERATIONS

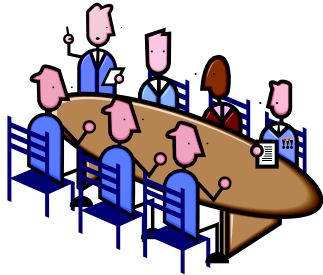
&

PROCESS



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

## **THE TASK FORCE**



**DEFINITION (Wikipedia):**    “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.”

At the beginning of this process, the Board of Fire Commissioners and the Fire Chief deliberated extensively over the composition, mission, 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. In the end, the following table represents the Chelan County Fire District #5 Community Task Force:

Bob Kohn	679-4900		Chairman
Darryl Snow	253-381-3876	<a href="mailto:djblsnow@aol.com">djblsnow@aol.com</a>	Vice-Chair
Alan Hansen	760-4661	<a href="mailto:firecapt13_05@nwi.net">firecapt13_05@nwi.net</a>	T/F Member
David Dickes	670-6460 /h 888-2288	<a href="mailto:gwfdickes@nwi.net">gwfdickes@nwi.net</a>	T/F Member
Robin Bloch	670-6764 /h 687-3944	<a href="mailto:robin_b@frontier.com">robin_b@frontier.com</a>	T/F Member
Dale England	860-9058	<a href="mailto:drotor@gmail.com">drotor@gmail.com</a>	T/F Member
Nick Glenn	470-1727	<a href="mailto:glennelectric@rmtw.com">glennelectric@rmtw.com</a>	T/F Member
Jim Reinbold	670-4870	<a href="mailto:jmrein4061@aol.com">jmrein4061@aol.com</a>	T/F Member

# THE TASK FORCE COMMISSION

Having successfully filled the minimum number of Task Force members, the Board 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.

- ♣ MISSION STATEMENT: The Mission of the Chelan County Fire District #5 Community Task Force was to be an active, informed and constructive group of citizens to study and provide an INDEPENDENT, consensual recommendation for community emergency services and levels of service to the Board of Fire Commissioners
- ♣ GOAL STATEMENT: To provide the Board of Fire Commissioners an educated and informed recommendation on the services and levels of service for the community.
- ♣ SCOPE:
  - ⊗ *To actively participate in an in-depth LEVELS OF SERVICE study for the CCFD#5 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 CCFD#5 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*

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

*“We, the Board of Commissioners of Chelan County Fire District #5 in Manson, 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 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 levels of service goals for Chelan County Fire District #5.*

***THEREFORE***, by the authority vested in this Board of Fire Commissioner's, we hereby commission the Chelan County Fire District #5 Community Task Force to its assigned Mission, Goals and Scope”

## THE PROCESS

As with any meaningful process, **mHc** and the Task Force members began the course of action by framing up Task Force Operating Guidelines. These brief guidelines were developed and adopted to define our 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. The first item of business in this venture was to develop and adopt a project methodology to purposefully move the Task Force through a process of completing their mission. In general terms, **mHc** proposed for the Task Force the following **DISCOVERY – DISCUSSION – DECISION** progression to display the process by which the Task Force would develop and deliver their missional product.



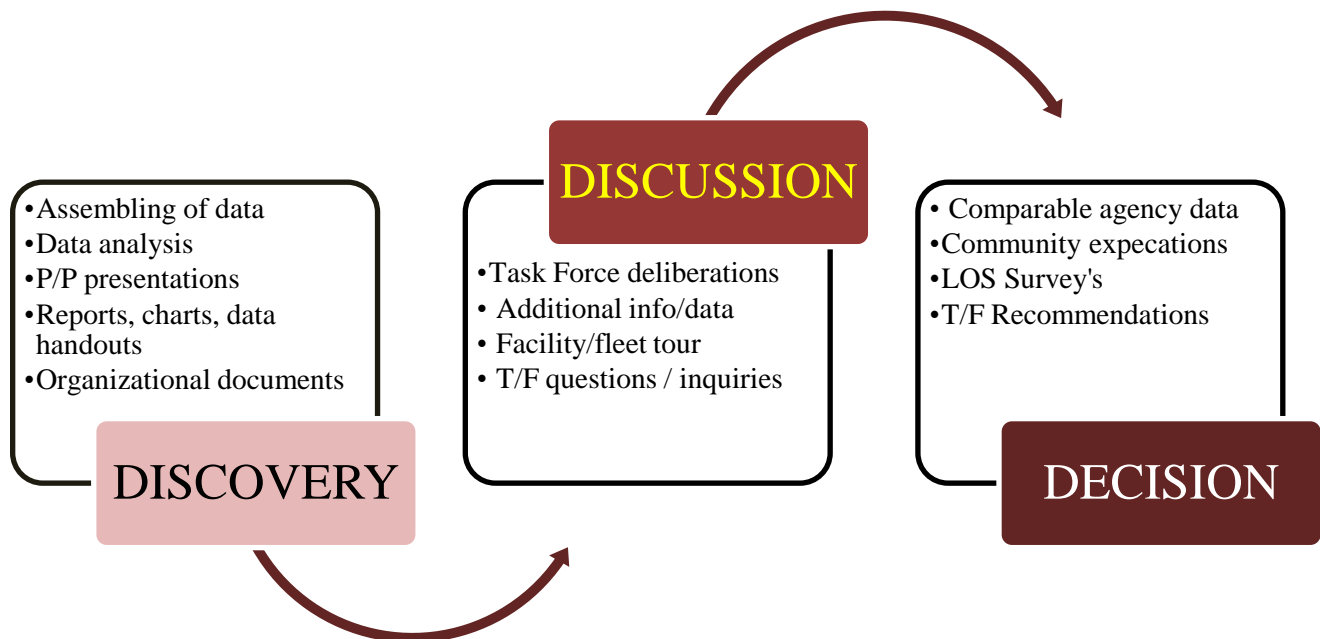


Figure 1 -- CCFD#5 Methodology Matrix

## DISCOVERY

Of the three process elements of this project, DISCOVERY is the workhorse of the product. In preparation for the exercise, CCFD#5 Staff (Chief Baker and District Secretary Eldred) labored many hours and days to prepare historical, financial and operational data in a format that could be delivered in a presentation format that would educate the Task Force on all aspects of the Fire Service and specific organization information concerning CCFD#5.

[NOTE: It must be noted to the Board by **mHc** staff that CCFD#5 was able to provide the most comprehensive, complete, factual, up-to-date and manageable organizational that we have encountered in nearly 40 state-wide projects]

The following pages provide a 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 PROCESS & STEPS**

- ★ **FIRE SERVICE DEFINITIONS:** **mHc** provided a fairly thorough exercise in explaining and defining Fire Service terminology, sayings, jingles and slang to better prepare the Task Force for the project at hand.



★ **FIRST RESPONDER DOCTRINE:** An important generic discussion about the historical development and culture of Volunteer Fire Departments in the United States. 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.

- ★ **INTRODUCTION TO SPECIAL PURPOSE DISTRICTS IN WASHINGTON**

**STATE:** Information was provided that introduced and explained how and why Special Purpose Districts (local government) was developed in the state of Washington. A brief overview of Fire Protection Districts was provided.

*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 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
- ✧ 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.
- ✧ 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 CCFD#5 finances.



- ✧ ‘THE FACE OF CCFD#5: Chief Baker provided a narration about the history, culture, nature and depiction of the life and times of the community of Manson and CCFD#5. Additionally, the Task Force was treated to a modest amount of local information provided by the Chelan County Comprehensive Plan that displayed demographic data and information as well as population, economical and housing trends for the area.
- ✧ COMMUNITY RISK ANALYSIS: The Task Force was provided an overview, analysis and matrices expressing the generic ‘grading’ of community hazards and their inherent risks. Additionally, Chief Baker took the extra time to photograph the various ‘target hazards’ and risk areas of the Fire District and the Task Force was able to assist in identifying the ‘level of risk’ that the Fire District faces with each location.
- ✧ CCFD#5 EXTERNAL SERVICES AUDIT: This subject began with a generic overview and matrix of all the services a fire district would typically deliver to its community and a breakdown as to what ‘level of service’ each of those services could be provided. This includes a generic discussion about fire suppression, emergency medical and rescue services and levels as well as hazardous materials responses. The Task Force was then given a more specific presentation regarding all of the ‘external services’ that are currently being provided by CCFD#5.
- ✧ CCFD#5 WORKLOAD ANALYSIS: A great deal of effort and analysis went into breaking down the actual workload and workload trends that the Fire District experiences in a given period of time. The presentation included both emergency and non-emergency incident analysis and discovered some of the following charts:

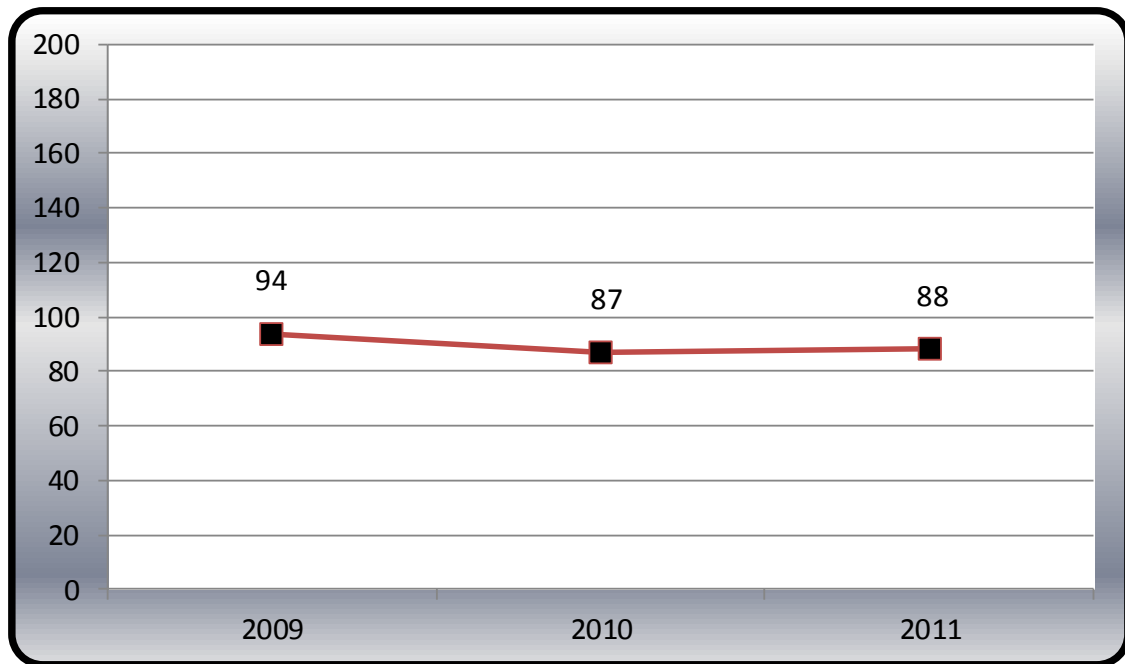


Figure 2—Total Fire Incident Response trends for CCFD#5

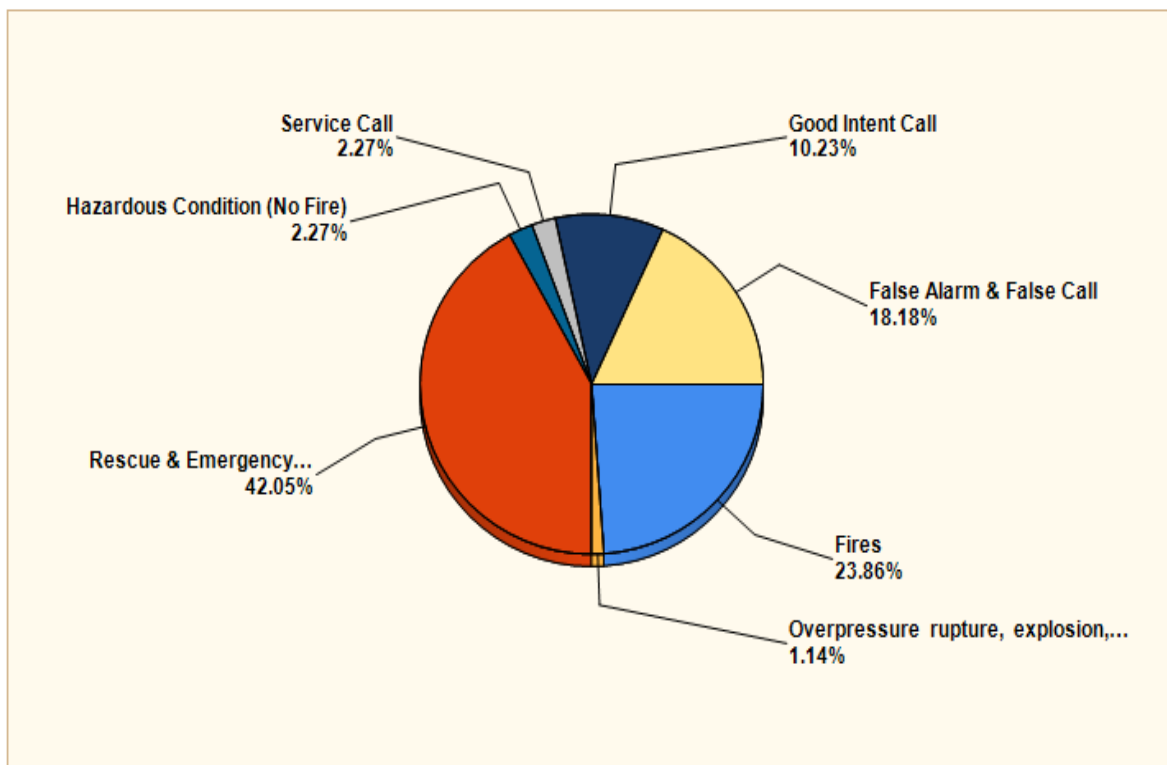


Figure 3-- Breakdown of Incidents: 2011



		# Calls
<b>2009</b>	Fires 111-251	35
	Medical Assist 311	6
	Motor Vehicle Accidents 322-324	8
	Hazardous Condition 353-542	9
	Unauthorized Burning 561	6
	Good Intent Calls 611-671	17
	False Alarms & Special Incident 700-900	13
<b>2010</b>	Fires 111-251	23
	Medical Assist 311	16
	Motor Vehicle Accidents 322-324	10
	Hazardous Condition 353-542	8
	Unauthorized Burning 561	6
	Good Intent Calls 611-671	17
	False Alarms & Special Incident 700-900	7
<b>2011</b>	Fires 111-251	22
	Medical Assist 311	21
	Motor Vehicle Accidents 322-324	16
	Hazardous Condition 353-542	2
	Unauthorized Burning 561	2
	Good Intent Calls 611-671	9
	False Alarms & Special Incident 700-900	16

Figure 4 Breakdown of Major Incident Categories

NOTE: CCFD#5 only recently began tracking EMS incidents within the Fire District. EMS incidents are verified through hospital tracking system of 285-300 EMS incidents per year in CCFD#5.

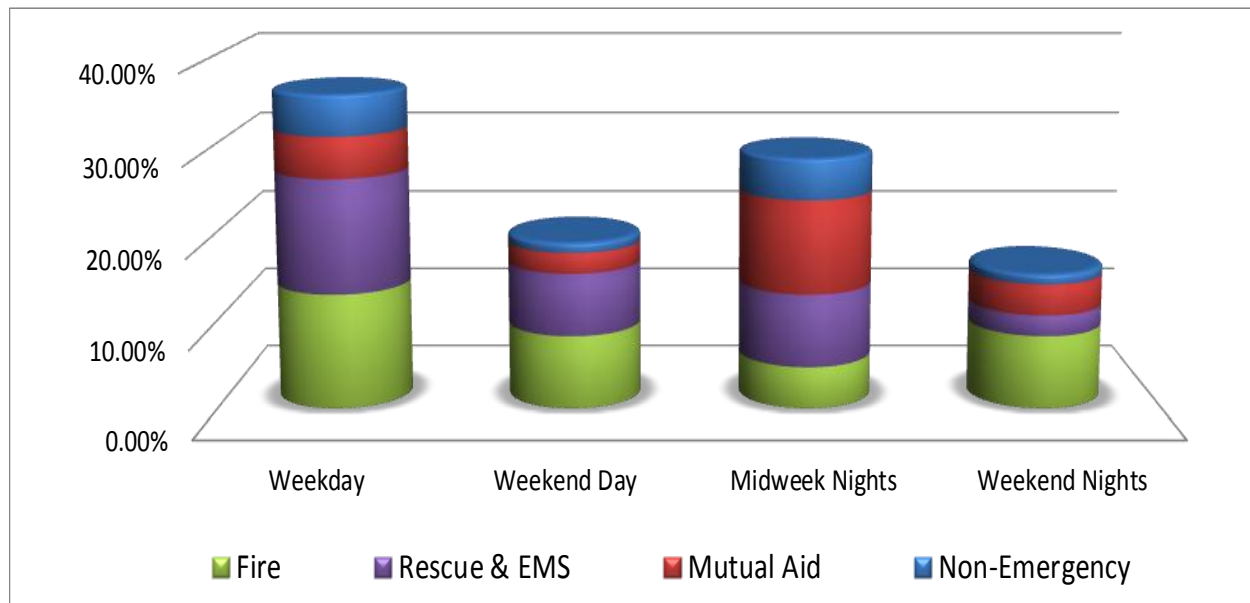


Figure 5 Breakdown of Incident Occurrence

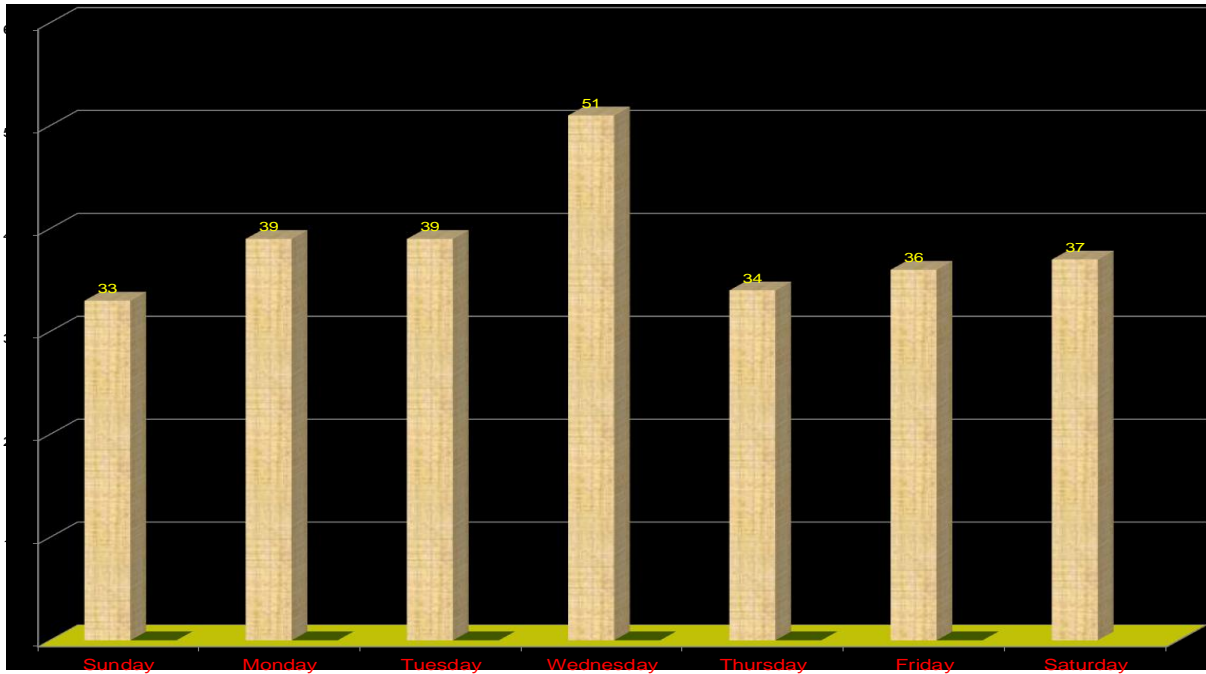


Figure 6 -- Incident Breakdown By Day-Of-Week

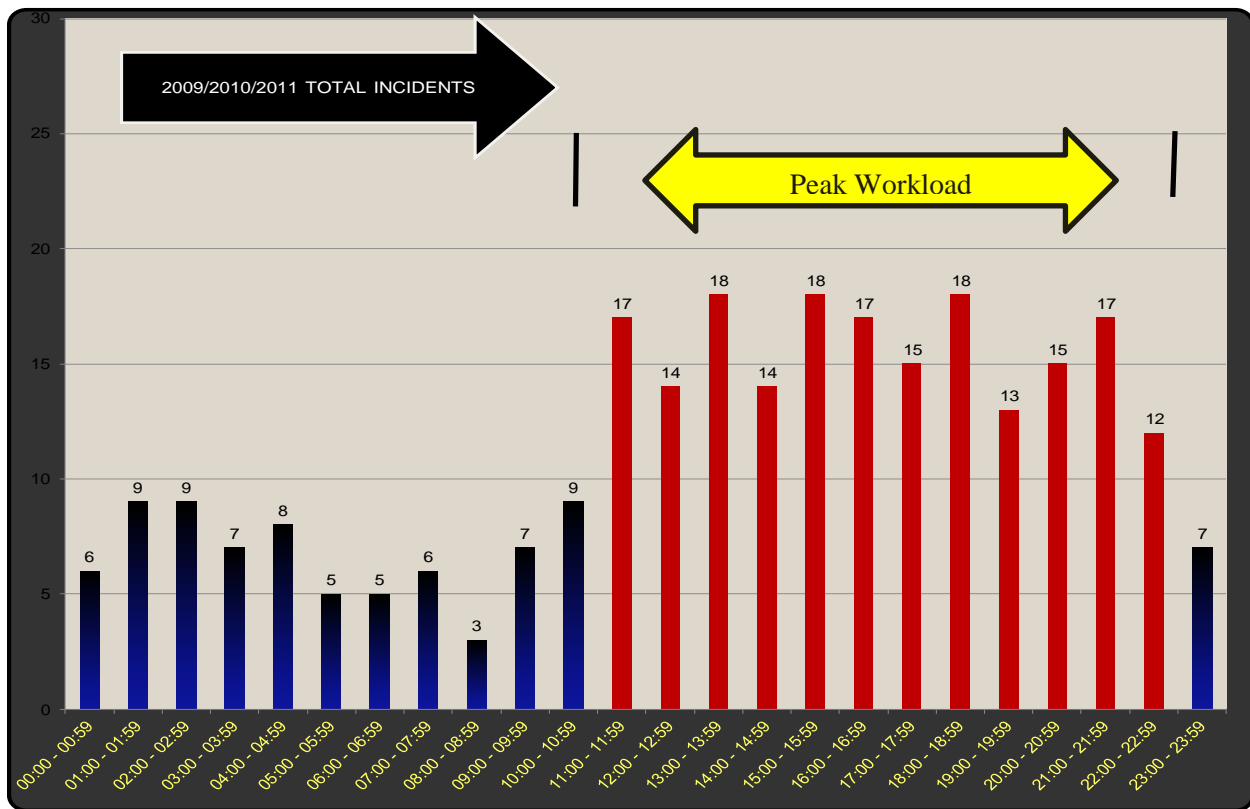


Figure 7 -- Incidents By Time-Of-Day

✧ . . . .after a lengthy discussion and analysis of the CCFD#5 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.

✧ CCFD#5 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 a 9-1-1 call is generated 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."*<sup>1</sup> 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 will be more time given to those performance questions later in this report)

There were a number of key data analysis factors that were woven into this process as the response data from three years of history for CCFD#5 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/Attack vehicle normally staffed by the Fire Chief and the actual response of volunteer staffed apparatus. These factors, because of excellent organizational documentation, provided the Task Force the purest of views into the actual response

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<sup>1</sup> Fire Chief Alan Brunicinni--Retired: Phoenix Fire Department



performance of CCFD#5. Overall, the Task Force was genuinely impressed at the response performance of the CCFD#5 volunteer model. Below are provided a number of data charts which were the outcome of that analysis:

Response Times	ERS Report 306
<b>AGENCY</b>	<b>AVERAGE RESPONSE TIME: Dispatch to Arrival</b>
CCFD#5	14:41
2009	
<b>AGENCY</b>	<b>AVERAGE RESPONSE TIME: Dispatch to Arrival</b>
CCFD#5	12:48
2010	
<b>AGENCY</b>	<b>AVERAGE RESPONSE TIME: Dispatch to Arrival</b>
CCFD#5	12:11
2011	

Figure 8 AVERAGE Response Times

2011		M-3152 Response	M-3152 Response	A-51 Response	A-51 Response	1st Engine Response	1st Engine Response
Turnout - NFPA 1710	80 sec	51	34%	19	28%	1	2%
Turnout - Wenatchee	90 sec	60	40%	27	40%	1	2%
Turnout - Chelan	120 sec	86	57%	38	56%	4	10%
	Total	150		68		41	
Response - Urban	9 min	109	74%	53	80%	19	53%
Response - Suburban	10 min	118	80%	58	88%	25	69%
Response - Sub-Rural	12 min	134	91%	64	95%		
Response - Rural	14 min	138	94%	64	97%	31	86%
	Total	147		66		36	

Figure 9 -- CCFD#5 Response Performance: NFPA 1720 Rural Fire Departments

- ★ CCFD#5 STAFFING AND RESPONSE DATA: The Task Force reviewed data and analysis of the number of available and responding volunteers to CCFD#5 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. A summary of CCFD#5 staffing analysis and data is provided in Appendix ‘A’ of this report.

- ★ CCFD#5 RESOURCES: FLEET & FACILITY ANALYSIS: The Task Force was given



an opportunity on the second meeting to tour both CCFD#5 facilities. This was supported by a number of previous facility analyses that were completed by architectural firms. They were also provided an

exhaustive Facilities Analysis Matrix provided by *mHc*. The tours of the facilities – provided by Chief Baker -- also included an overview of the CCFD#5 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 ‘B’ of this 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.

- ★ CCFD#5 FINANCIAL ANALYSIS: One of the final presentations to the Task Force involved a local examination of the funding, budget and financial policies of CCFD#5. Chief Baker took the opportunity to explain the extensive CCFD#5 [Cushman] Financial systems to the Task Force. This rallied a significant amount of discussion – especially in regards to dedicated funding for the fleet replacement. The following charts reflect some of the evaluative work in which the project generated:

♣ Chelan Co FD #1	—	\$ 1.38 / \$1,000
♣ Chelan Co FD #3	—	\$ 0.62 / \$1,000
♣ Chelan Co FD #4	—	\$ 1.24 / \$1,000
♣ <u>Chelan Co FD #5</u>	—	<u>\$ 0.42 / \$1,000</u>
♣ Chelan Co FD #6	—	\$ 0.52 / \$1,000
♣ Chelan Co FD #7	—	\$ 0.97 / \$1,000
♣ Chelan Co FD #8	—	\$ 0.79 / \$1,000
♣ Chelan Co FD #9	—	\$ 0.67 / \$1,000
♣ Chelan Co FD #10	—	\$ 0.39 / \$1,000

Figure 10 -- Chelan County Fire Districts LEVY RATES

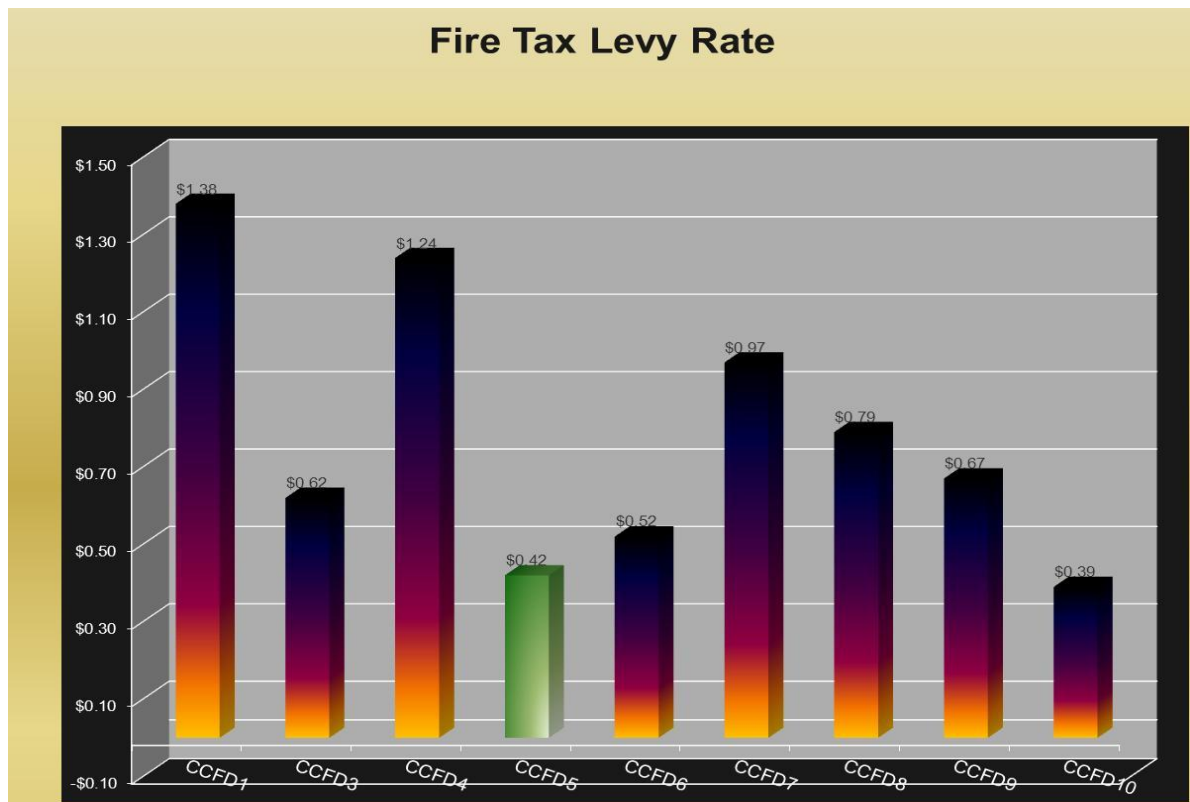




Figure 11 -- CCFD#5 AV History

<b>2012 Fire District #5 AV</b>	<b>\$ 593,769,830</b>
---------------------------------	-----------------------

<b>CCFD#5 Fire Tax</b>	<b>\$0.42</b>
<b>Chelan Hospital EMS Levy</b>	<b>\$0.31</b>

<b>HOME AV</b>	<b>Fire Tax</b>	<b>EMS Tax</b>	<b>COMBINED</b>
<b>\$80,000.00</b>	<b>\$33.60</b>	<b>\$24.80</b>	<b>\$58.40</b>
<b>\$110,000.00</b>	<b>\$46.20</b>	<b>\$34.10</b>	<b>\$80.30</b>
<b>\$150,000.00</b>	<b>\$63.00</b>	<b>\$46.50</b>	<b>\$109.50</b>
<b>\$200,000.00</b>	<b>\$84.00</b>	<b>\$62.00</b>	<b>\$146.00</b>
<b>\$250,000.00</b>	<b>\$105.00</b>	<b>\$77.50</b>	<b>\$182.50</b>
<b>\$300,000.00</b>	<b>\$126.00</b>	<b>\$93.00</b>	<b>\$219.00</b>
<b>\$400,000.00</b>	<b>\$168.00</b>	<b>\$124.00</b>	<b>\$292.00</b>

Figure 12 -- CCFD#5 Fire / EMS Levy Household Impacts



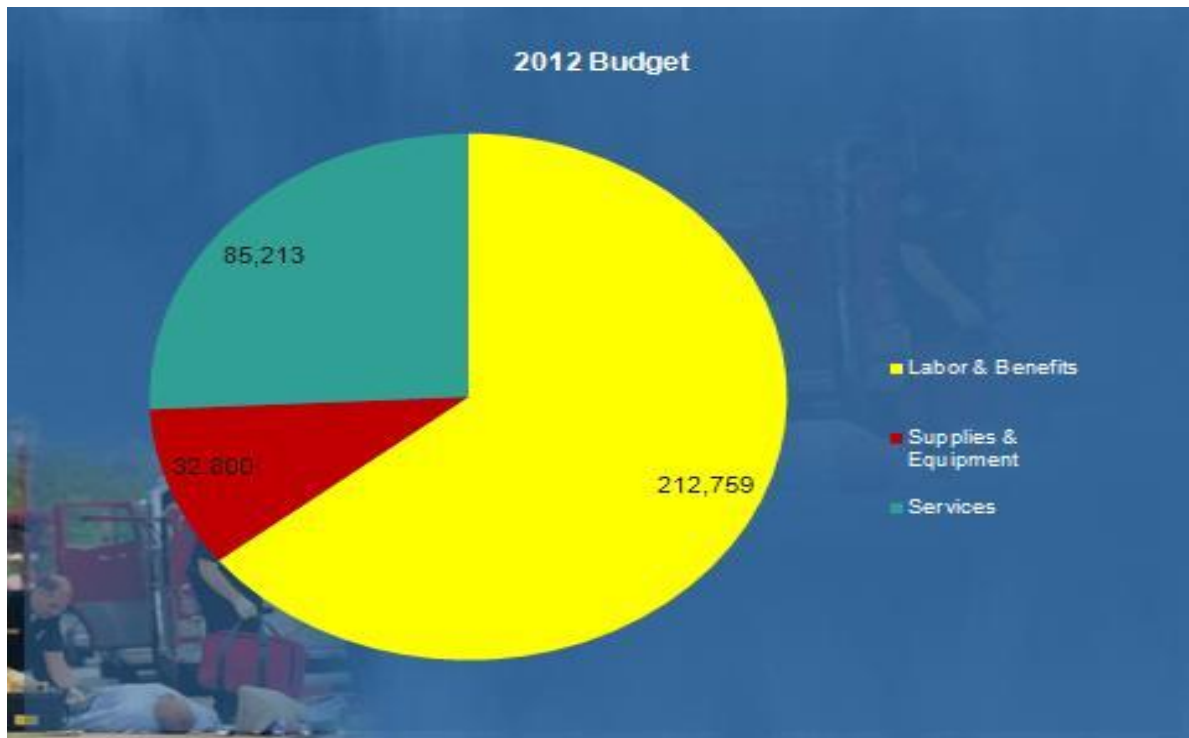


Figure 13 -- 2012 CCFD#5 Operating Budget Breakdown

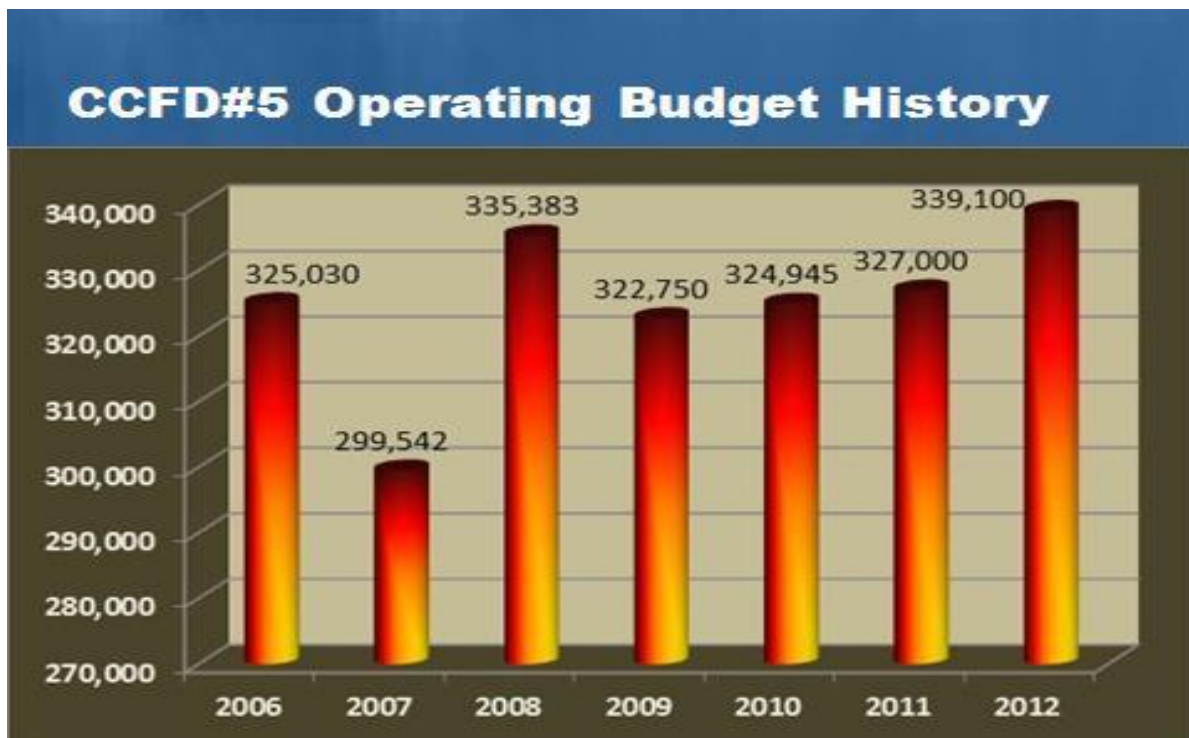


Figure 14-- CCFD#5 Operating Budget History



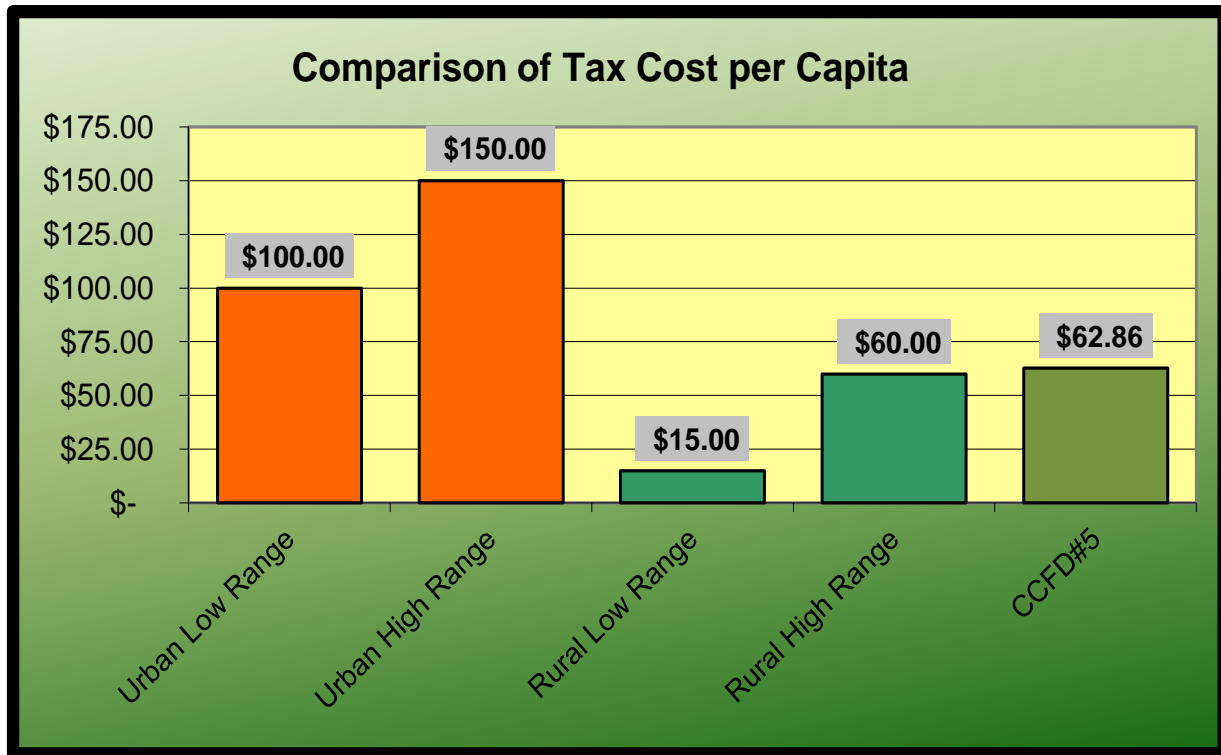


Figure 15 --CCFD#5 Operating Cost per Capita

- ✪ As stated earlier, the Task Force had significant concern over whether the CCFD#5 fleet had an actual 'dedicated' replacement funding program. As such, mHc provide a matrix for this report that 'typically' demonstrates the annual liabilities imposed to keep abreast with a fully-funded apparatus replacement program. For CCFD#5, 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 Operating Budget. The commitment to such a program will require significant policy and financial decisions by the Board, as pointed out to the Task Force.

OPTION #1 -- FULL FUNDING											
APPARATUS REPLACEMENT MATRIX											
				Exp	Rem.	Rem	2012	Annual %	Projected	Annual Payment	
Asset		Purchase		Life	Replcmt	Life	Replcmt	Cost	Replcmt	Begin	Over Remaining
Number	Description	Year	Cost	(yrs)	Year	(yrs)	Cost	Increase	Cost	Balance	Life
E-51	E-One - International Pumper	1995	\$148,000	30	2025	14	\$339,219	5.0%	\$671,630	\$0	\$47,974
E-52	E-One/Classic - Internat Pumper Interface	2009	\$377,600	30	2039	28	\$412,614	3.0%	\$944,031	\$0	\$33,715
E-53	Seagrave - FWD Pumper	1971	\$55,000	50	2021	10	\$82,706	1.0%	\$91,359	\$0	\$9,136
E-54	Odin CAFS - Chevrolet Interface	2003	\$140,000	30	2033	22	\$182,668	3.0%	\$350,011	\$0	\$15,910
A-51	Command / Type 6 CAFS - Ford	2006	\$95,000	12	2018	7	\$106,132	3.0%	\$130,529	\$0	\$18,647
B-51	Type 6 Brush - Ford	1992	\$40,000	30	2022	11	\$113,435	5.0%	\$194,012	\$0	\$17,637
B-52	Type 6 Brush - Ford (1990 used)	2000	\$6,000	16	2016	5	\$79,289	24.0%	\$232,446	\$0	\$46,489
T-52	Type 2 Tender - International (1979 used)	1989	\$40,000	25	2014	3	\$211,084	7.5%	\$262,229	\$0	\$87,410
Subtotal Long Term Liability :							\$1,527,147		\$2,876,247	\$0	\$276,918

Figure 16-- CCFD#5 Model Apparatus Replacement Matrix

- ✪ 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 is provided in Appendix ‘C’ of this report.
- ✪ 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.

⊛ **SUMMARY:** 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 each 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 the 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 following tables identify CCFD#5 alongside comparable cities or communities in the Western United States.

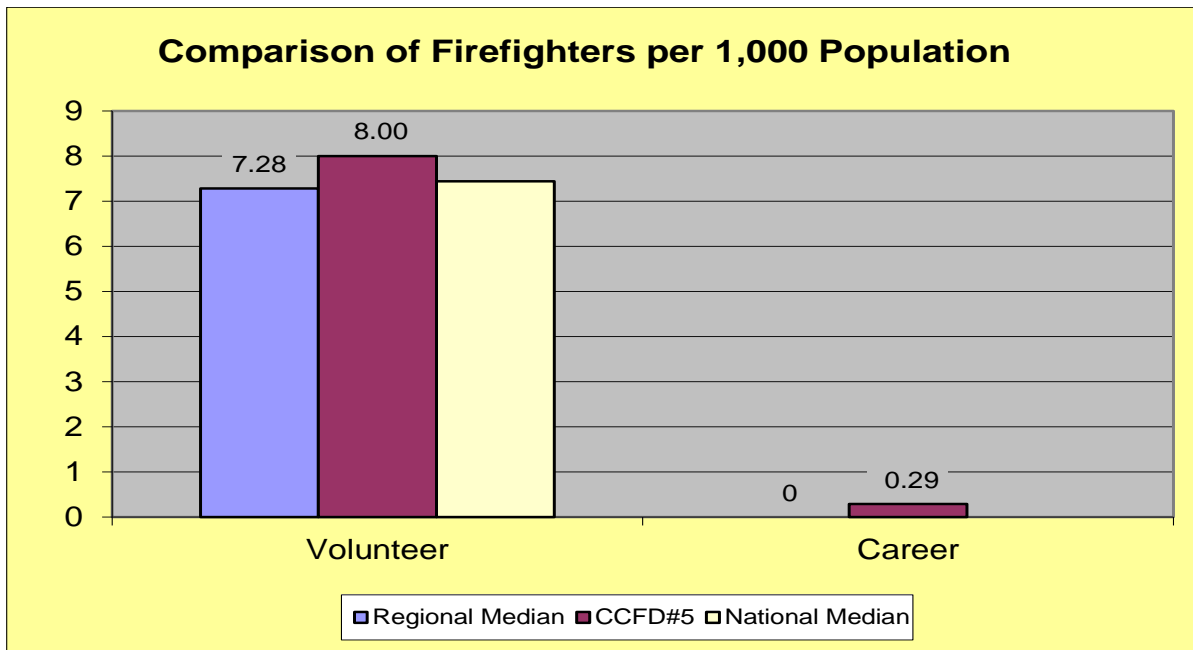


Figure 17-- Firefighters per 1,000 population

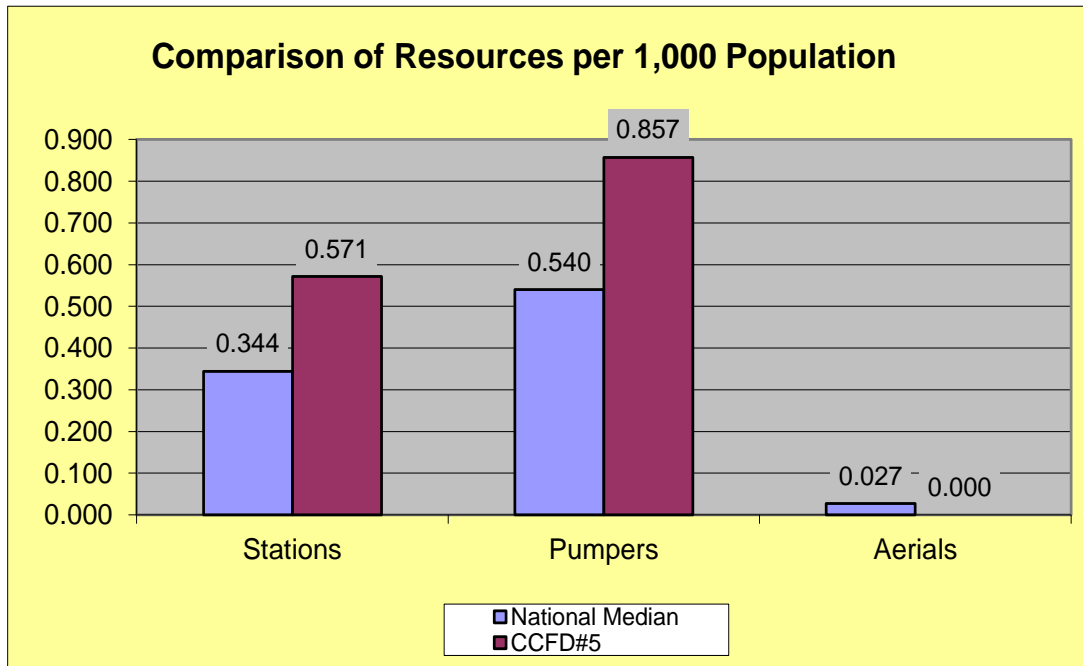


Figure 18-- Resource Comparison

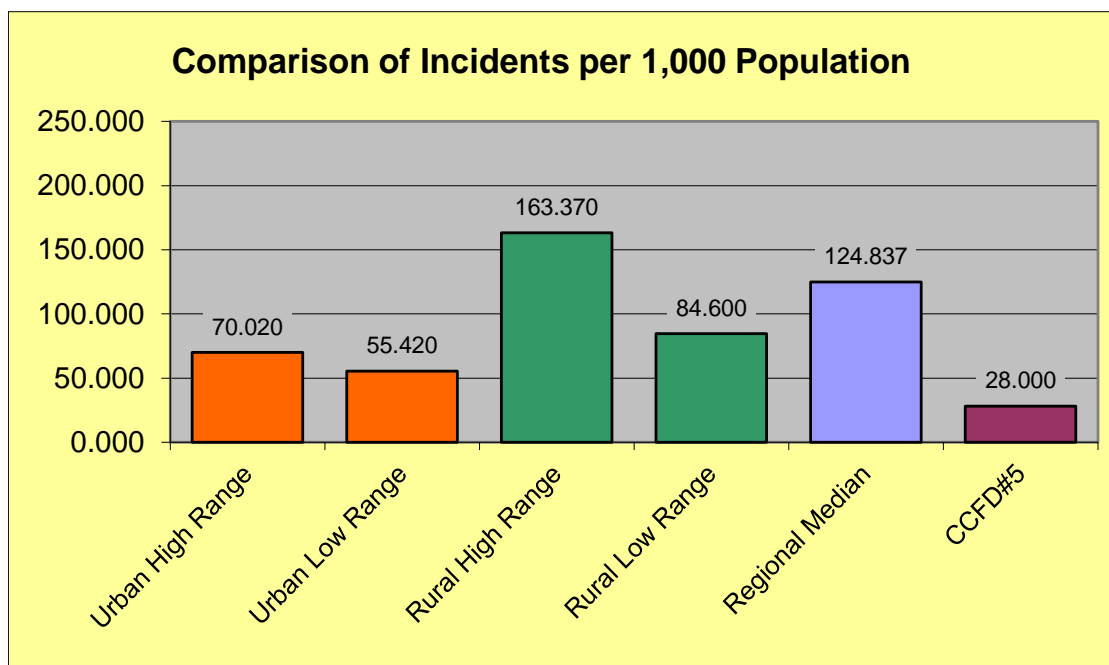


Figure 19 -- CCFD#5 Incidents per 1,000 population

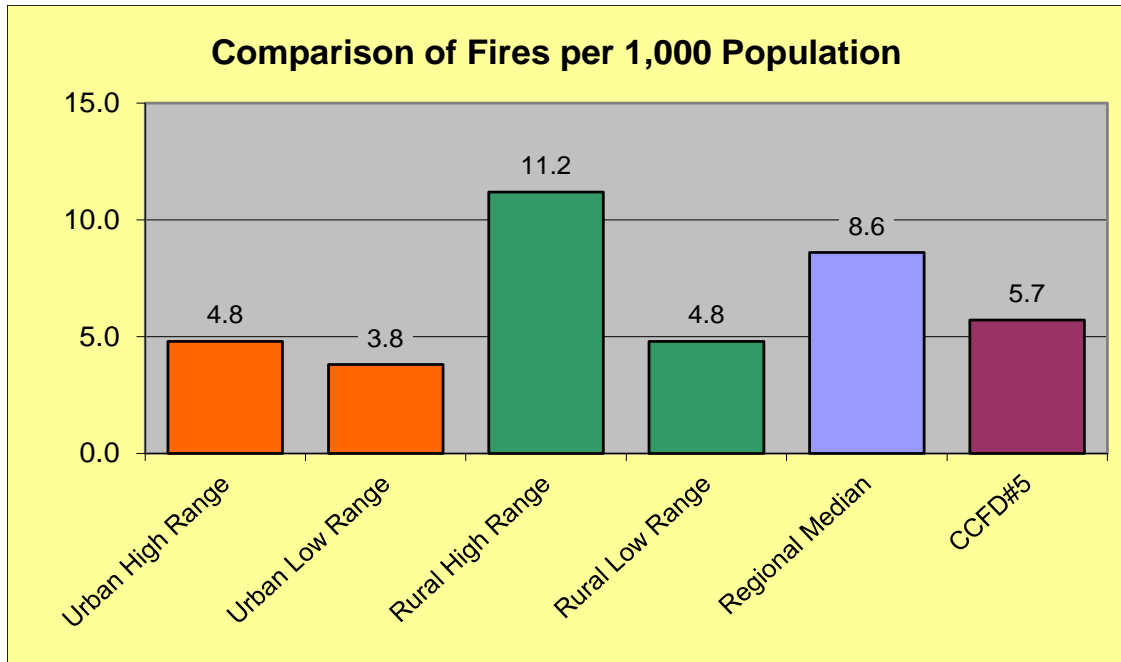


Figure 20 -- CCFD#5 fire-type incidents per 1,000 population

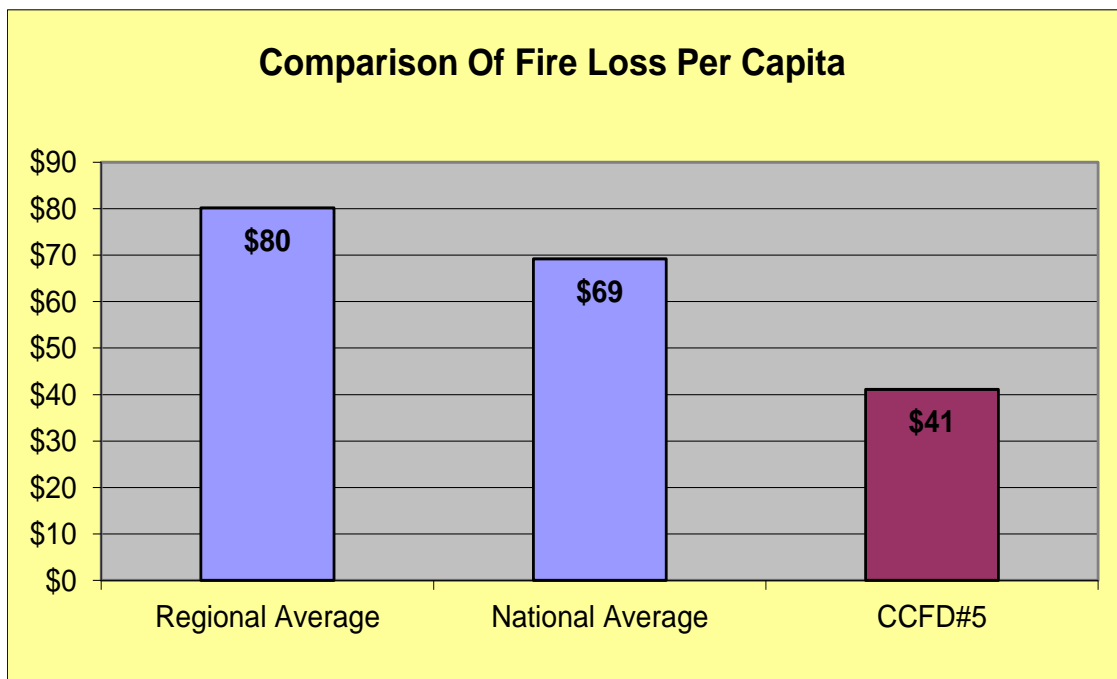


Figure 21 -- CCFD#5 Fire Loss per Capita

## DISCUSSION

This Final Report to the Board of Fire Commissioner's 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 6 with a deliberation 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 a decisions" for the Board, 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 three formats.
- ✱ The first format is crafted in an INVENTORY OF SERVICES table which the Task Force believes services and level of training that are within reach by the Fire District to provide to the community. This 'inventory' -- keeping in line with the guiding principles of a 'First Responder' agency for nearly all emergency incidents – indicates the current services and number of volunteer members trained to defined levels. It also provides the

Task Force's desired recommendation for future services and the number or percentage of CCFD#5 trained and certified members for the various response disciplines.





EXTERNAL SERVICES	Levels of Service	Current Service Level	Future / Desired Level	Outside Agency Assistance
<b>Fire Suppression</b>				
<b>structural</b>	Non-IDLH Basic FF-I FF-II	<input type="checkbox"/> 4 <input type="checkbox"/> 17 <input type="checkbox"/> 5 <input type="checkbox"/> 2	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 100% <input type="checkbox"/>	Larger incidents
<b>wildland</b>	FF-I FF-II	<input type="checkbox"/> 13 <input type="checkbox"/> 13	<input type="checkbox"/> 100% <input type="checkbox"/>	Larger incidents
<b>marine</b>	Basic FF-I FF-II	<input type="checkbox"/> 3 <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> 10% <input type="checkbox"/>	Larger incidents
<b>aircraft</b>	Basic FF-I FF-II ACFR	<input type="checkbox"/> 3 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Larger incidents
<b>EMS</b>	Basic FR EMT EMT-I ALS Transport	<input type="checkbox"/> 16 <input type="checkbox"/> <input type="checkbox"/> 7 <input type="checkbox"/> 2 <input type="checkbox"/> 2 <input type="checkbox"/> 2 Hospital	<input type="checkbox"/> <input type="checkbox"/> 20% <input type="checkbox"/> 80% <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Hospital
<b>Haz Mat</b>	Basic Awareness R&I Operations Technical	<input type="checkbox"/> <input type="checkbox"/> 19 <input type="checkbox"/> <input type="checkbox"/> 3 <input type="checkbox"/> 1	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 100% (FF-I) <input type="checkbox"/>	Outside Haz Mat teams
<b>Rescue</b>				
<b>vehicle</b>	Basic Awareness R&I Operations Technical	<input type="checkbox"/> 10 <input type="checkbox"/> 15 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> 50% <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 50%	Larger incidents
<b>water</b>	Basic Awareness R&I Operations Technical	<input type="checkbox"/> <input type="checkbox"/> 5 <input type="checkbox"/> <input type="checkbox"/> 14 <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> 50% <input type="checkbox"/> <input type="checkbox"/> 40% <input type="checkbox"/> 10%	All incidents
<b>ice</b>	Basic Awareness	<input type="checkbox"/> <input type="checkbox"/> 5	<input type="checkbox"/> <input type="checkbox"/> 30%	All incidents

	<i>R&amp;I Operations Technical</i>	<input type="checkbox"/> <input type="checkbox"/> 10 <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> 70% <input type="checkbox"/>		
<b>hi-low angle rope</b>	<i>Basic Awareness R&amp;I Operations Technical</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 1 <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> 20% <input type="checkbox"/> 10%	All incidents	
<b>Public Service</b>	<i>All requests Selective</i>	<input type="checkbox"/> 100% <input type="checkbox"/>	<input type="checkbox"/> 100% <input type="checkbox"/>		
<b>Disaster</b>	<i>Planning Mitigation EOC</i>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Involved local <input type="checkbox"/> Involved local <input type="checkbox"/> Involved local		
<b>Inspections</b>	<i>Courtesy Code enforcement</i>	<input type="checkbox"/> 1 <input type="checkbox"/> No	<input type="checkbox"/> As needed <input type="checkbox"/> No		
<b>Public Education</b>	<i>CPR First aid C.E.R.T. School  curriculum Fire safety Babysitting</i>	<input type="checkbox"/> 2 <input type="checkbox"/> 2 <input type="checkbox"/>  <input type="checkbox"/> 4 <input type="checkbox"/> 2 <input type="checkbox"/> 1 <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> Active <input type="checkbox"/> Active <input type="checkbox"/> Active  <input type="checkbox"/> Active <input type="checkbox"/> Active <input type="checkbox"/> Active <input type="checkbox"/> <input type="checkbox"/>		

Figure 22 -- CCFD#5 Emergency Services Inventory Matrix

✱ The second ‘DECISION format’ -- which the Task Force completed) combined with the Level-Of-Service (LOS) Survey’s that each member conducted through-out the community – is reflected in one of the key elements of LOS doctrine: that is, RESPONSE PERFORMANCE. The basic question of ‘how fast’ should trained CCFD#5 emergency help be at a household in crises remains at the heart of the LOS question. After much analysis and deliberation the Task Force submits the following matrix in recommendation form:



	‘FLEX-TIME’ Element		Type of Incident	CCFD#5 Goal		
	CALL PROCESSING & DISPATCH					
	<i>The amount of time it takes from receiving a 9-1-1 call to RiverCom dispatching CCFD#5 personnel</i>		Fire Response	1 min		
			EMS/Rescue Response	1 min		
			Haz Mat Response	1 min		
			Public Service			
	AGENCY TURN-OUT TIME		C/A Unit		Vol Unit	
	<i>The amount it takes for the first staffed CCFD#5 unit to respond after being dispatched</i>		Fire Response	2 mins	8 mins	
			EMS/Rescue Response	2 mins	8 mins	
			Haz Mat Response	2 mins	8 mins	
			Public Service			
	FIRST UNIT RESPONSE TIME					
	<i>The amount it takes for the first staffed CCFD#5 unit to arrive at the emergency scene</i>		Fire Response	12 mins		
			EMS/Rescue Response	12 mins		
			Haz Mat Response	12 mins		
			Public Service			
	ARRIVAL OF THE REMAINING EFFECTIVE RESPONSE FORCE					
	<i>The amount it takes for the remaining first – alarm assigned units to arrive at the scene</i>		Fire Response	20 mins		
			EMS/Rescue Response	20 mins		
			Haz Mat Response	20 mins		
			Public Service			

- ✱ The final arrangement of the DECISION process came in the form of a number of important RECOMMENDATIONS which the Task Force made in a more formal, written format:

<b>T/F Recommendation</b>	<b>Level-Of-Service RECOMMENDATION</b>
<i>Recommendation #1</i>	<b>Maintain a Volunteer-based emergency response delivery model</b>
	<ul style="list-style-type: none"> <li>✓ Diversify Volunteer recruitment and requirements</li> <li>✓ Shape training requirements and program to meet diversity</li> <li>✓ Consider a 'Cadet' program</li> <li>✓ Use of 'Residents, Sleepers, Co-Op, Seasonal' personnel</li> </ul>
<i>Recommendation #2</i>	<b>Establish NFPA Rural Level-Of-Service Response goal/standard</b>
	<ul style="list-style-type: none"> <li>✓ Adopt LOS matrix for Dispatch/Turn-Out/Response times</li> <li>✓ Explore and develop programs to insure 80% compliance</li> <li>✓ Establish Response Performance Measures</li> <li>✓ Provide periodic evaluation reporting and documentation on compliance to Standards</li> </ul>
<i>Recommendation #3</i>	<b>Active &amp; Purposeful involvement in Chelan Valley EMS system</b>
	<ul style="list-style-type: none"> <li>✓ Appoint Elected member and Chief to attend/monitor all Chelan Valley EMS meetings</li> <li>✓ Insure CCFD#5 interests are continually represented</li> <li>✓ Insure other entities do not force themselves into lead agency thus losing current level of service for CCFD#5</li> <li>✓ Support and partner with Chelan Valley Hospital in as many venues as possible to insure continuance of current delivery model</li> </ul>
<i>Recommendation #4</i>	<b>Improve, expand and provide 24-hour trained staff for Command/Attack vehicle A-51</b>
	<ul style="list-style-type: none"> <li>✓ Develop training and certification standards for program participation</li> <li>✓ Develop trained cadre of Command/Response providers</li> <li>✓ Establish 24-hour Command/Attack response policy and staffing schedule</li> <li>✓ Provide initial and on-going training for said cadre</li> <li>✓ Provide incentives for participation by Volunteer leadership members</li> </ul>
<i>Recommendation #5</i>	<b>Analyze WSRB fire rating and make effective changes to the fire district in order to reduce individual property insurance costs to offset any future financial needs of the fire district</b>
	<ul style="list-style-type: none"> <li>✓ Analyze most current WSRB rating for CCFD#5</li> <li>✓ Develop strategies and priorities for reducing deficiency points in all areas/disciplines of the fire district operation</li> <li>✓ Cost our improvements/priorities vs. the benefit of lowering fire</li> </ul>



	<p>insurance rates to commercial and residential properties</p> <ul style="list-style-type: none"> <li>✓ Insure annual budget discussion or other fire district fiancé models are influenced by this process</li> </ul>
<i>Recommendation #6</i>	<b>Provide adequate analysis and replacement/improvement efforts for CCFD#5 fire station facilities to meet TODAY’S and TOMORROWS safety, housing, response, administrative, training and support services needs</b>
	<ul style="list-style-type: none"> <li>✓ Insure that current staffing and housing facilities are safe and healthy for residents/staff</li> <li>✓ Develop Capital Projects Plan for updating/upgrading or replacing facilities to meet the staffing, response, diversities and operational needs of the future</li> </ul>
<i>Recommendation #7</i>	<b>Establish a dedicated funding program for CCFD#5 fleet</b>
	<ul style="list-style-type: none"> <li>✓ Establish policy concerning the replacement and time-table for CCFD#5 fleet</li> <li>✓ Evaluate accuracy and applicability of current CCFD#5 Apparatus Replacement Fund matrixes</li> <li>✓ Establish policy to set aside dedicated funds annually maintain replacement schedule of apparatus</li> <li>✓ Establish funding mechanism to insure adequate funding each year for liability</li> </ul>

# APPENDIX 'A'

# Community Task Force Report

Chelan County Fire District #5

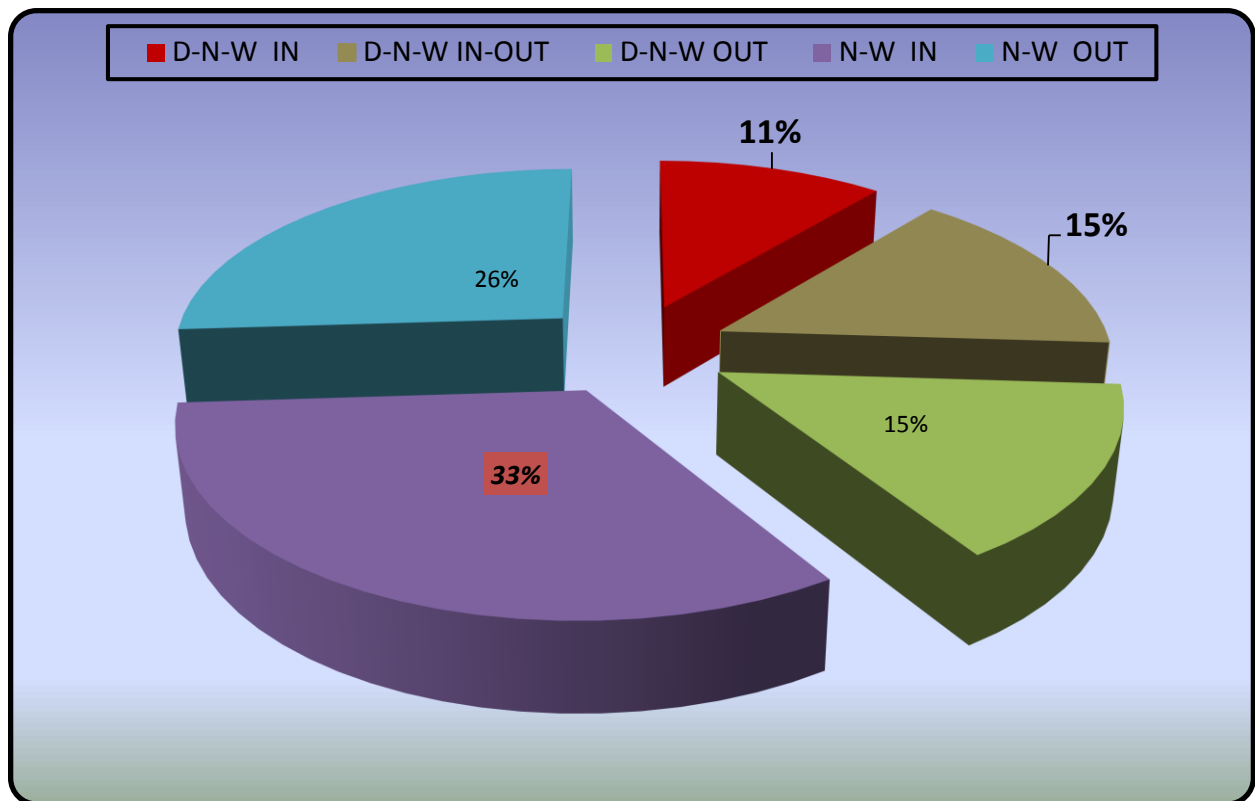
10/29/2012



<b>Name</b>	<b>RANK</b>	<b>ACTIVE VOLUNTEER ??</b>	<b>EMPLOYMENT: In / Out of District</b>	<b>Day/Night/Weekend RESPONDER</b>	<b>Basic Recruit School</b>	<b>Firefighting Cert Level (FF-I/FF-II)</b>	<b>EMS Certification Level</b>	<b>IFSAC FFI</b>	<b>Emergency Vehicle Driver Training</b>	<b>HAZMAT Certification Level</b>	<b>Apparatus Operator Level</b>	<b>IS100</b>	<b>IS200</b>		
Andrews, Jordan	FF	New	Out	N	No										
Ashmore, James	FF/EMT-I	Renew	Out	Shift	Yes	FF1	EMT-I	Yes	Yes	Aw	Eng	Y	Y		
Baker, Arnold	CH/EMT	Career	In	D/NW	Yes	FO2	EMT-B	Yes	Yes	Ops	All	Y	Y		
Baker, Dan	CP	Active	Out	NW	Yes				Yes	Aw	All	Y	Y		
Baker, Raynor	FF/EMT-I	Active	Out	D/NW	Yes	FF1	EMT-I	Yes	Yes	Tech	Eng	Y	Y		
Barkley, Fred	FF	Active	In	D/NW	Yes				Yes	Aw	All	Y			
Carpenter, Caleb	FF	Active	In	NW	Yes						Bru	Y			
Carpenter, Nathan	FF	Active	In	NW	Yes				Yes	Aw	Eng	Y	Y		
Coggins, Nathan	FF	New	Out	NW	No							Y			
Cook, Tim	FF	Active	Out	D/NW	Yes				Yes	Aw	All	Y	Y		
Detering, Mike	LT	Active	Out	NW	Yes				Yes	Aw	All	Y	Y		
Fretwell, John	FF/EMT	Intermittent	Out	D/NW	Yes	FF2	EMT-B	Yes	Yes	Ops	Eng	Y	Y		
Gilden, Jim	FF/PM	Part-time	Out	Shift	Yes	FF2	PM	Yes	Yes	Ops	Eng	Y	Y		
Glenn, Nick	CP/EMT	Active	In/Out	D/NW	Yes		EMT-B		Yes	Aw	All	Y	Y		
Hansen, Alan	FF/EMT	Active	Retired	D/NW	Yes	FF1	EMT-B		Yes	Aw	Eng	Y	Y		
Jenkins, Steve	FF	Medical	In	NW	Yes				Yes		Bru	Y	Y		
Marron, Juan	FF	Active	In	NW	Yes				Yes	Aw	Eng	Y			
Martinez, Daniel	FF	Intermittent	In	NW	Yes							Y			
Martinson, Doug	FF/PM	Part-time	In	Shift	Yes		PM			Aw	Eng	Y			
McClellan, Curtis	FF	New	Out	NW	No							Y			
McClellan, Kerm	AC	Active	In/Out	NW	Yes	FF1			Yes	Aw	All	Y	Y		
Morfin, Bart	FF	Active	In	NW	Yes				Yes	Aw	Eng				
Paulston, Jeremiah	FF/EMT	Active	In/Out	D/NW	Yes		EMT-B		Yes	Aw	Eng	Y			
Perri, Darren	FF	Active	In	NW	Yes				Yes	Aw	All				
Rasmussen, Adam	LT/EMT	Active	In/Out	D/NW	Yes		EMT-B		Yes	Aw	Eng	Y	Y		
Robles, Jorge	FF	Active	In	NW	Yes				Yes		Bru	Y	Y		
Willoughby, Chris	FF/EMT	Active	In	D/NW	Yes	FF1	EMT-B		Yes	Aw	All	Y	Y		

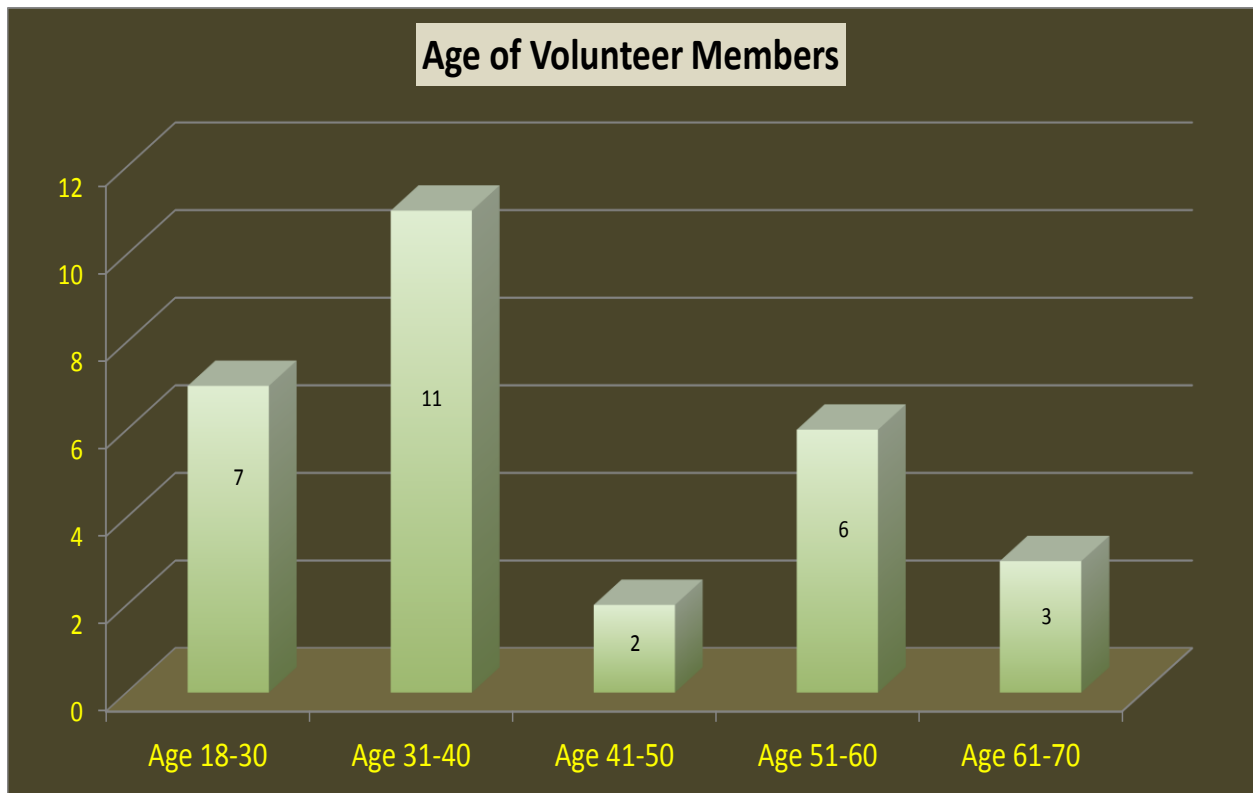
## INCIDENT RESPONSE AVAILABILITY OF MEMBERS

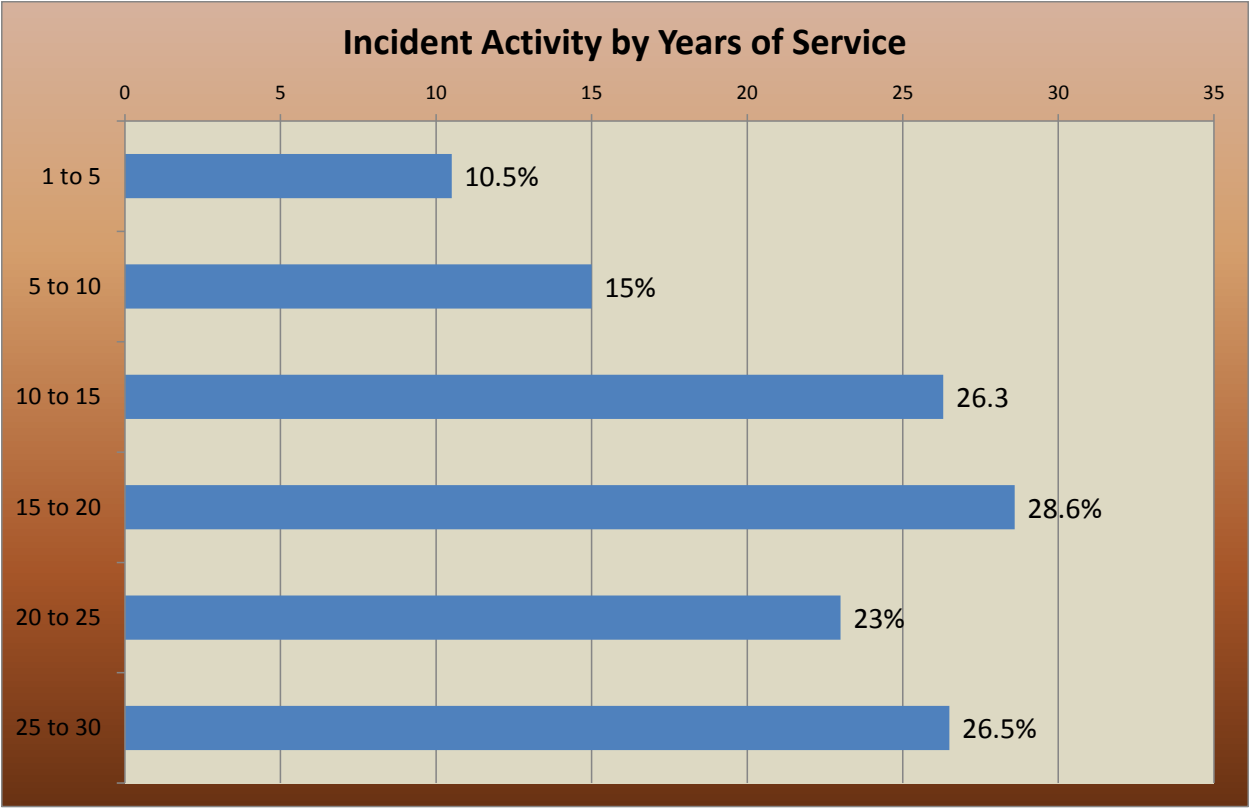
D-N-W IN	=	Works 'IN' District:	Available Day-Night-Weekend
D-N-W IN-OUT	=	Works 'IN & OUT' of District:	Available Day-Night-Weekend
D-N-W OUT	=	Works 'OUT' of District:	Available Day-Night-Weekend
N-W IN	=	Works 'IN' District:	Available Night-Weekend
N-W OUT	=	Works 'OUT' of District:	Available Day-Night-Weekend



<b>Name</b>	<b>RANK</b>	<b>Current Age</b>	<b>Number of Fire Service Years</b>	<b>Total 2011 Incidents Responded</b>	<b>Percent of YTD Total</b>	<b>2011 Total Drills Attended</b>	<b>Percent of YTD Total</b>		
Andrews, Jordan	FF	19	1	0	0%	20	49%		
Ashmore, James	FF/EMT-I	38	2	7	8%	7	17%		
Baker, Arnold	CH/EMT	53	26	80	91%	39	95%		
Baker, Dan	CP	61	18	34	39%	31	76%		
Baker, Raynor	FF/EMT-I	26	5	29	33%	4	10%		
Barkley, Fred	FF	61	25	15	17%	1	2%		
Carpenter, Caleb	FF	22	1	6	7%	19	46%		
Carpenter, Nathar	FF	30	4	20	23%	27	66%		
Coggins, Nathan	FF	19	1	0	0%	35	85%		
Cook, Tim	FF	48	11	22	25%	1	2%		
Detering, Mike	LT	50	16	13	15%	27	66%		
Fretwell, John	FF/EMT	38	4	0	0%	26	63%		
Gilden, Jim	FF/PM	53	2	3	3%	36	88%		
Glenn, Nick	CP/EMT	51	18	45	51%	22	54%		
Hansen, Alan	FF/EMT	67	1	6	7%	19	46%		
Jenkins, Steve	FF	39	13	7	8%	27	66%		
Marron, Juan	FF	21	2	35	40%	37	90%		
Martinez, Daniel	FF	40	8	1	1%	36	88%		
Martinson, Doug	FF/PM	55	1	0	0%	34	83%		
McClellan, Curtis	FF	18	1	0	0%	19	46%		
McClellan, Kerm	AC	53	27	20	23%	22	54%		
Morfin, Bart	FF	35	4	31	35%	42	102%		
Paulston, Jeremia	FF/EMT	33	3	14	16%	39	95%		
Perri, Darren	FF	33	2	17	19%	0	0%		
Rasmussen, Ada	LT/EMT	35	11	50	57%	12	29%		
Robles, Jorge	FF	56	21	1	1%	0	0%		
Vincent, Rich	FF/EMT-I	38	1	0	0%	0	0%		
Willoughby, Chris	FF/EMT	40	19	50	57%	0	0%		







	# Calls	# Responders	Average
<b>2009</b>	94	612	6.5
<b>2010</b>	87	543	6.2
<b>2011</b>	88	592	6.7

		# Calls	# Responders	Average
2009	Fires 111-251	35	253	7.2
	Medical Assist 311	6	28	6.7
	Motor Vehicle Accidents 322-324	8	60	7.5
	Hazardous Condition 353-542	9	54	6
	Unauthorized Burning 561	6	35	5.8
	Good Intent Calls 611-671	17	103	6.1
	False Alarms & Special Incident 700-900	13	79	6.1

		# Calls	# Responders	<i>Average</i>
2010	Fires 111-251	23	147	6.4
	Medical Assist 311	16	97	6.1
	Motor Vehicle Accidents 322-324	10	72	7.2
	Hazardous Condition 353-542	8	58	7.3
	Unauthorized Burning 561	6	23	3.8
	Good Intent Calls 611-671	17	99	5.8
	False Alarms & Special Incident 700-900	7	47	6.7

		# Calls	# Responders	Average
2011	Fires 111-251	22	137	6.2
	Medical Assist 311	21	151	7.2
	Motor Vehicle Accidents 322-324	16	132	8.3
	Hazardous Condition 353-542	2	9	4.5
	Unauthorized Burning 561	2	2	1
	Good Intent Calls 611-671	9	69	7.7

# APPENDIX 'B'



# **CCFD#5 FLEET INVENTORY**

September 16

# 2012





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The following Worksheet is submitted for the Task Force to provide an overview, inventory and current conditions of the Chelan County Fire District #5 Response Fleet





# Apparatus


**Agency: Chelan County Fire District 5**

**Station: Station-51, 250 W Manson Blvd**


Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Engine-51		Class A	1995	E-One/ International	Good	3	1250	1000
Engine-53		Class A	1971	Seagrave/ Western States	Fair	3	1500	1000
Brush-51		Type 6	1992	Cascade/ Ford	Good	2	100	300
A-3151		Ambulance	1994	Ford	Good	2		

**Station: Station-52, 2010 Wapato Lake Rd**

Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Engine-52		Class A	2009	E-One/Classic International	Excellent	3	1500	650
Engine-54		Type 3	2000	Odin/ Chevrolet	Very Good	2	300-C AFS	1000
Brush-52		Type 6	1990	Ford	Fair	2	150	200
M3152		Ambulance	2002	Ford	Good	2		

Tender-52		Type 2	1979	International	Fair	1	500	3000
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Duty Officer: Command Truck

Apparatus Designation	Photo	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Attack-51		Type 6	2006	Odin/ Ford	Excellent	1	50-CAFS	300

# APPENDIX 'C'

## TOOLS AND TARGETS

As the fire district moves forward with addressing their SERVICE LEVEL issues, it will be crucial that the Task Force conducts 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 District 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 \_\_\_\_\_

# APPENDIX 'D'

<b>CCFD#5 L.O.S. PLANNING INITIATIVE # _____</b>		
<b>CCFD#5 L.O.S. Goal:</b>		
<b>Initiative Description:</b>		
<b>CCFD#5 Guiding Principles</b>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>OBJECTIVE 1</b>	<i>CCFD#5 Lead Staff</i>	
	<i>Level of Importance</i>	
	<i>Timeline</i>	
	<i>Performance Measure</i>	
	<i>Initial Budget Impact</i>	
	<i>On-Going Budget Impact</i>	
		<b>Estimated Cost</b>
<i>Critical Task #1.1</i>		
<i>Critical Task #2.1</i>		
<i>Critical Task #3.1</i>		
<i>Critical Task #4.1</i>		
<i>Critical Task #5.1</i>		
<i>Critical Task #6.1</i>		
<b>OBJECTIVE 2</b>	<i>CCFD#5 Lead Staff</i>	
	<i>Level of Importance</i>	
	<i>Timeline</i>	
	<i>Performance Measure</i>	
	<i>Initial Budget Impact</i>	
	<i>On-Going Budget Impact</i>	
		<b>Estimated Cost</b>
<i>Critical Task #1.2</i>		
<i>Critical Task #2.2</i>		
<i>Critical Task #3.2</i>		
<i>Critical Task #4.2</i>		
<i>Critical Task #5.2</i>		
<i>Critical Task #6.2</i>		