

# FINAL REPORT



## CHELAN FIRE and RESCUE FIRE MISSION STATEMENT

The Mission of Chelan Fire and Rescue (Chelan County Fire Protection District 7) is to protect the lives and property of the citizens and visitors in our district and community through emergency response, education and prevention

# VARIA

This report represents the condensation and summarization of the results from the **Chelan Community Level-of-Service Task Force** information gathered by *mHc Associates* at Chelan County Fire District #7 (Chelan Fire and Rescue). This report relates perceptions and/or trends in perceptions of the Task Force and the resulting observations, conclusions, and recommendations.

The statements and anecdotal information from the Task Force contained in this report may or may not necessarily be completely accurate or factual but represent the observations, opinions, recommendations and/or beliefs concerning the manner in which Chelan Fire and Rescue functions and delivers its services based upon the voluminous data provided by the CF&R Staff.

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

# INTRODUCTION

## ABSTRACT



Public Safety organizations that operate effectively and efficiently for their community are consistently governed by clear, service-oriented policies established by the respective organizations' Governing Board. These policies are critical in laying the foundation for the agency's '*service delivery systems*' and for maintaining effective organizational culture and delivering optimum emergency services.

These same organizations also periodically examine and update their cultural and delivery policies to meet the needs, demands and capacity of their community. When realistic, updated public policies and levels-of-service (LOS) targets and standards are established for a community, they provide the boundaries and performance measures for both *expected* and *acceptable* delivery services while being ever conscious of community, culture and economic factors.

As with many other cities and communities in the state of Washington, tax initiatives, burgeoning personnel / operational costs for providing services and increased demands for services have outstripped the ability to effectively fund most Fire Departments at their current level. Turning to both internal and external experts to assist in developing service and funding alternatives for future options, the Board of Fire Commissioners of **Chelan County Fire District #7** focused their efforts and eyes on participating in an *Organizational Strategic Plan* as a long-term solution for addressing the current and future emergency services needs and challenges. As a key element to this plan, the Fire Commissioners placed high priority on soliciting the input of its Fire District 'customers' as to what their desires and needs for emergency services might be. Thus, the development of the Community Task Force began . . . . .

## **BACKGROUND**

The Board of Fire Commissioners and the Executive Staff shared a number of conversations with *mHc Associates* in regards to the Chelan Fire and Rescue (CF&R) Long Range (Strategic) Plan efforts and recommendations. Of particular note and concern were a number of staffing and financial elements which gave rise to a discussion about options and opportunities. During the discussion, *mHc* suggested that the Board consider turning to their community for assistance in validating their ‘plan’ and to pursue a “**community task force**” that would – after several weeks of deliberations – proffer the Board an overview, flavor and ‘community essence’ regarding current and future levels of service for CF&R. It was mutually agreed upon by *mHc Associates* and the Board of Commissioners to enter into a contract for professional services.

The contract for said project was approved by the Board in mid-2017. The contract identified the deliverables as:

- *Collection, analysis and preparation of agency data pertinent to the study and 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 CF&R operations; facilities and fleet*
- *Development of final Task Force Level-of-Service (LOS) Findings and Recommendations to the Fire Commissioners.*

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

# Facilitator Overview



*The Chelan Fire and Rescue Task Force has been a strong, diligent and responsive group of Chelan citizens that have jumped into our study ‘full-on’ to learn; to contribute; to question and to enlighten as we seek to complete our mission in a responsive manner.*

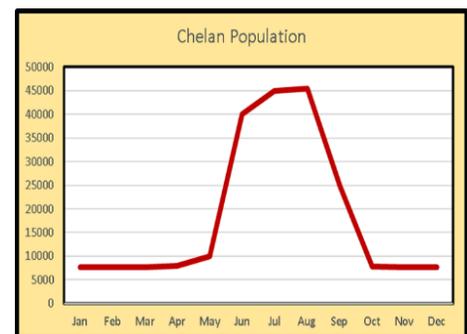
*As Facilitator, I want to take the privilege to ‘set the table’ with a number of key points and assumptions that will introduce, frame up and provide background for the material that are provided.*

**“The Report”:** The following pages reflect a condensed, distilled and moderate summary of many hours, many documents and many presentations to a diligent Task Force. This particular report version is designed specifically for the Board to capture the essence of the majority of knowledge, discussion and subsequent responses which the Task Force has initiated with their mission in mind. After deliberations with the Board at a Special Meeting, *mHc* will publish the ‘public version’ of this report with more supportive materials.

As discussed earlier in the preliminary stages of the contractual discussions, *mHc Associates* -- as a matter of record-- processes, develops, generates and communicates its facts and findings in a ‘conversational’ format. That is, the report is written in pragmatic, detailed and organized model for the benefits of the non-technical, non-governmental, non-informed **lay citizen** – which also happens to be the taxpayer. In the case of *this report*, much of the detail, data, facts, figures, tables and matrices are left out of the final document upon the request of the Task Force. It was suggested that the Final Report be ‘a page and a half’ however the writer took the liberty to support the Board’s methodology, scope and justification on the contents and steps taken to arrive at the conclusions. Beyond the introductory and supportive material provided at the front of this report, the Task Forces conclusions and expressions have been condensed to an Executive Summary and a few brief informative expressions and contemplations.

**Timing:** Something must be mentioned regarding the extended timing of the final report. As was discussed during the scope of work discussions, the 6-8 presentation meetings with Task Forces are always fairly mechanical, predictable and regular. With the exception of a sudden medical emergency; the holidays; deliberation time for our group to disseminate/collate/distill re-group 93 community surveys, --plus the summation and condensing ten citizens’ thoughts and ideas to a manageable consensus --pushed us further than anticipated. Time has escaped us. Not an excuse . . . . just an explanation.

**Survey’s:** As a reminder to the Board, ten Task Force members facilitated [in some fashion] a community survey to approximately 10 citizens each. The purpose of the survey was to obtain a ‘community flavor’ of the community’s perception of emergency services provided by CF&R. A remarkable response was made back though some of the responses were electronic and not a face-to-face discussion. The majority of their responses are reflected in this document. Of course, these surveys are not reflective of the depth of knowledge which the Task Force members have absorbed during their efforts.



**Comparable Data:** One of the most interesting and fascinating aspects of developing the ‘CF&R story’, is the anomaly of **seasonal population** and related impacts on the demands for service. *mHc Associates* uses an exhaustive tool from the National Fire Protection Association (NFPA) that compares the project agency (CF&R) to other communities of like size and demographics in the Western United States. As such, when multiple pieces of local data are entered into the matrix, comparable data tables are generated within the matrix that equate the subject agency with other communities in terms of ‘Urban High and Low Range’; Rural High and Low Range; and some NFPA and ICMA standards. As never seen before, the Task Force and *mHc* struggled with interpretive efforts because of the drastically changing demographics in a typical year in Chelan. Chelan County Council of Governments records that the average population of the ‘greater Chelan community is approximately 7,500 from October to May. From May to (mid) September, the population burgeons to nearly 45-50,000 –hosting over 2 million people in those short months according to COG estimates. In determining a ‘baseline’ of comparable data, it is **impossible** to develop or frame up consistent service delivery models that reflect a ‘norm’ in Chelan.

The following example provides a view of this anomaly:

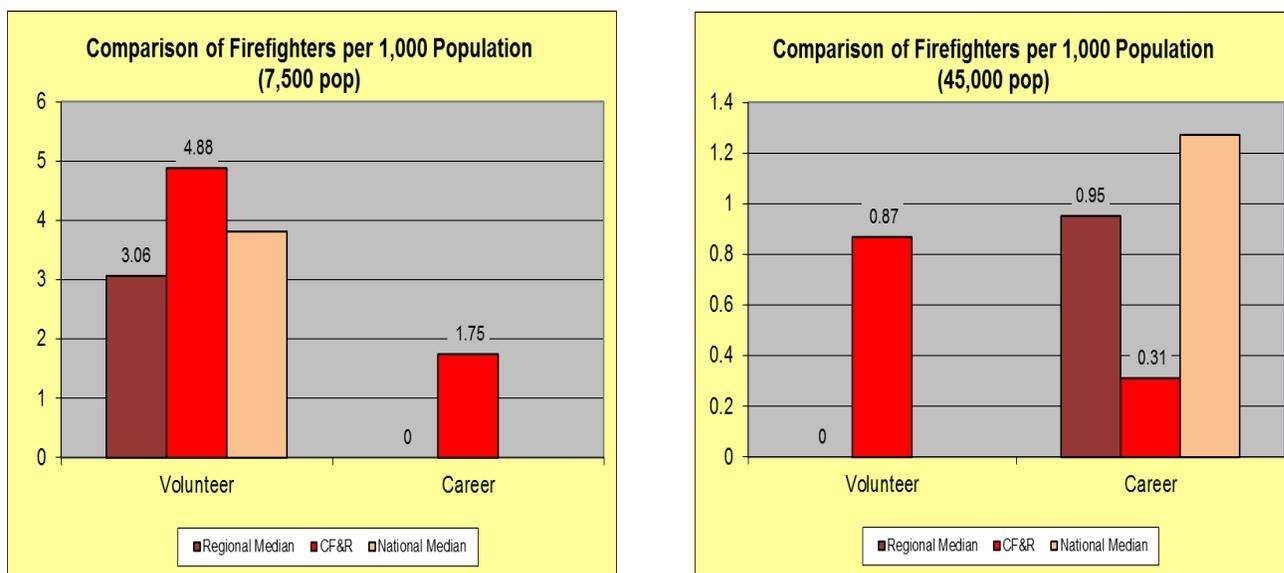


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# **EXECUTIVE SUMMARY**

**“IF YOU FAIL TO PLAN, PLAN TO FAIL.”<sup>1</sup>**

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of the community and achieve its goals. The planning process in which the members of Chelan Fire and Rescue engaged for its Long-Range Plan has served to refresh the organization’s commitment to excellence and set the path to future success.

**NOTE:** Through this section, any text, sentences and/or paragraphs written with *ITALIC* font are generally stated or added in from *mHc Associates* authors and editors. Most all other text is contrived directly from the responses, suggestions and ideas of the Task Force members.

## *Summary of Task Force Findings*



1. “It is the Task Force’s opinion that the [CF&R] administration is doing an excellent job managing the resources and services of its constituents. The opinion is also supported by the Washington State Fire Commissioners Association who recently awarded them 1<sup>st</sup> Place for the [WFCA] “Management Excellence Program” – *a prestigious recognition which they have also received in the past.*
2. “Through a mix of [*Task Force presentations, tours*], group discussions, community surveys and one-on-one conversations with Task Force members and members of the community, **it is the Chelan Fire and Rescue Task Force findings that the Fire District is currently meeting the level of service expected by the residents and businesses of the Chelan community. Overall, the citizens feel that the fire department is doing a “good job” and would like [*the Fire District*] to maintain its current level of service.**”
3. “Choosing from a preselected list of descriptive words [*presented to over 90 community survey members*], we found that the community would like their fire department to ‘maintain a state of readiness’, ‘be professional, effective, efficient and responsive’”
4. *The Task Force discussed and agreed [more by default than design] that Chelan Fire and Rescue was an ‘all risks first responder’ agency with potentials for any number, types and sizes of fires, rescue incidents, hazardous materials incidents, emergency medical or special operations incidents. Additionally, CF&R should continue to provide community service for non-emergency “public service” responses to its citizens as well. Dedicated equipment, training and coordination for specialized emergencies should be considered at a ‘regional level’ with other mutual aid, neighboring emergency agencies.*

5. *The Task Force unanimously agreed that the fire district should operate with two different response performance goals – one for urban / suburban and one for rural. It is not practical or efficient to impose urban response goals to rural areas –especially with the Chelan geography and road systems.*
6. *Feedback from 93 Community Surveys that were executed by the Task Force members showed that 40% of the respondents indicated that an 8-10-minute response to 9-1-1 emergencies was acceptable while 28% of the respondents indicated that 12-14 minutes was acceptable.*
7. *Additionally, the community surveys indicate that 34% of respondents felt that the number of trained emergency responders for a 9-1-1 emergency should be between **2-4 responders** while the remainder of the respondents indicated “**as many responders as necessary**”*
8. *The Chelan Fire and Rescue Task Force clearly understands the looming challenge of funding with the current S.A.F.E.R. grant that funds 6-of-the-12 (50%) full-time firefighting force – due to expire at the end of this fiscal year 2018. In concert, the Task Force has spoken that “ . . . . **the Fire Commissioners are the responsible party for budgetary matters concerning CF&R. [We] don’t believe that it is the Task Force’s job or responsibility to make recommendations pertaining to the financial aspect of CF&R to the Fire Commissioners.**”*
9. *The Task Force united in its concerns over the Volunteer staffing, response, training and participation. In a small, rural, Eastern Washington community, emergency services should include a strong force of community members and residents for both cost and level of service reasons.*
10. *“We believe that the administration is already on track by acquiring another S.A.F.E.R. grant from FEMA to hire a Volunteer Coordinator [*in order*] to maintain the current level of service. It is the opinion of the Chelan Fire and Rescue Task Force that the development and maintenance of the Volunteer Firefighting Program and **integration** with Full-Time Firefighters is the best solution to our districts challenges and will be the basis of our recommendations.”*
11. *The Task Force, when reviewing Chelan demographic data, questioned the reasoning why the fire district staffing does not reflect the demographics of the community.*
12. *The Task Force believes that there are surrounding and partnering communities and emergency services agencies that are facing the same challenges and ‘gaps in service’ as CF&R. The Task Force believes and supports any efforts to mitigate or improve these challenges from a **REGIONAL** effort – that is cooperating and combining efforts with neighbors in the same manner a mutual aid fire or emergency would be executed. Additionally, efforts to provide an ‘all-risks’ approach to 9-1-1 emergencies and public education efforts should be considered in a cooperative fashion with other agencies and mutual aid partners.*

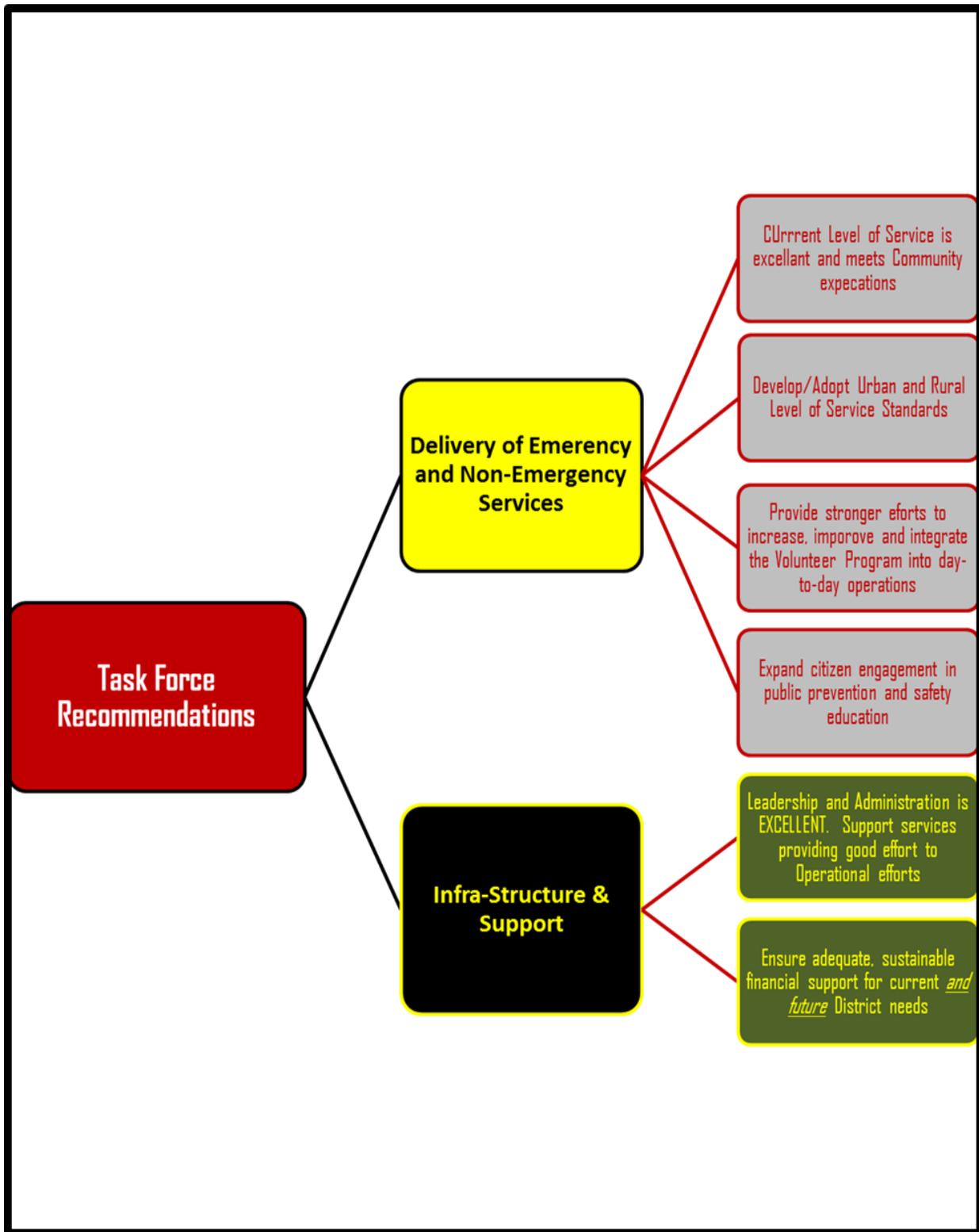


Figure 2--Executive Summary Table

# **THE TASK FORCE DEVELOPMENT**



**DEFINITION:** “A *task force* is a unit or formation of resources established to work on a single defined task or activity. Originally introduced by the Royal Navy, the term has now caught on for general usage and is a standard part of most organizational terminology. Many non-military organizations now create “task forces” or task groups for temporary activities that might have once been performed by ad hoc committees.”<sup>2</sup>

## **Task Force Make-Up**

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

At the beginning of this process, the CF&R Board of Fire Commissioners and the Fire Chief deliberated extensively over the composition, mission, and scope of the Task Force and the *deliverables* which they desired from the independent group of community representatives. From those deliberations, over twenty ‘Letters of Invitation’ were sent to various members of the community to recruit the Task Force.

## **Task Force Mission & Goal**

For the purpose of identifying a ‘project purpose’ and to develop measurable results from the Task Force activities, the next item of business of the Board in developing guiding principles for the Task Force was to develop a *Project Mission Statement* and a *Project Goal Statement* for their activities. While there were a number of excellent ideas which were discussed by the group, the Task Force

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<sup>2</sup> Wikipedia – the free dictionary

<sup>3</sup> National Incident Management System (NIMS)

incorporated the spirit of their COMMISSION as a guide to focus the group's efforts. Subsequently, the following mission and goal statement came forth:

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

### Task Force Scope of Work

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

- ♣ TASK FORCE SCOPE OF WORK:
  - ⊕ *To actively participate in an in-depth LEVELS OF SERVICE study for the CF&R 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 CF&R 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*

## **The Task Force Commission**

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

*We, the Board of Fire Commissioners of the Chelan County Fire District #7 in Chelan, 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 ensure that the most effective and efficient emergency services are provided to our constituents within the financial means of the fire district.*

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

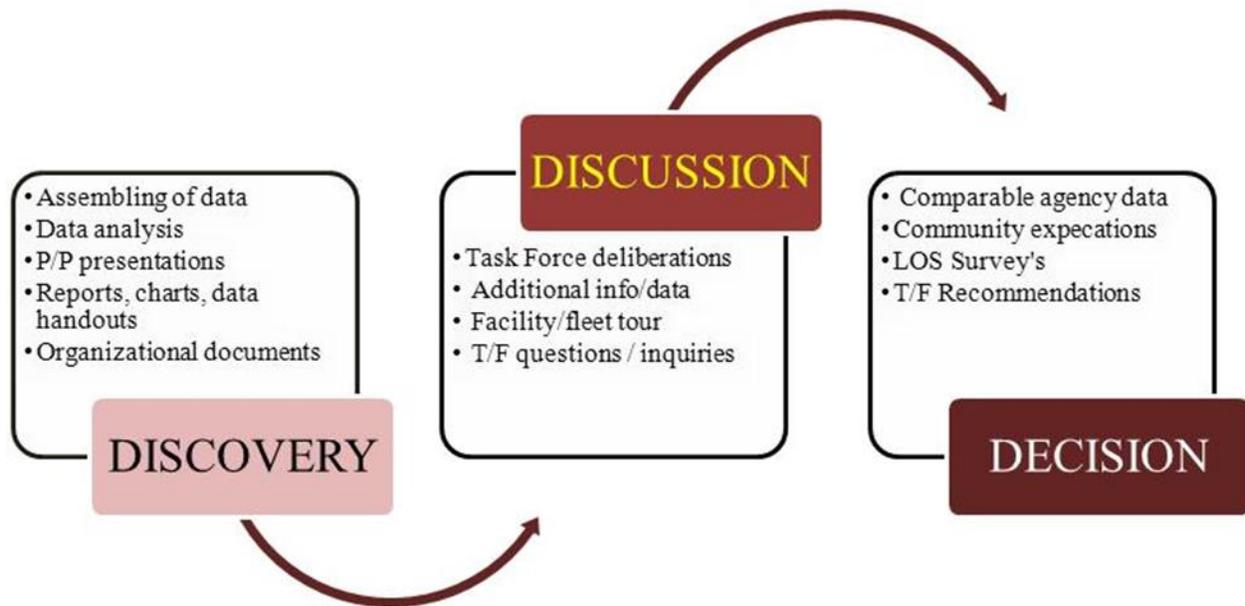
*As such, this Board of Fire Commissioners has resolved that a LEVELS OF SERVICE COMMUNITY TASK FORCE be appointed and commissioned to explore, analyze and study vital fire, rescue and EMS data in order to report back and recommend current and future service and levels of service goals for Chelan Fire District #7.*

***THEREFORE, by the authority vested in this Board of Fire Commissioners, we hereby commission the Chelan County Fire District #7 Task Force to its assigned Mission, Goals and Scope”***

## **THE PROCESS**

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

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



### **Task Force Presentation and Study Material**

During the course of the many Task Force Meetings, the group was provided in written and presentation format a wide variety of data that would help them focus on the history, data, factors and actualities that have lead the CF&R Staff to conclude that a Strategic Plan for emergency services may provide not only the best level of service, but also in the long term, a more sustainable, cost effective method as well.

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

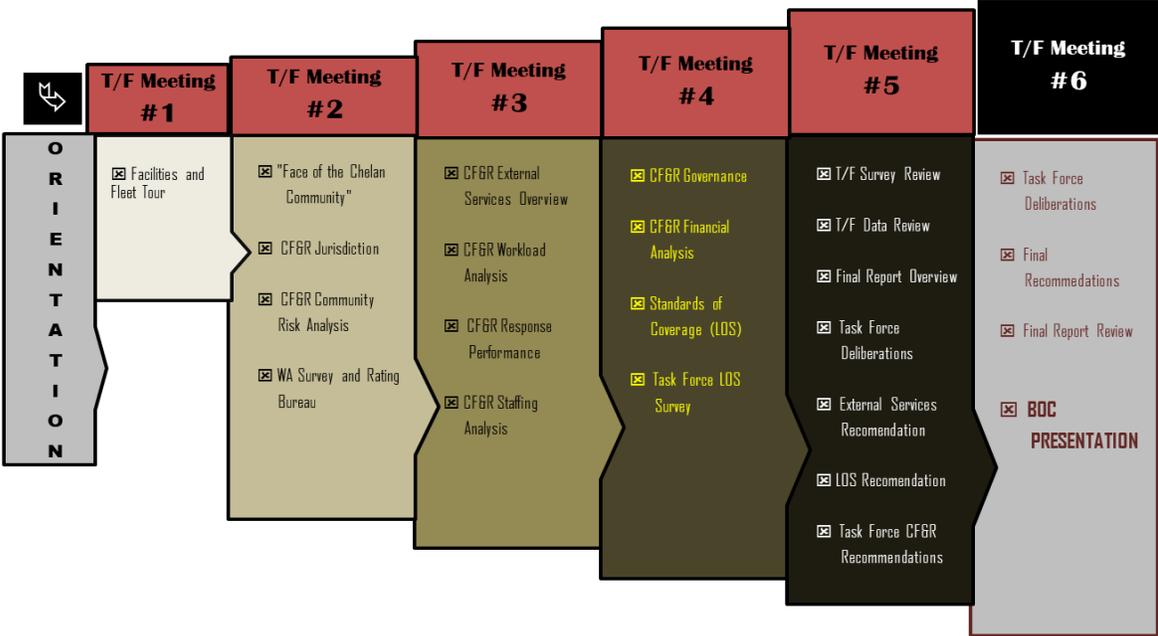
### **Material provided to the Task Force included:**

- \* demographic information
- \* organizational information
- \* staffing history, comparables and analysis
- \* resource capabilities
- \* workload analysis (9-1-1 incidents and other activities)
- \* response performance (standards of coverage)
- \* financial analysis (taxes, levies, budgets)

# DISCOVERY

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

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



# TASK FORCE PRESENTATIONS & STUDIES

## TASK FORCE PROCESS

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

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

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



This is the very foundation of an “all risks” approach to community response and public safety by the Volunteers.

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

The Task Force began to comprehend and understanding the concept [for a community or the public in general] that a fire department is the only ‘government’ response entity that can be reached by a three-digit telephone call [911] that will arrive on their doorstep in about ten minutes. They have virtually have become a clearing-house for community or personal crises’ -- big or small.



✦ **INTRODUCTION TO SPECIAL PURPOSE DISTRICTS IN WASHINGTON STATE:**

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

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

✦ **DEFINITION AND INTRODUCTION TO FIRE DISTRICTS:** Again, using data and information from Association of Washington Cities, Washington Fire Commissioners Association and other organizations, a deeper look into the mission, purpose and work of Fire Districts was demonstrated through a PowerPoint presentation.

✦ **RCW TITLE 52:** An overview was provided of the enabling legislation in Washington State for Fire Protection Districts and Regional Fire Authorities – all stipulated and couched in the folds of RCW 52.

✦ **RCW 52.14 FIRE COMMISSIONERS AND FIRE DISTRICT GOVERNANCE:** An overview of the enabling legislation for the governance, powers and duties of a Fire Commissioner Board. Discussion included the roles and responsibilities of the Board of Commissioners, their authority and their mission.

✪ **FIRE DISTRICT FINANCES**—Part 1: A brief look at the method and hierarchy that Washington State Constitution and Washington State law provides for funding government bodies and legislative entities – including Fire Districts. Part II later in the exercise looked specifically at CF&R finances.



✪ **“THE FACE OF CHELAN”**: mHc, through information provided by Washington State and the local Council of Governments, provided a narration about the history, culture, nature and depiction of the life and times of the Chelan community. Additionally, the Task Force was treated to a modest amount of local information provided by Chelan County and Washington State planning and governance documents that displayed demographic data and information as well as population, economical and housing trends for the area.

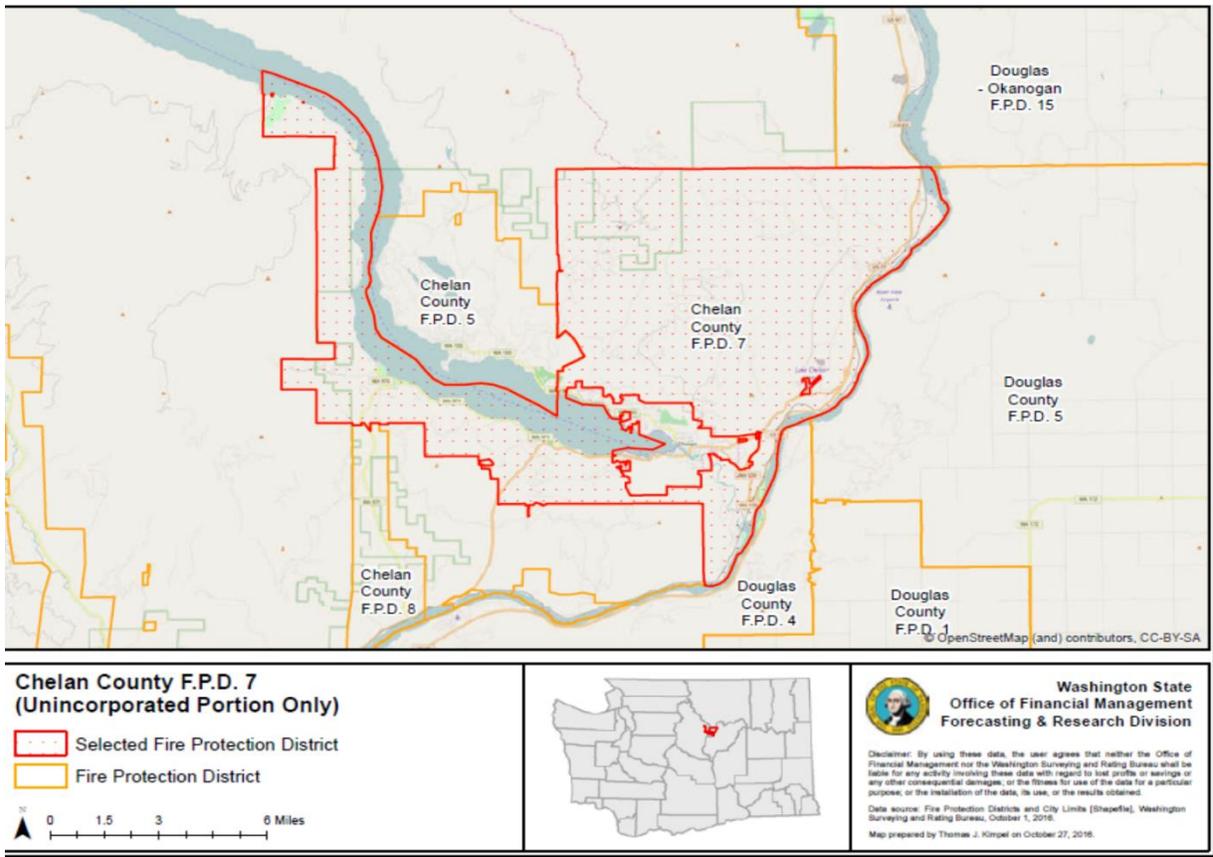


Figure 3--Chelan County Fire District #7

A key principle was introduced and continued to play out throughout the rest of the study: **“72% of all fires are human caused; and 100% of all EMS responses are human caused . . .”** and subsequently the connection between the community, geographics, demographics and the fire department workload or demand for service make the connection.<sup>4</sup>

<sup>4</sup> National Fire Protection Association (NFPA)

Chelan	Chelan County	72,453	72,700	73,200	73,600	74,300	75,030	75,910	76,830
Chelan	Unincorporated Chelan County	30,498	30,500	30,680	30,960	31,090	31,580	32,075	32,325
Chelan	Incorporated Chelan County	41,955	42,200	42,520	42,640	43,210	43,450	43,835	44,505
Chelan	Cashmere	3,063	3,075	3,075	3,055	3,010	3,040	3,040	3,075
Chelan	Chelan	3,890	3,930	3,940	3,955	4,020	4,045	4,115	4,150
Chelan	Entiat	1,112	1,135	1,135	1,140	1,140	1,155	1,180	1,195
Chelan	Leavenworth	1,965	1,970	1,970	1,970	1,970	1,980	1,990	2,015
Chelan	Wenatchee	31,925	32,090	32,400	32,520	33,070	33,230	33,510	34,070

Figure 4--Chelan /Chelan County Population

Fire Protection District	Estimated Total Population 2000	Estimated Total Population 2016	Numeric Change in Total Population 2000 to 2010	Percent Change in Total Population 2000 to 2010	Numeric Change in Total Population 2010 to 2016	Percent Change in Total Population 2010 to 2016
Chelan County F.P.D. 1	8,318	10,509	1,638	19.69%	553	5.55%
Chelan County F.P.D. 3	2,249	2,802	364	16.18%	189	7.23%
Chelan County F.P.D. 5	2,994	3,864	498	16.63%	372	10.65%
Chelan County F.P.D. 6	6,952	7,177	59	0.85%	166	2.37%
<b>Chelan County F.P.D. 7</b>	<b>2,555</b>	<b>2,961</b>	<b>70</b>	<b>2.74%</b>	<b>336</b>	<b>12.80%</b>
Chelan County F.P.D. 8	934	1,159	148	15.85%	77	7.12%
Chelan County F.P.D. 9	1,382	1,873	202	14.62%	289	18.24%
Chelan County F.P.D. 10	102	111	2	1.96%	7	6.73%

Figure 5--Chelan County FD#7 population

### Exhibit 2-3. Projected Permanent Population Growth 2000-2037



Figure 6--City of Chelan population

Estimates of April 1 Population Density and Land Area by County  
Office of Financial Management, Forecasting and Research Division

Population density is measured in persons per square mile.

County Name	Land Area (sq. mi.) 2010	Population Density 1900	Population Density 1930	Population Density 1940	Population Density 1960	Population Density 1970	Population Density 1980	Population Density 1990	Population Density 2000	Population Density 2017
Chelan	2,920.5	1.35	10.83	11.78	13.95	14.15	15.42	17.88	22.80	26.31

Figure 7-- U.S. Gov't Census--Population Density

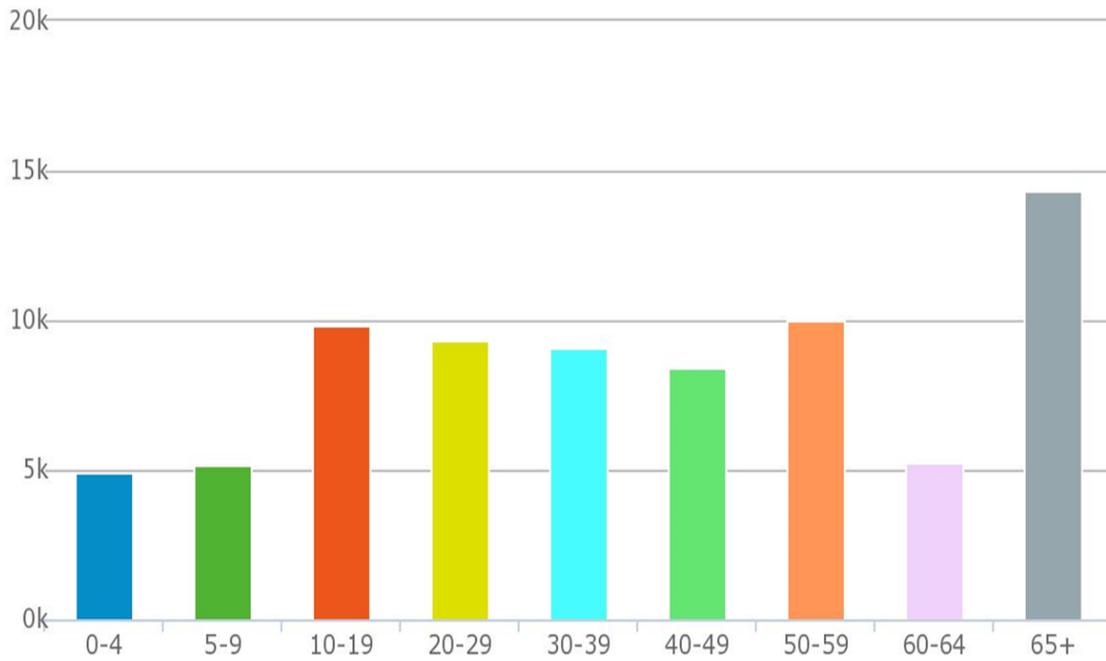


Figure 8--Chelan Community Population by Age

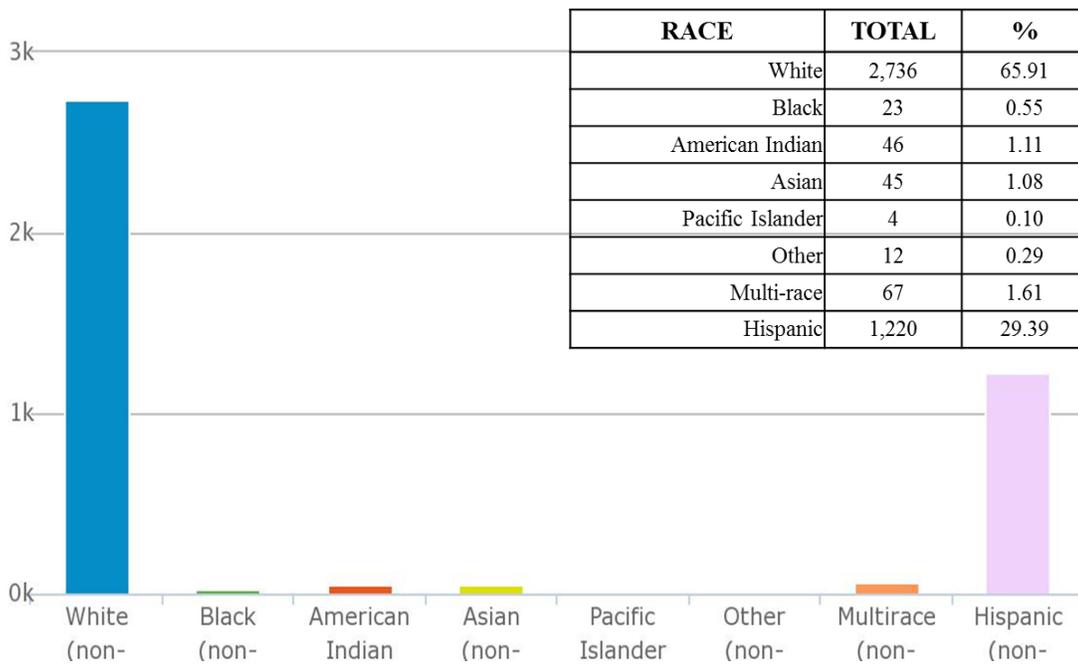


Figure 9--Chelan Ethnicity Matrix

Jurisdiction	2010 Base Census Estimate of Total Housing Units	2010 Base Census Estimate of One Unit Housing Units	2010 Base Census Estimate of Two or More Unit Housing Units	2010 Base Census Estimate of Mobile Homes and Specials	2017 Postcensal Estimate of Total Housing Units	2017 Postcensal Estimate of One Unit Housing Units	2017 Postcensal Estimate of Two or More Unit Housing Units	2017 Postcensal Estimate of Mobile Homes and Specials
Chelan County	35,465	24,668	6,267	4,530	37,705	26,373	6,720	4,612
Unincorporated Chelan County	16,858	12,502	721	3,635	17,891	13,407	747	3,737
Incorporated Chelan County	18,607	12,166	5,546	895	19,814	12,966	5,973	875
Cashmere	1,179	785	319	75	1,183	804	322	57
Chelan	2,517	1,664	754	99	2,689	1,814	784	91
Entiat	495	246	41	208	543	299	41	203
Leavenworth	1,241	763	478	0	1,268	782	485	1
Wenatchee	13,175	8,708	3,954	513	14,131	9,267	4,341	523

Figure 10--Housing

Median Household Income Estimates by County				
	Estimate	Estimate	Prelim. Estimate	Projection
	1990	2000	2015	2016
Washington	33,417	44,120	63,439	65,500
Chelan	25,833	39,439	53,068	55,109

Figure 11--Chelan Household Incomes

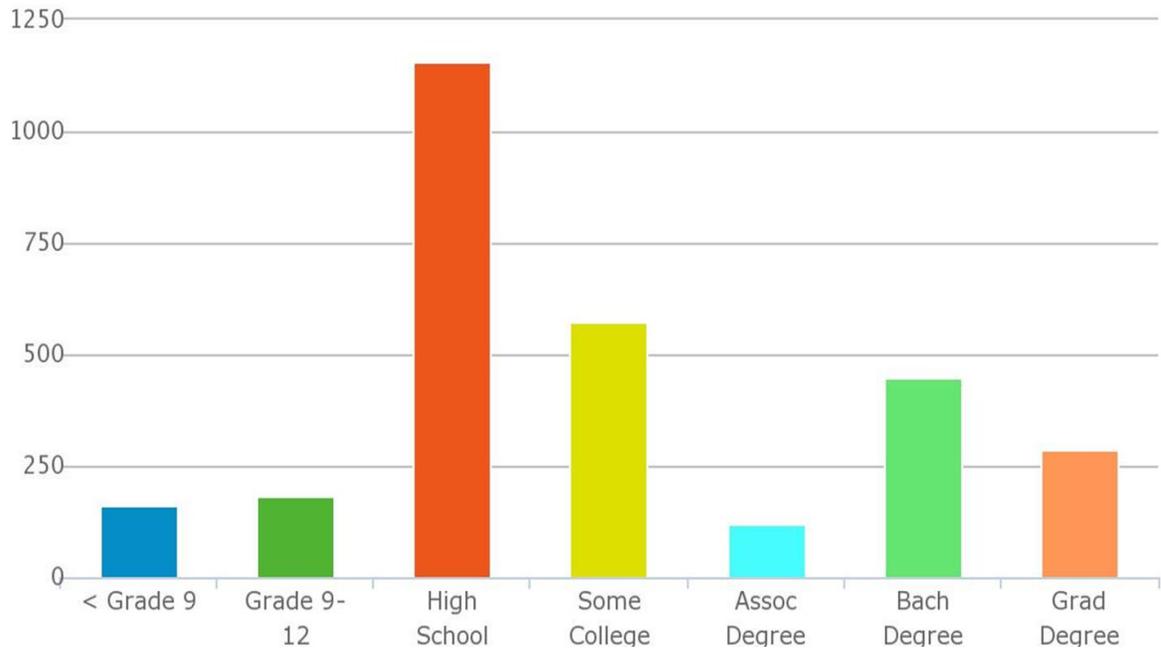


Figure 12--Chelan Population by education levels

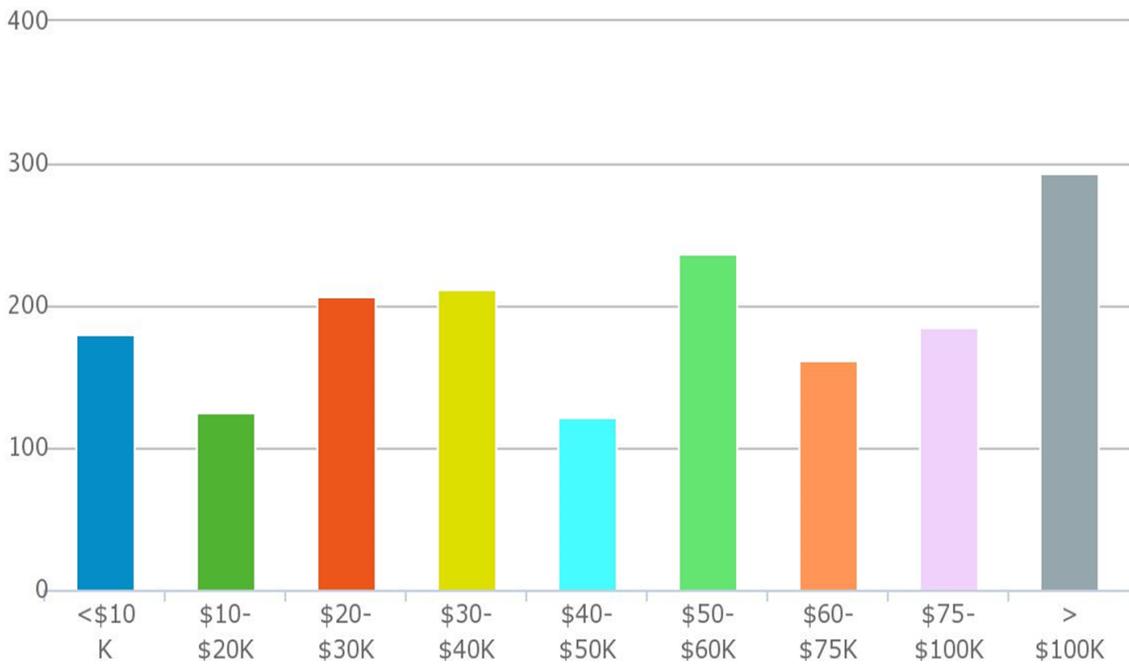


Figure 13--Chelan household incomes

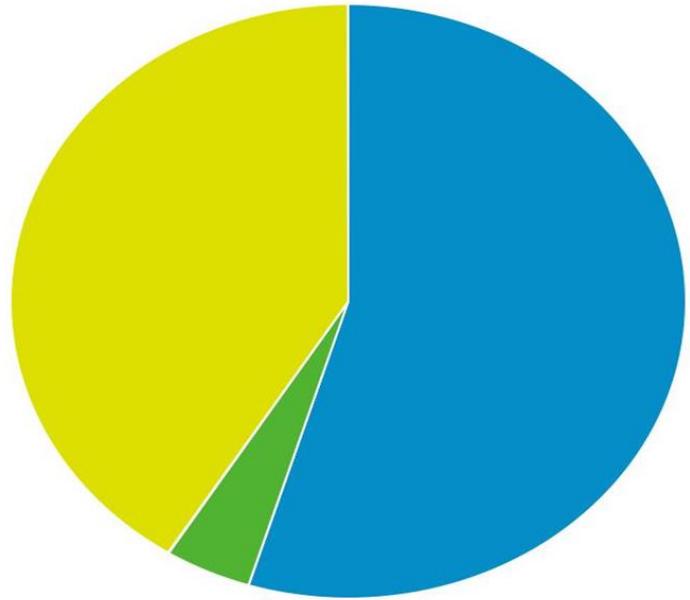


Figure 14--Chelan Labor Force table

	Total	%
Labor Force	1,988	-
Employed	1,847	92.91
Unemployed	140	7.04
In Armed Forces	1	-
Not In Labor Force	1,384	-

- ✦ **COMMUNITY RISK ANALYSIS:** The Task Force was provided an overview, analysis and matrices expressing the generic ‘grading’ of community hazards and their inherent risks. Instruction and discussion centered on High-Risk, Moderate-Risk and Low-Risk hazards and exposures in a generic format [See Community Risk Matrix in Appendix].



Additionally, *mHc* took the extra time to photograph the various ‘target hazards’ and risk areas of the Fire District and surrounding areas. The Task Force was then tasked to review, discuss and identify the ‘level of risk’, hazard or life safety potentials that the Fire District faces with each location.



## LAND OWNERSHIP IN CHELAN COUNTY, WA

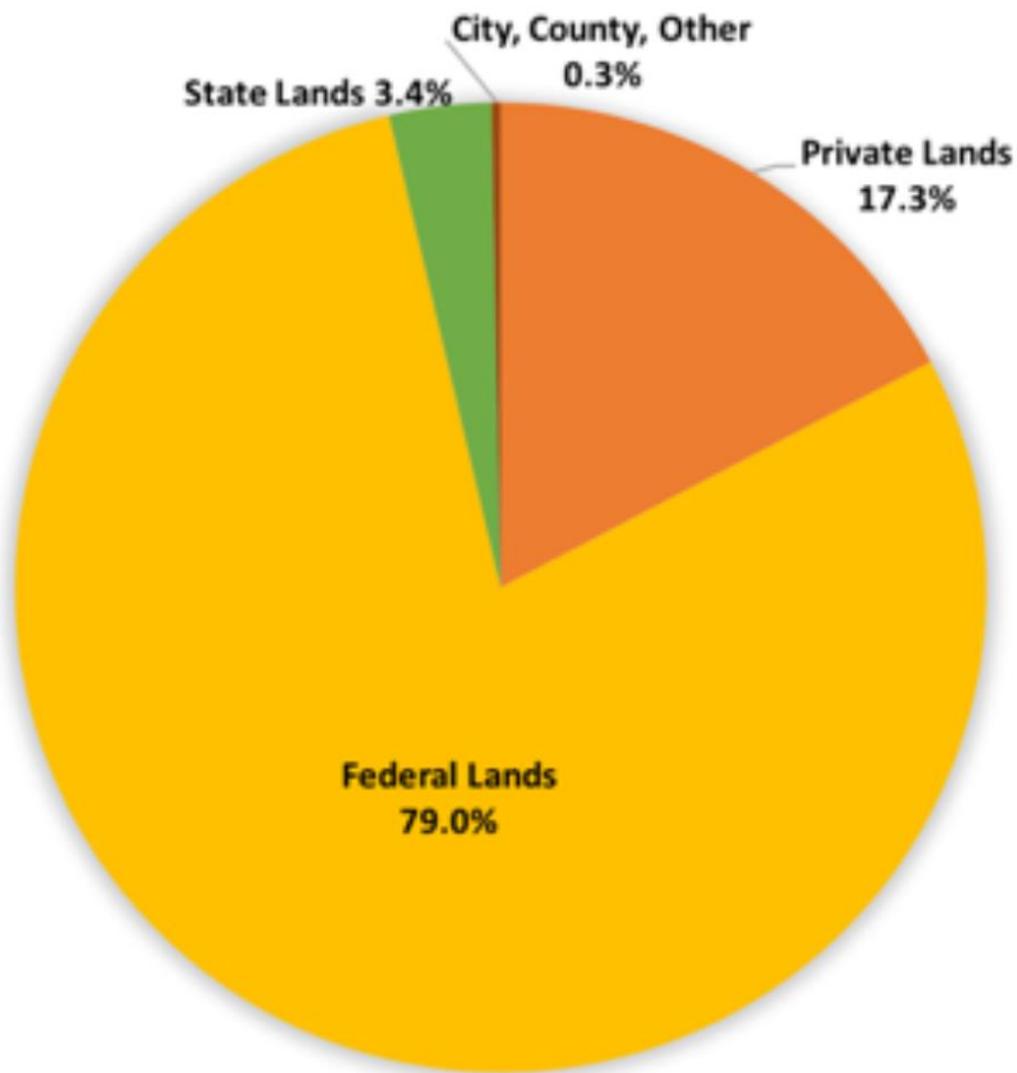


Figure 15--Chelan Land Ownership

# Chelan County Fire History 1900 - 2014

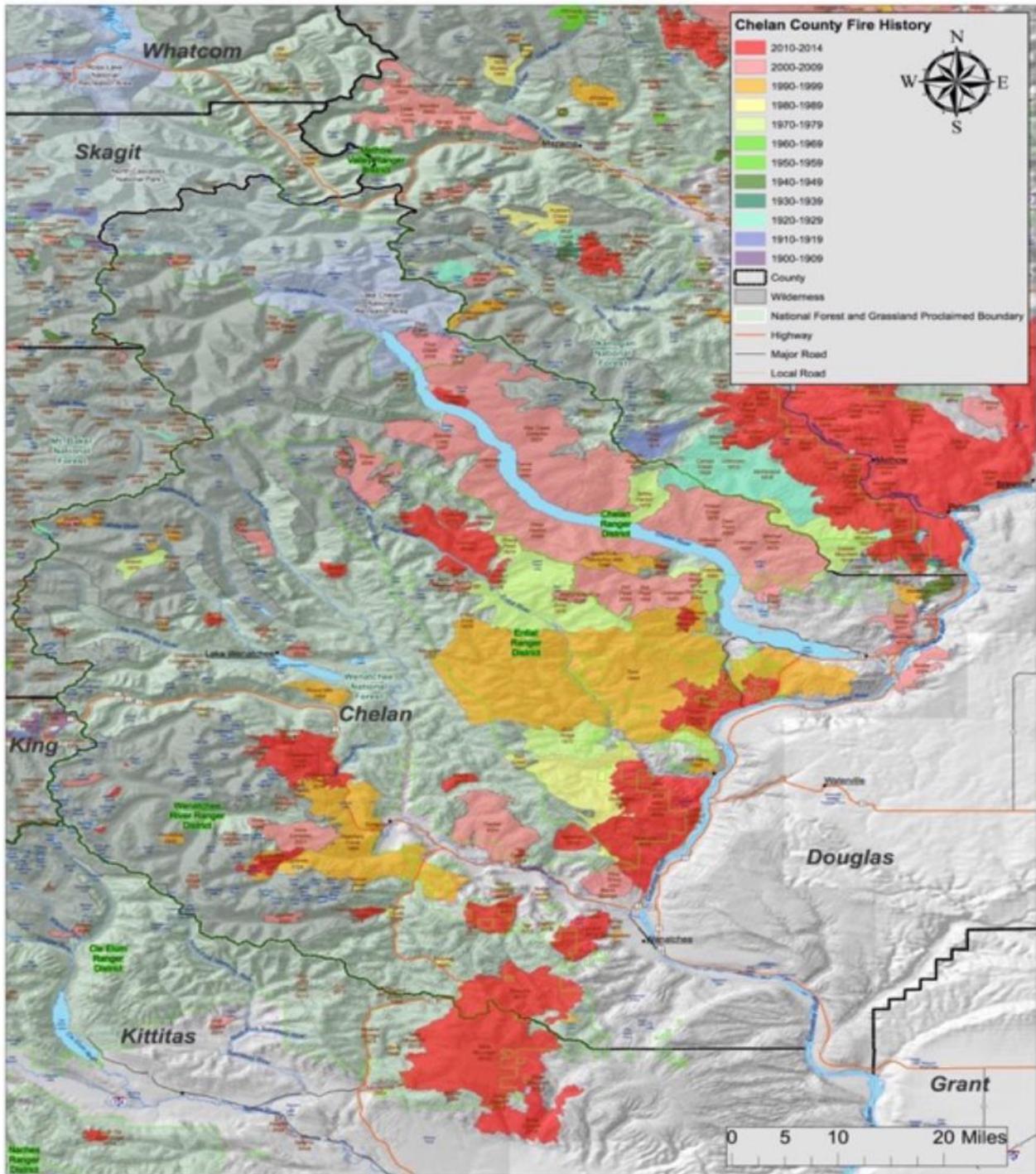


Figure 16--Chelan County Major Fire History



Figure 17--Downtown Chelan

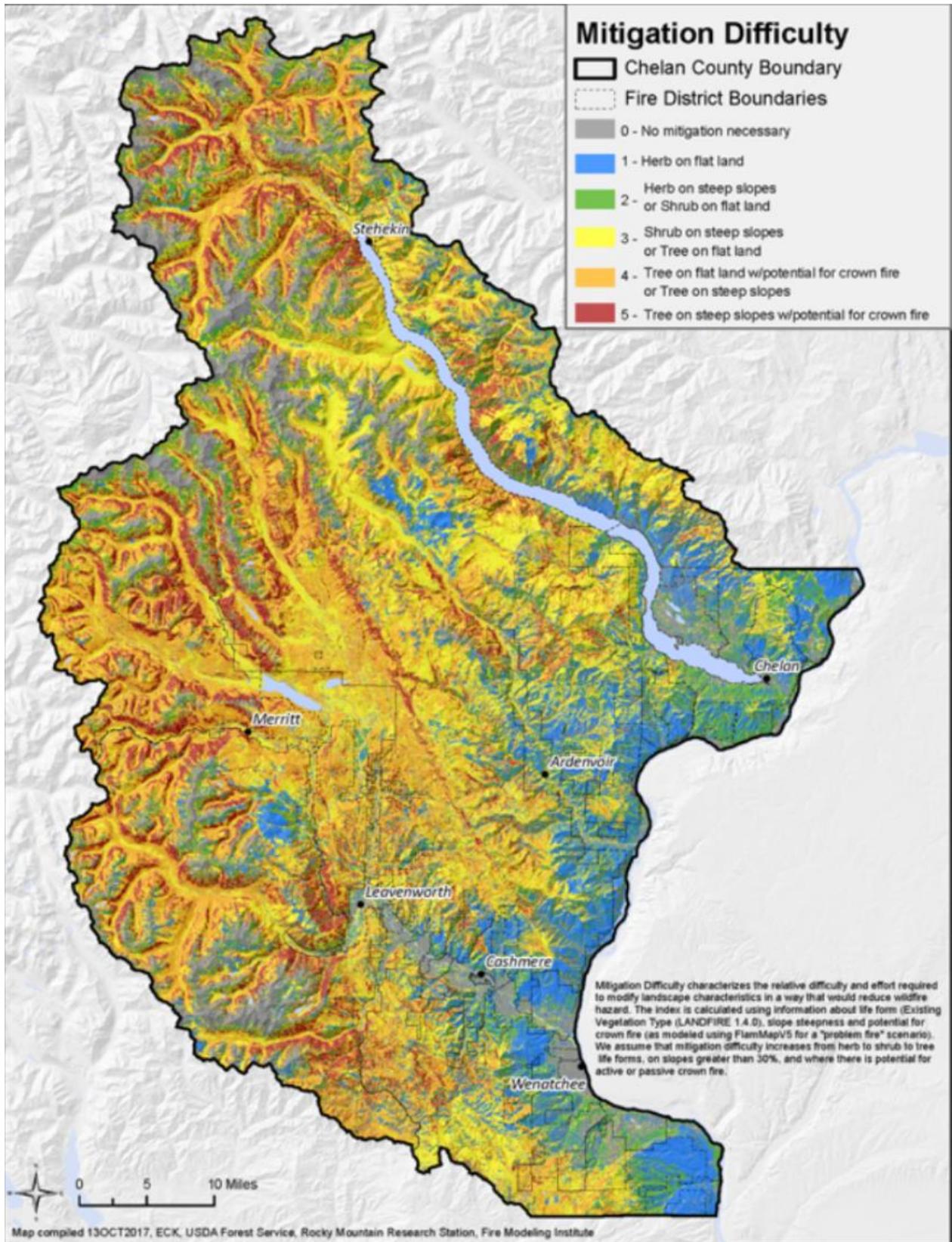


Figure 18--Mitigation Risk

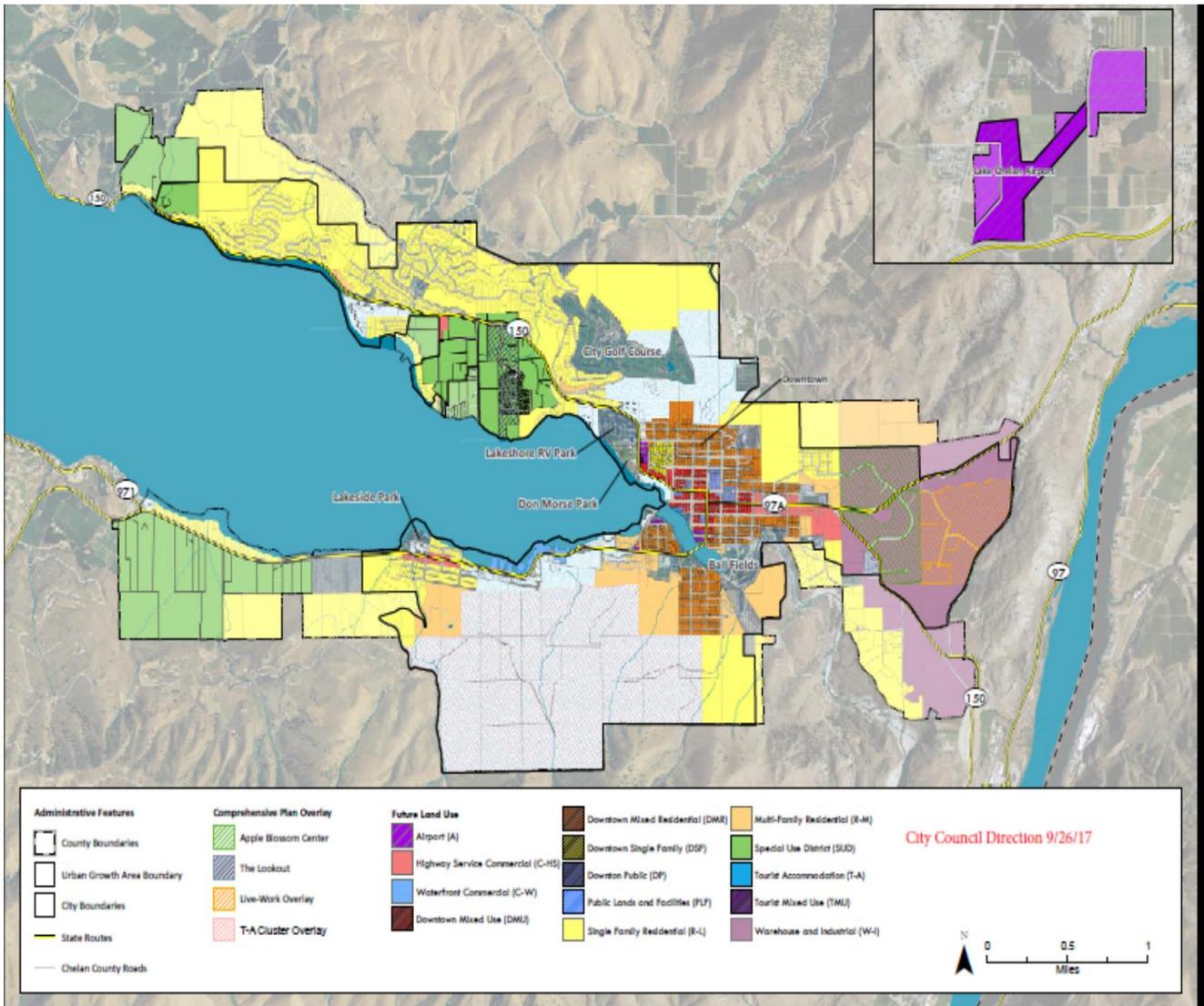


Figure 19--City of Chelan Zoning Map

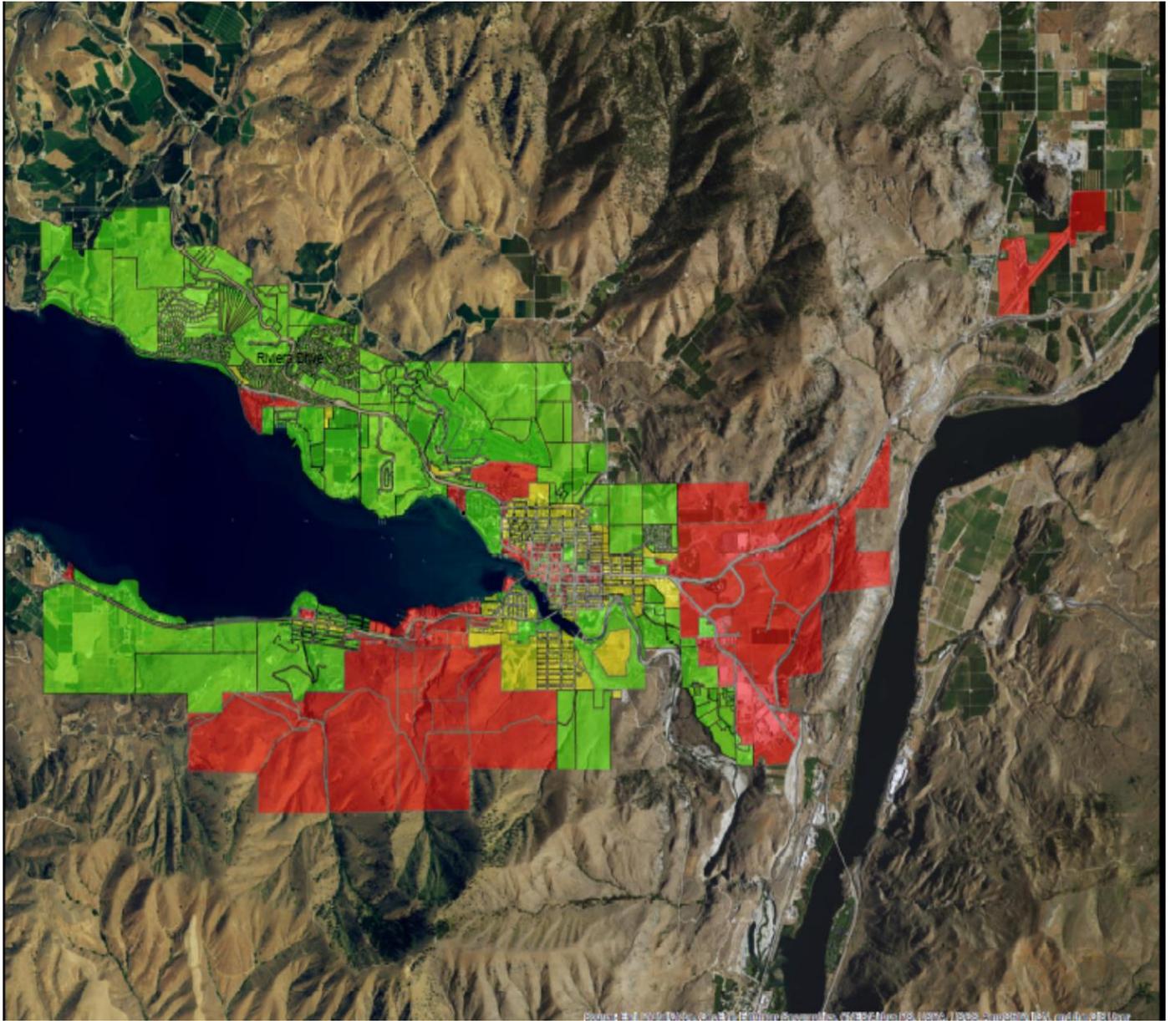
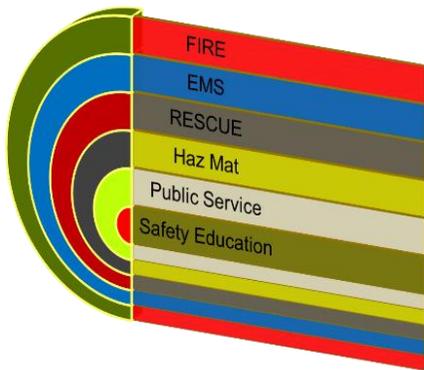


Figure 20--City of Chelan Fire Risk Map

✪ **CF&R EXTERNAL SERVICES AUDIT:**



This subject began with a generic overview, discussion and review of a ‘matrix of all the services’ which a fire department would typically deliver to its community.<sup>5</sup> This included a breakdown as to what ‘level of service’ each of those services could be provided. The Task Force was then provided a more specific presentation regarding all of the CURRENT ‘CF&R external services’ that are currently being provided to the Chelan Community.

✪ **CF&R WORKLOAD ANALYSIS:** “Workload” is a term used for the 9-1-1 incidents that a given agency responds to in a given time. A great deal of effort and analysis went into breaking down the actual workload and workload trends that CF&R experiences in a given period of time. As stated in the earlier portion of this report, Chelan Fire and Rescue, as a response agency, is an anomaly among emergency provider. While data, charts and information in the previous paragraphs show a moderate, rural community [in terms of population and demographics], the Chelan Community is a pristine, recreational and resort community that hosts nearly two million (2,000,000) visitors and part-time residents each year. As such, the workload reflects the direct impact on the ‘demand for services’ relative to the influx of human beings in the community.



The presentations included both emergency and non-emergency incident analysis both from data provided by the CF&R staff, but also comparative data employed using an NFPA matrix for similar [like] communities in the Western United States [though not recreational communities as such]. Some of the material provided below are direct quotes and charts from the latest **CF&R 2017-2021 Long Range Plan**. The information is provided in this document with a different font.

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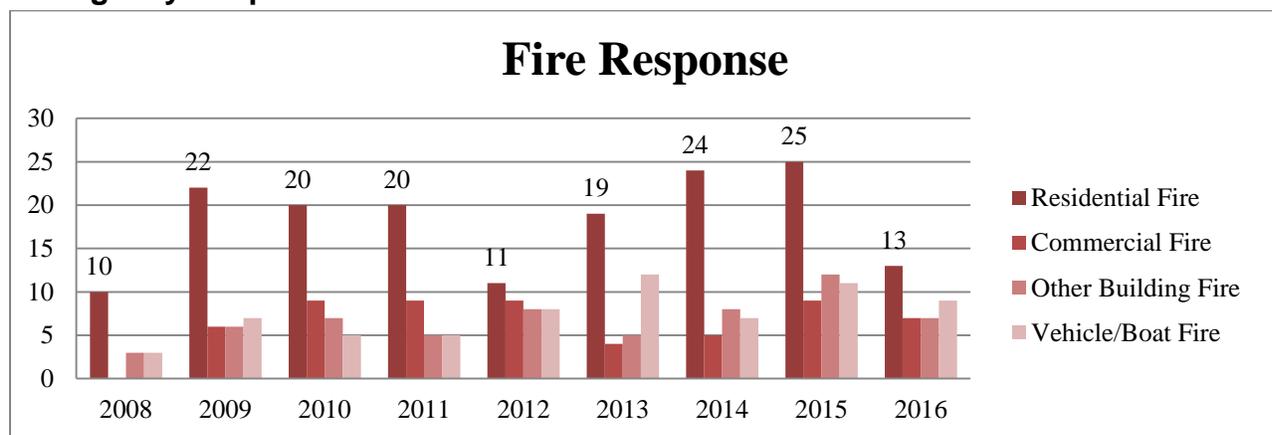
<sup>5</sup> See Appendix ‘C’

**Emergency Response Projections:** Emergency Response Projections are based on the previous year's call volume percentage average. We are using a 2% increase from 2017 forward. This percentage will change based upon actual statistics following the end of each year. CFR started responding to medical aid calls in January of 2010 which explains the sudden increase in calls between 2009 and 2010. 2015 was the Chelan Complex and First Creek Fires. The extreme weather conditions drove the call volume up during that year.

Year	Emergency Calls	Percentage Change	Comments
2020	960	+19 .02%;	Estimate
2019	941	+19 .02%;	Estimate
2018	923	+18 .02%;	Estimate
2017	905	+18 .02%;	Estimate
2016	887	-40; 04%	
2015	927	+82; 09%	Chelan Complex Fire / First Creek Fire
2014	845	-27; -03%	
2013	872	+19; 02%	
2012	853	+30; 04%	
2011	823	+48; 06%	
2010	775	+401; 52%	CFR started responding to EMS calls this year.
2009	374	+114; 30%	CFR started responding to EMS calls in September 2009

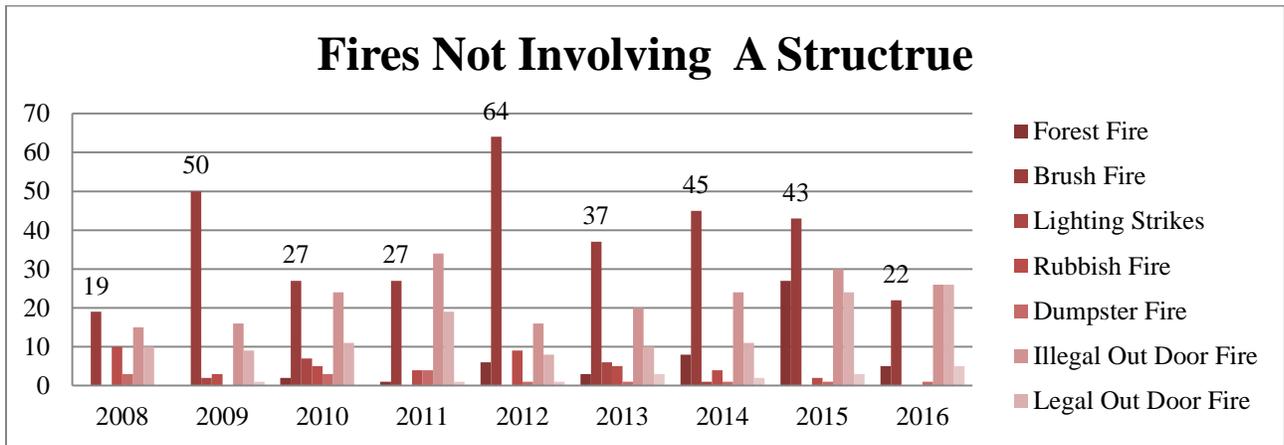
Figure 21--CF&R Workload and Projections

**Emergency Response Statistics:**



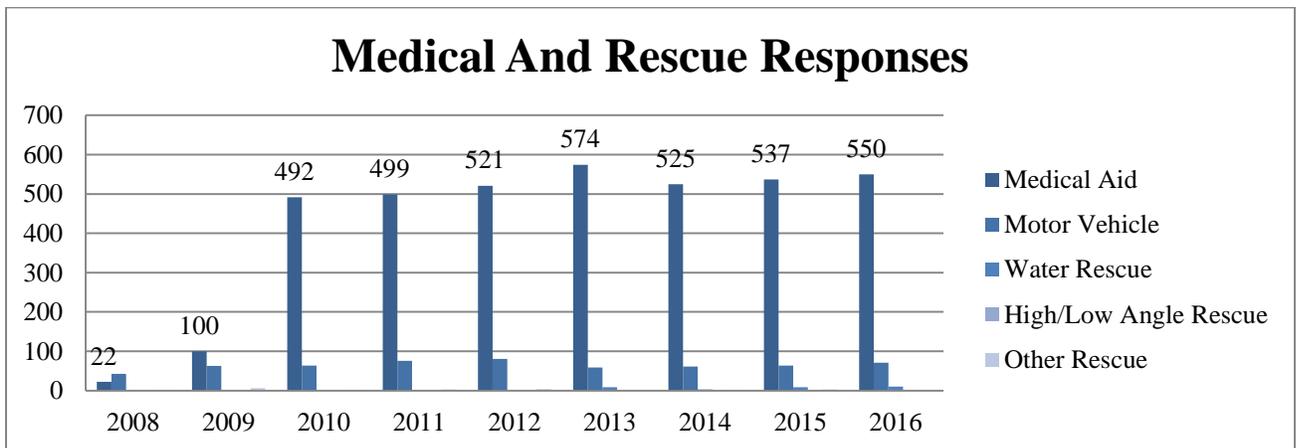
	2008	2009	2010	2011	2012	2013	2014	2015	2016
Residential Fire	10	22	20	20	11	19	23	25	13
Commercial Fire	0	6	9	9	9	4	5	9	7
Other Building Fire	3	6	7	5	8	5	5	12	7
Vehicle/Boat Fire	3	7	5	5	8	12	7	11	9
	16	41	41	39	36	40	40	57	36

Figure 22--CF&R Fire Responses



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Forest Fire</b>	0	0	2	1	6	3	8	27	5
<b>Brush Fire</b>	19	50	27	27	64	37	45	43	22
<b>Lightning Strikes</b>	0	2	7	0	0	6	1	0	0
<b>Rubbish Fire</b>	10	3	5	4	9	5	4	2	0
<b>Dumpster Fire</b>	3	0	3	4	1	1	1	1	1
<b>Illegal Out Door Fire</b>	15	16	24	34	16	20	24	30	26
<b>Legal Out Door Fire</b>	10	9	11	19	8	10	11	24	26
<b>Other Fire</b>	0	1	0	1	1	3	2	3	5
<b>Total</b>	57	81	79	90	105	85	96	130	85

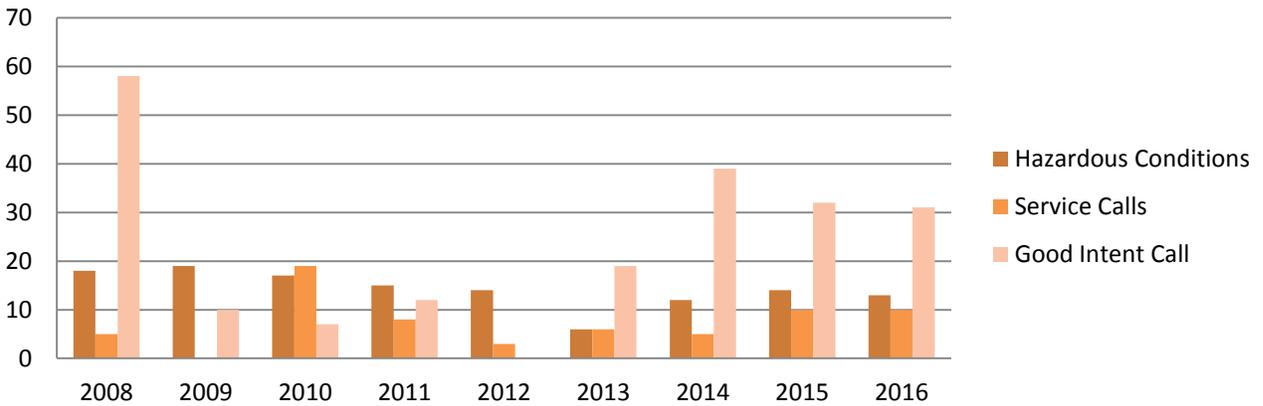
Figure 23--CF&R Non-structure fire responses



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Medical Aid</b>	22	100	492	499	521	574	525	537	550
<b>Motor Vehicle</b>	43	63	64	76	81	59	61	64	71
<b>Water Rescue</b>	0	0	0	0	0	9	3	9	10
<b>High/Low Angle Rescue</b>	0	0	0	0	0	0	1	2	2
<b>Other Rescue</b>	2	6	2	3	4	1	2	3	1
<b>Total</b>	67	169	558	578	606	643	592	615	634

Figure 24--CF&R Medical Responses

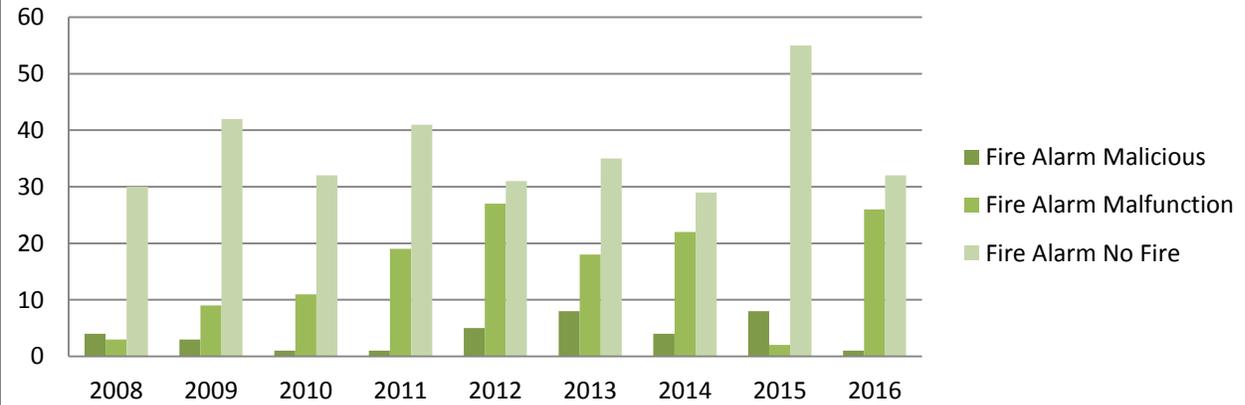
## Hazardous Conditions and Service Calls



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Hazardous Conditions</b>	18	19	17	15	14	6	12	14	13
<b>Service Calls</b>	5	0	19	8	3	6	5	10	10
<b>Good Intent Call</b>	58	10	7	12	0	19	39	32	31
	81	29	43	35	17	31	56	56	54

Figure 25--CF&R Hazardous Responses

## Fire Alarm Responses



	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>Fire Alarm Malicious</b>	4	3	1	1	5	8	4	8	1
<b>Fire Alarm Malfunction</b>	3	9	11	19	27	18	22	2	26
<b>Fire Alarm No Fire</b>	30	42	32	41	31	35	29	55	32
	37	54	44	61	63	61	55	65	59

Figure 26--CF&R Fire Alarm Responses

## Total Incidents Per Month

2011 2012 2013 2014 2015 2016

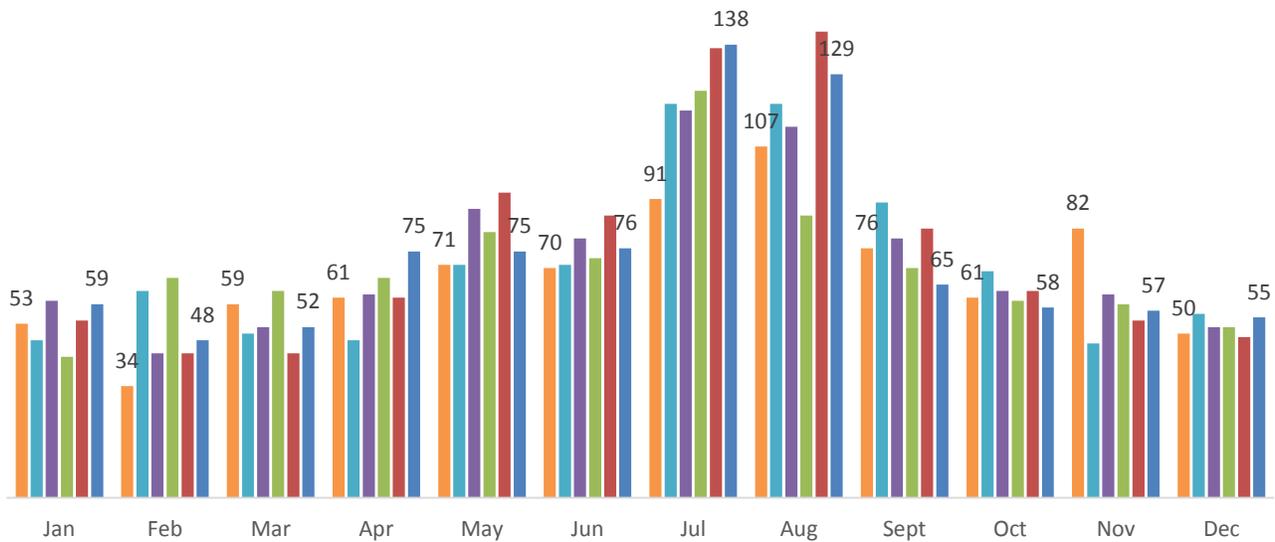


Figure 27--Incidents by Month of the Year

## Incident by Time of Day and Year

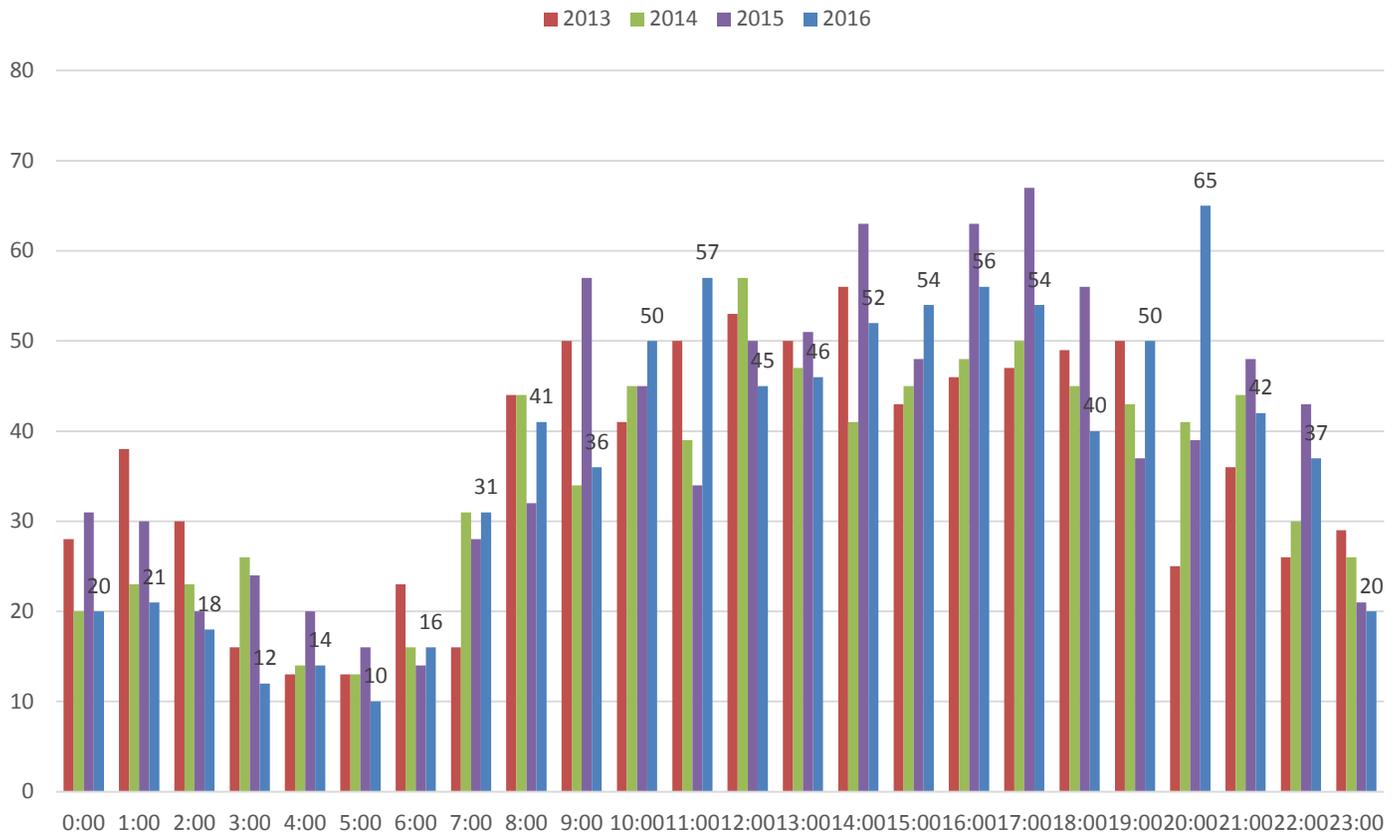
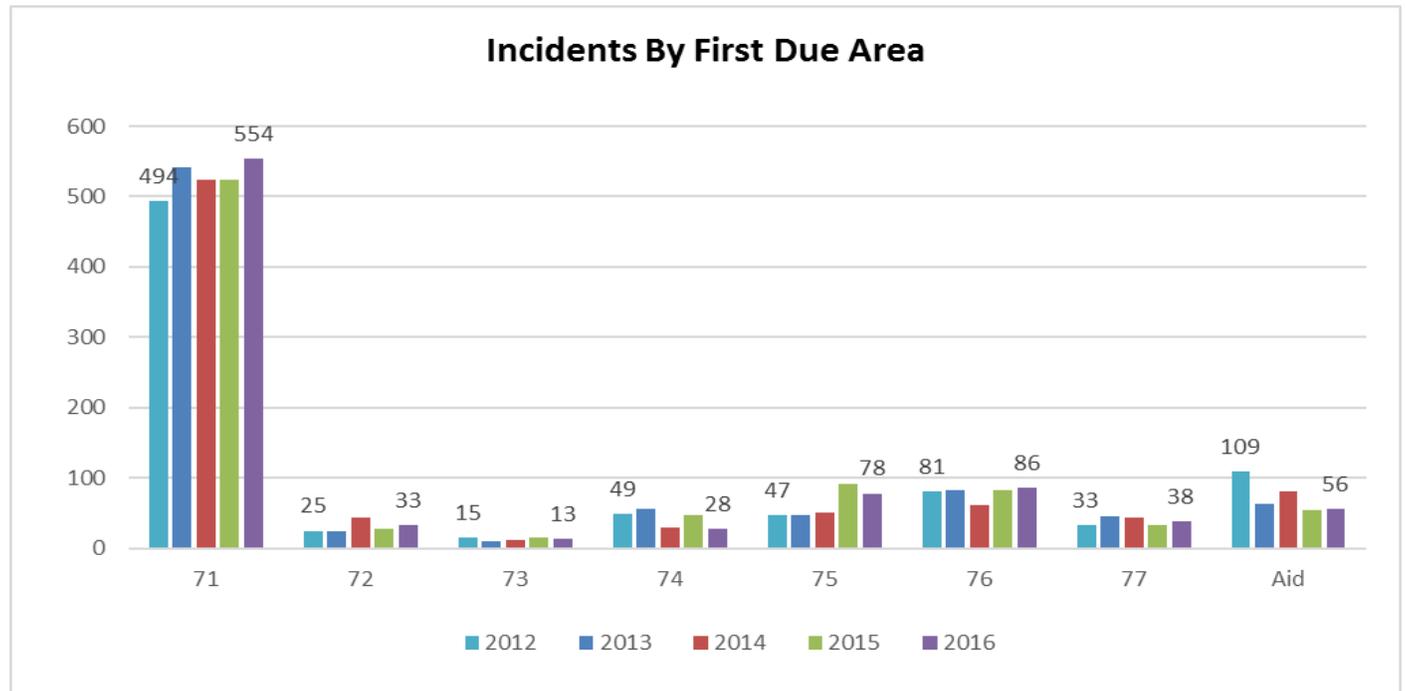


Figure 28--Incidents by time of day / year

## Incidents By First Due Area



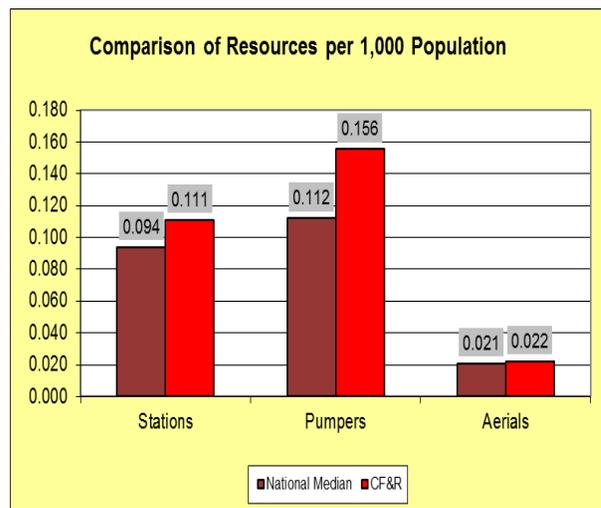
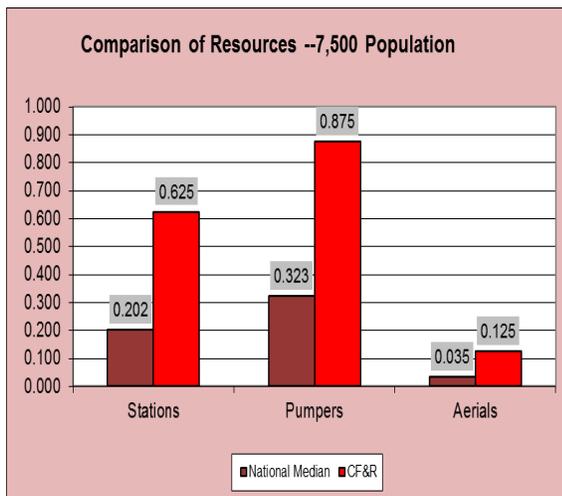
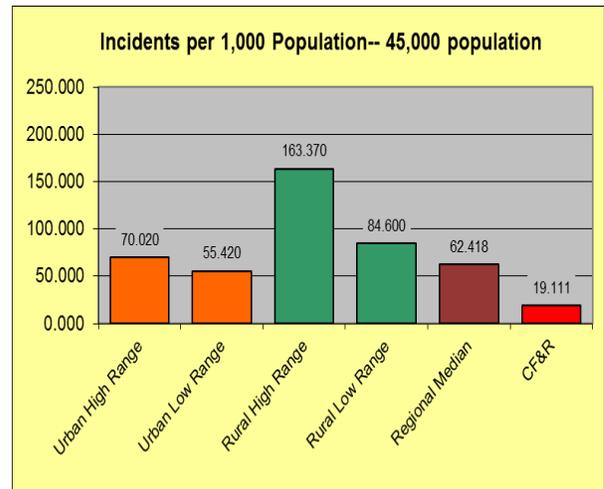
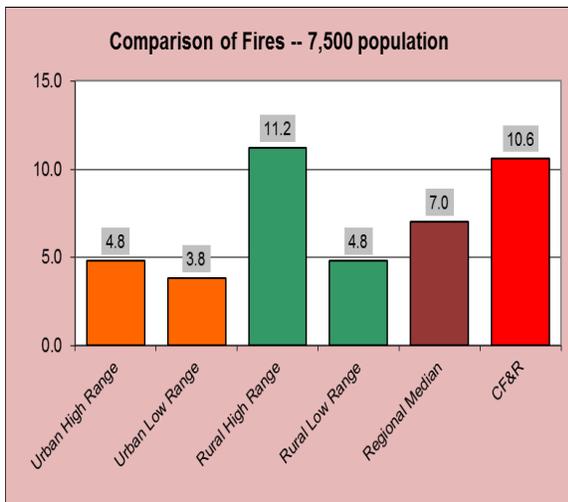
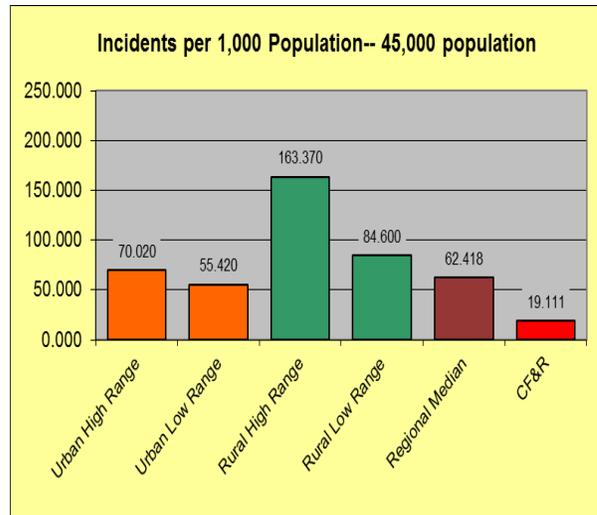
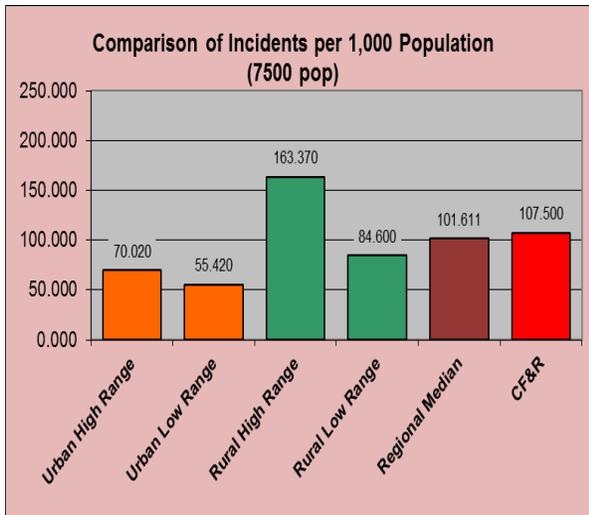


Figure 29--NFPA Comparable Tables

. . . . After a lengthy discussion and analysis of the CF&R emergency workload, the Task Force had an abundance of historical background and understanding of the demands for service and how they affect the full-time and volunteer force; the fleet and the actual delivery of emergency services.

✧ **CF&R 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 made and to initiate mitigation efforts remains one of the most critical



considerations. As stated earlier, fire, rescue and medical emergencies are 'time and outcome based' and arriving at the scene of any type of tragedy in a timely fashion is paramount to the outcome. An old Fire Service axiom states "the first five minutes of any emergency incident defines the outcome and activities of the next five hours."<sup>6</sup>

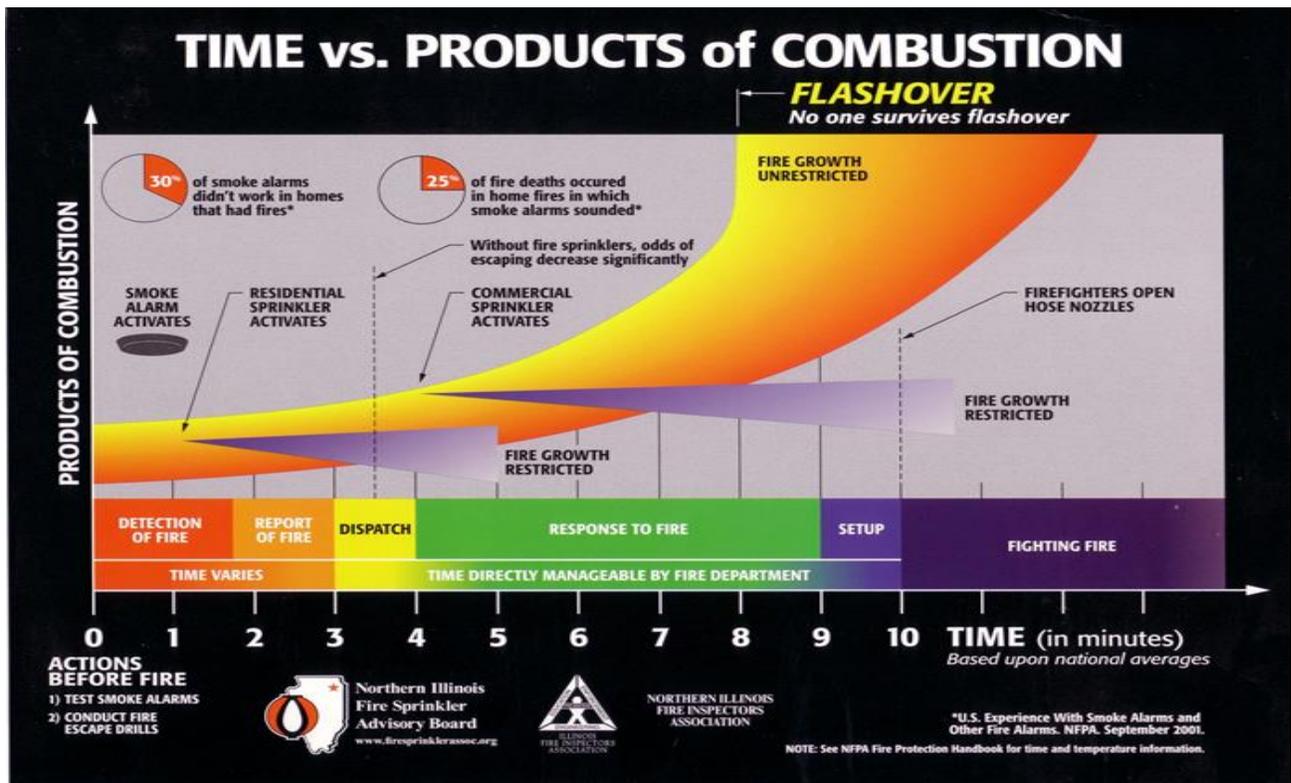


Figure 30 -- Time and Outcome matrix for Fire Events

<sup>6</sup> Fire Chief Alan Brunicinni--Retired: Phoenix Fire Department

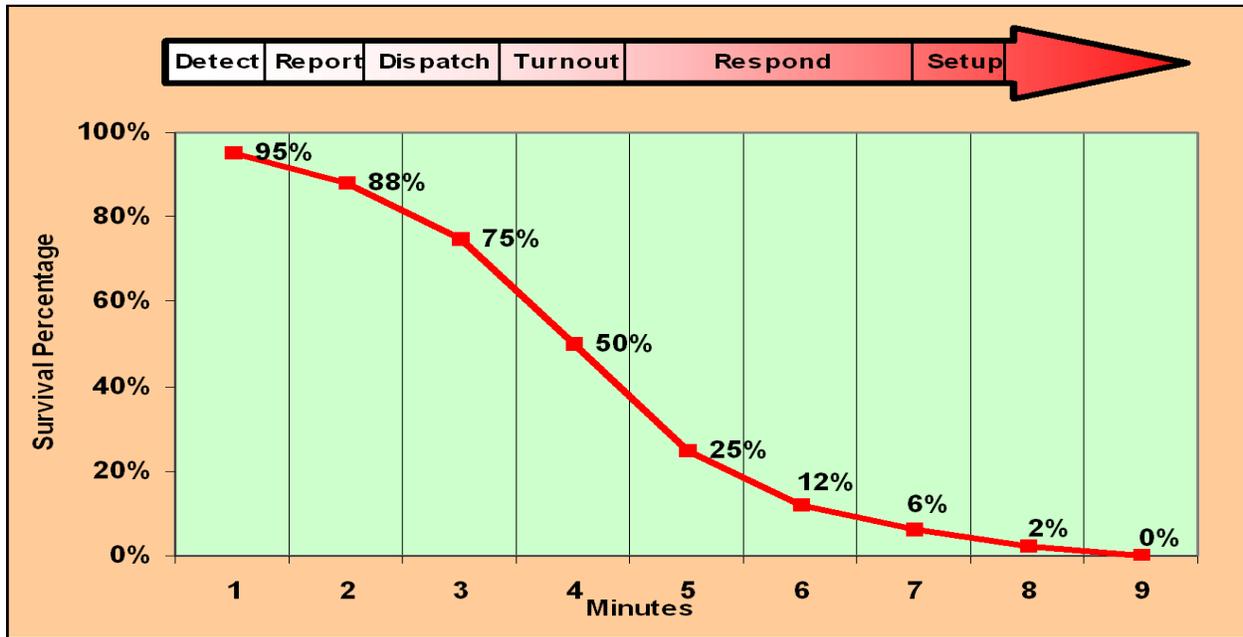


Figure 31 -- Time and Outcome Matrix for CPR event

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

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

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



response data from over five years of history for CF&R was sifted carefully in order to arrive at the most pure emergency response data – culling out non-emergency incidents from emergency calls and being careful to identify response times of the Command vehicle normally staffed by the Fire Chief / Assistant Chief (responding directly from the fire station or from home) and the actual response of a volunteer staffed apparatus. These factors, because of excellent organizational documentation, provided the Task Force the purest of views into the actual response performance of CF&R. Overall, the Task Force was genuinely impressed at the response performance of the CF&R volunteer model. Below are provided a summary of response data which were the outcome of that analysis:

**Emergency Response by Fire Zone and Performance Measures:** Chelan Fire and Rescue's Standards of Coverage, as required by *Chapter 52.33 RCW FIRE DEPARTMENTS--PERFORMANCE MEASURES*, is reviewed below. This RCW requires each fire district to identify its emergency response standards for its service area and what level of resources and personnel will respond to a given emergency. The Board of Fire Commissioners has approved SOG 010, District Service Goals and Objectives (10/09/09), which has established the level of resources and personnel being sent to a given emergency. In addition to establishing the Standards of Coverage, the Fire District is required to provide a written report to the public, on how the Fire District measured up to its response goals and objectives for each area in its jurisdiction. The report shall also identify the consequences of long response times and/or the inability to assemble an adequate work force in a timely manner at the emergency scene.

The following definitions break down the areas that we track and measure the department's response capabilities for each first due fire response zone.

- **Dispatch Time:** The time it takes the dispatcher to answer the 911 call and dispatch the emergency vehicles.
- **Reaction Time:** The amount of time it takes firefighters to get in their emergency vehicle(s) and start to respond to a call after being notified by the dispatcher.
- **First Arrival Time:** How long it takes for the first emergency personnel/vehicle to drive/travel to the emergency.
- **90 Percentile Time:** The time that we are able to arrive to 90% of the emergencies.
- **Effective Work Force Time:** The time it takes to assemble a number of emergency responders to create an effective work force for the type of emergency.

**Each first due fire response zone is categorized in one or more of the following community types:**

- **Urban** – usually used to describe high density populated areas involving buildings with potential for fire to spread rapidly to adjoining structures. Typically combined high density residential, commercial, and industry accessed by major highways and freeways.
- **Suburban** – usually used to describe areas with mixed occupancy, average to high density populations, typically fringed around heavy urban areas. Population density between 500 and 1500 persons per square mile, moderate number of buildings per square mile. Gridded streets and existence of cul-de-sac, dead-end residential development gated communities. Industry and commercial development, accessed by limited access highways and freeways.
- **Rural** – usually used to describe areas with large open spaces, low to moderate population densities, typically remote from other areas. Residential occupancies predominate, agricultural businesses, service businesses.

- **Wilderness** - used to describe areas that are remote from any significant development, usually limited road network.

<b>Emergency Response by Fire Zone:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Fire Zone 71; City Chelan (E71, R71)</b>	<b>539</b>	<b>515</b>	<b>550</b>	<b>554</b>
• Dispatch Time 2 min.	57%	NA	NA	NA
• Reaction Time: 2 min.	1.61 min. 100%	1.55 min. 100%	1.51 min. 100%	1.53 min. 100%
• First Arrival Time: 4 min.	82%	80%	76%	79%
• Average Response Time	3:41 min.	3:52 min.	3:59 min	3:50 min
• 90 Percentile: 5 min.	5 min.	5 min.	6 min.	5:5 min.
• Effective Work Force: 15 min.	NA	NA	NA	NA
<b>Fire Zone 72; Chelan Falls (B72, E72, T72)</b>	<b>25</b>	<b>42</b>	<b>31</b>	<b>33</b>
• Dispatch Time: 2 min.	35%	NA	NA	NA
• Reaction Time: 10 Min.	24.17 min. 41%	15.14 min. 66%	30:47 min. 33%	12:15 min. 82%
• First Arrival Time: 10 min.	82%	90%	97%	87%
• Average Response Time	9.02 min	8:33 min.	8:18 min.	8:13 min
• 90 Percentile: 15 min.	12 min.	10 min.	9 min.	11 min.
• Effective Work Force: 20 min	NA	NA	NA	NA
<b>Fire Zone 73; Union Valley (B73, E73, T73)</b>	<b>10</b>	<b>10</b>	<b>17</b>	<b>13</b>
• Dispatch Time: 2 min.	44%	NA	NA	NA
• Reaction Time: 10 min.	11.61 min. 86%	10.64 min. 94%	10:56 min. 95%	12:25 min. 82%
• First Arrival Time: 12 min.	66%	63%	76%	72%
• Average Response Time	12.24 min	12:59 min.	8:21 min	10:16 min.
• 90 Percentile: 20 min.	18 min.	17 min.	16 min.	14 min.
• Effective Work Force: 25 min	NA	NA	NA	NA
<b>Fire Zone 74; Howard Flats/Chelan Airport (B74, E74, T74)</b>	<b>56</b>	<b>29</b>	<b>50</b>	<b>28</b>
• Dispatch Time 2 min.	36%	NA	NA	NA
• Reaction Time: 10 min.	11.29 min. 89%	14.90 min. 67%	10:92 min. 92%	26:32 min. 38%
• First Arrival Time: 15 min.	92%	87%	90%	96%
• Average Response Time	10:23 min	11:36 min.	10:32 min	9:24 min
• 90 Percentile: 20 min.	15 min.	17 min.	13 min.	13 min.
• Effective Work Force: 25 min.	50%	NA	NA	NA

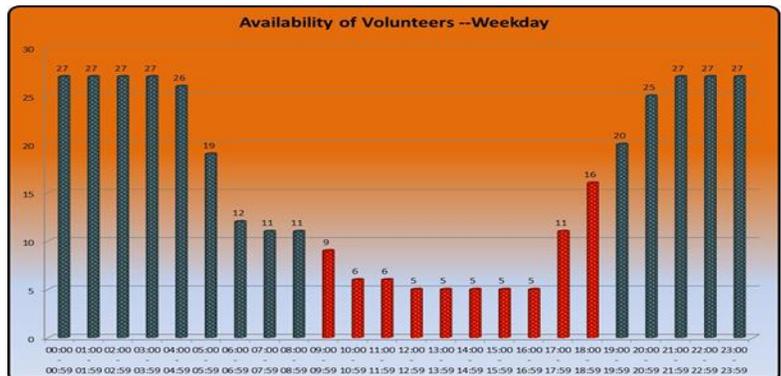
<b>Emergency Response by Fire Zone:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Fire Zone 75; South Shore (B75, E75, T75)</b>	<b>48</b>	<b>43</b>	<b>94</b>	<b>78</b>
• Dispatch Time: 2 min.	35%	NA	NA	NA
• Reaction Time: 10 min.	11:32 min. 88%	11:32 min. 88%	14:68 min. 68%	13:88 min. 72%
• First Arrival Time: 15 min.	54%	66%	73%	63%
• Average Response Time	15:52 min.	13.49 min.	12.23 min.	13:29 min.
• 90 Percentile: 22 min.	20 min.	22 min.	20 min.	18 min.
• Effective Work Force: 30 min.	NA	NA	NA	NA
<b>Fire Zone 76; North Shore (R71, E71)</b>	<b>82</b>	<b>57</b>	<b>90</b>	<b>86</b>
• Dispatch Time: 2 min.	48%	NA	NA	NA
• Reaction Time: 2 min.	1.61 min. 100%	1.55 min. 100%	1.51 min. 100%	1.53 min. 100%
• First Arrival Time: 10 min.	77%	83%	82%	80%
• Average Response Time	8:20 min.	7:49 min.	9:11 min.	8:20 min.
• 90 Percentile: 15 min.	13 min.	11 min.	13 min.	16 min.
• Effective Work Force: 20 min	NA	NA	NA	NA
<b>Fire Zone 77; North Shore (R71, E71)</b>	<b>46</b>	<b>48</b>	<b>38</b>	<b>38</b>
• Dispatch Time: 2 min.	37%	NA	NA	NA
• Reaction Time: 2 min.	1.61 min. 100%	1.55 min. 100%	1.51 min. 100%	1.53 min. 100%
• First Arrival Time: 10 min.	59%	66%	67%	64%
• Average Response Time	10:54 min	9:11 min.	09:20 min.	10:48 min.
• 90 Percentile: 15 min.	18 min.	12 min.	14 min.	17 min.
• Effective Work Force: 25 min	NA	NA	NA	NA
<b>Auto Aid/Mutual Aid Response</b>				
• Chelan County	16	15	32	34
• Douglas County	15	27	19	22
• Okanogan County	1	3	1	0
• Other	3	3	4	1
<b>Sub-Total of Auto Aid/Mutual Aid Responses</b>	<b>35</b>	<b>48</b>	<b>56</b>	<b>57</b>
<b>Total Emergency Responses</b>	<b>872</b>	<b>845</b>	<b>928</b>	<b>887</b>

Figure 32--CF&R Response Performance Tables

2017 - Fire Station Response Area	Number of Incidents in the Fire Station Response Zone	Number of Incidents in the Fire Station Response Zone where Volunteers Responded
<b>STATION #72</b>	32	0
<b>STATION #73</b>	7	6
<b>STATION #74</b>	33	3

<b>STATION #75</b>	<b>63</b>	<b>32</b>
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- ✪ **CF&R STAFFING AND RESPONSE DATA:** The Task Force reviewed data and analysis of the number of available and responding volunteers to CF&R 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.
- ✪ Chelan Fire and Rescue is a primary volunteer fire department supported with career staff. Staffing is comprised of a combination of over 35 volunteer personnel, six career Firefighter/EMT’s, six SAFER Grant Firefighter/EMT’s (through 2018), two chief officers, one mechanic and two administrative office staff.
- ✪ **Shift Staffing:** Provides personnel assigned to each of the three (A, B, C) 48-hour shifts; staffing level is one Fire Lieutenant and three Firefighter/EMT’s. The career shift personnel are supported by an on-call Duty Officer and the volunteer firefighters. Shift firefighter’s work the 48/96 shift schedule (**48 on, 96 off, 48 on, 96 off**).
- ✪ **July 2016, we filled the Assistant Fire (AC) Chief’s job** with a 25-year fire service veteran that came to us from the City of Redmond. The AC is responsible for daily operations and training along with participating in the on-call duty officer program.
- ✪ **SAFER Grant Firefighters:** CFR was awarded a SAFER Grant from FEMA to hire six additional firefighters. The grant provides for 100% of their wages and benefits for two years. At the end of the two years, CFR will be required to secure funding to retain them or lay them off. These six firefighters are Firefighter I, II, HazMat Ops and Emergency Medical Technician certified and are assigned to the 24-hour shift schedule to supplement our on-duty staffing.
- ✪ **CFR applied for the SAFER Grant** to provide for the minimal initial response staffing so that our personnel could safely conduct initial fire ground operations which include interior fire rescue and interior firefighting operations as identified and out lined in Washington Administrative Code (WAC 296-305).
- ✪ **Volunteer Emergency Responder Staffing:** Volunteers provide staffing to five of our stations under the direction of our volunteer and career Fire Lieutenants. The desired volunteer staffing level is 10 volunteer personnel per station with a minimum of six of those personnel being fire combat qualified. Chelan Fire and Rescue uses the following pay and reimbursement programs to cover our volunteer member’s expenses and provide incentive to pulling duty shifts.



- ✪ **Volunteer Point System:** The volunteer point system is used to reimburse our volunteers for out of pocket costs. Our goal is to make sure it does not cost our members to volunteer. Points are valued at \$20.00 and are paid out quarterly, members earn one point for each approved activity (emergency response, training, public education etc.) regardless of the number of minutes or hours the activity takes.
  
- ✪ **Volunteer Stipend/Point System:** The volunteer stipend system provides additional financial incentives to our volunteers who make themselves available for a block of time (duty period). Volunteer(s) pulling a duty period for a stipend will still receive points with exception for the volunteer shift point. A stipend would be for a twelve (12) hour duty period and/or other time period approved by the Fire Chief. Volunteers eligible for the stipend would have to be a member in good standing (meeting Tuesday night drill attendance requirements and quarterly training requirements), fire combat qualified, First Aid or EMT certified and driver operator qualified on the primary apparatus at the station they are pulling a duty period. See DOCUMENT 17-008a Volunteer Staffing Program for additional information.
  
- ✪ **Paid-On-Call (POC):** Members that sign-up for the POC program will become part-time hourly employees and are no longer eligible for the Volunteer Point System. POC(s) pulling a duty period will be paid hourly; shifts may range from one hour to twenty-four hours as approved by the Fire Chief. These individuals would be used to back fill the shift(s) under agreed criteria with the Union and provide additional personnel when needed. POC(s) have to be a member in good standing (meeting Tuesday night drill attendance requirements and quarterly training requirements), fire combat qualified, EMT certified and driver operator qualified on the primary apparatus at the station they are pulling a duty period. *Note: was suspended in 2017 until further notice.*
  
- ✪ **Seasonal Firefighters:** Three Seasonal Firefighter/EMT's were hired to provide additional staffing during the fire season (May through September) and provide Firewise assessment and chipping service throughout our jurisdiction. This crew also was our initial response resource for Mutual Aid and State Mob level wildland fires. These three Seasonal Firefighters provided 2,640 additional man hours during the fire season. *Note: was suspended in 2017 until further notice.*

Station	Number of Staff at Year End				Emergency Response Hours				Training Activities Hours			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Sta.71 Vol.	17	21	21	18	368	617	2,202	315	2,945	3,140	4,483	1,306
Sta.71 Car	11	11	11	17	1,363	1,188	2,609	1,423	3,134	3,512	3,143	2,228
Sta.72 Vol.	7	6	5	1	166	277	678	60	1,068	949	476	282
Sta.73 Vol.	5	7	9	8	159	165	300	103	592	792	1,045	695
Sta.74 Vol.	4	7	7	3	100	152	315	14	567	650	328	147
Sta.75 Vol.	8	11	11	9	426	688	1,593	269	2,321	3,382	2,773	1,237
<b>Totals</b>	<b>52</b>	<b>63</b>	<b>64</b>	<b>56</b>	<b>2,582</b>	<b>3,087</b>	<b>7,697</b>	<b>3,521</b>	<b>10,628</b>	<b>8,216</b>	<b>12,248</b>	<b>5,895</b>

Figure 33--CF&R Volunteer personnel

- ⊛ **Volunteer Explorer Post:** The Explorer Post is assigned to Station 71, the headquarters station. CFR has room for up to 15 Fire Explorers in the program.

<b>Volunteer Staffing by Station</b>	<b>→ Lieutenant</b>	<b>→ Firefighter</b>	<b>→ Support</b>
<b>→ Station 71</b>	<b>→ 2</b>	<b>→ 8</b>	<b>→ 5</b>
<b>→ Station 72</b>	<b>→ 0</b>	<b>→ 1</b>	<b>→ 0</b>
<b>→ Station 73</b>	<b>→ 1</b>	<b>→ 7</b>	<b>→ 1</b>
<b>→ Station 74</b>	<b>→ 0</b>	<b>→ 0</b>	<b>→ 0</b>
<b>→ Station 75</b>	<b>→ 1</b>	<b>→ 5</b>	<b>→ 1</b>

Figure 34--Current CF&R Volunteer Staffing

The following data was provided by CF&R staff to reflect the level of participation that each of the CF&R Volunteers participated (for emergency incidents) in 2017. There was considerable concern over this issue with the Task Force:

<b>Station 71</b>			2017
Volunteer Personnel	Emergency Responses	% of Responses	Total Station Responses 739
7101	11	1.49%	
7102	0	0.00%	
7111	0	0.00%	
7112	0	0.00%	
7113	11	1.49%	
7114	6	0.81%	
7115	9	1.22%	
7116	52	7.04%	
7117	66	8.93%	
7118	0	0.00%	
7119	2	0.27%	
7120	48	6.50%	
7121	2	0.27%	
7122	1	0.14%	
7123	0	0.00%	

<b>Station 72</b>			2017
Volunteer Personnel	Emergency Responses	% of Responses	Total Station Responses 32
7201	0	0.00%	

<b>Station 73</b>			2017
Volunteer Personnel	Emergency Responses	% of Responses	Total Station Responses 7
7301	4	57.14%	
7302	2	28.57%	
7303	0	0.00%	
7304	0	0.00%	
7305	2	28.57%	
7306	2	28.57%	
7307	0	0.00%	
7308	3	42.86%	

<b>Station 74</b>			2017
Volunteer Personnel	Emergency Responses	% of Responses	Total Station Responses 33
7401	0	0.00%	

<b>Station 75</b>			2017
Volunteer Personnel	Emergency Responses	% of Responses	Total Station Responses 63
7501	17	26.98%	
7502	20	31.75%	
7503	6	9.52%	
7504	6	9.52%	
7505	9	14.29%	
7506	19	30.16%	
7507	0	0.00%	

- ★ Additionally, the Appendices provide a breakdown of Volunteer activity and training participation which provided added concern from the Task Force.

★ **CF&R RESOURCES: FLEET & FACILITY ANALYSIS:** The Task Force was given an



opportunity on the second meeting to tour all five CF&R facilities. They were also provided an exhaustive Facilities Analysis Matrix provided by *mHc*. The tours of the facilities – provided by Chief Lemon -- also included an overview of the CF&R 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 and future Volunteers and shift personnel at these facilities as well as for supporting the future response and staffing models the Task Force saw in the coming years. 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.

★ **CF&R FINANCIAL ANALYSIS:** One of the final presentations to the Task Force involved an examination of the local funding, budget and financial polices of CF&R. The *mHc* Facilitator took the opportunity to explain the CF&R financial systems to the Task Force. This rallied a significant amount of discussion – especially in regards to equal funding and dedicated funding for the fleet replacement. While preliminary discussions began with the simple operational costs of the Fire District, more energy and interest were expended discussing the subjects of SAFER GRANTS and *the CF&R unfunded liability matrix*. *mHc* provided a comparative study of Western Region (USA) fire departments in communities of like size for cost-per-capita considerations.

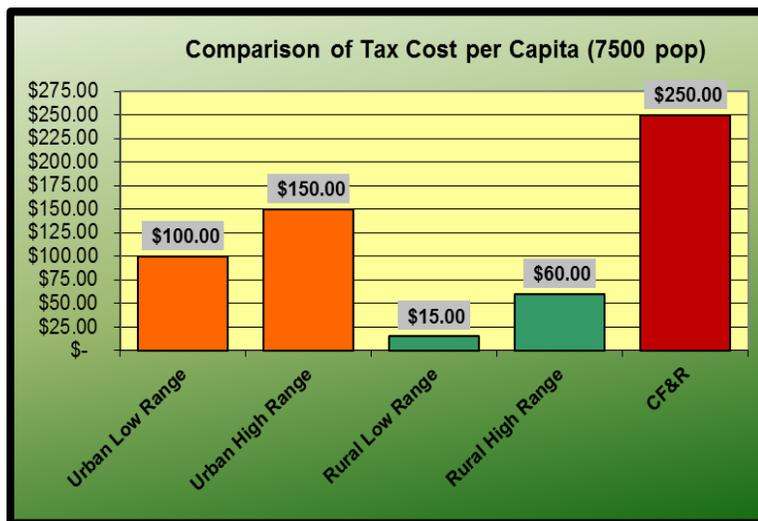


Figure 35 -- CF&R Cost-per-Capita

## **SUMMARY:**

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

## **DISCUSSION**

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

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

## **DECISION**

While it would be somewhat facetious to assume that the Task Force would actually “make decisions” for the Board of Fire Commissioners, there were a number of discussions, recommendations and conclusions drawn to finality at the end of the process by this fastidious group. This Final Report reflects those ‘decisions’ made by the Task Force in two formats. The first format is the OBSERVATIONS and CONCLUSIONS that the Task Force have decided are important to the future of the Fire District.

The second format is those six RECOMMENDATIONS that are deemed critical in the sustainability of the current level of service which the Fire District provides.

# **TASK FORCE DELIBERATIONS** **&** **SUMMARIES**



Overall, Chelan County Fire District #7 provides an excellent rural fire and EMS protection service. Based on the findings above and considering the challenges of providing emergency services to a widespread and diverse rural district, CF&R provides effective and efficient service to citizens and to surrounding communities. The recommendations below offer suggestions for the district to improve on its current high levels of service and to continue to provide high levels of service in the face increasing demands for emergency service.

The district is encouraged to continue its strong tradition as a community-supported volunteer force. The district is also encouraged to work with surrounding agencies to establish a regional baseline of clear expectations for emergency response levels. The district must also continue its focus on improving emergency medical services, providing strong training and development opportunities, and developing a sustainable long-term funding model. While the report leaves specific implementation

measures to the discretion of the fire district, the district will likely need to pursue all of the recommendations to continue to provide current levels of service.

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

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

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

The CF&R Task Force carefully considered the current operations of the Fire District and neighboring fire and EMS service providers. The Task Force also considered a wide range of projected future conditions that will likely impact the District's ability to protect citizens, landowners, organizations and visitors in western Chelan County and the Lake Chelan region. The Task Force considered current operations and future conditions to make recommendations appropriate for a rural eastern Washington fire district.

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

***“During the process of considering observations, current conditions and potential future challenges that affect the current LEVEL OF SERVICE, the Chelan Fire and Rescue Community Task Force considered the present operations and ‘current conditions’ of the District based upon the CF&R data provided and discussed a wide range of contemporary and projected future conditions that will likely impact the District’s ability to meet the needs of citizens, property owners and organization in the greater Chelan community. The Task Force specifically considered current and future conditions in the context of the expectations for a rural Eastern Washington fire district.”***

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

<b>ADMINISTRATION</b>	
<p>Chelan County Fire District #7 is a special purpose fire district organized under Revised Code of Washington (RCW) Title 52. Three elected Fire Commissioners oversee the District's operations. The three-member board is the typical structure for a special purpose fire district in Washington. The District's full-time Fire Chief reports directly to the Commissioners.</p> <p>As a special purpose district, the District operates under a District-wide property tax base of .99¢ per year for each \$1000 of assessed property value [E.g. a home with an assessed value of \$400,000 pays \$396 per year for fire protection].</p>	
<b>Observations</b>	<p>The consulting firm and Task Force members found Chelan Fire and Rescue Administration to be profoundly organized and professional as indicated by numerous Management Excellence Awards in past years from the Washington Fire Commissioner Association.</p>
<b>Recommendations</b>	<p>Keep up the GOOD WORK !!</p>

**Chelan Fire and Rescue Recognized for Management Excellence:**

**2015 – Chelan Fire and Rescue did not participate.**

**2014 - Chelan Fire and Rescue Received 1<sup>st</sup> place** in the Washington State Fire Commissioners Association “Management Excellence Award Program” for category C Class fire department.



**2013 - Chelan Fire and Rescue Received 2<sup>nd</sup> place** in the Washington State Fire Commissioners Association “Management Excellence Award Program” for category C Class fire department.

**2012 - Chelan Fire and Rescue Received 3<sup>rd</sup> place** in the Washington State Fire Commissioners Association “Management Excellence Award Program” for category B Class fire department.



**2011 - Chelan Fire and Rescue Received 2<sup>nd</sup> place** in the Washington State Fire Commissioners Association “Management Excellence Award Program” for category B Class fire department.

Chelan Fire and Rescue’s leadership/management team and fire department were recognized by the Washington State Fire Commissioner Association at their Fall Conference in Spokane October 28, 2011. Chelan Fire and Rescue participated in the “Management Excellence Award Program” in the Category B Class against fire departments with budget between \$1,000,000 and \$10,000,000 and received 2<sup>nd</sup> place in the State of Washington. The purpose of the Management Excellence Award Program is to provide a means of sharing information, innovative ideas and the variety of activities taking place throughout the state of Washington; to give recognition to those in the fire service that have demonstrated progressive achievement; to benefit all fire districts, regardless of size, location, budget, or number of personnel.

## FINANCES

The fire district operates from a [primarily] ad valorem property tax structure which generates the majority of its revenue. Under Initiative 747, CF&R, a public entity is subject to a 1% cap on its tax revenue each year while being overrun by an average 3.2% inflation rate.

### Observations

- ☞ The CF&R Task Force conducted a general review of CF&R financial reports as provided by the Administration
- ☞ CF&R noted a professional, detailed budget showing several reserve funds with moderate balances
- ☞ CF&R is currently participating in a S.A.F.E.R. grant program from FEMA for the purpose of funding six FTE Firefighters. It was noted that said grant expires at the end of 2018
- ☞ Over 70% of the fire district budget funds personnel
- ☞ The Task Force noted that a number of the 'alternative staffing programs' were not funded in 2017
- ☞ mHc and CF&R Staff provided the Task Force with a current "Unfunded Liabilities" document

### Recommendations

- “. . . . the Fire Commissioners are the responsible party for budgetary matters concerning CF&R. [We] don't believe that it is the Task Force's job or responsibility to make recommendations pertaining to the financial aspect of CF&R to the Fire Commissioners.”
- 

## FACILITIES

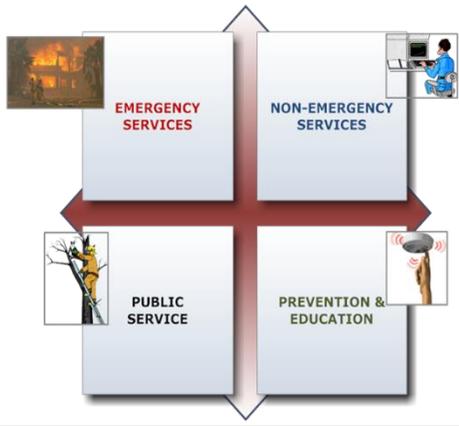
Chelan Fire and Rescue operates five (5) fire station facilities strategically located throughout the 52 square miles of city and rural district. There are plans for adding two additional fire stations.

### Observations

- ☞ Fire stations were in general good order
- ☞ Currently, the following indicates the number of incidents at each fire station in 2016:
  - ☞ Station #71 – 554\* (78%)
  - ☞ Station #72 – 33 (4%)
  - ☞ Station #73 – 13 (2%)
  - ☞ Station #74 – 28 (4%)
  - ☞ Station #75 – 78 (11%)
- ☞ Only one facility (Station 71 in the City) has capabilities for around the clock staffing)

<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>➤ Provisions should be considered to provide dedicated funding for upgrades and replacement of facilities</li> <li>➤ If response times are acceptable, provide a study to see if all fire stations are necessary with regards to established response goals and response performance compliance</li> </ul>
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**EMERGENCY SERVICES DELIVERY**



<p><b>Observations</b></p>	<ul style="list-style-type: none"> <li>☞ The Task Force discussed and agreed [more by default than design] that Chelan Fire and Rescue was an ‘<b>all risks first responder</b>’ agency with potentials for any number of types and sizes of fire, rescue, hazardous materials, emergency medical or special operations incidents</li> <li>☞ From all of the materials that the Task Force accessed, they were unable to determine the status or amount of public education and public participation activities occurred.</li> <li>☞ The Task Force strongly endorses any and all forms of public education; pre-incident mitigation measures; prevention legislation; public service programs –any efforts to reduce risk, injury and the demand for emergency services.</li> </ul>
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<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>➤ Special Operations should be dealt with using regional teams and efforts</li> </ul>
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RESPONSE PERFORMANCE	
<p><b>Observations</b></p>	<ul style="list-style-type: none"> <li>☞ CF&amp;R has adopted a Standards of Coverage for response times to emergency incidents</li> <li>☞ Though there are five fire stations and seven response zones, the staffed fire station generally responds and handles the majority of incidents</li> <li>☞ There is a potential for a moderate ‘failure rate’ for Station 71 when it leaves its ‘first due area’ to handle other fire station responses</li> <li>☞ There are two fire station areas that do not have active personnel to respond to incidents in their area</li> </ul>
<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>➤ The Task Force considers establishing an urban and rural Standards of Coverage to be a realistic approach to response performance</li> <li>➤ The community survey provided the following citizen expectations: <ul style="list-style-type: none"> <li>• <i>18% of the respondents felt that 5-minute response time for 9-1-1 emergencies (80%-90% of the time) was acceptable</i></li> <li>• <i>24% of the respondents felt that 7-minute response time for 9-1-1 emergencies (80%-90% of the time) was acceptable</i></li> <li>• <i>12% of the respondents felt that 8-minute response time for 9-1-1 emergencies (80%-90% of the time) was acceptable.</i></li> <li>• <i>26% of the respondents felt that 10-minute response time for 9-1-1 emergencies (80%-90% of the time) was acceptable</i></li> <li>• <i>15% of the respondents felt that 12-14-minute response time for 9-1-1 emergencies (80%-90% of the time) was acceptable</i></li> </ul> </li> <li>➤ Additionally, the survey’s indicated that said response times should be complied with: <ul style="list-style-type: none"> <li>• 1% indicated 50% of the time</li> <li>• 2% indicated 60% of the time</li> <li>• 14% indicated 70% of the time</li> <li>• 27% indicated 80% of the time</li> <li>• 26% indicated 90% of the time</li> <li>• 29% indicated 100% of the time</li> </ul> </li> </ul>

	<p>➤ The Task Force recognizes that the only ‘manageable’ element of response times has to do with the ‘turn out’ time of emergency responders [i.e. whether from a staffed station or ‘come from home’ volunteers]</p>
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**STAFFING**

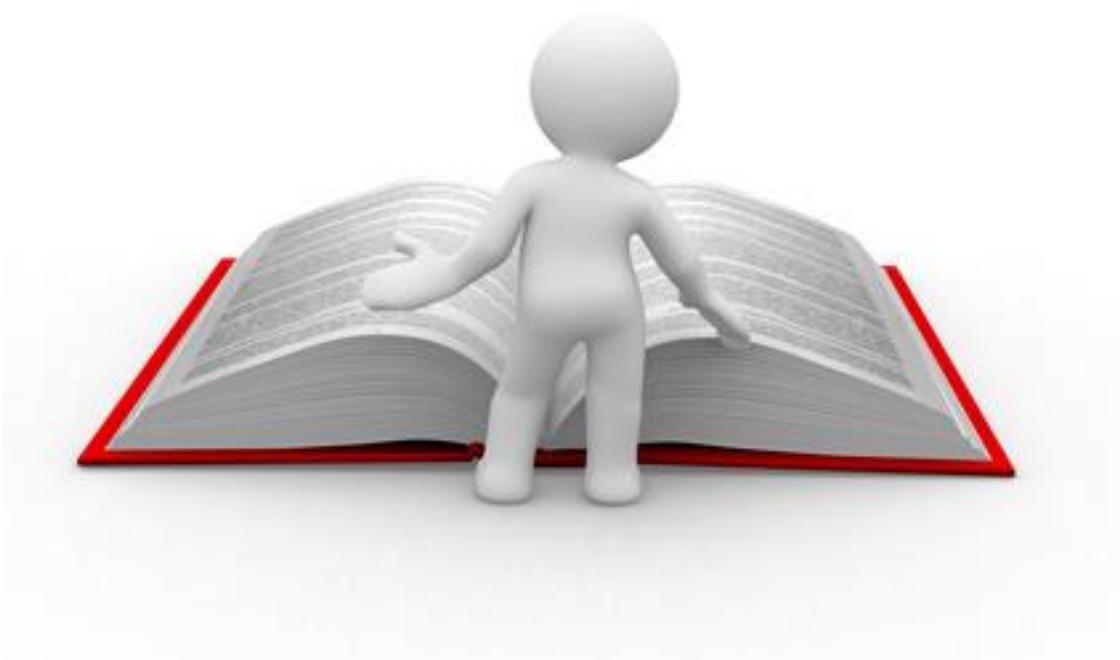
Chelan Fire and Rescue employs a ‘combination’ career and volunteer response system. There are generally 3-4 career personnel on duty at Station 71 24/7

**Observations**

- ☞ Half of the 12 career personnel are funded by a S.A.F.E.R. grant that expires at the end of 2018
- ☞ According to CF&R data, the number and percentage of female first responders and Hispanic or other minority Volunteers is minimal-to-non-existent. This does not reflect the Chelan Community
- ☞ While CF&R has an identified “Critical Tasking” policy for most types of incidents -- which establishes manpower minimums (see Appendix)-- CF&R response and participation data indicates that on the average, an essential task force of responders does not occur.
- ☞ The Task Force found that two volunteer fire stations either did not have an active volunteer force or there is little-or-no Volunteer activity at those fire stations. The Station 71 (downtown) leaves the core area to handle these calls.
- ☞ The ‘age’ of CF&R Volunteer Force is of concern as 49% are 51 years of age or older (30% being 61 years or older). Extrapolated out, the most active and most experienced are nearing the end of their experience with CF&R
- ☞ The level of CF&R Volunteer fire service experience is equally weighted towards an inexperienced force with 67% of the Volunteers having less than five years of experience and only 7 total Volunteers that have over 11 years of experience.
- ☞ CF&R’s ‘older volunteers’ are the most active responders. A review of ‘response participation’ records follows a nationwide trend showing active Volunteer participation in emergency responses is shrinking particular among the younger Volunteers
- ☞ A review of CF&R data by the Task Force indicates that the level of training participation of the current volunteers is problematic. Of the 99 training events occurring in 2016, only a small percent of the Volunteers participated in more than 50% of the

	drills.
<p><b>Recommendations</b></p>	<ul style="list-style-type: none"> <li>➤ “We believe that the administration is already on track by acquiring another S.A.F.E.R. grant from FEMA to hire a Volunteer Coordinator [<i>in order</i>] to maintain the current level of service. It is the opinion of the Chelan Fire and Rescue Task Force that the development and maintenance of the Volunteer Firefighting Program and <b><u>integration</u></b> with Full-Time Firefighters is the best solution to our districts challenges and will be the basis of our recommendations.”</li> <li>➤ The Community Surveys indicated that 68% of the respondents believed that the Volunteer Force should be trained to the same level as the career force while the remainder of the respondents did not.</li> <li>➤ Community surveys indicate that 34% of respondents felt that the number of trained emergency responders for a 9-1-1 emergency should be between <b>2-4 responders</b> while the remainder of the respondents indicated “<b>as many responders as necessary</b>”</li> </ul>

# APPENDICES



# Community Survey's

## **DEFINING LEVELS OF SERVICE**

### **TOOLS AND TARGETS**

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

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

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

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

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

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

**A:**  Yes  No

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

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

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

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

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

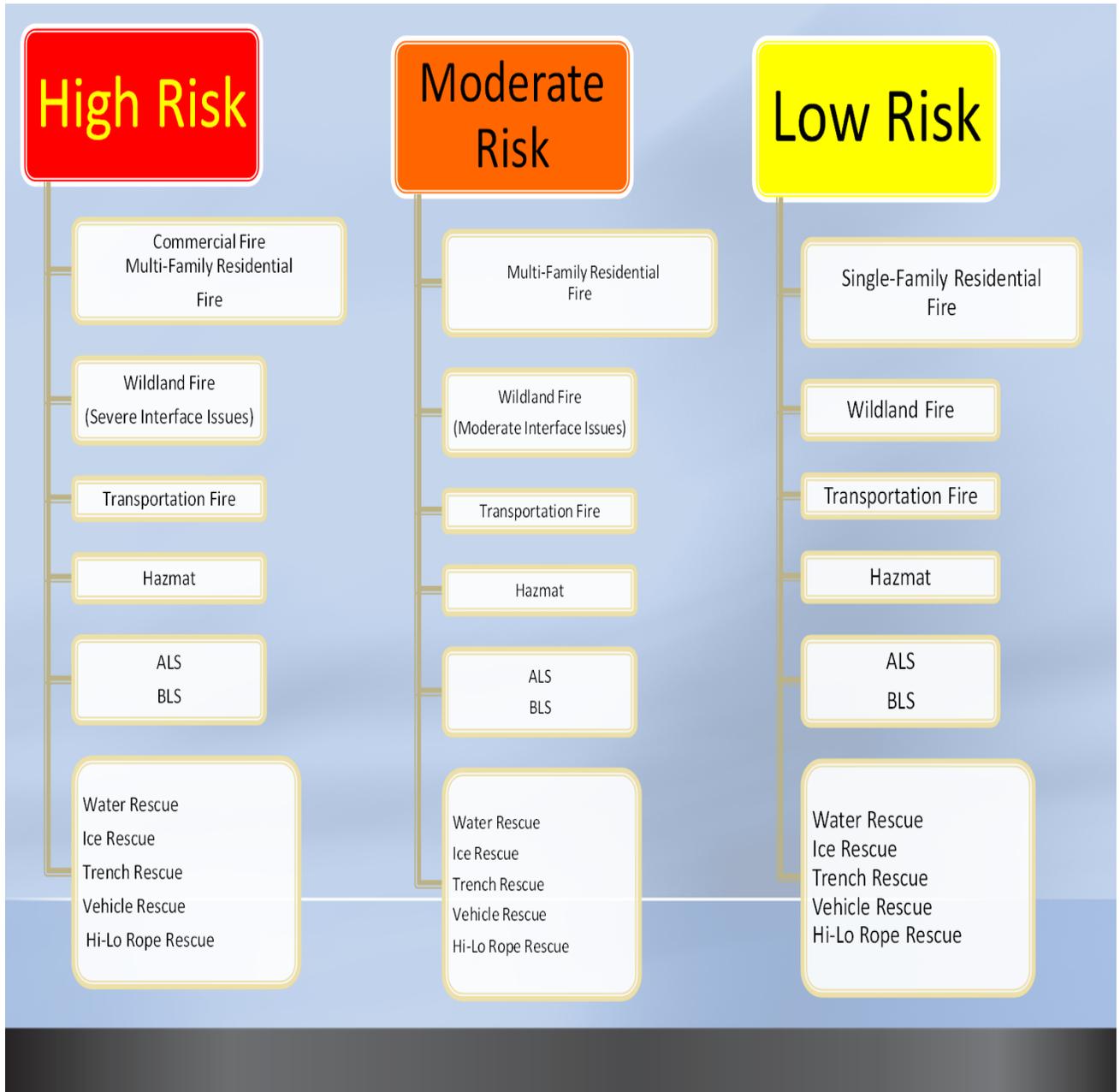
**3. HOW MANY ?** – How many trained Fire Department personnel should respond to your emergency?

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

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

- Firefighting \_\_\_\_\_
- Rescue \_\_\_\_\_
- Emergency medical \_\_\_\_\_
- Hazardous material \_\_\_\_\_
- Public education \_\_\_\_\_

# Community Risk



# FIRE DEPARTMENT EXTERNAL SERVICES INVENTORY

EXTERNAL SERVICE	Level of Service Level of Training	DEFINITION: What Can They DO???
<b>FIRE SUPPRESSION</b>	▼▼▼▼	▼▼▼▼
Structural	<i>Non-IDLH</i>	Fire suppression support activities ( <i>set-up lighting, apparatus operations, water supply, load hose, etc.</i> ) support FF-1 personnel <b>restricted to OUTSIDE of the established fire scene</b>
	<i>FF-I</i>	Offensive and defensive structural fire suppression, rescue activities
	<i>FF-II</i>	Offensive and defensive structural fire suppression, rescue activities; may perform as single-resource supervisor
Wildland	<i>FF2</i>	Entry level wildland fire suppression
	<i>FF1</i>	Advanced level wildland fire suppression, inter-face structural protection and tactical decision making.
	<i>Single Resource Boss</i>	Crew Leader / Advanced knowledge in fire behavior, tactics, weather and inter-face structural protection
	<i>Strike Team/Task Force Leader</i>	Leader of multiple resources / Advanced knowledge in Strategy & Tactics
	<i>Division Supervisor</i>	Major incident strategy, tactics and multiple resources management
Marine	<i>Awareness</i>	Identify the risk and request appropriate resources; basic dock, marina or shoreline suppression support activities; support FF-1 personnel; <b>restricted to OUTSIDE of the established fire scene</b>
	<i>FF-I</i>	Offensive and defensive marine fire suppression, rescue activities
	<i>FF-II</i>	Offensive and defensive marine fire suppression, rescue activities; may perform as single-resource supervisor
Aircraft	<i>Awareness</i>	Identify the risk and request appropriate resources; basic aircraft suppression support activities; support FF-1 personnel; <b>restricted to OUTSIDE of the established fire scene</b>
	<i>FF-I</i>	Advanced level aircraft fire suppression, rescue protection and tactical decision making.
	<i>FF-II</i>	Advanced offensive and defensive aircraft fire suppression, rescue activities; may perform as single-resource supervisor
	<i>ARF</i>	Regulated by Federal Aviation Administration. Advanced knowledge and ability to mitigate large commercial aircraft emergencies.
<b>EMS</b>	<i>First Aid/CPR</i>	AHA First Aid CPR certification
	<i>First Responder</i>	Patient assessment; triage, basic life support first aid treatment
	<i>EMT</i>	Patient assessment; triage, basic life support first aid treatment. <u>Assist</u> with very few medications (Epi, Nitroglycerin, and Aspirin. Secure the airway. Attend BLS patient in ambulance transport
	<i>A-EMT</i>	Provide patient assessment; triage, intermediate life support treatment life support. <u>Administer</u> certain medications and

		obtain IV access. Secure the airway.
	<i>ALS (Paramedic)</i>	Provide patient assessment; triage Advanced Life Support. Administer all medications. Provide advanced airway placement. Perform chest decompression (collapsed lung), Cricothyrotomy, etc.
<b>HAZ MAT</b>	<i>Awareness</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. ( <i>Support Operations level personnel</i> )
	<i>Operations</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. Perform defensive tactics to mitigate minor incidents. ( <i>i.e. dam, dike, divert</i> ) Supervise other personnel
	<i>Technical</i>	Identify Haz Mat risk and garner appropriate resources Perform offensive tactics to mitigate major incidents. Perform offensive tactics to mitigate the incident. ( <i>i.e. plug or patch</i> ) Supervise other personnel
<b>RESCUE</b>	▼▼▼▼	▼▼▼▼
Vehicle	<i>Awareness</i>	Identify risks and assist Operational personnel with vehicle extrication, fire protection and patient treatment and packaging
	<i>Operational</i>	Identify risks; triage, supervise and perform vehicle extrication and patient packaging. Supervise other personnel
	<i>Technical</i>	Identify risks; triage, supervise and perform advanced and technical vehicle extrication and patient packaging. ( <i>i.e. deploy shoring to stabilize a sink hole</i> ) Supervise other personnel
Water	<i>Awareness</i>	Identify risks and assist Operational personnel with water rescue and patient treatment. <b>Restricted to shoreline activities</b>
	<i>Operations</i>	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technical</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue. Supervise other personnel
Ice	<i>Awareness</i>	Identify risks and assist Operational personnel with ice rescue and patient treatment. <b>Restricted to shoreline activities</b>
	<i>Operations</i>	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technical</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water ice rescue. Supervise other personnel
High/Low Technical	<i>Awareness</i>	Identify risks and assist Operational personnel with High/Low angle rescue operations and patient treatment. <b>Restricted to Safety Zone activities</b>
	<i>Operations</i>	Identify risks; establish High/Low angle rope rescue configurations and perform defensive tactics to mitigate the incident. Supervise other personnel
	<i>Technician</i>	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue.
Urban	<i>Awareness</i>	Identify the risk and request appropriate resources
	<i>Operations</i>	Access & Extricate victim
	<i>Technician</i>	Provide advanced level extrication techniques if needed ( <i>see High/Low Angle Rescue Tech</i> )
<b>Public Service</b>	<i>All Public Service requests</i>	As authorized Fire Chief and/or Captains

	<i>Selective Public Service Requests</i>	As authorized Fire Chief and/or Captains
<b>Disaster</b>	<i>Planning</i>	<ul style="list-style-type: none"> <li>• Conducting and maintaining a Community Risk Analysis</li> <li>• Participate in local and Regional Emergency Planning efforts</li> <li>• Developing local disaster planning, management, control and mitigation efforts</li> </ul>
	<i>Mitigation</i>	<ul style="list-style-type: none"> <li>• Training all City staff</li> <li>• Developing and maintaining C.E.R.T. teams</li> </ul>
	<i>EOC</i>	Design and provision of modern and inter-operable Emergency Operations center and/or capabilities
<b>Prevention Inspections</b>	<i>Courtesy</i>	<ul style="list-style-type: none"> <li>• Provide periodic visitations and efforts to assist businesses, commercial and public facilities in the prevention of fire, overall safety</li> </ul>
	<i>Code Enforcement</i>	
<b>Public Education</b>	<i>First Aid/CPR</i>	Providing regular, periodic public first aid and CPR classes
	<i>C.E.R.T</i>	FEMA Community Emergency Response Team Training
	<i>School Programs</i>	NFPA Safety Education curriculum in schools and Daycare
	<i>Fire Safety</i>	General Fire/Injury Safety training to public; events
	<i>Babysitting</i>	Baby-sitting Safety Training for young teens

# External Services Survey

## FIRE DISTRICT EXTERNAL SERVICES INVENTORY

EXTERNAL SERVICES	Levels of Service	Current Service Level	Future / Desired Level	Outside Agency Assistance
<b>Fire Suppression</b>				
<b>structural</b>	<i>Non-IDLH</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-II</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>wildland</b>	<i>FF-I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-II</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>marine</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-II</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>aircraft</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FF-II</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>ACFR</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>EMS</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>FR</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>EMT</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>EMT-I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>ALS</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Transport</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Haz Mat</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Rescue</b>				
<b>vehicle</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>water</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ice</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>hi-low angle rope</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>	
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>urban</b>					
<b>wilderness</b>	<i>Basic</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Awareness</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>R&amp;I</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Operations</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Technical</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Public Service</b>	<i>All requests</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Selective</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Disaster</b>	<i>Planning</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Mitigation</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>EOC</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Inspections</b>	<i>Courtesy</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Code</i>				
	<i>enforcement</i>	<input type="checkbox"/>	<input type="checkbox"/>		
<b>Public Education</b>					
	<i>CPR</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>First aid</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>C.E.R.T.</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>School</i>				
	<i>curriculum</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Fire safety</i>	<input type="checkbox"/>	<input type="checkbox"/>		
	<i>Babysitting</i>	<input type="checkbox"/>	<input type="checkbox"/>		
		<input type="checkbox"/>	<input type="checkbox"/>		

# Task Force Standards of Coverage Recommendation

COFD#7 Level of Service Matrix					
	<b>CALL PROCESSING &amp; DISPATCH</b>				
	<p>“Level of Service” Element</p> <p><b>CF&amp;R ‘TURN-OUT’ TIME</b></p> <p><i>The amount of time it takes for the first staffed CF&amp;R unit to respond after being dispatched</i></p>	Type of Incident	CF&R GOAL ‘Command’	CF&R GOAL Urban	CF&R GOAL Rural
		Fire Response	<u>2</u> minutes	<u>2</u> minutes	<u>2</u> minutes
		EMS/Rescue Response	<u>2</u> minutes	<u>2</u> minutes	<u>2</u> minutes
		Haz Mat Response	<u>2</u> minutes	<u>2</u> minutes	<u>2</u> minutes
		Public Service	90 minutes	90 minutes	90 minutes
	<p>“Level of Service” Element</p> <p><b>FIRST CF&amp;R UNIT ON THE SCENE</b></p> <p><i>The amount of time it takes for the first staffed CF&amp;R unit to arrive at the emergency scene</i></p>	Type of Incident	CF&R GOAL ‘Command’	CF&R GOAL Zone 1	CF&R GOAL Zone 2
		Fire Response	<u>9</u> minutes	<u>8-10</u> minutes	<u>12-14</u> minutes
		EMS/Rescue Response	<u>9</u> minutes	<u>8-10</u> minutes	<u>12-14</u> minutes
		Haz Mat Response	<u>9</u> minutes	<u>8-10</u> minutes	<u>12-14</u> minutes
		Public Service	<u>90</u> minutes	<u>90</u> minutes	<u>90</u> minutes
	<p>“Level of Service” Element</p> <p><b>ARRIVAL OF THE ‘EFFECTIVE RESPONSE FORCE’</b></p> <p><i>The amount of time it takes for the remaining first-alarm assigned units to arrive at the scene</i></p>	Type of Incident	CF&R GOAL ‘Command’	CF&R GOAL Zone 1	CF&R GOAL Zone 2
		Fire Response	<u>15</u> minutes	<u>20-25</u> minutes	<u>20-30</u> minutes
		EMS/Rescue Response	<u>15</u> minutes	<u>20-25</u> minutes	<u>20-30</u> minutes
		Haz Mat Response	<u>15</u> minutes	<u>20-25</u> minutes	<u>20-30</u> minutes

# ✓ UNFUNDED LIABILITIES



	UN-FUNDED LIABILITY	CF&R Status	CURRENT FUNDING LEVEL
1	Long-term contractual obligations	✓ <b>CF&amp;R</b> <input type="checkbox"/> does <input checked="" type="checkbox"/> does not have any long-term financial contractual obligations	
2	Long-term loans or non-voter approved bonds	✓ <b>CF&amp;R</b> <input checked="" type="checkbox"/> does <input type="checkbox"/> does not have any current loans, debt or non-voter approved bonds	See Bonded Debt Ratios - Fire No. 7 656.710 Non-voted 2013
3	Long-term lease agreements	✓ <b>CF&amp;R</b> <input checked="" type="checkbox"/> does <input type="checkbox"/> does not have any active long-term leases	Station 74 property is owned by the Chelan Port Authority. Annual lease payment is \$2,500.00
4	LEOFF II disability leave supplement	✓ Should a full-time <b>CF&amp;R</b> employee go out on a Worker's Comp disability leave the Fire District is responsible for 50% of full pay for 6 months.	General Reserve Fund \$450,000.
5	LEOFF I liabilities	✓ <b>CF&amp;R</b> <input type="checkbox"/> does <input checked="" type="checkbox"/> does not have any current or past LEOFF I employees or liabilities	
6	Apparatus replacement costs	✓ <b>CF&amp;R</b> <input checked="" type="checkbox"/> does <input type="checkbox"/> does not have an Apparatus Replacement matrix (ARF) which <input checked="" type="checkbox"/> has <input type="checkbox"/> has not been adopted or funding dedicated by the Board of Fire Commissioners.	Capital Investment Reserves Fund, balance of \$194,000.
7	Equipment replacement costs	<p>✓ <b>CF&amp;R</b> <input type="checkbox"/> has <input checked="" type="checkbox"/> has not established an 'acquisition and replacement threshold' and a life-span schedule for Equipment Replacement costs in order to assemble a <b>CF&amp;R</b> Equipment Replacement matrix or fund (ERF).</p> <p>✓ The ERF list is as follows:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> SCBA Packs and Bottles</li> </ul>	Equipment is funded as needed out of the general fund annually.

		<input type="checkbox"/> Copy machine <input type="checkbox"/> Office Furniture and appliances	
9	Accrued Comp-Time leave banks	<ul style="list-style-type: none"> <li>✓ Calculated in accordance with current Employment Agreements and Fire District policy, <b>CF&amp;R</b> current Accrued Comp Time (ACT) Liability is approximately \$ <b>7,000.43</b>.</li> <li>✓ ACT Liability increases as Contracts mature (annually)</li> </ul>	72 maximum accrual allowed. If all eligible employees maxed out their Comp-Time hours the total liability to the district would be \$25,110.00
10	Accrued Vacation Leave banks	<ul style="list-style-type: none"> <li>✓ Calculated in accordance with current Employment Agreements and Fire District policy, <b>CF&amp;R</b> current Vacation Time Bank (VCB) Liability is approximately \$ <b>72,501.68</b>.</li> <li>✓ VCB Liability increases as Contracts mature</li> </ul>	24 month maximum accrual allowed. If all eligible employees maxed out their Annual Leave hours the total liability to the district would be \$171,973.51
11	Accrued Sick Leave vacation banks	<ul style="list-style-type: none"> <li>✓ Calculated in accordance with current Employment Agreements and Fire District policy, <b>CF&amp;R</b> current Sick Leave Bank (SLB) Liability is approximately \$ <b>0.00</b></li> </ul>	No pay out for unused sick leave.



# VOLUNTEER STATISTICS

<b>RANK</b>	<b>Current Age</b>	<b>Number of Fire Service Years</b>	<b>Total 2016 Incidents Responded</b>	<b>Percent of YTD Total</b>	<b>2016 Total Drills Attended</b>	<b>Percent of YTD Total</b>	<b>2016</b>
<b>VOLUNTEERS</b>							
					<b>ACTIVITY</b>		
<b>FF -WL</b>	37	10	1	4%	8	8%	99
<b>FF</b>	68	5	48	62%	71	72%	99
<b>FF</b>	51	5	3	1%	28	28%	99
<b>FF</b>	23	4	17	131%	40	40%	99
<b>FF/PM</b>	25	4	11	2%	5	5%	99
<b>FF</b>	39	16	7	54%	16	16%	99
<b>FF/EMT</b>	26	3	11	2%	47	47%	99
<b>FF</b>	54	>1			3	3%	99
<b>FF</b>	64	1	5	1%	47	47%	99
<b>FF</b>	47	2	60	11%	63	64%	99
<b>FF</b>	69	7	6	18%	43	43%	99
<b>FF/EMT</b>	33	3	56	72%	24	24%	99
<b>SS</b>	67	7	11	2%	42	42%	99
<b>FF</b>	61	5	20	26%	50	51%	99
<b>BC</b>	56	14	2	0%	19	19%	99
<b>Lt</b>	71	5	46	59%	70	71%	99
<b>FF</b>	39	2	1	4%	18	18%	99
<b>FF</b>	54	2	1	0%	12	12%	99
<b>FF</b>	71	8	16	123%	41	41%	99
<b>FF/EMT</b>	24	1	279	50%	69	70%	99
<b>FF</b>	60	1	15	115%	54	55%	99
<b>FF</b>	48	>1				0%	99
<b>FF</b>	58	8	2	15%	22	22%	99
<b>FF</b>	37	>1				0%	99
<b>FF/EMT</b>	27	2	2	0%	28	28%	99
<b>Lt/EMT</b>	31	7	7	21%	42	42%	99
<b>FF</b>	44	1	2	3%	21	21%	99
<b>FF</b>	28	>1	35	45%	34	34%	99
<b>Lt</b>	35	12	2	7%	9	9%	99
<b>FF</b>	59	2	1	8%	21	21%	99
<b>FF/EMT</b>	40	5	24	86%	9	9%	99
<b>Lt</b>	72	11	23	177%	58	59%	99
<b>FF</b>	65	1	16	3%	8	8%	99
<b>SS/DO</b>	69	5	33	42%	59	60%	99
<b>FF</b>	39	7	1	0%	14	14%	99
<b>FF-WL</b>	44	20	1	4%	10	10%	99
<b>FF</b>	33	1	3	4%	31	31%	99
<b>FF</b>	66	16	6	46%	42	42%	99