

West Klickitat Regional Fire Authority

Operational Sub-Committee recommendations

RECOMMENDATION 1:

Select a DBA name for the WKRFA for marketing purposes, logo, t-shirts, patches, etc.

After careful consideration and input from volunteers, the OSC has provided the top two recommended DBA names. These names are:

1. Southwest Fire & Rescue
2. Central Gorge Fire & Rescue

Names with specific reference to Klickitat County or White Salmon were intentionally excluded to allow for future inclusion of outside entities (i.e. Skamania Fire District 3, Klickitat Fire District 1, Bingen Fire, etc.)

RECOMMENDATION 2:

Select a numbering system for the stations, apparatus and personnel of the WKRFA.

Considering the current numbering methodology of agencies within Klickitat County, and volunteer input, the OSC recommends:

<u>Station numbers</u>	<u>Personnel numbers</u>
Station 30 = White Salmon Station	300 = Chief
Station 31 = Husum Station	301 = Batt. Chief
Station 32 = Cherry Lane Station	302-310 = Captains/Lieutenants
Station 33 = Available for future inclusion of Bingen	311+ = Firefighters
Station 34 = Mt. Brook Station.	

Equipment numbering

White Salmon St. 30	Husum St. 31	Cherry Lane St. 32	Mt. Brook St. 34
Engine 30	Engine 31	Engine 32	Engine 34
Engine 30-01	Tender 31	Tender 32	Brush 34
Tender 30	Brush 31	Brush 32	
Tender 30-01	Aid 31		
Brush 30			
Utility 30			

RECOMMENDATION 3:

Create hiring criteria and position duties for support staff.

Excerpt from WKRFA Final Plan “...to engage immediately in 2025 to fill staffing positions to ramp up a rigorous and perpetual “community based” volunteer recruiting, training, maintaining and retaining” program to increase and maintain levels of response and support staffing defined in the 2025 Master and Deployment plans. Said program shall include well-defined and executed training standards for all levels of the volunteer program supported by training and certification programs provided at the local level”.

The OSC recommends the following:

1. Effective Jan 1., begin announcement period for hiring of: a) Training officer and b) firefighter/EMT in charge of recruitment.
 - a. The hiring process should consist of:
 - i. Announcement period
 - ii. Resume scoring
 - iii. Assessment center
 - iv. Oral board by volunteers/citizens/partner agency leadership.
 - v. Create a confidential hiring list posted by score that shall be good for one year.
 - vi. New hires are subject to a 1-year probationary period with performance reviews at 6 months, 1 year and every year thereafter.
2. The hiring criteria recommended for the training position are still being developed.
3. The hiring criteria recommended for the firefighter/EMT in charge of recruitment are still being developed.

Recommendation 4:

Develop programs to support and promote volunteer coverage

Excerpts from the WKRFA Final Plan:

- *“Develop and adopt a new Internal Support Services Plan to maintain a state of readiness and ensure a full scope of services and support to the responders, staff, and internal customers of WKRFA.”*
- *“...considerations and contingencies shall be incorporated to develop an alternate, subordinate EMS response and transport delivery service to supplement the current EMS District system.”*
- *“As part of the WKRFA Master and Deployment Plan, the WKRFA shall develop and adopt a new Internal Support Services Plan to maintain a state of readiness and ensure a full scope of services and support to the responders, staff and internal customers of WKRFA”*

The OSC recommends the following:

Develop a multi-tiered response network that supports and supplements the currently utilized “from home volunteer response” model. The from home response model is vital and should not be replaced by creation of any additional response tiers.

The recommended tiers to add to the from home volunteer response model are:

- a. **PAID SUPPORT STAFF:** (training position and volunteer recruitment position)
 - i. These positions will ensure a firefighter/EMT will be available for emergency response during normal working hours where volunteer response is minimal.
 - ii. These positions will support the volunteers by creating a “a rigorous and perpetual “community based” volunteer recruiting, training, maintaining and retaining” program to increase and maintain levels of response and support staffing defined in the 2025 Master and Deployment plans”.
 - iii. These positions will help ensure equipment remains in a state of readiness.
 - iv. These positions can help supplement the EMS response provided by KCEMS, within the WKRFA boundaries, during weekday hours.
 - v. The recruitment position would be well suited to also work on prevention efforts around the community and facilitate public education.
- b. **DUTY CREW PROGRAM:** (Volunteers staffing stations)
 - i. Volunteers will have the opportunity to staff a station during specified hours to ensure a level of coverage. In exchange for their time, volunteers will be reimbursed via stipend per shift and an additional stipend per call.
 - ii. The initial roll out of this program will be slow and methodical. In order to maximize coverage with current budget allotments for the stipend programs, it is recommended that duty crews initially be filled during

- weekends. As volunteer availability and budget allotments increase, this program should be expanded to certain hours throughout the week.
- iii. It is recommended that the minimum qualifications to be eligible to serve on a duty crew should be one firefighter/apparatus operator and one firefighter/EMT. Should one member be both a firefighter/A.O. and EMT, the second member could be a firefighter without additional qualifications.
 - iv. Those with higher qualifications should receive a higher stipend.
- c. **OFFICER COVERAGE PROGRAM:**
- i. Volunteer officer will serve, in rotating shifts, to ensure an officer can initiate response most, if not all, hours of the week/weekend. This officer will be 'on call' during their scheduled shifts and respond from home to incidents. During regular weekday hours, officer coverage should be provided by the department Chief or his/her designee. Weeknight and weekend hours should be covered by the volunteer 'duty officer'.
 - ii. Again, the initial roll out of this program will be slow as more volunteers become trained and skilled to respond in the role of an officer. It is expected that this program will grow over time, thus increasing coverage and creating redundancies.
- d. **RESIDENCY PROGRAM:**
- i. Volunteers who are enrolled in any form of education pursuant to fire, EMT or other related industry, may live at a fire station. In exchange for room and board, the residents will serve on scheduled shifts, and perform other station duties.
 - ii. It is suggested that this program be rolled within the first 3 years of the RFA.
 - iii. Future growth of this program will be dependent upon housing availability at the WKRFA stations.
- e. **SUPPORT DIVISION:**
- i. In the future, the OSC would recommend the formation of a support division comprised of volunteers who have no interest in fighting fire or providing emergency medical care.
 - ii. The role of the support division will be to provide logistical support to front line firefighters. Duties for this division should include, but not be limited to:
 - 1. Providing refreshments to firefighters on prolonged incidents.
 - 2. Obtain supplies or refill air bottles at the station, during prolonged events.
 - 3. Assist with inter-departmental functions (awards banquets, ceremonies, parades, etc.)
 - 4. Staff department cooling or warming shelters during extreme weather events.
 - 5. Assist with public relations events.

RECOMMENDATION 5:

Increase efficiencies & work on elimination of redundancies.

Per RCW 52.33.040, the WKRFA should be able to report annually on our performance of service delivery goals.

WKRFA Final Plan Excerpt: *“On the Effective Date, **WKRFA** shall implement advanced record management systems [RMS] for incident response, training and all activities relating to operational and support services of the **WKRFA**. The RMS shall record, process, and regularly report its incident activity and response performance data collectively as an RFA and individually between the rural and the city. The **WKRFA** will annually compile and generate an annual report that will be available to the public and provided to the City of White Salmon.”*

The OSC recommends the following:

1. Adopt a singular reporting program that combines cost effective functionality with ease of use. Various programs such as ImageTrend and ESO were evaluated. The OSC recommends the use of ESO due to:
 - a. Ease of use
 - b. Integration with Active 911 to help simplify data entry.
 - c. Multi-faceted data collection, including emergency response information, personnel data, equipment inventory tracking, fleet management, etc.
 - d. System capability for future growth, there are other modules available should the WKRFA wish to expand the use of the system beyond what is currently being utilized.

2. Administration should define service delivery goals within 2025 by zone. Each zone will be an area covered by a specific station. I.e. White Salmon Station = Zone 1, Husum station = zone 2, etc.
 - a. Utilizing 2024 data, a baseline service standard should be defined by each zone and new goals should be created.
 - b. Service goals will refer to how fast volunteers begin their response (from station and arrive on scene), 80% of the time.
 - c. Delivery goals should also be stated as to how many vehicles, how quickly to a full first-alarm assignment (i.e. 1 engine, 1 tender, duty officer).
 - d. ESO and updated run reports will help measure results for ongoing improvement.

3. Standardize documents, equipment & processes within the WKRFA
 - a. This includes, but is not limited to:
 - i. Standard Operating Guidelines
 - ii. Vehicle and equipment check lists
 - iii. Documents within the cab of each vehicle (maps, insurance documents, vehicle incident report, DOT ERG, Fire reports, Size up reports, drivers log.)
 - iv. New volunteer onboarding process
 1. Application
 2. Required attending of three meetings, then:

3. Background check, doctors physical, driving test, random or regular checks of driver's history & license.
 - v. Quarterly skills assessments for volunteers and utilize task books for volunteers to progress in skills and rank.
 - vi. Training and certification requirements for drivers, officers, etc.
 - vii. Create purchasing policies for officers.
 - viii. Critical equipment placement by type of apparatus (i.e. EMS kits are located in X compartment on every Aid licensed vehicle).
 - ix. Clearly defined process for personnel complaints/concerns at all levels.
 - x. Further develop Quartermaster role regionally to manage inventory of personal protective equipment, hose, fittings, etc.
4. Consolidate/merge existing accounts
 - a. Facebook pages
 - b. Websites
 - c. Active 911 paging system accounts
 - d. Volunteer email distribution lists

RECOMMENDATION 6:

Adopt new Mission and Values Statements

MISSION STATEMENT

"To exceed our customers' expectations through diligent emergent and non-emergent services, every single day."

VALUES STATEMENT

"Create **TRUST** and long-lasting relationships at every level.

DEDICATE our existence to our customers every day.

RESPECT the responsibility entrusted within us and dedicate ourselves to carry out our duties with pride in ownership.

HONOR our relationships through respect, honesty and integrity."