

# 2008 MANAGEMENT EXCELLENCE AWARD ENTRY



## CLARK COUNTY FIRE DISTRICT 6

8800 NE HAZEL DELL AVENUE  
VANCOUVER, WA 98665  
(360) 576-1195  
[www.ccf6.org](http://www.ccf6.org)

DEDICATED TO EXCELLENCE IN PROTECTING AND SERVING OUR COMMUNITY

**WASHINGTON FIRE COMMISSIONERS ASSOCIATION  
2008 Management Excellence Award Entry**

**Clark County Fire District 6**  
8800 NE Hazel Dell Avenue  
Vancouver, WA 98665  
(360) 576-1195

**Board of Fire Commissioners**  
Dick Spring, Chair  
Dean Bloemke, Vice Chair  
Casey Collins

**Secretary to the Board**  
Richard Streissguth

**Fire Chief**  
David Taylor

WASHINGTON FIRE COMMISSIONERS ASSOCIATION

**MANAGEMENT EXCELLENCE AWARD**  
Official Questionnaire

For the period of  
May 1, 2007 through April 30, 2008

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.

We encourage you to compete in the Management Excellence Award Program. Fill out this questionnaire and return it to the WFCA office prior to **July 1, 2008**.

<b>CATEGORIES:</b>	<b>Class</b>	<b>Budget</b>
	<b>A</b>	<b>over \$1,000,000</b>
	<b>B</b>	<b>\$500,000 to \$999,999</b>
	<b>C</b>	<b>\$250,000 to \$499,999</b>
	<b>D</b>	<b>under \$250,000</b>

Answer all questions that pertain to your district. Place a **N/A** in all spaces that are not applicable. Points will not be deducted for N/A answers.

**TO QUALIFY:**

1. **Use questionnaire form and fill out in its entirety as it applies to your district. BE BRIEF.**
2. **Submit the essay question on separate, plain paper. Type double-spaced or write clearly with ink.**
3. **Supportive material will be displayed at annual conference. Staple/bind in a notebook to guard against loss.**
4. **No video or audio.**
5. **Entry/questionnaire must be POSTMARKED OR RECEIVED at the WFCA office by JULY 1, 2008. Mail completed entries to WFCA, P. O. Box 134, Olympia, WA 98507.**

# DISTRICT PROFILE (10 points)

**FIRE DISTRICT NAME:** Clark County Fire District 6

Category: A

Population served: 65,334

Size of service area: 37 square miles

Assessed valuation: \$6,948,846,951

Identify primary district land use:

Residential    Farm/Forest    Commercial    Industrial    Other: \_\_\_\_\_

## **BUDGET DATA:**

**2007**

**2008**

Fire Operations Budget: \$7,143,190      \$7,911,010

EMS Operations Budget: \$2,275,182      \$2,378,662

Reserve/Capital Budget: \$5,096,690      \$4,705,285

Other: Registered Installment, Limited Tax  
General Obligation Bond (apparatus)      \$ 750,000      \$ 500,000

## **REVENUE SOURCES:**

**2007**

**2008**

Taxes FIRE: (2008 Levy Rate: \$1.000)      \$6,702,449      \$6,949,820

Taxes EMS: (2008 Levy Rate: \$0.32)      \$1,958,464      \$2,327,150

Special Levy: Purpose? \_\_\_\_\_      \$      \$

Bond: Purpose      \$      \$

Investment: County Investment Pool Interest      \$ 80,000      \$ 90,000

Donations:      \$      \$

Contract: Type? Fire/EMS Services      \$ 65,000      \$ 65,000

Fees: Type?      \$      \$

Other: Miscellaneous Revenue      \$ 206,754      \$ 84,938

**DISTRICT PROFILE** (continued)  
**STATIONS & STAFFING**

**STATIONS:**

Total Number: 3, plus 1 jointly operated by Clark County Fire Districts 6, 11 & 12

Staffing (i.e., 7 days/week, 24 hours/day): 3 staffed 24/7; joint station staffed 7p – 7a x 7 days

Coverage (career, combination, volunteer, other): Combination

**STAFFING:**

Number of personnel (total unduplicated):

	<u>CAREER</u>		<u>VOLUNTEER</u>		
	<u>Full-time Paid</u>	<u>Part-time Paid</u>	<u>Reim-bursed</u>	<u>No pay</u>	<u>Other</u>
Chief	1				
Administrator					
District Secretary		1			
Administrative Assistant	1				
Secretarial	1				
Clerical					
Attorney					
Deputy/Assistant Chief	2				
Battalion Chief	4				
Captain	3		3		
Lieutenant	6		3		
FF/Paramedic	19				
EMT					
Firefighter/EMT	20		24		
Firefighter			14		
Mechanic	1				
Communications					
Inspector					
Fire Marshal					
Public Information Officer	1				
Resident Firefighter			6		
Student Firefighter (Cadet)				40	
Other: Lt. / Volunteer Coordinator			1		
Other: EMS Capt./PM	1				

## DISTRICT PROFILE (continued)

### APPARATUS & INCIDENT DATA

#### APPARATUS:

Pumper(s)	<u>9</u>	Brush Truck(s)	<u>1</u>	Tender(s)	<u>0</u>
Aerial(s)	<u>1</u>	Aid Car(s)	<u>0</u>	Ambulance(s)	<u>0</u>
Rescue Vehicle(s)	<u>2</u>	Maintenance Staff Car(s)	<u>1</u>	Support Unit(s)	<u>3</u>
Command Unit(s)	<u>5</u>	Other:			

#### INCIDENT DATA:

Total number of emergency responses from May 1, 2007 through April 30, 2008:

TOTAL 5,236

<b>NFIRS Category</b>	<b># Incidents</b>	<b>% of Total</b>
100 Fire	213	4.54%
200 Overpressure, rupture	6	0.11%
300 Rescue, EMS	3,629	69.26%
400 Hazardous condition	77	1.46%
500 Service call	218	4.16%
600 Good intent call	849	16.20%
700 False Alarm & False Call	215	4.10%
800 Severe weather/disaster	2	0.03%
900 Special Incident type	1	0.01%

## CONTINUING ADMINISTRATIVE EDUCATION (25 points)

In the following section, please list the title and number of personnel who attended each function (see example below):

*EXAMPLE:*

WFCFA Conference                      3 Commissioners, 1 Chief, 1 District Secretary  
 National Fire Academy              1 Chief, 3 Firefighters

<u>Title/Program</u>	<u>Number and Title of Attendees</u>
WFCFA Conference	3 Commissioners, 1 Chief, 2 Asst. Chiefs 1 District Secretary
WFCFA Saturday Seminar Series	2 Commissioners, 1 Chief, 2 Asst. Chiefs
WFCFA Chelan Seminar	2 Commissioners
WFCFA/WSAFC Legislative Workshop & Reception	1 Commissioner
WSAFC Conference	1 Assistant Chief
National Fire Academy	Extension courses: Incident Safety Officer x 2
WA State FF Assoc. Annual Fire School	6 firefighters

**List Other Seminars/Conferences:**

National Association of Elected Fire Officials (NAEFO) National Conference	1 Commissioner
NW Leadership Seminar	12 personnel, including chiefs & company officers
WFCFA Health Insurance Seminar	1 Chief, 1 Office Administrator
National Information Officers Conference	1 Public Information Officer
FDIC	1 Lieutenant, 1 Asst. Chief
Urban Search & Rescue, College Station, TX	6 personnel

## ADMINISTRATIVE ACTIVITIES (10 points)

List your district administrative activities and the extent of involvement. Include any meetings district representatives attend which pertain to district business, education, and/or public relations. Also, list any offices held, committee work, etc. If necessary, use a separate sheet of paper to complete this question.



- SW Washington Fire Commissioners Assn – quarterly meetings. Attended by 3 Commissioners, 1 Chief and 1 Board Secretary.
- A Commissioner is the WFCFA Region 8 Legislative Representative
- A Commissioner is the NAEFO Membership Chair
- Port of Vancouver Traffic Impact Committee – Commissioner member
- Clark County Fire Chiefs Association (Active member)
- Clark County Operations Group (sub-committee of County Chiefs)
- Washington State Fire Chiefs Association – All eight chief officers are members.
- Region 5 Training Council – member.
- Fairgrounds Fire Facility Board, Board of Directors – Commissioner (Chair) and Fire Chief.
- Fire Chief is designated representative to Clark County Investment Advisory Committee. Attends Quarterly meetings to discuss participating entities investment status.
- Hazel Dell/Salmon Creek Business Assn. Board of Directors – Fire Chief is Board member.
- Hazel Dell/Salmon Creek Business Assn. (2 Commissioners, Fire Chief, Public Information officer)

- and Board Secretary attend).
- Hazel Dell Parade of Bands Committee (management/staging of parade – 4 Administrative personnel and several line personnel). Entry judging: 1 commissioner
- Maritime Fire & Safety Association – 1 battalion chief member of operations sub-committee.
- Clark County Fair Board – Board Secretary is member.
- SW Washington Fire Chiefs Mobilization Committee
- IFSTA Company Officer – Review Committee
- Public Safety Educators Coalition – member
- American Cancer Society Relay for Life – Team Captains, team entry and provide first aid services.
- Fire District 6 Annual Open House. This is the 17<sup>th</sup> year of this event.
- Peoples Credit Union. Board Secretary on Board of Directors
- Clark County Training Association. Active membership
- Region 5 Training Council.
- Monthly Fire District officers meetings
- Monthly Fire District Operations Group meetings – Deputy Fire Chief, Shift Battalion Chiefs and Station Captains.
- Cadet Advisory Board – Attendance and participation. Covers all Cadet programs in County.
- SW Washington Regional EMS Education Committee – Member
- Clark County Fire & Rescue Risk Management Group - Chief (Registered Agent) Commissioner (Chair)
- Representation assigned to neighborhood associations on request
- Santa's Posse – Commissioners, administrative & line personnel assist with collection and delivery of food and gifts to needy families each year.
- Annual District Recognition Banquet – The District uses this occasion to present a variety of awards to not only our personnel, but to citizens in the community for their service to and support of the department, involvement in the community or providing assistance at emergencies.
- Administrative personnel and Commissioners provide holiday meals to the elderly on Christmas.
- Active membership in GEM (Grounds Equipment Maintenance), a collective of government agencies that have banded together to form this association to assist one another when possible with equipment and purchasing. The \$50 annual fee is returned to the District and public many times over through our active participation.

## TRAINING (10 points)

- ▶ Do you have a **designated training officer**?  Yes  No
- ▶ Do you maintain an **ongoing training program using state guidelines/equivalent**?  Yes  No
- ▶ Do you have an **ongoing training performance evaluation system**?  Yes  No
- ▶ How do you ensure proficiency? **BE BRIEF.**

Fire District 6 Instructors are held accountable to the Training Division to insure proficiency in both Fire and EMS skills through competency-based evaluations in the classroom setting, using NFPA standards for fire training, and Washington State Department of Health requirements for EMS training. During drills and incidents Battalion Chiefs and Company Officers are tasked with fire/rescue skills evaluations of their personnel and Paramedics are tasked with EMS skills evaluations of their personnel. Identified deficiencies are corrected at the company level through additional remedial training.



- ▶ Are these **performance standards written and distributed**?  Yes  No
- They are available in writing and on the District's internal web site.

## PUBLIC SERVICE (10 points)

- ▶ List your **public education** activities and List your **prevention** activities:

### Education and Prevention

- **Senior Falls Prevention** – Fire District 6 provides an assessment of senior citizens homes and education at their request to determine action that can be taken to prevent falls.
- **Senior Fire Prevention** – Groups may request a fire prevention presentation focusing on the special needs associated with senior citizens. Nostalgic trivia keeps the groups involved.
- **First Aid/CPR Classes** – The District provides classes to the public as individuals in our monthly class or as groups at specific requested locations. Classes range from basic CPR to Healthcare Provider level training. First Aid and CPR classes are also taught at the four middle schools within our boundaries to 7<sup>th</sup> and 8<sup>th</sup> graders.
- **Fire Extinguisher Training** – Basic fire extinguisher use is taught to groups by a qualified firefighter. Class location is at group's request.
- **Citizens Emergency Response Team (CERT)** – CERT training teaches neighbors how to prepare for a disaster and what to do in the event a disaster occurs. Initial instruction takes place one evening per week for six weeks, plus a Saturday disaster simulation. Once certified, team members participate in monthly training sessions.
- **Disaster Preparedness Presentations.** – For those who feel more comfortable preparing just for their own family, disaster preparedness presentations are available to neighborhood or faith-based groups upon request.
- **Junior Firesetter Intervention** – A trained individual provides education and support to children and their families in the effort to halt a child's dangerous behavior of playing with fire.
- **Classroom Fire Prevention/First Aid Instruction:** Fire District 6 provides classroom fire prevention and basic first aid presentations to a wide variety of age groups - from preschool to senior citizens. We provide these services on a year-round basis.
- **Home Safety Evaluations** – Firefighters visit homes, and using a checklist, evaluate the resident's home fire escape plan (or help develop a plan), smoke alarms, and look for obvious fire or safety hazards.

### Public Education and Prevention Events:

- **Annual Open House** – The Open House features fire and injury prevention information and education as well as demonstrations by firefighters and Sheriff's deputies. A variety of agencies join FD6 in providing over 3,000 people with a fun, educational day. The agencies included the following:
  - Clark County Sheriffs Office K-9, Marine Patrol, and Public Outreach
  - Clark Regional Emergency Services Agency
  - American Red Cross Disaster Services



- Legacy Hospital Poison Prevention
- Southwest Washington Hospital Trauma Services (bicycle helmets)
- Clark Public Utilities (electrical safety)
- Clark PUD water services
- Clark Regional Wastewater District
- Community Cycling Center (bicycle safety)
- Fire District 6 volunteer recruitment
- Fire District 6 Emergency Medical Services
- EDITH – Vancouver Fire Department's fire safety house
- Hazard House – Region 4 tabletop fire safety display
- Fire District 6 Technical Rescue display with Truck 61
- Fire District 6 new 2006 Pierce fire engine
- Fire District 6 – Jr. firefighter challenge, extrication demonstration, fire extinguisher demonstration
- Life Flight Helicopter
- American Medical Response (car seat safety)
- Applebee's Oriental chicken salads
- Cold Stone Creamery ice cream
- People's Credit Union popcorn
- Fire District 6 cadets – snow cones
- Fire District 6 volunteer firefighters – hot dogs, chips, soft drinks
- Hazel Dell/Salmon Creek Business Association (balloons)
- Juvenile Justice system – Assistance by youths
- Dick Streissguth antique apparatus
- Engine 0 – fire engine rides
- Citizen Emergency Response Team (CERT)



- **Clark County Fair** – During the ten-day event, firefighter/paramedics and volunteer firefighters staff a fairgrounds fire station 24/7 to respond to emergencies on site for the 300,000 people who visit the fair annually. Firefighters talk to fair attendees and Freddy the fire engine and Sparky the Fire Dog provide children safety messages.



- **Public Safety Complex Open House** – The new Public Safety Complex held a grand opening / open house in September 2001 and has continued these events each year. This multi-agency facility provided the local community with information from many county agencies. There were demonstrations being presented all afternoon and free hot dogs, popcorn, pop, and snow cones for who attend. The agencies & groups displaying and providing information included:



- Clark County Sheriff's Office – K-9, Marine Patrol, SWAT, Public Outreach
- Fire District 6 – extrication demonstration and extinguisher demonstration
- Fire District 6 – Technical Rescue display
- EDITH – Vancouver Fire Department's fire safety house

- Fire District 12 new truck
  - Fire District 6 and 11 cadets – popcorn and snow cones
  - Fairgrounds Neighborhood Association – hot dogs and soft drinks
  - Clark County DUI task force
  - Clark PUD
  - Portland Bomb Squad
  - Fire District 6 Engine 0 – fire engine rides
  - Humane Society for Southwest Washington
  - Clark Regional Emergency Services Agency
  - American Red Cross
  - Recycle man
- **Fire District 6 Community Newsletter** – The Fire District’s community newsletter began production in September 2001. The newsletter has been successfully published and distributed semi-annually ever since. The community newsletter is distributed to approximately 23,000 households and businesses within Fire District 6. The purpose of the newsletter is to provide information about Fire District 6, its services, and safety information to our community. Each edition now includes a letter from the Board of Fire Commissioners better inform our public about the purpose and function of their fire commissioners and addresses current issues.

- **Annual Poster Contest** – In partnership with the Hazel Dell/Salmon Creek Business Association, the fifteenth annual Fire Prevention Poster Contest took place in October 2007. Local third through fifth grade students are invited to participate. Entries are brought to the station and judged by Business Association members. Winning entries from each grade level are picked up at their school by fire engines and awards are presented at a luncheon at the fire station attended by family members, school officials, fire district personnel and elected officials. The grand prize at the last awards luncheon included a portable DVD player and a donation awarded to the student’s school art program. The grand prizewinner also enjoys the distinction of having his or her poster framed and displayed at the fire station. All ten winners are invited to ride in a fire engine in the annual Parade of Bands the following May. This program continues to be a very successful public education program that reaches a large number of students in our area.



- **Fire Prevention Activities** – Our Fire Prevention Program activities focus on providing fire safety information to preschool and K-2 graders year-round, and especially during the month of October. Engine crews take fire engines to the schools and provide fire safety messages in a fun environment. We also schedule a large number of station tours during that month. Teacher curriculum focuses on fire prevention education during the month of October and we concentrate our efforts in providing fun, informative and life-saving information. We feel these efforts keep our incidents involving juvenile fire setters extremely low.



## Other Community Events

- We take pride in our commitment to our community. We have requests on a regular basis to attend community events in our area. School carnivals, neighborhood association events, Easter egg hunts, parades, Santa visits, and Christmas tree lighting ceremonies are just a small sampling of events in which we participate. There is always an opportunity to provide information to those with whom we come in contact.



- **Bicycle Helmets.** The District partnered with Wal-Mart to provide free bicycle helmets to hundreds of children. The helmets are distributed at safety fairs, at our open house and on an as-requested basis. District personnel conduct bicycle rodeos on a regular basis to teach safe bicycle operation to children.



- **Memory Makers at the Clark County Fair** Fire District 6 partners with the International Association of Firefighters, Local 1805, the Clark County Fair, People's Community Credit Union, and the Providence Child Center to provide a fun family outing to the Clark County Fair for medically fragile children and their families. With firefighter/paramedics as escorts, these families are able to enjoy and outing normally not possible because of their child's medical condition. 2006 will mark the fourth year with this program.

- List all **additional fire related services** your district performs:

- Provide crew/apparatus for state-wide and interstate mobilizations;
- Maintain a Technical Rescue Team for confined space, high-angle and surface water rescues;
- Provide stand-by at high school football games;
- Provide stand-by crews at high school graduations and Washington State University graduation.
- Provide personnel to County Emergency Coordination Center (ECC) when activated;
- Work with businesses during pre-fire surveys to provide adequate evacuation/emergency planning and emergency contact information;
- Assist homeowners in developing fire defense spaces around their homes in urban interface settings;
- Participated in the county-wide committee for developing and implementing school district emergency operations manuals;
- In 2007-2008, the District continued implementation of a customer-feedback system. Crews give citizens a postcard-sized survey about the service we provided, either fire, EMS or other service. The results continue to be extremely positive and the District plans to continue this survey process.

# LEADERSHIP & OPERATIONS (25 points)

▶ Do you have a written Mission Statement?  Yes  No

▶ Do you have written: Date of last review/update:

Policies/Procedures	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>Yearly on a schedule. Revised as necessary</u>
Rules/Regulations	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>April 2007</u>
Bylaws	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>Volunteer Assn.; Risk Mgt. Group; SW WA Commissioners Assn. Reviewed annually.</u>
SOPs or SOGs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>Complete revision to SOG in 2007</u>
Job Descriptions	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>Revisions in 2006, 2007 and 2008</u>

**Other:**

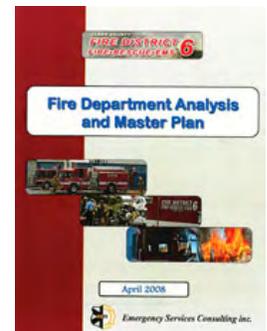
Administrative Guidelines	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>January 2008</u>
Board Policy Manual	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<u>April 2008</u>

▶ Do you have a formal **performance evaluation system**? (electronic)  Yes  No

▶ How often are employees evaluated?  Annually  Semi-annually  Quarterly

▶  Other (please specify) New employees evaluated quarterly during 1<sup>st</sup> year

▶ What long-term goals and objectives have been adopted?  
 In April 2008, the Board accepted a first Master Plan to assist the District with growth and direction for the next 15 to 20 years. This was immediately followed by the development of a new Strategic Plan. When adopted, that Strategic Plan (the District's 3<sup>rd</sup>) will provide direction, goals and objectives to the Department for the next 3 – 5 years.



▶ How many years does your long-term plan cover?  5  10  15  20  
 Other (please specify)

▶ How often is the long-term plan reviewed? The Master Plan will be reviewed annually and revised approximately every three years.

▶ Do you have mutual aid agreements with adjacent districts/departments?  Yes  No

- FD6 has mutual aid agreements with every department in Clark County. In addition, the District operates a Technical Rescue Team in conjunction with Vancouver Fire Department. The Team is available for response anywhere in the region.

## LEADERSHIP & OPERATIONS (continued)

▶ List any contracts your district has for outside services:

- Clark County Chaplaincy;
- City of Vancouver Shops - vehicle maintenance;
- Employee Assistance Program provider;
- Portland Adventist Hospital - wellness program;
- Medical Program Director
- Vancouver Fire Dept.: provides staffed truck response on structure fires.

▶ List any contracts your district has for providing outside services:

- City of Vancouver (by ordinance) for fire/EMS services in a specific geographic area.
- Emergency medical services at Clark County Amphitheater concert events
- Washington State University for fire protection/EMS services.

▶ Do you have a safety officer?  Yes  No

▶ Do you have a safety committee?  Yes  No

▶ How often does the safety committee meet? Monthly

▶ Do you have a respiratory protection program?  Yes  No

▶ Do you have a physical fitness/wellness program?  Yes  No

▶ Is your fitness/wellness program designed/monitored for individual employees?  Yes  No

▶ List other programs aimed at decreasing injuries:

- Fire District 6 and IAFF Local 1805 adopted a wellness program in which employees are evaluated by a physician annually and classroom wellness training is offered by the hospital. Each day, a minimum of one hour is devoted to physical fitness/wellness.
- The Safety Committee provides a list of acceptable activities to personnel to reduce the number of injuries occurring during physical fitness training.
- The Wellness Committee and Safety Committee work together to identify causes of injuries and develop solutions. Whenever an injury occurs, the Safety Committee reviews the injury report, conducts research as necessary and recommends changes to avoid future similar injuries.

• List things done by your district this year to update/improve district facilities & equipment:

- In 2007 the District took delivery of, and placed in service, a new Squad/mini-pumper.
- In 2007, the District took delivery of a new Ford Expedition purchased through the State Bid process.
- The District received, via a Federal Office of Domestic Preparedness (ODP) grant, additional equipment for urban search and rescue.
- The District continues to study our Salmon Creek area station for possible remodel, rebuild or relocation. A committee has been established to conduct the study.

**ESSAY QUESTION (10 points)**

What makes your fire district unique and demonstrates that you have an innovative and progressive district? *(approximately 300 words on a separate sheet, double-spaced or written clearly in ink)*

See next page



## 2008 MANAGEMENT EXCELLENCE AWARD ESSAY

Clark County Fire District 6 is committed to providing our citizens with the best possible services. Emergency services are an essential element of the quality of life our citizens enjoy in our community.

In January 2008, the Fire District 6 Board of Commissioners engaged Emergency Services Consulting, Inc. (ESCi) to conduct an evaluation and analysis of our organization and emergency service delivery system and assist us in the development of a 15-20 year Comprehensive Master Plan.

The evaluation included an in-depth study of administrative, operational and support services. The evaluation and analysis is an assessment of the following ten subject areas:

Organizational Overview	Management Components
Risk Management	Planning for Fire Protection and EMS
Personnel Management	Training Program
Staffing	Fire Prevention/Public Education Programs
Service Delivery Systems	Capital Assets and Capital Improvement Programs

Using organizational, operational, staffing and geographic information system (GIS) models, the study provided recommendations for improvement in current services delivered to the community.

A survey of Fire District 6 personnel and a random selection from the community was conducted to determine the community's attitudes and expectations about Fire District 6. The data was compiled and presented by ESCi to the Board of Commissioners.

In Phase II of the process, Fire District 6 personnel developed a Strategic Plan to implement goals and objectives identified through a community workshop and a strategic planning workshop earlier in 2008. The Plan contains seven Strategic Initiatives with certain objectives within each. Each Initiative has been assigned a Lead, a priority and a timeline for completion.

The objectives in the Strategic Plan are slated to be completed within a three to five-year timeline. Upon completion, the Master Plan will undergo a review and update, if appropriate, and a new Strategic Plan developed for the next three to five-year time period.

The Board of Commissioners and the staff of Fire District 6 are committed to the Plan and look forward to a constantly evolving and improving emergency services provider.

# ATTACHMENT

## 2008 MASTER PLAN SUMMARY OF RECOMMENDATIONS CLARK COUNTY FIRE DISTRICT 6

Summary Table of Recommendations		
Objective Reference	Page Number	Recommendation
Objective One: Organizational Overview		
Responsibilities and Lines of Authority	11	<ul style="list-style-type: none"> <li>• Modify Section 1.4 of the chief and deputy chief employment agreements to state that requests for information must come from a majority of the Board.</li> <li>• Engage the services of a management consultant to clarify and re-define the roles of the Board and senior management.</li> <li>• Board members discontinue the practice of giving direction during an emergency incident.</li> </ul>
Foundational Policy	13	<ul style="list-style-type: none"> <li>• Revise Section 5.02 of the Board Policy manual, removing all reference to District personnel actions and human resource functions except for the hiring and oversight of the fire chief.</li> <li>• Adopt a policy regarding public testimony during Board meetings.</li> <li>• Establish an SOG founding document that describes the basis and authority for SOGs, how they are created, and when they are reviewed or revised.</li> </ul>
Chain of Command & Organizational Structure	18	<ul style="list-style-type: none"> <li>• Restructure the District so the fire chief is the only direct report to the Board.</li> <li>• Revise the deputy chief employment agreement and job description to reflect the recommended reporting structure.</li> </ul>
Operating Budget, Resources, and Cost Recovery	23	<ul style="list-style-type: none"> <li>• Transfer a portion of the current budget resources into the newly established reserve funds.</li> <li>• Develop a ten year capital improvement plan.</li> <li>• Develop a comprehensive long-range financial forecast and plan.</li> </ul>
	25	Explore the potential for increasing non-tax revenue.
Objective Two: Management Components		
Mission, Vision, Strategic Planning, Goals, and Objectives	27	Consider integrating the District's goals into the budget building process.
Adequacy of SOGs, Rules, Regulations, and Policies	28	Provide an SOG founding document that specifies the process for development and review.
Financial Controls	30	<ul style="list-style-type: none"> <li>• Specific financial practices should be formally adopted as a financial or purchasing manual and placed in the District's SOGs.</li> <li>• Board policy should reflect the establishment of a process for the control of financial activity.</li> </ul>
Critical Issues and Future Challenges	31	Future efforts toward identifying critical issues and future challenges should include input from all levels of the organization.

Summary Table of Recommendations		
Objective Reference	Page Number	Recommendation
Internal and External Communications	34	<ul style="list-style-type: none"> <li>An open door procedure (SOG) should be developed that describes employee access to supervisors at all levels of the organization.</li> <li>An internal communications plan (SOG) that formalizes and describes how members communicate vertically and horizontally. The plan should include periodic member forums or opportunities for face-to-face communication between senior staff and members at all levels of the organization.</li> </ul>
Decision Making Processes	35	Describe and formalize in an SOG the District's preferred administrative decision-making process.
Document Control and Facility Security	36	Continue to investigate alternatives to sending the District's tape data backup home with an employee.
Objective Three: Planning for Fire Protection and EMS		
Operational Planning	39	<ul style="list-style-type: none"> <li>Work with regional fire agencies to develop a formal NIMS and incident management system agreement that also specifies a uniform set of tactical terminology.</li> <li>Revise mutual aid agreements to include the specifics of an incident management system.</li> </ul>
Master Planning	42	Adopt a procedure for reviewing and updating the District's master plan.
Recommendations for Future Planning Needs	43	<ul style="list-style-type: none"> <li>Develop new organizational performance measures that provide the District with a comparison of current to future conditions.</li> <li>Engage in long-range financial and capital planning.</li> </ul>
Emergency Management Planning	44	<ul style="list-style-type: none"> <li>Provide training on the District's role in the execution of county-wide disaster plans.</li> <li>Conduct an annual table-top or full scale disaster exercise within the District.</li> <li>Identify SARA Title III facilities and ensure the presence of a facility plan that is coordinated with District operations.</li> </ul>
Objective Four: Risk Management		
Compliance Programs for Regulations and Standards	47	Conduct an internal NFPA 1500 and respiratory protection compliance audit to ensure that appropriate safety activities are taking place.
Risk Associated with Employment, Termination, and Training Practices	49, 50	<ul style="list-style-type: none"> <li>Review new hire medical exam criteria to ensure compliance with NFPA 1582.</li> <li>Develop an SOG regarding the resignation or retirement of an employee that clarifies the process of recovering equipment and restricting access to facilities and computer systems.</li> <li>Develop an exit interview SOG that provides feedback to the District regarding job satisfaction.</li> <li>Develop and adopt a company and individual skills and knowledge testing system to be administered on an annual basis.</li> </ul>
Job Related Injury Programs	55	Develop and adopt a comprehensive return to work policy.

Summary Table of Recommendations		
Objective Reference	Page Number	Recommendation
Liability and Property Insurance Programs	56	Have a seismic risk analysis and mitigation options prepared by a qualified engineering firm.
Objective Five: Personnel Management		
Personnel Policies, Rules, Regulations, Manuals, and Handbooks	58	<ul style="list-style-type: none"> <li>• Complete the assembly of a personnel policy manual.</li> <li>• Provide a grievance procedure for non-represented employees.</li> <li>• Develop a salary and benefit policy for non-represented employees.</li> <li>• Develop a recruitment, hiring, and promotion policy that places the responsibility for these functions on the fire chief.</li> </ul>
Application and Recruitment Process	63	<ul style="list-style-type: none"> <li>• Ensure that PST is conducting targeted recruitment activities for women and minorities.</li> <li>• Develop a volunteer recruitment and testing SOG.</li> <li>• Include a physical ability test in the volunteer selection process.</li> <li>• Provide an NFPA compliant physical exam for successful career and volunteer applicants.</li> </ul>
Testing, Measuring, and Promotion Processes	65	<ul style="list-style-type: none"> <li>• Develop an SOG that describes the process and criteria for use in the promotional testing process.</li> <li>• Develop an annual physical competency test policy.</li> </ul>
Objective Six: Training Program		
General Training Competencies	72	<ul style="list-style-type: none"> <li>• Incorporate pre-incident planning as a routine part of ongoing training.</li> <li>• Establish annual training requirements and performance measures.</li> <li>• Eliminate the separation of fire and EMS training by combining both into a single, comprehensive training program.</li> <li>• Combine volunteer and career training activities into a collective training approach.</li> <li>• Establish a process for annual skills proficiency assessment.</li> <li>• Conduct a formal training needs assessment process.</li> </ul>
Training Administration and Schedule	73	<ul style="list-style-type: none"> <li>• Establish a formal set of criteria for the TO position, and when appropriate, fill the position with a qualified fire training specialist.</li> <li>• Conduct a workload analysis on the training officer's position to determine if additional staffing is needed.</li> <li>• Discontinue the practice of tasking the TO with non-training projects that require a significant amount of effort.</li> <li>• Assign the EMS captain to the training division.</li> </ul>
Training Facilities	75	Explore the possibility of a training partnership with Vancouver Fire Department to share training resources, equipment, and program management.
Training Program Goals and Objectives	75	Undertake a training planning process and establish clearly defined program goals and objectives.

Summary Table of Recommendations		
Objective Reference	Page Number	Recommendation
Recordkeeping and Clerical Support	77	<ul style="list-style-type: none"> <li>Fully configure Firehouse Software® to meet training data management needs.</li> <li>Establish an SOG regarding training entry data in the Firehouse.</li> <li>Provide additional clerical support for the training division.</li> </ul>
Objective Seven: Fire Prevention/Public Education Program		
General Inspection Program	84	<ul style="list-style-type: none"> <li>Work with the CCFMO to establish closer relationship and greater authority in the plans review process.</li> <li>Identify specific occupancies that are not being inspected by the CCFMO and develop a plan for implementation of an inspection program.</li> </ul>
Fire Investigation Programs	85	<ul style="list-style-type: none"> <li>Provide additional training for fire companies in initial fire scene evaluation and evidence preservation.</li> <li>Continue to build the relationship with CCFMO and local law enforcement to enhance cause and origin determination and arson investigation processes.</li> <li>Increase the level of fire investigation training for command staff and company officers.</li> <li>Develop a local (FIT) Fire Investigation Team.</li> </ul>
Statistical Collection and Analysis	87	<ul style="list-style-type: none"> <li>Acquire and place in Firehouse, fire cause information that was investigated by CCFMO.</li> <li>Review current use of Firehouse and expand its use for incident and prevention data collection and management</li> </ul>
Objective Eight: Capital Assets and Capital Improvement Programs		
Facilities	94	<ul style="list-style-type: none"> <li>Complete and adopt a long range plan for the updating and replacement of fire stations.</li> <li>Schedule station 63 for replacement.</li> </ul>
Apparatus	98	<ul style="list-style-type: none"> <li>Review and update the proposed vehicle replacement plan as needed and check the calculation methodology.</li> <li>Finalize and adopt a long range vehicle replacement plan.</li> </ul>
Support and Small Equipment	99	Establish and fund a small equipment replacement plan.
Objective Nine: Staffing		
Functional or Divisional Staff Allocation	104	<ul style="list-style-type: none"> <li>Monitor and evaluate the District's maintenance functions and determine if additional assistance is required to complete all preventive maintenance.</li> <li>Review the functions of the volunteer program coordinator and modify the position to suit the District's needs.</li> </ul>
Staff Scheduling Methodology	105	The qualifications, function, responsibilities, accessibility, and type of response required of the duty chief should be formalized in an SOG.
Standard of Coverage and Incident Staffing Performance	109	<ul style="list-style-type: none"> <li>Evaluate options for balancing mutual aid to supplement the District's incident staffing</li> <li>Evaluate the reliability and effectiveness of the District's volunteer response by acquiring volunteer response data</li> <li>Determine if the current response force for low risk incidents is adequate and adjust response protocols if necessary</li> <li>Consider raising the District's career minimum staffing to 12 personnel per shift</li> </ul>

Summary Table of Recommendations		
Objective Reference	Page Number	Recommendation
Utilization of Career and Volunteer Companies	110	Add volunteer-specific response objectives to the District's response objective policy.
<b>Objective Ten: Delivery Systems: Suppression, Rescue, EMS, HazMat</b>		
Incident Control and Management	140	Seek a county-wide formal agreement regarding a common tactical incident management system.
Standard Response Practices	141	Develop an SOG regarding the requirements and responsibilities of the rotating duty chief.