

City of Tumwater Fire Department
January 2016

Five Year Strategic Plan

and

Operational Guide



City of Tumwater Fire Department

*311 Israel Road SW
Tumwater, Washington 998501*

*Phone: (360) 754-4170
www.ci.tumwater.wa.us*



**Fire Department Five Year
STRATEGIC PLAN AND OPERATIONAL GUIDE
2016 – 2021**

City of Tumwater, Washington
January 2016

Pete Kmet
Mayor

Neil McClanahan
Mayor Pro Tem

Joan E. Cathey
Councilmember

Ed Hildreth
Councilmember

Nicole Hill
Councilmember

Tom Oliva
Councilmember

Debbie Sullivan
Councilmember

Eileen Swarhout
Councilmember

John Doan
City Administrator

Scott A. LaVielle
Fire Chief

FIRE DEPARTMENT (CAREER) PLANNING GROUP

Jim McGarva, Assistant Chief
Ken Goldsby, Captain
Brian Hurley, Captain
Brad Ridgeway, Captain
Dale Britton, Lieutenant
Donovan Cathey, Lieutenant
Jeff Jernigan, Lieutenant
Gary Burkhardt, FF/PM, Lieutenant
Shawn Crimmins, FF/PM, Lieutenant
Josh Stewart, FF/PM, Lieutenant

Will Flagg, Firefighter
Jim Floyd, FF/PM
Dave Hahn, FF/PM
Jon Kalar, Fire Training Lieutenant
Spencer Kast, Firefighter
Pat Kelley, Firefighter
Scott Kennedy, Firefighter
Kip Kohlstaedt, Firefighter
Tod Mower, FF/PM
James Osberg, FF/PM



Mark Armstrong, Firefighter
Tome Barker, FF/PM
AC Bates, FF/PM
Mike Braaten, Firefighter
Cathy Blakeway, Admin. Asst.
Igor Bulanov, Firefighter
Bryan Carpenter, FF/PM
Ian Condon, Firefighter
Wes Comstock, FF/PM
Tammy DePriest, FF/PM
Andrew Fink, Firefighter
Craig Mugartegui, Fire Inspector

Mike Pavlich, Firefighter
Denny Peace, Secretary II
Scott Piper, Firefighter
Adam Phinney, FF/PM
Jarrod Simmons, FF/PM
Ron Smith, Firefighter
Matt Somnis, FF/PM
Monti Sorem, FF/PM
Tom Trentman, FF/PM
Mike Verellen, Firefighter
Ben Wilburn, FF/PM

FIRE DEPARTMENT (VOLUNTEER) PLANNING GROUP

Lyall Smith, Captain
Quinn Crowell, Lieutenant
Richard Kilgore, Firefighter

Levi Locken, Firefighter
Joe Spickelmire, Firefighter
Sal Somoza, Firefighter

MANAGEMENT TEAM

Joan Doan, City Administrator
Heidi Behrends Cerniwey, Asst. City Administrator
Chuck Denney, Parks and Recreation Director
Jay Eaton, Public Works Director
Ursula Euler, Finance Director

Karen Kirkpatrick, City Attorney
Mike Matlock, Community Development Director
John Stines, Police Chief
Eric Trimble, Administrative Services Director

COUNCIL PUBLIC SAFETY COMMITTEE

Honorable Pete Kmet, Mayor
Honorable Tom Oliva, Councilmember
Honorable Debbie Sullivan, Councilmember

Honorable Ed Hildreth, Councilmember
Honorable Eileen Swarthout, Councilmember

COMMUNITY PLANNING GROUP

Diane Austin
Gene Austin
Gerry Brassfield
Vanda Brickman
Carolyn Chapin
Zane Cosby
Bea Coriano
Dorothy Croll
Kathy Eldridge
Agnes Engle
Ralph Engle
Joan Hunt
Vicki Jocelyn

Kitty Johnson
Tim Langan
Elray Laughlin
Marcia Mathisen
Bob Mielke
Diane Mielke
Leo Schutter
Shirley Schutter
Les Spickler
Larry Venables
Jackie Williams
Lori Zambrana



PEER PLANNING GROUP

Assistant Chief Mike Buchanan, Olympia Fire Department	Fire Chief Steve North, McLane Fire & Life Safety
Fire Chief James Fowler, Bucoda Fire Department	Assistant Chief Gary Pearson, Lacey Fire District 3
Assistant Chief Kent Garrison, Joint Base Lewis McChord	Fire Chief Warren Peterson, East Olympia Fire District 6
Fire Chief Mark Gregory, Bald Hill Fire District 17	Fire Chief Kenneth Rhault, Joint Base Lewis McChord
Fire Chief Russ Kaleiwahea, West Thurston Regional Fire Authority	Battalion Chief Andrew Schaffran, East Olympia Fire District 6
Assistant Chief Mark Nelson, East Olympia Fire District 6	Administrative Fire Chief Christina Vanderhoof, T C F D 12



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INTRODUCTION

The 2016 – 2021 Tumwater Fire Department Five Year Strategic Plan and Operational Guide is the Department’s roadmap for the future. It represents the efforts of many people in evaluating the Department and its mission in the delivery of quality of life services. An important aspect of this process includes anticipating the future. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, identify resources required to meet those needs and formulate a plan to provide comprehensive and cost – effective services to our customers – the citizens of Tumwater.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department’s most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Vision Statements, which serve as important reference points and decision guides in formulating this plan.

Flexibility is an inherent requirement in a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open – minded enough to continually explore new ways to better serve our customers and protect our workforce. Additionally, long term cost containment strategies will be required going forward in terms of ensuring maximum efforts in the care of apparatus, and equipment, energy conservation, cost recovery, revenue generation, and employee productivity.

The ability of Department members to focus and to be flexible has been tested in recent years as never before. Focus has been required to increase the Department and City capability to respond to budget restrictions. As the City has fewer resources, which has placed a strain on all facets of the Department’s operation as the City has continued to grow.

The challenges of the “new economy” will require us to be more strategic in nature, if we are to continue to improve our Department and its services to citizens. More than ever before, we will be required to be forward thinking, innovative and resourceful.

Each section of the plan begins with a goal statement followed by information on the program, resource requirements, and concludes with action plan objectives for the year(s), in support of the goal.

The plan is evaluated, revised, and refined annually, resulting in a current Five Year Plan always being in place. The first year identified in the plan is the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at services, concerns and needs for the future.



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More detailed and specific action plans will be required for many of the goals identified in the Five Year Plan. While modifications can be made at anytime due to priority changes, budgetary constraints, and planning refinements, the Five Year Plan provides an overview of anticipated activities and requirements. General economic conditions and, more specifically, the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the maintenance and development of the Department over the next five years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers and address the challenges of the budget process.



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DEPARTMENT MISSION, VISION AND VALUE STATEMENTS

MISSION

To provide the citizens of Tumwater protection from uncontrolled fire and hazardous materials through prevention efforts and suppression activities, and provide comprehensive pre-hospital emergency medical care to the sick and injured.

VISION

We will strive to be role models in the community and leaders in our profession.

We are committed to providing the best public service through innovative training, education and equipment.

We will strive to be a model of excellence as a Fire Department in Thurston County.

Our future depends on our commitment to shared leadership, employee empowerment, and responsiveness to the community.

We will strive to provide assistance beyond the expectations of those we assist and seek effective solutions to problems.

We will strive for personal and professional excellence and exhibit a professional attitude.

VALUES

It is the responsibility of each member to support the mission by subscribing to the following values.

For the Community:

Our professional conduct and appearance enhance a valued relationship with the citizens we serve.

We will actively participate in our community through citizen engagement, serve as role models, and strive to effectively and efficiently utilize all of the necessary resources at our command to provide a quality of service deemed excellent by our citizens.



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We will strive for forward and progressive improvements in education, training and service delivery in an effort to prepare our citizens for natural disasters, public health and other emergencies.

For the Department:

We will gain leadership through improvements in educational knowledge and practical experience.

We will recognize the importance of balancing individual, family and organizational growth.

We value the creativity of our people and an innovative spirit that constantly seeks improvement.

We will value partnerships with other City departments and nonprofit, private, and other governmental agencies to bring the community together with those who can best meet their needs.

We will achieve our best results from a team approach emphasizing high levels of trust, respect, cooperation, and commitment to excellent communications.



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ASSUMPTIONS FOR PLANNING

The Five Year Strategic Plan and Operational Guide will create an agenda and define outcomes, cause analysis to take place and goals to be set. It will encourage participation and commitment, and ensure consistent follow up on all facets of the Department's operations.

Tumwater, known as the end of the Oregon Trail or Cowlitz Trail, is the oldest permanent American settlement in the Puget Sound area. The City is located at the southern tip of Puget Sound just south of the State Capitol, Olympia. Incorporated on November 25, 1869, Tumwater is Washington's first community.

Tumwater's 2016 estimated population is approximately 22,000 and 17.54 square miles. Several thousand additional area residents work in Tumwater or commute through the City every day as Tumwater is home to major employers; Pepsi Northwest, Olympia Airport, Cardinal Glass, Costco and numerous state agencies. The City may continue to grow with an increase in land and population due to annexation and other variables. The current and future increase in the number of people coupled with an aging population will significantly increase calls for service.

Continued improvements in fire – related provisions of Building and Fire Codes will have a positive impact on new construction. The City's adoption of the 2012 International Fire Code and 2012 International Building Code with their amendments are clear examples of such an initiative.

Service delivery to people is the hallmark of the Tumwater Fire Department. Demands on the Department continue to increase, most notably in the areas of Emergency Medical Services, Special Operations, and Special Event Services. This results in programmatic impacts on training development and maintenance, equipment and supplies, and time management.

In 2014, 72% of the 3,361 emergency responses were for medical services with 28% being other or fire related. It is anticipated that this medical service percentage will continue to be high due to the continued aging of the baby boomer generation. Of the 2,400 medical calls responded to, 34% required Advanced Life Support (ALS) /Paramedic Level treatment.

The increased use of smoke detectors and automatic fire sprinkler systems will result in early detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and eventually lowered structural fire loss.

Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance the positive image of the Department in the community.



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Possible future fire station location, fire company deployment and regionalization assume City support as the department explores future response needs and deployment plans for the City. Additionally, an emphasis on traffic management, the continued management of the emergency vehicle traffic preemption system and management of vehicle capacity on arterial streets is critical as the population grows.

Tumwater is host to an ever increasing number of special events. Many of these events require additional staffing and equipment in order to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.

The Department's positive relationship with other City departments and other neighboring fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to Tumwater residents.

The Tumwater Fire Department is an "All Hazards" type emergency service delivery organization and is highly involved in incident prevention and highly effective to response incidents that occur. Tumwater Fire Department's involvement in emergency management has paid significant dividends for the City and we will continue to work with partners at the county, state and federal levels to further strengthen this critical mitigation, response, and recovery capability.

In the event of a major community health emergency, i.e. Pandemic Flu/Ebola outbreak, it is expected that Tumwater Fire Department will play a major role in concert with Thurston County Emergency Management as well as Department of Public Health, in terms of organizational and public preventative measures such as mass immunizations and emergency medical response to the critically ill.

The Department's involvement in Mobilization response in the state (although minimal) continues to position itself to be of assistance to other communities during large scale events.

The Tumwater Fire Department remains short of operational personnel to operate a modern fire department. Although the department added 21 uniformed personnel from 2012 to 2017, and plans to add 4 additional personnel by the end of 2017, the expanding demand for Emergency Medical Services and the increasing training requirements remains a challenge.

The quest to comply with NFPA 1710; Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operation to the public remains a high priority and commitment by the City.

The Tumwater Fire Department currently has a class 4 rating by Washington State Survey and Rating Bureau. This status was renewed in August of 2014 following a full-scale assessment of



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our organization. The maintenance of this status and participation in the program will serve as an additional force in our Departments commitment to continuous improvement.



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PERSONNEL REQUIREMENTS

SECTION 1

GOAL: To professionally staff the Department at a level, which will enable it to deliver services to citizens in an effective, efficient, and safe manner.

The Tumwater Fire Department is comprised of an outstanding group of individuals. It is important that an adequate number of staff be in place to support the efforts of protecting and serving the community. Additionally, it is critical that support staff is in place to perform functions and duties that are necessary above and beyond emergency responses.

Current	1 Fire Chief
Fire Department	1 Assistant Chief
	1 Training Officer (Lieutenant)
Staffing	1 Fire Inspector
	3 Captains (Shift Commanders)
	3 Lieutenants
	3 Paramedic/Firefighter Lieutenants
	35 Firefighters (14 of which are Paramedics)
	1 Administrative Assistant
	<u>.95</u> Secretary II
	49.95 Total

***Total does not include Volunteers**

Future Personnel Needs: Projected personnel needs are identified here:

- The addition of 4 Firefighters will be accomplished in 2017
- The Volunteer Firefighter program is currently being restructured and evaluated. Part of the restructuring may include recruiting 5 Volunteer Firefighter Positions within the next few years
- Progression into Community Mobile Medicine may require the addition of 1 Assistant Chief of Support Services/EMS to oversee the transition, and it may be a temporary assignment
- Lobby Thurston County Emergency Medical Services and the Medical Program Director (MPD) to add 1 Firefighter/Paramedic Position to get to bring the total to 18. Such an endeavor will ease the burden of overtime costs and burnout
- Due to annexations in the area, evaluate the feasibility of adding 1 Fire Inspector / Public Educator Position
- Promote 3 Lieutenants for Station T-2
- Move .95 Secretary II to full time status



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- With the possibility of regionalization of fire services, establish 3 Battalion Chief Commander positions when and if regionalization becomes a reality

FOLLOW UP RESPONSIBILITY: Fire Chief

HEALTH AND SAFETY

SECTION 2

GOAL: To protect the health and safety of Department members through effective training, education, programs, and management. To develop operating guidelines that prevents injuries, illness, and maximizes health.

Health and Safety are of primary concern to all Department members. Health and safety are affected by many factors including training, equipment, facilities, operating procedures, staffing, medical supervision, government regulations, environment, lifestyle and nutrition, as well as attitude, awareness and perception. The Department supports the City Employee Wellness Program and has members on the City Wellness Team.

The department should also remain on the forefront of the annual “National Firefighter Safety Stand Down.” Such a method is used by the military to correct an issue that has been identified as a safety problem throughout its ranks. The fire service has adopted this to raise awareness toward firefighter safety and call attention to unacceptable number of deaths and injuries plaguing our industry. The Safety Stand Down utilizes safety themes once a year in June and is supported by the International Association of Fire Chiefs, Firefighters and the Volunteer Council.

Health will be addressed and maintained through:

- Major emphasis on physical fitness, health, wellness and safety (existing fire department employee)
- A department physical fitness/health/wellness officer
- Medical examinations for Emergency services personnel on a 12 – month cycle. Medical examinations for Paramedics will be reimbursed based on the Intergovernmental EMS Contract
- Facilities built or remodeled with emphasis on employee health and comfort
- Emphasis on receiving stress/mental wellness management as needed and required
- Providing appropriate inoculations and communicable disease screenings, including TB, Hepatitis and Influenza



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Injury Reduction Program:

Safety will be addressed and maintained through:

- Mandatory completion of a course geared toward back injuries
- Weekly safety messages to all members to increase the level of awareness
- Department wide publication of all accident/injury statistics generated through quarterly safety meetings
- Driver training for all personnel on a two – year cycle
- A comprehensive fire apparatus preventative maintenance program
- Emergency incident management training and accountability training
- Formal review of all industrial injuries and accidents, and report of findings, in letter format, to all involved including associated costs
- Infectious disease exposure training, tracking, prevention, and provision of appropriate equipment and supplies
- Methicillin Resistant Staphylococcus Aureus (MRSA) specific reduction to include training yearly and installation of hand sanitizers in all stations
- Compliance with nationally recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- Strong emphasis on “2 In and 2 Out”, and building construction knowledge
- Continuing education in violent patient management
- Thermal Imaging camera training and mandatory use at structure fires

2016 – 2021 ACTION PLAN OBJECTIVES

- Conduct quarterly safety shift meetings
- Conduct fire inspections of all departmental facilities
- Continue personnel protective equipment inspections on an annual basis
- Implement injury reduction program
- Implement a program for nutrition counseling
- Implement a core strengthening program
- Support and participate in the Annual National Firefighter Safety Stand Down
- Evaluate driving in the emergency mode with lights and siren (Code Red Driving) and seatbelt policies
- Evaluate backing procedures at each station so that it is accomplished in a safe manner
- Evaluate the interiors of apparatus for injury prevention in case of an accident, and make improvements

FOLLOW UP RESPONSIBILITY: Fire Chief, Health and Wellness Officer



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RECRUITMENT

SECTION 3

GOAL: To employ and retain a talented, committed, and diverse employee group for the Tumwater Fire Department in an effort to continue the strong legacy of service to the community and sustain the organization for the future.

Fire Department Recruitment

The current economic situation continues to improve. With the east annexation efforts completed, the department is positioning itself to hire and promote additional personnel over the next few years. It would behoove the department to re-establish efforts so candidates are screened as such to provide for the highest quality of candidates to choose from.

Recruitment Efforts in conjunction with HR will consist of:

- Advertisements on Electronic bulletin boards and direct contacts through social media
- Tumwater Fire Department Website, which should be updated for recruitment and testing information with links to the City Website emphasizing Equal Employment Opportunities that encourages diversity
- Word of mouth by department members, which is always a strong recruitment tool for any organization
- Personal appearances in classes at high schools and local colleges
- Participation in local job fairs utilizing department members and display boards
- Establishing a recruitment booth at citywide events
- Posting of recruitment information in fitness centers and other appropriate venues such as Firecareers.com
- Working cooperatively with a local college, Women's Athletic Department, to increase awareness in potential female candidates of this career opportunity
- Work with Joint Base Lewis McCord's military recruiter's outplacement program
- Conducting pre-test orientations to help insure candidates understand the nature of the job and the testing process

Firefighter

Qualities the department is looking for in a firefighter include: a person who is honest and dependable, and who cares about and respects co-workers and members of the community. Someone who learns quickly; can remember and use this knowledge in stressful situations; uses common sense; has the ability to get along in confined living quarters; has organizational loyalty and strong personal values; is physically fit and



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committed to healthy lifestyle which includes maintaining fitness, and is dedicated to their profession.

The testing process for firefighter selection will be conducted annually, (or as needed) in conjunction with Human Resources Department. This process includes at a minimum: a general aptitude test, Candidate Physical Ability Test (CPAT), panel interviews, extensive background checks, and a pre-employment medical examination along with a drug screening.

An aggressive and proactive approach is taken to make all eligible candidates in the job market aware of an upcoming testing process, and to acquaint candidates with the nature of the job, expectations, challenges, and opportunities that the position presents. Additionally, we must take action to ensure quality recruitment efforts attract the most highly qualified applicants. Recruitments include strong efforts to notify, attract, and recruit qualified women and minority candidates.

2016 -2021 ACTION PLAN OBJECTIVES

- Conduct recruitment emphasizing diversity and establish an eligibility list for the firefighter position as needed
- Develop recruitment, selection, promotion and training strategies that address the personnel needs of the department while ensuring a productive and well trained workforce
- Staff the department at a sufficient level striving for compliance with NFPA 1710

FOLLOW UP RESPONSIBILITY: Fire Chief, Human Resources

WORKING ENVIRONMENT – LABOR/MANAGEMENT – MEMBER RELATIONS

SECTION 4

GOAL: To deliver highly effective services to the citizens and visitors through a positive and cooperative working relationship between Fire Department Management and the Tumwater Firefighters Union Local 2409 of the International Association of Firefighters, Reserves, Administrative Staff and City Stakeholders.

The purpose of the Labor/Management and Member Relations process is to make the Tumwater Fire Department more effective as an organization.

The delivery of effective emergency services, fire prevention and public educations services and support programs is highly dependent on positive working relationships and a positive approach to the care of and the development of our members.



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The success of the Labor/Management, Member Relations process is dependent on a number of foundational elements, including:

- Value input and diversity
- Build on an environment of trust
- Look for solutions where everyone wins
- Always work to strengthen relationships as well as address issues
- Allow for disagreements and strive for consensus and agreement – choosing to place emphasis on working on areas of agreement
- Protect the Labor/Management, Member Relations Process
- Share the credit and the work of the process

Additionally, the department is supportive of and utilizes the building blocks of employee relations which include:

- Strengthen groups
- Develop capacity to promote within
- Develop careers
- Educate employers
- Communicate and listen
- Support and coach
- Respect everyone
- Compensate fairly

A standing labor management committee is in place, co-chaired by the Fire Chief and Union President of Tumwater Firefighter Union Local 2409 of the International Association of Firefighters.

It is anticipated in the near future that standing committees will be in place within the labor management process to deal with committee related issues, and to support a strong communication system within the department for effective input, early problem identification and grass root solutions to issues within a committee's area of responsibility.

Standing committees co-chaired by a departmental chief officer and a union member may include:

- Support Services
- Fire Prevention
- Emergency Services
- Training and Professional Development



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- Special Operations
- Emergency Medical Services
- Grant Committee

Standing Initiatives

Standing cooperative initiatives of the labor management process include:

- Good and welfare of department members
- Recruitment and hiring of firefighters
- Annual departmental/city 911 remembrance lunch
- Annual Christmas Party
- Operating guideline review and updates possibly utilizing the Lexipol program (Lexipol committee continues to evaluate)
- Labor/Management Committee meetings
- Community Services Opportunities
- Quarterly officer meetings with administration

2016 -2021 ACTION PLAN OBJECTIVES

- Work closely with the Training Officer in support of all personnel
- Conduct monthly Labor/Management committee meetings
- Joint support of Food bank, Coats for Kids and other Union supported functions

FOLLOW UP RESPONSIBILITY: Fire Chief, Union President

FIRE PREVENTION AND INSPECTION

SECTION 5

GOAL: To prevent loss of life, injury and property loss due to fire through the creation, implementation, and management of comprehensive and effective building codes, education programs and fire inspections.

Primary fire prevention functions focus on fire and building code development and management, public education, fire inspection, code enforcement, and fire/hazardous material release investigations. The integration of activities in these areas will produce the most effective use of available resources and ultimately, result in achievement of the department's goal – preventing fires, saving lives, minimizing property loss, educating the public, protecting property and the environment. We are at the forefront of completing inspections in every business, apartment complex, and commercial structure since the re – establishment of the fire inspection program in 2013.



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Additional fire prevention functions include: plan development/review, issuing permits, fee collection, juvenile firesetter intervention, and pre – fire plan program, FireRMS, and Public Information Functions.

Fire Department Inspection Philosophy and Types of Inspections Performed

We will continue to conduct regular fire inspections for compliance with the International Fire Code (IFC), with emphasis on positive customer service contacts. The department's major focus will be prevention, education, engineering, and customer service. Fire Inspections ensure that life safety is not compromised within occupancies or structures and reduces exposure to fire and property loss.

The Fire Inspector performs a significant number of regular fire inspections in the City. The Fire Inspector may work with and train department personnel on what basic hazards they should look for when on calls and how to report such information quickly to the Fire Inspector.

The values of a comprehensive fire inspection program are to:

- Prevent fires and loss of life and property in structures
- Enhance firefighter safety by improving the working environment in which they may be called to fight fire
- Familiarize firefighters with buildings/occupancies to which they may be called to conduct emergency operations
- Develop pre – fire plans
- Educate business owners of the benefits of fire safety
- Gain compliance with the International Fire Code
- Ensure that existing automatic fire detection and extinguishing systems are operational and in compliance
- Continue to develop and maintain the goodwill and support of the citizens by continuous and positive relationships between the Fire Department and the community
- Help owners and/or occupants to understand and eliminate unsafe conditions
- Prevent illegal storage, disposal or release of hazardous materials
- Minimize exposure of property to fire loss
- Identify vacant, abandoned and dangerous buildings that may pose a risk to firefighters and the community

Note: Public schools, assisted living and more advanced care facilities are inspected as well by the State Fire Marshal's Office.



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Incident Investigations

The Fire Chief in conjunction with other department members who are trained in cause and origin, routinely investigate fires and other incidents. Types of incidents investigated are:

- All structure fires
- Arson fires
- Fires or industrial accidents involving a serious injury or fatality
- Frequent/pattern – type grass, brush or dumpster fires
- Illegal storage, disposal or release of hazardous materials
- Structural collapse
- Electrocutions

*Note: Workplace accidents are normally investigated by Washington State Dept. of L&I

Tumwater Fire Department Permit Review Services – Permit Process

The following permit/review services will be provided by the City of Tumwater.

- Fireworks/explosives
- Special events
- Tents and canopies
- Extension of premises (i.e. for special events, bars and restaurants)
- Other permits as identified and required

International Fire Code

The City Council adopts the International Fire Code with amendments once it is adopted by the State of Washington.

Plan Development Review and Permit Process

The following require fire prevention plan development/review and/or permitting under the umbrella of the City of Tumwater Engineering and Planning Division.

- Underground/aboveground tank installations or removal with emphasis on removal
- Knox Boxes – Storage of building key and emergency information
- Emergency access control for gated communities
- Site plans/fire apparatus access
- Automatic fire sprinkler and alarm systems
- Commercial kitchen hood extinguishing systems



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- Hazardous materials inventory and storage
- Fuel storage systems
- Fire pump/special fire protection systems
- Dust collection systems
- Compressed gasses/LNG residential refueling stations
- State required licensing, i.e., group homes, adult care homes, liquor license
- All new construction in public schools
- Gate access
- Pre – fire plan requirement for new buildings

2016 -2021 ACTION PLAN OBJECTIVES

- Continue code enforcement/inspection training for all Emergency Services personnel
- Consider an Engine company inspection program for the future
- Track and document occupancies that do have hazardous materials, storage, processes on site and consider a co-inspection program with the Thurston County Health Department at such occupancies
- Work toward enhancing and establishing a regional team approach for fire investigations particularly for larger incidents
- Continue working with City of Tumwater Community Development Department to ensure proper access and fire safety input of existing buildings and proposed developments including city events at the golf course and other special events within the city.
- Perform fire drills in all appropriate City Facilities
- Continue to seek new revenue streams, grants, etc.

FOLLOW UP RESPONSIBILITY: Fire Chief, Fire Inspector, Building Official

PUBLIC SAFETY EDUCATION

SECTION 6

GOAL: To educate and engage our citizens on the role they can play in making the community safer by preventing fires, minimizing health risks through first aid and CPR training.

Public safety education is a responsibility of all members of the Tumwater Fire Department. Educating citizens concerning services provided by the department and how to summon such services can play a critical role in determining whether there is a successful outcome to an emergency situation. Public safety education is clearly an important consideration in developing proper safety behaviors.



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Public Education Effort

- Recognizing National Emergency Medical Services Week (3rd week in May) to ensure greater community understanding of these services
- Fire Prevention Week – Priority will be given to those activities which support public fire education efforts. As our number one goal is prevention of loss of life and property, we commit the month of October to Fire Prevention Week activities
- Citizen First Aid/CPR – The department will continue to work in providing regularly scheduled CPR Courses for the public and City departments. Recently a high priority has been placed on providing CPR classes to high school students in health and child development classes and those needing CPR certification for job requirements. Courses will be scheduled to meet community needs. The department places additional emphasis on providing CPR training for all City departments interested in receiving the training. CPR, First Aid and Automated External Defibrillation classes are also available to the public along with blood pressure checks
- Fire Safety Demonstrations – Public education sessions are conducted to educate citizens in prevention of kitchen fires and to teach the proper use of fire extinguishers
- Fire Station Tours - Introduce both children and adults to fire personnel, fire equipment, fire stations, and the services provided by our department
- Preschool/Day Care talks and tours – to familiarize preschoolers with proper safety behaviors
- Safety education programs for the elderly – Remembering When Program (fall/fire prevention)
- DUI/texting and driving consequences drills – In partnership with Tumwater Police Department, a mock demonstration is conducted for high school students dramatizing the consequences of drunk driving and texting while driving
- Juvenile Fire – Setter Intervention Program – this program is offered to the public when such cases are referred by parents and the justice system
- Website – Our website has the capabilities to contain fire and life safety information on topics that affect our community. Provide such messages and information for the benefit of the public
- Distribute emergency preparedness information at community functions and at the stations
- Continue to install smoke detectors and distribute batteries when the opportunity presents itself such as on emergency responses and when requested to do so by the public



City of Tumwater Fire Department

2016 -2021 ACTION PLAN OBJECTIVES

- Conduct the following:
 - Comprehensive education effort during Fire Prevention Week and throughout the month of October
 - In – service training classes for firefighters in public education
 - Fourth of July and December holiday safety efforts (PSA’s, Patrols etc.)
 - Maintain a child passenger safety program on a limited basis: by appointment only or attend the regular scheduled car seat clinic
 - Participate with the city wellness committee in a citywide employee health and safety fair
 - Continue to conduct public safety education and awareness in the schools at the station and during community events as requested
 - Continue to provide fire extinguisher training for business and city employees
 - Participate with local businesses’ employee health and safety fairs, including State agencies
 - Conduct presentations for injury prevention and reductions for high risk citizen groups such as the elderly (fall/fire prevention)
 - Work with local human services and housing advocates on programs to assist seniors and disabled citizens, so they are able to stay in their homes with reduced accidents and falls

FOLLOW UP RESPONSIBILITY: Fire Chief, Administrative Assistant

COMMUNITY RELATIONS AND INVOLVEMENT

SECTION 7

GOAL: To provide information and services to the citizens of our community that will offer life safety information and help inform our citizens regarding lifesaving and instructional services provided by our Department.

Informing citizens about the types of services and the degree of caring provided by department members is crucial. How well the department is appreciated and utilized by citizens can be greatly enhanced by a positive customer service approach and a well thought – out, consistent public relations effort.

Public Relations Effort

Provide public service announcements and seasonal safety messages to media outlets on a continuing basis for:

- 4th of July
- Halloween



City of Tumwater Fire Department

- Brewfest
- Christmas Tree/Holiday Safety
- Christmas Tree Festival
- Santa Engine food drive
- Other seasonal and weather condition messages

Additional public relations efforts include:

- Provide emergency scene information to news media
- Publicize Fire Prevention Week activities in October
- Provide a limited ride – along program – with special consideration for City Council, City employees, appropriate medical personnel, members of other agencies, and individuals as defined in the policy and procedure manual, including college students seeking medical careers
- Trauma bear program for children – Provide teddy bears to children who have been injured or have witnessed a traumatic incident involving a loved one
- Presentations to civic groups
- Continue working through the Labor/Management process in the delivery of life safety programs to schools and citizens

2016 -2021 ACTION PLAN OBJECTIVES

- Work with Tumwater Police to assist them with “National Night Out Against Crime”
- Provide Public Information Officers (PIO) media training for identified personnel within the department
- Work toward providing public safety announcements on the City of Tumwater TV channel and through social media like Facebook, Twitter etc.
- Research the possibility of providing electronic reader boards in front of each fire station that provides public safety messages, CPR and other training opportunities
- Utilize neighborhood bulletin boards as may be available
- Continue working through the Labor/Management process regarding fire and life safety education services

FOLLOW UP RESPONSIBILITY: Fire Chief



City of Tumwater Fire Department

FINANCE – COST SAVINGS, COST RECOVERY AND REVENUE GENERATION

SECTION 8

GOAL: To explore avenues of revenue generation that support Department programs, stabilize service provisions and enhance customer service. To recover costs associated with services provided of a regulatory nature and for specific commodities used in emergency medical services, hazardous materials emergency response, State Mobilizations and Regionalization of Fire Services in the area.

Fire Prevention

Fees and Permits

Included are fire inspections, permit fees, plans/development reviews, and sprinkler system inspections conducted by the City Building Official and staff. At this time, most public education, and emergency services are provided at no cost as part of the department's basic customer service package.

Activities:

- Billing and payment of fire inspection permit fees are managed by the fire department with payments forwarded to the City's General Fund.
- A user/permit fee schedule was updated on December 2, 2014 and is in place for the following Fire Code/Fire Prevention Services which is overseen by Community Development:

Fire Safety

- Fire Safety – Inspection Fee & Permitting
- Underground Storage Tank Removal
- Fire Sprinkler Permit
- Fire Sprinkler Plan Check
- Firework Stand Permitting and Inspection

Fire Alarm Installations

- Fire Alarm Installation Permit
- Pull Stations and other Alarm Devices
- Annunciator Panel
- Fire Alarm Control Panel
- Fire Hydrant (fireflow) Test



City of Tumwater Fire Department

2016 -2017 ACTION PLAN OBJECTIVES

- Implement tracking program that provides for improved billing and payment of fire inspection permit, automatic fire alarms and fire flow fees
- Work with Finance Department for collection agency implementation in regard to Fire Inspections
- Conduct feasibility study for regionalization of fire services
- Along with Lacey and Olympia Fire Departments, conduct feasibility study for a Mobile Integrated Health Care plan that may be implemented by the end of 2018
- Review of special events and the feasibility of cost recovery for permits, personnel, etc.
- Review and monitor ambulance transport services in community for the possibility of implementing fire based transport system where the fire department would transport Basic Life Support (BLS) patients rather than a private ambulance service
- Research the use of an automated inspection system, similar to the program used by Olympia Fire Department
- Continue to research and explore the feasibility of attaining revenue from all state owned buildings within the city

FOLLOW UP RESPONSIBILITY: Fire Chief

TRAINING

SECTION 9

GOAL: To identify areas of need and develop training programs to assist our members to become more proficient in emergency medical delivery, emergency incident management, safety, personnel management and supervisory leadership with an emphasis on Quality Assurance.

Training is a critical function for any modern fire service agency. As the work becomes more complex and diversified, the knowledge required, professional standards, and government regulations lead to increases in overall training needs of the department. Documentation and records management are essential elements of that process. Maintenance of existing key programs is vital along with 100% compliance with all mandated training requirements.

Items identified requiring training program development or refresher training include:

- Driver training
- Live fire training exercise
- Violence in the workplace training
- Personnel management and IFSAC officer development accredited instruction
- Diversity/sexual harassment/hostile work environment
- OSHA training: asbestos awareness, electrical safety, hearing protection, eye safety



City of Tumwater Fire Department

- Research and consider OSHA 10 General Industry Safety training for all staff which is available on line or via contract with Labor and Industries
- Confined space training
- Hazardous material first responder (operations level) training
- Multi – company drills

Key programs and opportunities that will continue to be provided are:

- Blue Card Incident Command training
- City sponsored training
- Driver training program
- Probationary firefighter training and evaluation
- JATC participation
- Minimum company standards and field operations exercises
- Technical rescue training – confined space, high angle rescue, trench rescue for those on the SORT Team
- External training opportunities (seminars, State/Regional training opportunities, National Fire Academy)
- Involvement of company officers in ongoing policy revision and program development
- Target Solutions training
- National Incident Management System training (NIMS)

Items necessary for increasing the capabilities of the training program, certifications and personnel growth include:

- Center for Public Safety Excellence Fire Officer, Training Officer, Fire Marshal, Chief Fire Officer, and Chief Emergency Medical Services Officer Designations
- Maintain a physical library with textbooks and other appropriate training and resource material
- Personal and professional career planning
- Officer development and succession planning

2016 -2021 ACTION PLAN OBJECTIVES

- Review and revise as needed training policies and procedures
- Conduct training to meet mandated and recommended training requirements
- Conduct minimum company standards (MCS) for all shifts
- Provide leadership training for all personnel attaining designations available through Center for Public Safety Excellence



City of Tumwater Fire Department

- Conduct pump operator training

FOLLOW UP RESPONSIBILITY: Fire Chief, Training Officer

EMERGENCY RESPONSE

SECTION 10

GOAL: To deliver emergency services in a safe and efficient manner, with a response time (turnout time plus travel time) to arrival on scene of 7 minutes or less, 90% of the time, emphasizing a safety culture at all time.

Currently the department's goal is to attain a 7 minute response time or less, 90 % of the time. With the addition of the planned full time staffing of Station T-2, we will be able to reach this goal and even reduce our response time to a lower level on a more consistent basis as identified in the 2009 Master Plan.

Emergency response represents the most visible aspect of the department's mission. A major consideration in the delivery of effective emergency services is the time frame in which they are delivered. Emergency response time is defined as the elapsed time from when a call is received in the fire communications center, until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident. Our definition of response time, and consequently our response time standard coincides with the response time definition as prescribed by the Commission on Fire Accreditation International.

A critical component of response time is turnout time (the amount of time that passes between firefighters being alerted and the time that fire apparatus is enroute). The department turnout goals are as follows:

- For calls not requiring protective clothing, such as EMS: 40 seconds or less
- For calls requiring protective clothing, such as structure fires: 60 seconds or less

The basis of the aforementioned goals is to be on the road to the emergency within a specified timeframe once we receive the alarm from dispatch. The quicker we are turning out to respond from the station, the faster our response time will be. Usually for EMS calls, it is not a requirement to put on full bunker pants, boots, helmet and coat. Putting on clothing for full structure fire response adds additional time. Obviously we want to make sure everyone is safe yet reminding ourselves that response time can be a matter of life and death.

Our Department is dispatched by T-COMM 9-1-1, which has an average for processing calls (the elapsed time from answering the phone until dispatch) of 1:06 seconds. This time is not included in the turnout and travel time described in the above paragraph, but is part of the response time



City of Tumwater Fire Department

Automatic / Mutual Aid (dispatch of the closest apparatus) regardless of political jurisdiction has been in place in our area for over 25 years. Such a process is having a positive impact on response times in all areas as well as overall improvement in delivery of Emergency Services for all of Thurston County.

2013 – 2014		
Emergency Responses		
	<u>2013</u>	<u>2014</u>
Fire Responses	68	88
Emergency Medical Calls	2,145	2,400
Other Incidents	711	873
Total Emergency Incidents	2,924	3,361

Automatic Aid is strongly supported by a regional communications and dispatch center operated by Thurston County. With the exception of Washington State Patrol, all Thurston County fire and law enforcement agencies are dispatched out of that center.

Another major component of the emergency response sequence is the safety of the response. It is imperative that the response is made as safely as possible for the protection of both Department members and citizens.

The Opticom “traffic signal preemption” system, which allows fire vehicles to control traffic signals during response, has been completed for many years. All intersections in Tumwater are equipped with this technology. Traffic signal preemption allows for a reduction in response time, as emergency vehicles will not encounter red lights and cars will not “stack up” in intersections. Additionally, utilization of this technology improves emergency response safety for both Fire Department members and the public.

On occasion, the opticom signal at Israel and Capital does not actuate causing delays through the intersection however; for the most part it is clear that Opticom accomplishes what it is intended to do.

The continued installation of roundabouts in the city must take into account the width of modern fire apparatus so that such apparatus can maneuver through these areas without slowing or significant delay. The fire department and public works should work on this endeavor as additional roundabouts are installed throughout the city.

Radio System

On January 1, 2013, a narrow band Private Line (PL) with a continuous coded squelch system was installed for each agency. Such an installation has allowed each agency to have their own tone which has prevented bleedover and interference when multiple calls are occurring.



2016 -2021 ACTION PLAN OBJECTIVES

- Develop a better process of reporting and testing opticom units with public works
- Monitor and publish turnout times to all members
- Explore alternative ways to measure turnout and travel times utilizing data and technology to manage resources
- Establish a response time committee to evaluate the turnout and travel components of emergency response
- Study the apparatus on – scene until patient contact is established time for emergency medical incidents
- Evaluate historical response data for 2014 and 2015
- Review and work toward changing dispatch protocols if needed and required for faster processing time
- Work with Public Works on the installation of roundabouts and other road projects that allows for quick seamless response

FOLLOW UP RESPONSIBILITY: Fire Chief

EMERGENCY MEDICAL SERVICES

SECTION 11

GOAL: To save lives, reduce suffering and speed recovery from injury and illness by delivering basic life support (BLS), advanced life support (ALS/Paramedic), pre-hospital care, emergency medical services, and emergency transportation for the sick and injured throughout the community and the region.

The delivery of emergency medical services to the citizens of Tumwater plays a major role in the operation of the Tumwater Fire Department. Currently, 72% of our emergency response activity is emergency medical in nature. Department members answer more than 2,500 calls for emergency medical service (EMS) each year. Approximately 34% of EMS Calls require advanced life support (paramedic) intervention, and over 50% of all EMS calls result in an ambulance transport.

Existing Programs and opportunities that are provided by the EMS Section Include:

- Emergency medical technician training for all members
- Paramedic and EMT Certification and Re-certification program
- EMS documentation training for probationary firefighters and all emergency response personnel
- Conduct research to evaluate new medical equipment
- Quality assurance programs for emergency medical technicians and paramedics



City of Tumwater Fire Department

- CPR, AED, Blood Borne Pathogens and First Aid training for other City departments as well as citizens of Tumwater

Issues affecting the EMS program include:

- External forces, such as changes in standards and testing procedures for certification and re-certification of emergency medical technicians and paramedics, as well as, improvements and changes in the community standards of care
- The need to continually evaluate the appropriate level of emergency medical service for our citizens and the impact of requests for service including the collection of data for ambulance availability
- Examining alternative ways to provide paramedic continuing education and certification such as a pre-scheduled ongoing training and evaluation program (OTEP) for paramedics. Currently paramedics have to figure out how to attain their required continuing education units (CEU's) on their own
- Tracking training programs and measure service delivery through current management systems and Target Solutions
- Changes in the healthcare system, primarily the persistent overcrowding of hospitals which result in increased turnaround times at hospital emergency rooms and the anticipated increase in emergency medical incidents associated with an aging population
- Continued need to meet community needs by expanding CPR, First Aid and AED training capabilities

2016 -2021 ACTION PLAN OBJECTIVES

- Evaluate and implement various methods of reducing unit out-of-service times by keeping ambulance transport units in service and available as much as possible
- Continue to examine with ALS agencies Community Paramedicine Models for the area
- Evaluate equipment needs on an annual basis through the Medic One Equipment Committee
- In conjunction with Thurston County Medic One, evaluate alternatives for paramedics to attain their required OTEP hours without having to go out of county, or state to attain them

FOLLOW UP RESPONSIBILITY: Fire Chief, Thurston Emergency Medical Services



City of Tumwater Fire Department

EMERGENCY MANAGEMENT

SECTION 12

GOAL: To ensure that appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur and prepare the City in the management of response mitigation and recovery operations for large scale emergencies through training exercises and policies and procedures.

The primary components of our emergency management efforts are building community partnerships with business, industry, state offices and citizens, proactive steps to mitigate emergencies and planning and preparation for response and recovery operations.

The Fire Department is charged with the responsibility of overseeing the City's emergency management effort. The City's mitigation plan which is reviewed and updated on a regular basis, serves as the basis for the City's ongoing effort to provide assistance during a disaster and minimizing damage from those that do occur. The City of Tumwater Emergency Operations Plan will continue to serve as the focal point for emergency response operations and preparedness.

The Department of Homeland Security mandated the adoption and implementation of the National Incident Management System (NIMS) in mid-2005 for local governments. For local governments that choose not to adopt NIMS, federal grant funding is not available. The Fire Department's ongoing objective is to ensure NIMS compliance for the City of Tumwater, including the City of Tumwater Emergency Operations Plan.

Types of situations which may require activation of the Emergency Operations Center (EOC) and implementation of the Emergency Operations Plan include:

- Serious and/or long – term hazardous materials incidents
- Preparation for, or results of, severe storms
- Water release situations, which threaten or have caused serious flooding and/or damage
- Situations which result in multiple casualties, significant numbers of homeless citizens or fires of conflagration proportions
- Plane crash incidents
- Major transportation or industrial incidents
- Major structural collapse situations
- Civil disturbances
- Major public events
- Acts of terrorism
- Any situation requiring significant or extensive warning to the public



City of Tumwater Fire Department

The EOC has radio transmission and reception capabilities for all City departments. It is expected that communications will be initiated early and will be ongoing from our EOC with both the Thurston County Emergency Coordination Center (ECC) and the State Emergency Operations Center and emergency operations centers in other municipal jurisdictions when needed. Additional dispatch support may be required in the Tumwater EOC to handle and track calls. Such an effort will minimize the duplication of response efforts.

Incident Management Team (IMT)

Several large – scale incidents have occurred throughout the United States since the year 2000, including the terrorist attacks on September 11, 2001, and Hurricanes Katrina and Rita in 2005 and the Oso mudslide in 2014. Each of these incidents reinforced the need for Unified Command Systems that operate and utilize the Incident Command System.

Emergency response personnel within the Puget Sound area have taken a proactive approach by taking the necessary steps for establishing Incident Management Teams which in some cases are resourced typed as a Type Three Team. Although there are several IMT's throughout the state, Homeland Security Region 3 (HSR-3) oversees the IMT for our immediate area.

Incident Management Teams are available to provide command, control or support for large scale or long-term emergency incidents. This would include special events that exceed the capabilities and resources of a local community throughout Washington, or as needed elsewhere in the United States. Each participating agency i.e. (City, County etc.) are eligible for complete recovery of all costs of activation of their employees by signing the Washington Emergency Mutual Aid Compact (EMAC). As a signatory of the EMAC, the Washington State Patrol tracks cost and expenses from time of contact until return. There is no requirement that an agency has to report when contacted to participate in activation and an agency can turn down activation due to prior commitments. The fire department is eligible to respond under the aforementioned conditions.

2016 -2021 ACTION PLAN OBJECTIVES

- Conduct a minimum of one emergency management exercise per year
- Update all fire department members with the Emergency Management Plan
- Continue to provide emergency preparedness information and training for citizens, schools, businesses and employees throughout the City of Tumwater
- Research the option to provide Community Emergency Response Team (CERT) and or Map Your Neighborhood training for the citizens of Tumwater
- Continue training of all necessary employees and elected officials in the National Incident Management System
- Participate in the HSR-3 Incident Management Team and committee



City of Tumwater Fire Department

- Continue working with Thurston County Emergency Management to identify an emergency text notification system throughout Thurston County
- Identify hazard vulnerability areas through risk assessment planning within the city including the Olympic pipeline areas that run through and adjacent to the city.

FOLLOW UP RESPONSIBILITY: Fire Chief

SPECIAL OPERATIONS – HAZARDOUS MATERIALS

SECTION 13

GOAL: To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective and efficient manner, thereby protecting people, property, and the environment.

Hazardous materials management is of concern, both locally and nationally. With the ever-increasing number of chemicals and the extensive amount of high – tech research and industrial activity in the area, the need for a comprehensive effort to both prevent and prepare for hazardous materials emergencies is vital.

Hazardous materials operations are managed within the protocols established by the Department’s hazardous materials policies and procedures. Currently our response personnel are trained to the first responder operations level. Ongoing annual training for “first responder” must meet the training skills and competencies that are required by federal regulations.

Investigation of hazardous materials incidents will initially be a Fire Department responsibility in cooperation with other divisions within the city, supplemented by representatives from other appropriate agencies.

In conjunction with Olympic Region Clean Air Agency and Puget Sound Energy, Tumwater Fire Department interacts with the following agencies in managing hazardous materials:

- **Washington State Patrol** – The Incident Commanders for our jurisdiction for Haz – Mat incidents
- **State Department of Ecology** – Involved with regulation and clean – up operations
- **Coast Guard** – Involved with water runoff that leads to Puget Sound
- **City of Tumwater Public Works** – Has responsibility for the management of the overall City environmental effort and can provide technical and regulatory assistance at incidents particularly spills
- **Tumwater Police Department** – Has responsibility for evacuation and shutting down affected streets within the City



City of Tumwater Fire Department

- **City of Tumwater Parks Department** – Has responsibility for setting up shelters that may be needed and required
- **Other Fire Departments who may assist:**
 - JBLM Hazardous Materials main response technicians (Level A)
 - Olympia Fire Department
 - Lacey Fire Department
 - Other fire districts as may be required or needed

2016 -2021 ACTION PLAN OBJECTIVES

- Seek safety training on Hazardous Materials through Labor and Industries
- Train with Hazardous Materials response personnel to attain short and long term planning capabilities
- Maintain hazardous materials “First Responder” training for all department members per OSHA requirements

FOLLOW UP RESPONSIBILITY: Fire Chief

SPECIAL OPERATIONS RESCUE TEAM (SORT)

SECTION 14

GOAL: To provide technical rescue support capability with the necessary equipment and training that is compliant with the National Fire Protection Association Standards.

Definition: Technical rescue is defined as “rescue situations that present more complex and dangerous circumstances than what are routinely encountered.” These types of incidents require a higher degree of training and specialized equipment to conduct safe operations. Several types of emergency incidents require such a level of response, including confined space rescue, trench and excavations collapses, high and low angle rope rescues from building and rough terrain, structural collapses and other non-typical/unique accidents.

The Special Operations Rescue Team’s capabilities have increased substantially in recent years through equipment purchases and training. The SORT Team is available to any public safety agency within Thurston County on a mutual aid basis and within the region. Currently the team is comprised of thirty – five highly trained personnel. The team currently meets an Urban Search and Rescue (USAR) Type III team typing and has plans to meet a USAR Type II typing.

The SORT team is currently trained and equipped to conduct Structural Collapse Rescue, Rope Rescue, Tree Rescue, Trench Rescue and Confined Space incidents. The team maintains Operations, Technician, and Specialist level personnel. Thurston County Sherriff’s Office personnel provide dive team rescue and work hand in hand with the SORT team for water rescue events that may occur.



City of Tumwater Fire Department

Initial training requires a 200 – hour Technical Rescue Technician class for each selected team member, with weekly continuing education. The team coordinator is Captain Casey Sobol at McLane/Black Lake Fire Department.

Developmental and Ongoing Items:

- Ensure maximum support for the team
- Continue to identify personnel who may be interested in becoming a team member
- Consult with Labor and Industries to confirm that SORT members are executing their skills and duties in a safe manner

2016 -2021 ACTION PLAN OBJECTIVES

- Research enhanced training and response capabilities
- Maintain and support training as required
- Support the initiation of additional personnel who may be interested in becoming a member of the SORT team

FOLLOW UP RESPONSIBILITY: Fire Chief, Training Officer

SPECIAL EVENTS

SECTION 15

GOAL: To deliver emergency services in a safe, effective and efficient manner to participants and customers of community/special events with minimal impact on normal emergency services delivery capability to the citizens of Tumwater and the region.

The City of Tumwater hosts multiple events each year. As the city continues to develop, additional events will be planned and hosted in the coming years.

During the calendar year, the Fire Department is involved with several of the city's special events. Due to high attendance and/or nature of events, it is often necessary to require or recommend Tumwater Fire Department provide staffing to deliver necessary emergency services for the event.

By staffing special events, the Tumwater Fire Department is meeting the needs of the City, its promoters or sponsors, and customers without adversely impacting normal emergency service delivery to Tumwater citizens. Staffing is accomplished by placing types and numbers of teams into service at events using the most effective means to provide the service. Such an effort may be accomplished through the use of strategically placed teams on foot or on fire apparatus.



City of Tumwater Fire Department

Ongoing City Sponsored Events:

- Easter Egg Dash
- Earth Day Events
- National Trails Day
- *Independence Day Parade
- *Artesian Family Festival and Thunder Valley Fireworks Show
- Screen on the Green
- *Tumwater Artesian Brewfest
- *Tumwater Community Day
- Schilter's Family Farm Pumpkin Painting
- *Christmas Tree Lighting Festival
- *9/11 Memorial Remembrance

Other Community Events:

- Annual Soccer Tournament
- Triathlon's
- *Community "Night Out Against Crime"
- Volunteer Tumwater
- Juvenile Chinook release party
- *Coats for Kids Event's and participation
- *Food bank participation
- Arbor Day Celebration
- *Annual Santa Mobile community participation
- *High School Football Game standby
- *Community Block Parties
- *Olympia Downtown Gay Pride Parade
- *Missing Children Community Events
- *Annual Dragon Boat Races
- *Spring Duck Dash
- *Scott Air Pack Stair Climb
- Other events in the future

(*Indicates Fire Department Standby or Direct Participation/Involvement)

2016 -2021 ACTION PLAN OBJECTIVES

- Continue to evaluate events that require staffing and seek least cost effective solutions



City of Tumwater Fire Department

- Work with the City and other community stakeholders to identify community events the fire department can assist with in a cost efficient manner now and into the future

FOLLOW UP RESPONSIBILITY: Fire Chief

HONOR GUARD

SECTION 16

GOAL: To participate in Honor Guard duties with dignity and respect within the City of Tumwater and throughout the region as requested.

The Tumwater Fire Department Honor Guard has a high profile role in public relations efforts of the department. The mission of the Honor Guard is to honor, remember and celebrate active, retired and fallen Tumwater Fire Department members. In addition to the aforementioned information, the Honor Guard will participate in special events and ceremonies such as parades, flag raising and color guard activities.

2016 -2021 ACTION PLAN OBJECTIVES

- Only active members of the department are eligible for membership in the Honor Guard
- Membership will be limited to those active members who can regularly attend functions on a short notice
- All members will be required to attend regular training meetings
- All members will be required to maintain proficiency in close order drill and ceremony
- Upon appointment to the Honor Guard, the firefighter must agree to serve a minimum of three (3) years on the Honor Guard
- All Honor Guard members will be issued an Honor Guard Uniform per operating guidelines
- Work toward an integrated Honor Guard with Tumwater Police

FOLLOW UP RESPONSIBILITY: Fire Chief, Union Personnel

FIRE MAINTENANCE (Engines)

SECTION 17

GOAL: To provide safe and effective fire apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.

The Department's fire apparatus maintenance efforts, as an integral part of operations, is responsible for the preventative maintenance, repair, rehabilitation and timely replacement of the fire apparatus fleet.



City of Tumwater Fire Department

We are very proud of the responsive nature and flexibility of the Department's maintenance operation. It is clearly an effective and efficient operation that many fire departments strive to accomplish.

Preventive maintenance (identifying potential problems, preventing breakdowns from occurring, and providing education and instruction to members) will continue to be the focus for fire maintenance.

The fire apparatus inspection and maintenance program is carried out by the respective crews in conjunction with fire mechanics from the City of Olympia. Such a process has been very successful. It allows the fire department to evaluate the vehicle's overall condition, identify potential problems, and make corrections in an effort to prevent breakdowns during emergency operations. Additionally, the fire apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

2016 -2021 ACTION PLAN OBJECTIVES

- Conduct NFPA 5 year safety tests on our ground ladders
- Conduct annual pump test on all apparatus as needed and per NFPA guidelines
- Maintain the quality of preventive maintenance on all response vehicles while evaluating the frequency and schedule of maintenance visits. Fire Engines will be serviced by Olympia Fire Department mechanics via Interlocal Agreement (ILA) and other response vehicles will be serviced by the City of Tumwater Maintenance Division

FOLLOW UP RESPONSIBILITY: Fire Chief

FIRE FLEET

SECTION 18

GOAL: To purchase Department fleet vehicles that provide reliable, efficient, and effective service delivery with high regard for employee safety and comfort, fits the needs of the Department and represent the Department in a manner that supports a positive public image.

A modern and reliable fire apparatus fleet is crucial to the effective delivery of emergency services when responding to fire, emergency medical and all other types of emergencies. Frontline apparatus will be evaluated for replacement after 6 years of service or when the mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. Light duty vehicles will be purchased in accordance with City Fleet guidelines and will be in services as long as deemed necessary in collaboration with City Fleet Services. Employee safety, operating, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule.



City of Tumwater Fire Department

EMERGENCY RESPONSE APPARATUS INVENTORY

Apparatus	City Equipment #	Type of Apparatus
E – T – 1	3104	2012 Pierce 1500 GPM Pumper
E – T – 2	3101	2000 KME 1500 GPM Pumper
E – T – 13	3100	2000 KME 1500 GPM Pumper
Telesquirt	3102	1988 KME 1500 GPM Pumper
Ford Aid Car	3008	1988 Aid Car
Ford Pickup	6070147	2014 F150 XL Command Car
Ford Pickup	6070150	2014 F150 XL Utility Vehicle
Ford SUV	6070146	2014 Explorer AC Staff Vehicle
Ford SUV	6069932	2009 Escape Chief's Staff Vehicle
Ford SUV	69384	2003 Expedition Inspector's Vehicle
Trailer	No Number	Multiple Casualty Incident (MCI) Use
Engine	26	1947 Kenworth / Parade and Events

MEDIC ONE VEHICLES ASSIGNED TO TUMWATER

Medic 5	3024	2014 GMC Front Line Medic Unit
Medic 8	3017	2009 Ford Back Up Medic Unit
Medic 14	3025	2014 GMC Front Line Medic Unit
Medic 11	3015	2009 Ford Back Up Medic Unit

FIRE FLEET ACQUISITION SCHEDULE

Apparatus	City Equipment #	Type of Apparatus	Projected Replacement Year
E – T – 1	3104	2012 Pierce 1500 GPM Pumper	2030
E – T – 2	3101	2000 KME 1500 GPM Pumper	2018
E – T – 13	3100	2000 KME 1500 GPM Pumper	2024
Telesquirt	3102	1988 KME GPM Pumper	2017 – 2018
Ford Aid Car	3008	1988 Aid Car	Not Scheduled
Ford Pickup	6070147	2014 F150 XL Command Car	2024
Ford Pickup	6070150	2014 F150 XL Utility Vehicle	2024
Ford SUV	6070146	2014 Explore AC Staff Vehicle	2024
Ford SUV	6069932	2009 Escape Chief's Staff Vehicle	2019
Ford SUV	69384	2003 Expedition Inspector's Staff Car	Not Scheduled
Trailer	No Number	Multiple Casualty Trailer	Not Scheduled
Engine	26	1947 Kenworth / Parade & Events	Not Scheduled



City of Tumwater Fire Department

MEDIC ONE VEHICLES ASSIGNED TO TUMWATER

Medic 5	3024	2014 GMC Front Line Medic Unit	2020
Medic 8	3017	2009 GMC Back Up Medic Unit	2020
Medic 14	3025	2014 GMC Front Line Medic Unit	2020
Medic 11	3115	2009 Ford Back Up Medic Unit	2020

Appropriation Approach: Funding for fire engines will be via the 25 year program for funding engine replacements which was approved by the voters in 2011. All staff vehicles will be funded out of the general fund as approved. Medic One vehicles are generally replaced every 6 years.

2016 -2021 ACTION PLAN OBJECTIVES

- Evaluate current and other designs and brands for future apparatus purchases
- Participate in citywide fleet reduction program
- Continue to research and develop innovative alternatives to apparatus design with emphasis on reducing initial purchase price, operating and maintenance costs, fuel consumption and environmental impact

FOLLOW UP RESPONSIBILITY: Fire Chief

COMPUTER EQUIPMENT & INFORMATION SYSTEMS

SECTION 19

GOAL: To enhance the ability to manage and evaluate our Department’s services, needs, and accomplishments, and accordingly, determine future goals through effective information management, complete and compatible systems that provide emergency information while responding to and at the scene of emergency incidents.

Oversight and management for all computer hardware, software/systems, and network for the City are the responsibility of the Information Technology Department (ITD) as overseen by the City Administrative Services Department. ITD and the Fire Department work closely toward achieving our stated goal. Their expertise is invaluable in helping us acquire and implement new systems, as well, as maintaining existing ones.

The following items specifically highlight several functions of the Department’s Information Management Systems and Equipment:

- Our Department utilizes FireRMS 4.16.17, a fire management software system, as its primary record management system
- Computer Mapping and Pre-Fire Planning
- Vehicle Maintenance



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- Company Planning and Training Calendar
- Callback Staffing
- Ongoing Training and Evaluations Program (OTEP) training

FOLLOW UP RESPONSIBILITY: Fire Chief

EQUIPMENT ON APPARATUS & IN THE FIRE STATION

SECTION 20

GOAL: To provide a well – maintained inventory of all equipment, which is critical to the safe delivery of effective and efficient department operations.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The fire department strives to provide the very best in fire hose and nozzles as they play a key role in firefighter effectiveness and safety. Such equipment is purchased on an ongoing basis through the City’s general fund (Schedule H: Minor Equipment request). Equipment from one engine to the next should mirror each other as to have the same type and amount on each.

With two fire stations, appliances such as dishwashers, clothes washers and dryers and refrigerators can break down without warning. If it is cost effective to do so, they are repaired, if not, they are replaced on an as needed basis.

Equipment Acquisition Schedule

2016	Purchase Self Contained Breathing Apparatus to meet the current NFPA and PASS Standard
2017	Replace 2 Thermal Imaging Cameras, smoke extraction system for both fire stations
2018	Replace extrication tool package, 1 chainsaw 1 circular saw
2019	Evaluate existing equipment and list out projected need for future
2020	Evaluate existing equipment and list out projected need for future

2016 -2021 ACTION PLAN OBJECTIVES

- Evaluate projected life of furniture and appliances at each fire station and prepare a list and projected date of replacement



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- Evaluate the need for rolling gear bags particularly for medic personnel that interchange between multiple stations
- Evaluate the purchase of firefighting foam that will not affect the environment but will provide the necessary effectiveness when used and applied

FOLLOW UP RESPONSIBILITY: Fire Chief

FACILITIES

SECTION 21

GOAL: To construct and maintain fire facilities in a cost – effective manner with maximum consideration for service delivery, energy/environment conservation, growth and health, safety and comfort of our members and to provide event and meeting services for the community as approved.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the department. The number and location of fire stations plays a significant role in determining emergency response time and, directly impacts the quality of our City's fire and emergency medical services.

The Tumwater Fire Department responds to calls from two City fire stations. The Headquarters Fire Station T-1, located next to Tumwater City Hall, serves as the primary responder. Station T-2, located at the intersection of Linwood Avenue and Second Avenue, is staffed on a limited basis as staffing levels allow (approximately 50% of the time) and then serves the northern portion of the City.

As part of the voter-approved property tax levy lid lift, the Fire Department was able to take delivery of a new fire engine in 2012. The engine is equipped with many features for safer and cleaner operations, including LED lights, clean diesel filtration, and idle reduction technology.

Fire Station Status

- Fire Station T-1 – The facility is fifteen years old. It is a full – size headquarters facility. Although the station is adequate to house the department and the City's current operations, there are many construction deficiencies that have been found that need to be addressed in the immediate future.
- Fire Station T-2 – The facility is twenty years old. It is designed to meet the needs of full – time staffing and this should be accomplished by the end of 2017. Currently the station is well suited to meet the needs of the community which covers the north end of the city, and provides back up to Station T-1 response area when they are out of service. T-2 also has construction deficiencies that have been found that need to be addressed.



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A list of such deficiencies for both fire stations is being compiled by the Parks and Facilities Manager. The fire department has submitted a Capital Facilities Plan amount for renovations of both fire stations to be financed through an interfund loan. It is anticipated that renovations will start within the next year.

FOLLOW UP RESPONSIBILITY: Fire Chief and Facilities Manager

CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT THROUGH INNOVATION, CREATIVITY & CUTTING EDGE TECHNOLOGY SECTION 22

GOAL: To operate from an established philosophy and framework that allows for and encourages continuous improvement of our Department's management of goals and objectives and evaluation of services, and provides a mechanism for moving the Department forward with a common understanding.

Continuous Improvement

Continuous improvement/quality management and assurance begins with training. The quality of services delivered by our Fire Department is determined largely by the quality of our members, their training, and our programs. The culture of continuous improvement of our department and its services requires support in the form of "continuous learning" by all members.

Quality will give any individual or organization a long – term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. These attributes are embodied in both the City and the Department Mission and Vision Statements which serve as a foundation for our approach to quality management.

Quality management means that the Fire Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of departmental process, resulting in high quality services to the public.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Support by each segment of the department
- Commitment to continuous improvement



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Quality management is an expression of the need for continuous improvement in:

- Attitude
- Personal and professional development
- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity
- Personal Leadership
- Accountability and Transparency

The primary values identified in the City Mission and Vision Statement provides an additional opportunity to reinforce the Department Mission, Vision and Values Statement and explore new opportunities to support other City departments and to effectively serve our community at large.

Quarterly Goals

The program allows the fire department to establish objectives and measure the degree of accomplishment during a given time period.

Our approach is to look at the year in advance in conjunction with the Five Year Plan and yearly-planning calendar. This is to incorporate quarterly goals and objectives into overall yearly goals and objectives.

Quarterly goals and objectives are identified by coordinating required activities at the administrative, management, and supervisory levels of the department.

Overall, departmental goals are established at the beginning of each quarter, and reviewed at the end of the quarter in an effort to measure the degree of accomplishment.

For example, the Joint Apprenticeship and Training Committee (JATC) which consists of city and fire department personnel, evaluates and oversees the required training of new firefighters on a quarterly basis. The Department of Labor and Industries developed the program in 2002. The JATC program provides valuable on the job training in conjunction with technical instruction which meets NFPA standards, is accredited, and provides college level credit.

Quality assurance will be managed in the following primary ways:

- EMS Quality Assurance – Continual monitoring of the quality of EMS delivery and reporting through adherence to standards of care established by the Tumwater



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Fire Department and Thurston County Emergency Medical Services through incident evaluation and records review.

- Incident Analysis – Conducted, as defined in conducting a “Post Incident Analysis” at the company, shift, or departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known department – wide.
- Feedback from Customers – Solicited from target groups, which include citizens from an emergency incident or fire prevention/public safety education program, via customer service surveys. Responses will be analyzed and along with data from citywide satisfaction surveys and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of department performance.
- Field Operations/Training Tower Exercises – This process follows the format of learning through performance and review. Department training staff creates challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned.
- Minimum Company Standards – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards, and at the same time allows the department to evaluate training needs at the company, shift, and departmental level. The Blue Card Incident Command training element is also a means to measure company success, so that we along with our partner training departments (Olympia and Lacey) are all training the same, communicating and commanding the same during mutual aid responses.

2016 -2021 ACTION PLAN OBJECTIVES

- Look for opportunities to support and reinforce both the City and Department Mission and Vision Statements
- Provide strong support for operation of the JATC, Blue Card, Leadership Thurston County and other leadership training opportunities
- Solicit citizen feedback on perception of quality and level of service provided through a Customer Service Survey program
- Continue Fire Company Planning and Leadership Training and Certification Programs.
- Conduct quarterly officer meetings to identify goals and follow up on accomplishments and recommendations



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- Develop and update policy and procedure for department
- Continue the constant pursuit of updating and adopting response policies to reflect the desire to always align our response with the best practices possible

FOLLOW UP RESPONSIBILITY: Fire Chief

AIRCRAFT RESCUE AND FIREFIGHTING (ARFF) / PORT RELATIONS SECTION 23

GOAL: Continue to work toward preparing our personnel to respond to aircraft incidents with appropriate equipment, training, extinguishing agents and financial support from the Port of Olympia.

The aircraft rescue and firefighting (ARFF) discipline occupies a unique section of an increasingly diverse field associated with traditional modern fire services. Most departments that protect and respond to aircraft incidents that are not airport – based, are charged with responsibilities that extend beyond aircraft and their movement areas. Hangars, fuel supply and distribution systems, and roadways are just a few of the diverse assets requiring protection. ARFF is separated from the rest of the field by its duties and responsibilities to respond to and mitigate aircraft related emergencies.

The Federal Aviation Administration (FAA) provides mandatory minimum requirements for the various categories of airports. These requirements deal mainly with firefighting equipment, agent capacities, vehicles, and response times. However, the FAA does not address other crucial tactical activities associated with traditional fire ground operations, such as search and rescue, salvage and overhaul and the protection of exposures.

Without question, the most important tool that any fire department has is human resources. No matter how well – equipped a department is, if an adequate number of human resources are not deployed to an emergency and if the welfare of these human resources is not provided for, they cannot be expected to perform effectively. If the proper numbers of firefighters are deployed, and if they are properly trained, equipped, and supported, they should be able to provide for the maximum efficiency and effectiveness in support of an event.

When it comes to ARFF, Tumwater Fire Department operates with limited manpower compared to fully staffed stations on airport property and depends heavily on support from outside agencies. The department’s operating procedures outline essential response duties that can be initially established and maintained with the resources available until the emergency response forces from outside agencies are on the scene and the required support has been established.

During any aircraft emergency one of the first things that must be accomplished by the incident commander is to identify the area that is immediately dangerous to life and health (IDLH). Only



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then can the associated risks be managed. Just as with structural firefighting, anyone entering into such an area should be protected with full PPE and associated support functions. NFPA 1500 dictates that initially the area within 75 feet of the skin of the aircraft will be identified as the area immediately dangerous to life and health. The requirement establishes an area of immediate concern for all emergency responders to recognize. The standard then allows the incident commander to reestablish the IDLH as the situation dictates.

2016 -2021 ACTION PLAN OBJECTIVES

- Re – establish relationship with the Port of Olympia
- Secure funding from the Port of Olympia for training and multi – agency drills

FOLLOW UP RESPONSIBILITY: Fire Chief

FIRE SERVICE ACCREDITATION AND WASHINGTON SURVEY AND RATING BUREAU

SECTION 24

GOAL: Work toward becoming an accredited fire department through the Commission on Fire Accreditation International (CFAI) and to maintain or improve our current rating through Washington Survey and Rating Bureau (WSRB).

The Commission on Fire Accreditation International (CFAI) was established as an independent, non – profit entity in 1996. The accreditation process is a process that will enable our agency to ascend to the next level of public safety excellence through self and peer evaluation.

As an additional evaluation, analysis and improvement tool the Washington Survey and Rating Bureau evaluation should be adhered to on a regular basis.

The purpose and benefits for a fire department’s involvement in fire service accreditation include:

- Promoting excellence within the fire and emergency services professional community
- Encouraging quality improvement through a continuous self – assessment process
- Providing a detailed evaluation of the department and the services it provides to the community
- Identifying areas of strengths and weaknesses within a department
- Providing assurance to peers and the public that the organization has a defined mission and objectives and strives to go beyond them

The CFAI conducts a comprehensive evaluation of all aspects of a modern fire department with a focus on program analysis for continuous improvement and planning for the future. Once



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accredited, the accreditation period is good for five years at which time it is necessary to apply for re-accreditation.

The categories and criteria section of the accreditation self-assessment manual identifies ten major categories with corresponding support criteria and performance indicators against which is measured the status of current programs, an appraisal of their effectiveness, and identification of a plan for the future.

The ten categories include:

1. Governance and Administration
2. Assessment and Planning
3. Goals and Objectives
4. Financial Resources
5. Programs including Fire Suppression, Fire Prevention, Public Education, Fire Investigation, Technical Rescue, Hazardous Materials, Emergency Medical Services, Emergency/Disaster Management, Weapons of Mass Destruction, and Other Programs including Thurston County's Cardio Pulmonary Resuscitation program
6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External Systems Relationships

A Peer Assessment Team conducts a site visit as the accreditation process proceeds and may recommend both strategic and specific recommendations for improvement. A compliance report is required to be submitted each year detailing response to recommendations made by the Commission and describing any changes in the Department's operations which would have either a positive or negative impact on service delivery to the citizens.

Current estimated cost to complete the accreditation process is as follows:

CFAI Accreditation Costs

Registered Agency Status **(Valid up to three years)**

The nonrefundable fee is \$560 USD for agencies of every type and size. Fees for Registered Agencies that move to Applicant Agency status within one year are applied to the Applicant Agency status fee.



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Applicant Agency Status

(Valid for up to 18 months for career agencies and 24 months for agencies that are at least 90 percent volunteer, with option for up to three 12-month extensions)

The nonrefundable fee for Applicant Agencies is based on the population served within the jurisdiction (except approved DoD Fire Departments), using the latest U.S. Census figures documented with the agency's application. This fee must be paid prior to the agency's change of status to applicant agency. Agencies that are unable to complete their self-assessment and move to Candidate Status within their original application period may elect to pay one-half of their original fees for a 12-month extension, which may be repeated up to three times. The fee for extension is nonrefundable.

Population/Agency Type	Fee (USD)
0 - 9,999	\$4,725
10,000 - 49,999	\$5,850
50,000 - 99,999	\$6,850
100,000 - 199,999	\$8,000
200,000 - 499,999	\$9,000
500,000 - 999,999	\$11,600
Over 1 million	\$12,950

Candidate Agency Status

There is no fee for Candidate Agency status when a department completes the self-assessment, but in this phase of the process the department is responsible for the cost of travel and expenses for the on-site peer assessment team visit and its peer assessor team leader's expenses for traveling to the commission's accreditation hearing. It is recommended that agencies budget



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approximately \$6,000 for the on-site visit and \$1,000 - \$1,500 for the team leader's travel to the commission meeting.

Achievement of Accredited Agency Status

Washington Surveying and Rating Bureau (WSRB)

WSRB evaluates all Washington communities for their fire protection/suppression capability using a schedule approved by the Washington State Office of the Insurance Commissioner. WSRB assigns each community a Protection Class of 1 through 10, where 1 indicates exemplary fire protection capabilities, and 10 indicates the capabilities, if any, are insufficient for insurance credit.

The Protection Class evaluation process recognizes the efforts of communities to provide fire-protection services for citizens and property owners. This is why insurance companies use Protection Classes to help establish fair premiums for fire insurance — generally offering lower premiums in communities with better protection. By offering economic benefits for communities that invest in their firefighting services, the evaluation provides a real incentive for improving and maintaining fire protection. By classifying communities' ability to suppress fires, WSRB also helps the communities evaluate their fire-protection services.

The Grading Process

Evaluations are conducted on both a request and non-request basis. Requests for evaluation must be signed by the mayor or a fire district commissioner, and should include a brief explanation of improvements made that would warrant a new evaluation. Upon receiving a request for evaluation a questionnaire will be sent to the community. The questionnaire helps the community prepare for WSRB's visit by covering the major areas of the evaluation. When the questionnaire is completed the field survey can be scheduled. For communities that do not request an evaluation, WSRB will initiate a new evaluation by sending the community the evaluation questionnaire.

To determine a community's Protection Class WSRB objectively evaluates four major areas:

- **Fire Department:** WSRB reviews such items as engine companies, ladder companies, distribution of fire stations and fire companies, automatic aid received, response to alarms, equipment carried on apparatus, apparatus maintenance, pumping capacity, reserve apparatus, department personnel and training.
- **Water Supply:** Water supplies used are reviewed to determine their adequacy for fire-suppression purposes. Major tasks include calculating required fire flows (gpm) for



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buildings and conducting flow tests to measure water pressures (psi) and volume (gpm). We also consider hydrant size, type, and installation, as well as the inspection frequency and condition of fire hydrants.

- Emergency Communications Systems: The community's 911 system is evaluated including facilities, handling and dispatching fire alarms, dispatch personnel and training.
- Fire Safety Control: Fire prevention activities such as fire code enforcement, public education and building code enforcement are reviewed.

After completing the field survey, WSRB analyzes the data and calculates the Protection Class for the community. The evaluation then undergoes a quality review. The community will receive a notification letter identifying the new Protection Class along with a summarizing report.

Buildings and property located within the rated community are eligible for the Protection Class Rating of the community if they meet the distance to fire station and distance to fire hydrant requirements. If the requirements are not met the building will receive a different Protection Class Rating than the community.

The Tumwater Fire Department currently has a class 4 rating by Washington State Survey and Rating Bureau. This status was renewed in August of 2014 following a full-scale assessment of our organization. The maintenance of this status and participation in the program will serve as an additional force in our Department's commitment to continuous improvement.

2016 -2021 ACTION PLAN OBJECTIVES

- Attain support from city leadership to proceed with the accreditation process through the Commission on Fire Accreditation International
- Utilize involvement in and response to the Commission on Fire Accreditation International, as an evaluation instrument to guide the Department towards continuous improvement
- Utilize as an additional improvement tool, results from the Washington Surveying and Rating Bureau Evaluation
- Utilize existing WSRB evaluation criteria to provide the necessary services before re-evaluation so that the rating will be better next time
- Work with the Community Development Department to assess the need for hydrants, city water line extensions in the new annexation areas
- Reexamine whether we want to require sprinklers to be installed in new construction in the new annexation areas

FOLLOW UP RESPONSIBILITY: Fire Chief

