

Cowlitz 2 ***FIRE & RESCUE***



**Organizational Action Plan
(OAP)
April 2019**

Preface

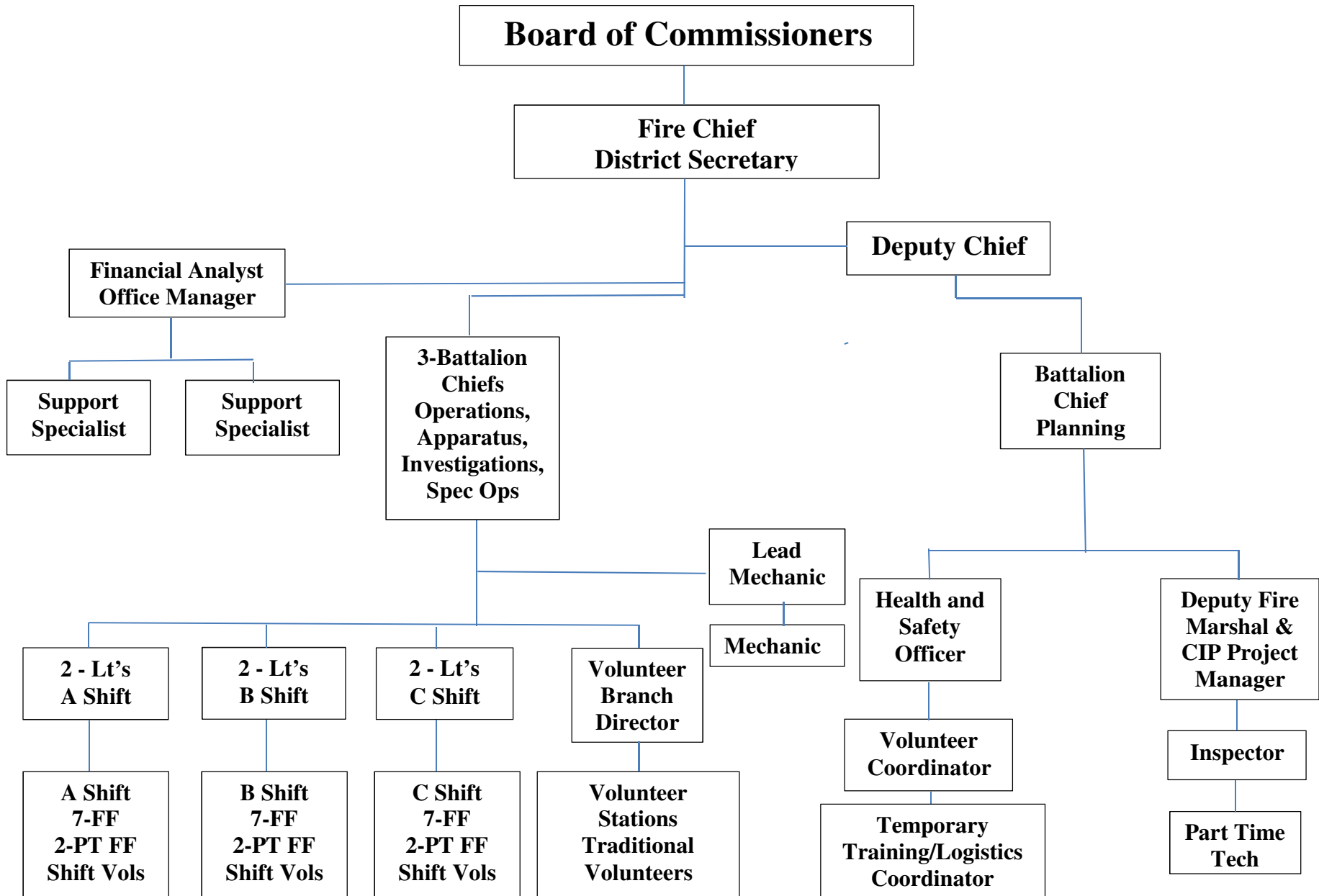
This year will bring with it significant change and opportunities for the District. We will begin and complete construction of two (2) new fire stations. This has been a long and complex project and has taken many years to get to where we are now. With the completion of the stations, we will also implement some changes to our staffing plan. To provide oversight of the ongoing construction and apparatus replacement schedules through 2019, we have made some temporary reassignments of key personnel, one of our primary goals will be to minimize disruptions to service during construction.

We will continue with our effort regarding succession planning in all facets of the organization. This effort is twofold; first to provide redundancy and depth to all critical functions and second to maintain continuity of operations at all times. This is based on the premise that nobody is so important that the department can't or won't function without them.

As a result of these changes, this OAP will reflect the current assignments in a revised organization chart as well as revise the established overall goals and objectives of the fire district.

Suggested Top Priorities for Staff in 2019:

- Provide an effective organization that performs critical functions while maintaining a manageable span of control.
- Continue to seek alternative funding sources and be cost efficient while improving levels of service.
- Minimize the impact to normal operations as a result of major construction efforts and apparatus and equipment purchases.
- Continue to develop an effective modern volunteer force that emphasizes non-traditional areas of participation.
- Continue to provide for succession development in all aspects of the organization.
- Work to balance mutual aid disparities between our agency and others we support.
- Develop a relevant standard of cover for the entire service area and provide a staffing and deployment plan with alternatives for a four station model.
- Continue efforts to coordinate with automatic aid partners.



Goals & Objectives

General Information

MISSION STATEMENT

Serve with Duty, Respect, and Integrity

VISION STATEMENT

It is the vision of Cowlitz 2 Fire & Rescue to be recognized as an all hazards risk service provider by working collaboratively with regional and local agencies. We strive to meet the fire and life safety needs of our diverse community and maximize the efficient use of all resources.

Core Values

Be honest
Be reliable
Be present
Be accountable
Value people
Know your job
Be life-long learners
Utilize sound judgement
Give the benefit of the doubt
Invest in yourself and others

Goal A: Maintain/improve the District's ability to respond in a rapid, coordinated and efficient manner to all emergencies

Objectives (1 – 3 year timeline):

1. (Objective A-1) Improve the staffing plan
2. (Objective A-2) Improve all fire suppression response operations
3. (Objective A-3) Improve all emergency medical response operations to include a community paramedicine program
4. (Objective A-4) Continue a hazardous materials response and awareness program

5. (Objective A-5) Explore/develop cooperative agreements and partnerships with other agencies to assist with funding
6. (Objective A-6) Maintain/improve and regularly update disaster planning including continuity of operations
7. (Objective A-7) Maintain and enhance comprehensive training programs
8. (Objective A-8) Maintain/improve plan review and code enforcement activities
9. (Objective A-9) Maintain/improve fire investigation process
10. (Objective A-10) Develop a Standard of Cover and resource deployment plan
11. (Objective A-11) Continue all emergency medical response operations

Goal B: Develop, implement and update a financial plan to support the District's mission

Objectives:

12. (Objective B-1) Continue to operate a long-range financial plan to support the District's mission
13. (Objective B-2) Explore other revenue sources. Manage and further develop GEMT
14. (Objective B-3) Develop and implement Community Paramedicine Program
15. (Objective B-4) Strengthen support services functions

Goal C: Maintain the current annual planning process

Objectives:

16. (Objective C-1) Board of Commissioners annually evaluate, revise and prioritize goals and objectives

Goal D: Provide quality facilities and equipment

Objectives:

17. (Objective D-1) Continue developing, implementing and updating the facilities plan
18. (Objective D-2) Continuously develop, update and implement the apparatus plan
19. (Objective D-3) Explore appropriate new technology

Goal E: Continue to improve communications and marketing

Objectives:

20. (Objective E-1) Continue/improve all public education programs
21. (Objective E-2) Continue/improve communications with citizens
22. (Objective E-3) Continue/improve internal communications with and between career staff and volunteers
23. (Objective E-4) Develop an internal and external newsletter
24. (Objective E-5) Continue/improve communications with other agencies

Goal F: Continue to develop District policies and operations guidelines

Objectives:

- 25. (Objective F-1) Staff to develop and board to review new and existing policies and revise as needed
- 26. (Objective F-2) Review and revise Emergency Response Guides

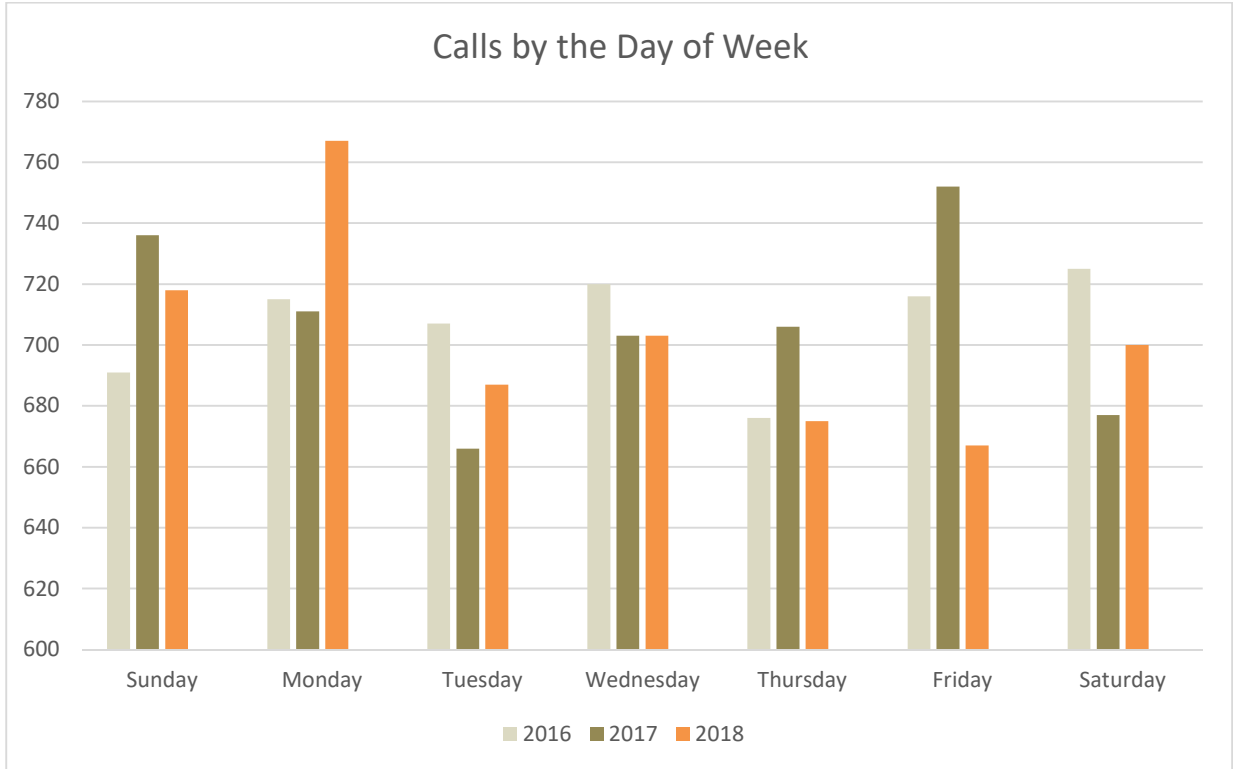
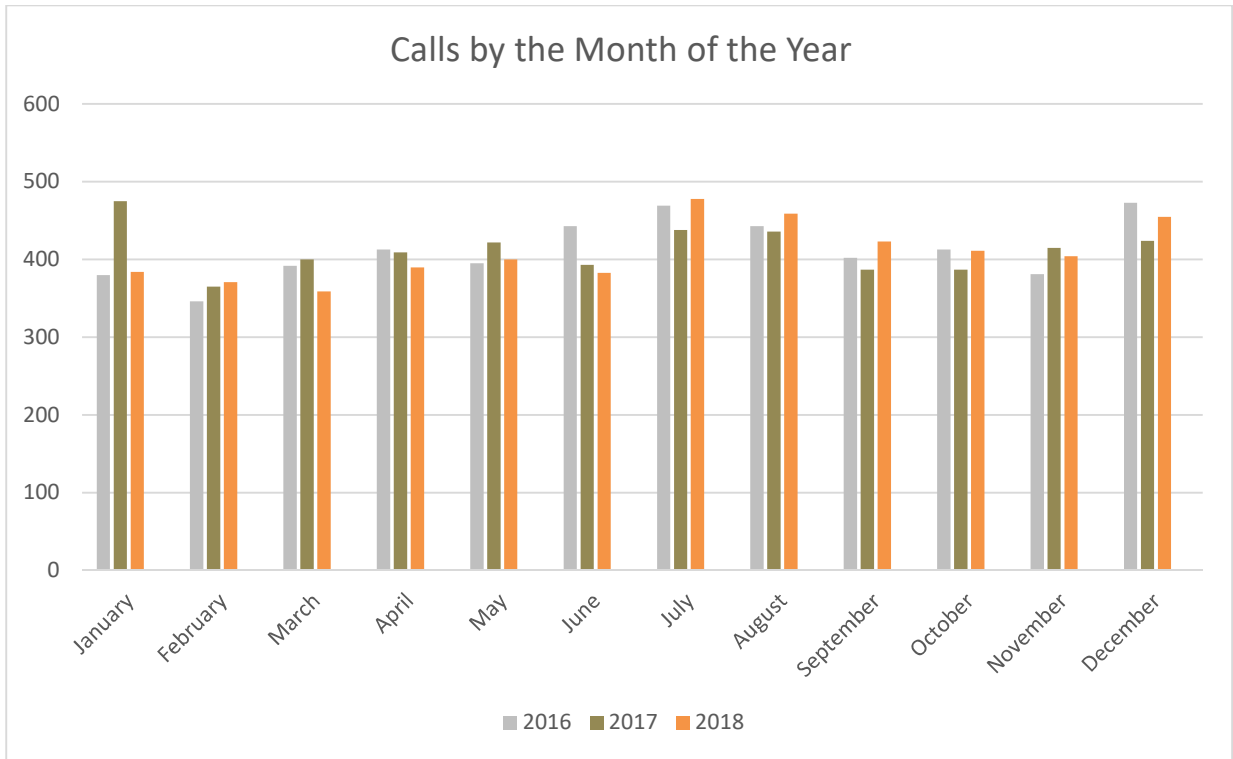
Prioritized Objectives

Goal/ Objective	Priority	Objectives
A.2	HIGH	Improve all fire suppression response operations
A.3	HIGH	Improve all emergency medical response operations
A.1	HIGH	Improve the staffing plan
A.7	HIGH	Maintain and enhance comprehensive training programs
A.10	HIGH	Develop deployment standards
A.11	HIGH	Evaluate alternatives and appropriate use of resources for EMS services including community paramedicine
B.1	HIGH	Continue to implement a long-range financial plan
A.5	MEDIUM	Explore/develop cooperative agreements/partnerships
A.6	MEDIUM	Maintain/improve and regularly update disaster planning including continuity of operations
A.8	MEDIUM	Maintain/improve plan review and code enforcement activities
A.9	MEDIUM	Maintain/improve fire investigation process
B.2	MEDIUM	Identify other revenue sources
B.3	MEDIUM	Develop and implement Community Paramedicine Program
B.4	MEDIUM	Strengthen support services functions
D.1	MEDIUM	Implement a facilities plan to include construction of new stations
D.2	MEDIUM	Continuously update and implement the apparatus plan
E.1	MEDIUM	Maintain all public education programs
E.2	MEDIUM	Improve communications with our citizens (newsletter and social media)
E.3	MEDIUM	Continue/improve internal communications (newsletter and social media)
E.4	MEDIUM	Develop an internal and external newsletter
E.5	MEDIUM	Maintain communications with other agencies
A.4	LOW	Maintain/improve a hazardous materials response and first responder awareness program
C.1	LOW	Board of Commissioners annually evaluate, revise and prioritize goals and objectives
D.3	LOW	Explore new technology
F.1	LOW	Staff to develop and board to review new and existing policies and revise as needed
F.2	LOW	Review and revise Emergency Response Guides

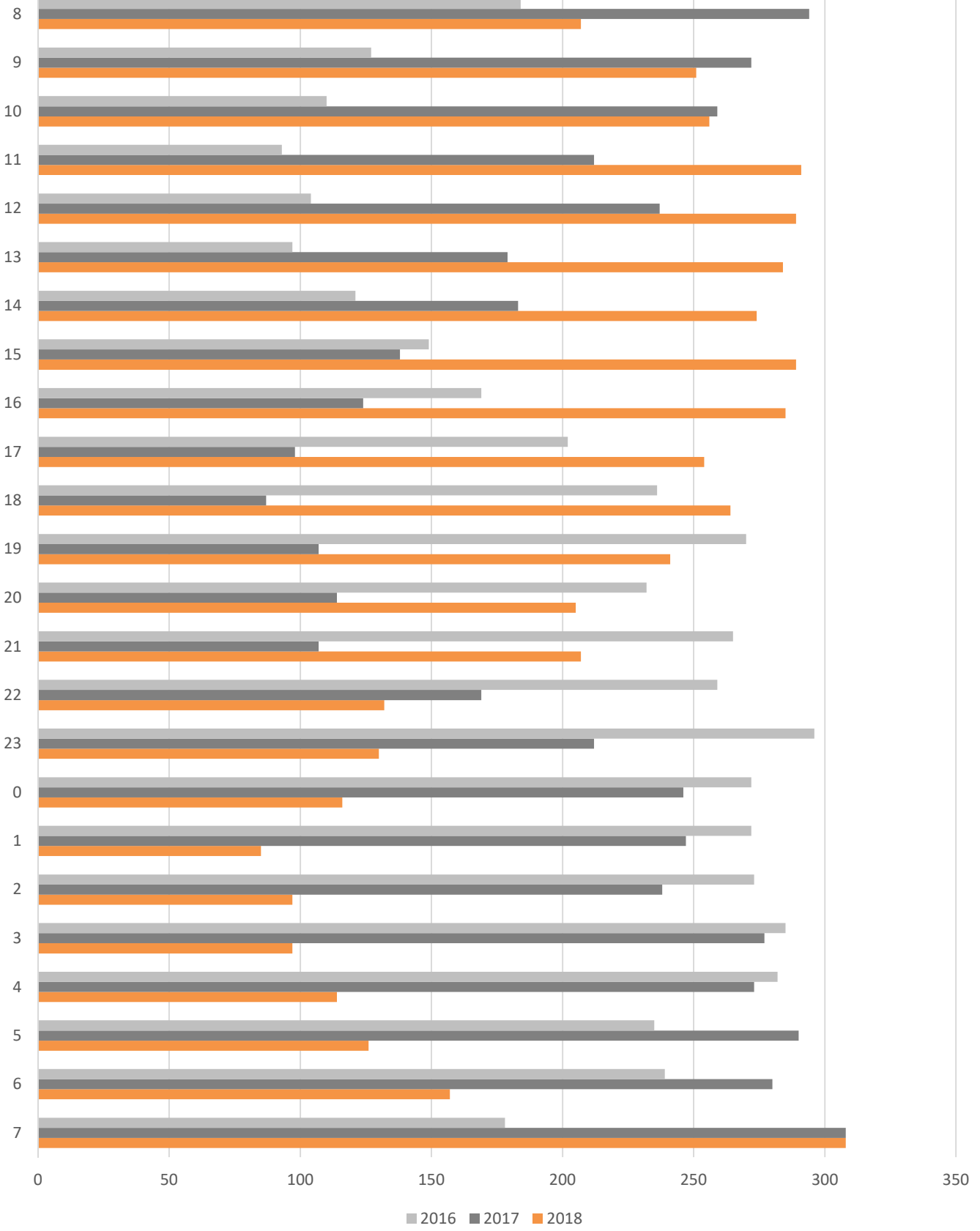
2018 Call Analysis

Total Calls: 4,918

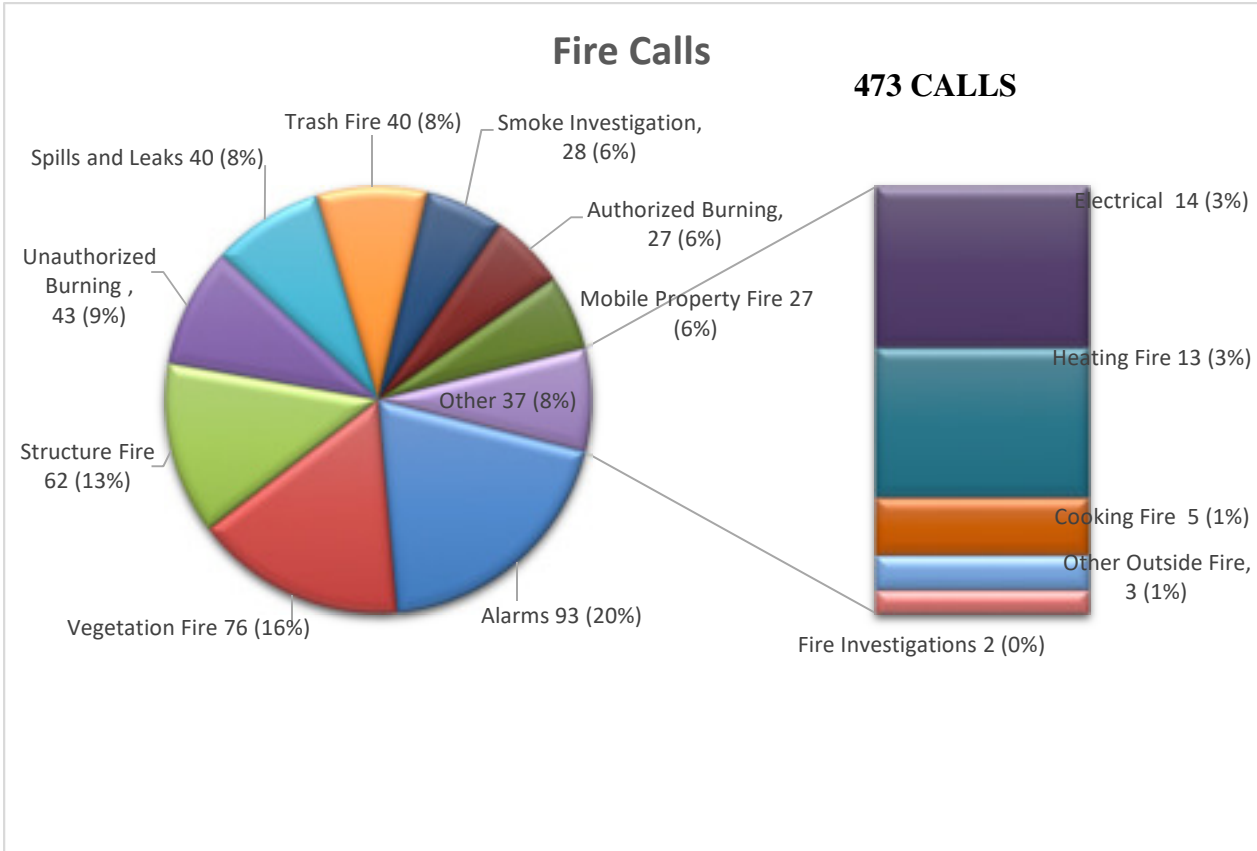
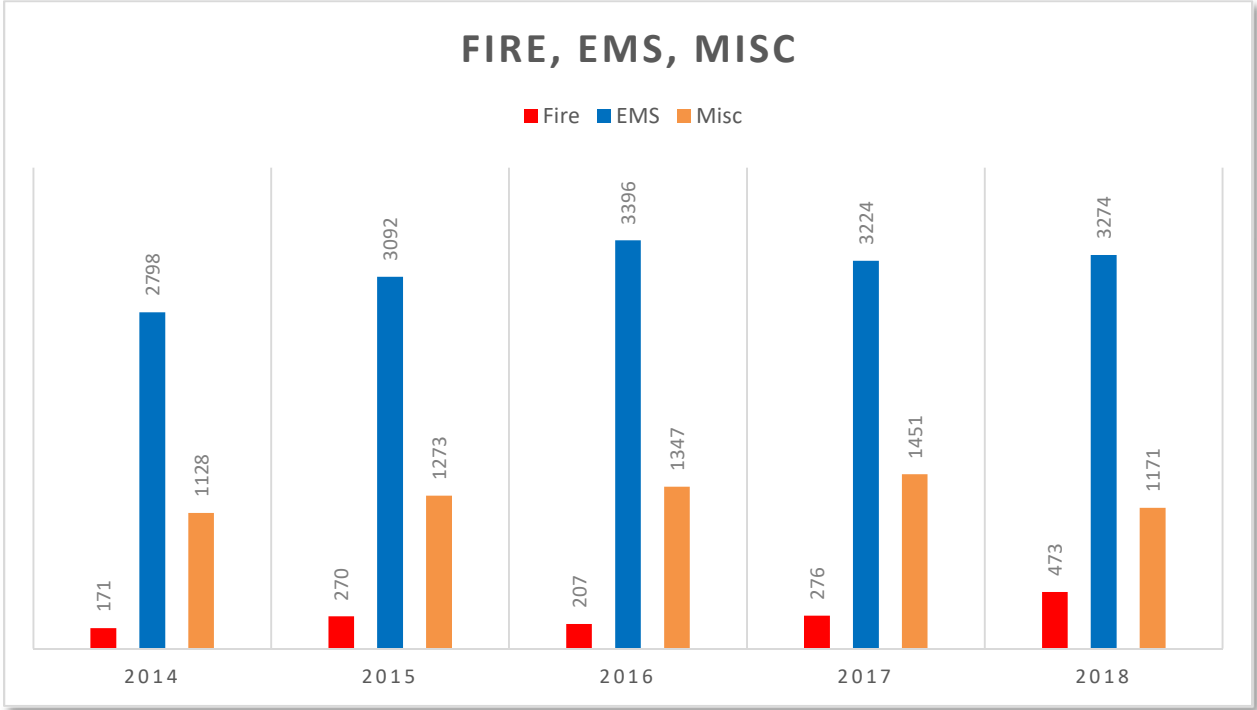


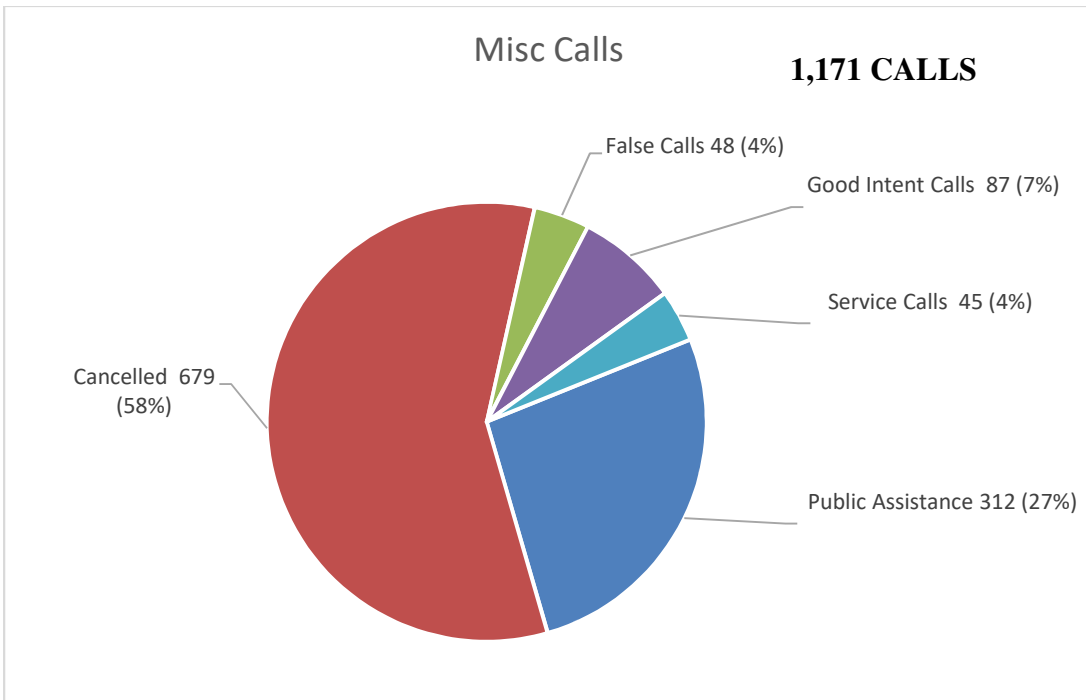
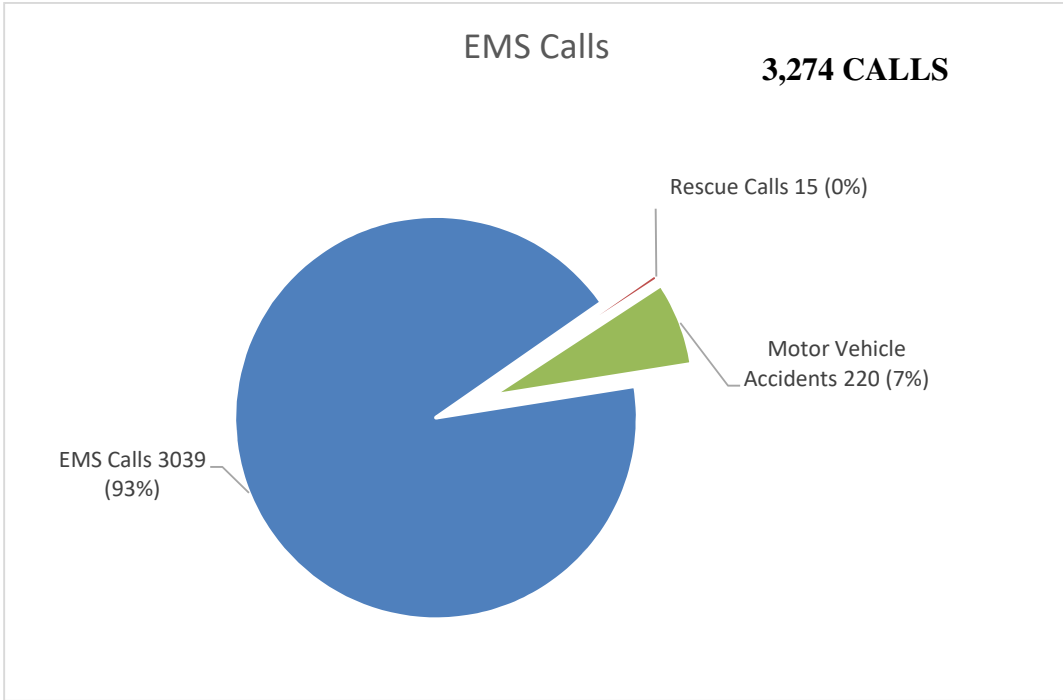


Calls by the Hour of the Day

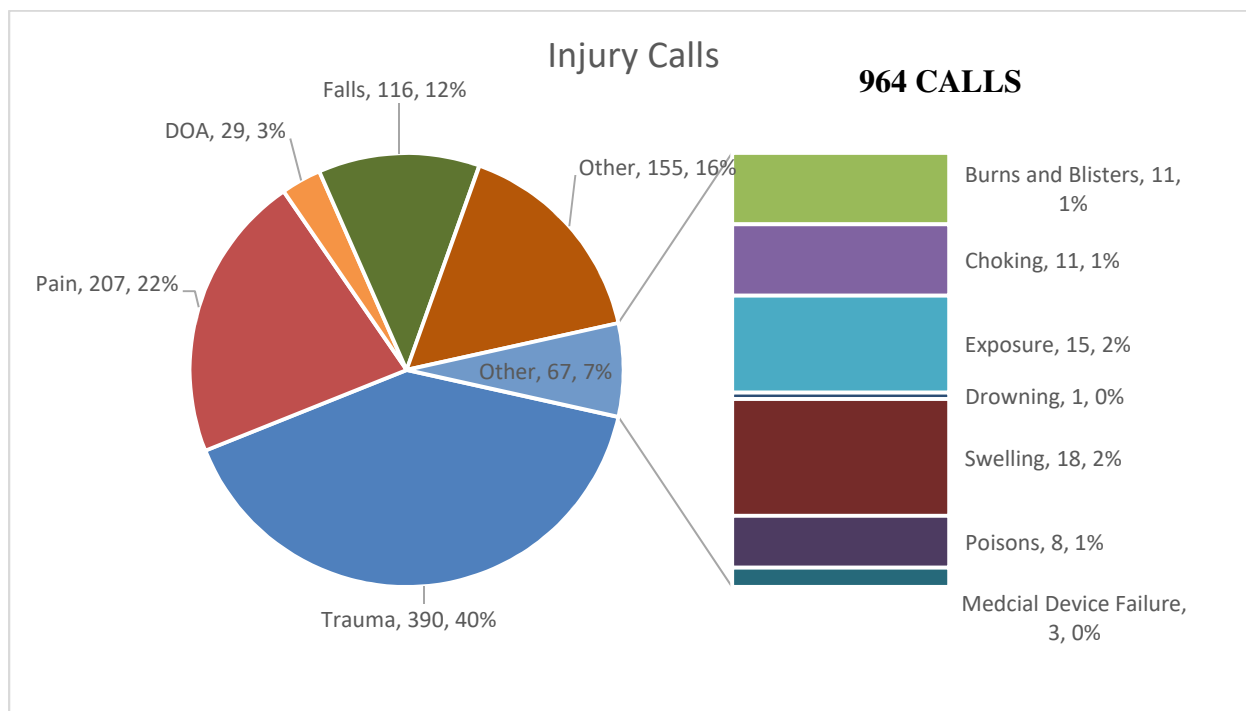
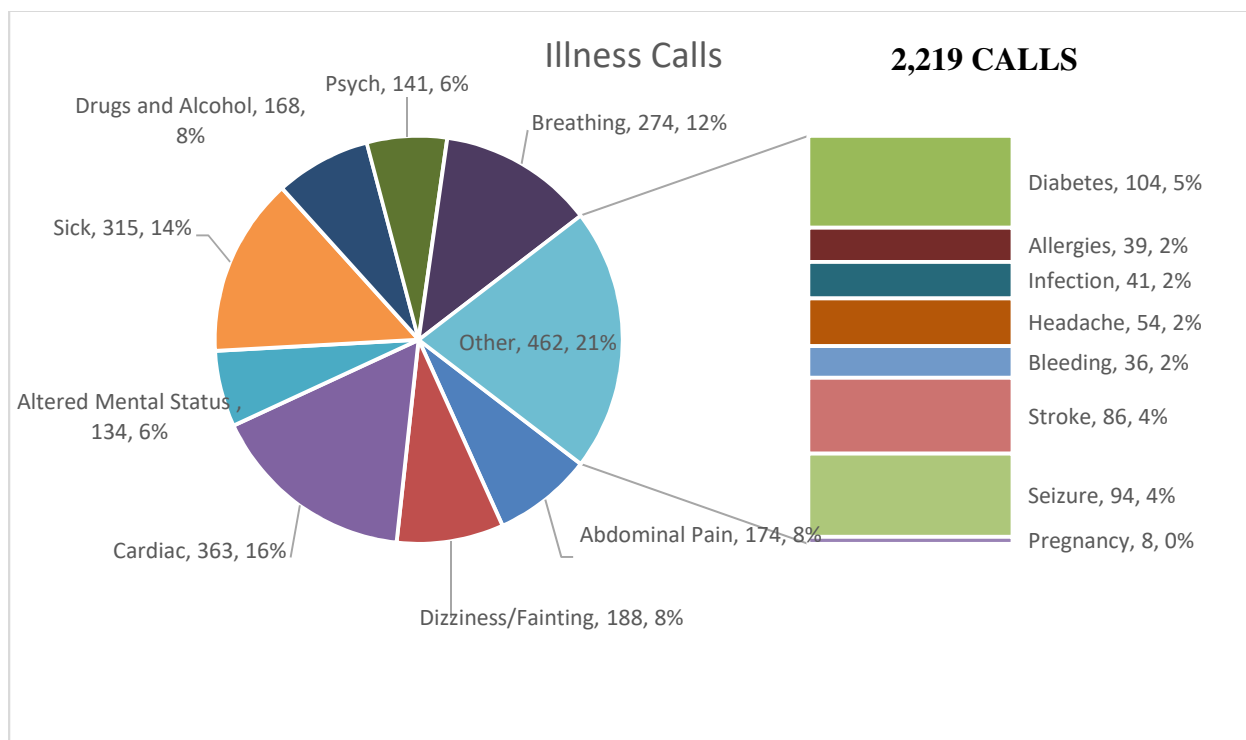


Fire, EMS, Misc Call Stats





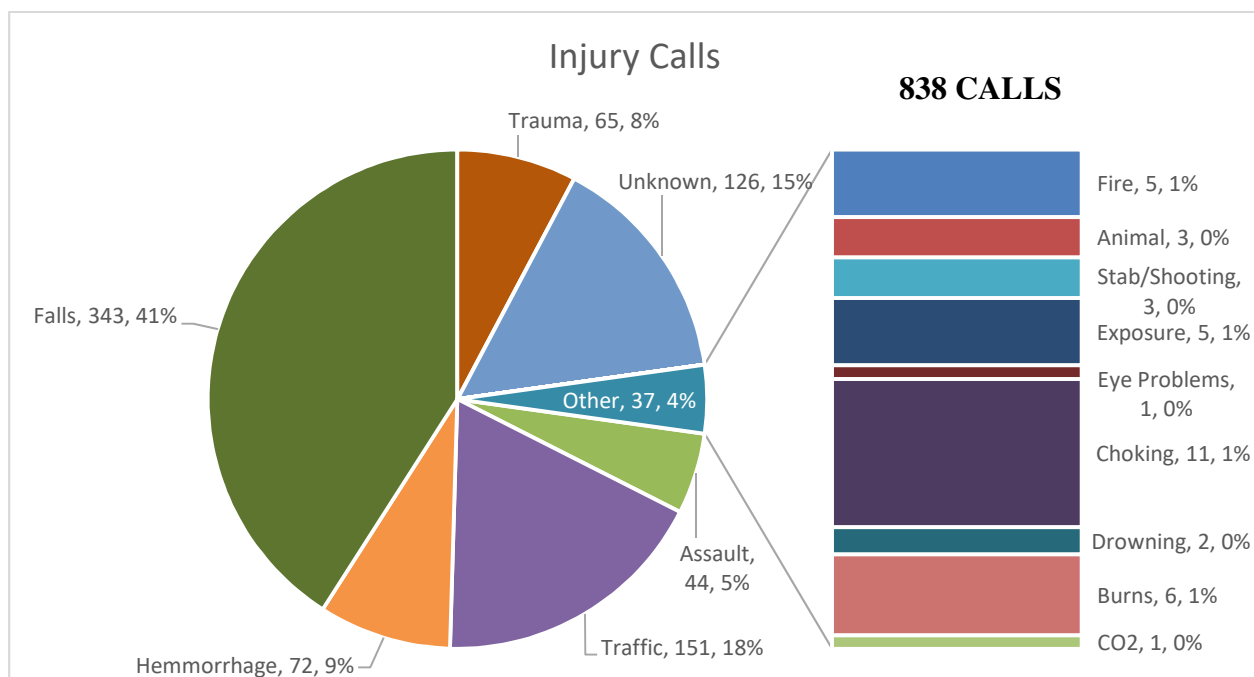
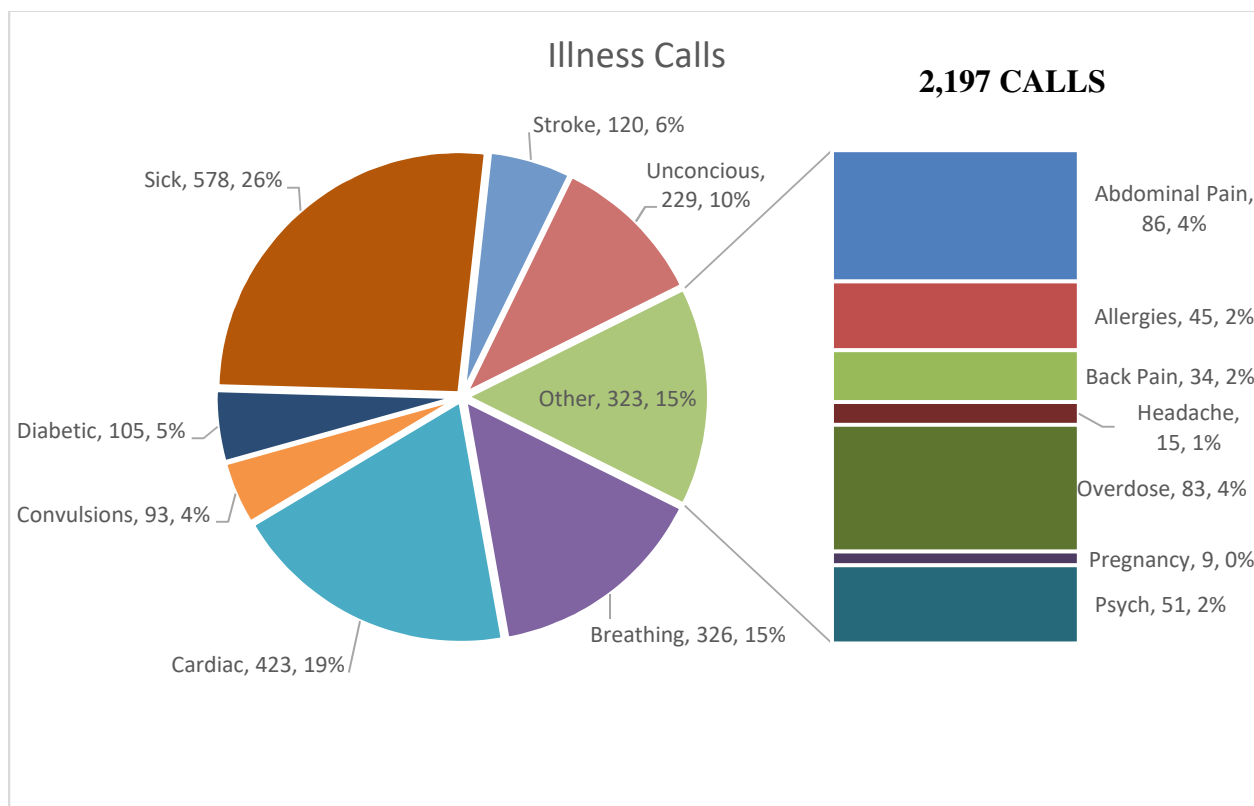
Medical Calls by Chief Complaint



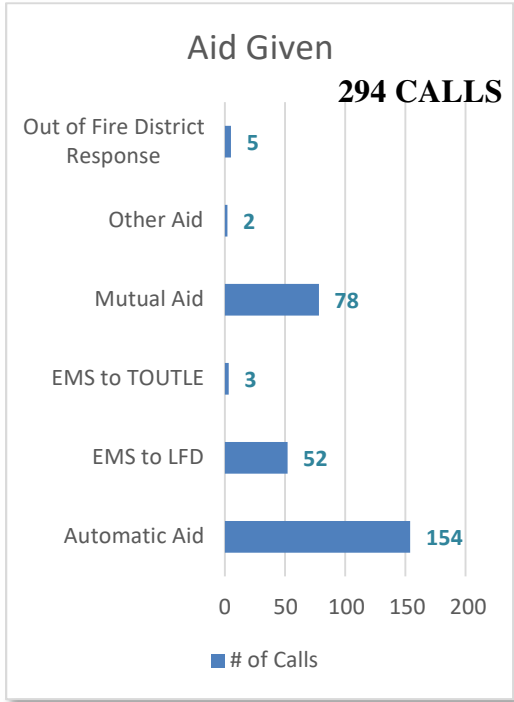
There are 91 EMS calls that are not identified with a chief complaint

EMS Calls By Dispatch

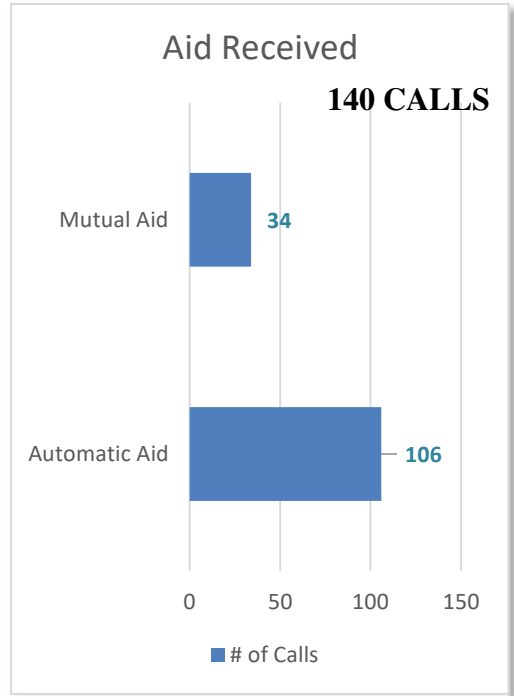
(Disposition of Transport, Lifelight, AMA Refusals, and Refusals,)



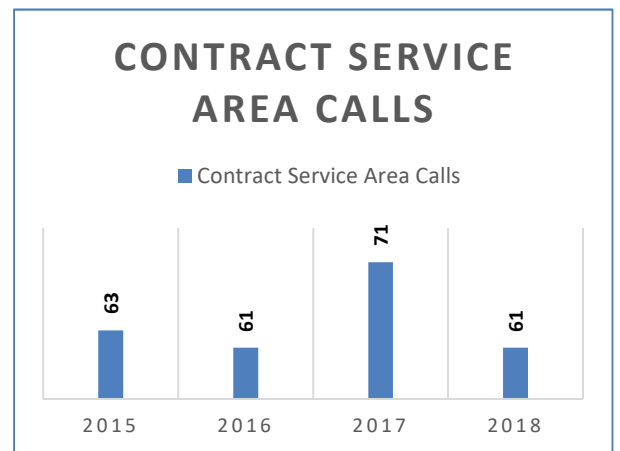
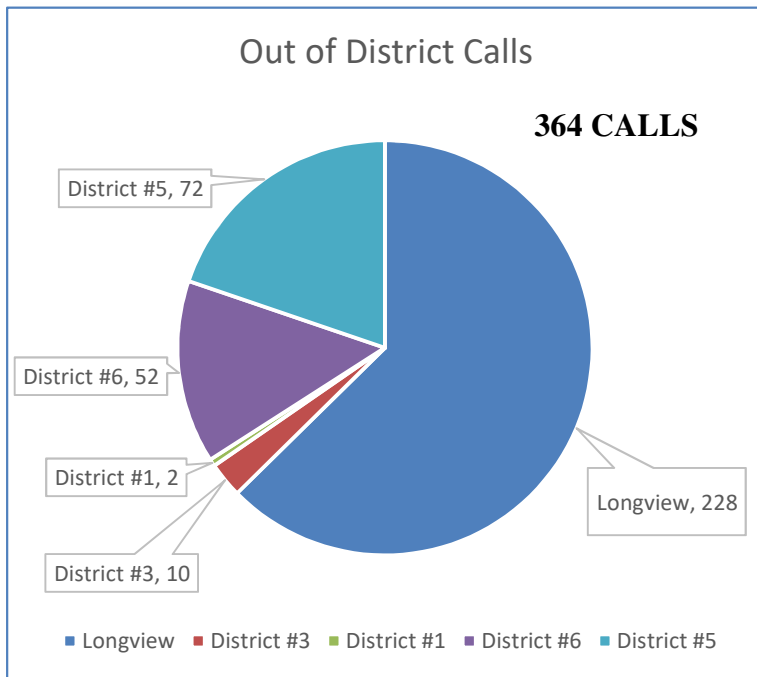
Mutual and Automatic Aid



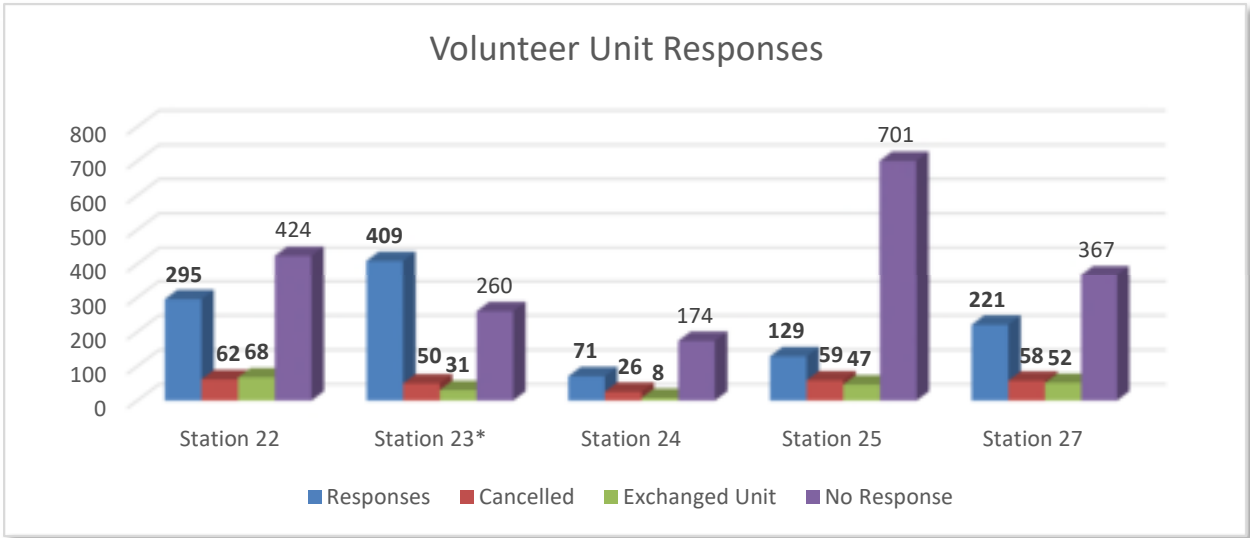
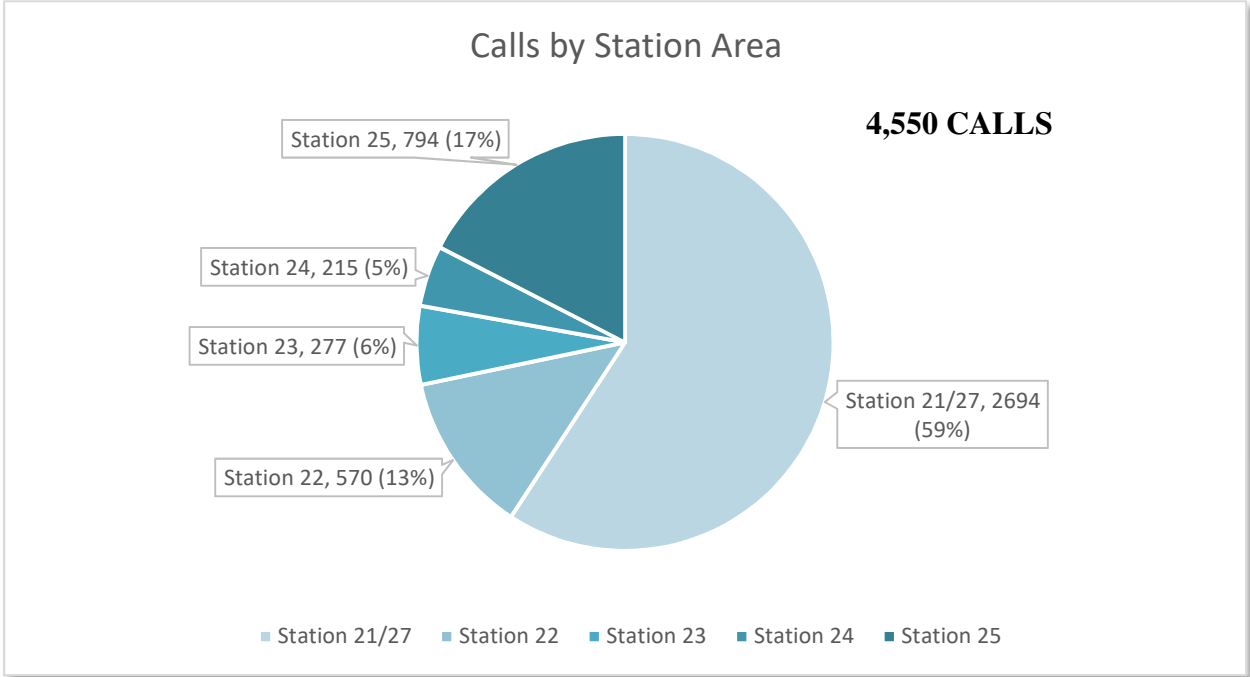
C2FR gave aid to other agencies



C2FR received aid from other agencies



C2FR Station & Volunteer Response



Station	Total Dispatches	Response Rate
22	781	41.02%
23*	696	61.14%
24	272	28.98%
25	834	15.54%
27**	594	37.59%

*Station 23 is a combination station and the staffed crew changes apparatus as the need arises. The response rate for this station is not directly comparable to volunteer only stations.

**Station 21 is a staffed station. The response rate for the volunteer units from Station 27 is included.

Turnout & Response Times

Times

All Units Responding
Lights and Sirens calls
extreme highs and lows excluded

	Career	Volunteer	Combination
Count	3948	354	4340
Average	0:00:57	0:01:33	0:00:56

Response Time

	Career	Volunteer	Combination
Count	3948	354	4340
Average	0:00:59	0:09:32	0:07:24

Call Duration

	Career	Volunteer	Combination
Count	3948	354	4340
Average	0:28:02	0:56:18	0:29:25

Times

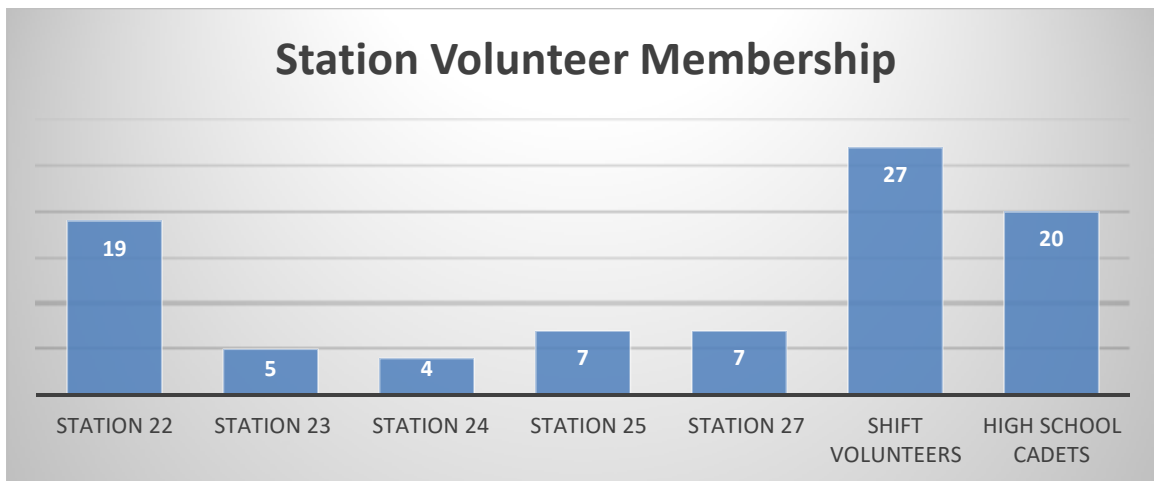
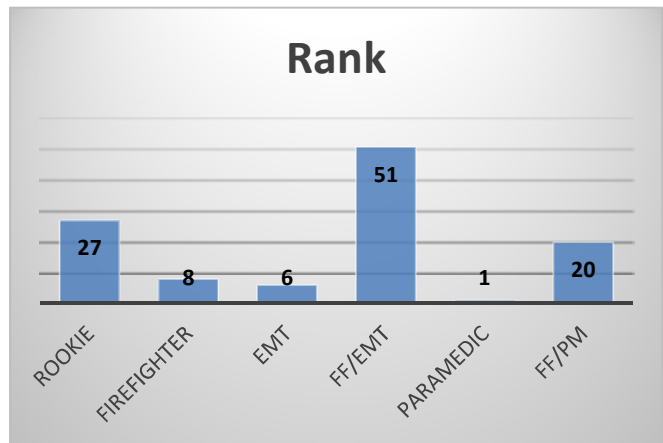
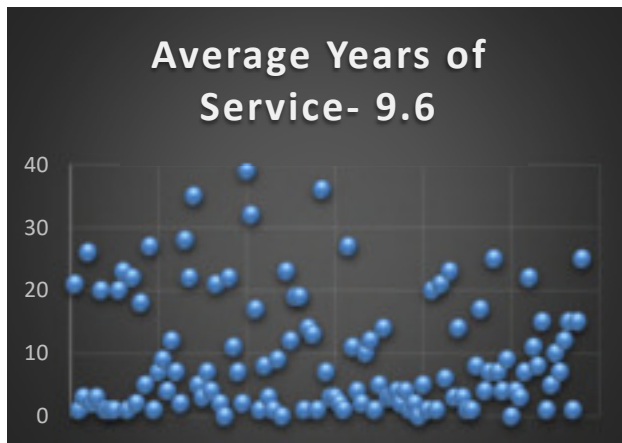
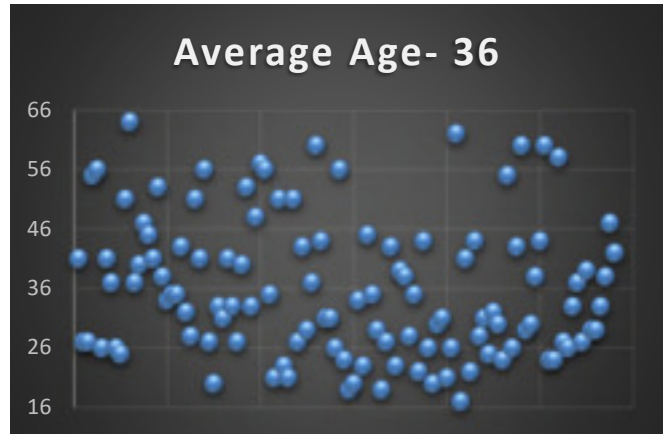
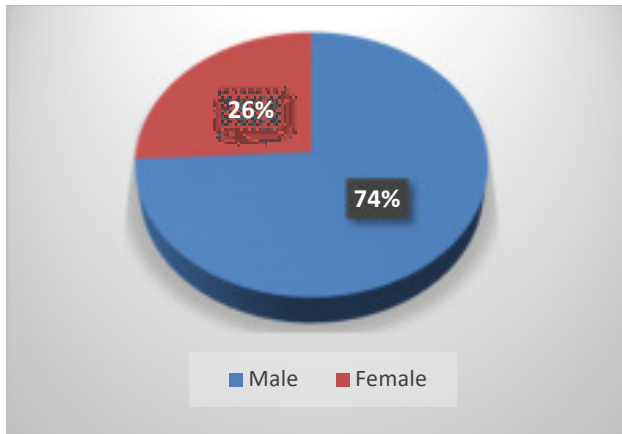
1st Unit Responding
Lights and Sirens calls
extreme highs and lows excluded

	Career	Volunteer	Combination
Count	1544	108	1629
Average	0:01:04	0:02:19	0:01:02

Response Time

	Career	Volunteer	Combination
Count	1374	89	1463
Average	0:06:03	0:07:45	0:06:09

All C2FR Member Demographics



Apparatus Deployment & Replacement Strategy

We currently operate from five (5) locations however our effort for 2019 is to move to a four station model. This would include stations 21, 22, 24 and 25. Station 23 will either be sold or utilized for other District purposes. This section of the OAP will provide the projected deployment strategy and apparatus replacement schedule for the four (4) station response areas. Replacement dates for apparatus are estimates based on the following criteria:

- Years in service: engine 20 years, ambulance 12 years, brush units 15 years, tenders 25 years, command, staff and utility units 10 years
- Mileage per year and service life
- Annual maintenance cost
- Availability of parts for ongoing maintenance
- Ongoing value to district services

STATION 21				
Engine	2018 Pierce	E06	E21	2038
Engine (reserve)	2007 Pierce	E04	E212	2027
Tender	2002 International	T01	TE21	2027
Medic	2018 Northstar	AC07	M21	2030
Medic, Bariatric (reserve)	2008 Northstar	AC03	M212	2020
Command	2018 Ford F150	P12	CH21	2028
Brush	2006 Ford F550	P09	BR21	2021
STATION 21 ADMIN				
Utility	2011 Ford F250	P11	U21	2021
Deputy Fire Marshal	2006 Jeep Cherokee	C11		
Planning BC	2012 Chev Tahoe	C08	CH22	2022
Fire Chief	2013 Ford Explorer	C02	201	2023
Inspector	2005 Ford Explorer	C04		
STATION 22				
Engine	2003 Pierce	E01	E22	2023
Tender	2010 Peterbilt	T03	TE22	2035
Medic	2011 Arrow	AC05	M22	2026
Brush	2006 Ford F350	P04	BR22	2021
Utility	2006 Jeep Cherokee	C10	U22	
STATION 24				
Engine	2009 GMC 5500	E05	E24	2029
Utility	To be determined		U24	
STATION 25				
Engine	1995 Pierce	E15	E25	2020
Tender	2006 International	T02	TE25	2031
Medic	2016 Northstar	AC06	M25	2028
Medic (reserve)	2011 Arrow	AC04	M252	2023
Brush	2006 Ford F350	P07	BR25	2021
Hazmat	2006 Freightliner	HM2	HM25	2026

Utility	2006 Ford F250	P05	U25	2021
SURPLUS				
Brush	2003 Ford F450	P01		
Brush	2003 Ford F450	P02		
Engine	1993 Pierce	E14		
Engine	1997 Pierce	E17		

- Purchase a 2019 Ford F550 chassis to build a new brush unit.
- Purchase a used aerial quint which could possibly replace an engine.
- Possibly reconfigure E17 to replace HM2, the hazmat unit.

Shop Services

With administrative oversight provided by Battalion Chief Joe Tone, Lead Mechanic Dirk Carner and Mechanic David Green provide our shop services at a facility that we share with the City of Kelso Public Works. This has been a good partnership with Kelso over the years and should continue to serve the district well into the future. We just completed a remodel at the shop in conjunction with the city which resulted in a 15 year commitment to allow us to operate as we are with no changes. The efficiencies and cost savings gained through our highly skilled shop staff combined with our capacity to do work for other fire agencies has enabled us to keep our overall costs lower and improved our ability to have more direct control over our maintenance, acquisition and repairs. Our mechanics also have the skills to build apparatus such as tenders, brush engines and command vehicles. By not out sourcing these projects, we leverage the skills, knowledge and abilities of our highly capable staff and gain even more efficiencies.

Future planning for our shop services needs to include hiring an additional mechanic to work with Dirk and David toward succession in the shop as Dirk nears retirement. Also new legislation passed this legislative session, SSB 5670, which expands contract powers and interlocal agreement authority for vehicle maintenance. In the past, we had developed an interlocal agreement with the City of Kelso to provide services for their repair needs however a review by the State Auditor resulted in direction that we could not provide those services. With this legislation, we now have clear authority to expand our services to maintain and repair vehicles owned by county, city, town, school district or other political subdivisions. While I think we would want to be cautious as to taking on too much work, we need to expand our current capability with the addition of a mechanic to provide the level of quality service we are currently committed to and need to maintain.

Deployment Strategy (Personnel)

Staffing configuration:

C2FR utilizes a three platoon staffing strategy with personnel working an average of 50 hours per week. The current number of career staff on each shift is 10, with 18 total career paramedics distributed throughout the organization. This includes no less than five paramedic certified individuals assigned to each shift. As we move toward a four station model with the goal of staffing a third station 24/7, we will need to evaluate our need for paramedic certified personnel. We currently maintain 18 to ensure that at least 15 are active in line operations at all times. The target near future staffing level would be that each shift would have eleven (11) career staff assigned, three part time, 3 interns and 20 shift volunteers. The number of paramedics will need to be increased to insure our ability to staff for ALS coverage. This also allows for staffing coverage of issues related to FMLA, short-term or long-term disability, temporary change of duty assignment and other similar occurrences. Our goal is that we staff stations 21, 22 and 25 24/7. Station 24 will be developed as a resident program station with future plans to relocate station 24 to the area near the Longview Wye and staff it 24/7. The term staffing does not imply simply career staff rather the use of all categories of personnel that we maintain. Additionally, all career and part time line personnel are a minimum of EMT-B certified.

Target Volunteer Staffing Levels:

The traditional deployment and staffing model for volunteers is no longer effective. We are progressing toward a model that utilizes shift volunteers, interns and resident volunteers. Volunteers will either be assigned to shifts or “sign up” for shifts to support staffing three stations on a full time basis.

Target Volunteer Staffing levels utilized throughout the District:

Shift Volunteers	60	(20 assigned to each shift)
Intern Volunteers	10	(3 assigned to each shift and 1 assigned to Planning)
Resident Volunteers	3	(Assigned to station 24)

*Note: Remaining traditionally assigned volunteers will continue to be utilized and supported for assigned stations. Station 27 volunteers will be designated as station 21 and any remaining station 23 volunteers will be reassigned to the appropriate station. We will continue the effort to eliminate the station 27 designation and utilize all resources and personnel available at the station 21 facility as station 21 i.e. tender 27 will become tender 21.

Target Staffing Levels Career, Part-Time and Interns:

This section illustrates target staffing levels at each station and on apparatus based on current and projected operational needs as well as funding capability.

<u>SHIFT</u>	<u>Career</u>	<u>Part-Time</u>	<u>Interns</u>
A-Shift	11	3	3
B-Shift	11	3	3
C-Shift	11	3	3
D-Shift	5	1	1

Target Daily Station and Apparatus Staffing:

Station 21

Medic 21 2
Engine 21 3 (capable to swing to medic 21-2)
Chief 21 1 (flexible based on staffing needs)

Station 22

Medic 22 3 (capable to swing to other apparatus)

Station 23 Either sold or converted to support use

Station 24 3 Resident Volunteers

Engine 24 As available

Station 25

Medic 25 3 (capable to swing to other apparatus)

Volunteer Staffed Peak Activity Unit (PAU) 3

Target Daily Staffing is 15

EMS Deployment

Paramedic and EMT Staffing:

ALS Capable Units:

- One ALS Ambulance at station 21(one back-up unit also available)
- One ALS Ambulance at station 25 (one back-up unit also available)
- Engine 21 staffed ALS as available. This allows for an immediate deployment to back-up medic unit
- One ALS Ambulance at station 22
- Each ALS medic unit is equipped in accordance with WAC 246-976-300 for ALS ambulance vehicles and communications equipment as defined by WAC 246-976-310

BLS Capable Units:

- The front line apparatus (other than ambulances) at each station is equipped for licensure for a BLS aid unit per WAC 246-976-300 and communications equipment as defined by WAC 246-976-310
- Additionally, all Engines including the reserve at station 21 are equipped with AED's
- Engine 21 is equipped with ALS cardiac equipment consistent with medic units/ALS medical kit with medications consistent with medic units

Target EMS Response Times (see map for defined zones):

- Urban areas are 8 minutes or less 80% of the time
- Suburban areas are 15 minutes or less 80% of the time
- Rural areas are 45 minutes or less 80% of the time
- Wilderness areas are ASAP (i.e., logging roads or no road access)
- Pre-program computer aided dispatch to allow for maximum depth of coverage by maintaining automatic and mutual aid with all other local transport agencies

Current Deployment Strategy for ALS Medic Units:

- Provide one ALS unit staffed full time at Station 21 to provide primary ambulance transport service to the areas of C2FR that include all of the City of Kelso, the unincorporated areas east of the Cowlitz River. Utilize all on-duty personnel as available to immediately staff medic unit 21-2 or other apparatus as needed based on call type and volume considerations. When needed, staffing on engine 21 or any other staffed unit may be redeployed to reserve medic units to facilitate the operational needs.
- Provide one ALS unit staffed full time at station 25 to provide primary ambulance transport service to all station 25 fire blocks, reconfigure station 21 fire blocks so that areas of North Kelso are served by station 25 and reconfigure current station 23 fire blocks east of Columbia Heights Road so that areas of Nevada Drive, Alpha Drive and Beacon Hill are served by station 25 once the construction on the new station is complete. This will be based on funding.
- Provide one ALS unit staffed full time at station 22, when the new station is complete, to provide primary ambulance transport service to the areas of C2FR that include all first due fire blocks for station 22, all first due fire blocks defined for station 23 west of Columbia Heights Road. Utilize automatic and mutual aid to back fill and/or respond when deemed necessary for operational considerations including need for more

resources, and/or based on the closest available unit deployment plan. Staff BLS transport capable units as staffing permits.

Finance & Administration

The administrative and finance functions of the district consists of Fire Chief Dave LaFave, Deputy Chief Becky Ribelin and Financial Analyst/Office Manager (FA) Brandi Ballinger. The complexity of managing the business functions in conjunction with the line operations is significant. Our district has continued to grow and operate efficiently even within an economic environment that has not always been favorable. We have been involved in numerous local and state level issues that have helped the economic viability of the district and afforded the opportunity to provide excellent and cost effective service to our citizens.

In the most recent years we've been busy improving the financial standing of the district by reinforcing existing programs or developing new programs. Our effort has been internal and external. Examples of the effort are:

- Developed an uncommitted reserve of \$1 million to support operations and programs. This fund was developed during the most difficult economic recession experienced in our community in decades.
- We've passed a capital improvement bond to build new fire stations that replace existing old stations and acquire apparatus and equipment. This process has taken many years to see it come to fruition. It is very complex and the necessary financial processes are monitored and performed by FA Ballinger.
- C2FR worked with four other fire departments over the last five years to get legislation passed and a program implemented that allows for a new funding source through Ground Emergency Medical Transport (GEMT). Every fire agency in Washington that provides EMS services can benefit from this program.
- Our medical transport user fee program has grown to provide over \$1 million in revenue each year and continues to provide a steady flow of income that supports district operations.
- We've worked through a process to partner with Longview Fire in a 50/50 arrangement to provide service to the unprotected industrial area along the Columbia River by contract.
- This year we entered into a contract to provide payroll and accounting services to the new 911 Public Authority.
- We've continued to strengthen our wildland firefighting program.
- Our shop facility provides service to neighboring fire agencies that is cost effective for them and helps create efficiencies and develop revenue for us.
- Our contracts for code enforcement with the City of Kelso and Cowlitz County continue to strengthen our relationships with these two very important local government agencies while providing revenue to help support critical functions for the District.

Overall budget development and management has improved by reconfiguring administrative components of the district to include adding the BC position in place of a previous additional DC position, moving Lt Jeremy Huff into the project manager role for the CIP program and assigning Brandi Ballinger to the Financial Analyst/Office Manager position.

Succession Planning

We are committed to looking to the future in all aspects of our services and organization. We have been very proactive in succession planning and processes for most areas of operation for the past five to seven years. This includes the development of the planning section as well as reorganization implementing the use of battalion chief's at the appropriate level. As we move forward, we need to plan for succession in several critical positions. These include the Fire Chief, Deputy Fire Chief, Lead Mechanic, Deputy Fire Marshal and Health and Safety Officer. In the event of an immediate need to fill the Chief or Deputy Chief positions, a separate document outlines recommended assignments and a framework for a selection process if needed.

Deputy Fire Marshal:

BC's have completed the class portion of Fire Inspector 1 with BC Tone having completed the process for certification. BC Graham has the necessary certifications as does FI Thayer. Identify personnel to train to fill this position should there need to be an actual personnel assignment change.

Health and Safety Officer:

The position should be established at a Lieutenant rank within the department. Personnel need to be identified that have an interest in this assignment. It should be filled by a person that has an actual interest in the program.

Mechanic:

We should begin a process to hire an additional mechanic in 2019. This should be a position we do target recruiting for with the possibility of succession for the Lead Mechanic role.

Deputy Chief:

Establish a process for either internal or external selection. Some preliminary work has been done on this with consultant Don Bivins.

Fire Chief:

This is the same as for the DC position. There is currently an interim plan should there be an immediate need. A separate document will be provided that outlines details for interim succession as well as for long term.

Capital Facility Plan

Stations Overview:

- Station 21 is assigned as the headquarters station and is located in the City of Kelso. It was built in 1984. The building is well designed and continues to serve its primary purpose and response area well. It continues to need ongoing maintenance and repairs. Concrete work has been completed to the entrance for the main parking lot and a new emergency generator will be installed during 2019. This facility should serve well as the headquarters station for the foreseeable future.
- Station 22, located at Bakers Corner. Fire district voters approved an \$11 million capital improvement bond to replace this station with a brand new station on the existing site. This project is underway. Estimated completion is November of 2019. Even though it is actually within the western border of the City of Longview, it is still well-sited to provide response to the west end of the district. This station is primarily staffed by volunteers and occasionally with career and part time personnel as staffing levels permit. The current recommendation is to move the station 23 crew to staff this station when the new building is completed. We may need to keep this location for logistics and reserve apparatus.
- Station 23 is located on Columbia Heights off of Nevada Drive. It was the original station in the district built in 1954. It was remodeled and modernized in 1997. The first due call volume and volunteer participation at this station is extremely low. As the new stations in Lexington and Bakers Corner open, this station should be evaluated for its best use. This should include the option to sell or lease. Currently this facility is being considered as one of two sites for the new 911 communications center. We may also have an opportunity to work with Washington DNR to develop this facility as a DNR fire station.
- Station 24 is located in Rose Valley. It was built in 1967 and has been added on to in order to house additional equipment. The apparatus plan leaves space that can be remodeled and converted into resident quarters to meet the needs of the district and support a four station deployment strategy. This station also needs to be made more energy efficient and be brought up to modern standards. An apparatus exhaust filtration system was added in 2010 as a result of a federal grant. The septic system has been repaired and the remodel work is projected to begin in 2019. As new commercial construction occurs in the area of the I-5 interchange at exit 36, it is recommended to relocate this station to better serve the call volume generated by that more populated area.
- Station 25 is located in Lexington. The Lexington area is growing rapidly and the new facility will allow for the development of a peak activity unit primarily staffed by volunteers. The initial goal is to staff 12 hours per day and eventually 24 hours per day. Fire district voters approved an \$11 million capital improvement bond to replace this station with a brand new station on the existing site. This project is underway. Estimated completion is December of 2019.

- Station 27 is the volunteer company housed at station 21 and because of its location, has all of the necessary facility requirements for its assignment. The designator for station 27 will be discontinued when practical and all resources at HQ will be designated station 21.
- Station 28, the district shop, is located on Parrott Way in Kelso and provides all of the mechanical maintenance for the district's apparatus. The facility is owned by the City of Kelso and approximately 5,800 square feet of the building is available for the district's use through an inter-local agreement. The shop facility has the capacity to do pump testing. Additional storage has been developed in partnership with the city that provides the necessary warehouse space for the maintenance section. A major renovation of this facility was completed by the City of Kelso in partnership with the district. The installation of a twenty foot wide overhead door has greatly enhanced the capability at the shop.
- Station 29 is the recruit training facility located behind station 21. It houses the reserve engine as well as a classroom and fitness room. A portion of this building serves as the logistical warehouse for the district. New HVAC was added to the station 29 class room/meeting room.

Planned Facility Projects:

- Station 21 – Install a modern and appropriately powered emergency backup power generator and complete ongoing maintenance projects. Grant received and estimated completion date is mid-2019. Install an electric gate for added security, remodel the lobby for improved security and remodel the kitchen and day room area.
- Station 22 – Proceed with construction of a new station. Install emergency backup power and fencing. Surplus manufactured home/crew quarters.
- Station 23 – Regular maintenance and evaluate for sale or lease.
- Station 24 – Continue regular maintenance. Proceed with remodel for resident program. Install emergency backup power.
- Station 25 – Proceed with construction of a new station. Install emergency backup power and fencing.
- Station 28 (Shop) – Ongoing maintenance. New door opener.
- Station 29 – Ongoing maintenance. Continue to improve and further develop the training prop. Clear training grounds of unnecessary or excess materials. Complete paving of existing rock surfaces.
- All Stations and facilities modernize security measures. Assess overall needs, develop a plan and implement to modernize security features at all district facilities.

Planning Section

The planning section is an administrative support team whose members primarily work traditional business hours to provide assistance to smooth department operation. The section is operated under the direction of Deputy Chief Ribelin, and is led by Battalion Chief Graham with oversight of Lt. Huff, Health and Safety Officer (HSO) Agren, and Volunteer Coordinator (VC) Meller. Fire Inspector Thayer fills a civilian position, and Admin Support Specialist Davis and Jones provide administrative and technical support to all elements of the district primarily through Planning. There is one part time FF/EMT, Jacob Trotter assigned to planning and FF/EMT Ryan Fisher is on a temporary assignment to support the workload while we are in construction on the new stations. All planning section personnel are response capable and staff up additional units or assist in providing coverage when deemed necessary as well as maintain certifications as instructors for different elements of the District.

The planning section is responsible for many aspects of department business and functions. The following chart summarizes the tasks and the personnel assigned. Great emphasis is placed on developing crossover capabilities among staff. Additionally, all battalion chiefs have basic Fire Inspector 1 certification.

Task	Primary Personnel	Crossover Personnel
Staff Supervision	BC Graham	Lt. Huff
Fire Marshal Plan Reviews, Site Inspections	Lt. Huff	BC Graham
Business and Multi-Family Unit Inspections	FI Thayer	Lt. Huff
Logistics (EMS supplies, fire equipment, station supplies, uniforms)	Lt. Huff	Line personnel/Thayer
Facilities and Maintenance	Lt. Huff	Agren
Training (Drill planning, special event training, training requests)	FF/EMT Fisher	VC Meller
Outside Agency Coordination (Mutual training with LFD & CR)	FF/EMT Fisher	BC Graham, VC Meller
High School Program	VC Meller	BC Graham
Wildland Program	BC Graham	VC Meller
Volunteer Program	VC Meller	BC Graham
Grant Writing	SS Davis	VC Meller, BC Graham
Grant Administration and Reporting	VC Meller	BC Graham
NFIRS Reporting	FI Thayer	Lt. Huff
Event Planning (All calls, District Dinner)	All Staff	All Staff
Agency Support (Call support, crew coverage)	All Staff	All Staff
Website and Social Media	SS Davis	PIO Ditterick
Medical Billing (weekly)	SS Jones	FI Thayer
MIR Auditing	SS Davis	SS Jones

Fire Marshal Duties:

C2FR holds a contract with Cowlitz County to perform code enforcement and fire investigations. Lt. Huff has been assigned the role of Deputy Fire Marshal, and is assisted in his responsibilities by Fire Inspector Thayer. Lt. Huff reviews building permits and plans, and inspects new construction to ensure it complies with the building code as it applies to fire and life safety. Fire Inspector Thayer inspects existing commercial facilities and multi-family dwellings to assure that they continue to meet all applicable fire codes. BC Graham can fill either of these roles when necessary as can other members of the planning staff

Logistics and Facilities:

Lt. Huff also fills the role of logistics specialist and facilities maintenance. He inventories and orders EMS supplies, station supplies, and fire equipment, as well as uniforms. In addition, he oversees the building upkeep of all five stations. His current primary responsibility is to oversee construction of the new stations and remodel of station 24. He is supported in logistics by other planning staff.

Training:

Each year, the planning section creates a training calendar for the year that outlines the training goals for fire and EMS for the year. FF/EMT Fisher is tasked with executing that plan through daily shift training, weekly drill nights, OTEP, and special training events. He reviews training requests as they are received and prioritizes training opportunities to get the most return for the department.

In addition, he coordinates training with outside agencies. Mutual training is held with Longview Fire Department, Cowlitz County Fire District #5 and Cowlitz County Fire District #6.

Wildland Program:

Wildland deployments are a summer staple at C2FR, and we are as effective as we are due to the support from the planning section. BC Graham is the Southwest Region Alternate Coordinator for the Washington State Fire Defense Committee and a main contact for the DNR. We lead a regional strike team and deploy multiple resources on short notice. FF Meller is the crossover staff to help with wildland deployments. Our personnel were assigned to 47 fires, 2 hurricanes and one volcano eruption during 2018.

High School Program:

Station 29, the high school fire science class, has seen declining enrollment and faced challenges due to the closure of the LCC Fire Science program. However, the department sees station 29 as an invaluable resource in community support when these students perform duties for the district during the annual fire prevention week, filling food bags at CAP, ringing the bell during the holidays for the Salvation Army, and helping in the Fill the Boot campaign for Muscular Dystrophy. Kelso School District has guaranteed funding to support the program for at least 20 students with a new contract. More students enrolled would increase the funding. There are several options for the future of the program. We have seen the participation and enrollment stabilize in 2018 and as we roll into 2019.

Volunteer Program

C2FR is heavily dependent on our volunteer program. We currently have 60 volunteers, which has grown from 43 volunteers when the 2013 and 2017 SAFER grant for recruitment and retention started. The volunteer program is administratively led by Volunteer Coordinator Meller. He is responsible for recruitment, intake, academy training, tracking participation, and conducting exit interviews. Volunteer Captain Croco oversees the operational aspects of the program. As we transitioned into 2017 SAFER grant, the planning section has shifted its focus to the retention of current volunteers.

The planning section makes the following recommendations for our volunteer program:

- Focus on retention through volunteer officer development and volunteer incentives such as the shift stipend program
- Focus on recruitment for the shift volunteers and emphasize participation in wildland firefighting
- Focus on dedicated staffing and daily integration with on-duty crews from all volunteers with an emphasis on a peak activity unit (PAU) staffed by volunteers.

Retention is the highest priority for the volunteer program. It reduces costs associated with turnover and increases the level of experience available. Incentives like the shift stipend are highly valued by our volunteers.

Currently 23 of our volunteers live outside of our district, and many volunteers live in the district but function as shift volunteers. A shift volunteer signs up for shifts and is dedicated to staffing as opposed to the traditional volunteer that responds via pager or cell phone when dispatched from home. We will continue to focus on recruiting shift volunteers, and add the additional focus on encouraging participation in wildland deployments.

Dedicated staffing is the most effective way to utilize our volunteer program. We will continue to support the daily integration of volunteers with the on duty crew under the direction of the duty chief.

Grants:

C2FR is fortunate to have received several significant grants. The planning section continues to support efforts to obtain department funding through grant opportunities. Admin Support Specialist Davis regularly searches for grant opportunities and communicates with the Planning Section staff to identify the areas of greatest need.

Once grants are awarded, planning section staff are responsible for grant administration and reporting. For the 2017 SAFER grant, this has primarily been VC Meller and BC Graham.

Current grants in process:

Grant Title	Purpose	Amount	C2FR Match
2016 AFG SAFER	Vol Recruitment & Retention	\$376,500	0%
2017 UDSA DLT	Teleconferencing	\$86,673	15%
2015 FEMA HMGP	Generator Station 21	\$96,100	12.50%
2018 CDBG	Station 25	\$500,000	½ loan
2017 AFG	Fire Inspector and Fire Investigator Training	\$18,200	10%

Planning is currently applying for a SAFER Grant to assist with our projected staffing model. This was discussed with the Board of Commissioners and staff was directed to move forward.

Event Planning:

The planning section works as a team to plan and coordinate large events for our department. Specifically department all calls' which take place twice a year, and the annual district dinner. Planning also facilitates the annual 9/11 memorial and assists with public education events which will include the grand opening of the new fire stations.

Agency Support:

The planning section also takes on a multitude of tasks that support the department. Admin Support Specialist Jones assists the financial team with medical billing, accounts payable, accounts receivable and general filing. She is also being trained as the backup for payroll.

The planning section supports staffing in a variety of ways. They offer additional call coverage and assistances as needed, and often staff a unit so that on duty crews can attend training. Planning section staff also assist in providing personnel for public education events.

Admin Support Specialist Davis, as part of her administrative duties for the planning section, maintains the department web site and monitors the department social media accounts, in cooperation with PIO Ditterick. She also provides coordination of public education.

Future Goals:

As staffing needs around the district change, the planning section must continue to look at the best way to make our programs be effective.

Specialty Groups & Teams

Technical Rescue Groups

Within our 152 square miles, we have a large amount of both navigable water ways, as well as recreational water access spots. C2FR members are trained to provide shore-based rescue, meaning we are not trained or equipped to enter the water in any capacity. At several times during the history of our organization we owned and maintained specialty equipment and trained personnel to conduct rescues in the water with the utilization of water craft. These programs were eventually eliminated due to financial constraints. In the early 2000's a joint partnership between Fire District's 5 and 6 began operating a swift water rescue program where technicians were available to be dispatched and respond with a variety of water based equipment on a mutual aid basis. During this time that service was adequate and we did not seek any local improvements to our program. In 2016, both of these agencies eliminated all water rescue programs and the rescue boat.

Currently the only agency in the county that has the ability to access the water with a boat or similar is the Cowlitz County Sheriff's Office; and they also provide oversight for the volunteer based Cowlitz County Dive Rescue Program. On a regional basis the Clark County Tech Rescue Team has both rescue swimmers and fire department owned boats that can be deployed to our area on a "call as needed" basis.

We also rely on the regional capability maintained in Clark County for technical rope rescue including both high and low angle. The Longview Fire Department maintains a confined rescue program that we also rely on. Our commitment to regional capability has been focused in the area of hazardous material response.

Hazardous Materials (Hazmat) Response

A hazardous materials response team is an important part of an all hazards response system especially when serving a heavy industrial base and interstate commerce by water, rail and surface transportation where a high risk/low frequency to a major hazmat incident is probable.

Hazmat in our Response Area

- Cowlitz County has 14 facilities Local Emergency Planning Committee (LEPC) that report under the Toxic Release Inventory (TRI).
- Cowlitz County has the second highest number of TRI releases, with 3,010,572 pounds, in the state of Washington.
- The Interstate 5 corridor is the major North / South surface transportation route in the state of Washington and ranks as one of the busiest corridors in the country. Approximately 8,500 trucks averaging 16 tons of cargo use the corridor per day.
- The Columbia River flows past the district. It is the busiest waterway for maritime operations in the state of Washington. The annual top five types of vessels making port on the waterway were as follows, Bulk Carrier 886, Vehicle Carrier 190, Barge 195, General Cargo 73 and Tanker 81. It is also important to note that all but 33 of the vessel port visits were upstream of the Port of Astoria and passed by the District.

Current Hazmat Response Team

- C2FR hazmat team has 9 technicians consisting of 3 battalion chiefs, 3 lieutenants and 3 firefighters.
- In 2018 there were 41 hazardous materials calls, of which 98% of the missions were handled by the duty chief, the duty chief and a single company or the duty chief and two companies.
- In 2018 there were 90 building fires that usually contain hazardous materials. Recent studies have also shown that structure fires can contain high levels of carbon monoxide and hydrogen cyanide hours after suppression activities in burned and non-burned rooms or apartments of the structure.
- 2018 hazmat team expenses were just under \$80,000.00 inclusive of salary premiums, benefits, tools, equipment and training. This does not include base personnel salaries. Premium pay for hazmat technicians is 2% above base salary.

Team Assignment for Hazmat

A new development in structure firefighting is for hazmat teams or member(s) to be charged with decontamination and sampling of the scene and firefighters for early recognition of harmful toxins, reducing long term effects and early death of firefighters.

Revenue for Hazmat

There needs to be a dedicated revenue stream to support the team going into the future. With decreased grant monies, the options are as follows:

- Regional fee through each of the four county LEPC's in the region based on the type and quantity of materials stored at each LEPC facility.
- LEPC fee for each of the 14 LEPC facilities in the county based on the type and quantity of materials stored at each LEPC facility.
- Cowlitz County fee as established by the Cowlitz County Commissioners based on the type and quantity of materials stored at each LEPC reporting facility.

A cost recovery method for billing hazmat response needs to be developed. A stronger partnership in the regional hazmat team between both departments (C2FR and Vancouver Fire) and the four county LEPC's in the region that are served. Accurate data entry and reporting are a vital component to any program and much more so to a hazmat team to secure funding. We will be meeting during 2019 with the Cowlitz County Board of Commissioners, the LEPC and the 14 facilities that report under the TRI that require hazmat response capability to identify an ongoing funding mechanism.