

Business Plan- Tasking Schedule (Revised October 2018)
Appendix A

Fire District Management #1 – Priority A

Objective: The Business Plan shall be maintained through a semi-annual review/revision process.

Recommendations:

1. A tasking schedule to establish tasks and assignments to meet the Comprehensive Objectives. - **R Johnson**
 - a. Maintain Work Plan to establish tasks and assignments

2. The Business Plan, alarm statistics, major accomplishments and annual financial report will be compiled to create historical documentation. - **Mack**
 - a. June Board Workshop will establish Comprehensive Objectives; Fall Board Workshop will review and modify, as necessary. Include Business Plan and annual recap documents on website.

Fire District Management #2 – Priority A –Objective: Maintain the Equipment Replacement Plan and identify a funding mechanism.

Recommendations:

1. Identify future needs and develop an apparatus replacement configuration. **Neckels/Talbot**
 - a. Review and update Equipment Replacement Plan

Fire District Management #3 – Priority A

Objective: Maintain the identified organizational structure and staffing to meet the intent of the Business Philosophy.

Recommendations:

1. Monitor organization structure – **R. Johnson/Neckels**
 - a. Evaluate Chain-of-Command/Span-of-Control
 - b. Ongoing professional development
 - c. Benefits Management
 - d. FTE PIO/Prevention

2. Maintain Staffing Committee- **R. Johnson**
 - a. Foster active participation in District staffing committee.
 - b. Award banquet / Awards Process

3. Maintain +50% District-wide volunteer involvement with shift program a minimum of 90% of the time. - **H. Johnson**
 - a. Monitor and report semi-annually minimum participation (50%)
 - b. Track beginning and end month percentages.

4. Creative staffing alternatives- **H. Johnson/Palomino**
 - a. Additional position staffing (cross-staffing/float/utility position)- Phase in with pilot program
 - b. Evaluate need for Volunteer Paramedic on E44 and/or E41
 - c. Seasonal staffing/interagency engine
 - d. Develop a program to utilize post retirement volunteers to operate Tenders, EMS only response and Support Units.

Fire District Management #4 – Priority A

Objective: Maintain a funding plan to meet the established Levels of Service

Recommendations:

1. Identify all funding needs - **Staff and Board**
 - a. Through the annual budget process and the 5-year expense plan
 - b. Short-term Financing
2. Maintain Citizen’s Advisory Committee. - **Staff and Board**
 - a. Continue Citizen Advisory committee for funding discussion
3. Ongoing maintenance of capital assets/system expansion resulting from the 2014 Budget Impact - **Staff and Board**
 - a. Communications, Apparatus, Facilities, Staff

Fire District Management #5 – Priority B

Objective: Continue to maintain and, where possible, improve the current insurance rating for the District.

Recommendations:

1. Identify ways to maintain, and where possible, improve individual insurance rating based on current and anticipated service demands. - **R. Johnson**
 - a. Continue to work with individual property owners on rate issues; use technology to identify station response areas in regard to insurance issues. Continue to inform and update the public on the insurance rating.
 - b. When possible, work to improve coverage with automatic aid agreements and system improvements. Evaluate staffing configuration to augment staffing in low volunteer areas. Resident program. Work with WSRB on creative solutions that fit the community.

2. Maintain communication between water district/purveyors. - **R. Johnson**

Fire District Management #6 –Priority B

Objective: Review and update District Policies and procedures.

Recommendations:

1. Update Procedures as needed. - **Bender/Neckels**
 - a. Operational Standardization Work Group. Review current and develop new SOG's.
 - b. Utilize Staffing Committee
2. Assure safety procedures meet WAC 296-305 Safety Standards. – **Neckels**
 - a. Maintain current procedure manuals.
 - b. Utilize safety committee.
3. Assure updated procedures are maintained at appropriate locations. - **Mack**

Fire District Management #7 – Priority A

Objective: Maintain a cost effective system to meet the District's "information service" needs.

Recommendations:

1. Maintain up-to-date computer/technology – **R. Johnson/Bob S.**
 - a. Identify/justify technology systems
2. Develop a web-site management strategy – **R. Johnson/Bob S.**
 - a. Utilize existing staff resources to manage and maintain District's web site

Fire District Management #8 – Maintenance Mode

Objective: Develop a strategy for capital facility/property sites.

Recommendations:

1. Continue to explore options for new, replacement, and additions to stations - **R. Johnson**
 - a. Develop a plan and explore options for a threshold evaluation system for facility needs.
 - b. Assure construction projects are completed in a timely manner. – **R. Johnson**

Fire Prevention #1 – Maintenance Mode

Objective: Site plan and construction plan reviews be completed within five days of submittal to the Fire District.

Recommendations:

1. Continue current status - **Bender**

Fire Prevention #2 – Priority: A

Objective: Develop pre-incident planning process and Life-Safety Building Inspections.

Recommendations:

1. Develop pre-incident planning process (training, data collection and electronic entry and output). – **H. Johnson**
2. Have a pre-incident plan available for field applications- **H. Johnson**
3. The District must identify a minimum of two fire personnel within the organization to conduct Life-Safety inspections and complete Life-Safety inspection trainings-**R. Johnson**
 - a. Conduct annual inspections of commercial occupancies.
 - b. Partner with WSRB to share in appropriate inspections. **H. Johnson**
4. Provide necessary training for appropriate fire personnel responsible for inspections and pre-incident plans.- **B. Bender**
 - a. Identify and schedule training opportunities
 - b. Develop Inspectors

Fire Prevention #3 – Priority: Maintenance Mode

Objective: Fuel modification plans be developed and implemented in the wildland urban interface areas of the District. Initiate or maintain programs in cooperation with other agencies that result in fire adaptive communities. Include recognized best practices such as thinning, prescribed fires, chipping and public education to enhance or restore fire dependent ecosystems and forest health.

Recommendations:

1. Continue with fuel modification priorities within Fire District 4. Work with existing county, state, and federal resources to implement.- **Staff**
 - a. Continued participation in the development and implementation of the Community Wildfire Protection Plan.
 - b. Provide updated needs to the CWPP for allocation of grant funding
2. Evaluate pro-active solutions for fuels reduction within the District.- **Staff**
 - a. Wildfire Adaptive Community Sessions
 - b. Community Wildfire Prevention Plans

Fire Safety Education #1 – Maintenance Mode

Objective: Maintain a comprehensive public safety and school education program. - **Palomino**

Recommendations:

1. Identify opportunities for updates and improvements.
2. Continue elementary school Risk-Watch program. – **Palomino**
3. Facilitate mock-crash demonstrations at all high schools within District boundaries as requested. - **H Johnson**
4. Continue to support Project-ADAM. CPR @ schools- **Palomino**

- a. Support to the School Districts on lock-down policies and procedures. Communication with Superintendents about providing Battalion Captains to participate in drills and execution of.
- 5. Emergency Planning at schools. - **Staff**
- 6. Develop and maintain public information stream(s) - **Palomino**
 - a. PIO Position
 - b. Strategies for communication (twitter, web site, Facebook)

Incident Response #1 – Priority: A

Objective: Develop and maintain a system for measuring the level of service for incident response. – **H. Johnson/Neckels**

- A. Develop and maintain a report of performance measures using recognized industry standards.
- B. Routinely evaluate deployment efficiencies.
 - a. Training Division to assist
- C. Where possible, work to improve coverage with automatic aid agreements and system improvements.
- D. Monitor county wide and Deer Park ambulance agreements for compliance. **Palomino**

Recommendations:

- 1. Monitor the goals based on data – **H. Johnson/Bob S**
- 2. Monitor District 4 ALS program. - **Palomino/Bob S**

Emergency Medical Service #1 – Priority: A

Objective: Provide for the delivery of advanced life support (paramedic) and ground ambulance services.

Recommendations:

- 1. Monitor the contract agencies. - **Palomino**
 - a. Manage internal/external customer feedback on transport agencies
 - b. Maintain presence on Deer Park and county-wide ambulance service boards.
 - c. Renewal of contract with Deer Park Ambulance
- 2. Monitor ALS contracts.
 - a. Number of responses requiring ALS response & care
 - b. Frequency of SCFD4 paramedic maintaining continuity of patient care, “riding in with ambulance”
 - c. Identify threshold for additional SCFD4 staffing of ALS personnel.
- 3. Develop ground transport contingency plan.
 - a. Additional funding source
- 4. Develop threshold evaluation for ALS/ transport needs.
- 5. Continue to monitor the potential of community paramedicine.

Training #1 – Priority: A

Objective: Implement a training facility plan.

Recommendations:

1. Identify budget for construction of training facilities. **R. Johnson**
2. Construct training site. **Bender/Neckels**
 - a. Develop training facility capabilities based upon organizational needs.

Major Incident Planning #1 –Priority A

Objective: Continue to increase capacity for major incident management and community recovery. - **Staff**

Recommendations:

1. Assess major incident risks
 - a. Continue to participate in IMT at the local, regional and national level. Develop personnel for IMT participation. Determine at what level staff will participate in training and exercise planning and execution.
2. Develop and implement response plan
3. Internal exercise of response capability and modified response
4. Be proactive in our response to anticipated events.
5. Support response outside of district through mutual and automatic aid agreements.

Priority A = highest priority with most emphasis given to complete

Priority B = moderate priority, to work on objective as time and resources allow

Priority C = low priority, no critical objectives, will work on as time permits