



## STATUS REPORT: JANUARY 1, 2022

### STRATEGIC PLAN TIMELINE

#### THEME #1 – HOW DO WE SAVE MORE LIVES?

#### Strategic Initiative 1.1 – Improve Survivability for Victims of Fire, Hazardous Materials Release, Entrapment or other Crisis Incidents.

**Objective 1.1.1** – Provide a minimum daily staffing level of at least five fire responders and one chief officer (six total) throughout the District.

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2021 – December 31, 2021

**STATUS:** The District converted 8 part-time firefighters to full-time and hired 4 additional full-time firefighters on August 1, 2021. As a result, we are currently providing a minimum daily staffing of 3, and a staffing of 4 approximately 50% of the time, plus a chief officer. This brings daily staffing to 5 full-time. The 6<sup>th</sup> position is irregularly provided by volunteer responders. Three volunteer positions equate to 1 full-time staffed position.

Increasing the number of full-time firefighters to five daily is not affordable within our present budget. The present staffing model is a significant improvement in response reliability over our previous model. It is vital that the District continue to recruit and encourage volunteers to provide for the additional resources needed to meet the service challenges presented to us.

**Objective 1.1.2** – Contain structure fires to room of origin 20% of the time or better.

**Lead:** DC Training

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – June 30, 2020

**STATUS:** This objective met in 2021. The department responded to 21 fires within District boundaries. Of the 21 fires, 14 were contained to the room of origin, or 66% of the time. The training division will continue operational training to emphasize rapid suppression deployment once on scene to limit the growth of fires. This will be monitored annually.

**Objective 1.1.3** – Zero civilian fire fatalities or significant injuries measured annually.

**Lead:** DC Training

**Support:** Records Manager, DC Operations

**Timeline:** January 1, 2020 – June 30, 2020

**STATUS:** This objective met in 2021. There were no fatal fires or significant injuries, either to citizens or fire personnel during the year. The District implemented a new data tracking system in 2020 which allows us to track data more completely. Focused training on the use and accuracy of data entry continued for all members. The training division will continue operational and data training for this objective. This will be monitored annually.

**Objective 1.1.4** – Arrive on scene of structure fires within 14 minutes, 80% of the time.

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – December 31, 2021

**STATUS:** The 14 minute standard is established for rural fire departments and considers the length of time it takes for personnel to respond to the fire, and is intended to ensure arrival of adequate engines within the target time frame. A study of structure fire response for the period January 1, 2021 - July 31, 2021, the period of time prior to hiring full-time firefighters, discovered a compliance rate of 60% for first arriving fire suppression resources. The period of August 1, 2021 – December 31, 2021, subsequent to hiring full-time firefighters, showed improvement to 85.5% of the time. Further study will be necessary to determine the “adequacy” of arriving resources to see where improvements can be made. This will be monitored annually.

**Objective 1.1.5** – Explore the implementation of a residential sprinkler ordinance for water deficient areas.

**Lead:** Fire Chief

**Support:** Records Manager, DC Operations

**Timeline:** June 1, 2020 – December 31, 2020

**STATUS:** Support from the county, the authority having jurisdiction, has not been forthcoming. Prior discussions failed to garner support. A scheduled change to International Code Council (ICC) fire and building codes occurred in 2021. This discussion may be received better in 2022 when local jurisdictions consider adoption of the latest versions of the codes.

## **Strategic Initiative 1.2 – Improve Survivability of Patients Experiencing Acute Medical Emergencies.**

**Objective 1.2.1** – Maintain cardiac survival rate at or above 15% (ROSC).

**Lead:** DC Training

**Support:** Records Manager, DC Operations

**Timeline:** January 1, 2020 – December 31, 2020

**STATUS:** Training continues to highlight high quality CPR with the use of CPR manikins with feedback systems. We have included required documentation fields in Elite to extract data on CPR. That data has yet to be analyzed for 2021. Anecdotally, we believe the rate is near 20% ROSC (Return of Spontaneous Circulation) in 2021 at the time of this report. It will be determined at a later date if this is correct.

Resuscitation team dynamics are modeled on pit crew principles, similar to auto racing pit crews, where team members use a highly choreographed approach to complete individual tasks. Each team member knows their function based upon their position. In resuscitation, this approach assigns crew members to specific tasks that are performed often without direction from a team leader. Dedicated tasks included airway management, CPR delivery, monitoring and defibrillation, medication administration, and documentation. Some functions, such as chest compressions that can exhaust personnel, are staffed with a number of providers “on deck” to cycle through. This allows for high quality compressions that do not wane.

**Objective 1.2.2** – Explore accessing Cardiac Arrest Registry to Enhance Survival (CARES) data to track “Utstein” level performance.

**Lead:** DC Training

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – December 31, 2023

**STATUS:** Obtaining this data has been challenging. We are still working on identifying how to gather this data. Our Medical Program Director has been consulted and is assisting in creating a path to gather the data. Much of the data resides with a partner agency and is inaccessible at this point.

**Objective 1.2.3** – Explore the feasibility of implementing the PulsePoint application for improved frequency of bystander CPR.

**Lead:** DC Training

**Support:** Fire Chief, DC Operations

**Timeline:** January 1, 2020 – December 31, 2022

**STATUS:** No work has been started on this objective. It is unclear what infrastructure will be necessary to accomplish this objective.

**Objective 1.2.4** – Participate in activities that improve bystander “hands only CPR” participation.

**Lead:** DC Training

**Support:** DC Operations, Records Manager

**Timeline:** January 1, 2020 – December 31, 2022

**STATUS:** All public CPR classes have been cancelled due to COVID-19. We are currently looking into other avenues to deliver bystander CPR while maintaining COVID-19 mandates.

**Objective 1.2.5** – Explore the development of a BLS transport program.

**Lead:** Fire Chief

**Support:** Records Manager, DC Operations

**Timeline:** June 1, 2020 – September 30, 2021

**STATUS:** Discussion with Whidbey Health and partner agencies is on-going. The following 2 years has presented multiple challenges to the ALS system operated by Whidbey Health as well as all of the Fire Districts. Multiple models are being explored and will continue. As of this report, the hospital does not support a District owned ambulance for transport, but one owned by the hospital and staffed by the District, with District staffing under the direction of the hospital while operating in the ambulance. Similar models in partner fire agencies has met some success, but is not ideal.

**Objective 1.2.6** – Arrive on scene of medical emergencies within 10 minutes, 80% of the time.

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – December 31, 2021

**STATUS:** The 10 minute standard in this objective is based upon the cardiac arrest point of no return, a worst case patient scenario. The measure is from dispatch to time of arrival and medical intervention. Studies have shown that for each 1 minute that care is delayed to a person in cardiac arrest, the chance of survival is reduced by approximately 10%. Ten minutes without care yields a potential 100% reduction in survival. There are, of course, many variables to this, such as CPR by citizen responders or family which improves survivability. This standard is used as a target to give the patient the best chance of survival.

For the time period January 1, 2021 through July 31, 2021 (prior to having full-time shift staffing) our average response time to all medical calls was 11 minutes, 53 seconds, and we arrived within 10 minutes 77% of the time.

For the time period August 1, 2021 through October 31, 2021 (first 3 months with full-time shift staffing) our average response time to all medical calls was 10 minutes, 49 seconds, and we arrived within 10 minutes 84% of the time. Data for November-December 2021 is still being calculated at the time of this report.

**Objective 1.2.7** – Provide a minimum staffing level of at least two EMS responders for all emergency medical responses.

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2021 – December 31, 2021

**STATUS:** Our staffing model allows us to put at least two EMS responders on all EMS responses when we are fully staffed. When we are at minimum staffing, we often run a MERV with one Firefighter/EMT, but the shift Lieutenant has the option to also have the engine respond with two additional Firefighter/EMTs as needed.

**Strategic Initiative 1.3 – Improve Firefighter/EMT Safety and Survival.**

**Objective 1.3.1** – Implement policies, strategies and training that limit firefighter exposure to high-risk operations.

**Lead:** DC Training

**Support:** DC Operations, DC Resources

**Timeline:** June 1, 2020 – December 31, 2020

**STATUS:** Like 2020, the highest risk to firefighters in 2021 was COVID-19. We have implemented on-going training, operational procedures for response, cleaning and personal protective equipment (PPE) policies.

We have also improved ongoing training on chronic exposures that may lead to cancer. Our guidelines for decontamination procedures for our personal protective equipment (PPE) have been refined and updated. We are continuing to utilize Rehab and our Hood Exchange Program during fires to further reduce risk.

We will increase our training on rope rescue events scheduled for the beginning of 2022.

We have increased the Fire Academy from 10 weeks to 16 weeks to increase the learning platform. We have started back to into in-person practical training sessions for firefighters and EMTs and created streamlined in-person classroom training procedures to decrease exposure.

**Objective 1.3.2** – Provide at least one qualified Safety Officer at all “working” incidents.

**Lead:** DC Training

**Support:** DC Operations, DC Resources

**Timeline:** March 1, 2020 – September 30, 2021

**STATUS:** This has been put on hold as a result of training opportunities being cancelled due to COVID-19 in 2021. We expected remote classes to start to roll out in 2021 which did not occur. The department continues to plan to send individuals as classes become available and funds have been budgeted for such in the 2022 budget.

**Objective 1.3.3** – Develop a leadership training program for all field and command level positions.

**Lead:** DC Training

**Support:** Fire Chief, DC Operations

**Timeline:** June 1, 2020 – June 1, 2021

**STATUS:** This is still in the planning stages. The training division developed a training committee that is targeting this objective specifically. A number of members will soon participate in a 2022 Fire Officer I & II Academy, sponsored by North Whidbey Fire Rescue, scheduled for February, 2022.

**Objective 1.3.4** – Improve radio communications.

**Lead:** DC Resources

**Support:** DC Operations, DC Training

**Timeline:** June 1, 2020 – December 31, 2021

**STATUS:** The two frequencies of most concern to the District are Fire 1, Island County Emergency Service Communication Center’s (ICOM) hailing frequency, and Fire 3, the District’s primary frequency. ICOM commissioned a coverage survey in 2019-2020 and based

on the survey results began improving problem areas. In October 2021, ICOM completed the installation of an additional Fire 3 site at the Whidbey Telecom tower on the hill behind Station 36. This has improved Fire 3 communications in many areas. ICOM still continues to develop ways improve Fire 1.

We have requested ICOM to continue to improve coverage in the NW shore area that was covered by the Witte Way tower site. ICOM is moving forward currently with upgraded Motorola Consoles and backbone that will aid in future simulcast and communications using digital signals.

By the end of 2022 SWFE will have Motorola APX radios in all apparatus that will support ICOM's digital plans.

We are also applying for FEMA-Assistance to Firefighters Grant (AFG) program to begin replacing our 20+ year old portable radios that will also work with ICOM's digital plans.

Snohomish County 911 is moving onto our tower at Cultus Bay Road and ICOM is moving to use Skagit County 911's Motorola switch that controls all radios, both greatly open opportunities and options with these other agencies.

**Objective 1.3.5** – Explore expanding employee health and wellness program to better protect employees over time.

**Lead:** DC Training

**Support:** Fire Chief, Finance Officer

**Timeline:** January 1, 2020 – December 31, 2021

**STATUS:** No work has been done on this objective.

**Objective 1.3.6** – Evaluate emerging technologies to improve operations and reduce risk to responders.

**Lead:** DC Resources

**Support:** DC Operations, DC Training

**Timeline:** January 1, 2020 – ongoing.

**STATUS:** This is ongoing. The District has b purchased improved pike poles, halligan tools, hydrant bags, hose load straps, electric PPV fans, LED power flares, circular saw blades, and battery powered chain saws. The District members have been involved in reviewing and testing newer helmet technologies prior to COVID-19. In 2021 SWFE moved to a different brand of AED for all apparatus as part of this plan, which have already saved several lives this year. EMS PPE is in short supply due to COVID-19, so evaluations or changing is not feasible at this time.

### **Strategic Initiative 1.4 – Improve Agency Resiliency During Crisis-Level Events.**

**Objective 1.4.1** – Improve coordination strategies with local, state and federal partners.

**Lead:** Fire Chief

**Support:** DC Training, DC Operations

**Timeline:** January 1, 2020 - ongoing

**STATUS:** Throughout 2021 the District continued a leadership role of the Island Co EMS Council, the Island Co Fire Chiefs Assoc., and the North Region EMS & Trauma Council. The District works to improve partnerships with Island County, regional, and state partners regularly.

**Objective 1.4.2** – Expand opportunities for Community Emergency Response Teams (auxiliary members) to assist with daily operations, prevention, public education, etc., activities.



**Objective 2.1.2** – Conduct a Standards of Cover study.

**Lead:** Fire Chief

**Support:** DC Operations, Finance Officer

**Timeline:** January 1, 2021 – December 31, 2021

**STATUS:** A Request for Proposals was delayed to 2022 or 2023 due to budget constraints.

**Objective 2.1.3** – Enhance fire station accommodations to better meet changing staffing patterns and programs.

**Lead:** DC Resources

**Support:** Fire Chief, Finance Officer

**Timeline:** January 1, 2020 – December 31, 2030

**STATUS:** In progress. Rooms at Station 31, previously converted to staff offices, were reconfigured back to bedrooms. The six additional beds at Station 31 brings the District capacity for overnight responders to twelve.

The District is in discussions with the owners of neighboring property at Station 32 for a land trade which would allow for easier expansion of that station should it be deemed necessary.

A number of volunteers utilize Station 36 sleeping quarters during their Volunteer Staffed Engine shifts.

**Objective 2.1.4** – Improve the health of the apparatus fleet to ensure reliability for response and on scene capabilities.

**Lead:** DC Resources

**Support:** Fire Chief, Finance Officer

**Timeline:** January 1, 2020 – ongoing.

**STATUS:** This is ongoing. The District hired a full-time mechanic in 2021 completing one of the critical tasks to accomplish this objective.

The conversion of all apparatus to LED lighting is well underway and will be completed in 2022.

Efforts to reduce our carbon footprint by purchasing apparatus using anti-idle technology is underway. The three newest small apparatus are hybrid vehicles. All current 2010 and newer apparatus have engine idle shutdown programming setup, as well as converting chassis batteries to AGM to also facilitate this shift.

Efforts to actively pursue apparatus specifications designed for lower carbon footprint and longer usable life are being implemented for District tenders, and is being developed for all future pumping apparatus.

Identification of lease options for apparatus has been found to be rare or financial restrictive. One future solution may be Washington State’s “LOCAL Program” that offers low interest loans for government agencies to purchases buildings, equipment and apparatus. This may be used in lieu of releasing a bond for this purpose.

**Objective 2.1.5** – Develop a research and development policy for new innovations, technology, tactics, etc.

**Lead:** DC Resources

**Support:** DC Operations, DC Training



**Timeline:** March 1, 2002 – ongoing.

**STATUS:** This policy has yet to be completed.

**Objective 2.1.6** – Continue the practice of reviewing all SWFE policies and procedures every two years for accuracy and provide training to all members as updates occur.

**Lead:** Fire Chief

**Support:** All Staff

**Timeline:** January 1, 2020 – ongoing

**STATUS:** Annual policy review is complete and the updated manual has been released. In the coming months, the District will begin to use Daily Training Bulletins developed by Lexipol, the District's policy manual program, which provides training to members specific to policies.

## **Strategic Initiative 2.2 – Improve Efficiency Within the Current Budget System.**

**Objective 2.2.1** – Maintain Workers' Compensation costs below 3% of annual budget.

**Lead:** DC Operations

**Support:** DC Training, Finance Officer

**Timeline:** January 1, 2020 – December 31, 2021

**STATUS:** Labor & Industry (L&I) claims for 2021 totaled 1.18% of budget, and adding in the additional claims for Board of Volunteer Fire Fighters (BVFF) disability, the combined total is 1.21% of budget, well below 3%.

**Objective 2.2.2** – Pursue grant opportunities with a positive return on investment.

**Lead:** DC Resources

**Support:** Fire Chief, Finance Officer

**Timeline:** July 1, 2020 – ongoing.

**STATUS:** Ongoing. Grants were written for purchase of Self Contained Breathing Apparatus (SCBA) in 2020 as part of an Island County Regional Assistance to Firefighters Grant (AFG) request and again in 2021 as a stand-alone grant for the District. Both were unsuccessful. As a result, purchase of SCBA has been moved to a budgeted item due to urgency of replacement and will be completed in 2022.

The District also applied for a Staffing for Adequate Fire and Emergency Response (SAFER) grant in order to offset the employment costs of career firefighters. This grant was not successful.

We continue to apply for all grants that are available to support our mission.

**Objective 2.2.3** – Develop a succession plan for all levels in the organization.

**Lead:** Fire Chief

**Support:** All Staff

**Timeline:** January 1, 2020 – June 30, 2020

**STATUS:** A draft succession plan is complete and will be amended to reflect changes to staffing, hiring of new positions. The new Fire Chief will be consulted once hired to address his concerns.

**Objective 2.2.4** – Develop a community risk reduction plan to reduce/mitigate demand for service (fall prevention, fire prevention, etc.).

**Lead:** Fire Chief

**Support:** DC Operations, DC Training

**Timeline:** July 1, 2020 – December 31, 2020

**STATUS:** The plan is in draft form and is being updated to include a stronger section on epidemic/pandemic response. Lessons learned from the current pandemic continue to be



accumulated and are being incorporated into the plan. The lessons learned from this pandemic and effects on each function in the department is broad and will be further refined as the plan comes to fruition.

**Objective 2.2.5** – Develop a program that formalizes how new ideas from throughout the organization can be submitted for review and tracked.

**Lead:** DC Resources                      **Support:** Fire Chief, Records Officer

**Timeline:** March 1, 2020 – ongoing

**STATUS:** Ongoing. A Research & Evaluation Committee has yet to be formed, as well as written evaluation criteria. There was limited activity in 2020 and 2021 on this objective due to COVID-19 restrictions and supply chain issues to acquire new equipment test. However, tools and equipment purchased during the year are latest technology. The District replace all Automatic External Defibrillators (AEDs) in 2021 with Stryker (Physio-Control) AEDs. The product is better than the district older units and improves compatibility with ALS units for improved patient care.

**Objective 2.2.6** – Explore strategies to improve recruitment and retention of personnel/percentage of turnover.

**Lead:** DC Operations                                      **Support:** Fire Chief, Records Manager

**Timeline:** January 1, 2020 – August 30, 2020

**STATUS:** We continue to find that word of mouth by members has been one of the most effective recruiting tools. Of the six most recent recruits, five were recruited by present members. Other strategies, such as the District Fire Fair, we cancelled due to COVID restrictions. One of the District’s communication focuses for early 2022 will be recruitment of volunteers.

**Objective 2.2.7** – Explore implementation of a cost recovery program to address nuisance calls, incidents caused by extreme negligence or intentional criminal acts.

**Lead:** Fire Chief                                      **Support:** Finance Officer, Records Manager

**Timeline:** January 1, 2020 – September 30, 2020

**STATUS:** State law, which has not changed, is not clear concerning tax based Fire Districts, who are not the Authority Having Jurisdiction, being allowed to bill for response services over and above tax revenues. One exception is restitution from intentional criminal acts, such as arson or theft of government property, in which the courts recover funds from the guilty party to cover the cost of response and/or property loss. Those funds are forwarded to the District. The District has receive these funds on 3 occasions in the last decade, two for arson fires and one for theft of fuel. The only other exception is for collection of inspection fees, for which we have an Interlocal Agreement with Island County.

**Objective 2.2.8** – Develop a method of providing/communicating rapid organizational updates to all members.

**Lead:** DC Resources                                      **Support:** Fire Chief, Administrative Specialist

**Timeline:** February 1, 2020 – April 1, 2021

**STATUS:** Ongoing. In person survey is underway questioning the multiple methods the District employs to communicate with members, including phones, pagers, text, email, or I Am Responding to find the most efficient and effective method to give rapid updates to members.

Resilience is still an issue with third party systems and ICOM communications. SWFE has made steps to harden our own communications both internal and external by improving and updating

our internet equipment and connections. We are also using our standalone VHF repeaters and working with ICOM to be able to use that in the future. ICOM is working on several system improvements that will also improve their communications.

The addition of in-house IT staff has noticeably improved the resilience of our computer networks and Voice over Internet Protocol (VoIP) networks. The addition of the VoIP system happened just in time and allowed administrative staff to work successfully in a remote setting seamlessly during COVID-19 restrictions.

### **Strategic Initiative 2.3 – Prepare the Agency for the Next Economic Downturn.**

**Objective 2.3.1** – Invest in station improvement projects that provide economic savings measured in lower ongoing maintenance or utility costs.

**Lead:** DC Resources

**Support:** Finance Officer, Fire Chief

**Timeline:** January 1, 2020 – ongoing.

**STATUS:** Ongoing. To date, the District has not addressed formal policy to ensure station improvements use the latest technologies and efficiency upgrades to reduce our carbon footprint. It has been the District’s practice, however. Due to competing capital needs, the District plans to install solar panels on Station 36 and other stations, as well as paving of gravel parking lots at stations has been delayed.

Installation of LED lighting is underway with outside lights on the last three stations moving to LED in 2021.

Upgrading station systems to ensure they are manageable via the District’s Local Internal Network (LAN) is also underway.

**Objective 2.3.2** – Invest in high-quality equipment/apparatus that can withstand deferred replacement when necessary.

**Lead:** DC Resources

**Support:** Finance Officer, Fire Chief

**Timeline:** January 1, 2020 – ongoing

**STATUS:** Ongoing. We have developed a durable 25-year specification for new tenders and utilize vendors that do not have proprietary components to ensure long term sustainability. As soon as the last two oldest tenders are replaced, all tenders will have been designed to this higher standard

The average age of the District’s seven fire engines is now 19 years old, with the oldest two being 28 years old and the newest being 10 years old. The current process of purchasing one fire engine at a time poses difficulties in keeping up with standardization, along with inflation and new technologies. Significant annual cost increases and inflation of apparatus prices, make saving to purchase difficult.

**Objective 2.3.3** – Develop/identify cutback strategies that can be implemented for immediate cost savings during an economic crisis.

**Lead:** Fire Chief

**Support:** All Staff

**Timeline:** March 1, 2020 – October 31, 2020

**STATUS:** This objective was completed and implemented in May of 2020 as a result of the COVID-19 pandemic and costs associated with it. Many of the strategies were used as part of the levy lift question taken to the voters in August of 2020. These strategies continue to guide many budget decisions in development of the annual budget.

A plan to use as a template for all economic emergencies in the future is in development using many of the lessons learned from this on-going pandemic. Testing of the template has met some success but needs further refinement.

**THEME #3: HOW DO WE BETTER MARKET OUR SERVICES AND DEMONSTRATE OUR VALUE TO OUR COMMUNITY?**

**Strategic Initiative 3.1 – Promote a Positive Agency Reputation Within the Community.**

**Objective 3.1.1** – Provide rapid and accurate information on important SWFE services and activities.

**Lead:** Fire Chief

**Support:** Administrative Specialist, Messaging Specialist

**Timeline:** January 1, 2020 – ongoing

**STATUS:** The District has improved our online and social media presence and incorporated a quarterly newsletter into our outreach program. Social media platforms have been added to improve distribution of information. Social media is monitored daily to ensure the consistency of our messaging and respond to questions or comments as necessary.

**Objective 3.1.2** – Improve community recognition of the differences in roles and responsibilities between SWFE and Whidbey Health.

**Lead:** Fire Chief

**Support:** All Staff, Messaging Specialist

**Timeline:** March 1, 2020 – August 30, 2020

**STATUS:** This is being accomplished by regular public contact through online meetings and speaking engagements. The District developed and “After the Call” handout for individuals that will further this process.

The ongoing pandemic has also highlighted many of the differences between the two agencies. The District’s call volume was significantly increased in 2021 to record levels. Many of the additional calls for service were not medical calls.

**Objective 3.1.3** – Improve community recognition of the performance, successes and challenges of SWFE.

**Lead:** Fire Chief

**Support:** All Staff, Messaging Specialist

**Timeline:** January 1, 2020 – ongoing

**STATUS:** This is being accomplished in a number of ways, through our social media accounts, online presentations, our Service Awards Program. The most effective process is to gather with the public during events like open houses or our Fire Fair. Those events have been put on hold until the COVID19 crisis is under control.

**Objective 3.1.4** – Implement a citizen’s advisory committee.

**Lead:** Fire Chief

**Support:** All Staff

**Timeline:** January 1, 2020 – June 30, 2020

**STATUS:** This committee is designed to have 7 citizens onboard. Currently 3 citizens have expressed interest and made a tentative commitment to serve. Four other citizens have been

asked to serve but have yet to agree. Work is ongoing and the committee will be presented to the Board for approval once we have a commitment from 7 citizens.

**Objective 3.1.5** – Develop an "After the Call" follow up program to provide correspondence and feedback with victims.

**Lead:** DC Operations

**Support:** Administrative Specialist, DC Training

**Timeline:** March 1, 2020 – June 30, 2020

**STATUS:** An "After the Fire" brochure has been developed, and a partnership with a local insurance firm has provided 100% funding for printing costs to print a supply of them.. Similar brochures for "After the death of a loved one" and "After a major medical event" brochures are currently under development. A Follow-up Response form is also being developed. Now that our website is managed "in-house" we will develop an on-line survey that we can direct all victims to after all call types.

### **Strategic Initiative 3.2 – Provide Downward Pressure on Fire Insurance Premium Costs Within the Community.**

**Objective 3.2.1** – Maintain a Washington Surveying and Rating Bureau (WSRB) - Class 6 Rating or better.

**Lead:** Fire Chief

**Support:** DC Operations, Records Manager

**Timeline:** January 1, 2020 – September 30, 2021

**STATUS:** The first of two major steps was completed, hiring full-time firefighters to stabilize staffing. On August 1<sup>st</sup>, the District converted our part-time firefighters to full-time and hired additional full-time firefighters to bring the number to 12.

The second major step, the purchase of an additional apparatus to increase our engine/ladder capacity has not been accomplished due to the very high cost of a needed aerial. The District will continue to move forward to purchase an additional engine which will allow the District to keep a total of 2 fire engines in reserve.

**Objective 3.2.2** – Prioritize salvage operations on emergency incidents to lower post-fire damage due to salvage and overhaul activities.

**Lead:** DC Operations

**Support:** DC Training, DC Resources

**Timeline:** March 1, 2020 – September 30, 2020

**STATUS:** No work has been done on this objective as of January 1, 2021. We are well equipped with salvage equipment, and will work with the training division to increase the focus on salvage operations.

**Objective 3.2.3** – Provide fire prevention education and its impact on insurance rates to target audiences within the community (homeowners, business owners).

**Lead:** DC Operations

**Support:** Administrative Specialist, Fire Chief

**Timeline:** January 1, 2020 – December 31, 2020

**STATUS:** No work has been done on this objective as of January 1, 2021. COVID has caused this to be pushed back until such time as meetings with those target audiences are more open.

### **Strategic Initiative 3.3 – Provide Value Beyond the 911 Call.**

**Objective 3.3.1** – Explore partnerships to participate in a Mobile Integrated Health Care (MIHC) program.

**Lead:** Fire Chief

**Support:** DC Training, DC Operations

**Timeline:** July 1, 2020 – June 30, 2021

**STATUS:** We have yet to find support for this among local partners. We have requested information from the State Department of Health concerning the use of EMT Basics in such a program and have not received positive feedback due to limitations of EMT Scope of Practice. Whidbey Health EMS has explored such a system, however, it is limited to the use of Paramedics and does not include EMT Basic level team members. The District has found support from local mental health care professionals and local law enforcement. The District will continue to explore opportunities to find a way forward.

**Objective 3.3.2** – Continue to recruit for a workforce representative of the community demographic profile (compare to appropriate census data).

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – ongoing

**STATUS:** Ongoing recruitment is going well. Recruitment over the last 10 years has been in line with data provided from the 2010 Census. The District reviewed 2020 Census data for changes in our demographics, and found two areas of note. First, the data shows a significant downward trend of 4% in the number of citizens between the ages of 18-64 residing on the island. This demographic is the age group that are most likely to volunteer in the fire service. Second, there is an increase in the number of Asian and Hispanic/Latino citizens residing on the island, 5.5% and 8.2% of total population. We are underrepresented in both of these demographics. It is the intent of the District to hire new firefighters from within our community if possible.

We have done well in our recruitment of women in particular. The island demographic is 50% female island-wide. District female responders make up 42% of total members. The District is proud that that our officer corps includes a number of women at the rank of Lieutenant and Deputy Chief.

**Objective 3.3.3** – Continue to recruit members from the local community and off island for better service to the community.

**Lead:** DC Operations

**Support:** Records Manager, Fire Chief

**Timeline:** January 1, 2020 – ongoing

**STATUS:** The District continues to seek volunteers from the region. The District's Off Island Volunteer Program has resulted in attracting highly motivated, skilled volunteers and continues to be successful.

Our most recent hiring process brought us 3 personnel from off-island, and 1 from on-island but outside the district. Our most recent volunteer recruitment brought us 2 from off-island and 4 from on-island.

**Objective 3.3.4** – Recruit community business leaders to the board of commissioners.

**Lead:** Fire Chief

**Support:** All Staff

**Timeline:** September 1, 2020 – May 1, 2021

**STATUS:** Board elections are complete. Next election will be 2023 and on-going discussions with community for future positions will be beneficial.