

A large fire is burning at night, with bright orange and yellow flames rising into the dark sky. In the foreground, a brick house with a chimney is visible, partially obscured by the fire. The fire appears to be consuming a structure or large pile of material, with thick smoke or ash rising from the base. The overall scene is dramatic and intense.

Seal Rock Fire District

Strategic Plan

***Fiscal Year 2020 – Fiscal
Year 2025***

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FIRE CHIEF INTRODUCTION

Trying to predict the future is difficult and challenging. Now that we have a strategic plan, one could say that we are done for a while. Not true. We are only just beginning. This strategic plan is a living document, which evolves as the district evolves. Our fire district must continue to change as the needs of the community change. Although we are in sufficient economic times, the property owner continues to front the cost of services in our district.

Our fire and emergency activity increases each year. With the predicted growth of the district, calls for service will increase even more. We will continue to provide high quality services to our customers while seeking out new funding sources and operating as efficiently as possible. Our members continue to meet the increased demands placed upon them by myself and the community. They do so without asking for praise. They do so because they are dedicated to the mission of the Seal Rock Fire District.

I have a vision of what the Seal Rock Fire District can be to this community. The Seal Rock Fire District will continue to provide the best trained fire, rescue and emergency medical force with the funding provided to us. We will continue to pursue the goals within this document. Along with that comes a price. We will pursue these improvements through the proper format of annual operating budgets, capital improvement plans, all with appropriate justification. A major part of a Fire Chief's job is to identify significant issues and trends. The next step is to plan and make recommendations to the District Board of Directors, explaining the level of risk associated with each issue. The last step in this process is to secure the resources to deal with these issues, knowing that the district administration/board of directors has the final say as to the levels of service the community can afford.

The purpose of this plan is to identify the needs of the organization and outline a process that will meet those needs. This strategic plan creates the road map for the district to follow. It has given us the opportunity to reflect upon ourselves, and the services which we provide. We know and understand the issues that we face. We also realize that we are but one piece of the overall pie, which comprises Seal Rock Fire District. It is now our duty to educate the community and the Board of Directors on the future needs of the Seal Rock Fire District.

Our intent is to improve the quality of services which we provide to our community. I hope that this document has provided the reader with an understanding of the Seal Rock Fire District and how we intend to look to our future. We will continue to develop productive and professional relationships with the other fire districts. We look forward to continued positive relationships with our community, Board of Directors and other administrators. I would like to personally thank the community for its continued support of the Seal Rock Fire District.

I, as the Fire Chief, hold the members of the Seal Rock Fire District in the highest regard. Their performance, attitude, and energy are what make this district what it is. They are the true reason why we have such an outstanding organization. What they accomplish on a daily basis does not go unnoticed by this administration or the public. We as an organization must inform the community of the resources necessary to achieve our mission. We must have the courage to publicly defend the needs of the district in a positive manner. This plan is the first step along this path.

Respectfully Submitted,

Thomas Sakaris

Thomas Sakaris, Fire Chief

MISSION, VISION, and VALUES

Clearly stated and intentionally simplistic, the Seal Rock Fire District Mission accurately describes the organizations general purpose.

“The Seal Rock Fire District is an organization of dedicated professionals whose mission is to Save Lives, Protect Property, Protect the Environment, Provide the best services possible to the Seal Rock community.”

Building on this mission, the district has developed *Vision* statements, thus establishing targets of excellence for the future. The following are our identified vision statements:

THE SEAL ROCK FIRE DISTRICT;

- Will have adequate staffing available at all times to provide fast, safe, and effective operations for both a medium-risk structure fire and simultaneous EMS incident.
- Will respond from modern, adequate facilities that are located to the best advantage, blending both geographic and demand-based concepts.
- Will continually maintain the necessary skills and abilities to safely handle the challenges of emergency incidents now and in the future.
- Will be an active participant in following the regulations and standards of our industry and will be proactive in meeting the same.
- Will continue to maintain our effective teamwork, high level of professionalism and focus on personal improvement.
- Will use solid research and statistical data to provide the foundation for funding requests and organizational change.

Recognizing that its collective personality and the values of its members enhance the organization, the Seal Rock Fire District has declared a set of *Values* which will include such statements as:

- We value honesty and integrity at every level of our organization.
- We value the dedication, commitment, and caring attitude of the people who make up our organization.
- We value the teamwork, camaraderie, and mutual support that make our organization a family.
- We value a continuous spirit of professionalism, as it encourages respect from our peers and those we serve.

Priority of Services Provided by Seal Rock Fire District

Incident priorities never change and are in order of importance: Life Safety, Property Conservation and protecting the environment. Firefighter safety and life safety are being the number one priority.

The following are those services provided in priority order:

- Basic Life Support Emergency Medical Services
- Fire Suppression
- Basic Rescue (vehicle extrication, machinery entrapment)
- Public Fire Safety Education

Concerns and Expectations

A key element of the Seal Rock Fire District organizational philosophy is a high level of commitment to our customers. The Seal Rock Fire District recognizes the importance of customer satisfaction and is committed to providing superior levels of quality service that exceeds the public's expectation for a timely and effective delivery of emergency services.

The public's **expectations** of the Seal Rock Fire District that were identified are:

- Efficient Response
- Proficient Skills and Knowledge
- Modern, Effective Equipment
- Keeping Pace With Change
- Provide Community With A Sense Of Security
- Ongoing EMS and Fire Suppression training
- Financial Efficiency

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

STRENGTHS

It is important for any organization to identify their strengths in order to assure they are capable of providing the services requested by customers and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the business should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, some of the *strengths* of the Seal Rock Fire District were identified as listed below.

- Unity and teamwork of personnel
- Effective governing policies and procedures
- Progressive training programs targeting new skills while maintaining proficiency in Fire & EMS operations
- Adequate apparatus and equipment for today's services
- High level of professionalism recognized by community
- Specialized equipment i.e. extrication and ropes
- Ability to obtain outside funding

WEAKNESSES

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it does not function well or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. Through a consensus process, some of the *weaknesses* of the Seal Rock Fire District were identified as listed below.

- Inadequate staffing levels at fire scenes
- Personnel able to obtain EMR/EMT status
- Training opportunities

OPPORTUNITIES

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many *opportunities* exist for Seal Rock Fire District.

- New standards / regulations lead to safer, more effective operation
- Potential water supply improvements.
- Growth in the area leads to growth in tax base
- Strategic planning for organization's future
- New technology leads to safer, more effective work environment
- Potential for continuing partnerships in training programs
- Potential for our firefighters to advance their careers in the fire service

THREATS

Fundamental to the success of any strategic plan is the understanding that *threats* are not completely and/or directly controlled by the organization. Some of the current and future threats to the Seal Rock Fire District include:

- Staffing - Declining number of volunteer firefighters
- New standards and regulations funnel away funds from core service
- Public opinion can be turned negative unexpectedly
- Federal funding can lead to greater federal regulation
- Fire protection in non-hydrant areas
- Anti-growth sentiments cause internal political friction
- Growth in community bringing increased service demand

CRITICAL ISSUES

Through both an internal and external analysis of the various issues facing the organization, a number of concerns were identified that could ultimately affect the overall welfare of the organization itself. These issues, if ignored, have the potential to impact the ability of the Seal Rock Fire District to deliver its product to the community. These "critical issues" are identified as follows:

- Staffing: The ability to have sufficient personnel available, 24 hours per day, to safely and effectively handle the increasing service demand.
- Funding: The continuing need to balance the available funding resources with the increasing cost of doing business effectively.
- Capital Resources: Making certain the apparatus keeps pace with the changes in the community and assuring efficient, well-placed facilities are located to meet service demand.
- Training: Assuring the maintenance of existing basic skills while meeting the need for new technologically advanced training.
- Regulations and Standards: Keeping compliance with an ever-increasing list of standards and legislation designed to govern the safety and efficiency of the fire service.

GOALS AND OBJECTIVES

The strategic planning process, to this point, has dealt with establishing the mission, vision, and values of the organization. In addition, identification of strengths, weaknesses and needs of both the organization and customer was accomplished. In order to achieve the mission of the Seal Rock Fire District, realistic goals and objectives must be established. Goals and objectives are imperative to provide the individual members with clear direction. As goals and objectives are management tools, they should be updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community.

By following these goals and objectives carefully, the organization will be redirected and guided into the future. They should also greatly reduce the number of obstacles and distractions for the organization and its members.

Overall these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that. The leadership of the Seal Rock Fire District should periodically review progress towards these goals and objectives and adjust timelines and specific targets as needs and the environment change.

Goal 1.0 Administration Goals

Objective 1.1 Enhance the leadership abilities within the district by providing opportunities to obtain the appropriate skills

Providing our personnel with skilled leaders is a vital element to the success of our district. By tradition, leadership training has been overlooked in districts of our size, and at times our operations have suffered because of a lack of leadership. As the demand for our services for fire and EMS continues, having our members thoroughly trained to lead, impacts not only emergency operations, but all areas of our district. Seal Rock Fire District is committed to providing our district with top-quality training for paid and volunteer staff. To address the objective, the district will:

- ***Encourage and provide funding for member participation in outside training opportunities focused on command and leadership.***
- ***Require future cross training of all personnel to be in all areas of the fire service including leadership and command.***

Timeframe and Cost

The majority of the action items under objective 1.1 can be accomplished within the timeframe of this plan and within the operating budget. We currently budget for district training to send members to the Local Fire Chief's Conference, Local Volunteer Firefighter's Conference every year. The plan would be to alternate going from Local Conferences one year and sending members to other seminars dealing with leadership and command training. This would put no extra cost to the budget.

Objective 1.2 Increase the number of paid staff members

Seal Rock Fire District began to utilize fulltime staff in 2015. This was done to fulfill a lack of volunteer participation. This mirrors a nationwide trend that has seen a steep decrease in the number of volunteer firefighter/ EMTs and EMRs. The district is now staffed around the clock with one paid and volunteer staff. This staffing model, not having adequate staffing, will continue and will be reevaluated constantly. To address the staffing model we will;

- ***Continue to examine developing and future trends that will affect our staffing.*** As the district grows and our population ages, we will see an increase in the call volume, which may impact staffing. Monitoring these developments will allow us to respond accordingly.

Timeframe and cost

The first action item is due to a five year levy and will need to be renewed within the five year time frame. This Staffing model will be constantly evaluated.

Objective 1.3 Improve current member retention programs

Keeping volunteers once we recruit them is always a challenge. To bring someone on the district who has no training at all can take more than 18 months. This is the time it takes to get them through fire and EMS certification classes. Often, once a recruit has obtained these certifications their lives might change during this time frame and their commitment to the district isn't a priority anymore. A positive work environment, socially and physically, go a long way towards maintaining future excellence. Creating a positive atmosphere, providing opportunities to serve, facilitating training and reducing the burden on volunteers will help meet this objective. To do so we will;

- ***Increase the amount of outside training available.*** Exposing our members to nationally recognized experts, trainings on best practices as well as providing networking opportunities with peers allow for professional development and personal growth.
- ***Improve internal compliance with policies, procedures and standards.*** Review and revise our district's standard operating procedures and guidelines on an annual basis to ensure consistency with our operations.
- ***Increase recognition of accomplishments and positive involvement.*** Providing our staff with positive feedback and recognition of their accomplishments and commitment shows our concern for and appreciation of their time and effort.
- ***Investigate and implement a better system of volunteer compensation.*** This will be evaluated in regards to a stipend program.

Timeframe and Cost

These action items, with a few exceptions, can be implemented within the first two years of the plan. The majority of these items is, low cost and in most cases can be absorbed within our operating budget. Funding outside training will impact our budgetary process.

Objective 1.4 Increase recruitment of community members and others for the position of firefighter and emergency medical technician.

Volunteer staffing is the most cost effective option available to provide emergency services. Seal Rock Fire District has a long tradition of volunteer staffing, which is recognized and supported by this plan. However, like most of the districts in Lincoln County with volunteers, we realize the challenges inherent in maintaining a quality volunteer force in the face of the ever increasing time or training demands. We will always have a need for a volunteer force while maintaining a paid staff. To address this, we will;

- ***Develop a consistent advertising program to support volunteer recruitment.*** Through regular events and media ads, this program will stress the need for volunteers.
- ***Develop a working relationship with the local vocational schools and community colleges.*** We have several schools in the area that are now certifying high school students in their junior and senior years in high school for firefighters and emergency technicians. We have a local community college that certifies these student with the same certification. When these students graduate they have no place to start their careers. Working with the schools, we can give the students a place to intern and gain experience from volunteering a night a week at our stations.

Timeframe and Cost

The action items identified above can be implemented within the timeframe of the plan. The primary cost associated with these items comes from increased advertising for new volunteers. Estimated cost of advertising is approximately \$2000.00 which will not significantly impact our budgetary process.

Objective 1.5 Develop financial strategies to replace equipment as it becomes obsolete or too expensive to repair.

By adopting current best practices from the public and private sector, we will be able to adequately fix value on equipment and plan for its retirement through reliable depreciation schedules. To accomplish this, we will;

- ***Establish equipment depreciation schedules.*** This will allow us to better budget and plan for replacement.
- ***Train fire district Board of Directors in current accounting principles.*** The can be accomplished through self-study, seminars and training courses.
- ***Increase the district's truck and building fund for anticipated future costs***

Timeframe and Cost

Both of these actions items above can be accomplished within the 2018 and 2019 budget of the plan, Training fire district Board of Directors is a low cost item that can be accomplished within the operating budget. Establishing a depreciation system will take some work to integrate within the district's accounting practices.

Goal 2.0 Operations Goals

Objective 2.1 Develop and maintain an apparatus prevention maintenance program in compliance with national standards.

Emergency apparatus are expensive to purchase and maintain. These are vehicles that can sit for long periods of time, and then are expected to perform without fault under extreme conditions. Their maintenance is also a significant liability for the district. As we purchase new, more advanced vehicles, the maintenance becomes more difficult to perform. Currently our apparatus maintenance is performed by Lincoln County and minor issues by fire district staff. This has served well, however, due to national standards, it is necessary to have certified emergency vehicle technicians (EVTs) maintain the fleet. In an effort to address maintenance and liability issues we propose the following;

- ***Continue with an EVT certified company to perform annual pump testing.*** This annual testing assures that the mobile fire pumps are performing to specifications and is completed by a third party for quality assurance.

Continue with an EVT certified company to perform annual safety inspections.

These annual inspections of the entire fleet help to identify maintenance and safety issues before they become a problem and are required under National Fire Protection Association (NFPA) standards.

Timeframe and Cost

To help alleviate liability concerns, these action items should be continued annually. We currently utilize certified contractors for bigger jobs. The initial cost of this program may be higher than our current maintenance arrangements, as we progress through the Annual Safety Inspections and the identified repairs needed, we will save money and reduce the risk. These items should not impact our budgetary process.

Objective 2.2 Evaluate apparatus needs based on current and future fire district operations.

Our current fleet was purchased in the late 1980'S and early 2000's and reflects many different operation priorities. It is in the best interest to evaluate each apparatus. Part of this process will include;

Evaluate, This would include examining all fire apparatus mechanically, functionally and assessing the need for replacement yearly.

Timeframe and Cost

The items mentioned above can be accomplished anytime during the phase of this plan and is at a substantial cost to the district.

Objective 2.3 Replacement of existing apparatus and purchase of new

Maintaining a modern state of the art fleet of emergency apparatus is of critical importance to our efforts to constantly improve our services and response to emergencies. As vehicles become obsolete, it is essential to replace them with a set timeframe. The district needs to evaluate and set a lifecycle for each vehicle.

Timeframe and Cost

Apparatus replacement is the largest single component of the this plan in terms of complexity and cost and it will be the most critical aspect of future budgets.

Objective 2.4 Provide for safety and operational upgrades to the fleet

It is essential to have the ability to respond to new operational and safety developments as they occur. Fire suppression and EMS are evolving fields that change as new information and technology become available. This makes it imperative to upgrade equipment 2020/2021 Fiscal Year.

- ***Install headset intercom systems on all apparatus.*** Headset intercom systems allow all members of a responding crew to receive radio information updates and speak with each other prior to arriving on the scene. This provides for greater safety and efficiency.
- ***Install back up cameras on apparatus.*** Over the years you read about reports of firefighters getting killed from being back over. Back up cameras, which will come on when a vehicle is placed in reverse, show the vehicle operator a view of the rear of the vehicle, hopefully avoiding incidents like this.

Timeframe and Cost

These upgrades can be made during the first five years of the plan. Currently several of our vehicles already have headsets and back up cameras. As we progress and purchase new vehicles the district can add these to the specifications. Total cost of these safety upgrades are estimated at \$? and can be absorbed in the pricing of new apparatus.

Objective 2.5 Develop a long range apparatus plan

The development of a long range apparatus plan, tied to this plan, makes sense fiscally and operationally, This plan will take into consideration not only operationally issues but deployment issues tied to growth forecast for the district. As the plan can be developed by district personnel, there is no cost involved. Listed below is the long range apparatus plan;

Apparatus	Year	Replacement Schedule	Replacement Year
6232	2000(Dodge 2500)	2020 Surplus	2020-2021
6301	1989(Western States)	2020-2022	2021-2022
6235	2001(Ford F550)	2023-2024	2023-2024
6207	2000(Freight Liner F170)		
6231	2011(Chevrolet Suburban)		
6161	2018(Ford Interceptor)		
6224	2008(Freight Liner)		

Our current fleet was purchased in the late 80s and early 2000s and reflects many different operation priorities. It is in the best interest to evaluate each apparatus. Part of this process will include;

- **Evaluate.** This would include examining all fire apparatus mechanically and functionally and assessing the need for replacement yearly.
- **Evaluate.** This includes eliminating or replacing any fire district vehicle with vehicles capable of handling the needs of our district.

Timeframe and Cost

The items mentioned above can be accomplished anytime during the phase of this plan and at a substantial cost

Objective 2.6 Purchase new AEDs

Purchase new AEDs. The district has will seek funding for this piece of vital equipment

through grants, private funding or through the budgetary process.

Timeframe

We will continue to find funding for this project. If we are not successful in obtaining funding for this purchase we will be forced to purchase the monitor through our operating budget in 2021/2022 fiscal year.

Cost per unit: $\$2000.00 \times 3 \text{ units} = \6000.00

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3.0 Fire Prevention Goals

3.1 *Fully implement a fire prevention program*

A full implementation of fire prevention program that demonstrates our commitment of creating a safe community. A successful program focuses on fire prevention and protection for our citizens and the business community. To enhance our program we will;

- ***Increase the number of certified fire safety inspectors.*** Our program at times is hampered by the lack of certified inspectors. During the year when we conduct our annual inspections most of the time these inspections are conducted by our on duty crews. Although not required to be an inspector to conduct a survey of the business our credibility would improve if that person is certified.
- ***Implement computerized preplanning diagrams.*** This system is already available to us through the active 911 application software. This will give us the opportunity for the incident commander to make crucial decisions at an incident.
- ***Develop a Standard Operating Procedure for conducting pre fire plans.*** Developing this SOP will assure that all businesses are pre planned in a timely manner and on a regular basis. This SOP will include provision to when a pre plan is to be reviewed.

Timeframe and Cost

There will be no cost to the district for this program.

4.0 Training Goals

Objective 4.1 Strengthen management development

Developing a well trained core of Officers is critical to maintain safe and effective operations. As the role of a fire district member constantly expands, new training and supervisory challenges constantly await. The district will develop an Officers Training Development Program for current Officers and other members that wish to become an officer in the future. To address this we will;

- ***Research current standards for Fire Officer.*** Researching this standard will give the district a benchmark as to where we currently stand and what areas of the standard would apply to our operations.
- ***Research current programs.*** Research other fire districts current Fire Officer programs for content and adaptability to our determined standards
- ***Design and edit a program to match our needs.*** Once a program is found, design and edit the officers program to specifically serve the needs of the Seal Rock Fire District.
- ***Implement officer development program.*** Traditionally, members have been promoted to officer positions without any formal training. To address this, we will begin offering the Fire Officer I course to those interested.

Timeframe and Cost

It is estimated that it will take a year to research and develop a Fire Officer I program to fit the needs of our district. The cost associated to develop the program will be at a minimum. This can be accomplished by officers that are on duty. Once the program is developed, the program can be delivered by senior officers of the district. The Incident Command Simulation program as noted above will greatly improve the abilities of our officers and is not a significant impact to our budgetary process.

4.2 *Implement Performance Base Testing*

Over the past several years we have made great strides to improving our training program. However, we still have a large area for improvement. To improve the quality of our training program and the training that our members receive, we will implement performance base testing. Performance standards allow our members to gauge their knowledge and skills and determine areas for improvement.

- ***Develop a list of competencies.*** Develop a list of competencies for each job function as they apply to the Seal Rock Fire District.
- ***Notify all district members.*** Notify all district members what the competencies are and what will be expected of them.
- ***Conduct Testing.*** Conduct testing of all members to determine a baseline for the district.
- ***Identify members who need assistance.*** By testing all members in their competencies, we can gauge who need assistance and conduct targeted training to improve their competence.
- ***Develop a contingency plan.*** At the conclusion of the first phase of the performance base training, a plan will be develop to deal with personnel who cannot pass the competencies for their respective job functions.
- ***Improve the Fire Apparatus Operator program.*** Our current fire apparatus operators (FAOs) undergo significant training in order to become certified to operate. However, there is much room for improvement and a need for standardization. Through the development of a standardized curriculum we will address this need.

Timeframe and Cost

Implementation of performance based training will begin the first year of the plan. The performance base drill sheets have been developed for some time and are used on periodically basis. The training schedule for each year will be developed using the performance base skill sheets throughout the year. The fire apparatus operator program will be revised during the first year of the plan to make any improvements needed. Cost for this objective will be at a minimum and will be absorbed through the annual budget for training

5.0 Safety Goals

5.1 *Enhance the health, safety and wellness of members*

The health, safety and wellness of our members are the guiding forces behind this plan. A healthy and safe workforce is beneficial in many ways. Over the past few years, we have taken significant steps to improve our health and safety. These steps included purchasing new fitness equipment that is now at both of our stations. Safety is also addressed by training and equipment that is responsive to our members needs. Being in good physical condition is a vital part to our job. 60% of Line of Duty Deaths in the fire service every year are cardiac related.

Every member of this district should take this as an incentive to get in good physical condition. To continue to enhance our health and safety we will:

- ***Develop a fitness program.*** Currently, we do not have a structured program for physical fitness. We have paid staff and volunteers that take advantage of the physical fitness equipment. A fitness program will be developed during the first year of the plan to encourage all members to participate in the program.
- ***Conduct annual agility testing.*** Currently the district only conducts agility testing on new hires. This agility testing will be given to each member of the district. Those failing the agility test will be given an opportunity to use the fitness equipment to get their selves back in good physical shape.
- ***Require Stress Testing.*** Implement a program that requires all members over the age of 50 years old to get stress testing every two years. This type of testing could discover a problem before it occurs on the fire ground.

Timeframe and Cost

The cost of the above items is very minimal compared to someone losing their life in the line of duty. The cost for the first two items will be at no cost. These two items can be conducted by the members while they are on duty. For the volunteer members this can be conducted during a monthly training session. The bi-annual stress test can be performed at a cost of approximately \$700 per testing session.

5.2 *Revise the district risk management plan*

It is the policy of the Seal Rock Fire District to provide and to operate with the highest possible levels of safety and health for all its members. The reduction and prevention of accidents, injuries, and occupational illnesses are goals of the fire district and shall be primary considerations at all times. This concern for safety and health applies to all members of the fire district and to any other person who might be involved in fire district activities. This districts risk management plan is intended to comply with the requirements of NFPA 1500 (guideline only), Standard on Fire District Occupational Safety and Health Program.

- ***Evaluation conducted by an outside source.*** Experience has shown that there is often a significant difference between a written occupational safety and health program and the actual program that has been implemented. Periodic evaluations are one method that can be used to measure how the program is being conducted. This evaluation should be conducted by a qualified individual from outside of the fire district, as outside evaluators provide a different perspective, which can be constructive.

Timeframe and Cost

Completion of this objective should be made during the first year of the plan. The evaluation of the risk management plan can be conducted by the districts Health & Safety Committee and will be of little cost to the district.

5.3 Provide adequate staffing to structure fires

It is the responsibility of the fire chief to provide sufficient staffing at working structure fires. This is not to be an argument for the number of personnel on an apparatus or on duty within the district. The district should have the ability to provide at least 15 firefighters at a structure fire within a reasonable time. Mutual aid plays an important role in providing these additional resources. Almost all jurisdictions rely on mutual aid to some extent from surrounding areas to provide firefighting resources on a routine or major emergency basis. Some districts use automatic mutual aid on an initial response. On average, the last few years, the district has averaged 10 firefighters on structure fires with the assistance of automatic and mutual aid agreements. Often, mutual aid districts are called to the scene once our first arriving apparatus reaches the scene.

- **Establish zones in the district.** The district will be divided into 2 different zones and in each zone will determine what fire districts are available to respond accordingly.
- **Enter information into CAD system.** Once the zones have been established and we have determined what automatic mutual aid districts are to respond, the information will be entered into the Butler WVCC Communications Computer Aided Dispatch (CAD).

Timeframe and Cost

The objectives listed above will be dependent on the WVCC Communication Center. The CAD system has the capability to place this information in. It will depend on whether the county will be willing to take the time to enter the information in. There may be cost for this objective for the district. It is hoped that this action item will be implemented by the 4 year of the plan.