

# White Salmon WKRFA Planning Committee Meeting

## A G E N D A

February 22, 2024 – 6:30 PM

119 NE Church Ave and Zoom Teleconference

Meeting ID: 821 5537 0364

Passcode: 606364

Call In: +1 253 215 8782 US (Tacoma)

Zoom Link:

<https://us02web.zoom.us/j/82155370634?pwd=K21GMU1CZC9wYzICQ0E4RmdUa2V5UT09>



### WEST KLICKITAT REGIONAL FIRE AUTHORITY PLANNING COMMITTEE

- I. **Open Meeting: Call to order**
- II. **Attendance**
- III. **Approval of agenda**
- IV. **Opening Statements (max 3 minutes each)**
  - a. **Tom Montag**
  - b. **Jason Hartman**
  - c. **Firefighters (White Salmon/Fire District 3)**
  - d. **Taskforce members**
- V. **Introduction - Chief Long/Chief Hunsaker – (5 minutes)**
  - a. **Planning Committee purpose, role, and responsibilities**
  - b. **Representative purpose, role, and responsibilities**
  - c. **RFA Vision**
- VI. **Appoint Committee Chair**
- VII. **Appoint Committee Vice-Chair**
- VIII. **OPMA -Review requirements and identify a communication plan (Plumb)**
- IX. **Consultant – Does this committee need a consultant/facilitator to help navigate the planning process?**
- X. **RFA Transition Projects**
  - a. **RFA Transition Tasks.**
- XI. **Sub Committees - Identify any immediate sub-committee tasks.**
- XII. **Discuss level of service**
  - a. **Year #1**
  - b. **Year #2**
  - c. **Year #3-5**
- XIII. **Identify subsequent meeting dates (Planning Committee)**
- XIV. **Motion to adjourn**
- XV. **Next Meeting: Time/Location**

## WKRFA TRANSITION GUIDE

Part One: WKRFA Guiding Principles

Part Two: WKRFA Transition Matrix – “Starting Over . . . .”

### Part One: REGIONAL FIRE AUTHORITY

- Organized under RCW 52.26
- Special Purpose District – Not a Fire District

### Part Two: WKRFA Transitional Guiding Principles

- September 30, 2024 – Date of Formation: **No legal action before that**
- “Two-Hatters” –City and District RFA Board members represent the City electorate and the District electorate to the Governance Board. City appointed Board members do not represent the City Council or City Council policies.
- WKRFA is not just a new name - it is a new Special Purpose Governmental Taxing District entity.

GOVERNANCE	Standard	Explanation	Status
<i>Oaths of Office</i>	“	Although each RFA Commissioner will take an oath based on their position as a City council member or fire district commissioner. It is also strongly recommended that an additional oath be taken as an RFA Commissioner to reflect the board members commitment to serving the citizens of the RFA.	

From MHC Associates with review by Legal Counsel Brian Snure

<p><b>Resolution: Regular Board Meetings</b></p>	<p><i>“The board shall hold regular monthly meetings at a place and date as it determines by resolution, and may adjourn its meetings as required for the proper transaction of business. Special meetings of the board shall be called at any time under the provisions of RCW <a href="#">42.30.080</a>”</i></p>	<p>This is a requirement for RFA’s. Resolution must include day, time, place, of regular meetings. Future changes to day time or place must also be accomplished by resolution. This is for Regular Meetings only.</p>	
<p><b>Resolution: Board of Officers</b></p>	<p><i>“The Governance Board shall elect a chair from their number”</i></p>	<p>During the first meeting at the beginning of each year, the RFA Governing Board must elect officers as set forth in bylaws</p>	
<p><b>Governance Operating Procedures</b></p>	<p>The WKRFA Plan establishes that the RFA Governance Board establish their own Governance Board Operating procedures, i.e. “bylaws” [preferably before the “effective date of September 30, 2024]</p>	<p>WKRFA Plan requires this</p>	
<p><b>WKRFA Internal/External – Emergency and Non-Emergency Services and levels of Service</b></p>	<p>The WKRFA Planning Committee – PRIOR TO THE EFFECTIVE DATE is responsible <u>solely</u> for defining; adopting; and enforcing all “internal” and “external” AND “emergency”; “non-emergency”; “administrative and financial” <u>services</u> AND <u>levels of service</u> for which the Executive Staff may building their Master and Deployment Plan</p>	<p>The primary function of elected officials in a ‘representative form of government’ is to <u>define the levels of service</u> that the organization will deliver to the internal and external customers that they represent. This will be the basis for which the Fire Chief ad Staff will develop the organization.</p>	

<p><b>RFA Administrator</b></p>	<p>RCW 52.33 does not address the requirement for a "District Secretary." It is imperative that the WKRFA recognize and appoint the current Fire District Secretary as the WKRFA Administrator. The RFA Administrator accomplishes the duties of a fire district secretary.</p>		
<p><b>Resolution: Auditing Officers</b></p>	<p>This position is required by County policy to oversee RFA funds. May be two or more signatory people but not necessary for all Governing Board to be A/O or to sign. RFA Administrator an Auditing Officer as well.</p>	<p>Said appointment of Auditing Officers shall be in order to</p> <ul style="list-style-type: none"> <li>• provide authority over the expenditure of RFA finances</li> <li>• To maintain oversight and accountability authority over said expenditures of the RFA funds.</li> <li>• To communicate with the County Auditor as necessary and in overseeing the execution of the District's expenditures</li> </ul>	
<p><b>Resolution: Payroll Officers</b></p>	<p>This position is required by County policy to oversee and prepare payroll funds and pick up Volunteer checks. May be two or more signatory people but not necessary for all Governing Board to be P/O or to sign. RFA Administrator a Payroll Officer.</p>	<p>"It is necessary and prudent for the Fire District to have appointed <u>Payroll Officers</u> authorized to oversee the District's expenditure of reimbursement funds" (RFA Payroll enabling language)</p>	

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<p><b>Resolution:</b> <b>Investment Officers</b></p>	<p>This position is required by County policy to oversee and manage the investment/withdrawal of RFA funds. May be two or more signatory people but not necessary for all Governing Board to be I/O or to sign. RFA Administrator an Investment Officer.</p>	<p>Said appointments shall be made as FINANCE INVESTMENT OFFICERS for Fiscal Year ____ with the following authority:</p> <ul style="list-style-type: none"> <li>• To communicate with the County Treasurer as necessary and to overseeing the performance of the District's investments.</li> <li>• To execute withdrawals and investment of WKRFA funds from the County invest pool as often and prudently as needed.</li> <li>• To report to the WKRFA Governing Board as necessary to address issues relating to the RFA's investments in the County investment pool.</li> </ul>	
<p><b>Resolution:</b> <b>Records Retention Officer</b></p>	<p>Required by State statute. Generally assigned under the duties and responsibility of the Fire District Secretary or Administrator</p>	<p>Responsible for maintaining, archiving, protecting public records and facilitating public records requests.</p>	
<p><b>Resolution:</b> <b>HIPAA Privacy Officer</b></p>	<p>Required by Federal CFR</p>	<p>Responsible for maintaining, archiving, protecting public medical records and facilitating public records requests.</p>	
<p><b>Resolution:</b> <b>Revolving Fund Custodian</b></p>	<p>This position is required by County policy to oversee and manage the RFA Revolving Fund. Expenditures should require TWO signatory people. RFA Administrator generally should be considered the Revolving Fund Custodian.</p>		

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<p><b>Resolution: Grievance procedure (Chief or Board)</b></p>	<p>Good business practice</p>	<p>This establishes the formal approach to decisions or grievances against the RFA generated within or outside of the WKRFA venue.</p>	
<p><b>Establish legal counsel</b></p>	<p>Good business practice</p>	<p>This establishes the formal appointment, relationship and contract for the WKRFA legal counsel.</p>	
<p><b>Establish RFA Claims Agent and adopt standard tort claim form</b></p>	<p>Required by RCW. Good business practice</p>	<p>This establishes the formal appointment, relationship and authority for the WKRFA claims agent. The claims agent will receive service of any formal tort claims or complaints filed against WKRFA.</p>	
<p><b>Establish Finance policy</b></p>	<p>Strongly recommended by State Auditor. Good business practice. Should be accomplished by the Planning Committee prior to the Effective Date</p>	<p>This policy establishes formally all aspects of managing, overseeing, investing and expending WKRFA money</p>	

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<b>OPERATIONS</b>			
<b>WKRFA Master and Deployment Plan</b>	BASED UPON THE GOVERNANCE BOARD SERVICES AND LEVELS OF SERVICE DOCUMENTATION, the Executive Staff and Volunteers will develop a WKRFA Master and Deployment Plan based upon the action of the Board		
<b>County Mutual Aid agreement</b>	As a new entity, WKRFA must become signatory to existing agreements	Not a name change – an new entity WKRFA plan transfers over existing agreements from City and District but WKRFA should execute new agreement as well.	
<b>Agency Mutual Aid agreement</b>	As a new entity, WKRFA must become signatory to existing agreements	Not a name change – an new entity. WKRFA plan transfers over existing agreements from City and District but WKRFA should execute new agreement as well.	
<b>CAD</b>	Potential changes in dispatch center protocols. As a new entity, WKRFA must become signatory to existing agreements	Not a name change – an new entity. WKRFA plan transfers over existing agreements from City and District but WKRFA should execute new agreement as well.	
<b>Active 9-1-1 account</b>	As a new entity, WKRFA must become signatory to existing agreements	Not a name change – an new entity. WKRFA plan transfers over existing agreements from City and District but WKRFA should execute new agreement as well.	
Fire prevention activities	WKRFA Plan provides that RFA may negotiate agreement with City of White Salmon to provide services		DRAFT agreement will be drawn up. WKRFA Board must decide on cost or in-kind services exchange

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Public Education activities	WKRFA Plan provides that RFA will provide Public Education in the Deployment Plan		
New NFIR ID number	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Emergency Reporting	As a new entity, WKRFA must become signatory to existing agreements	Not a name change – an new entity	
<b>ADMIN</b>			
New Federal EIN	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
New State UBI	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
New account with L&I	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
New account with Employment Security	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
New account with WA State Deferred Comp	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Liability/Asset insurance	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new accounts w/ Professional Organizations	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new WFCA account	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	



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HR			
Establish County Payroll	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Assign new County Employee numbers	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new Federal EFPTS account	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
RESOLUTION authorizing participation in PERS	As a new entity, WKRFA has option to enroll members in PERS	Not a name change – an new entity	
Establish new LEOFF accounts	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new BVFF account / roster	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new Medical Insurance accounts	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Life insurance	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Disability insurance	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Collective Bargaining Agreement	Current CBA transfers over		
Life insurance	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Employment Agreements	As a new entity, WKRFA should establish formal employment agreements with all paid employees. Volunteer agreements or volunteer policy establishing terms and conditions are also recommended.		

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FINANCE			
RESOLUTION TO Establish new County Funds	Required by County Finance policy. Good business practice	Not a name change – an new entity	
Establish new County Treasurer Accounts	As a new entity, WKRFA must become signatory to new accounts. Required by County Finance policy	Not a name change – an new entity	
Establish Jurisdictional Boundaries -- Assessor	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	Duty of the County Assessor and Auditor
Establish Certified Legal Banking Institution	As a new entity, WKRFA must become signatory to new accounts. Required by County Finance policy	Not a name change – an new entity	County Treasurer
RESOLUTION Establish Revolving Fund (See Governance Section above)	As a new entity, WKRFA must become signatory to new accounts. Required by County Finance policy	Not a name change – an new entity	Facilitated by staff for WKRFA Board approval and signature
RESOLUTION Establish Advanced Travel Fund	As a new entity, WKRFA must become signatory to new accounts. Required by County Finance policy	Not a name change – an new entity	Facilitated by staff for WKRFA Board approval and signature
Establish new Credit Card	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	Facilitated by staff for WKRFA Board approval and signature
Establish new WSG account	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish new A/P accounts	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish PUD accounts	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish phone/internet account	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish Apparatus Replace fund	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Establish Equipment Replacement Fund	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	

**Commented [BS1]:** How is this different than establishing funds?

**Commented [BS2]:** Not sure we need to do anything, this would be a duty of County Assessor and Auditor.

**Commented [BS3]:** I think this is one and the same?

From MHC Associates with review by Legal Counsel Brian Snure

Establish Facility Component Replacement Fund	As a new entity, WKRFA must become signatory to new accounts	Not a name change – an new entity	
Resolution Accepting Assets and Liabilities (including authorization to sign leases, deeds, Bills of sale etc.)	City and District need to authorize and execute asset and liability transfers consistent with Plan and WKRFA should accept.		
Resolution to adopt Small Works Roster and Vendor List =	Assume WKRFA will use MRSCRosters		MRSCRosters will be changing by July 1, 2024, suggest waiting until changes and updated membership documents are available.
If District issues Burn Permits RFA will need to reestablish under requirements of chapter 52.12 RCq	WKRFA is a new entity with new boundaries so would need to reestablish formal burn permit program.		

DRAFT









# FINAL REPORT

West Klickitat Community Task Force

## ABSTRACT

*A commissioned deliberation, study, and report regarding emergency service levels in the Greater White Salmon community.*

Winter 2022/23

Report to the West Klickitat County Fire District 3 Fire Commissioners and White Salmon City Council

FINAL DRAFT February 20, 2023

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# I. EXECUTIVE SUMMARY

## A. COMMUNITY TASK FORCE OVERVIEW

First, to the volunteer firefighters of the White Salmon Fire Department and Klickitat County Fire District 3:

Being part of this task force has given us a deeper appreciation for how essential your commitment and service is and has been to the safety and well-being of our communities.

Please accept our ongoing and heartfelt thanks.

### BACKGROUND

Many cities and fire districts are seeking strategies for more efficient and effective *emergency service delivery models*. Communities continue to grow and create an increasing diversity of demands to be addressed by emergency services. Changes in demographics, wildfire risk, increased recreational activities and other emergency service demands are challenging the current methods and models that Volunteer Fire Departments have utilized for decades.

The Elected representatives of the City of White Salmon and Klickitat County Fire District 3, along with fire department leadership, have recognized these challenges. In mid-2022, they jointly developed and approved a *Fire Action Plan* focused on improving the current level of emergency services in the region and beginning a discussion about the potential benefits of delivering emergency services through a regional model. They hired *mHc Associates*, a Washington State Emergency Services Consulting firm, to assist them with convening and facilitating a citizen task force with members from both the city and the district. The volunteer West Klickitat Fire Districts Task Force met between October 2022 - February 2023 to understand the challenges and opportunities for improved emergency services in the greater White Salmon region, and to provide independent research, analysis, and recommendations on improving regional emergency capabilities and services. This effort builds on the recommendations of a Klickitat County Fire District 3 citizen task force convened in 2013.

The fundamental questions the City and Fire District asked the Task Force to address were:

1. Are the current levels of services being provided meeting community expectations?
2. Are there advantages to addressing current emergency service needs on a regional basis for the greater White Salmon community?

What follows are the Task Force's responses to these two questions.

## B. FINDINGS

### QUESTION 1:

#### **Are the current levels of services being provided meeting community expectations?**

The Task Force has concluded that the current levels of preparedness and services are not sufficient to meet current expectations and future community needs.

#### **Background:**

The Chief Fire Officers in both Fire District 3 (KCFD3) and White Salmon (WSFD) are professionals, either full or part-time, and there is part-time professional administrative support for each organization.<sup>1</sup> All other needs in both the fire district and department are served by volunteers from the community, as in most small towns and rural areas. Our community is fortunate to have fellow citizens volunteering their time to train and assist in times of distress and emergency.

Effective response to an emergency event is based on the number of responders and the training of those responding. The training and number relate directly to the safety of the community and the volunteers. At current levels of volunteers, there are not enough people to show up to each emergency, and the loss of only a few volunteers would significantly affect response safety and effectiveness. Neither participating entity has adopted training standards for any position, nor training attendance requirements for safe and effective participation in emergency events. Current training levels for volunteers do not meet state requirements and are not sufficient to provide consistently safe responses for our volunteers or to the many different kinds of emergencies that can occur in our community.

Following are findings identified by the task force:

- A. **Volunteer Recruitment, Training and Retention** – There are currently not enough well-trained volunteers in the KCFD3 and WSFD to ensure adequate emergency response. Training is what turns our volunteer emergency service responders from altruistic, well-meaning individuals into an effective emergency response team. This will require a staffing commitment to a dedicated, skilled, proactive, and consistent recruiting and training program. We believe this training program should be organized based on volunteers' ease of participation and structured to promote certifications and state standards.
- B. **Leadership** – Currently both departments see strong leadership in the Chief Officer position. There is leadership within the volunteer staff, but it is limited by

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<sup>1</sup> Fire District 3 has a full-time professional Fire Chief, and two half-time office staff. The White Salmon Fire District has a part-time professional Fire Chief and relies on the City for administrative services.

the need to recruit, train and retain volunteers to fill those middle leadership positions over the long-term. Volunteer leadership is a critical component to group and individual training as well as mentorship. Training should focus on development of volunteer leaders with certification benchmarks and training requirements.

- C. **Threats** - The fire threat in the community has increased exponentially. With a rising population, residential growth into wild land areas, and longer, more severe fire seasons we're on the precipice of a real problem. Over 70% of all fires occurring in the United States are "human caused"<sup>2</sup>. Rural emergency response is statistically the most hazardous to responders. The threats go beyond preventing and fighting fires. The majority of emergency calls are medical in nature. With an aging population, these calls will increase in the future. For all of these threats, our responders need to have the tools, training and an "effective response force" to be safe and return to their families at the end of the day.
  
- D. **Data & Reporting to Track Performance and Continuously Improve** - Washington law requires every rural fire district to have a written policy with service delivery goals, including response times, and strive to meet their performance goals at least 80% of the time. They are also required to report annually on their performance.<sup>3</sup> Currently neither fire department has fully addressed these requirements. A well-run organization can document its performance with data, which would allow accountability to the community and inform ongoing improvement in fire and emergency response. Currently, neither WSFD or KCFD3 appears to track performance data in a form that meaningfully enables an assessment of performance.
  
- E. **Community Education & Engagement** - It is recognized that this is a rural community with all the challenges that presents for our first responders. Training and participating in community-wide hazard prevention programs, and enabling the community to better help themselves is an essential part of creating a community that is strong, connected and resilient.
  
- F. **Improving Coordination & Coverage with Emergency Medical Services (EMS)** – There appear to be significant gaps in the county-wide EMS system coverage, with times in which there is no ambulance available to respond to emergencies in the West Klickitat County area. There appears to be little to no communication or coordination with WSFD or KCFD3 when this occurs. The Klickitat County EMS system had over 6 days with no EMS units available in our community in 2022. Better coordination between the fire district, department and county EMS services is essential to provide coverage when an ambulance is needed.

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<sup>2</sup> National Fire Protection Association

<sup>3</sup> RCW 52.33.030 and 52.33.040

## QUESTION 2:

### **Are there advantages to addressing current emergency services on a regional basis for the greater WS community?**

Yes, the broader community of White Salmon and Klickitat Fire District 3 would benefit from approaching emergency services through a regional approach.

#### **Background:**

Currently, Klickitat Fire District 3 and the White Salmon and Bingen fire departments all serve the same regional community, but each have their own fire chief, facilities, equipment, volunteers, administration, and programs. They are funded separately. But, by agreement, they each respond to the same emergencies for mutual aid. In the past, they have coordinated and collaborated on training and equipment, but inconsistently. While they serve the same community, there is a lack of system-wide coordinated planning, volunteer recruitment and training, equipment purchases and administration. This leads to a duplication of efforts and investments, and a missed opportunity to respond to emergencies most effectively and efficiently.

Between the fire district and department, there are different funding sources and structures, leading to inconsistent fire and emergency response funding for the region. This makes it difficult to plan for the future, and offer the most consistent, effective response. The White Salmon Fire Department is funded through the annual city budget from its General Fund in varying annual amounts. Klickitat Fire District 3 covers a large area outside of and surrounding the city limits and is funded through a levy included in property taxes. This provides a consistent annual budget, but one that is unable to keep up with inflation due to a 1% limit on annual increases. We believe a single, regional fire district (called a Regional Fire Authority)<sup>4</sup> with unified leadership, training and recruiting programs, volunteers, facilities and equipment would better serve our community by providing the most coordinated planning and response, and eliminating redundancies. This would also enable consistent, reliable funding through a single funding source for the region through property taxes.

Following are findings identified by the task force that can be met through a regional approach:

- A. **Consistent Funding for Regional Fire & Emergency Response** - Funding approaches are fundamentally different between the White Salmon Fire Department and Klickitat Fire District 3. A Regional Fire Authority would provide consistent annual funding needed to set up and establish a rigorous long-term budget to include the programs essential to running an effective community-focused Volunteer Fire District for the region.

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<sup>4</sup> RCW 52.26

- B. **Knowledgeable, Accountable Fire Commission Leadership** - Currently, the White Salmon City Council oversees the White Salmon Fire Department, while the Klickitat Fire District 3 Commission oversees its operations. A city council has many competing areas of focus, and, understandably, does not necessarily have expertise in fire and emergency services. A Regional Fire Authority (RFA) is governed by an elected commission, which is focused only on providing excellent fire and emergency services for the community and is accountable to the voters for achieving that goal.
  
- C. **Long-Term Budgeting** – Inclusion of essential programs into a yearly and long-term budget, based on reliable, stable annual funding enables a district to build effective long-term programs and plan for the future. Specifically, a stable funding source and long-term budgeting would enable the district to provide more effective resources for volunteer recruitment, a robust training program, leadership development and community education. Additionally, funding for large capital purchases can be included in long-term budgets to limit the risk of operational funding going to capital expenditures.
  
- D. **Eliminate Redundancies and Improve Capabilities** – Currently WSFD and KCFD3 have rolling equipment that is redundant and could be converted to equipment that would provide additional capability to the department. Back-up equipment needs can also be simplified, and equipment standards and needs can be applied and sourced across a single RFA.
  
- E. **Simplify Reciprocal Agreements** – Between each department there are agreements that outline how chain of command, equipment and leadership is addressed in emergency responses with both departments. These become unnecessary and simplify the complex task of an emergency response by enabling one unified response plan.

## C. COMMUNITY TASK FORCE RECOMMENDATIONS

Following are the Task Force's recommendations to improve emergency services for this community. These recommendations include creation of a Regional Fire Authority to enable more coordinated, effective regional response and avoid duplication of equipment and programs.

- A. **Create a Regional Fire Authority under RCW 52.26** - Create a Regional Fire Authority (RFA) serving the current areas of WSFD and KCFD3. This should be a new district to take over the tasks of the two above mentioned jurisdictions. Formation of this RFA should simplify the inclusion of additional neighboring departments in the future, should this become desirable.
- B. **Create a Consistent Funding Source for the RFA** - Create a stable, consistent funding source for the Regional Fire Authority through a single property tax levy sufficient to meet the needs identified to provide improved fire and emergency services to the community in the future.
- C. **Create Annual and Long-Term Budgets to Meet Identified Needs** - Create an annual and long-term budget for the new Regional Fire Authority that includes elements to build a strong volunteer department. This should include:
  1. Volunteer Recruitment Program
  2. Volunteer Training Program
  3. Leadership Development Program
  4. Community Education and Engagement Program
  5. Future Equipment and Facility Needs
- D. **Recruit, Train and Retain an Excellent Corps of Volunteers** – Volunteers are the life blood of rural emergency response. The reasons to volunteer are many and varied, and good recruitment and efforts to support and retain volunteers is essential. To that end we recommend studying implementation of the following efforts.
  1. **High School education/training “Cadet” program** – participants in the full curriculum of the program would graduate with fire certifications in addition to participating with the Fire District. (See Lyle Fire Department program)
  2. **Training** – Training program focused on volunteer needs and availability. Targeted to advancing each volunteers' interests and additional certifications, and to ensure the skills and emergency response within the RFA meet the needs of the community and volunteer safety.
  3. **Leadership** – Advanced training and leadership requirements and opportunities for those interested. Should include tuition and travel.

4. Compensation – Volunteer compensation needs to be consistent with the effort and expenses of volunteers.
  5. Community Engagement – Starts and stops with the volunteers. Publicly visible, inviting, knowledgeable, and educated community engagement improves local emergency prevention and response.
- E. **Create Performance Goals, Publicly Track Data & Report Annually** – Create performance goals, and a system to meaningfully track, measure and document emergency response in the RFA. Annually report on performance transparently and publicly with a plan for continuous improvement. In addition, an effort should be made to align the reporting standards amongst other coordinated agencies such as Klickitat EMS, Bingen Fire & Lyle Fire for a more complete view of all emergency services rendered.
- F. **Coordination & Coverage with Emergency Medical Services (EMS)** – Given the significant gaps in the county-wide EMS system coverage, the RFA should negotiate a reciprocal agreement with the county to coordinate EMS resources and dispatch for improved coverage. It should also consider how to best provide its own ambulance service, given that Fire District 3 has an underused ambulance in its fleet.
- G. **Offset White Salmon Resident Property Taxes** - When a new Regional Fire Authority is created, the City funding that has been provided for the White Salmon Fire Department in the past will no longer be spent on the fire department. However, City residents will have a new line item in their property taxes to pay for the Regional Fire Authority. Therefore, we recommend that the City of White Salmon reduce resident property taxes for the City by at least half to partially offset the increase in resident property taxes to pay for the new Regional Fire Authority.
- H. **Provide Community Education and Engagement** – The Regional Fire Authority should be responsible for taking the lead on education and engagement with the community on several fronts.
1. Wildfire risks and prevention
  2. Emergency response expectations
  3. CPR/First aid

## II. APPENDIX

The following data in this Appendix (Sections A-E) was provided to the Task Force by a consultant from mHc Associates, Bob Merritt, who facilitated the Task Force process.

### Appendix A: COMMUNITY TASK FORCE MEMBERS

Member Name	Area	Member Name	Area
Tao Berman	City	Melinda Heindel	District
Michelle Mayfield	City	Allison Hensey	District
Nate Reagan	City	Lloyd Olson	District
		Chris Wiggins	District
		Eric Wilson	District
		Sandy Montag [alternate]	District

Eleven local residents were recruited for the Community Task Force – five from the City and five (plus one alternate) from Fire District 3. However, two City residents dropped off the task force before meetings began due to scheduling conflicts. Due to time constraints, the Task Force proceeded with eight voting members and one alternate.



## Appendix B: DEFINITIONS

The following terms are defined for the express use and purpose of this Task Force Report:

Fire Action Plan: A public document jointly developed and adopted by the City of White Salmon and Klickitat County Fire District defining a *cooperative services project* which commissions a community task force to assist in evaluation of current emergency services and consideration for alternative methods and models for services delivery and funding.

Klickitat County Fire District 3 (KCFD3): The established fire district encompassing the rural areas surrounding the City of White Salmon.

Level of Service: In public safety organizations whose emergency services are time and outcome based, *Level of Service* is defined as the timeliness, effectiveness and efficiency in which resources are deployed and respond to and mitigate emergency incidents in the community.

Performance Measures: In public safety organizations, *performance measures* are established 'goals', 'benchmarks' or other 'targets' that are adopted by the respective policymakers for emergency response and response performance in providing emergency services.

Public Policy: In government agencies and organizations, the principal guide, doctrine and decisions made by a governing board that define the essence, philosophy, operations, services and performance of their respective public entity.

Service Delivery System/Model: In public safety agencies, the staffing, deployment, and response template that is employed to provide and deliver emergency services to the respective district or community.

White Salmon Fire Department (WSFD): The established fire department serving the City of White Salmon.

WSRB: A non-profit, private organization that insurance companies in Washington State subscribe to which examines, tests and grades local fire departments and fire districts based upon their capabilities. Insurance companies then base their risk and rates based upon the grading of the fire department or fire district.

## Appendix C: JOINT FIRE ACTION PLAN

For many years, the City of White Salmon and Klickitat County Fire District 3 [*which surrounds the City of White Salmon*] have been in conversation about considering a more formal arrangement for cooperative delivery of emergency services in the region.

On June 21, 2022, both elected bodies met in joint session to further these efforts. At the joint session, the Fire Commissioners and City Council heard a presentation by consultants of mHc Associates. As a result, the City Council and the Fire Commissioners directed staff to prepare a FIRE ACTION PLAN to be brought back to both the City Council and Fire Commission for consideration and adoption. The FIRE ACTION PLAN provides the steps, strategies, and process of preparing to submit to the citizens a ballot measure regarding enhanced emergency services in the region.

VISION: A regional approach to all “ALL RISKS” fire and emergency response service that is more effective and efficient with dedicated funding.

GOALS: Here are the goals of this FIRE ACTION PLAN process.

1. Establish a Citizen Task Force to assist and develop a set of recommendations.
2. Evaluate for both the City and the Fire District the potential Level of Service benefits of a more formal ‘regional’ operation to the delivery of emergency services.
3. An efficient and effective “all risks” emergency services model with dedicated funding.
4. Recommend an acceptable ‘level of service’ for the region for all risks.

### PROCESS:

STEP 1: Development of an Action Plan to achieve the vision and goals. **Complete** (June 24-30)

STEP 2: For the Fire Board and the City Council to adopt the proposed Action Plan. **Complete** (July 6-15)

- a. Fire Board meeting July 14
- b. City Council either July 6<sup>th</sup> or 20<sup>th</sup>.

STEP 3: Fire District to contract with mHc Associates to facilitate the Action Plan. **Complete** (July 14)

STEP 4: Jurisdictions to enter into an Interlocal Agreement to share costs. **Complete** (July 20)

STEP 5: City approves Interlocal Agreement. **Complete** (July 20)

STEP 6: Consultant begins work. (July 21)

STEP 7: Begin recruitment campaign for Citizen Task Force members. **Complete**

- a. 10 members with equal representation between city and district.
- b. Members selected through collaboration of consultant and both chiefs.

STEP 8: Convene Task Force and do training and orientation. **Complete**

STEP 9: Begin work of Task Force (October) **Complete**

STEP 10: Begin regular monthly reports to City Council and Fire District Board by the two Chiefs and Consultant. **Complete** (October)

STEP 12: Presentation of Task Force final report and recommendations to both Fire District Board and City Council. (December 2022)

## Appendix D: SUPPORTING DATA

### Appendix D-1 “All Risks” Training Certifications

The following table has been developed by a panel of Washington Fire Chiefs using Federal, State and Local standards in DEFINING established Training Certification Levels for Firefighters; EMS personnel and Rescue Personnel for the respective risk disciplines typically found in communities large and small. The training requirements and certifications either “restrict” or “allow” a trained emergency responder to participate in response efforts BASED UPON their level of training and certification for a specific type of emergency.

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
FIRE SUPPRESSION	Structural	<i>Non-IDLH</i>	Fire suppression support activities ( <i>set-up lighting, apparatus operations, water supply, load hose, etc.</i> ) support FF-1 personnel <b>restricted to OUTSIDE of the established fire scene</b>
		<i>FF-I</i>	Offensive and defensive structural fire suppression, rescue activities
		<i>FF-II</i>	Offensive and defensive structural fire suppression, rescue activities; may perform as single-resource supervisor
	Wildland	<i>FF2</i>	Entry level wildland fire suppression
		<i>FF1</i>	Advanced level wildland fire suppression, inter-face structural protection and tactical decision making.
		<i>Single Resource Boss</i>	Crew Leader / Advanced knowledge in fire behavior, tactics, weather and inter-face structural protection
		<i>Strike Team/Task Force Leader</i>	Leader of multiple resources / Advanced knowledge in Strategy & Tactics
		<i>Division Supervisor</i>	Major incident strategy, tactics and multiple resources management
	Marine	<i>Awareness</i>	Identify the risk and request appropriate resources; basic dock, marina or shoreline suppression support activities; support FF-1 personnel; <b>restricted to OUTSIDE of the established fire scene</b>
		<i>FF-I</i>	Offensive and defensive marine fire suppression, rescue activities
		<i>FF-II</i>	Offensive and defensive marine fire suppression, rescue activities; may perform as single-resource supervisor
	Aircraft	<i>Awareness</i>	Identify the risk and request appropriate resources; basic aircraft suppression support activities; support FF-1 personnel; <b>restricted to OUTSIDE of the established fire scene</b>
		<i>FF-I</i>	Advanced level aircraft fire suppression, rescue protection and tactical decision making.
		<i>FF-II</i>	Advanced offensive and defensive aircraft fire suppression, rescue activities; may perform as single-resource supervisor

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
		ARF	Regulated by Federal Aviation Administration. Advanced knowledge and ability to mitigate large commercial aircraft emergencies.
RESCUE	Vehicle	Awareness	Identify risks and assist Operational personnel with vehicle extrication, fire protection and patient treatment and packaging
		Operational	Identify risks; triage, supervise and perform vehicle extrication and patient packaging. Supervise other personnel
		Technical	Identify risks; triage, supervise and perform advanced and technical vehicle extrication and patient packaging. (i.e. deploy shoring to stabilize a sink hole) Supervise other personnel
	Water	Awareness	Identify risks and assist Operational personnel with water rescue and patient treatment. <b>Restricted to shoreline activities</b>
		Operations	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technical	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue. Supervise other personnel
	Ice	Awareness	Identify risks and assist Operational personnel with ice rescue and patient treatment. <b>Restricted to shoreline activities</b>
		Operations	Identify risks and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technical	Identify risks and perform advanced offensive tactics; Enter water and perform above water ice rescue. Supervise other personnel
	High/Low Technical	Awareness	Identify risks and assist Operational personnel with High/Low angle rescue operations and patient treatment. <b>Restricted to Safety Zone activities</b>
		Operations	Identify risks; establish High/Low angle rope rescue configurations and perform defensive tactics to mitigate the incident. Supervise other personnel
		Technician	Identify risks and perform advanced offensive tactics; Enter water and perform above water rescue.
	Urban	Awareness	Identify the risk and request appropriate resources
		Operations	Access & Extricate victim
		Technician	Provide advanced level extrication techniques if needed (see High/Low Angle Rescue Tech)
EMS	First Aid/CPR	AHA First Aid CPR certification	
	First Responder	Patient assessment; triage, basic life support first aid treatment	
	EMT	Patient assessment; triage, basic life support first aid treatment. <b>Assist</b> with very few medications (Epi, Nitroglycerin, and Aspirin. Secure the airway. Attend BLS patient in ambulance transport	

	EXTERNAL SERVICE	Level of Service / Training	DEFINITION: What Can They DO???
		<i>A-EMT</i>	Provide patient assessment; triage, intermediate life support treatment life support. <i>Administer</i> certain medications and obtain IV access. Secure the airway.
		<i>ALS (Paramedic)</i>	Provide patient assessment; triage Advanced Life Support. Administer all medications. Provide advanced airway placement. Perform chest decompression (collapsed lung), Cricothyrotomy, etc.
	HAZ MAT	<i>Awareness</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. ( <i>Support Operations level personnel</i> )
		<i>Operations</i>	Identify Haz Mat risk; perform evacuations and request appropriate resources. Perform defensive tactics to mitigate minor incidents. ( <i>i.e. dam, dike, divert</i> ) Supervise other personnel
		<i>Technical</i>	Identify Haz Mat risk and garner appropriate resources Perform offensive tactics to mitigate major incidents. Perform offensive tactics to mitigate the incident. ( <i>i.e. plug or patch</i> ) Supervise other personnel
	Public Service	<i>All Public Service requests</i>	As authorized Fire Chief and/or Captains
		<i>Selective Public Service Requests</i>	As authorized Fire Chief and/or Captains
	Disaster	<i>Planning</i>	<ul style="list-style-type: none"> <li>• Conducting and maintaining a Community Risk Analysis</li> <li>• Participate in local and Regional Emergency Planning efforts</li> <li>• Developing local disaster planning, management, control and mitigation efforts</li> </ul>
		<i>Mitigation</i>	<ul style="list-style-type: none"> <li>• Training all City staff</li> <li>• Developing and maintaining C.E.R.T. teams</li> </ul>
		<i>EOC</i>	Design and provision of modern and inter-operable Emergency Operations center and/or capabilities
	Prevention Inspections	<i>Courtesy</i>	<ul style="list-style-type: none"> <li>• Provide periodic visitations and efforts to assist businesses, commercial and public facilities in the prevention of fire, overall safety</li> </ul>
		<i>Code Enforcement</i>	
	Public Education	<i>First Aid/CPR</i>	Providing regular, periodic public first aid and CPR classes
		<i>C.E.R.T</i>	FEMA Community Emergency Response Team Training
		<i>School Programs</i>	NFPA Safety Education curriculum in schools and Daycare
		<i>Fire Safety</i>	General Fire/Injury Safety training to public; events
		<i>Babysitting</i>	Baby-sitting Safety Training for young teens

When these standards and certification requirements are applied to a response agency, an “inventory” of trained personnel may be cataloged to express the depth and concentration of the skills and certifications community responders have in the various types of community risk scenarios.

The following table is an INVENTORY of the CURRENT NUMBER OF PERSONNEL in WSFD and KCFD3 that are **trained** and **certified** in the various emergency services disciplines. The purpose of this exercise is to begin developing a baseline of current levels of response training compared to the potential risks that your organization faces. External Services describe the type of activity, the last two columns indicate the number of volunteers in each organization and their training level.

WSVFD and KCFD3 emergency responders that are trained and certified [circa 2021].

EXTERNAL SERVICES		Cert. Lvl.	Volunteers Certified	
			WSFD	KCFD#3
			Fire Suppression	structural
<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0		
<i>FF-I</i>	<input type="checkbox"/> 3	<input type="checkbox"/> 11		
<i>FF-II</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 1		
wildland	<i>FF-I</i>	<input type="checkbox"/> 2		<input type="checkbox"/> 13
	<i>FF-II</i>	<input type="checkbox"/> 1		<input type="checkbox"/> 1
marine	<i>Basic</i>	<input type="checkbox"/> 0		<input type="checkbox"/> 0
	<i>FF-I</i>	<input type="checkbox"/> 0		<input type="checkbox"/> 0
	<i>FF-II</i>	<input type="checkbox"/> 0		<input type="checkbox"/> 0
aircraft	<i>Basic</i>	<input type="checkbox"/> 0		<input type="checkbox"/> 0
	<i>FF-I</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>FF-II</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>ACFR</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
Rescue	vehicle	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Awareness</i>	<input type="checkbox"/> 16	<input type="checkbox"/> 9
		<i>Operations</i>	<input type="checkbox"/> 3	<input type="checkbox"/> 0
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 5
	water	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 11
		<i>Awareness</i>	<input type="checkbox"/> 3	<input type="checkbox"/> 0
		<i>R&amp;I</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Operations</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
	ice	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Awareness</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>R&amp;I</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Operations</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
	hi-low angle rope	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 2
		<i>Awareness</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
<i>R&amp;I</i>		<input type="checkbox"/> 0	<input type="checkbox"/> 0	
<i>Operations</i>		<input type="checkbox"/> 0	<input type="checkbox"/> 0	
<i>Technical</i>		<input type="checkbox"/> 0	<input type="checkbox"/> 1	
urban	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>Awareness</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>R&amp;I</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>Operations</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
	<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	
wilderness	<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0	

		<i>Awareness</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>R&amp;I</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Operations</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
EMS		<i>Basic</i>	<input type="checkbox"/> 16	<input type="checkbox"/> 9
		<i>FR</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>EMT</i>	<input type="checkbox"/> 2	<input type="checkbox"/> 0
		<i>EMT-IV</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>Adv. EMT</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>ALS</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Transport</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 2
<b>EXTERNAL SERVICES</b>		<b>Cert. Lvl.</b>	<b>Volunteers Certified</b>	
HAZ. MAT.		<i>Basic</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Awareness</i>	<input type="checkbox"/> 17	<input type="checkbox"/> 0
		<i>Operations</i>	<input type="checkbox"/> 2	<input type="checkbox"/> 1
		<i>Technical</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 1
	Public Service	<i>All requests</i>	<input type="checkbox"/> 3	<input type="checkbox"/> 0
		<i>Selective</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
	Disaster	<i>Planning</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 1
		<i>Mitigation</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>EOC</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 1
	Inspections	<i>Courtesy</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 3
		<i>Code enforcement</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
	Public Education	<i>CPR</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>First aid</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 0
		<i>C.E.R.T.</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>School curriculum</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Fire safety</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 6
		<i>Babysitting</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0
		<i>Wildland</i>	<input type="checkbox"/> 0	<input type="checkbox"/> 0

In interpreting the combined tables [for Structural Firefighting], most of the WSPD personnel would not be permitted to engage in “offensive” or “defensive” firefighting activities. “Offensive” operations are defined as mitigating efforts employed on the *interior* of a structure fire – search and rescue; suppression; ventilation; salvage and overhaul.

The same table would indicate that [in 2021] less than 50% of KCFD3 volunteers could actively participate in offensive and defensive activities at a structure fire.

## **Appendix D-2 Volunteer Training Participation**

Providing quality and safe fire and emergency medical services requires well-trained personnel and officers. Training and education is a critical part of any fire service organization and should be a critical function of our fire departments. Without a quality, comprehensive training program, emergency outcomes are compromised, and department personnel are at risk. This educational path for fire department members to follow, also builds a continuity and consistency in leadership and leadership development.

*“A good training program is undoubtedly the single most important factor producing and maintaining a high proficiency in any fire department. It not only produces high efficiency initially, but also affects future efficiency when we consider that the rawest recruit now being trained may be chief of the department or at least a senior officer in 20 or 30 years.”*

*Anthony Granito, author of Fire Service Instructor’s Guide*

While individual experiences may give an individual competency to perform the routine tasks, it can never yield insight into the wide range of possibilities likely to be encountered during emergency incidents.

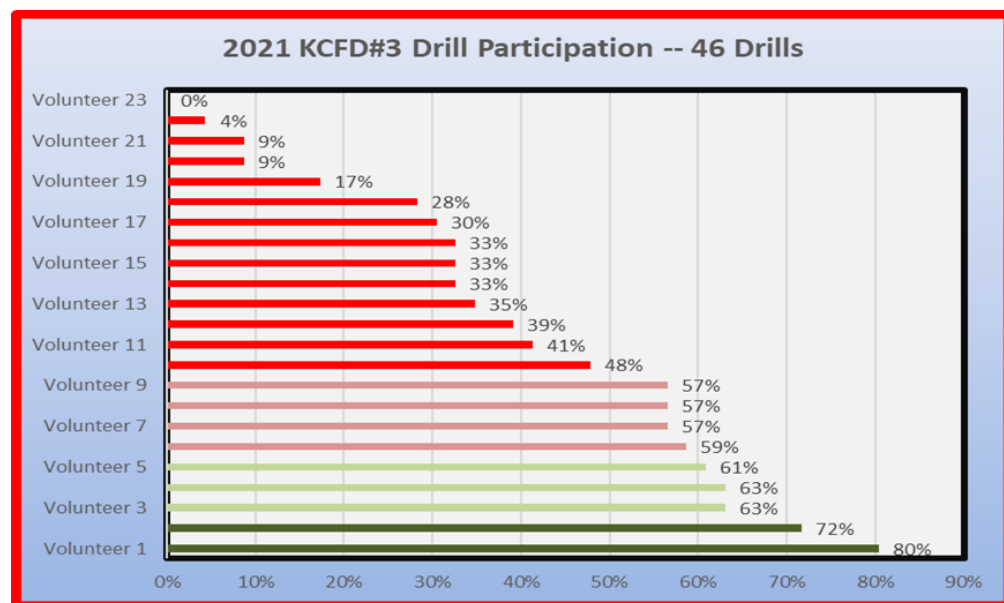
The goals of training should always focus on performance, never merely on acquiring a certain number of training hours and should be “front-end loaded” with minimum training requirements, minimum training attendance and periodic testing for proficiencies. The function of a training program is knowledge, technical skills and perhaps most importantly it is developing the self-confidence to perform under stressful and often hostile conditions. A training program must be systematic, and must provide positive feedback to the trainee, firefighter, or officer. Critical to small communities is an adequate response force and one that is trained in the various “risk disciplines” to meet the community challenges.



During analysis of both WSFD and KCFD3 training attendance data, it was noted that a greater portion of volunteers attended less than 50% of the 30-46 weekly training events in 2021.

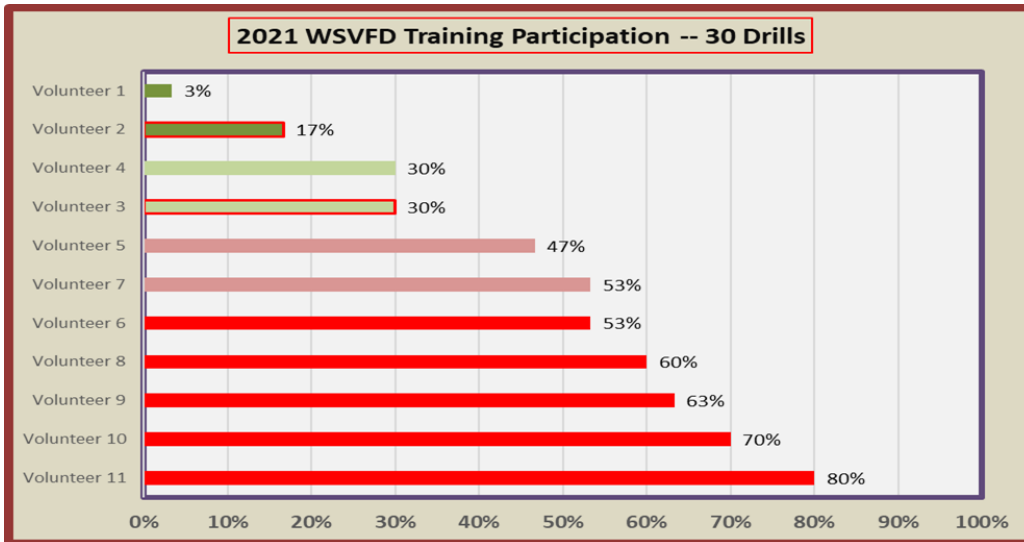
### KCFD3

Name	RANK	ACTIVE VOLUNTEER ??	EMPLOYMENT: In / Out of District ??	Day/Night/Weekend RESPONDER	Basic Recruit School	Firefighting Cert Level (FF-I/ FF-II)	EMS Certification Level	FSAC FFI	Emergency Vehicle Driver Training	HAZMAT Certification Level	Apparatus Operator Level	IS100	IS200	700	300	800
SAMPLE	FF-FF1-LT	In-Out	D-N-WE	X	FF1	EMT	Y-N									
Abercrombie	Recruit	X	out	N WE	X											
Andrews	FF	x	na	D			N	Y	A	D	Y	Y	N	N	N	N
Billette	FF	x	out	N WE			N	Y	A	D	N	N	N	N	N	N
Bosler		x	na	D			N	Y	N/A	D	Y	Y	N	N	N	N
Craft	Recruit	X	In	D N WE	X	FF1	EMT	N	N	N/A	N/A	Y	Y	Y	N	N
Camp	FF		out	N WE			EMT	N			Y	Y	Y	N	N	N
Cortes- Gonzalez	FF1	x	out	N WE	x	FF1	EMT	N	Y	Ops	D	Y	Y	Y	N	N
Griffin	FF1		out	N WE	x	FF1	EMT	N	Y	A	D	Y	Y	Y	N	N
Grose	Capt	x	out	D N WE			N	Y	A	D	Y	Y	N	N	N	N
Helton	Capt	x	out	D WE			EMT	N	Y	Ops	D	Y	Y	Y	N	N
Kellev		x	In	N WE	X	FF1	N	N	A	N/A	Y	Y	Y	N	N	N
Herbeck	FF		out	D N WE			EMT	N	Y	A	D	Y	Y	Y	N	N
Landgren	FF1	x	out	N WE			N	Y	A	D	Y	Y	N	N	N	N
Lanz	FF1	x	out	N WE	x	FF1	N	Y	A	D	Y	Y	Y	N	N	N
Larson D	FF1		out	D N WE	X		EMT-P	N	Y	A	D	Y	Y	Y	N	N
Payne	FF1	x	In	D N WE	X	FF1	EMT	N	N	A	N/A	Y	Yq	Y	N	N
Larson K	FF1		out	D N WE	X		EMT-P	N	Y	A	D	Y	Y	Y	N	N
Pierce	FF1	x	out	N WE	x	FF1	N	Y	A	D	Y	Y	Y	N	N	N
Plumb	FF1	x	in	D N WE	x	FF1	EMT	N	Y	A	D	Y	Y	Y	Y	N
Renault	EMT	x	out	D N WE			EMT	N	Y	A	D	Y	Y	Y	Y	N
Reynolds	FF	x	na	D N WE	x	ET FF1	N	Y	A	D	Y	Y	N	N	N	N
Riggleman	Capt	x	in	D N WE	x		N	Y	A	D	Y	Y	N	N	N	N
Shepard	FF1		out	N WE			N		N/A	D	Y	Y	N	N	N	N
Wardwell	FF1		in	N WE			EMT	N	Y	A	D	Y	Y	Y	Y	N
Wiserniq	FF		in	N WE	x		N	Y	A	D	Y	Y	N	N	N	N



# WSFD

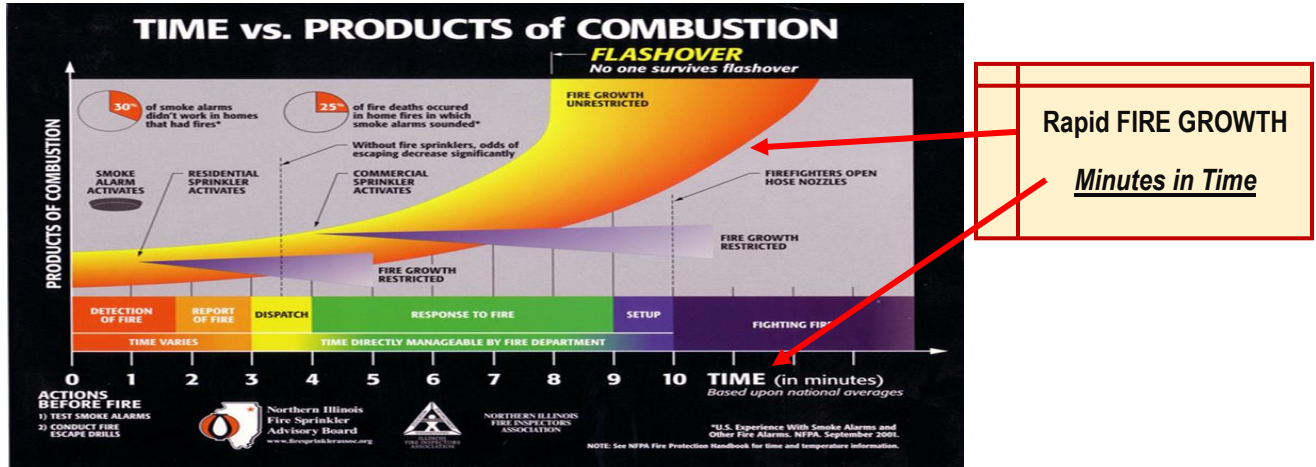
Name	RANK	ACTIVE VOLUNTEER ??	EMPLOYMENT: In / Out of District ??	Day/Night/Weekend RESPONDER	Basic Recruit School	Firefighting Cert Level (FF-I/FF-II)	EMS Certification Level	IFSAC FFI	Emergency Vehicle Driver Training	HAZMAT Certification Level	Apparatus Operator Level	/S100	/S200	700	300	800
SAMPLE	FF-FF1-LT		In-Out	D-N-WE X			Y-N									
Crites	FF		Out	D	No		N	N				N	N	N	N	N
Gilmer	Capt	x	In	D	No		E	N	Y	A	D	Y	Y	Y	N	Y
Berkey	FF	x		NWE	No			N				N	N	N	N	N
Hunsaker	Chief	x	In	D-N-WE	X	FF1		N	Y	A	D	Y	Y	Y	Y	Y
Marean	FF		out	D NWE	No		N	N	A			Y	Y	Y	N	Y
Moore	FF	x	In	D NWE	No		N	N	A			Y	Y	N	N	Y
Perala	FF1	x	out	NWE	No		N	Y	A	D	Y	Y	Y	Y	N	Y
Rocha	FF1	x	out	NWE	No		N	Y	A	D	Y	Y	Y	Y	N	Y
Stiffler	FF1		In	D	X	FF1		N	N	A		Y	Y	Y	N	Y
Swann	FF1	x	In	D	No			N	Y	A	D	N	N	N	N	N
Swanson	FF1	x	In	D NWE	X	FF1		N	Y	A		Y	Y	Y	N	Y
Wardwell	Capt	x	Out	NWE	X	FF1	E	Y	Y	Ops	D	Y	Y	Y	Y	Y
Breon	FF	x	In	NWE	No			N	N	A		Y	Y	Y	N	Y
Brake	FF	x	Out	NWE	No			N	N	A		Y	Y	Y	N	Y
Fink	FF	x	Out	D NWE	No			N	N	A		Y	Y	Y	N	Y
Ryan	FF	x	Out	NWE	X	FF1		N	N	A		Y	Y	Y	N	Y
Perala, J	FF	x	In	NWE	No			N	N	A		Y	Y	Y	N	Y
Garcia	FF1	x	Out	D	X	FF1		N	N	A		Y	Y	Y	N	Y



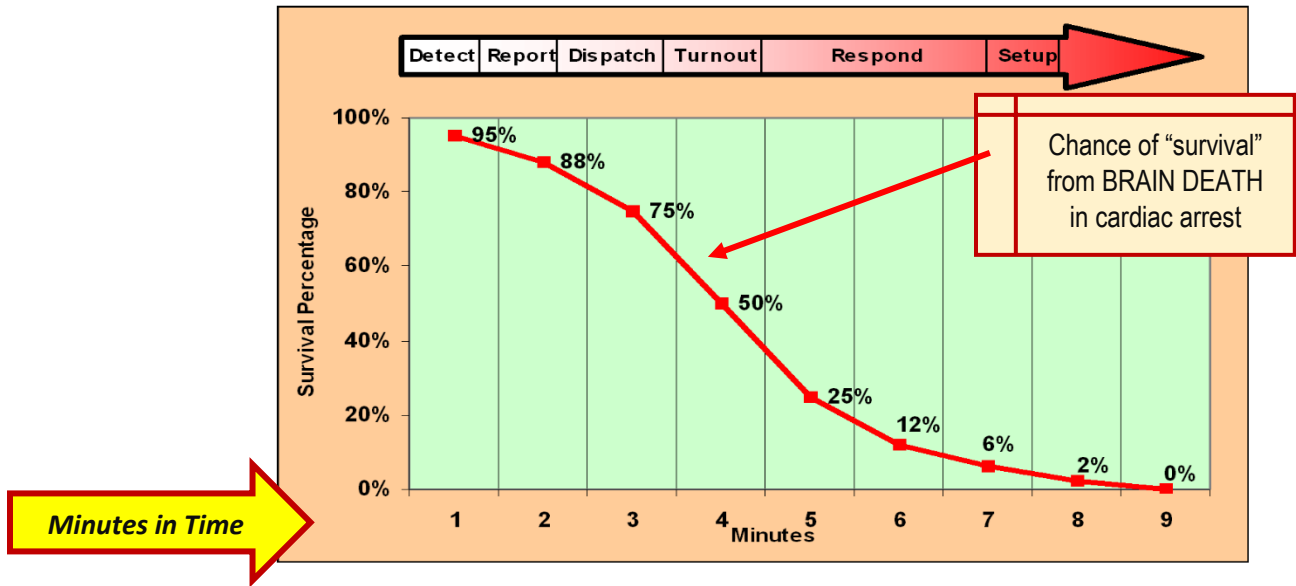
## Appendix D-3 Minimum “Effective Force” vs. Responder data

Of all of the areas that have the most significance in the area of defining LEVELS OF SERVICE, ***the TIME*** it takes for an emergency response vehicle to reach the scene of an emergency once a 9-1-1 call occurs and for emergency crews to initiate mitigation efforts **remains one of most critical considerations.**

Fire, rescue and medical emergencies are **“time and outcome based”** and arriving at the scene of any type of tragedy in a timely fashion is paramount to the outcome. An old Fire Service axiom states **“the first five minutes of any emergency incident defines the outcome and activities of the next five hours.”**<sup>5</sup>







Rapid FIRE GROWTH  
***Minutes in Time***



The following definitions break down how **EXPENDED TIME** is measured for a fire department’s response capabilities for each fire response zone. [Zone 1= Grow Management area; Zone 2= rural] A

fire district or department should set response time goals for each of the categories below based on the needs of the emergency.

<b>FD Level of Service Matrix</b>					
	'Level of Service' Element	Type of Incident	FD GOAL 'Command'	FD GOAL Zone 1	FD GOAL Zone 2
	<b>CALL PROCESSING &amp; DISPATCH</b>				
	<i>The amount of time it takes for Dispatch to receive a 9-1-1 call, adequately process it and dispatch it to FD</i>	Fire Response	-----minutes		
		EMS/Rescue Response	-----minutes		
		Haz Mat Response	-----minutes		
		Public Service	-----minutes		
	'Level of Service' Element	Type of Incident	FD GOAL 'Command'	FD GOAL Zone 1	FD GOAL Zone 2
	<b>FD 'TURN-OUT' TIME</b>				
	<i>The amount it takes for the first staffed FD unit to respond after being dispatched</i>	Fire Response	-----minutes		
		EMS/Rescue Response	-----minutes		
		Haz Mat Response	-----minutes		
Public Service		-----minutes			
	'Level of Service' Element	Type of Incident	FD GOAL 'Command'	FD GOAL Zone 1	FD GOAL Zone 2
	<b>FIRST FD UNIT ON THE SCENE</b>				
	<i>The amount it takes for the first staffed FD unit to arrive at the emergency scene</i>	Fire Response	-----minutes		
		EMS/Rescue Response	-----minutes		
		Haz Mat Response	-----minutes		
Public Service		-----minutes			
	'Level of Service' Element	Type of Incident	FD GOAL 'Command'	FD GOAL Zone 1	FD GOAL Zone 2
	<b>ARRIVAL OF THE REMAINING 'EFFECTIVE RESPONSE FORCE'</b>				
	<i>The amount it takes for the remaining first -alarm assigned units to arrive at the scene</i>	Fire Response	-----minutes		
		EMS/Rescue Response	-----minutes		
		Haz Mat Response	-----minutes		
Public Service		-----minutes			

- Dispatch Time: The time it takes the dispatcher to answer the 911 call and dispatch the emergency vehicles.
- Reaction [Turn-out] Time: The amount of time it takes emergency personnel to respond to the fire station, don their personal protective equipment/clothing [PPE], get in their emergency vehicle(s) and start to respond to an incident after being notified by the dispatcher.
- First Arrival Time: The amount of time required for the first emergency personnel/vehicle to safely drive/travel to the emergency.
- Effective Work Force Time: The time it takes to assemble the required number of emergency responders/resources to create an effective work force for the type of emergency.

While each of these elements have a direct effect on the **timing** and **outcome** of an emergency incident, only the REACTION/TURN-OUT element is truly 'manageable' by emergency services agencies.

With "Dispatch" being located and operated under another Klickitat County agency in Goldendale -- and only basic dispatch protocols are employed -- the West Klickitat fire agencies have little say or influence on the efficiency or timeliness of each 9-1-1 incident. In the 2013 KCFD3 Community Level Of Service [LOC] Task Force Report, it was noted that the "average" time of dispatch [from time the 9-1-1 call was received until the time the dispatch person activated the Fire District pagers] was approximately 3.5 minutes.

Additionally, the actual "on the road" response time for responding emergency apparatus to arrive at an emergency is a 'constant' due to roads, road conditions, etc. The only exception would be during inclement weather where response times are extended.

Lastly, the calculated times for an "effective response force" [see Critical Tasking Element in Responder analysis] are solely dependent upon the availability of other volunteer firefighters and EMT's from the host entity and/or mutual aid fire departments PLUS their response time from afar.

Subsequently, a community or emergency response agency can only "effect change" to its level of service in either accepting-or-enhancing the "Reaction/Turn-Out" time of their personnel and apparatus. Level of service calculations and analysis must consider in a volunteer setting that a responding volunteer will go through a number of steps to get to their private vehicle [at home], respond "safely" to the fire station; don their PPE; conduct a quick "walk around" of the emergency vehicle to insure it is ready to respond; await [at least] one additional volunteer to arrive and don their PPE -- then fire-up the vehicle and respond. If the event occurs at night, the time is expanded by the volunteer waking up and dressing themselves before racing out the door. In short, developing, adopting, and implementing Level of Service models must consider the 8-10-minute REACTION/TURN-OUT TIME in their calculations OR consider creative [in station] staffing models.

The following is the "Response Time" data provided by Klickitat County Fire District 3 and White Salmon Volunteer Fire Department. Both entities agree that the data has a variance in reliability and the Task Force and Facilitator do not consider the response data to be an accurate indicator of arrival of an Effective Work Force.

**KCFD3**

# Klickitat Fire District #3

Husum, WA

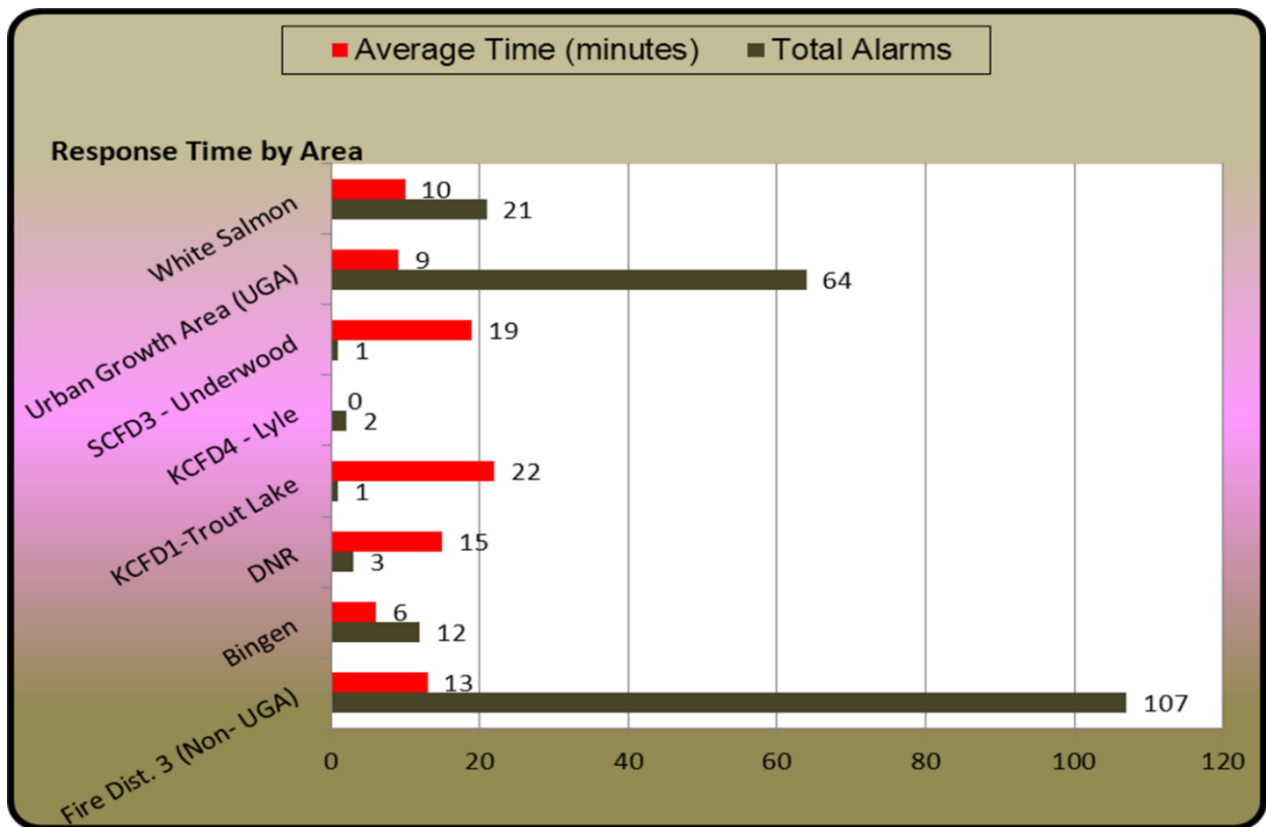
This report was generated on 1/11/2023 2:35:40 PM



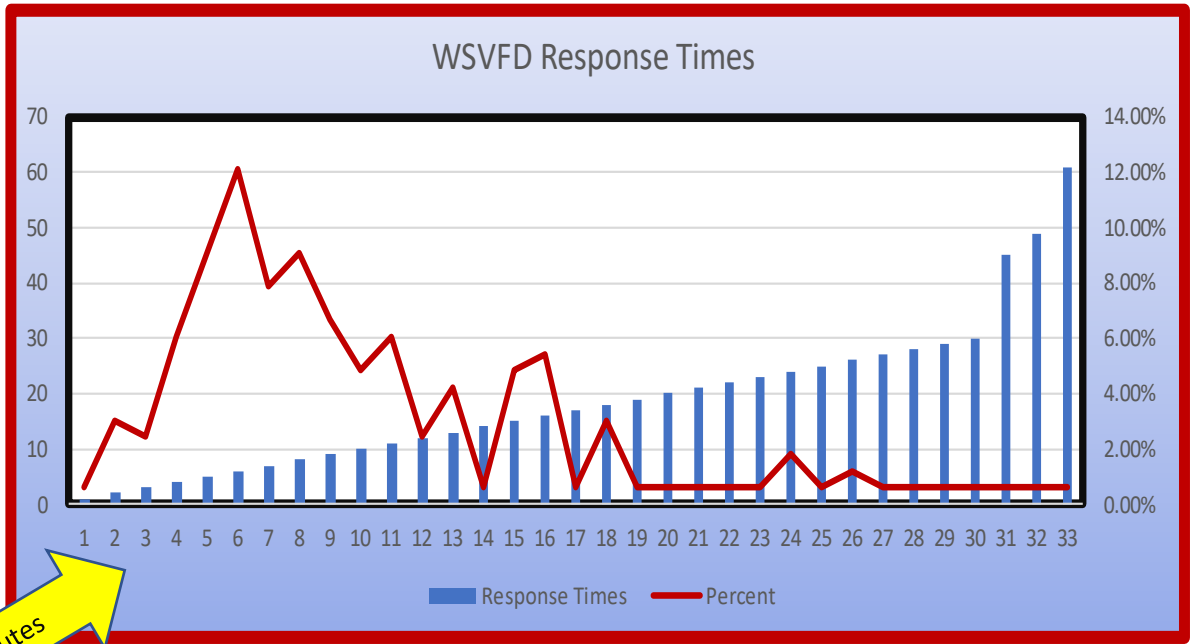
**Average Turnout Time (Dispatch to Enroute) per Apparatus for Date Range**

Start Date: 01/01/2021 | End Date: 12/31/2021

APPARATUS	TURNOUT TIME (min)
B31	8:45
B32	10:56
C300	6:52
E31	6:49
E32	7:23
M31	13:28
WT314	9:40
WT324	14:21
<b>AVERAGE TURNOUT TIME:</b>	<b>7:37</b>



**WSVFD**

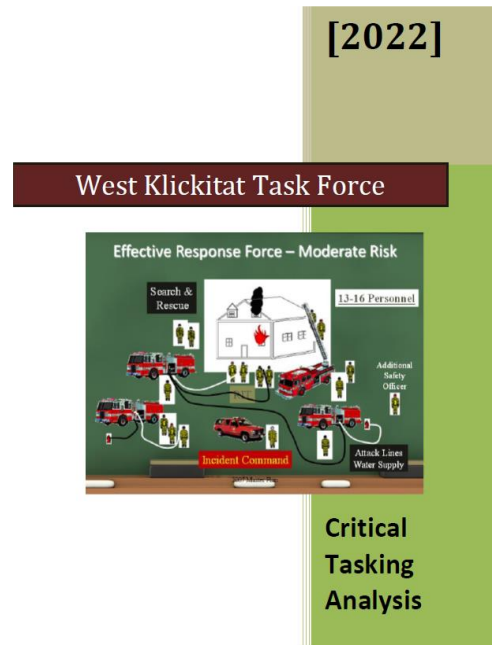


Minutes

During the initial DISCOVERY portion of the project, both Fire Chiefs were given an exhaustive list of data request material and requirements. It was agreed that the most consistent data would be the 2021 data as WSVFD has just begun to track their data in a more up-to-date records management system.

In categories relating to emergency response, both Fire Chiefs constructed the most current documents of “Critical Tasking” for emergency events from their own professional point of view – in concert with Washington State Law and National Fire Protection Association standards.

The CRITICAL TASKING ANALYSIS is based upon a community risk assessment of hazards and historical response information. Its primary purpose is for both Fire Chiefs and emergency organizations to declare the required “critical tasks” that must be accomplished, and the number of emergency responders required to *simultaneously* accomplish those tasks at the various risk events or emergency types. The emergency incident types provided were to be specific to the West Klickitat response area and not just general fire department templates.



## Critical Tasking and Response Force Requirements:

In order to assist in analyzing the Standards of Coverage for a department, a fire department should complete a **CRITICAL TASKING ANALYSIS** for all of the types of emergency incidents to which it responds.

Critical tasks are those activities that must be conducted by fire/rescue/ems responders during the initial stages of an emergency incident to control the situation, stop loss, perform necessary tasks required for a medical emergency, and establish safe working environments.

The **CRITICAL TASKING ANALYSIS** will assist in determining the number of firefighters or personnel needed in the response to a particular emergency type and in analyzing the ability of the response system to supply the necessary level of staffing.

**Fires** - *Critical tasking for fire operations is the minimum number of your personnel (or auto/mutual aid personnel) to perform the tasks required in the initial stages of the fire incident to effectively control a fire in the listed risk category. Major fires (beyond first alarm) will require additional personnel and apparatus.*

**Emergency Medical** – *Critical tasking for emergency medical incidents is the minimum number of personnel to perform the tasks required to support the identified strategy based on the department's adopted medical protocol.*

**Haz Mat** - *Critical tasking for hazmat operations is the minimum number of your personnel (or auto/mutual aid personnel) to perform the tasks required in the initial stages of the incident to effectively control a hazmat incident in the listed risk category. Major hazmat (beyond first alarm) will require additional personnel, expertise, and apparatus as well as outside agencies.*

**Rescue** - *Critical tasking for rescue operations is the minimum number of your personnel (or auto/mutual aid personnel) to perform the tasks required in the initial stages of the rescuer incident to effectively complete a rescue in the listed risk category. Major rescue incidents (beyond first alarm) will require additional personnel, expertise and apparatus as well as outside agencies.*

### CRITICAL TASKS

- **Critical tasks** are those tasks that must be conducted in a timely manner to effectively control a working fire, initiate pre-hospital care for critical patient survival, or mitigate any number of rescue situations.
- KCFD3 and the White Salmon Fire Department are responsible for assuring that responding personnel are **trained and capable of performing all the described critical tasks**.
- Emergency incidents are unpredictable in many ways. While it is possible to state what **critical tasks** must be accomplished, it is not always possible to predict how many personnel it will take to accomplish those tasks.



**A “SAMPLING” of KCFD#3 / WSVFD Critical Tasking requirements provided by the Fire Chiefs are as follows:**

**Low Risk Single Residential Structure Fire**

<b>Task</b>	<b>Number of Personnel</b>
Command/Safety	1
Division Supervisors	1
Water Supply	1
Pump Operations	4
Attack Lines	6
Search and Rescue	2
Ventilation	2
RIT	2
Other (water supply)	
<b>Total</b>	<b>19 (minimum)</b>

**Moderate Risk Commercial Fire**

<b>Task</b>	<b>Number of Personnel</b>
Command	1
Safety	1
Operations	1
Division Supervisors	1
Water Supply	4
Pump Operations	3
Attack Lines	8
Search and Rescue	2
Ventilation	2
RIT	2
Other ( <b>Accountability/Logistics Support</b> )	2
<b>Total</b>	<b>27</b>

### Wildland Fire (10 Acre EXPANDING Incident) (Automatic/Mutual Aid Required)

Task	Number of Personnel
Command	1
Safety	1
Operations	1
Division Supervisors	3
Water Supply	2
Pump Operations	9
Attack Lines	5
Interface protection	10
Other (Liaison/PIO/Logistics)	3
<b>Total</b>	<b>35</b>

### Motor Vehicle Accident

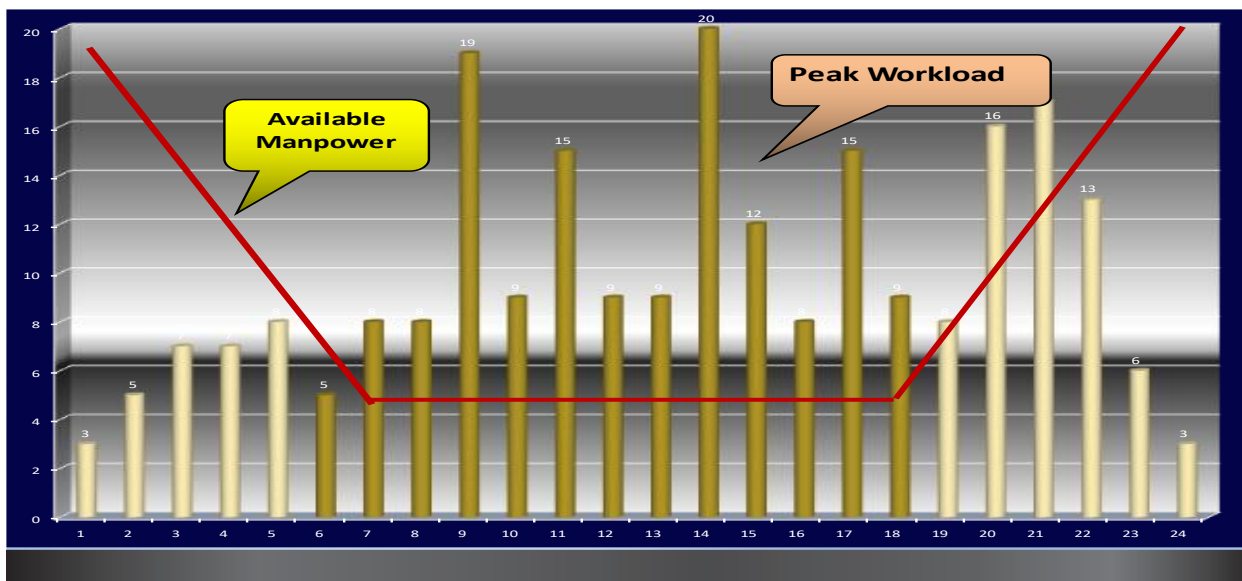
Task	Number of Personnel	
	Surface street	Freeway
Command/Safety	1	1
Triage	1	2
Extrication	2	4
Patient Care	2	4
Fire Protection	1	2
Traffic Control	2	4
Landing Zone	1	1
Transport	2	2
Documentation	1	1
Other		
<b>Total</b>	<b>13</b>	<b>21</b>

The Task Force reviewed data and analysis of the number of available and responding volunteers to West Klickitat incidents. This prompted many side-bar discussions about the vulnerability and threats to a community volunteer-based model of delivery services.

The following combined-and-compiled analysis of KCFD3 and WSVFD **“average number of emergency responders”** for 2021 falls considerably short of the ‘anticipated” critical tasking manpower requirements identified by the two Fire Chiefs based on the types of incidents responded to.

2021 INCIDENT TYPE	KCFD#3 Number of Incidents	Average Number KCFD#3 Responders	WSVFD Number of Incidents	Average Number WSVFD Responders	Critical Staffing Req't
Fire Type	15	2.11	20	3.0	12-35
Emergency Medical	82	3.18	14	1.4	4-8
Motor Vehicle Collision	22	3.67	5	3.4	16-20
Rescue	3	3.50	0	0	16-24
Hazard/Gas/Powerlines	4	0	9	2.3	8-14
Cancelled	10	1.9	21	2.5	
Mutual / Aid Given			83	4.2	

Of concern to the Task Force was also the gap between the peak workload of emergency incidents (09:00-15:00) and the availability of emergency responders. The table below expresses the CURRENT level of availability of Volunteers. This is a nation-wide dilemma and one which can only be addressed in small communities by cooperative efforts and an on-going, dedicated recruiting and training program for Volunteer members.



**NOTE:** RCW 52.33 and the National Fire Protection Association codes require that “response performance” be calculated on a 90<sup>th</sup> percentile for urban fire departments and an 80<sup>th</sup> percentile for rural communities. In the case of the West Klickitat agencies, data was provided on an “**average**” – which is only 50% of the true picture. Additionally, it is unclear which responding emergency apparatus is being “time tracked” for response times.

*It is estimated that some of the response data is based upon the “radio response time of the Chief Officer”. NFPA standards require a more accurate recording and analysis of response data with actual fire apparatus or EMS response times – not private vehicles or a fire department officer with a portable radio.*

A great deal of conversation was generated regarding tracking and recording of consistent and accurate response and response performance data by incident and by fire station followed by a thorough and aggressive COMPLIANCE EVALUATION REPORT quarterly and annual public reporting to ensure compliance with the response performance goals AND identify any barriers to meeting those response goals.

Throughout the course of this project, the Task Force has faced the challenge of deciphering incomplete data – especially in tracking workload [9-1-1 responses], responder data and true response performance data [response times].

Critical to being able evaluate “current level of service conditions and compliance with established response performance standards is the clarity, consistency, accuracy, and thoroughness that the fire department records its data. There are several very good fire department records management systems [RMS] on the market to accomplish that task. It is very clear that to provide the administration and the public with a clear and transparent performance report on emergency services, all West Klickitat fire agencies should be subscribing and providing ‘like data’ into a joint RMS system for the above stated purposes.

West Klickitat Fire Agencies should:

- establish emergency response standards and goals for which to track the effectiveness and timeliness of the services that they provide
- agree on standard entry codes and response information for universal analysis
- track data in a manner that separates emergency response data from non-emergency [public service] types of incidents, in the respective jurisdictional areas for a clearer picture and analysis of the respective community risk and workload.
- collect and analyze by the appropriate responding apparatus to a specific emergency [fire engines to fires] and not the first person to get on the radio.
- comply with and reporting the National Fire Incident Reporting System [NFIRS]

## Appendix E: TASK FORCE MISSION, GOALS & PROCESS

mHc Associates, a Washington State Emergency Services Consulting firm was contacted in late May 2022 to assist the City of White and Klickitat County Fire District 3 with facilitation services to assist a *Citizens Task Force*. The City and District had both developed and approved a joint document entitled “The Fire Action Plan” [see Appendix C] with a mission specifically focused on the current level of emergency services and a discussion regarding potential benefits of formally delivering *all risks* emergency services from a more regional model with some form of an amalgamation effort. The City of White Salmon Agenda Memo on this collaborative project read:

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### **AGENDA MEMO**

*Needs Legal Review:* No.  
*Meeting Date:* July 6, 2022  
*Agenda Item:* Adoption of Plan of Work for Emergency Services Study  
  
*Presented By:* Paul Koch, ICA and Bill Hunsaker, Fire Chief

### **Action Required**

*Adoption of the proposed Plan of Action for the authorized emergency services study and analysis.*

### **Proposed Motion**

*Motion to adopt the proposed Plan of Action for the emergency services study.*

### **Explanation of Issue**

*For many years the city and Fire District 3 have talked about looking into a more formal arrangement for the delivery of emergency services in the region. On June 21, 2022, the City Council and the Fire District 3 Board met in joint session to discuss the possibilities. As a result of that meeting, both elected bodies directed staff to return with a proposed Plan of Action for the study. Staff of both the city and the Fire District met and developed the attached Plan of Action that comes before city council for formal action at this time. In the proposed Plan of Action, a Task Force of citizens will be created, and this group will report to the City Council and the Fire Board with specific recommendations in December of 2022.*

*Future actions needed by the City Council will include approving the Interlocal Agreement with the Fire District for shared financial contribution for the project. Additionally, the City Council will get monthly status reports from the Fire Chief and project consultant.*

*Earlier in 2013-2014, a Citizens Task Force for the Fire District had published its Final Report outlining its Findings and Recommendations when asked the question “what is an acceptable Level of Service” for the Fire District #3 citizens. [See Appendix B] Much of the content of that 2013 Task Force report intersects with and is supportive to the more global effort of the current Task Force.*

Following are the Task Force Mission, Goals, Methodology and Process created by mHc Associates.

1. Mission and Goals

**MISSION STATEMENT:** The Mission of the West Klickitat Task Force is to be an active, informed, and constructive group of citizens to study and provide a consensual recommendation for community emergency services and levels of service to the elected bodies of the City of White Salmon and Klickitat County Fire District 3.

**GOAL STATEMENT:** To provide the elected representatives and community with an independent, educated, and informed discussion recommendation on the emergency services as outlined in the 2022 Fire Action Plan.

2. Methodology

In the emergency services world, the use of *strike teams* or *task forces* is common language in incident management activities when requesting, mobilizing, or deploying fire department resources to a major incident or event.

- a. A *strike team* is defined as a group of ‘like’ resources that operate as a group.
- b. A *task force* is a group of ‘un-like’ resources that are grouped together to operate.

Accordingly, with the *West Klickitat County Fire Districts Task Force*, the goal was to bring together a group of community residents from varying walks of life and representations -- that goal was accomplished.

The City of White Salmon and Fire District 3 “Fire Action Plan” provided a methodology of how citizens of the Task Force were to be appointed for the task. Originally, ten members of the Task Force were desired—five from the City of White Salmon and five from the Fire District. In the end, due to scheduling conflicts, the Task Force finished with nine members.

3. Scope of Work:

Having successfully filled the minimum number of Task Force members, the Council and Board of Fire Commissioners set about to define exactly what the Task Force was to accomplish and the ‘guiding principles’ that would be provided to the Task Force to navigate their efforts, which are reflected in the following Scope of Work.

- a. Actively participate in an in-depth emergency services study for the Greater White Salmon Community.
- b. Be informed and have an understanding of current and historical data and facts pertaining to the services and operations being provided to the community and how they are funded.

- c. Provide an independent Task Force recommendation to the elected representatives and community for current and future emergency services for the community.
- d. Partner with the respective entities and local efforts to inform their neighbors and fellow businesspeople of the Task Force recommendation and subsequent improvements which may be needed to meet those recommendations.

4. Process:

The West Klickitat County Fire Districts Task Force members began by electing a Chair and Vice-Chair to moderate the meetings. The group then launched right into the process -- learning about the culture, ethos, and overall mission of the Fire Service. The Task Force facilitator adopted a three-pronged approach using the DISCOVERY – DISCUSSION – DECISION progression.

During the six Task Force Meetings from October 2022 – February 2023, Bob Merritt, a consultant with mHc Associates, facilitated the meetings and provided in written and presentation form a wide variety of data that would help the Task Force understand the history, data, factors, and actualities. Research and deliberations for this effort included a review of compiled KCFD3 and WSFD information, records, performance data, statistics, and trends, planning documents from within the organization and from outside sources.

At the end of the process, two volunteer Task Force members, Eric Wilson and Allison Hensey, worked together, with data provided by Bob Merritt, to provide a first draft of this report for the Task Force to review and discuss prior to the last meeting. At the final meeting on February 16, 2023, the Task Force discussed the draft report, and agreed on edits. Seven of the eight Task Force members voted unanimously to approve this final report containing the Task Force's recommendations to the Klickitat County Fire District 3 Commission and the White Salmon City Council. One Task Force member, Tao Berman, abstained from voting.

## **Appendix F: QUALIFICATIONS**

**Via:** This report represents the summarization of the results from the **West Klickitat County Fire Districts Task Force**, including information gathered by mHc Associates for the City of White Salmon and Klickitat County Fire District 3. This report relates perceptions of the Task Force and its resulting observations, conclusions, and recommendations.

The statements and anecdotal information from the Task Force contained in this report may or may not necessarily be completely accurate or factual but represent the observations, opinions, recommendations and beliefs concerning the manner in which both respective fire agencies function and deliver their services based upon the data provided by the respective Executive Staffs. For purposes of this report those opinions and beliefs were taken at face value.

**Disclaimer:** Although the data found using the **Klickitat County Fire District 3 and White Salmon Fire Department** Records Management System archives and that of technical review and response by the respective Executive Staffs has been produced and processed from sources believed to be reliable, no warranty --expressed or implied--is made regarding accuracy, adequacy, completeness, legality, reliability, or usefulness of any information. This disclaimer applies to both isolated and aggregate uses of the information. The information was provided to mHc Associates entirely on an "as is" basis by FD3 & WSFD Executive and Staff personnel.



Approved on:



7/10/2023



# Regional Fire Authority Plan

City of White Salmon and  
Klickitat County Fire District #3



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## **ACKNOWLEDGEMENT**

*Recognizing the challenges and opportunities that all fire jurisdictions are facing, the City of White Salmon and Klickitat County Fire Protection District #3, through a working partnership of many years, agreed in the summer of 2022, to explore the different governance and delivery options available for operating and funding emergency services [fire; rescue; emergency medical]. The discussion grew momentum and in July of 2022, both elected Boards unanimously agreed --through a documented instrument called “The Fire Action Plan” – to seek counsel from a Greater White Salmon Community Task Force on the future and wisdom of providing emergency services from a regional approach. The West Klickitat Task Force met for several months and published a Final Report with a number of key recommendations which included a unanimous recommendation to amalgamate the current, separate fire agencies [Klickitat County Fire District #3 and the White Salmon Volunteer Fire Department] into a Regional Fire Authority as provided by RCW 52.26.*

*On behalf of the City of White Salmon and Klickitat County Fire Protection District #3, and all, we want to thank everyone who participated in creating the future vision of our organization that will ultimately provide the citizens we serve and protect an enhanced opportunity to determine the level of service they desire.*

*Your efforts are recognized and very much appreciated.*

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**CITY OF WHITE SALMON MAYOR**

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**CHAIRMAN, BOARD OF COMMISSIONERS**

**West Klickitat Community Task Force Members:**

<b>City of White Salmon</b>	<b>Fire District #3</b>
<b>Tao Berman</b>	<b>Melinda Heindel</b>
<b>Michelle Mayfield</b>	<b>Allison Hensey</b>
<b>Nate Reagan</b>	<b>Sandy Montag [alt]</b>
	<b>Lloyd Olson</b>
	<b>Chris Wiggins</b>
	<b>Eric Wilson</b>

**Regional Fire Authority Planning  
Committee Members:**

**BEN GIANT**, *City Council*  
**JASON HARTMANN**, *City Council*  
**JIM RANSIER**, *City Council*  
**TOM MONTAG**, *Fire Commissioner*  
**BOB CONNER**, *Fire Commissioner*  
**CHUCK VIRTIS**, *Fire Commissioner*

**City of White Salmon and KCFD3  
Leadership, Staff and Personnel:**

**MARLA KEETHLER**, *Mayor*  
**TROY RAYBURN**, *City Administrator*  
**BILL HUNSAKER**, *WSVFD Fire Chief*  
**WES LONG**, *KCFD#3 Fire Chief*  
**ROZ PLUMB**, *KCFD#3 District Secretary*  
**JENNIFER MCLEAN** *Admin Assistant*

## WEST KLICKITAT REGIONAL FIRE AUTHORITY


### VISION STATEMENT

*West Klickitat Regional Fire Authority is a community partnership of the City of White Salmon and Klickitat County Fire Protection District #3, providing effective and sustainable Fire, Rescue and EMS services that maximize the resources entrusted to us to serve the needs of a changing community.*

### STRATEGIC OPPORTUNITY

*To strategically position the City of White Salmon and Klickitat County Fire Protection District #3, in a regional partnership that provides the community with effective and sustainable Fire, Rescue and EMS services.*

- Effective Fire and lifesaving EMS service is dependent on three components:
  - **Fire/Hazard/Injury Prevention**
    - Safe buildings reduce fire risk, life loss, and reduce the long-term cost of emergency response;
    - Fuel reductions and other defensive programs reduce the risk of runaway wildland fires;
  - **Public Education**
    - Perfect emergency response is not possible, the public must be empowered to reduce their own risk and provide time critical actions prior to arrival of firefighters.
  - **Emergency Response**
    - Perfect prevention does not exist, emergency responders must arrive prior to flashover in fire, and brain death in non-breathing patients.
- The three legs of the Fire Service delivery system: *fire prevention, public education, and emergency response*, can only be sustained with adequate funding.
  - Level of Service performance objectives provide the measure of adequate service.
  - Prevention, Education and Response resources must be balanced to meet the Level of Service objective and assure the most service;
  - Adequate funding of the fire service delivery system is evidenced by its ability to meet level of service performance objectives.

	SECTION 1	<b>BACKGROUND &amp; NEEDS STATEMENTS</b>	
	DRAFT	June 2023	

**THE FEASIBILITY OF FIRE DEPARTMENT PARTNERSHIPS**

During the past three decades, fire protection in America has undergone a process of remarkable transformation. Change began in the early 1970’s, roughly corresponding with the publication of *America Burning* by The National Commission on Fire Prevention and Control. Fire departments across the nation began to assume a greater role in the protection of citizens from many more hazards than in the past—quickly expanding from fire suppression to greater emphasis on fire prevention, emergency medical service, ambulance transport, hazardous materials, specialized operations, natural disasters, and (in the recent past) Homeland Security. *This was the dawning of the “ALL RISKS” first responder doctrine in the Fire Service in America.*

The process of change continues today, although some fire agencies feel that the progress made is not in the spirit of 1973’s *America Burning*. While many goals of *America Burning* (and of the *Fire Prevention and Control Act* of 1974 that followed) have not materialized, the responsibilities, scope of service, and emergency incidents of community fire departments continue to increase. Urban and suburban expansion have reached unprecedented levels across America, yet laws that limit the funding of public services increasingly restrict emergency services in those same communities. Nearly all such tax limit laws trace their roots to California’s Proposition 13, passed by voters in that state in 1978.

Well before the date of *America Burning* and the California tax revolt, private sector businesses recognized the benefit of merger and collaboration as a means to increase efficiency. For years, critics have advised the government to *reinvent itself* and to administer programs more like a business. An increasing number of executive fire officials and policymakers now recognize the moral imperative to maximize the efficiency and effectiveness of emergency service resources through a process of strategic cooperation.

Consequently, what was once relatively uncommon in the fire protection industry has become more widespread as fire department leaders react to internal forces promoting maximization of resources and the external drivers (i.e., expanding scope of service, increased populations, rapid community development, and limited capital).

More and more, local fire agencies partner with other jurisdictions to eliminate service duplication and to focus resources on providing essential services. Such strategic alliances between fire protection agencies began in areas experiencing rapid economic development, primarily surrounding burgeoning West Coast cities like Los Angeles, San Diego, Denver, Seattle, Salt Lake

City, and Portland. Now, as the economic development that so characterized large metropolitan centers during the last two decades spreads and external forces act to limit the ability of the once isolated surrounding communities to unilaterally react to the change; the *strategic partnership* of emergency service organizations becomes an alternative more frequently considered by policymakers.

There are over 350 fire protection districts and regional fire authorities and 270 cities and towns in the State of Washington today. In the past ten years, the State of Washington has experienced:

- A remarkable increase in the number of cooperative efforts, consolidations, and fire protection district mergers.
- An increase in the number of cities and fire protection districts developing and improving cooperative services, consolidations and/or mergers and inter-local contractual agreements for emergency services. Examples are: City of Sumner and East Pierce Fire & Rescue; Cities of Auburn, Algona, and Pacific; and Lewis County Fire Protection District #12 and the City of Centralia; Clark County 11, 12 and the City of Woodland.
- A consistent pace of cities that have annexed into fire protection districts such as City of Battleground into Clark County Fire District 3.
- Legislative authorization to form Regional Fire Protection Services Authorities (RFA's).

Many factors have led to the increase in these cooperative agreements, mergers, or annexations. These factors include:

- Recent committee studies and state legislation encouraging or providing incentives for cooperative services.
- State and federal grant criteria requires or allows for higher scoring for entities with cooperative or consolidated services.
- Tax limitation initiatives and referendums have reduced the revenue available to many counties, cities, towns, and special purpose districts, thereby increasing the need to consolidate activities to achieve efficiencies and reduce operating costs.
- The cost of emergency operations; the cost of purchasing emergency apparatus and equipment; the cost of constructing fire station facilities; and the cost of fire suppression equipment, emergency medical and rescue equipment, and clothing have significantly increased.


It was in a climate of ongoing regional change and continued challenges to a sustainable level of service in the current governance model (Interlocal Agreement --ILA) that the Klickitat Fire District #3 and the City of White Salmon City Council selected, commissioned and facilitated the **West Klickitat Community Task Force** with the sole mission of reviewing and analyzing the

respective fire departments data, history, strengths, short-falls and gaps in service to the community. The resultant *conclusions, findings* and *recommendations* of the West Klickitat Task Force were memorialized in a **Task Force Final Report** (included in part as **Appendix A**). Based on this background, the *findings* and *recommendations* of the Task Force identified as the primary and pivotal recommendation for achieving a sustainable level of service to be ***regionalizing emergency services by forming a Regional Fire Authority***.

Based on this background the Task Force has identified the following conclusions for the formation of the West Klickitat Regional Fire Authority:

1. The ability to respond to emergency situations by the respective fire agencies for fire protection, rescue and emergency medical services has not kept up or progressed with the community's needs; community changes and growth; cultural shifts; increased demands and diversity for emergency services and special service demands.
2. Providing a fire protection, rescue and emergency medical service system requires a collaborative partnership and responsibility among local and regional governments and the private sector. Vital elements of that collaborative effort must be a focus on levels of service and a dedicated and sustainable funding mechanism to meet those demands and standards.
3. There are efficiencies to be gained by regional fire protection, rescue, and emergency medical service delivery, while maintaining the balance of local control between the City of White Salmon and Klickitat County Fire Protection District #3.
4. Timely development of significant projects can best be achieved through enhanced funding options for regional fire protection, emergency services, specialized rescue, hazardous material mitigation, using already existing taxing authority to address fire protection and emergency service needs, with new authority to address critical fire protection projects and emergency services.
5. The City of White Salmon and Klickitat County Fire Protection District #3 have had a cooperative partnership, striving to provide the highest level of fire and emergency services to our citizens within the confines of available resources, the creation of an RFA will continue this partnership on a permanent basis with a stable governance and financial system.



	<b>SECTION 2</b>	<b>DEFINITIONS</b>	
	<i>DRAFT</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>DEFINITIONS</b> section of the <b>WKRFA Plan</b> is subject to amendment by a majority vote of the WKRFA Governance Board.	
	<i>Revised</i>		

**DEFINITIONS**


The definitions in this section apply throughout this **WKRFA Plan**, unless the context clearly requires otherwise.

1. "**Board**" or "**Governance Board**" or "**Governing Board**" means the Governance body of the West Klickitat Regional Fire Authority as defined in Section 5 of this document.
2. "**City**" means the City of White Salmon.
3. "**Effective Date**" means September 30<sup>th</sup>, 2024 with full operations beginning on January 1<sup>st</sup>, 2025, pending approval of the WKRFA Plan by voters of the Participating Jurisdictions.
4. "**Klickitat Fire District #3**" or "**KCFD#3**" means Klickitat County Fire District #3—the jurisdiction which provides emergency service around the greater City of White Salmon community and other communities.
5. "**Participating Jurisdictions**" means the City of White Salmon and Klickitat County Fire Protection District #3.
6. "**West Klickitat Regional Fire Authority**" or "**WKRFA**" means the Regional Fire Authority defined in this plan whose boundaries are coextensive with the City and KCFD#3.
7. "**RCW**" means Revised Code of Washington.
8. "**Regional Fire Protection Service Authority**" or "**Regional Fire Authority**" or "**RFA**" means a regional fire protection service authority formed pursuant to chapter 52.26 RCW. An RFA is a municipal corporation, an independent taxing authority within the meaning of Article VII, Section 1 of the state Constitution, and a taxing district within the meaning of Article VII, Section 2 of the state Constitution.
9. "**Regional Fire Authority Planning Committee**" or "**Planning Committee**" means the advisory committee created under RCW 52.26.030 to create and propose to the City of White Salmon elected officials and KCFD#3 Board of Fire Commissioners the Regional Fire Authority Plan.

10. "**West Klickitat Regional Fire Authority Plan**," "**WKRFA Plan**" or "**Plan**" means a regional fire authority plan, in accordance with RCW 52.26.040(3)(b), for the development and financing of the RFA, including, but not limited to, specific capital projects, fire operations and emergency service operations, and the preservation and maintenance of existing or future facilities and services.

**WKRFA SECTION 2 PLAN REVISION DISPOSITION:**

The **DEFINITIONS** section of the **WKRFA Plan** is subject to amendment or revision only by a majority vote of the WKRFA Governance Board.

	<b>SECTION 3</b>	<b>FORMATION AUTHORITY</b>	
	<i>DRAFT</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>FORMATION AUTHORITY</b> section of the <b>WKRFA Plan</b> is subject to amendment or revision by a majority vote of the WKRFA Governance Board.	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. Authority for the formation of a Regional Fire Authority by the City of White Salmon and Klickitat County Fire Protection District #3 (Participating Jurisdictions) is authorized by Chapter 52.26 RCW.

**B. PLANNING COMMITTEE.**

1. Authority to form and operate a Planning Committee is authorized by Chapter 52.26.030 and 52.26.040 RCW.
2. The Planning Committee included three (3) members of the White Salmon City Council and three (3) Commissioners of Klickitat County Fire Protection District #3.
3. The mission and goal of the Planning Committee was to develop and present to the elected officials of each participating jurisdiction the **WEST KLICKITAT REGIONAL FIRE AUTHORITY PLAN [WKRFA Plan]**.
4. Upon development, approval, and adoption of the **WKRFA Plan** by the Planning Committee, the **WKRFA Plan** shall be presented to each participating jurisdiction’s elected legislative body for approval and adoption by resolution for placement of the **WKRFA Plan** on the ballot for consideration by a vote of the people within the boundaries of the proposed RFA.
5. Upon approval of the **WKRFA Plan** by the elected legislative body of each participating jurisdiction, the Participating Jurisdictions shall draft a joint ballot title, give notice as required by law for ballot measures, and perform other duties as required to put the **WKRFA Plan** before the voters of the Participating Jurisdictions for approval or rejection as a single ballot measure.


**C. WKRFA PLAN IMPLEMENTATION.**

1. The current independent agencies shall remain in effect until the Effective Date and no current activity or operation will change prior to the Effective Date.

2. Should the **WKRFA Plan** be approved by 50% of the voters of the Participating Jurisdictions, the **West Klickitat Regional Fire Authority** shall be formed on the Effective Date, in accordance with RCW 52.26.070 and all fire and emergency medical service operations provided by the City of White Salmon and Klickitat County Fire District #3 shall be assumed by the WKRFA.
3. If the Plan is not approved by 50% of the voters, then operations relating to the services set forth herein shall remain unchanged.
4. Upon voter approval of the **WKRFA Plan**, the City of White Salmon and Klickitat County Fire Protection District #3 shall continue to exist as Washington State Municipal Corporations. The exclusive purpose of the continued existence of Klickitat County Fire District #3 shall be to levy and collect taxes and/or other fire protection district revenue to be transferred to the **WKRFA** until such time as the **WKRFA** collects its own revenues; to provide representation to the newly formed WKRFA Governance Board; and to certify taxes in Fire District #3 until the debt service is satisfied for the General Obligation Bond.
5. The transfer of the powers, duties, functions, and personnel of the Participating Jurisdictions shall not affect the validity of any act performed before the creation of the **WKRFA**.
6. If any section, subsection, paragraph, sentence, clause or phrase of the WKRFA Plan is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of the WKRFA Plan.

**WKRFA SECTION 3 PLAN REVISION DISPOSITION:**

The **FORMATION AUTHORITY** section of the **WKRFA Plan** is subject to amendment or revision by a majority vote of the WKRFA Governance Board.

	<b>SECTION 4</b>	<b>JURISDICTIONAL BOUNDARIES</b>	
	<i>DRAFT</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>JURISDICTIONAL BOUNDARIES</b> section of the <b>WKRFA Plan</b> is subject to amendment or revision by a majority vote of the WKRFA Governance Board.	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. The jurisdictional boundaries of the **WKRFA** at formation shall be defined pursuant to RCW 52.26.020(2), and any alterations shall be made only in accordance with, the **WKRFA Plan**, chapter 52.26 RCW or other applicable state law, as it may be amended from time to time.

**B. JURISDICTIONAL BOUNDARIES ON DATE OF FORMATION.**

1. On the Effective Date, the jurisdictional boundaries of the **WKRFA** shall be the legal boundaries of the Participating Jurisdictions.

**C. CHANGES IN JURISDICTIONAL BOUNDARIES AFTER FORMATION OF WKRFA.**

1. *Boundary Changes that do not require a WKRFA Plan amendment.*
  - a. **City annexations of areas included within the boundaries of KCFD#3.** Such annexations will not affect the WKRFA since the areas will already be within the WKRFA boundaries. Pursuant to RCW 52.26.290 there will be no required asset or employee transfers between the fire protection district and the city.
  - b. **City annexations of areas not included within KCFD#3.** On the Effective Date of such annexation, the territory annexed shall automatically be included within the boundaries of the **WKRFA** pursuant to RCW 52.26.290. The territory added to the **WKRFA** by such annexation shall be subject to the taxation, charges, and bonded indebtedness (if approved as part of the annexation process) of the **WKRFA**. Any transfer of assets or employees that occurs as a result of annexation shall be between the transferring entity and the **WKRFA**.
  - c. **Annexation of a portion of KCFD#3 by a city that is not a participating jurisdiction in the WKRFA.** On the Effective Date of such annexation, the territory

annexed shall automatically be removed from the boundaries of the **WKRFA**. In this situation the **WKRFA** shall not be obligated to transfer employees or assets of **WKRFA**, and the annexing city shall be restricted solely to assets and employees of the fire district, if any.


- d. **KCFD#3 Annexations.** Pursuant to RCW 52.26.090(g), KCFD#3 shall have the authority to conduct annexations of unincorporated territory adjacent to KCFD#3 pursuant to the statutory authority and procedures set forth in Chapter 52.04.001 through RCW 52.04.051.
- e. **KCFD#3 Partial Mergers.** Pursuant to RCW 52.26.090(g), KCFD#3 shall have the authority to participate in the partial merger process under the authority and pursuant to the procedures set forth in RCW 52.06.090 and 52.06.100.

2. *Boundary Changes that require a WKRFA Plan Amendment.*

- a. **Annexations of Adjacent Fire Protection Jurisdictions.** The boundaries of the WKRFA may be expanded to include adjacent fire protection jurisdictions through the Plan Amendment and annexation procedures set forth at RCW 52.26.300.

**WKRFA SECTION 4 PLAN REVISION DISPOSITION:**

The **JURISDICTIONAL BOUNDARIES** section of the **WKRFA Plan** is subject to amendment or revision by a majority vote of the **WKRFA** Governance Board.

	<b>SECTION 5</b>	<b>GOVERNANCE and ORGANIZATIONAL STRUCTURE</b>	
	<i>Draft</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>GOVERNANCE and ORGANIZATIONAL STRUCTURE</b> section of the <b>WKRFA Plan</b> is subject to amendment or revision by a majority vote of the WKRFA Governance Board after two years.	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. The authority to provide *governance* for the Regional Fire Authority is provided by RCW 52.26.080 and RCW 52.26.090.


**B. GOVERNING BOARD STRUCTURE AND OPERATION.**

1. **Effective Date.** As provided by RCW 52.26.080, the **WKRFA Governing Board** shall be established and have authority as of the Effective Date.
2. **Authority:** The **WKRFA Governing Board** shall have all authority as outlined in RCW 52.26.090 and shall implement the necessary instruments to form, govern and operate the **WKRFA** in accordance with RCW 52.26.080
3. **Governing Board:** The **WKRFA Governing Board** shall be populated by the three (3) sitting Fire Commissioners of Klickitat County Fire District #3 and three (3) sitting City Council members from the City of White Salmon.
4. **Governing Rules.** The elected **WKRFA Governing Board** shall develop and adopt governance policies and rules for the **WKRFA Governing Board** to conduct business beginning September 30, 2024 in accordance with RCW 52.26.080.
5. **Authority.** The **WKRFA Governing Board** shall have all the power and authority granted governing boards under Washington State law and shall include the power and authority to make any decisions appropriate for the **WKRFA** and for matters related to Title 52 RCW.
6. **Compensation of Governing Board.** Commissioners of the Governing Board will receive compensation in the same manner and under the same conditions as provided by law for commissioners of a fire protection district organized under Title 52 RCW.

**WKRFA SECTION 5 PLAN REVISION DISPOSITION:**

The **GOVERNANCE and ORGANIZATIONAL STRUCTURE** section of the **Plan** may be amended after two years by a majority vote of the **WKRFA Governance Board**.



	<b>SECTION 6</b>	<b>FUNDING and FINANCE</b>	
	<i>DRAFT</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>FUNDING and FINANCE</b> section of the <b>WKRFA Plan</b> is subject to amendment by the <b>WKRFA Governing Board</b> except when voter approval is required by statute.	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. The authority to levy taxes and provide funding for the **WKRFA** is provided by chapters RCW 52.26, RCW 84.52 and RCW 84.55 as such statutes may be amended from time to time.

**B. WKRFA REVENUES:**

1. The **WKRFA** shall be authorized to levy and collect taxes in accordance with RCW 52.26.050 (1) (b) subject to the following restrictions:

a. The **WKRFA** shall be authorized to levy a maximum ad valorem property tax levy rate of \$1.00 per thousand of assessed valuation [with a full-time employee], unless the **WKRFA** voters approve a levy lid lift pursuant to RCW 84.55.050. The **WKRFA** shall be initially funded beginning in fiscal year 2025 by an authorized *ad valorem property tax* of \$0.76 per thousand of assessed valuation. A minimum of 10% of the *ad valorem tax* shall be dedicated to Capital Improvement Funds for Apparatus Replacement; Equipment Replacement [threshold of \$5,000] and a Facility Component Replacement fund.

b. The **WKRFA Governance Board** shall adopt an annual budget and set its levy amount at a rate each year in accordance with state law and the adopted budget policies of the **WKRFA**. Any subsequent tax levies shall be limited by the limit factor under RCW 84.55.0101.

2. Within the first year of operations, the **WKRFA Governing Board** shall develop and adopt long-range budget forecasts, projections and assignments based upon adopted replacement fund matrices and level of service requirements as recommended by the **West Klickitat Task Force Final Report**.

3. To the extent permitted by law, the **WKRFA Governance Board** shall have the authority to pursue and contract with agencies and entities exempt from property taxes in accordance with RCW 52.30.020 and related statutes.
4. The **WKRFA Governing Board** shall have the authority to pursue, subject to any applicable statutory voter approval requirements and **WKRFA Plan** Amendment, if required, all additional revenue sources authorized by law including but not limited to revenue sources specifically identified in Title 52 RCW and Title 84 RCW that are not otherwise addressed in chapter 52.26 RCW.

### **C. OPERATIONAL FINANCING AND WKRFA FUNDS.**

1. The operational and administrative WKRFA budget for the remaining three months of 2024 shall be funded by the designated budget funds of the Participating Jurisdictions authorized for 2024.
2. The operational and administrative budget for fiscal year 2025 for the newly formed **WKRFA** shall be established by the **Governing Board** in 2024 after certification of the ballot measure and submitted according to the Klickitat County Treasurer’s schedule.
3. The funding of the **WKRFA** operations and administration for fiscal year 2025 (January 1<sup>st</sup>, 2025 – May 15<sup>th</sup> 2025) shall be furnished by the respective reserve/replacement funds which will be transferred by the City of White Salmon and Klickitat County Fire District #3 in accordance with Section 6 (F) of this **Plan**. Said “replacement fund” monies transferred over to the **WKRFA** on the Effective Date shall be used for the first five months of WKRFA operations but shall be refunded to the respective **WKRFA** replacement funds as 2024 property taxes are collected.

### **E. DEBT.**

1. The City of White Salmon and Klickitat County Fire District #3 shall each retain its respective General Obligation bonded indebtedness existing on the Effective Date and each shall continue to impose its individual voter-approved special levies until such debt is fully redeemed or defeased.
2. All other instruments of debt, financial liability or deferred payments owed by Klickitat Fire District #3 or the City of White Salmon fire department shall be transferred to the **WKRFA** on the Effective Date.

### **F. TRANSFER OF ASSETS.**

1. On the Effective Date, Klickitat Fire District #3 shall immediately transfer all remaining and future financial assets to the **WKRFA**.
2. On the Effective Date, the City of White Salmon shall immediately transfer any remaining fire department equipment replacement financial assets to the **WKRFA**.

3. At such time as property taxes adequately fund the approved operational and administrative budget of the **WKRFA**, the Participating Jurisdictions fund transfers shall be temporarily used for operations until such time as the **WKRFA** tax levy is collected in 2025.
4. Except as otherwise provided in this **WKRFA Plan**, on the Effective Date, all reports, documents, surveys, books, records, files, papers, or written material in the possession of the participating fire protection jurisdictions pertaining to fire protection and emergency services powers, functions and duties shall be transferred to the **WKRFA**.
5. On the Effective Date, all real property and personal property including cabinets, furniture, office equipment, motor vehicles, and other tangible property used by the Participating Jurisdictions in carrying out the fire protection and emergency services powers, functions, and duties shall be transferred to the **WKRFA**. City water systems including fire hydrants and related appurtenances shall not be transferred and shall remain City property. All funds, credits, or other assets held by the Participating Jurisdictions in connection with the fire protection and emergency services powers, functions, and duties shall be transferred and credited to **WKRFA**.
6. On the Effective Date, ownership of all KCFD#3 fire stations shall be transferred to the **WKRFA**. The bonds issued for the original acquisition and construction of the KCFD#3 fire station shall not be assumed by the **WKRFA**, but shall remain obligations of, and shall continue to be repaid by KCFD#3 taxpayers, until they are fully repaid in 2038.
7. White Salmon fire station facilities:
  - a. The White Salmon fire station, at 119 NE Church Avenue, occupies the top floor in a multi-level, dual purpose, dual funded facility—shared with the City of White Salmon Public Works Department which occupies and operates from the lower level. [See **Appendix C**]
  - b. On the Effective Date, the entire upper floor of the White Salmon Fire Station shall be leased to the **WKRFA** by the City of White Salmon at no additional consideration.
  - c. The current areas of the upper floor [fire station] under current use as the City of White Salmon City Council Chambers shall remain in its current configuration for use by the City of White Salmon until such time that the City of White Salmon and the **WKRFA** Governance Board develop and approve a transition plan to relocate the City Council Chambers to another location to allow for expansion of **WKRFA** to meet its operational needs.
  - d. The City of White Salmon shall retain ownership of all furnishings, equipment, and AV amenities located in the Council Chambers of the fire station which will transition to a new Council Chambers per the transition agreement.
  - e. The **WKRFA** shall assume minor repair and maintenance costs for the fire station portion of the facility commencing on the Effective Date. The City of White Salmon, as the leaser, shall remain responsible for major component repair or replacement. The definition of major and minor repairs shall be negotiated between the participating jurisdictions beginning on the Effective Date.
  - f. Utility costs for the fire station portion shall be negotiated between the participating jurisdictions beginning on the Effective Date. The **WKRFA** Executive Staff and City


of White Salmon Executive Staff shall formulate a shared formula based upon occupation times and use by both jurisdictions.

Both Participating Jurisdictions agree to approving a Council Chambers “transition plan and timeline” during the first year of WKRFA operations.

8. Except as otherwise provided in this **WKRFA Plan**, any appropriations made to the participating jurisdictions for carrying out the fire protection and emergency services powers, functions, and duties shall be transferred and credited to the **WKRFA**.
9. The respective volunteer associations shall remain autonomous until such time, at the agreement of both volunteer groups, they merge into a single, non-profit volunteer association.
10. Except as otherwise provided in this West Klickitat Regional Fire Authority Plan, whenever any question arises as to the transfer of any personnel, funds, books, documents, records, papers, files, equipment, or other tangible property used or held in the exercise of the powers and the performance of the duties and functions transferred, the WKRFA Governing Board of the participating fire protection jurisdiction shall make a determination as to the proper allocation.

#### **WKRFA SECTION 6 PLAN REVISION DISPOSITION:**

The **FUNDING AND FINANCE** section of the **WKRFA Plan** is subject to amendment or revision by the Governing Board except when voter approval is required by statute.

	<b>SECTION 7</b>	<b>DEPLOYMENT; OPERATIONS, EMERGENCY MANAGEMENT &amp; SUPPORT SERVICES</b>
	<i>Adopted</i>	<b>June 2023</b>
	<i>Revision</i>	The <b>DEPLOYMENT/ OPERATIONS and EMERGENCY MANAGEMENT</b> section of The <b>WKRFA Plan</b> is subject to amendment by a majority vote of the <b>WKRFA Governance Board</b> .
	<i>Revised</i>	

**A. STATUTORY REFERENCE.**

1. The authority for the **WKRFA** to operate and establish LEVELS OF SERVICE components of the **WKRFA Plan** is provided in RCW 52.26.040, .090 and chapter 52.33 RCW.

**B. EMERGENCY SERVICES AND SERVICE LEVELS:**

1. On the Effective Date, **WKRFA** shall be organized and managed administratively and operationally with the leadership as shown in **Appendix B** of this plan.
2. All current operational and service delivery aspects of Klickitat County Fire District #3 and the White Salmon Volunteer Fire Department shall be transferred to the **WKRFA** on the Effective Date unless otherwise stated in this **WKRFA Plan**. **WKRFA** shall continue to provide all emergency services in the manner and at the levels of service currently provided.
3. Current staffing models, standards of coverage, deployment standards, field operations, command staffing, and operational policies and procedures shall be transferred and continued at the current level of service on the Effective Date.
4. In recognition for the efforts and recommendations of the West Klickitat Task Force, the Final Report of the Task Force has been provided in **Appendix A** which includes recommendations for emergency services, levels of service and desired response performance goals.
5. This **WKRFA Plan** requires that **WKRFA** undertake an organizational Master and Deployment Plan exercise in 2025 to adopt more specific targets for services, service levels and delivery models based upon the ‘all risks’ recommendation of the West Klickitat Task Force. As a result of that exercise, the Governance Board shall formally adopt, by resolution, service delivery plans, standards of coverage and deployment models.
6. As recommended by the West Klickitat Task Force, the **WKRFA** shall, as a high priority, engage immediately in 2025 to fill staffing positions to ramp up a rigorous and perpetual “community-based volunteer recruiting, training, maintaining and retaining” program to

increase and maintain levels of response and support staffing defined in the 2025 Master and Deployment plans. Said program shall include well-defined and executed training standards for all levels of the volunteer program supported by training and certification programs provided at the local level.


7. All current automatic aid and mutual aid agreements, and any other contractual services agreements, documents, or memorandums currently in place with the participating jurisdictions, shall be transferred over on to **WKRFA** on the Effective Date to provide continuous, seamless readiness and emergency services coverage.
8. On the Effective Date, **WKRFA** shall implement advanced record management systems [RMS] for incident response, training and all activities relating to operational and support services of the **WKRFA**. The RMS shall record, process, and regularly report its incident activity and response performance data collectively as an RFA *and* individually between the rural and the city. The **WKRFA** will annually compile and generate an annual report that will be available to the public and provided to the City of White Salmon.
9. As a component of the 2025 **WKRFA** Master and Deployment Plan, considerations and contingencies shall be incorporated to develop an alternate, subordinate EMS response and transport delivery service to supplement the current EMS District system.
10. On the Effective Date, emergency management services within the boundaries of the **WKRFA** shall be provided as follows:
  - a. Within the City. The City of White Salmon contracts for emergency management services from Klickitat County. **WKRFA** will actively participate with emergency management services with the County for the City pursuant to an inter-local agreement to be negotiated after the Effective Date.
  - b. Within unincorporated **Klickitat** County. Klickitat County shall remain the provider of emergency management services, however, **WKRFA** shall coordinate, liaison and facilitate joint planning and mitigation efforts between City emergency management planning and operations efforts and Klickitat County emergency management planning and operations.

### **C. SUPPORT SERVICES.**

1. All current aspects, provisions, levels of service of Klickitat Fire District #3 and the City of White Salmon Support Services programs shall be transferred over to the **WKRFA** on the Effective Date.
2. As a part of the **WKRFA Master and Deployment Plan**, the **WKRFA** shall develop and adopt a new Internal Support Services Plan to maintain a state of readiness and ensure a full scope of services and support to the responders, staff, and internal customers of **WKRFA**.

### **D. WKRFA SECTION 7 OPERATIONS AND DEPLOYMENT PLAN REVISION DISPOSITION:**

The **DEPLOYMENT/OPERATIONS, EMERGENCY MANAGEMENT and SUPPORT SERVICES** section of The **WKRFA Plan** is subject to amendment by a majority vote of the **WKRFA Governance Board**.

	<b>SECTION 8</b>	<b>ADMINISTRATIVE/MANAGEMENT/ PERSONNEL COMPONENTS</b>	
	<i>Draft</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>ADMINISTRATIVE, MANAGEMENT and PERSONNEL COMPONENTS</b> section of the <b>WKRFA Plan</b> is subject to amendment by a majority vote of the <b>WKRFA Governance Board</b> .	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. The authority for the **WKRFA** to establish and provide Administrative, Management and Personnel components is provided in RCW 52.26.040 and RCW 52.26.100.

**B. ORGANIZATION AND STAFFING.**


1. On the effective date, the **WKRFA** shall be organized as provided in **Appendix B** of the **WKRFA Plan** until such time --in the first year of operations --the **WKRFA Master and Deployment Plan** determines an updated hierarchy.
2. On the Effective Date, the Fire Chief of Klickitat County Fire District #3 shall serve as the Fire Chief of the **WKRFA**. The Fire Chief shall at all times be appointed and serve at the pleasure of the **WKRFA Governance Board**.
3. The existing staff and volunteers of Klickitat Fire District #3 shall transfer to the **WKRFA** to fulfill assigned duties as outlined in the organizational structure in **Appendix B**
4. The existing staff and volunteers of the White Salmon Volunteer Fire Department shall transfer to the **WKRFA** to fulfill assigned duties as outlined in the organizational structure in **Appendix B**.
5. All current Volunteers shall be transferred on the Effective Date at their current rank, grade, and seniority. The administrative staff of Klickitat County Fire District #3 shall transfer over to become the **WKRFA** administrative staff.
6. All current administrative and business functions, agreements, documents, operations, and policies and procedures from the participating jurisdictions shall transfer over to the **WKRFA** in accordance with Section 7.
7. The current Klickitat County Fire District #3 Fire District Secretary shall be appointed and assume full duties as the **WKRFA Administrative Manager** on the Effective Date.



8. Unless otherwise noted in the **WKRFA Plan**, the transfer of authority and the administration and management of the **WKRFA** shall be seamless and shall initially model the current administrative and management components of Klickitat Fire District #3.

**WKRFA SECTION 8 PLAN REVISION DISPOSITION:**

The **ADMINISTRATIVE/MANAGEMENT/PERSONNEL COMPONENTS** section of The **WKRFA Plan** is subject to amendment by a majority vote of the **WKRFA Governance Board**.

	SECTION 9	HAZARD PREVENTION, PUBLIC EDUCATION SERVICES	
	<i>DRAFT</i>	<b>June 2023</b>	
	<i>Revision</i>	The <b>HAZARD PREVENTION, PUBLIC EDUCATION SERVICES</b> section of the <b>WKRFA Plan</b> is subject to amendment by a majority vote of the <b>WKRFA Governance Board</b> .	
	<i>Revised</i>		

**A. STATUTORY REFERENCE.**

1. The authority for the **West Klickitat Regional Fire Authority** to provide Fire/Hazard Prevention, Public Education and Fire Investigation components is provided in RCW 52.26.040, RCW 52.26.090(2), RCW 52.12.031 (3),(6) and (7)

**B. SERVICES PROVIDED.**

1. Klickitat County and the City of White Salmon shall continue to maintain their authority to adopt and enforce fire and life safety codes per RCW and shall continue to provide prevention and investigation services in the unincorporated portions of **WKRFA** and within the city limits of White Salmon under that authority.
2. The City shall maintain the authority to provide code enforcement activities for non-compliant properties and other fire prevention/safety requirements.
3. The **WKRFA** shall provide fire/hazard prevention and *public safety education services* in the same manner and at the same level as the current Klickitat Fire District #3 with enhancements in public outreach, public programs and public participation as recommended by the **West Klickitat Task Force Final Report**.
4. The City of White Salmon and the WKRFA may enter into a post RFA interlocal agreement for fire prevention inspection/notification services, pre-construction plan reviews and other fire/hazard safety activities within the city limits of White Salmon.

5. The **WKRFA** shall work to comply with and maintain the current City of White Salmon and Klickitat County Fire District #3 Fire Rating with the Washington Survey and Rating Bureau.

**WKRFA SECTION 9 PLAN REVISION DISPOSITION:**

The **HAZARD PREVENTION, PUBLIC EDUCATION SERVICES** section of The **WKRFA Plan** is subject to amendment by a majority vote of the **WKRFA Governance Board**.

# Appendices



# REGIONAL FIRE AUTHORITY PLAN

City of White Salmon and Klickitat  
County Fire District #3

Winter 2022/23

Report to the West Klickitat County Fire District 3 Fire Commissioners and White Salmon City Council

FINAL DRAFT February 20, 2023

## I. EXECUTIVE SUMMARY

### A. COMMUNITY TASK FORCE OVERVIEW

First, to the volunteer firefighters of the White Salmon Fire Department and Klickitat County Fire District 3:

Being part of this task force has given us a deeper appreciation for how essential your commitment and service is and has been to the safety and well-being of our communities.

Please accept our ongoing and heartfelt thanks.

#### BACKGROUND

Many cities and fire districts are seeking strategies for more efficient and effective *emergency service delivery models*. Communities continue to grow and create an increasing diversity of demands to be addressed by emergency services. Changes in demographics, wildfire risk, increased recreational activities and other emergency service demands are challenging the current methods and models that Volunteer Fire Departments have utilized for decades.

The Elected representatives of the City of White Salmon and Klickitat County Fire District 3, along with fire department leadership, have recognized these challenges. In mid-2022, they jointly developed and approved a *Fire Action Plan* focused on improving the current level of emergency services in the region and beginning a discussion about the potential benefits of delivering emergency services through a regional model. They hired *mHc Associates*, a Washington State Emergency Services Consulting firm, to assist them with convening and facilitating a citizen task force with members from both the city and the district. The volunteer West Klickitat Fire Districts Task Force met between October 2022 - February 2023 to understand the challenges and opportunities for improved emergency services in the greater White Salmon region, and to provide independent research, analysis, and recommendations on improving regional emergency capabilities and services. This effort builds on the recommendations of a Klickitat County Fire District 3 citizen task force convened in 2013.

The fundamental questions the City and Fire District asked the Task Force to address were:

1. Are the current levels of services being provided meeting community expectations?
2. Are there advantages to addressing current emergency service needs on a regional basis for the greater White Salmon community?

What follows are the Task Force's responses to these two questions.

## B. FINDINGS

### QUESTION 1:

#### **Are the current levels of services being provided meeting community expectations?**

The Task Force has concluded that the current levels of preparedness and services are not sufficient to meet current expectations and future community needs.

#### **Background:**

The Chief Fire Officers in both Fire District 3 (KCFD3) and White Salmon (WSFD) are professionals, either full or part-time, and there is part-time professional administrative support for each organization.<sup>1</sup> All other needs in both the fire district and department are served by volunteers from the community, as in most small towns and rural areas. Our community is fortunate to have fellow citizens volunteering their time to train and assist in times of distress and emergency.

Effective response to an emergency event is based on the number of responders and the training of those responding. The training and number relate directly to the safety of the community and the volunteers. At current levels of volunteers, there are not enough people to show up to each emergency, and the loss of only a few volunteers would significantly affect response safety and effectiveness. Neither participating entity has adopted training standards for any position, nor training attendance requirements for safe and effective participation in emergency events. Current training levels for volunteers do not meet state requirements and are not sufficient to provide consistently safe responses for our volunteers or to the many different kinds of emergencies that can occur in our community.

Following are findings identified by the task force:

- A. **Volunteer Recruitment, Training and Retention** – There are currently not enough well-trained volunteers in the KCFD3 and WSFD to ensure adequate emergency response. Training is what turns our volunteer emergency service responders from altruistic, well-meaning individuals into an effective emergency response team. This will require a staffing commitment to a dedicated, skilled, proactive, and consistent recruiting and training program. We believe this training program should be organized based on volunteers' ease of participation and structured to promote certifications and state standards.

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<sup>1</sup> Fire District 3 has a full-time professional Fire Chief, and two half-time office staff. The White Salmon Fire District has a part-time professional Fire Chief and relies on the City for administrative services.

- B. **Leadership** – Currently both departments see strong leadership in the Chief Officer position. There is leadership within the volunteer staff, but it is limited by the need to recruit, train, and retain volunteers to fill those middle leadership positions over the long-term. Volunteer leadership is a critical component to group and individual training as well as mentorship. Training should focus on the development of volunteer leaders with certification benchmarks and training requirements.
  
- C. **Threats** - The fire threat in the community has increased exponentially. With a rising population, residential growth into wild land areas, and longer, more severe fire seasons we're on the precipice of a real problem. Over 70% of all fires occurring in the United States are "human caused"<sup>2</sup>. Rural emergency response is statistically the most hazardous to responders. The threats go beyond preventing and fighting fires. The majority of emergency calls are medical in nature. With an aging population, these calls will increase in the future. For all of these threats, our responders need to have the tools, training and an "effective response force" to be safe and return to their families at the end of the day.
  
- D. **Data & Reporting to Track Performance and Continuously Improve** - Washington law requires every rural fire district to have a written policy with service delivery goals, including response times, and strive to meet their performance goals at least 80% of the time. They are also required to report annually on their performance.<sup>3</sup> Currently neither fire department has fully addressed these requirements. A well-run organization can document its performance with data, which would allow accountability to the community and inform ongoing improvement in fire and emergency response. Currently, neither WSFD or KCFD3 appears to track performance data in a form that meaningfully enables an assessment of performance.
  
- E. **Community Education & Engagement** - It is recognized that this is a rural community with all the challenges that presents for our first responders. Training and participating in community-wide hazard prevention programs and enabling the community to better help themselves is an essential part of creating a community that is strong, connected, and resilient.

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<sup>2</sup> National Fire Protection Association

<sup>3</sup> RCW 52.33.030 and 52.33.040



- F. **Improving Coordination & Coverage with Emergency Medical Services (EMS)** –  
There appear to be significant gaps in the county-wide EMS system coverage, with times in which there is no ambulance available to respond to emergencies in the West Klickitat County area. There appears to be little to no communication or coordination with WSFD or KCFD3 when this occurs. The Klickitat County EMS system had over 6 days with no EMS units available in our community in 2022. Better coordination between the fire district, department and county EMS services is essential to provide coverage when an ambulance is needed.

**QUESTION 2:**

**Are there advantages to addressing current emergency services on a regional basis for the greater WS community?**

Yes, the broader community of White Salmon and Klickitat Fire District 3 would benefit from approaching emergency services through a regional approach.

**Background:**

Currently, Klickitat Fire District 3 and the White Salmon and Bingen fire departments all serve the same regional community, but each have their own fire chief, facilities, equipment, volunteers, administration, and programs. They are funded separately. But, by agreement, they each respond to the same emergencies for mutual aid. In the past, they have coordinated and collaborated on training and equipment, but inconsistently. While they serve the same community, there is a lack of system-wide coordinated planning, volunteer recruitment and training, equipment purchases and administration. This leads to a duplication of efforts and investments, and a missed opportunity to respond to emergencies most effectively and efficiently.

Between the fire district and department, there are different funding sources and structures, leading to inconsistent fire and emergency response funding for the region. This makes it difficult to plan for the future, and offer the most consistent, effective response. The White Salmon Fire Department is funded through the annual city budget from its General Fund in varying annual amounts. Klickitat Fire District 3 covers a large area outside of and surrounding the city limits and is funded through a levy included in property taxes. This provides a consistent annual budget, but one that is unable to keep up with inflation due to a 1% limit on annual increases. We believe a single, regional fire district (called a Regional Fire Authority)<sup>4</sup> with unified leadership, training and recruiting programs, volunteers, facilities and equipment would better serve our community by providing the most coordinated planning and response and eliminating redundancies. This would also enable consistent, reliable funding through a single funding source for the region through property taxes.

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<sup>4</sup> RCW 52.26

Following are findings identified by the task force that can be met through a regional approach:

- A. **Consistent Funding for Regional Fire & Emergency Response** - Funding approaches are fundamentally different between the White Salmon Fire Department and Klickitat Fire District 3. A Regional Fire Authority would provide consistent annual funding needed to set up and establish a rigorous long-term budget to include the programs essential to running an effective community-focused Volunteer Fire District for the region.
- B. **Knowledgeable, Accountable Fire Commission Leadership** - Currently, the White Salmon City Council oversees the White Salmon Fire Department, while the Klickitat Fire District 3 Commission oversees its operations. A city council has many competing areas of focus, and, understandably, does not necessarily have expertise in fire and emergency services. A Regional Fire Authority (RFA) is governed by an elected commission, which is focused only on providing excellent fire and emergency services for the community and is accountable to the voters for achieving that goal.
- C. **Long-Term Budgeting** – Inclusion of essential programs into a yearly and long-term budget, based on reliable, stable annual funding enables a district to build effective long-term programs and plan for the future. Specifically, a stable funding source and long-term budgeting would enable the district to provide more effective resources for volunteer recruitment, a robust training program, leadership development and community education. Additionally, funding for large capital purchases can be included in long-term budgets to limit the risk of operational funding going to capital expenditures.
- D. **Eliminate Redundancies and Improve Capabilities** – Currently WSFD and KCFD3 have rolling equipment that is redundant and could be converted to equipment that would provide additional capability to the department. Back-up equipment needs can also be simplified, and equipment standards and needs can be applied and sourced across a single RFA.
- E. **Simplify Reciprocal Agreements** – Between each department there are agreements that outline how chain of command, equipment and leadership is addressed in emergency responses with both departments. These become unnecessary and simplify the complex task of an emergency response by enabling one unified response plan.

## C. COMMUNITY TASK FORCE RECOMMENDATIONS

Following are the Task Force's recommendations to improve emergency services for this community. These recommendations include the creation of a Regional Fire Authority to enable more coordinated, effective regional response and avoid duplication of equipment and programs.

- A. **Create a Regional Fire Authority under RCW 52.26** - Create a Regional Fire Authority (RFA) serving the current areas of WSFD and KCFD3. This should be a new district to take over the tasks of the two above mentioned jurisdictions. Formation of this RFA should simplify the inclusion of additional neighboring departments in the future, should this become desirable.
- B. **Create a Consistent Funding Source for the RFA** - Create a stable, consistent funding source for the Regional Fire Authority through a single property tax levy sufficient to meet the needs identified to provide improved fire and emergency services to the community in the future.
- C. **Create Annual and Long-Term Budgets to Meet Identified Needs** - Create an annual and long-term budget for the new Regional Fire Authority that includes elements to build a strong volunteer department. This should include:
  1. Volunteer Recruitment Program
  2. Volunteer Training Program
  3. Leadership Development Program
  4. Community Education and Engagement Program
  5. Future Equipment and Facility Needs
- D. **Recruit, Train and Retain an Excellent Corps of Volunteers** – Volunteers are the life blood of rural emergency response. The reasons to volunteer are many and varied, and good recruitment and efforts to support and retain volunteers is essential. To that end we recommend studying implementation of the following efforts.

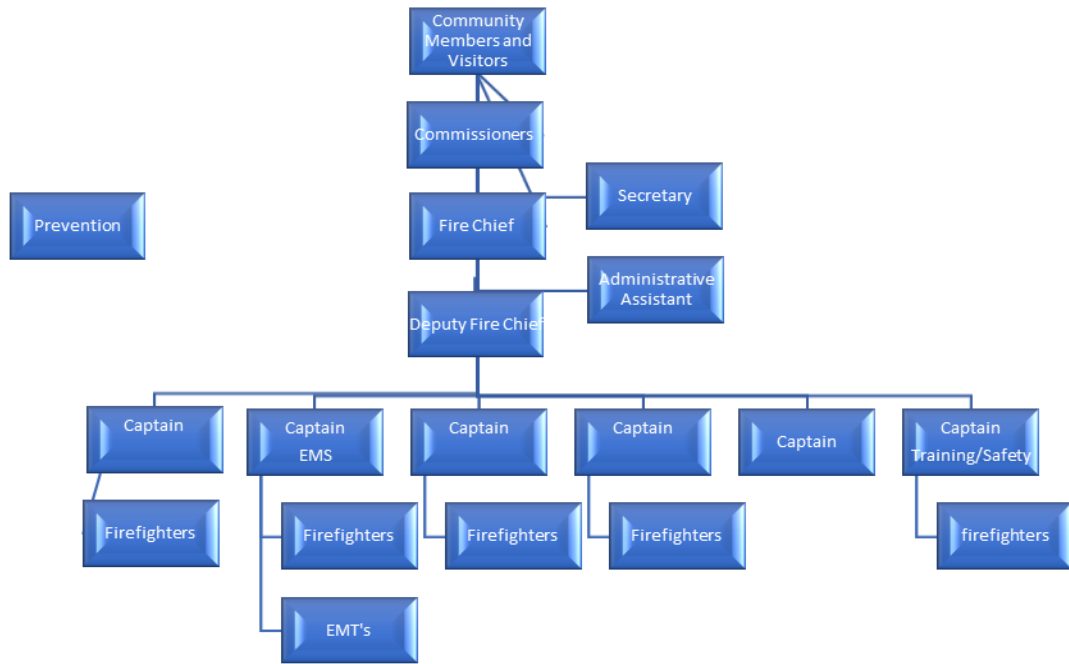
1. High School education/training “Cadet” program – participants in the full curriculum of the program would graduate with fire certifications in addition to participating with the Fire District. (See Lyle Fire Department program)
  2. Training – Training program focused on volunteer needs and availability. Targeted to advance each volunteers’ interests and additional certifications, and to ensure the skills and emergency response within the RFA meet the needs of the community and volunteer safety.
  3. Leadership – Advanced training and leadership requirements and opportunities for those interested. Should include tuition and travel.
  4. Compensation – Volunteer compensation needs to be consistent with the effort and expenses of volunteers.
  5. Community Engagement – Starts and stops with the volunteers. Publicly visible, inviting, knowledgeable, and educated community engagement improves local emergency prevention and response.
- E. **Create Performance Goals, Publicly Track Data & Report Annually** – Create performance goals, and a system to meaningfully track, measure and document emergency response in the RFA. Annually report on performance transparently and publicly with a plan for continuous improvement. In addition, an effort should be made to align the reporting standards amongst other coordinated agencies such as Klickitat EMS, Bingen Fire & Lyle Fire for a more complete view of all emergency services rendered.
- F. **Coordination & Coverage with Emergency Medical Services (EMS)** – Given the significant gaps in the county-wide EMS system coverage, the RFA should negotiate a reciprocal agreement with the county to coordinate EMS resources and dispatch for improved coverage. It should also consider how to best provide its own ambulance service, given that Fire District 3 has an underused ambulance in its fleet.
- G. **Offset White Salmon Resident Property Taxes** - When a new Regional Fire Authority is created, the City funding that has been provided for the White Salmon Fire Department in the past will no longer be spent on the fire department. However, City residents will have a new line item in their property taxes to pay for the Regional Fire Authority. Therefore, we recommend that the City of White Salmon reduce resident property taxes for the City by at least half

to partially offset the increase in resident property taxes to pay for the new Regional Fire Authority.

H. **Provide Community Education and Engagement** – The Regional Fire Authority should be responsible for taking the lead on education and engagement with the community on several fronts.

1. Wildfire risks and prevention
2. Emergency response expectations
3. CPR/First aid

## WKRFA Chain of Command



RESOLUTION 1997-1-204

WHEREAS, the City of White Salmon is interested in obtaining short term financing for construction of a facility for the Public Works Department/City Shop;

WHEREAS, White Salmon voters have recently approved general obligation bonds to provide the financing mechanism for a Fire Hall and Fire Truck;

WHEREAS, the Fire Hall and Public Works Department/City Shop will be housed in one structure;

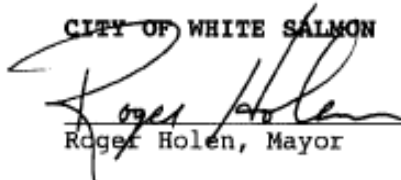
WHEREAS, the White Salmon City Council has determined that the public interest will be served by constructing the Public Works Department/City Shop simultaneously with the construction of the Fire Hall.

NOW, THEREFORE, the White Salmon City Council resolves as follows:


The mayor of the City of White Salmon is authorized to sign a Promissory Note on behalf of the City of White Salmon in the approximate amount of \$200,000 for a term not to exceed 66 months, at an interest rate not to exceed 5.5 percent per annum.

The mayor is authorized to pledge water and sewer revenues of the City of White Salmon as collateral for the loan.


APPROVED by the White Salmon City Council this 22nd day of January, 1997.

CITY OF WHITE SALMON  
  
Roger Holen, Mayor

Attest:

  
Kelly Ingraham, CPA  
Clerk-Treasurer

Approved as to form:

  
Deborah M. Phillips, P.C.  
White Salmon City Attorney