

SKAGIT COUNTY FIRE DISTRICT #3

STRATEGIC PLAN



Organizational Background:

Skagit County Fire District #3 (SCFD#3) was founded in 1945, with the opening of Station 1 in Conway. The addition of the Cedardale Station in 1953 began the partnership of the two stations. The District's Firefighters/EMTs are 24/7 response volunteers, serving the citizens of the community and our neighbors.

SCFD#3 is an all-hazard response agency. The district responds to fire, emergency medical response, extrication, machinery entrapment, wildland fire, and water rescue related incidents.

SCFD#3 covers 41 square miles, spanning from the Mount Vernon City limits south to the Snohomish County line and from Skagit Bay on Fir Island East to Lake McMurray District line. We respond to more than 500 emergency calls annually. We have approximately 40 men and women who dedicate their time to help the community. This volunteer force is the heart of the district and a service to those in need. Our firefighters and EMTs train weekly on Monday night. These training drills cover fires of all types, medical emergencies to motor vehicle accidents, as well as maintaining our equipment and stations.

The Mission of Skagit County Fire District #3:

"Neighbors helping their community in their time of need."

Vision and Values: *Serving with Pride, Honor, & Integrity*

Strategic Plan Topics:

- **Operations**
- **Facilities**
- **Apparatus**
- **Firefighting Tools & Equipment**
- **Staffing**
- **Community Partnerships & Outreach**

Analysis:

SCFD#3's goal is to perform well for this community. This performance goal requires constantly evaluating the work done well and areas the district can bolster or improve. The use of Strength, Weakness, Opportunities, and Threats (SWOT) can provide an analysis of the current status of SCFD#3. This chart provides information on where the district performs strongly as well as opportunities and items to address going into the future.

<p>Strengths:</p> <ul style="list-style-type: none">• 40 Volunteer Members<ul style="list-style-type: none">○ 16 EMT/FF○ 3 EMT – EMS only○ 21 FF's• Community Involvement & Support• Volunteers with a heart of service• South Skagit County Recruit Academy	<p>Weaknesses:</p> <ul style="list-style-type: none">• Low Day-time Response• Inconsistent Staffing Model• Lean Budget• Minimal Transporting Capabilities
<p>Opportunities:</p> <ul style="list-style-type: none">• Add Part-time Day Responders• Establish Duty Schedule• BLS transport Capable• Apparatus Upgrades and Replacement	<p>Threats:</p> <ul style="list-style-type: none">• Sustainable replacement of providers• Insurance / liability for transport• Inexperienced part-time members• Lack of consistent call volume

Planning and Development: *(Short term/5yr/10yr/Long Range Goals)*

SCFD#3's goal for this strategic plan to meet not only the short-term needs but planning for future development. This document will be reviewed annually and updated as necessary.

Topic #1 Operations

- **Analysis:** Maintain current operations and response capabilities.
- **Objectives:** Evaluate opportunities to improve efficiency, response times, consistency, and additional capabilities. Maintain and improve training both internally and externally.
- **Action Items:** Review and analysis of operations, response times, and incident types to look for opportunities and evaluate potential organizational changes that can improve the organization and those we serve.
- **Appendix A:** Operations

Topic #2 Facilities

- **Analysis:** Maintain Operational Functionality & Readiness of our current stations.
- **Objectives:** Evaluate mild improvement to existing structures for functionality, safety, and strong public image. Improve our training ground for multi-functionality and reduce the amount of time crews spend in “out-of-district” training.
- **Action Items:** Door remote upgrades, facelift of training room, office space, and remodel of kitchen at Station 1. Future committee for Station Maintenance and Potential Future Design that would include the potential of housing, additional response units, and apparatus maintenance.
- **Appendix B** – Facilities Plan

Topic #3 Apparatus

- **Analysis:** Maintain District Apparatus for Emergency Response Capabilities.
- **Objectives:** Properly maintain our emergency response fleet in an operational readiness state, provide an adequate replacement schedule, and keep apparatus professionally working for a strong positive public image.
- **Action Items:** Creation of an Apparatus Committee to analyze and address the districts needs and requirements going into the future. The formation of an Apparatus Specification Committee for writing specifications of apparatus that fit the functionality and specific requirements of the SCFD#3's unique response.
- **Appendix C** – Apparatus Replacement Schedule

Topic #4 Firefighter Tools and Equipment

- **Analysis:** Maintain Tools & Equipment in Inventory (Replacement and Upgrade Capacity)
- **Objectives:** To have the budget capacity to replace vital FF tools and safety equipment. This would include SCBA's, Hose, Ground Ladders, Extrication, Stabilization (Lifting/Moving), Etc.)
- **Action Items:** Creation of a Tools and Equipment Committee to address maintenance, testing, and future purchases.
- **Appendix D** – Firefighter Tools & Equipment Plan

Topic #5 Staffing

- **Analysis:** Have Adequate Personnel for Emergency Response regardless of time and day.
- **Objectives:** Maintain Current Staffing Plan: Command Staff(C301)/Battalion 3/Utility 318 & actively pursue other options to increase day-time personnel availability. Employee Development/Recruitment/Retention.
- **Action Items:** Evaluate the need and potential to Increase day-time staffing, providing reduced reaction time to on-scene time in our first due response area.
- **Appendix E** – Staffing Plan (options)

Topic #6 Community Partnerships & Outreach

- **Analysis:** SCFD#3 desires to continue its many community partnerships and look for other potential partnerships and create positive outreach to the community.
- **Community Partnerships:** (Actively continue current partnerships and network to build more)
 - Maintain and Update Mutual Aid Agreements with Local Fire District(s) & City Departments
 - EMS Partnerships (Skagit County EMS/Medic Program)
 - Wildland Response on State Mobilization and EMAC
 - Law Enforcement (Skagit County Sheriffs/WSP/Swinomish PD)
 - Washington Department of Transportation (IRT)
 - Department of Emergency Management (DEM)
 - Skagit Bay Search & Rescue (SBSR)
 - Skagit County Dike Districts
 - Burlington Northern Sante Fe (BNSF)
 - BP Olympic Pipeline
 - Department of Fish & Wildlife (GLMR)
 - Budget Towing
 - Conway School
 - Skagit Farmers
 - Local Businesses
- **Outreach:** Conway Parade/Skagit County Fair/Fire Safety Week/Smoke Detector Program/Address Signs – Flex Signs
- **Action Items:** Continuation of the outreach and partnerships SCFD#3 currently has in place. SCFD#3 will continue to build and add partnerships in the community.

Message from Fire Chief Chad DeVlieger

It is an absolute honor to serve with Skagit County Fire District #3. I care deeply for the community that we serve and desire to serve the district to the best of my ability. The heart of this organization is our all-volunteer emergency response team. My hope is to continue living up to our mission statement *“Neighbors helping their community in their time of need.”* With over 30 years of experience serving in multiple communities, Skagit County Fire District #3 is where I started serving and where I am proud to finish my fire service career.

Skagit County Fire District #3 has a rich history of serving this community. I am sure we will have challenges going into the future, I plan to attack these challenges head on and keep the mission of SCFD#3 at the forefront. The old adage that the fire service is a three-legged stool still fits today. SCFD#3 needs good people, good apparatus, and good tools once you arrive to mitigate emergencies. That still rings true today. I believe the most important component is still the quality of the people serving that can make all the difference.

I would like to thank all those who serve, train, and respond on the calls for assistance. I am honored to lead and serve alongside of you!

It is my pleasure to present SCFD#3’s Strategic Plan, that was developed by both internal membership and community partners. I appreciate all the input provided and look forward to implementing the positive changes to improve the service to our community going into the future. This plan will ensure operational readiness, improve response capabilities, and offer long-term sustainability.

This document will be updated annually to properly address any challenges, improve quality, and performance.

We will be ready to serve you.

Acknowledgments:

Strategic Planning Committee Members:

- Board Vice Chair Matthew Stratton
- Fire Chief Chad DeVlieger
- Assistant Chief Jeff Locken
- Administrative Secretary Stephanie Robbins
- Captain Jake Pederson
- Captain Kyle Frydenlund
- Lieutenant Michael Stapel
- Firefighter Nicole Purdue
- Firefighter Elly Pederson
- Community Member Betty Ullom
- Community Member John DeVlieger (SCFD#3 Retiree)

Fire Commission Board:

- Board Chair Roger Heim
- Board Vice Chair Matthew Stratton
- Commissioner Steve Boon

Operations Plan - Appendix A

Year:	Operation:	Comments:	Plan:
2023	Rescue Swimmer Program	Introduction of Swiftwater Rescue Technicians	Initially 2 Swimmers
		Initially current or past rescue swimmers and develop the program going forward to include the ability to train up select membership to full swiftwater technicians	
2023	GLMR Jet Boat	Addition of Aluminum Shallow Draft Rescue Boat	Use of Grant Funds/GLMR
2023	Training/Education	Continue to fortify on-going training, education, and building internal subject matter experts	Continue building budget/support
		Training to encompass from Firefighter level through Officer core to Chief/Admin levels	
2024	Technical Rescue Operations	Introduction of Rope Rescue Technicians	Initially 4 Technicians
		Initially current or past rope rescue technicians and develop the program going forward to include the ability to train up select membership to full rope rescue technicians	
2024	Grain/Silo Rescue Operations	Introduction of Grain/Silo Rescue Operations	2-4 Technicians
2024	Flex Address/Reflective	Introduction of Flexible Address signs/additional marking signs for better location identification	
Long Term	Operations Committee	Operation(s) Schedule - adjusted and evaluated to meet District's ongoing needs	Officer core

Facilities Plan - Appendix B

Year:	Station:	Comments:
2023	Station 1	Apparatus Bay Door Paint - Repair Flaking/Peeling Paint
	Station 1	Apparatus Floor - Safety Tread Epoxy
	Station 1	Front Apron - Extend Concrete Pad
	Station 1	Repair/Sealcoat Asphalt/Re-stripe parking areas
	Station 1	Bay Door Protective Film - Security/UV Protection
	Station 1	Security Upgrade - Camera System Completed
	Station 1	Metal Awning - West Side to House Boat(s) - (Move Stairway and Install Chainlink Gates/Consider Raising Existing Fence Line)
2023	Station 2	Apparatus Floor - Safety Tread Epoxy
	Station 2	Training Room - Repair Walls/Fresh Paint/Repair Blinds
	Station 2	Upgrade Door Remotes
	Station 2	Re-paint Front Apron Bullards
	Station 2	Crack Seal Asphalt
2023/24	Station 1	Kitchen remodel - extending into existing office area for better functionality during normal operations/flood fight/community events/etc.
	Station 1	Update Radio Office (Replace windows/Window Trim/Cabinetry/Counter-tops/Paint/Carpet/Etc.)
	Station 1	Training/Workspace Office (Replace window/Counter-tops/Shelving/Carpet/Etc.)
	Station 1	Roofing update (re-coating) on original structure
2024/25	Station 1	Training Room EOC upgrades: wifi/power/phone/projector/screen
	Station 2	Seal Coat - Striping
2023/24	Station 2	Add connex burn prop/additional 40' connex for search training/storage
	Station 2	Rebuild Training Prop: ventilation prop/ flat roof/ pitched roof/ 2nd story window/ roof
2028	Station 1/2	Sleeping Quarters/PT facility/Bay Extension/Decon/Showers/Laundry
Long Term:	Station 1	New Station Considerations:
		Location: Based upon Target Hazards/Freeway Access/Space/Flood Plain
		Multi-agency Capabilities (Law/EMS/DNR/Airlift/Mechanic)
		Mechanic Shop / Lifting Capability / Parts Housing
		Improved Training Ground (Tower/Burn Prop/Ext-Int Stairs/Ventilation/Forcible Entry/High Angle/Pump Testing
		Training Room/Conference Room/Locker Room/Resident Quarters/Office Space/Showers/Decon/Storage/Physical Fitness Area

APPARATUS SCHEDULE - Appendix C

Year:	Operation:	Comments:
2023	E-312 Refurb	Continue minor refurbishment of E-312 (See List)
2023	GLMR - Jet Boat	Addition of 18-20 ft. shallow V high sided aluminum jet boat - increased capability
2023	Hovercraft 2	Original Hovercraft 2's motor - retrofit into Darrington's Hovercraft
2023	Apparatus Committee	Formation of an Apparatus Committee (Finalize replacement schedule/B-3 Specs/Rescue Pumper)
2023	Replace Current B-3	Purchase Replacement B-3 Unit - Current B-3 will become U-318 (Current U-318 = surplus)
		Purchase end of 2023 - State Bid or similar
2024	Outfit New B-3	Outfit and place into service early 2024
2024	B-314	Consideration of replacing B-314 or re-chassis B-314 based upon updated contract
2024	Apparatus Committee	Specification writing for Rescue Pumper
2025	Rescue Pumper	Purchase Rescue Pumper - For 2027 Delivery - This unit will replace E-322/R-317
2025	Apparatus Committee	Specifications for Attack/Tender - Look for quality used unit as an alternative
2025	Replace Current C301	Replace C301 with specifications based upon New B-3 (Similar type)
		Replacement Purchase end of 2025 - State Bid or Similar
2026	Outfit New C301	Outfit and place into service early 2026
2026	R-317	New Paint - Re-outift for GLMR Rescue Swimmer Program/Grain/Silo Rescue
2026	E-322	1996 Central States Spartan = Surplus unit
2027	E-312	E-312 placed into reserve status - New Attack Tender
2026	Rescue Pumper	New Rescue Pumper placed into service
Long Term	Apparatus Committee	Apparatus Replacement Schedule - adjusted and evaluated to meet District's ongoing needs

Firefighting Tools and Equipment - Appendix D

Year:	Item:	Comments/Options:
Annual	Hose Testing	Annual NFPA Hose Testing Compliance
Annual	Pump Testing	Annual NFPA Pump Testing Compliance
Annual	Ladder Testing	Annual NFPA Ladder Testing Compliance
2023	Updated Ground Ladder Compliment	Consideration of a 24' ground ladder
2023	Updated Ground Ladder Halyards	Larger Diameter - Added Fuctionality/Safety
2023	Rescue Swimmer Equipment	Outfit 2 Rescue Swimmers
2023	Battery Powered Exhaust Fan	Additional BH-20 Exhaust Fan - Both 1st out Engines outfitted similar
2023/24	Rope Rescue Equipment	Basic Mechanical Advantage/Low to High Angle Rescue Capabilities
2023/24	Hurst E-hydraulic Cutter	Addition of updated electical over hydraulic cutter
2023/24	Hurst E-hydraulic Spreader	Addition of updated electical over hydraulic spreader
2024/25	Lifting/Moving	High pressure airbags Replace R317's & New on Rescue Pumper
2024/25	Lifting/Moving	Cable hoist/turfer
2024/25	Lifting/Moving	10 Ton / 20 Ton Bottle Jacks
2024/25	Lifting/Moving	Updated Chain/Straps/Pulleys/Anchors/
2024/25	Stabilizing	Auto-crib
2024/25	Stabilizing	Updated Rescue 42-'s (Increased Capacity/Inventory)
2024/25	Stabilizing	Wood Step Chocks / Wood Cribbing / Blocks
2024	Grain Rescue Equipment	Addition of Grain/Silo Rescue Capabilities
2028	Self-contained Breathing Apparatus	Look at consistant manufacturer - county spec
2028	Breathing Air Compressor	Replace with New Compressor
2028	Cascade Bottles - New/Re-hydro	Replace Cascade Bottles
Long Term	Tool and Equipment Committee	Tool & Equipment Schedule - adjusted and evaluated to meet District's ongoing needs

Staffing Plan - Appendix E

Year:	Operation:	Comments:	Plan:
2023	Firefighter/EMT - Part-time Shift Program	Stipend Shifts (4/8/12 HR blocks) Duty time requirement/Standby time Goal is to create additional day-time staffing when staffing is known to be limited	Implement as needed in 2023/2024 \$40/\$80/\$120 Stipend Shift Pay
2023	Day-time Officer - Part-time Shift Program	Stipend Shift (4/8/12 HR blocks) Duty time requirement/Standby Time Goal is to add B-3 Shift Officer when needed (Chief is off-duty during day-time)	Implement as needed in 2023/2024 \$64/\$128/\$192 Stipend Shift Pay
2025	Firefighter II/EMT - Part-time Shift Program	Stipend Shifts - Pay rate increase for members who actively participate in the program more than 2 years (4/8/12 HR Blocks)	\$50/\$100/\$150 Stipend Shift Pay
2025	Day-time Officer II - Part-time Shift Program	Stipend Shifts - Pay rate increase for members who actively participate in the program more than 2 years (4/8/12 HR Blocks)	\$80/\$160/\$240 Stipend Shift Pay
Long Term	Resident Program	Addition of a Resident Program to reduce reaction time	
Long Term	Day Shift Program	This would require living quarters located at one station (minimum) Part-time Day Shift - Additional Day Staffing	
Long Term	Full-time Staffing	Full-time Staffing as needed when call volume or community requires	