



STRATEGIC PLAN

*Dedicated to Our Citizens,
Our Members and Our Profession*

FY 2013

MCLANE / BLACK LAKE FIRE DEPARTMENT STRATEGIC PLAN

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EXECUTIVE SUMMARY

In recent years, public demands for service have continued to increase while fiscal resources have continued to decline. The McLane Black Lake Fire Department intends to meet this challenge by being a customer driven organization committed to quality improvement principles.

Strategic planning allows us to envision our future and develop the necessary procedures to achieve that future. This Strategic Plan was developed by members of McLane Black Lake Fire Department to enable our organization to more effectively and efficiently serve the citizens of Thurston County Fire Districts No. 5 & 9.



The strategic plan is comprised of five sections – three of the sections are presented in this document. Sections 4&5, available upon request, are separate documents that undergo continual review and updating.

Section 1 – Who We Are.

This section provides a brief history of the McLane Black Lake Fire Department and illustrates the type and level of service provided today. We also identify our Mission and Visions that will guide us into the future.

Section 2 - Creating our Visions

This section takes a look at the critical issues facing our organization and evaluates organizational strengths and weaknesses as well as our opportunities and challenges that can be expected in the future. Evaluating these concepts, we then identify our strategies for the future.

Section 3 - Transforming our Vision into Action

Here we identify strategic directions that will guide fiscal and operational decision making in the future.

Section 4 - Performance Measures

In this section the organization establishes performance measures that allow us to measure our effectiveness and make service delivery decisions based upon empirical data. In the future, performance measures will play a critically important role as we implement continuous quality improvement initiatives.

Section 5 - Action Plans

Action Plans are contained within the Strategic Business Plan each year based on identified strategies. The Strategic Business Plan is updated annually and is used to identify needs and priorities within the annual budgeting process.

SECTION 1



WHO WE ARE

Mission

Protect the lives and property of the people we serve.

Vision

Set the standards for organization excellence

Values

- Professional and performance excellence
- Strong partnerships
- Compassionate care
- Continuous quality improvement
- Ethically driven

Goals

1. Manage organizational and community risk.
2. Being the leader in professional training and education.
3. Maintain personnel, training, equipment, and programs to efficiently and effectively handle emergencies and disasters.
4. Being the leader in special operations to effectively address the diverse geographical challenges within the district.
5. Develop, implement, and document best practices.

ORGANIZATIONAL BACKGROUND

McLane Black Lake Fire Department was formed in 2008 through a contractual consolidation between Thurston County Fire District No. 5 and Thurston County Fire District No. 9.

The consolidated fire district provides fire suppression, emergency medical services, special rescue, fire prevention and public education services to approximately 20,000 citizens living within the 84 square mile district located west of the cities of Olympia and Tumwater Washington. The Department utilizes six strategically placed stations to provide timely response to more than 1800 calls for assistance annually.

The consolidated department incorporates a unique blend of volunteer, station resident, part-time and full-time members in our service delivery system. The organization currently has approximately 85 members comprised of volunteers, FEST firefighters from the South Puget Sound Community College Instructional Program, fifteen full-time response personnel, an Executive Assistant, two full-time administrative assistants, and a part-time receptionist.

BLACK LAKE FIRE DEPARTMENT

In the summer of 1952, businessmen in the Black Lake area decided the area needed a fire department. The businessmen raised money and bought a fire engine. Because they had no fire station, the engine was kept at a garage that today is the Black Lake Grocery. The Chief of the Tumwater Fire Department helped get the engine ready for the new department, which became known as the Black Lake Volunteer Fire Department.

In 1961, a formal fire district was established and the Black Lake Volunteer Fire Department became Black Lake Fire Protection District No. 5. One of the businessmen had prior firefighting experience in another area and became the first Fire Chief of the new District.



The district was now receiving tax funds and was able to build a small two-bay fire station at the corner of Sapp Rd and Belmore. Staffing was still totally volunteer.

In those days there were no pagers or portable radios so volunteers were notified by telephone through a "phone tree" wherein the Chief would receive the telephone call from the dispatch center or sometimes private citizen, and would then be responsible to call 2 or 3 other volunteers. They, in turn, were responsible to call 2-3 other volunteers, and so on.

The department's first "aid unit" was an older panel truck. In 1974, the department members hand-built their first transport-capable aid car to resemble those units in service with Thurston

County Medic One; 1-ton Ford Econoline box vans that were converted into ambulances.

In 1975, The Chief offered specialized training to the volunteers and incorporated emergency accident and medical rescue operations along with firefighting to better serve the residents of the District. This again was a first with District 5 becoming one of the first fire departments in Thurston County to provide emergency medical service (EMS). The first Emergency Medical Technician (EMT) course taught in the county had the Chief and several Fire District 5 volunteers as students. In 1977, the district bought its first ambulance and EMS became a regular level of service provided to the community.



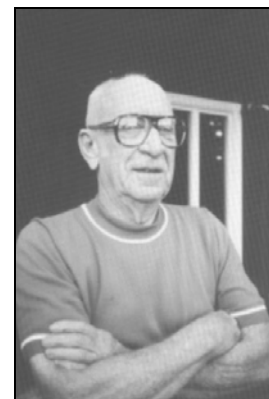
In 1979, the fire district employed their first career firefighter; Fire Chief Lyall Smith. Under Smith’s leadership, the fire department, and the district, continued to flourish with progressive training and equipment. Chief Smith was instrumental in updating our tenders (water supply apparatus) with larger pumping capacities and dump tanks to enable a more effective water-supply at fires, updated pumper apparatus and our EMS vehicles. Chief Smith built the fire district’s first 4x4, off-road rescue vehicle for use in the districts wildland country in the Capitol State Forest.

MCLANE FIRE & LIFE SAFETY

McLane Fire and Life Safety has proudly served the residents of the district for over 50 years.

The Fire District was first organized in 1950 by Ira Williamson, owner of the Hadees Grocery store at Mud Bay. Mr. Williamson, with the support of his friends and neighbors, formed the McLane Volunteer Fire Department in December 1950.

McLane’s first fire engine was a 1941 Ford purchased for \$1.00 from McChord Air Force Base on February 25, 1951. This first engine had served as an Air Force crash truck in Hawaii before being shipped to Fort Lewis as surplus and eventually finding its new home serving the residents McLane.



Department founder Ira Williamson.

The second fire engine purchased was a 1941 Ford 5-yard dump truck obtained from the Washington State Forest Service for \$850.00. The dump truck was of no use to the department, so a Mack truck was purchased with the intention of combining the pieces of equipment to make a tanker (referred to today as a tender). With the help of Mr. Zeigler from Ziegler’s Welding Shop in Olympia, the two trucks were cut in half behind the cabs, the back of the Mack was then

welded onto the front half of the Ford. When completed, this 800-gallon tender truck was affectionately referred to as the “MacFord”.

MCLANE BLACK LAKE FIRE DEPARTMENT

McLane Black Lake Fire Department is a fire protection district operating under the provisions of the State of Washington RCW 52.14. The primary function of the department is to respond and provide fire suppression and emergency medical services to emergency calls within the District. In addition, the department provides basic life support (BLS) transport services to area hospitals. Advanced Life Support services (ALS) are provided by Thurston County Medic One from one of six medic and SPRINT units located throughout Thurston County.

As part of the State Fire Mobilization Plan, the department may be requested to respond to major emergencies anywhere in the State of Washington. Closer to home, we have automatic and mutual aid agreements with other Thurston County Fire Departments and frequently share resources with neighboring jurisdictions.

The District maintains a Class 6 insurance rating within District 9 and a Class 8 rating within District 5; ratings are assigned by the Washington Survey and Rating bureau. The District serves a suburban / rural community which borders the Cities of Olympia and Tumwater on the District's east boundary. The District is primarily residential, with some commercial development. Additionally, the District provides emergency response services to The Evergreen State College, a campus of approximately 3,000 students with on-campus housing.

CAREER FIREFIGHTERS

The department employs eighteen full-time employees. Uniformed employees include four firefighters, six Lieutenants, three Captains, an Assistant Chief of Operations/Training, an Assistant Chief of Logistics, and Fire Chief. Non-uniformed employees include an Executive Assistant, an Administrative Assistant and a receptionist.

Career Captains, Lieutenants and firefighters work 24-hour shifts while providing supervision to a combination of resident, volunteer and student firefighters who stand duty in the stations. The career Captains and Lieutenants are represented by the International Association of Firefighters (IAFF) Local 3825.

**VOLUNTEER
FIREFIGHTERS**

The department has a contingency of volunteer personnel who serve our community. Volunteer firefighters are on duty in the fire stations or respond from home to provide assistance for major emergencies.

**SOUTH PUGET SOUND
COMMUNITY COLLEGE
FIRE & EMERGENCY
SERVICES TECHNOLOGY
DEGREE PROGRAM**

McLane Black Lake Fire Department contracts with South Puget Sound Community College to operate the Fire and Emergency Services Technology program (FEST) offered through the college. This is a two-year degree program that provides firefighters enrolled in the program with courses



leading to an IFSAC accredited Associate of Technical Arts degree. Firefighters enrolled in the program attend coursework adopted from the U.S. Fire Administration FESHE core curriculum. Additional courses include Emergency Medical Technician, Rescue Practices, and Wildland Firefighter Type 2. In addition, firefighters enrolled in the program must complete an extensive 180-hour recruit school. An integral part of the program is the fire-related experience requirement that requires enrolled firefighters to participate in a regular 24-hour shift rotation. This valuable part of the FES program is unique to the SPSCC/McLane program with no other fire program offering this hands-on experience in the State of Washington. Firefighters that complete the program are eligible to test for the IFSAC (International Fire Service Accreditation Congress) Firefighter I and Firefighter II certification exams. The Fire and Emergency Services Technology Firefighters work side-by-side with department volunteers and are supervised by the career staff.

PUBLIC EDUCATION



INFORM

INVOLVE

INSPIRE CHANGE

McLane Black Lake Fire Department believes that every public contact is an opportunity to educate. In this spirit, we strive to meet the diverse needs of our community by teaching programs for children, adults, businesses and neighbors. As partners in prevention, we work cooperatively with numerous state and local agencies. Our ultimate goal is to inspire positive change by informing through education programs and involving in prevention activities and events. Educational programs include:

CHILDREN PROGRAMS

- What's Hot? What's Not - Burn Prevention program
- Learn Not to Burn Preschool Program
- Team Teaching - cooperative DNR program providing match and lighter safety to 1st grade students.
- Risk Watch - comprehensive 8th grade injury prevention program



- Bicycle Helmet Program
- Bicycle Rodeo
- 911 Program - children use a 911 simulator to make an emergency call.
- Juvenile Firesetter Intervention Coordination
- Station Tours - an age appropriate program is presented prior to the tour.
- Safety Floats

ADULT EDUCATION

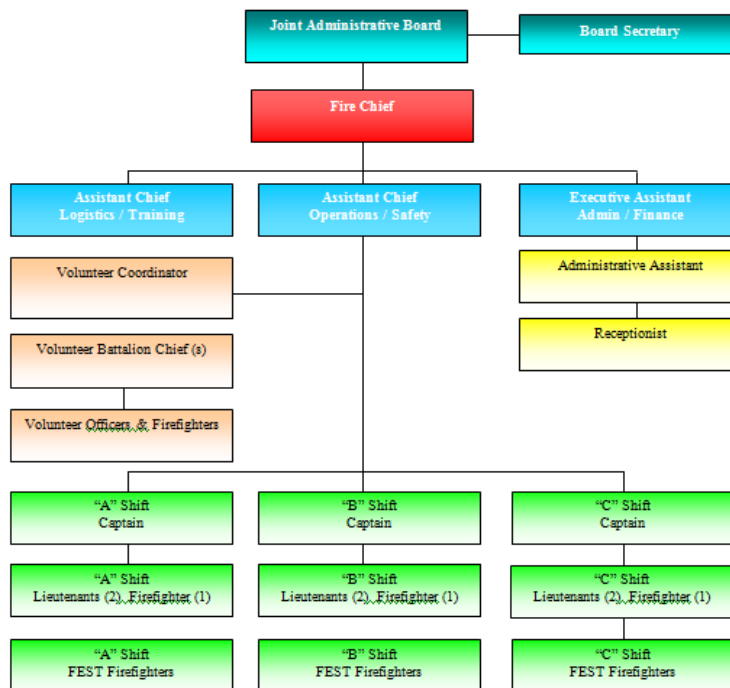
- CPR Training
- First Aid
- C-PREP - Community Emergency Preparedness
- Home Addressing program / Life Signs
- Free Smoke Detector and Battery replacement program
- ABC's of Fire Extinguisher use
- Burn Permit Service
- After the Fire

EVENTS

- Easter Egg Hunt & Safety Day
- Open House
- Tamoshan / Tumwater 4th of July Parade
- Santa Run - Food Drive / Giving Tree

FIRE STATION LOCATIONS	
<p>Station 91 125 Delphi Rd NW <i>Built in 2008</i></p>	<p>Station 92 3204 36th Ave. N.W. <i>Built in 1964</i></p>
<p>Station 93 2815 Summit Lake Shore Rd <i>Built in 2010</i></p>	<p>Station 94 6005 Cooper Point Rd NW <i>Built in 1976</i></p>
<p>Station 95 5911 Black Lake Blvd S.W. <i>Built in 2006</i></p>	<p>Station 96 4402 Black Lake-Belmore RD <i>Built in 1961</i></p>

ORGANIZATIONAL CHART



DISTRICT BOARD OF FIRE COMMISSIONERS

A Joint Administrative Board, comprised of the fire commissioners from each district, provides governance to the consolidated fire district. Each of the individual fire districts maintains a three-person board elected by citizens of the fire district to serve a six-year term. The current District No. 5 Board members include Mark Thompson, Robert Coit and Dale Britton. District No. 9 Board members include Robert Barnard, Dale Putnam and Rick Stevens.

RESPONSE STANDARD

Performance measures are self-determined goals established by our organization to ensure effectiveness based upon empirical data.

The department sets minimum staffing requirements to ensure that a sufficient number of members arrive at the scene of an emergency to operate safely and efficiently.

Turnout Time is defined as the measured time between when units receive notification of an alarm (dispatch) to the beginning point of response time (wheels rolling).

Response Time is defined as the measured time between turnout time and the on scene time of the initial company.

Initial Full First Alarm Assignment is defined as those personnel, equipment and resources ordinarily dispatched upon notification of a structural fire and shall include the arrival of an adequate number of mutual/automatic aid water tenders to enable an uninterrupted water supply of 250 gpm for 30 minutes.

Response Time standards listed below are for the urban and suburban areas covered within the fire district. McLane Black Lake Fire Department has adopted a response time standard of “as soon as possible” for medical and fire suppression responses in the Capitol Forest wilderness area service by the fire district.

1) **Turnout Time**

McLane Black Lake Fire Department has adopted a turnout time standard of ninety (90) seconds 90% of the time.

2) **Arrival of 1st Engine Company at Fire Suppression Incident**

McLane Black Lake Fire Department has adopted a response time standard of six (6) minutes for the first engine to arrive when responding to a fire suppression incident 90% of the time.

3) **Deployment of full first alarm assignment at a residential structure fire incident.**

McLane Black Lake Fire Department has adopted a response/travel time standard of twenty (20) minutes to deploy the first full alarm assignment when responding to a residential structure fire incident 90% of the time.

4) **Arrival of First Responder or higher level capability at an emergency medical incident.**

McLane Black Lake Fire Department has adopted a response time standard of six (6) minutes for the arrival of the first medical unit at emergency medical incidents 90% of the time.

5) **Arrival of Hazardous Materials Trained and Equipped Responders.**

McLane Black Lake firefighters are trained to Operations Level for response to hazardous materials incidents and supports the Washington State Patrol who is responsible for hazardous materials incidents within the fire district. McLane Black Lake Fire Department has adopted a

response time standard of six (6) minutes for the arrival of an engine company at Hazardous Materials incidents 90% of the time.

6) Arrival of low-angle trained personnel at a rope rescue incident.

McLane Black Lake Fire Department has adopted a response time standard of six (6) minutes for the arrival of low-angle trained personnel at a rope rescue incident 90% of the time.

7) Arrival of an engine company to a wildland incident.

McLane Black Lake Fire Department has adopted a response time standard of six (6) minutes for the arrival of one (1) Type 1 or Type 6 engine at the scene of a wildland incident 90% of the time.

8) Arrival of medical/fire suppression personnel in wilderness areas.

McLane Black Lake Fire Department has adopted a response time standard “as soon as possible” for medical and fire suppression responses in the Capitol Forest wilderness area serviced by the fire district.

SECTION 2



CREATING OUR VISION

STRENGTHS

- **Professional and skilled staff**
Our greatest asset is our highly motivated, skilled and dedicated staff, committed to the people they serve and success of District programs.
- **High staffing levels**
McLane Black Lake Fire Department staffing levels are similar to a fully paid fire department, primarily because of the South Puget Sound Fire and Emergency Services Technology program, district volunteers and resident firefighters.
- **Excellent fire and life safety education programs**
As one of the elements of managing public risk, the District has identified public fire and life safety education programs as a primary function. Every effort is made to accommodate the needs and wants of the community within our fiscal capabilities.
- **High training standards and strong commitment to training**
In 2010, the district opened a new training center in partnership with the Thurston County Fire Training Consortium. This facility and the FEST program positions the department to be the leader in fire service training within Thurston County and the region.
- **Strong community support**
In recent years, both Districts have successfully passed capital improvement bonds with overwhelming community support.
- **Fire Protection Contracts**
The consolidated fire district is contracted to provide services to the Evergreen State College.
- **Fiscally responsible**
The fire districts consolidated in 2008 to more efficiently and effectively utilize the districts limited fiscal resources.
- **Member West Thurston Fire and Life Safety Consortium**
The District continues to explore collaborative efforts resulting in more efficient and effective operations as a member of the West Thurston Fire and Life Safety Consortium and with other neighboring Fire Districts.
- **Modern, well-maintained apparatus and equipment**
The District maintains a fleet of modern, well-maintained apparatus and equipment in its service delivery system.

WEAKNESSES

- **Unstable Funding Source**

External threats, uncontrolled by the District such as tax limitation measures, declining property values, annexations and uncertainties related to fire protection contracts, have the potential to significantly impact the District's ability to maintain service levels in the future.

- **Volunteer Staffing**

Volunteer availability necessitates a reliance on the South Puget Sound Community College Fire and Emergency Services Technology program for day-time firefighter staffing.



- **Reliance on the South Puget Sound Community College Fire Protection Technology Program.**

The District does not control the academic offerings of the community college, thus cannot guarantee the continuation of the FEST program and staffing derived from it. Without this staffing, the District will be unable to meet its staffing and response standards.

THREATS

- **Unstable funding**
Unstable funding puts service levels at risk.
Funding threats include, tax limitation measures, declining property values, annexations into the City of Olympia, City of Tumwater and loss of The Evergreen State College fire protection contract.
- **Budgetary impact of unfunded State and Federal mandates**
Unfunded State and Federal mandates continue to absorb budget dollars, competing for funds required to maintain the Districts service level.
- **Staffing**
Reductions in staffing could jeopardize the District's relationship with the South Puget Sound Community College FEST program, the Evergreen State College serve contract, and ultimately the service level provided by the District.



OPPORTUNITIES

- **The SPSCC FEST program is a readily available source for future volunteer members.**
- **The Department can serve as the leader in Fire Service Education.**
The SPSCC FEST program, the Thurston County Training Consortium, Training Center partnership, positions the department to serve as the leader in Fire Service Training and education in Thurston County and the State.
- **West Thurston Fire Consortium**
Participation in the West Thurston Fire Consortium provides continued opportunities for efficient and cost effective improvements in system delivery capability.
- **The Department can serve as the leader in Special Operations.**
The diverse geographical area of the district ranging from Puget Sound waterfront, two large recreational lakes and the Capitol Forest recreational area presents not only unique response challenges, but the opportunity to serve as the lead agency in special operations.
- **Collaborations with other fire districts, departments and agencies.**
- **Fostering of community support through:**
Improved community communication and Fire and Life Safety Education programs
- **Enhance revenue resources**
Grant Funding
- **Robust volunteer program**
Continue to support both the volunteer and resident firefighter programs.



SECTION 3

TRANSFORMING OUR VISION INTO ACTION



STRATEGIC DIRECTIONS

1. Maintain cooperative working relationships with neighboring jurisdictions in order to provide the most efficient and cost effective services possible.

The department must maintain close, cooperative relationships with neighboring jurisdictions. Through inter-departmental cooperation, considerable benefits may be gained including better utilization of resources, improved training and cost reduction due to joint purchasing, administrative overhead and maintenance. To improve relationships, the department will:

- Remain an active participant in regional fire protection issues.
- Continue to participate in the West Thurston Fire Consortium.
- Seek joint training opportunities among neighboring jurisdictions.
- Investigate additional cost saving and/or consolidation/merger opportunities with neighboring jurisdictions as opportunities arise.
- Continue to participate in the Thurston Fire and Rescue Training Consortium.

2. Be a model agency in providing superior emergency services in a suburban/rural environment.

The department incorporates a unique blend of volunteer, station resident, part-time and full-time members in our service delivery system. This model provides a cost-effective method of providing rapid response with highly trained personnel. To become a role model in the delivery of emergency services in a suburban/rural environment, the department will:

- Provide funding to ensure current career staffing levels are maintained.
- Maintain the current volunteer and resident firefighter program capability to ensure additional volunteer response for major emergencies and staffing of outlying fire stations.
- Ensure compliance with known external safety and operational requirements.
- Organize and coordinate operations wherever possible. Strive to “work smarter” not harder.
- Develop, implement, and document best practices.
- Serve as the leader in Special Operations within Thurston County for risk affecting citizens protected by the department.

3. Provide for greater organizational stability

The department must operate in an environment less likely to be adversely affected by external threats. For this to occur, the department will:

- Continually seek long-term funding to ensure current service levels.
- Seek creative solutions to overcome budgetary limitations.
- Enlist community support in providing an appropriate level of department funding to ensure the continued employment of the career firefighters.
- Utilize a strategic budgeting model to more accurately anticipate future revenue and expenditures

4. Develop excellent public relations through frequent community contact and superior customer service.

The department must proactively work to communicate our service delivery capability and provide citizens an opportunity to determine the type and quality of service they would like to be provided. In order for this to occur, the department will:

- Maximize the use of current facilities to develop close neighborhood ties with the community.
- Expand community disaster preparedness program.
- Be an active community participant where possible.