

# 2022-2026 Strategic Plan



## Quilcene Fire Rescue

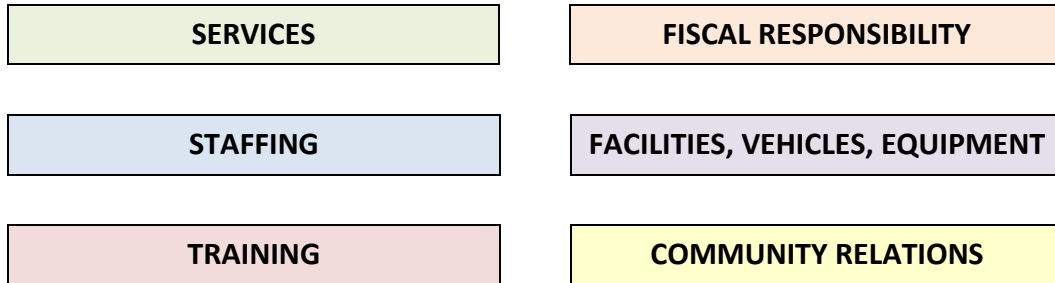
Jefferson County Fire Protection District No. 2

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## INTRODUCTION

This strategic plan presents the direction and focus of Quilcene Fire Rescue (QFR) for the years 2022-2026. It flows from the 2015-2019 plan.

The plan recognizes six **Strategic Priorities** that are key to the continued success of the District:



Each strategic priority has specific short-term and long-term objectives identified to support the priority. **Short-term** objectives are meant to be addressed in the first year(s) of the plan; **Long-term** objectives are meant to be addressed in subsequent years.

Because emergency services are a dynamic work environment, the strategic plan must have built in flexibility. The plan will be reviewed continuously to ensure QFR is able to adapt to emerging issues effectively.

## MISSION, VISION, AND CORE VALUES

The District’s mission, vision, and core values provide general guidance while the Strategic Plan communicates our specific direction and focus for sustaining fire protection and delivery of emergency services within the district.

### Mission Statement

Provide competent and professional fire, rescue, and medical services to the citizens and visitors of Quilcene and Coyle while ensuring the safety, education, and well-being of its members.

### Vision

Provide services to the Quilcene and Coyle communities in the form of fire, rescue and medical incident responses, and public safety, fire prevention and public affairs. These services will be provided in an environment of inclusion of all its members and the communities.

### Core Values

The five Quilcene Fire Rescue Core Values in priority order are:

- Firefighter Safety
- Fire Prevention & Public Education
- Efficient Operations
- Professional Behavior
- Clear Policy/Concise Procedure

## ORGANIZATIONAL OVERVIEW

### About Us

Quilcene Fire Rescue is a combination rural/remote fire department with 20 volunteer on-call members, supported by a small team of paid members, that respond from two stations to all risks within an 88-square mile District, protecting a population of approximately 2,500.

### Authority and History

Jefferson County Fire Protection District No. 2 (dba Quilcene Fire Rescue) is recognized by the State of Washington under Title 52 RCW for the provision of fire prevention services, fire suppression services, emergency medical services, and for the protection of life and property within its legal boundaries.

Fire protection services were first organized in 1954 as the Quilcene Volunteer Fire Department. Jefferson County Fire Protection District No. 2 was officially formed in 1958 by resolution of the County Board following an election by residents. The fire protection district has the authority to levy special taxes and is governed by a three-member Board of Fire Commissioners.

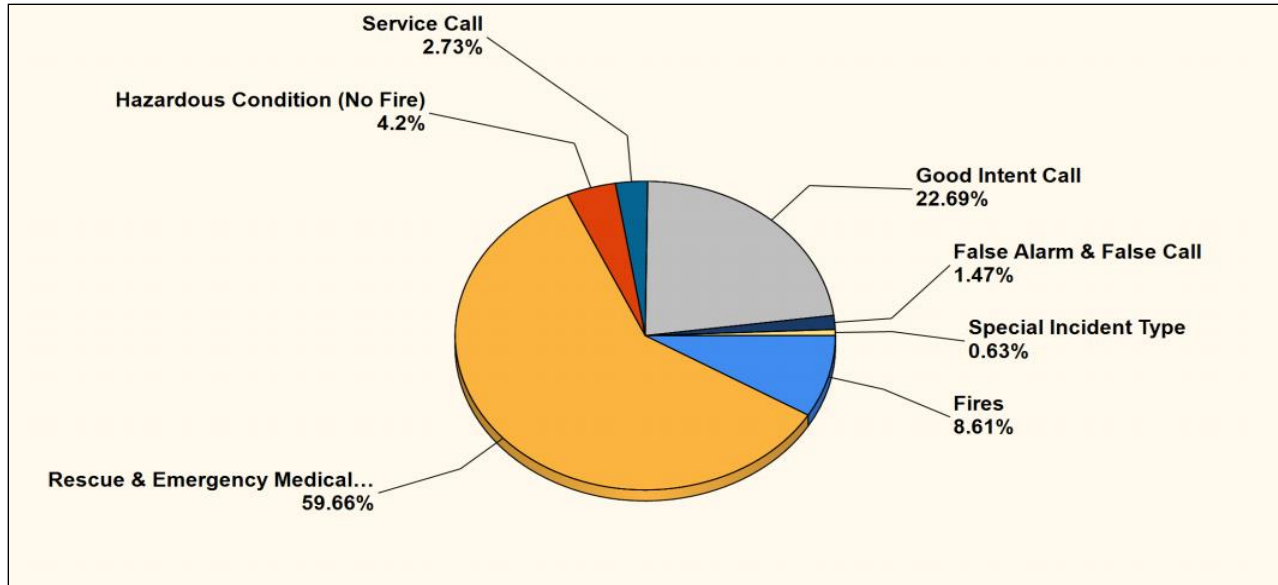
In 1999 Bob Wilson became the first paid Chief of the district. In 2010 the Quilcene Fire Station was renamed Bob Wilson Station 21 following his untimely death. In 2015 the district adopted the name Quilcene Fire Rescue.



### What We Do

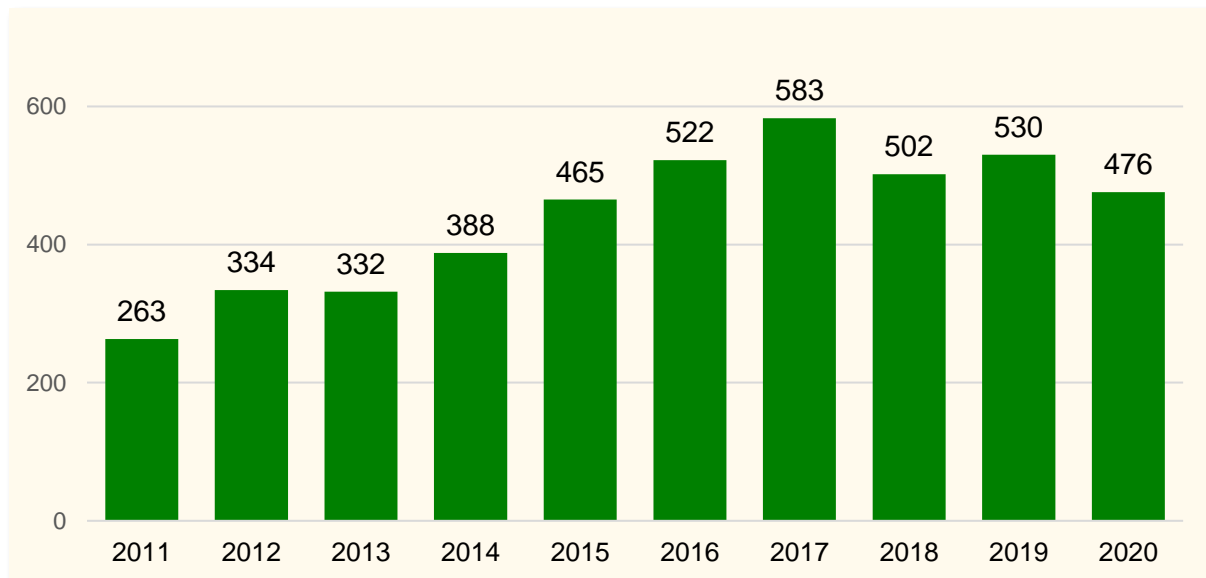
- Emergency Medical Services – BLS first response
- Fire Suppression – to save lives and minimize property damage
- Fire Investigation – cause and origin to improve life safety
- Rescue/Extrication – to save lives
- Hazardous Materials Emergency Response – for life safety
- Emergency/Disaster Management – using the Incident Command System
- Administrative Services – human resources, accounting, and administration
- Support Services – maintaining buildings and equipment
- Member Safety – through a safety committee and training

**Major Incident Response Types in 2020**



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	41	8.61%
Rescue & Emergency Medical Service	284	59.66%
Hazardous Condition (No Fire)	20	4.2%
Service Call	13	2.73%
Good Intent Call	108	22.69%
False Alarm & False Call	7	1.47%
Special Incident Type	3	0.63%
<b>TOTAL</b>	<b>476</b>	<b>100%</b>

**Incident Response by Year**



Strategic Priority	SERVICES	Overview
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QFR’s response area is predominantly rural and remote with significant geographic challenges. Only 1% of the district is protected by hydrants. In 2020 QFR recorded 41 fires, including 12 structure fires. There were no fire casualties.

Nearly 60% of QFR calls require an emergency medical service (EMS) response. It is a fact of life in the 21<sup>st</sup> century that 911 callers and patients have high expectations for prehospital emergency service. Based on training and equipment, QFR is currently licensed by the Department of Health to provide Basic Life Support (BLS) services.

**EMS: BLS vs ALS Response**

BLS is focused on rapidly evaluating a patient’s condition; maintaining airway, breathing and circulation; controlling external bleeding; preventing shock; and preventing further injury or disability by immobilizing potential spinal or other bone fractures. BLS care includes cardiopulmonary resuscitation (CPR), automated external defibrillator (AED), supplemental oxygen, and generally non-invasive treatments. BLS requires an emergency medical technician (EMT) with training equivalent to one quarter of coursework at a college or university.

Advanced Life Support (ALS) includes the use of invasive equipment and medications for all respiratory, cardiac, and altered mental status emergency situations. ALS requires a paramedic with training equivalent to two years of coursework at a college or university.

In 2009 QFR contracted with Port Ludlow Fire Rescue (PLFR) for guaranteed ALS response within the district. For any call requiring ALS in the district, both PLFR and QFR respond. The PLFR paramedic provides ALS medical care and QFR provides transportation of the patient and paramedic to the appropriate medical facility. QFR bills the patient (insurance) for transport services – offsetting the cost of the ALS contract.

Without an ALS contract, QFR would have to transport a patient to the district border where the patient would be transferred to an ALS unit from another district. This would significantly delay critical patient care and would bar QFR from billing for patient transport.

In 2020, QFR recorded 229 BLS response calls and 63 ALS response calls. 137 patient transports were provided.

**Wildland Urban Interface**

The wildland urban interface (WUI) is the area where homes are built near or among lands prone to wildland fire. The risk wildfire poses to human life has increased in the district over the past few decades because of the increase in homes built within the WUI. These areas have become more popular for their privacy, natural beauty, recreational opportunities, and affordable living. Property owners may be unaware of the concept of defensible space, and how it is directly relevant to their lands, adding to the potential for severe WUI fires in the future. To defend against wildfire, it is important that WUI communities develop a Community Wildfire Protection Plan (CWPP).

Strategic Priority	SERVICES	Objectives
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**Short-term Services Objectives**

1. Identify and incorporate strategies to improve response time performance to emergency incidents.
2. Maintain existing fire hazard insurance ratings for all homeowners.
3. Provide Community Risk Reduction (CRR) wildland fire education to the community.
4. Explore feasibility, models, and cost effectiveness of a business inspection program.
5. Explore feasibility, models, and cost effectiveness of ALS response by QFR.

**Long-term Services Objectives**

6. Increase the number of volunteers certified as EMTs.
7. Create pre-fire plans for all commercial and public occupancies.
8. Implement a business inspection program: contingent on Services objective 4.
9. Implement ALS service: contingent on Services objective 5 and Fiscal Responsibility objective 3
10. Implement a fire safety education program at Quilcene Schools.
11. Implement a Juvenile Fire Setters Prevention Program at Quilcene Schools.
12. Coordinate with local agencies to create a Community Wildfire Protection Plan (CWPP) for Jefferson County.

<b>Strategic Priority</b>	<b>STAFFING</b>	<b>Overview</b>
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QFR is a combination fire department consisting of both career (paid) and volunteer firefighting personnel. Current minimum staffing objectives call for one career and at least one volunteer "second" to always be on duty 24/7/365. Paid employees of the district include:

**Fire Chief** – A full-time chief executive officer reporting to the Board of Fire Commissioners. The Fire Chief oversees the day-to-day operations of QFR and shares Duty Chief responsibilities with the Deputy Fire Chief. The Fire Chief serves as a liaison between QFR and outside agencies and entities.

**Deputy Fire Chief** – A part-time chief officer. The Deputy Fire Chief oversees Operations, Training, and Wildland and shares Duty Chief responsibilities with the Fire Chief.

**Lieutenant** – QFR employs three full-time Lieutenants who are all Firefighter I and EMT certified. Each Lieutenant serves as a Company Officer supervising one of three duty shifts. Lieutenants also have program responsibilities (apparatus, tools & equipment, information technology, etc.).

**District Secretary** – A part-time (32-hour/week) employee acting as secretary to the Board of Fire Commissioners and Administrative Assistant to the Fire Chief. The District Secretary manages accounts receivable, accounts payable, payroll, correspondence, and records. The District Secretary is supported by a non-paid (volunteer) Executive Assistant who provides technical assistance regarding financial systems (accounting and payroll) used by QFR.

**Administrative Assistant** – A part-time (<17-hour/week) employee providing complex administrative support (policy, technical & grant writing) to the district.

Volunteers have historically been the primary resource for responding to emergency incidents within the district. Volunteers serve a variety of vital functions for QFR including Firefighter, EMT, fireground support, and administrative support. QFR has approximately 20 active volunteers. Four volunteers are certified to a Firefighter I level and eleven volunteers are certified as EMTs. Volunteers are eligible to receive nominal fees for service, as either a shift stipend or points paid, at rates set by the Board.

Recruiting and retaining volunteers has been and remains a critical challenge for the fire service in rural communities. Overall volunteer participation has continued to decrease each year, a national trend with no obvious resolution. Increased training requirements, job and family demands, and a weakening sense of community are often cited as factors. For QFR, the age of residents is a complicating issue, impacting our ability to recruit volunteers from the community who are able and willing to meet the strenuous demands of the service. The county in which QFR is located has the oldest median age (58.3) in the state and 38% of county residents are 65 years of age and over.

In 2015 QFR addressed the staffing challenges by using a federal grant to hire three career Firefighter/EMS positions. A first ever EMS levy, approved in 2016, allowed QFR to continue funding the positions when the 2-year grant period ended. With the career positions in place, QFR is assured of the barest minimum of staffing for emergencies, however, filling volunteer second shifts is an ongoing challenge. In addition, QFR must contend with drawing enough trained responders for overlapping or complex scenes. Mutual aid from neighboring agencies can help fill gaps but is not sustainable if it becomes one-sided or unbalanced; QFR has a legal obligation to pull its own weight.



Strategic Priority	STAFFING	Objectives
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**Short-term Staffing Objectives**

1. Meet minimum shift staffing objectives 100% of the time.
2. Continue recruitment and retention of volunteer firefighter, EMT, and fireground support members; emphasize recruiting members willing to remain with QFR for five or more years to recoup training costs.
3. Target volunteer recruitment efforts towards community members who are already certified.
4. Explore feasibility, models, and cost effectiveness of hiring additional full-time paid Firefighter/EMS positions. Level of EMS certification (EMT or Paramedic) contingent on Services objective 5.

**Long-term Staffing Objectives**

5. Hire additional full-time paid Firefighter/EMS positions, contingent on Staffing objective 4.
6. Explore feasibility, models, and cost effectiveness of a fitness and wellness program.

<b>Strategic Priority</b>	<b>TRAINING</b>	<b>Overview</b>
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Training increases the operational effectiveness of our members and improves intra- and inter-agency teamwork. Training directly impacts our primary core value of firefighter safety. It is a well-established axiom in risk management that training must be solid, realistic, ongoing, and verifiable. Life and safety depend on how well we meet those elements.

QFR relies heavily on volunteers for fire and EMS response. The qualification and on-going certification requirements for structural firefighter, EMS provider, and apparatus driver/operator are the same for a volunteer as for a paid career member of the fire service. Volunteers receive a nominal fee for service for participation in district training drills (currently \$15 per 4-hour block).

For a member to meet the certifications for Firefighter 1 and Hazardous Materials Awareness/Operations requires attendance at an IFSAC accredited fire training academy at considerable time and expense. Weekend training through the Washington State Fire Training Academy, for example, involves 15 consecutive weekends, 298-total hours of classroom and practical study, and costs over \$4,000. This appeals to only the most committed of volunteers and those seeking career opportunities in the long term that QFR may not be able to satisfy.

To be certified as an Emergency Medical Technician requires completion of an initial 12-credit program (approximately 168-hours) as well as 30-hours of refresher training for recertification every three years.

Apparatus driver/operators must complete a State accredited Emergency Vehicle Incident Prevention course in addition to district apparatus qualification and on-going drive time requirements.

Increasingly, Federal and State mandates impact the fire service by imposing additional training and certification requirements. Failure to comply, even unintentionally, compromises safety and can result in significant liability for agencies.

The impact of Covid-19 on in-person training cannot be understated. Negative effects are not limited to the loss of practical, hands-on experience, but also the sense of camaraderie and teamwork essential to maintain a committed and enthusiastic volunteer crew.

Strategic Priority	TRAINING	Objectives
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**Short-term Training Objectives**

1. Complete development of QFR’s Policy Manual and begin development of the Procedure Manual in Lexipol’s Knowledge Management System (KMS). Achieve 100% policy acknowledgement and 80% participation in Daily Training Bulletins (DTBs) by all active members.
2. Incorporate the TargetSolutions program for delivery and tracking of fire and EMS training.
3. Maintain partnership with West Sound Training group.
4. Participate in EMS training and patient care protocols as directed by Jefferson County EMS & Trauma Care Council and the Jefferson County Medical Program Director, including EMS Connect and monthly Base Stations.
5. Provide mission focused officer development refresher training monthly.

**Long-term Training Objectives**

6. Increase the number of volunteers certified at the Hazardous Materials Operations level.
7. Identify opportunities for Company Officers to achieve Fire Officer I certification.
8. Increase frequency (post-COVID-19) of joint career/volunteer training drills to help ensure more consistent knowledge, orientation, and capability on scene.
9. Develop funding sources and resources to support current and future efforts to provide members with solid, realistic, and ongoing training consistent with district and industry standards.

Strategic Priority	FISCAL RESPONSIBILITY	Overview
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QFR’s financial condition determines our ability to fund operational priorities, which ensure our ability to provide quality community services in a dynamic and adverse fiscal environment. The District faces fiscal threats in personnel costs, apparatus costs, equipment costs and facility maintenance.

Decades ago, the district relied on timber and marine resource tax revenues to fund emergency services and replace equipment as needed. The district lost much of its economic vitality when environmental regulations drastically reduced logging and ecological effects impacted the area shellfish industry. The housing market crash and the great Recession also hit the district hard. The assessed value of real and personal property in the district has not rebounded to the same degree as other areas of the state or country.

Even before the economic stress brought on by the recent COVID-19 pandemic, Jefferson County was classified by the state as an economically distressed area with an unemployment rate over 20% higher than the statewide average. Significantly, census tract 53031950202, which overlaps most of the district, has been federally designated as a Qualified Opportunity Zone due to distressed economic conditions including a median income 73.3% of the area median and a poverty rate of 13%.

**Taxes** The primary source (76%) of operating funds for QFR comes from the fire and EMS tax. By law, those tax rates cannot exceed \$2 per \$1,000 of assessed property value (\$1.50 for fire and 50-cents for EMS). In 1988 District voters approved a fire levy of 75-cents per \$1,000 valuation. In 2014 voters supported QFR by approving a levy lift to increase the levy to \$1.25. In 2016 voters again supported QFR by approving a new EMS levy of 50-cents per \$1,000 valuation. The EMS levy, set to expire in 2022, was recently renewed with 81% of voters approving. Renewal of the EMS levy will allow continued funding for essential emergency medical response in the district.

State law limits tax revenue increases by individual taxing districts to 1% annually *regardless* of the approved levy rate. As a result, QFR’s fire rate has dropped to \$1.12, and the EMS rate had dropped to 44-cents. Voters can periodically agree to “lift” the 1% limit – but only to restore the approved levy rate. The state-imposed 1% limit does not allow the district to adjust for inflation or rising call volumes. Recent inflationary pressures (a 5.4% increase in the CPI and an even more drastic increase in fuel in the preceding 12 months) will have significant negative consequences for the district's operating budget.

**Grants** QFR has pursued multiple grant opportunities to make up for limited funding. In recent years federal grant awards have allowed QFR to fund equipment and apparatus replacement as well as hire three career firefighter/EMS positions.

**Cost Recovery** With the assumption of EMS service in 2013, QFR began conducting cost recovery to recoup emergency medical care expenses from insurance companies. The current agreement with Port Ludlow Fire Rescue for ALS service allows QFR to recover ambulance transport fees. The District has also sought reimbursement from property owners for the cost of extinguishing illegal brush fires. Since 2018 QFR has contracted with EF Recovery to handle cost recovery.

**Audits** The independent accountability audit of QFR conducted by the State Auditors Office for the period January 1, 2017 through December 31, 2020 reported that *“District operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources.”*

Strategic Priority	FISCAL RESPONSIBILITY	Objectives
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**Short-term Fiscal Responsibility Objectives**

1. Continue to pursue all available grant funding opportunities.
2. Maintain fiscal accountability for clean audits and continue to apply a check and balance process to all expenditures.

**Long-term Fiscal Responsibility Objectives**

3. Pursue voter approval of a 25-cent increase in the Fire levy to reach the full statutory authorization of \$1.50 per \$1,000 valuation. Use the increase to fund additional career Firefighter/EMS positions: contingent on Services objective 5, and Staffing objective 3.

**Strategic Priority**

**FACILITIES, VEHICLES, EQUIPMENT**

**Overview**

**Facilities**

QFR currently maintains three stations, located throughout the service area, along with a diverse collection of buildings.



**Station 21 – Quilcene**

70 Herbert Street  
Quilcene, WA 98376  
Built in 1980

**Engine 21, Tender 21, Brush 21,  
Aid 21/212, Utility 21**

*Repainted and windows replaced in 2020*



**Station 22 – Coyle**

30 Whitney Road  
Quilcene, WA 98376  
Built in 1978

**Engine 22, Brush 22, Utility 22**

*Well pump repaired and insulation replaced  
in 2020*



**Station 23 – Dabob**

3281 Dabob Road  
Quilcene, WA 98376  
Built in 1987

**Not currently used for response**  
Equipment storage

<b>Strategic Priority</b>	<b>FACILITIES, VEHICLES, EQUIPMENT</b>	<b>Overview</b>
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**Administration Building**

61 Herbert Street  
Quilcene, WA 98376  
Built in 1934  
Administration and Support Staff

*ADA ramp added in 2020*



**Crew Quarters Building**

Quilcene, WA 98376  
Built in 1969  
Duty Crew Living Quarters

*New electric service and a window replaced in 2020*



**Annex  
(Old Fire Hall)**

40 Herbert Street  
Quilcene, WA 98376  
Equipment and Storage



**Fire Cache Building**

65 Herbert Street  
Quilcene, WA 98376  
Built in 1930s  
Storage and Training

<b>Strategic Priority</b>	<b>FACILITIES, VEHICLES, EQUIPMENT</b>	<b>Overview</b>
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**Rental House**

80 W. Rose St.  
Quilcene, WA 98376  
Income generation

*Water damage and mold mitigated in 2020*



**Vacant Lot (0.09 acre)**

Thorndyke Rd & Sea Home Rd  
Quilcene, WA 98376  
Reserved for future station development

The Administration Building, Crew Quarters, and Fire Cache Building, as well as a Rental House and storage sheds, were all part of the US Forest Service Quilcene Ranger Station "Lower Compound." The older compound buildings are considered historically significant. QFR purchased the property from the Forest Service in 2011. Facility maintenance has occurred sporadically as resources allow. Several repairs and improvements were completed in 2020/2021.

**Apparatus**

One of the most important capital assets of the district is the fleet of reliable vehicles and apparatus. QFR personnel depend heavily on the performance and capabilities of apparatus when operating to protect life, property, and the environment. To maximize these capabilities and minimize their risk of injury, it is imperative that our vehicles and apparatus meet all NFPA 1911 safety standards and be equipped with the latest safety features and current operating capabilities.

When evaluating replacement, there are at least three different life cycles to consider: service life, technological life, and economic life as well as some immeasurable costs.

Service Life is when a piece of equipment can perform its needed duty. Service life is dependent on a number of factors and variables. The most important are mileage, number of responses, overall wear and tear, pumping capacity and operating capability.

Technological Life is the capability of a piece of equipment to serve in the role it was initially designed for. While older vehicles may still be capable of performing the tasks they were designed for, they



<b>Strategic Priority</b>	<b>FACILITIES, VEHICLES, EQUIPMENT</b>	<b>Overview</b>
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cannot match the performance requirements of new vehicles. Speed, acceleration, and braking ability with new technologies such as antilock braking systems, traction control and rollover stability are some of the new technological advances of newer apparatus.

Economic Life is its total expense for effective use over a given period of time. These costs include depreciation, operating costs, fuel, oil, maintenance, repairs, downtime replacement, and operator training. All these factors come into play when determining the vehicles economic life. The cost to maintain a given vehicle increases with time, until it is more expensive to operate than maintain.

The generally accepted life cycle for brush trucks, engines, and tanker/tenders is 25 years; BLS and support units is 15 years; and chief officer cars is 12 years. This is reflected in the “Year to Replace” column of the following table.

QFR currently owns and maintains the following vehicles and apparatus:

Apparatus ID	Year & Make	Station Assignment	Incidents Since 1/2016	Mileage as of 8/2021	Year to Replace
<b>BLS unit</b>					
A21	2018 Dodge Ram 3500	21 Quilcene	746	27,500	2033
A212	2016 GMC K3500	21 Quilcene	1150	43,800	2031
<b>Brush truck</b>					
B21	2008 Ford	21 Quilcene	154	74,800	2033
B22 *	1995 Ford	22 Coyle	60	29,300	2020
<b>Chief officer car</b>					
C201	2020 Ford	Chief	216	18,100	2032
C202 **	2005 Chevrolet	Deputy Chief	683	102,700	2017
<b>Engine</b>					
E21	2005 Freightliner	21 Quilcene	497	37,800	2030
E22 *	1996 Ford	22 Coyle	41	26,900	2021
<b>Tanker or tender</b>					
T21	2018 Freightliner	21 Quilcene	38	3,900	2043
<b>Support apparatus, other</b>					
U21	2005 Chevrolet	21 Quilcene	74	187,500	2020
U22	2008 Ford	22 Coyle	827	120,200	2023

\* Brush truck B22 and engine E22 were moved from primary to standby status to extend their service life and reduce wear and tear caused by front-line use. This strategy should extend their service life another 4 to 5 years. Both are housed at Station 22 (Coyle) to enhance response capabilities in that area of the District.

\*\* Chief officer car C202 was extensively rehabilitated in 2021 to extend its service life another 2 to 5 years.

<b>Strategic Priority</b>	<b>FACILITIES, VEHICLES, EQUIPMENT</b>	<b>Overview</b>
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QFR has limited resources to replace apparatus, even when life cycle management calls for it. In some cases, as with C202 (which is four years past its life cycle replacement date), it can make economic sense to address service and technological issues and gain some additional years, provided there are no overriding economic life concerns. C202 continues to be a valuable resource for the District as a chief officer car. It received new tires; upgraded bumper, running boards, and storage box; new light-bar and radio; and repaired upholstery.

QFR has been able to leverage grant opportunities and local support to replace apparatus that is obsolete and worn-out and is clearly beyond its life cycle as these recent examples illustrate:

**Aid 212**

*Procured in 2016 for \$173,000 – 85% through DNR timber sales revenue and the remainder through local donations. The apparatus was built by Braun NW on a GMC chassis and has a 155” North Star ambulance compartment. It replaced a **23-year-old** aid car that was worn out. With 60% of QFR calls requiring EMS response, aid cars are among the busiest apparatus QFR operates. DNR timber sales revenue has declined sharply and is no longer a reliable source of ongoing funding.*



**Tender 21**

*Procured in 2017 for \$288,000 through a federal grant with a 5% local share. The apparatus was built by Rosenbauer on a Freightliner chassis and has an 1,800-gallon water tank with a 750 GPM pump. It replaced a **32-year-old** vehicle with 400,000 miles on the odometer that was obsolete and unreliable. Tenders are essential for providing firefighting water to the 99% of the district that is not served by hydrants.*



Fire apparatus replacement needs to be carefully planned and conducted on a regular basis to avoid shortfalls within a fleet. Replacement should be based on the service life variables and life cycles mentioned. The construction life of ordering an apparatus should also be considered when preparing to replace a particular piece of equipment. Some construction times can take up to a full year. This process typically includes approval to purchase, bid process, award of bid, manufacturer meetings, specifications conference, acceptance testing and training.

Apparatus costs continue to fluctuate making it difficult to forecast the replacement cost of individual apparatus.

**Strategic Priority**

**FACILITIES, VEHICLES, EQUIPMENT**

**Overview**

**Equipment**

Workplace safety requirements means that QFR must provide members with protective gear and tools that are in good order and effective for their purpose. This can be a challenge when budgets are constrained. Personal Protective Equipment (PPE) for structural firefighting per NFPA standards must be replaced every 10 years, the current price for head-to-toe PPE is around \$3000. QFR has aggressively pursued grant funding to replace equipment. Grant awards have allowed QFR to purchase AED and SCBA equipment, PPE, radios, and pagers. Grant applications have been submitted to update extrication tools and procure additional PPE.

<b>Strategic Priority</b>	<b>FACILITIES, VEHICLES, EQUIPMENT</b>	<b>Objectives</b>
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**Short-term Facilities, Vehicles, Equipment Objectives**

1. Maintain facilities, vehicles, and equipment to industry standards through a program of ongoing and preventative maintenance.
2. Explore feasibility, models, and cost effectiveness of using the former “lower compound” property for future station construction with duty crew living quarters, administrative offices, training facilities, and community meeting rooms in one building.
3. Conduct annual assessments of all apparatus and capital equipment; establish a replacement schedule based on industry standards; incorporate a vehicle replacement plan into the budget as a line item.
4. Identify and pursue funding sources to replace inefficient, ineffective, obsolete, and unserviceable equipment as needed.

**Long-term Facilities, Vehicles, Equipment Objectives**

5. Explore feasibility, models, and cost effectiveness of new types equipment that increase personnel effectiveness and efficiency.
6. Explore funding models and identify opportunities that support daily operations as well as capital expenditures for facilities, vehicles, and equipment.

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<b>Strategic Priority</b>	<b>COMMUNITY RELATIONS</b>	<b>Overview</b>
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The future of QFR depends on meeting community expectations for operations, fiscal accountability, and public education. The communities of Quilcene and Coyle identify closely with, and strongly support QFR. The overwhelming (81%) approval of the recent EMS levy renewal affirms the commitment of district voters to the mission and vision of QFR. The local volunteer fire department is the one 'government' entity over which *all* residents in an unincorporated, rural area can hold a sense of ownership and pride. In the current economic and social environment, it is imperative that QFR maintains the trust and support of its community.

Strategic Priority	COMMUNITY RELATIONS	Objectives
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**Short-term Community Relations Objectives**

1. Use an easy to understand budget format with known and anticipated revenue shortfalls clearly stated and capital expenses incorporated into the Strategic Plan.
2. Continue to engage the community by hosting community activities at Station 21.
3. Communicate regularly to our community utilizing the most appropriate means (social media, email, Zoom, etc.) based on the message, audience, importance, and timeliness.
4. Provide a thorough explanation of QFR via a Strategic Plan with a five-year planning horizon.
5. Provide CPR and first aid classes to our students, citizens, and businesses.

**Long-term Community Relations Objectives**

1. Provide an annual update to the QFR Strategic Plan with a five-year planning horizon.



