

# Strategic Plan 2026 - 2031



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## Messages from the Administration

### Board of Fire Commissioners

On behalf of the Board of Fire Commissioners, we are pleased to present the East Valley Fire Department's 2026-2031 Strategic Plan. This plan is a roadmap for how we will protect lives and property, strengthen emergency medical services, and prepare for the evolving risks facing our district over the next five years.

Strategic planning is not a paper exercise-it is how we set clear direction, align resources, and stay ahead of the needs of a dynamic and growing community. Built on stakeholder input and analysis, the plan will guide budget priorities, staffing, and service delivery decisions so we can continue providing exceptional customer service with integrity, compassion, trust, and professionalism.

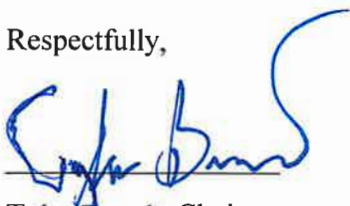
The Strategic Plan centers on five major initiatives:

- Achieving Commission on Fire Accreditation International (CFAI) accreditation through a comprehensive self-assessment and documented standards of coverage.
- Complete the construction of a multi-purpose building to house auxiliary apparatus, create a space for apparatus maintenance, and classroom/hygiene facilities for the training grounds.
- Launching a wildland dozer program to strengthen wildfire suppression capability within our district and through mutual aid.
- Expanding automatic aid with neighboring jurisdictions to improve effective response force assembly times for border-zone structure fires and increase interoperability through joint training.
- Hiring and onboarding a full-time fleet mechanic to reduce vehicle downtime, improve readiness, and manage maintenance costs responsibly.

Successful implementation will require measurable milestones and continued partnership between the Board, department leadership, firefighters, and the community we serve. We are committed to transparency, fiscal stewardship, and regular updates on progress so residents can see how strategic investments translate into better service and improved outcomes.

Thank you for your continued trust and support. We invite you to stay engaged as we move from planning to action-and as we work together to ensure the East Valley Fire Department remains ready for today, tomorrow, and the years ahead.

Respectfully,



Tyler Brandt, Chair



Ben St. Mary, Vice-Chair



Les Riel, Commissioner

## Fire Chief

I am pleased to present the East Valley Fire Department’s Strategic Plan for 2026 – 2031. This document represents months of work from both response and administrative staff as we looked at where the department has been, where the department is, and where we want to take it based on current data and planning. The goals and objectives identified in this document will be our roadmap forward as we budget and plan to accomplish these critical items. While all identified goals are important, good fiscal management is a hallmark in this agency. The identified goals will only be undertaken as fiscal resources are sufficient enough within the department’s normal budgetary processes.



The Yakima Valley is a growing area with a dynamic response environment ranging from fully volunteer agencies in rural areas of the county to a fully paid department at the City of Yakima. With a limited number of full-time staffing, it is important we work well, and in conjunction with our fire service partners. We also need to ensure we are engaged with all department’s stakeholders, both internally and externally, to further the department's mission and provide the best possible service to our community.

As a public agency, we also need to work within the monetary resources our community provides. This creates a challenge when trying to create an environment where turnover is minimal for both career and volunteer members by keeping wage/benefit packages fair for career staff and incentives for volunteers, while being fiscally responsible to ensure proper maintenance and replacement of department assets such as stations, apparatus, and training facilities. It is because of the leadership every member of the East Valley Fire Department exercises that we are the most financially stable department in our county. I am constantly proud of the leadership our members exercise as they interact with the public and assist in training our new volunteer staff. I am amazed daily at the selflessness of our volunteer firefighters as they balance full-time employment, family, the needs of the department, and responses to emergencies.

I would like to thank the Board of Fire Commissioners, Les Riel, Tyler Brandt, and Ben St. Mary for their leadership, and giving me the opportunity to lead such an outstanding organization. I would also like to pass along my gratitude to all the EVFD staff for the professionalism you bring to the job, day in, and day out; and for your hard work in assisting with this planning document. It is truly a privilege to be a member of this department and community.

Yours for better fire protection,

A handwritten signature in blue ink that reads "Raymond Lamoureux".

Raymond Lamoureux CFO, CTO  
Fire Chief

**Board of Fire Commissioners**



Les Riel



Tyler Brandt



Ben St. Mary

**Acknowledgements**

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Thank you to all of the Volunteer Staff who participated in the stakeholder survey.

Without our dedicated staff, this strategic plan would not have been possible. Their unwavering commitment, professionalism, and insight have been instrumental in shaping the direction and priorities outlined in this document. From frontline responders to administrative personnel, each member of Yakima County Fire District #4/East Valley Fire Department plays a vital role in our mission to serve our community. Their daily contributions not only ensure the safety and well-being of our community members but also lay the foundation for our continued growth and success. We extend our sincere gratitude to our entire team for their service, their voice in this process, and their steadfast dedication to excellence.

## **EVFD Guiding Statements**

### **Mission Statement**

The East Valley Fire Department is dedicated to serving and protecting our community with the highest regard given to integrity, compassion, trust and professionalism.

### **Vision Statement**

The East Valley Fire Department is always striving to provide exceptional customer service in a dynamic and growing community through leadership, training, public education, preparedness and stewardship of our resources.

### **Department Values**

#### **Loyalty:**

The members of the East Valley Fire Department are extremely loyal to our citizens which count on us, our District that we protect, and our brothers and sisters we work side by side within the fire service. We will consistently do the right thing in every situation we face and dedicate ourselves to the fire service and its ethics.

#### **Duty:**

We will serve in a selfless manner providing the best possible service in every situation. We understand our moral obligation of upholding each other and strive to improve ourselves consistently to serve at the highest level possible.

#### **Honor:**

We honor our past by remembering those who walked before us, through embracing our department's history and showing depth of integrity that would make our predecessors proud.

We honor today with an unwavering commitment to excellence in all that we do

We honor the future by maintaining a disciplined focus on our values, participating in dynamic training, and showing exemplary leadership that will shape the future of our Fire District, its members, and the community we serve.



# Introduction

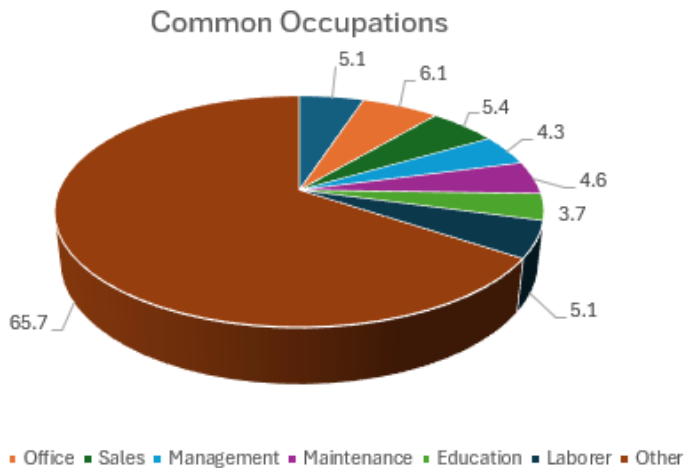
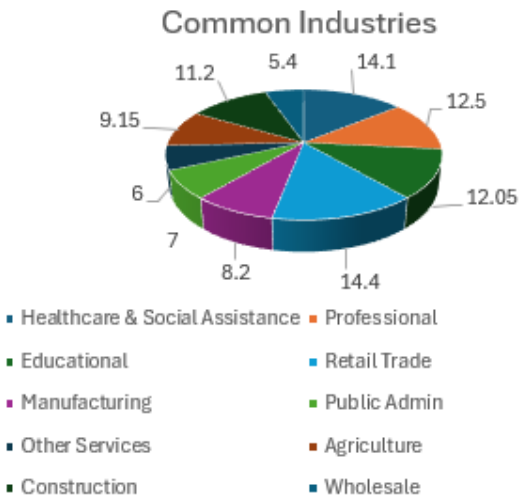
For the purposes of this document, Yakima County Fire District #4 (YCFD4) and East Valley Fire Department (EVFD) are synonymous and will be used interchangeably throughout this plan.

## Community Demographics

The East Valley Fire Department services an area of 122 square miles for fire and EMS; and an additional 46 square miles for EMS only. The area east of Milepost 19 on State Route 24 is considered “No Man’s Land” for fire protection; meaning, there is not a fire district statutorily required to provide fire protection services to this area.

The population served by the East Valley Fire Department is 27,823 and has the following demographic breakdown:

- |                                       |                          |
|---------------------------------------|--------------------------|
| Male Residents – 51.2%                | White – 60.5%            |
| Female Residents – 48.8%              | Hispanic – 33.8%         |
| Median Age – 37.3 years of age        | American Indian – 1.7%   |
| Median Household Income - \$90,322.00 | Black – 1.4%             |
| Median Home Valuation - \$373,865.00  | Asian – 1.4%             |
|                                       | Two or more races – 1.2% |



## Organizational Overview

The East Valley Fire Department is an all-hazards fire department with eighteen (18) career firefighters working a three (3) platoon system, A-Shift, B-Shift, and C-Shift. The department also has 25 volunteer firefighters who augment the department's career staff by pulling shifts. The current shift strength is six (6) with a minimum staffing of four (4). This allows the department to respond, at a minimum, with two engine companies, to the various incidents EVFD is requested to. As qualified volunteer firefighters sign up for shifts, the department is able to add apparatus to the response system.

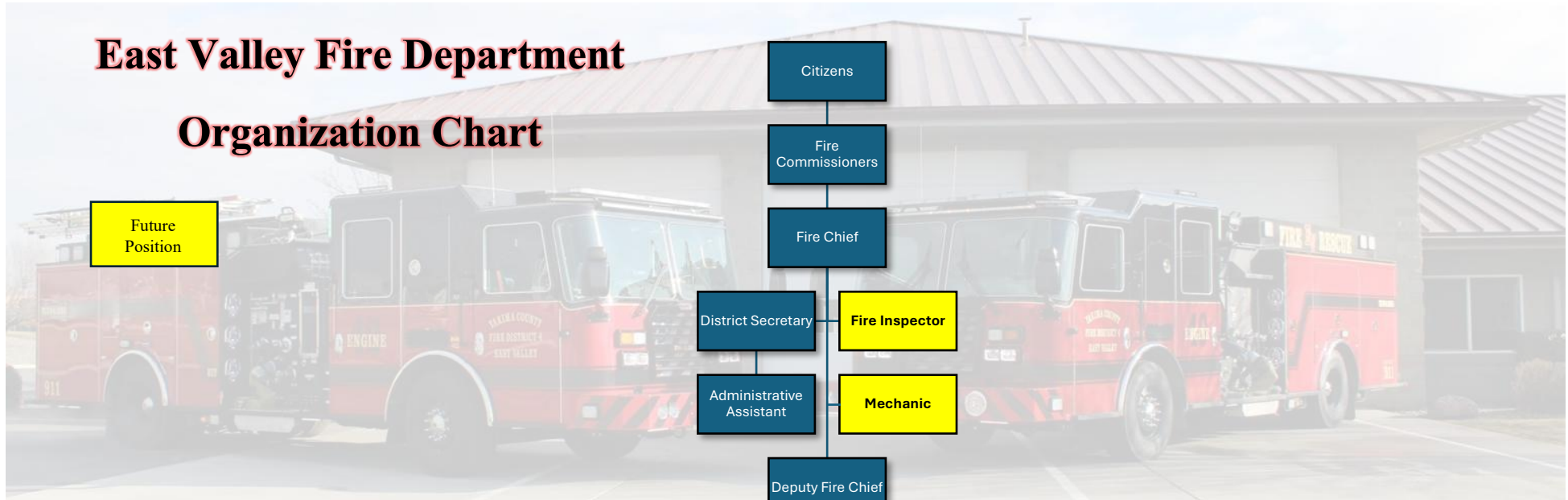
The department is governed by a three (3) person Board of Fire Commissioners (BOFC), Fire Chief, Deputy Fire Chief, District Secretary, and an Administrative Assistant. The BOFC gives oversight into budget, policy and other high-level matters, while the day-to-day operation of the Fire District is led by the Fire Chief and the rest of the administrative staff.

*“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”*

*Ralph Waldo Emerson*



# East Valley Fire Department Organization Chart



Future Position

Citizens

Fire Commissioners

Fire Chief

District Secretary

Fire Inspector

Administrative Assistant

Mechanic

Deputy Fire Chief

A-Shift  
Battalion Chief

B-Shift  
Battalion Chief

C-Shift  
Battalion Chief

Volunteer Staff  
Management

Seasonal  
Response Staff

Station 40  
Lieutenant

Station 42  
Lieutenant

Station 43  
Lieutenant

Station 40  
Lieutenant

Station 42  
Lieutenant

Station 43  
Lieutenant

Station 40  
Lieutenant

Station 42  
Lieutenant

Station 43  
Lieutenant

Station 40  
Firefighters

Station 42  
Firefighters

Station 43  
Firefighters

Station 40  
Firefighters

Station 42  
Firefighters

Station 43  
Firefighters

Station 40  
Firefighters

Station 42  
Firefighters

Station 43  
Firefighters

PTP Volunteer  
Firefighters

PTP Volunteer  
Firefighters

PTP Volunteer  
Firefighters

PTP Volunteer  
Firefighters

PTP Volunteer  
Firefighters

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Firefighters

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Firefighters

PTP Volunteer  
Firefighters

## Station Overview

EVFD operates four (4) fire stations within the 128 square miles fully serviced by the department.

Station 40 is the department's headquarters station housing both response staff and administration. Located at 2003 Beaudry Road this station services the Moxee area of the fire district. Station 40 is 12,356 square feet; it was built in 2004 and has the capacity to house four (4) response staff. Apparatus that responds from this station are:

Engine 40 (cross-staffed)

Ladder 40 (cross-staffed)

Brush 40 (staffed when personnel are available)

Tender 40 (staffed when needed)

Air Support 40 (staffed when needed)

Engine 240 (reserve)

Station 40 also houses our training facility which is a 3-story Conex style training building with a rappelling tower on the fourth floor. This building also has two propane fired burn rooms for state mandated live fire training, as well as a configurable search prop, 70,000 CFM smoke system, and vertical ventilation prop. Future props we would like to add to the training grounds are:

Car Fire Prop, Propane Tank Prop

Dumpster Fire Prop, Rail Car Emergency Prop

Station 41 is the department's only fully Volunteer station and is located at 104 Rivard Road within the City of Moxee. The building is 3,500 square feet and was constructed in 1965. Apparatus that responds from this station are:

Engine 41

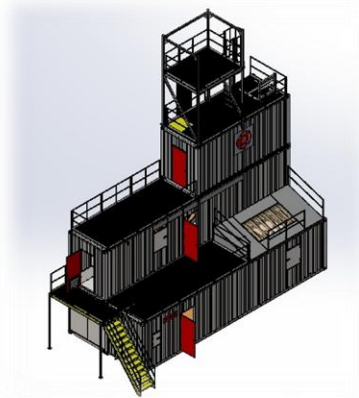
Tender 41

Brush 41

Brush 241



Station 40, Moxee



Station 41, City of Moxee

Station 42 is the department's second staffed station and can house five (5) response staff with its current configuration. This station is located at 4007 Commonwealth Drive and services the Terrace Heights area of the fire district. Station 42 is 7,034 square feet, was built in 1970 and remodeled in 2020. Apparatus that responds from this station are:



Station 42, Terrace Heights

Engine 42 (staffed)

Brush 42 (staffed when personnel are available)

Tender 42 (staffed when needed)

Brush 242 (staffed when needed)

Station 43, along with the apparatus housed there, is owned by the City of Union Gap, but is operated and staffed by the East Valley Fire Department. The station is located at 107 W. Ahtanum Road, can house five response personnel, and services the City of Union Gap. The station is 6,508 square feet, was built in 1970, and was remodeled in 2015. Apparatus that respond from this station are:



Station 43, Union Gap

Battalion 40 (staffed)

Engine 43 (staffed)

Engine 243 (staffed when needed)

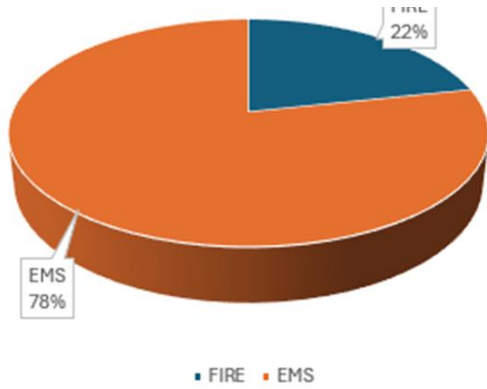
Engine 343 (staffed when needed)

## Calls for Service

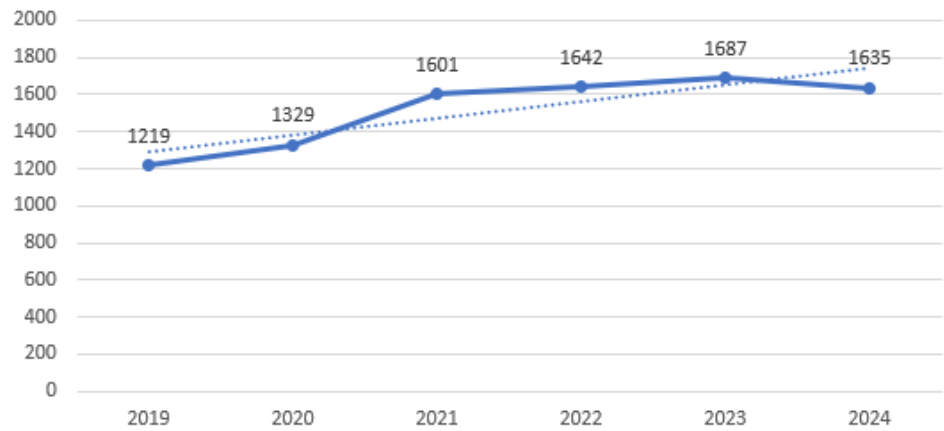
In the previous five years, the department has experienced a 34% increase in the number of requests for service. In that same time frame, the department has seen a 4,167% increase in the number of requests happening concurrently. This caused the department to add additional staffing in 2019 and again in 2022 to add an additional engine company to the available response resources. The department continues to track these data sets and has created a matrix to determine when the increase in staffing will need to happen, see [Appendix D](#).

With addition of Station 43 to the department's response model in January 2026, there has been a 69.2% increase in calls for service over the same period from 2025.

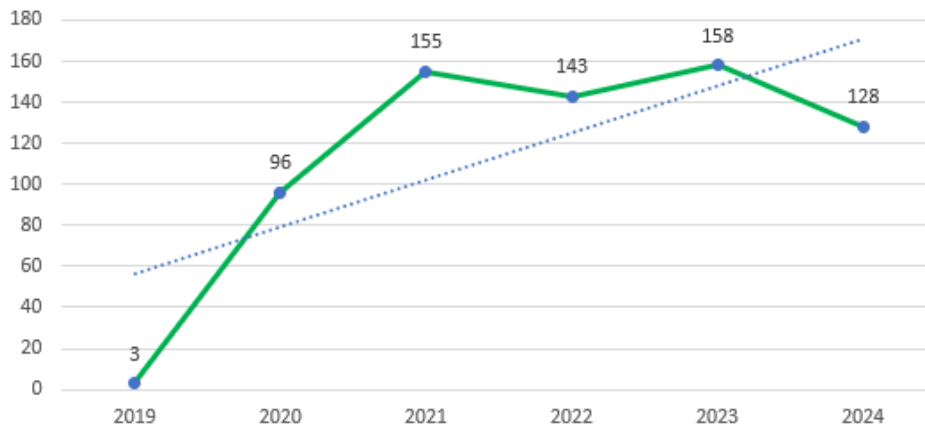
Fire to EMS Percentage



Call Volume



# of Concurrent Calls



# Department Financial Planning

## Overview

Yakima County Fire District #4, doing business as the East Valley Fire Department, is considered a Municipal Corporation within the State of Washington. The department uses a cash-based financial system, meaning financial records reflect a transaction as soon as it is processed. The department receives revenue twice a year, in April and October, with its fiscal year starting in January and ending in December.

The Board of Fire Commissioners has authorized the following reserve accounts to be established.

- **Fire Reserve Fund** – This reserve account is established for general fund shortfalls and equipment replacement.
- **Apparatus Reserve Fund** - This reserve account is established for the purpose of replacing fire apparatus at the necessary intervals set by NFPA standards.
- **Capital Projects** – This reserve account is established for facility and infrastructure expenses not covered by the general fund budget.
- **EMS Reserve Fund** – This reserve account is a restricted use account under RCW 84.52.069 and monies in this account can only be used for areas referenced in state statute.

## Financial Planning

### Current Financial Overview

- **2025 Annual Budget Summary**
  - Total Operating Budget: \$5,048,641.00
    - Fire Levy: \$4,437,640.00
    - County EMS Levy: \$611,001.00
  - Capital Budget: \$1,062,602.00
    - Apparatus Replacement: \$300,000.00
    - Capital Projects: \$90,000.00
    - Fire Reserve/Equipment: \$386,301.00
    - EMS Reserve: \$286,301.00
- **Revenue Sources**
  - Property tax
  - Grants

- **Expenditures Summary**
  - Personnel Costs: 70% of total revenue
  - Capital Investments: 8% of total revenue
  - Operational Costs: 13% of total revenue
  - Training and Development: 1% of total revenue
  - Reserve Contributions: 8% of total revenue

### Financial Trends & Forecasts

- Historical Financial Trends (Previous 3 years): Through support from the East Valley community, the EVFD has seen a positive historical trend the previous three (3) years allowing for 5% increases in revenue from the fire levy. Due to state statute, the EMS levy increases at a rate of 1% historically. The East Valley community has also experienced a positive trend in property values which has allowed an increase in revenue each year.
- Revenue and Expenditure Projections (3–5 years): Based on the current six (6) year fire levy, which was passed in 2024, revenue is expected to increase 5% each year through the end of the current fire levy timeframe (2031). The current six (6) year EMS levy, which was passed in 2022, will allow for a 1% growth in revenue annually through the end of the EMS levy timeframe.

Based on historical data and current forecasts, inflation, or expected expenditure costs, is expected to increase an average of 2.7% annually through the timeframe of this strategic plan. Barring a catastrophic event, revenues are adequate to keep up with inflationary pressures.

- Forecasted Budget: Based on the available historical trends and current forecasts, the East Valley Fire Department projects a balanced budget over the next five (5) years with sufficient reserves for apparatus replacement, capital improvements, and equipment purchases.

### Capital Improvement Plan (CIP)

- Summary of Major Capital Needs: The East Valley Fire Department anticipates six (6) major capital projects throughout the lifecycle of this strategic plan. The current asphalt at Fire Station 40 is showing major signs of wear and need of replacement. The replacement of the asphalt has already started in a few strategic areas around the station. The remaining asphalt, the north and south parking areas are slated to be replaced in 2026 and 2027 respectively. This will complete the asphalt replacement for Fire Station 40.

Another capital project at Fire Station 40 is the building of a sub-station to house reserve apparatus, service the fire training facility with a dirty classroom (Firefighters do not have to take off their gear prior to entry), and personal hygiene facilities.

The third major capital project is the replacement of the District’s two frontline fire engines as well as a command vehicle. The command vehicle will be replaced in 2027 in anticipation of a potential expansion of service into fire and life safety inspections and community risk reduction. The National Fire Protection Association (NFPA) 1911, Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles, recommends replacement of first line fire apparatus at intervals of ten (10) years; these vehicles are then used as reserve apparatus for another ten (10) years at which time they are retired from service. Engine 40 will be replaced in 2029, while Engine 42 will be replaced in 2031. While this replacement schedule requires the department to extend Engine 40’s first out use by two (2) years, it creates a future replacement schedule where the District is not replacing both fire engines in the same year.

- **Funding Strategies:** The EVFD Board of Fire Commissioners has adopted a fiscal policy of budgeting replacement costs for capital projects, apparatus replacement, equipment replacement, and rainy-day funds each year out of the general budget. This sound fiscal policy allows the Fire District to amortize these larger expenses over an extended timeframe, only coming to voters for renewal of the fire levy.

The department is also pursuing funding strategies such as grants and impact fees on new construction to offset some of these costs, especially on any new services or missions the department may undertake.

<b>Project</b>	<b>Estimated Cost</b>	<b>Funding Source</b>	<b>Projected Year</b>
Station 40 South Parking Lot	\$120,000.00	Capital	2026
Station 40 Sub-Station	\$800,000.00	Capital	2026
Command Vehicle	\$140,000.00	Apparatus	2027
Station 40 North Parking Lot	\$135,000.00	Capital	2027
Fire Engine Replacement	\$850,000.00	Apparatus	2029
Fire Engine Replacement	\$870,000.00	Apparatus	2031

**Staffing & Personnel Financial Planning**

- The East Valley Fire Department is continuing to work towards having three-person engine companies at both Fire Station 40 and 42. At a cost of approximately \$130,000 per Firefighter for wages and benefits, the Fire District will work this into the next levy lid lift to fund this staffing level. However, based on potential trending with response times from the County’s single-source ambulance service, the need to provide a BLS transport service through EVFD is becoming apparent. The plan to implement this service, as well as fund the Firefighters necessary to permanently staff the engines with three is presented in [Appendix F](#) of this document.

- EVFD currently offers a competitive wages and benefits package and is not experiencing any turnover at this time. The cost implications for hiring enough response personnel to staff each engine with three (3) personnel is approximately \$780,000.00. In order to keep up with apparatus amortization, capital improvements, and equipment replacement, the Fire District would need an additional revenue stream to fund the added positions.
- As the need to keep trained personnel, ensure a competitive wage and benefit package, as well as the understanding that the department’s labor group is an interest-based bargaining unit, the trend for compensation and benefits will continue on an upward trajectory to keep wages and benefits within market comparable departments.

### **Risk Management & Financial Resilience**

- Per policy 05.01.06, Reserve Fund Accumulation, the Board of Fire Commissioners (BOFC) has directed staff to keep the Fire-Equipment Reserve account at 50% of annual revenue from the fire levy. This account serves as carryover from the last tax deposit in October until the first tax deposit in April of the following year to cover budgeted expenditures and payroll. Another reason this account is funded at this level is for large equipment items such as SCBA replacement and extrication tool replacement. If needed, the capital project reserve account along with the apparatus reserve account are also available if the need arose.

The current fiscal policy of the BOFC will ensure fiscal resilience in the event of an economic downturn, recession, or failed levy lid lift.

- The East Valley Fire Department purchases insurance through an A+ rated and Washington admitted carrier for the following risk categories: Property, General Liability, Management Liability, Crime, Business Auto, Portable Equipment & Excess Liability, which are summarized below.

#### **Property Coverage**

- Buildings-Guaranteed Replacement Cost Valuation w/ 4% Inflation Guard
- Contents - Blanket Replacement Cost Valuation w/ 4% Inflation Guard
- All Risk coverage
- Deductibles- \$500 property/\$1,000 flood/5% EQ

#### **General Liability**

- \$1,000,000 per Occurrence and a \$3,000,000 Aggregate (no deductible)
- Includes - Professional Healthcare Liability, Watercraft/Maritime Liability, Contractual and Employers Liability

#### **Management Liability**

- \$1,000,000 per Occurrence and a \$3,000,000 Aggregate (no deductible)

- Includes - EPLI, EBL, Cyber Liability, Outside Directorship Liability, and Injunctive Relief

#### Crime

- Employee Dishonesty- \$75,000
- Coverage includes Forgery/Alteration, Computer & Identity Fraud

#### Business Auto

- \$1,000,000 Combined Single Limit
- Physical Damage Deductibles - \$500 Comprehensive, \$1000 Collision
- Agreed Value Basis
- Primary Non-owned Auto Liability

#### Portable Equipment

- Blanket coverage- Guaranteed Replacement Cost basis
- Scheduled equipment (Boat 100hp+) Replacement Cost

#### Excess Liability

- 10,000,000 Per Occurrence / 20,000,000 Aggregate

Budgeting for smaller incidents, running Motor Vehicle Reports every couple of years, and participating in training and safety exercises helps to keep the insurance costs low.

### **Grant & Alternative Funding Strategy**

- The past three years, grants have been focused on training and carcinogen reduction. Training grants through FEMA's Assistance to Firefighters Grant (AFG) program have been focused on providing classes focused on officer development as most of the department's career members are also Acting Officers. Through these grants, the department has certified all non-probationary career staff to IFSAC/Proboard Fire Officer 2. These grants allowed the department to also certify most members as Fire Instructor 1, and some to Fire Instructor 2.

The second area of grant focus, carcinogen reduction, has been through participation in Washington State's Labor and Industry FIIRE program. This program provides grant funding for this type of item and has allowed the department to ensure each career member has a second set of structural firefighting gear, as well as particulate flash hoods to further decrease exposure while fighting a structure fire.

The department has also pursued grants through FEMA's Staffing for Adequate Fire and Emergency Response (SAFER). The department has not been successful with the two applications it has submitted.

The department will continue to focus on applicable grants that can further the department's mission as well as defer costs from the taxpayer.

### Performance Metrics

- Budget accuracy: (Percentage variance from adopted to actual)
  - 2022 – Average variance combining fire and EMS, 5.5%
  - 2023 – Average variance combining fire and EMS, 4.65%
  - 2024 - Average variance combining fire and EMS, 12.05%
- Grant success rate:
  - LNI FIIRE Program Grant – 100%
  - FEMA AFG – 50%
  - FEMA SAFER – 0%
  - Yakama Nation Tribal Grant – 50%
  - GESA Credit Union Grant – 100%
- Apparatus lifecycle compliance:

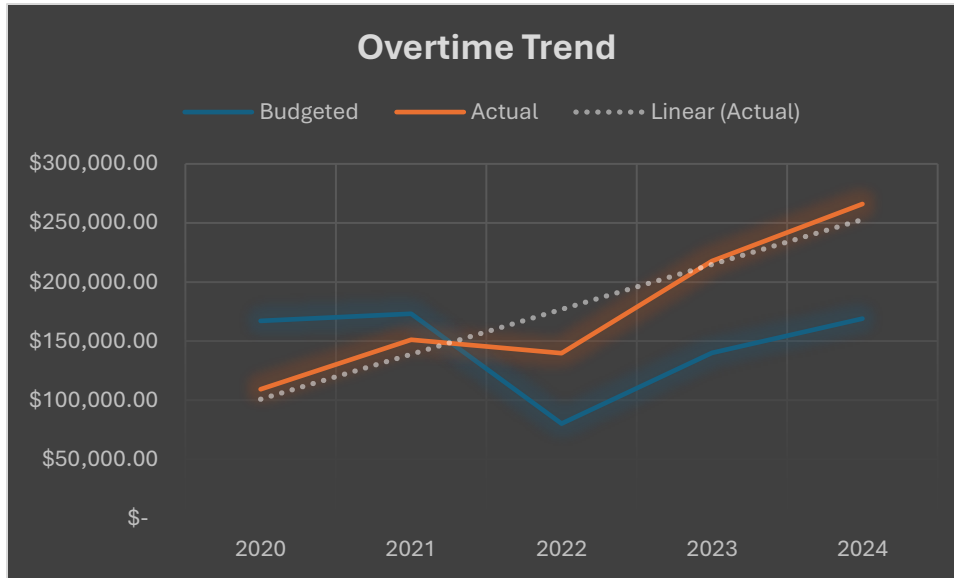
Prior to the purchase of two new fire engines in 2019, EVFD was not compliant with the replacement schedule set in NFPA 1911, Standard for the Inspection, Testing, and Retirement of In-Service Automotive Fire Apparatus, of ten (10) years in a first out status and ten (10) years in a reserve status.

Starting in 2017, the Fire District began funding an apparatus replacement fund to allow the department, to the best of its ability, to follow the prescribed replacement schedule in NFPA 1911. Based on the current fund status, in spite of current cost forecasts, the department is still on track to replace the current first out apparatus according to the NFPA schedule. However, in order to stagger the costs of replacement, based on current mileage, the District will extend the first out service of Engine 42 until 2031. This allows the department to replace Engine 40 in 2029 and Engine 42 in 2031; thus, allowing the replacement costs to be staggered.

NFPA 1906, Standard for Wildland Fire Apparatus, follows the same replacement schedule as NFPA 1911. In 2022, the department replaced its first out Type 6 brush truck at Station 42 with a redesigned Type 5 brush truck; the replacement of this apparatus was on time according to NFPA 1906. In 2023, the department replaced its first out Type 6 brush truck at Station 40 with a redesigned Type 5 brush truck. The replacement of Brush 40 was 5 years early.

See [Appendix E](#) for the full apparatus replacement schedule.

- Overtime cost trends:



In the United States’ fire service, the average overtime cost as a percentage of overall employee costs is approximately 15% for smaller agencies. In 2024, EVFD’s overtime cost as a percentage of overall employee costs was 18%.

The East Valley Fire Department hired three (3) new Firefighter positions in 2025 after the passage of the fire levy-lid-lift. The hiring of these new positions not only increases service to the community but is forecasted to decrease the amount of overtime paid out each year.

## Strategic Planning Process

The strategic planning process is a means to determine, through stakeholder input, research, and vision of organizational staff to set goals used to determine the course of the department. It also considers current and future growth models, as well as what the department can do to meet the service needs of the community, especially as those needs expand. The department will use this plan to formulate budget priorities, staffing levels, and station locations. Without using the process of strategic planning, the department runs the risk of lagging behind the needs of the community.

## Internal Stakeholder Survey Results

The internal stakeholder survey was made available to all East Valley Fire Department employees including the Board of Fire Commissioners, administration, career staff, and volunteers. Between these departmental groups there are 40 personnel and 36 people returned their surveys constituting a 90% participation rate.

Personnel were asked to provide feedback in the following areas: Department Finances, Recruitment, Retention and Engagement, Strategic Planning, and Community Engagement. Respondents answered three questions regarding district finances, seven questions on recruitment,

retention and engagement, seven questions regarding strategic planning, and four questions on community engagement.

### **Department Finances**

When given the statement, the department's financial resources are effectively aligned and allocated to support the mission of the fire department, 24.14% said they are strongly aligned, 24.14% said they are somewhat aligned, 17.24% were neutral, 27.59% state they are somewhat misaligned, and 6.9% said they are very misaligned. The respondents were asked if they stated they were somewhat misaligned or very misaligned to explain their sentiment. Of the ten respondents, all were career members, and a plurality of the reasons for their sentiment was they feel the department should allocate more financial resources to staffing; therefore, increasing wages/benefits (80+ percent of department revenue versus the current 70 percent) and the department should not keep as much in reserve for apparatus replacement, and instead, go to the voters when apparatus needs to be replaced.

Personnel were also given the statement that the department effectively manages its financial resources. 58.62% responded that they strongly agree or agree, while 20.69% disagreed or strongly disagreed. Again, the plurality of the dissent was centered around career staffing and money spent on the volunteer program. The other 20.69% were neutral on the matter.

### **Recruitment, Retention, and Engagement**

Respondents were asked to rate the department's volunteer firefighter program from one star to five stars, the average was a rating of 3.14 stars. Most of the dissent was centered around lack of response to calls by the department's volunteer staff, as well as their attendance at drills.

Next, personnel were asked to provide suggestions for improvement and how we can make our volunteer program better. Staff gave some great suggestions such as continuing the academy and requiring the necessary certifications; tapping into YV Tech to garner more volunteer candidates from that program; and giving them better directions on what is expected of them once they graduate from the recruit academy.

Staff were asked what the department could do to improve recruitment when the opportunity to hire career staff arises and a plurality of suggestions advocated for higher wages and benefits. Another recommendation is hiring from within our volunteer firefighter pool with result being you are hiring local people, and it doubles as a recruitment tool for the volunteer program.

Respondents were asked to list the strengths the department has at both the line and administrative levels. Here are the strengths that were listed:

- Competent and compassionate response staff, career and volunteer
- Line staff love to interact with the community, especially school aged children
- Administrative staff, District Secretary and Administrative Assistant, do a great job and are always available when staff have questions
- Great crew cohesiveness on each of the shifts
- Strong administrative leadership, financial management, and vision

Personnel were then asked to list any weaknesses they believed the department has:

- Communication up and down the chain of command
- Training opportunities in the wildland arena
- Lack of understanding of what administration does
- Lack of relationship between the line staff and fire chief

As a staff we asked if they felt the department recognized them for their involvement and contributions within the organization with 59% stating they feel recognized, 32% answered neutral, and 9% felt the department does a poor job with recognition. However, 78% of respondents have positive satisfaction with the organization and 22% with a negative outlook on their job satisfaction.

### **Strategic Planning**

Respondents were asked to give the priorities they believe the department should work on in the next 3 to 5 years.

- Staffing
- Future station locations
- New services (BLS transport)
- Continuous improvement on service delivery
- Training center
- Adding an aerial apparatus to the fleet

A follow-up question was asked of what priorities should be looked at past the 5-year threshold.

- Regionalization
- BLS transport service
- Station 43, 44, etc.
- Continued emphasis on recruitment and retention

Personnel were asked what they felt the biggest challenges are facing the department.

- Keeping up with growth
- Internal morale and communication
- Potential annexation from the City of Yakima

Technology can sometimes be a struggle for organizations to keep up with, fire departments are no different. The overwhelming item that staff stated they need in order to assist in service delivery is some type of mobile data terminal back in the apparatus.

Staff were also asked if they felt there were any barriers to implementing the strategic plan once it is adopted.

- Lack of stakeholder support
- Changes in RCW's, WAC's, NFPA, etc.

**Community Risk Reduction**

There was an overwhelmingly positive response to the community events the department is currently doing, and they were asked if there is anything else we could do to enhance our community interaction.

- Cornhole and/or pickleball tournaments versus the firefighters
- More school programs
- Community Christmas party and/or Santa Run with the antique fire engine

Lastly, staff were asked if there were any community risk reduction service the department is not currently engaged in that we should be.

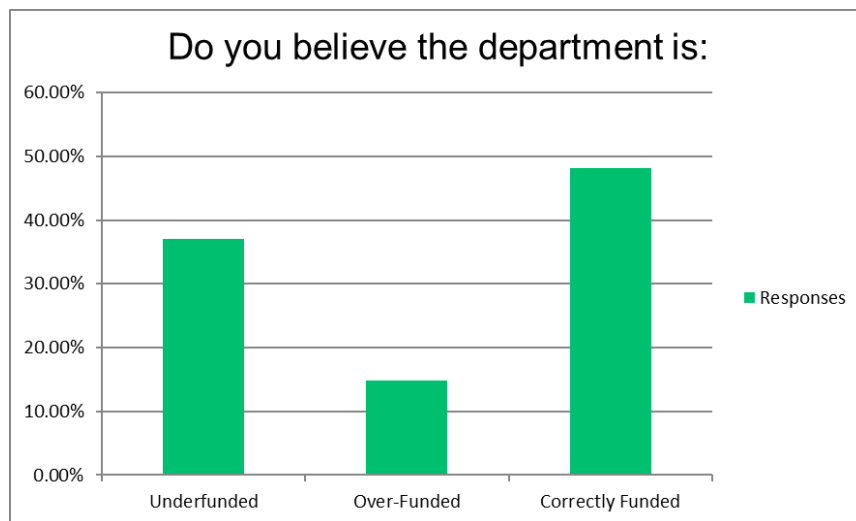
- Public CPR and First Aid classes
- Senior fall prevention
- Fire and life safety inspections

**External Stakeholder Survey Results**

The department distributed an electronic survey using social media and one of the department’s well-attended community events. Despite these efforts, only 28 community members completed the survey.

External stakeholders were given budgetary information including revenue, expenses, employee costs, etc. and were asked if they felt the department was effectively managing its financial resources. 75% responded as either strongly agree or agree, 21.5% responded neutral, and 3.5% responded strongly disagree or disagree. As a follow up, they were asked to explain their sentiment if they disagreed; however, no additional explanations were given.

Respondents were asked if they felt the department was underfunded, overfunded, correctly funded, or other. The community members who responded “other” stated there was not enough information to determine.



Respondents were then asked if they are satisfied with the transparency and accountability of their fire department; 89% responded in the affirmative while 11% responded in the negative.

They were then asked if they felt the fire department was meeting the needs of the community with 91% responding either strongly agree or agree and 9% who replied disagree.

Stakeholders were asked if they are satisfied with the department's resource allocation in both emergency response and community risk reduction. 81% responded they were satisfied, 12% responded neutral, and 7% responded they were dissatisfied.

As a follow up to the previous questions, respondents were asked if they felt there were any gaps in the department's response. 24 respondents stated there are no identifiable gaps; and 4 stated they felt gaps existed. Those that felt there were gaps identified the following:

- Manpower shortages, need more volunteers
- Add a station further out on State Highway 24 to decrease response times
- Increase number of units in the system to assist with multiple calls

Citizens were asked if they had suggestions for improving the recruitment and retention strategies for volunteers, these are their suggestions.

- Continue to develop younger firefighters as leaders to fill in as people retire
- Start a support services program and potentially bring in firefighter spouses to assist on larger incidents in a support role

The same question was asked but with career members in mind, these are their responses.

- Hire from within the department
- Better advertisement of openings

Stakeholders were asked what they thought were the biggest challenges facing the department.

- Wildland fires
- Lack of funding (if current community support wains)
- Urban growth
- Lack of ambulance service
- Manpower shortage

Citizens were asked what they wanted the department to focus on over the next 3 to 5 years.

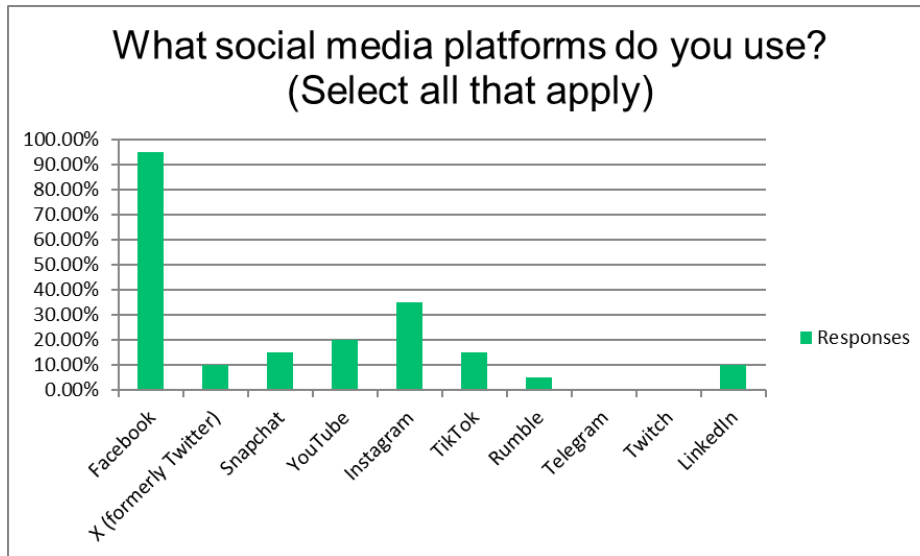
- EMS services
- Prevention and inspections
- Recruitment and retention
- Fiscal health of the organization
- Support services, engage those who do not or cannot fight fire

As a follow up, stakeholders were asked what the department should focus on long term, greater than 5 years.

- Budget for apparatus replacement
- Increased staffing
- ALS/BLS ambulance service
- Additional services as needed

Citizens were asked how connected they feel to the department. This is an area of weakness as 71% of respondents felt very connected or somewhat connected. However, the annual pancake feed was identified as the overwhelming favorite for community events offered by the District.

Only 66% stated they engage with the department on social media platforms, and of the platforms listed, Facebook was the most popular.



Lastly, respondents were asked if they would participate in any type of steering committee if the opportunity presented itself, only 5 people stated they would like to participate. The last question asked was whether or not the East Valley Fire Department was their emergency services provider, of the 28 people who responded to the survey, 18 answered yes, and 10 skipped the question.

The East Valley Fire Department would like to thank those who participated in the survey and took the time to give us this invaluable feedback as we set the course for the department for the next 5 years.

## Strategic Goals with Objectives

The goals in this plan reflect the information and priorities gathered from our stakeholder surveys, public strategic planning meetings, and the vision(s) of the East Valley Fire Department staff. Each goal is the overarching vision of what the department wants to accomplish while the objectives are the steps needed to make the goal a reality. These goals will only be undertaken when financial resources are sufficient enough to complete within the normal budgeting process.

### Goal 1 – CFAI Department Accreditation

<b>Objective:</b> By June 30, 2028, the East Valley Fire Department will achieve departmental accreditation through the Commission on Fire Accreditation International (CFAI) by completing a comprehensive self-assessment, developing a strategic plan, developing a Community Risk Assessment and Standards of Cover (CRA-SOC), and submitting all required documentation, while ensuring accreditation team members complete CFAI-related training by the end of 2026.			
Action Items	Completion Time	Assigned to	Cost
Create a five-year strategic plan and have it adopted by the Board of Fire Commissioners.	Q1 2026	Lamoureux	Staff Time
Create a CRA-SOC and have it adopted by the Board of Fire Commissioners	Q4 2026	Lamoureux Munson	\$1,000.00
Become a “Registered Agency” with CFAI	Q4 2026	Lamoureux	\$700.00
Become an “Applicant Agency” with CFAI	Q1 2027	Lamoureux	N/A
Complete and submit all necessary documents to the department’s assigned SharePoint including the Strategic Plan, CRA-SOC, and answers to the self-assessment performance indicators	Q2 2027	<ul style="list-style-type: none"> <li>• Lamoureux</li> <li>• Munson</li> <li>• Roberts</li> <li>• Frost</li> <li>• Robillard</li> <li>• Erickson</li> </ul>	Staff Time
Become a “Candidate Agency” with CFAI	Q3 2027	Lamoureux	N/A
Schedule and complete site team visit	Q4 2027	Lamoureux	\$10,000.00
Travel to CFAI Commission panel for testimony and receive department accreditation	Q2 2028	Lamoureux Board Chairman	\$3,500.00

**Goal 2 – Storage Building / Mechanic Shop / Dirty Classroom**

**Objective:** By July 30, 2027, deliver a fully operational 125’ x 75’ apparatus storage building that includes a dirty classroom, hygiene facilities (showers/changing/decon workflow), and an apparatus repair area, by completing planning, design, funding, permitting, procurement, construction, and final occupancy within a total project budget not to exceed \$850,000, as verified by signed contracts, approved invoices, passed inspections, and a Certificate of Occupancy.

Action Items	Completion Time	Assigned to	Cost
Board of Fire Commissioners accept purchase price of Station 41 of 425k.	Q1 2025	Lamoureux	Staff Time
Site development, enlist HLA to create a site plan and assist with City of Moxee process.	Q4 2025	Lamoureux Robillard	\$25,000
Initiate SEPA checklist and building permit process with the City of Moxee.	Q2 2026	Lamoureux	\$1,000.00
Create an RFP for the building, site work, concrete, and project management.	Q2 2026	Lamoureux Robillard	Staff Time
Publish RFP and advertise where legally necessary.	Q2 2026	Lamoureux Frost	\$200.00
Complete SEPA and building permit process with the City of Moxee.	Q3 2026	Lamoureux	Staff Time
Award contract to the successful company(s)	Q3 2026	Lamoureux Robillard	\$850,000
Manage building project through the various phases of construction.	Q3 2026 – Q3 2027	Lamoureux Robillard	Staff Time
Finish project and apply for final occupancy.	Q3 2027	Lamoureux Robillard	Staff Time

### Goal 3 – Wildland Dozer Program

**Objective:** By June 1, 2031, the East Valley Fire Department will launch a fully operational wildland dozer program capable of supporting wildfire suppression within district boundaries and through mutual aid, by acquiring a Type 1 dozer and transport vehicle, training a minimum of three certified dozer operators, three dozer bosses, and developing standard operating procedures (SOPs) in compliance with state and federal wildland firefighting standards.

Action Items	Completion Time	Assigned to	Cost
Review and strengthen mutual aid agreements with agencies who currently have dozer programs to cover department needs until EVFD Dozer Program is active.	Q1 2026	Munson	Staff Time
Create an SOP for EVFD Dozer Program	Q1 2027	Lamoureux Munson	Staff Time
Explore option for ILA for EVFD Dozer Program personnel to be active with other agencies Dozer Programs to gain experience and/or training	Q1 2027	Munson	Staff Time
Train personnel selected to be Dozer Bosses to S-230 Single Resource Boss and S-236 Heavy Equipment Boss.	Q1 2027	Munson	\$3,000
Create Dozer Operator training plan and/or taskbook. Integrate into other agencies programs if able.	Q1 2027	Munson	Staff Time
Research and make selection on Dozer make/model and transport vehicle	Q3 2029	Munson Lamoureux	Staff Time

2026 – 2031 Strategic Plan

Recommendation to EVFD Commissioners on selected dozer and transport to include cost.	Q2 2030	Munson	N/A
Purchase Dozer based on board approval.	Q3 2030 Depending on Lead time	Munson Lamoureux	\$500,000
Purchase Transport Vehicle based on board approval.	Q3 2030 Depending on Lead Time.	Munson Lamoureux	\$250,000
Train our Dozer Operators and Dozer Bosses on loading/unloading and operations of Dozer	Q1 2031	Munson	Staff Time

### Goal 4 – Increase Automatic Aid with Neighboring Jurisdictions

**Objective:** By December 31, 2026, increase automatic-aid utilization with neighboring departments so that  $\geq 80\%$  of qualifying border-zone incidents (first-alarm residential and commercial structure fires) receive at least one automatic-aid unit on the initial dispatch; reduce the 90th-percentile effective response force (ERF) assembly time in those zones by  $\geq 60$  seconds vs. the FY2025 baseline; and verify via monthly CAD/dispatch analytics, quarterly partner reviews, and  $\geq 4$  joint multi-company drills completed within the period.

Action Items	Completion Time	Assigned to	Cost
Identify neighboring jurisdictions who qualify for auto-aid under WSRB guidelines	Q1 2026	Lamoureux	Staff Time
Set up meetings with identified jurisdictions to determine needs within an auto-aid agreement	Q2 2026	Lamoureux	Staff Time
Interface with the District’s attorney to draw up auto-aid agreements based on identified needs	Q2 2026	Lamoureux Brian Snure	Staff Time Attorney Fees \$5,000.00
Send auto-aid agreements to our neighboring jurisdictions for editing and consideration by their elected officials	Q3 2026	Lamoureux	Staff Time
Obtain final approval and signatures from EVFD’s Board of Fire Commissioners	Q4 2026	Lamoureux	Staff Time

**Goal 5 – Full-Time Fire Mechanic**

<b>Objective:</b> By January 2, 2028, the East Valley Fire District will hire and onboard a full-time, ASE-certified, Emergency Vehicle Technician (EVT) Fleet Mechanic to perform in-house preventive and corrective maintenance for the district’s vehicles, reducing fleet downtime and vendor costs while improving readiness.			
Action Items	Completion Time	Assigned to	Cost
Analyze current cost trends related to vehicle maintenance and repair to determine viability of a fulltime position	Q1 2028	Lamoureux Erickson	Staff Time
Create a job description to determine essential duties, knowledge, skills, abilities, and certifications	Q1 2028	Lamoureux Munson Erickson	Staff Time
Based on the job description, determine an appropriate wage/benefit package	Q2 2028	Lamoureux Munson	Staff Time
Present job description and wage/benefit package to BOFC for approval	Q2 2028	Lamoureux	Staff Time
Create a recruitment packet based on job description	Q3 2028	Lamoureux Munson	Staff Time
Publish recruitment documents	Q3 2028	Lamoureux	\$700.00
Conduct hiring process of applicants	Q3 2028	Lamoureux Munson	Staff Time
Present candidate recommendation to the BOFC for approval	Q3 2028	Lamoureux	Staff Time
Offer of employment to successful candidate	Q3 2028	Lamoureux	Staff Time
Complete onboarding process for January 2, 2027, start date	Q4 2028	Roberts Frost	\$1,500.00

## Conclusion – Future Outlook

The 2026–2031 Strategic Plan for Yakima County Fire District #4 represents a proactive and purpose-driven roadmap to guide our department’s growth, service enhancements, and community engagement over the next five years. This plan, built on the foundation of comprehensive stakeholder input and a thorough analysis of our operational environment, reflects our enduring commitment to excellence, accountability, and innovation in fire and emergency services.

Through the identification of strategic initiatives such as enhancing staffing capacity, improving facilities, embracing technology, strengthening community partnerships, and fostering a resilient organizational culture, we have charted a clear path forward. Each initiative supports our overarching mission to protect life, property, and the environment with compassion, professionalism, and integrity.

Successful implementation of this plan will require continued dedication from our leadership, personnel, governing board, and community members. It is not a static document, but rather a living framework that will be regularly reviewed and adjusted to ensure it remains relevant and effective in the face of evolving challenges and opportunities. By doing so, we ensure that Yakima County Fire District #4 remains agile, forward-thinking, and fully prepared to meet the needs of those we serve—today, tomorrow, and well into the future.

We extend our gratitude to all who contributed to this planning process. Your voices, perspectives, and shared vision have shaped a strategic plan that not only addresses immediate priorities but also sets the stage for sustained excellence. Together, we look forward to turning this vision into action and continuing to earn the trust and confidence of our community through every call, every response, and every initiative.

*“If you do not know where you are going, you might end up someplace else.”*

*Yogi Berra*



## Appendix A – SWOT Analysis

### STRENGTHS

- The department has current up-to-date equipment with a good replacement plan in place.
- Through a thorough hiring process, the department has hired great staff with a heart for the job and vision for the department.
- The department, as a routine, provides excellent patient care to those requiring our services.
- The public education program is adequate for the ages currently focused on.
- While other volunteer programs struggle to recruit and retain, EVFD's continues to thrive.
- Top to bottom, the department has a good vision for where the department needs to go and how to get there.
- The department facilities are well maintained and expanded when necessary.
- With great community support, the department has a robust budget including reserve accounts for unexpected costs, apparatus amortization, capital projects, and EMS.
- The department has a properly funded training program with requisite qualifications for each level in the organization according to their job functions.
- Staffing for the department is stable with little turnover for career staff and good retention of volunteers.

### WEAKNESSES

- Communication was the number one issue from the group.
- Staffing levels, especially on incidents with multiple critical tasks needing completed.
- Not all training is engaging.
- EVFD has an outsized reliance on private ambulance.
- Department reliance on the Yakima County Fire Marshal's office for fire investigations.
- Technology
- Time management during volunteer drill nights.
- Training grid report updated infrequently.
- Conducting formal AAR's after larger fire incidents.
- Inconsistent automatic mutual aid.

- Relationship with the Yakima Fire Department.
- Recruit academy accountability i.e., certification requirement for continued employment, grades, etc.

### **OPPORTUNITIES**

- Potential for urban growth, both residential and commercial.
- Basic Life Support transport service (decrease reliance on private ambulance).
- Potential formation of a Regional Fire Authority.
- Interlocal agreements with neighboring agencies to increase response.
- Continued improvement of the volunteer program.
- Stratify the pay scale for volunteers to incentivize pursuit of other certifications.
- Increase training with neighboring agencies.
- Continue to expand current offerings of public education events.
- Continue offering training outside the fire district.
- Upcoming labor contract (*completed*)
- Consistency with volunteer shift hours throughout the year.
- Volunteer drill night expectations.

### **THREATS**

- Personnel leaving, not feeling valued.
- Urban growth, not keeping up with service demands.
- Potentiality of continued annexation from the City of Yakima.
- Stagnation
- Upcoming retirements of senior personnel
- Potential economic changes
- Potential litigation

## Appendix B – Auxiliary Goals

The goals listed (in no particular order) in this appendix are viable goals whose priority did allow them to be included in the five (5) priority goals explained earlier in this document. As this document will be in a constant state of re-evaluation, these goals will be re-evaluated and placed as a priority goal as previous goals are completed.

- Increase staffing to a minimum of 6, shift strength of 8
- BLS Transport Program (EMS Levy needed)
- Training Captain or Lieutenant
- ALS Transport Service
- Increased auto-aid agreement with neighboring fire service partners
- Consolidation (regionalization) with neighboring fire service partners i.e., RFA
- Increase personnel capacity for current fire stations
- Switch dispatch service to SUNCOMM
- Drone program
- Place MDT's in first line apparatus and command vehicles
- Technical Rescue teams (all disciplines)
- Daytime Fire Inspector/Investigator/CRR position
- Professional credentialing for line staff
- Increase capabilities of in-house SCBA repair and maintenance

## Appendix C – Station Location Plan

Will be determined in Q1 of 2026

## Appendix D – Staffing Plan

The East Valley Fire Department is committed to providing a robust and efficient response service with the resources provided by the public through continued funding of the Fire and EMS levies. An established staffing plan will allow the department to increase staffing, when appropriate, to maintain pace with the growth and incident requests from the community. Constant environmental monitoring of all aspects that affect service delivery will be paramount in maintaining proper service delivery to the community.

### Assumptions:

- Current staffing levels include 18 full-time firefighters working a 48/96 schedule; and 23 structural response volunteer firefighters working an average minimum of 36 hours per month.
- Call volume in 2024 was 1,635 calls.
- The current population of the fire district is 27,823.
- Call volume increases by 3% annually.
- Population growth is projected at 2% per year.
- Staffing will not increase solely due to population or call volume increases.
- Additional career staff will be hired when a new service is added that requires increased staffing, or when concurrent call volume reaches a level where another unit in the system is required.
- Mutual aid agreements remain in place to supplement peak demand periods.

### Projected Call Volume and Population Growth (Starting in 2026):

Year	Population	Call Volume
2026	28,379	1,673
2027	28,946	1,723
2028	29,525	1,775
2029	30,115	1,828
2030	30,718	1,883
2031	31,332	1,939
2032	31,959	1,997

**Staffing Recommendations:**

1. **Baseline Staffing:** Increase staffing, when funding allows to bring minimum staffing to six personnel.
2. **Service-Based Staffing Increases:** Evaluate staffing needs when implementing new services (e.g., BLS transport, dedicated wildland unit, fire prevention bureau).
3. **Seasonal Wildland Staffing:** Staff two additional personnel from July through September annually to enhance wildland fire response capabilities during peak season.
4. **Volunteer and Reserve Expansion:** Enhance volunteer firefighter programs and continue recruitment and retention efforts to meet the 17,520 hours needed for volunteer members to staff the fourth position on both engines. (24 hours x 365 days x 2 engines = 17,520 hours)
5. **Training & Specialization:** Invest in specialized training for technical rescue teams, wildland, etc. to improve capabilities without increasing staffing.
6. **Facility & Equipment Upgrades:** Expand fire station capacities and/or new facilities as well as invest in new vehicles to handle potentially increasing call volume.
7. **Efficiency Measures:** Implement technology, data analytics, and dispatch optimization to improve response times.
8. **Review & Adjust:** Conduct annual reviews to monitor the impact of growth and assess whether new services are needed.

Following this model, the East Valley Fire Department can, to the best of its ability, ensure it remains well-staffed to handle future demand. Regular evaluations and proactive hiring strategies beginning in 2026 will be essential for maintaining emergency response effectiveness.

## Appendix E – Apparatus Replacement

Description	Year Purchased	Reserve Year	Retirement Year
Engine 40 (KME Panther) (Staffed)	2019	2029	2039
Engine 42 (KME Panther) (Staffed)	2019	2031	2041
Engine 240 (E-One Typhoon) (Reserve)	2004	2019	2031
Engine 41 (CSFA Spartan) (Reserve)	1996	2019	2029
Ladder 40 (Rosenbauer Commander)	2026	2041	2051
Tender 40 (E-One T800)	2010		2040
Tender 41 (Acela)	2025		2055
Tender 42 (CSFA T800)	2001		2031
Brush 40 (Staffed when needed)	2023	2038	2048
Brush 42 (Staffed when needed)	2021	2036	2046
Brush 41 (Reserve)	2007		2038
Brush 240 (Reserve)	2013	2023	2038
Brush 242 (Reserve)	2004	2022	2036
Brush 241 (Reserve)	2004		2038
Air Support 40 (Pierce)	2000	Re-Chassis - 2030	
Chief 40 (Tahoe) (Command)	2025		2040
Chief 240 (F-150) (Command)	2018	2027	2038
Inspector 40 (Dodge)	2022	2032	2042
Support 40 (F-250)	2014		2034
Support 240 (Explorer)	2018		2038

One item that could alter the replacement of any of the first out apparatus is if the department begins to experience increased repair costs. At this point, a reassessment of the replacement year would be re-considered.

## Appendix F – Business Plan – BLS Transport

### Business Plan: BLS Transport Service – Yakima County Fire District #4

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#### Executive Summary

Yakima County Fire District #4 is establishing a Basic Life Support (BLS) transport service to enhance EMS delivery, reduce reliance on private ambulance, and generate sustainable operational revenue. Funding sources include the EMS levy, GEMT reimbursement, patient transport billing, and a strategic supplement from the Fire District's County EMS Levy Fund. Three ambulances will be acquired using EMS and apparatus reserve funds, allowing a timely launch without additional debt. GEMT reimbursement transport fees will not be fully realized until the second year.

**BLS billing would be to the insurance company *ONLY*, there is no cost to the District residents even if they do not have insurance.**

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#### Financial Overview

##### 1. EMS Levy Revenue

- Assessed Valuation (2027 estimate): \$3,557,935,223
- Levy Rate: \$0.25 per \$1,000 assessed value  
 $3,557,935,223 \div 1,000 \times 0.25 = \mathbf{\$889,483.81/year}$

##### 2. GEMT Reimbursement

- Estimated Annual Revenue: **\$175,000.00**

##### 3. BLS Transport Insurance Reimbursement

- Average Transport Revenue (15-mile average):
  - Medicare/Medicaid: \$323.69
  - Private Insurance: \$900.00
  - Blended Average Used: \$611.85
- Projected Annual Transports: 910
- Gross Revenue:  
 $910 \times 611.85 = \mathbf{\$556,783.50}$
- Billing Costs (estimated 20% of gross transport revenue): **\$111,356.70**
- Net BLS Transport Revenue:  
 $556,783.50 - 111,356.70 = \mathbf{\$445,426.80/year}$

**4. Total EMS Program Revenue**

$\$889,484$  (EMS Levy) +  $\$175,000$ (GEMT) +  $\$445,427$  (BLS Billing) =  **$\$1,509,911/year$**

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**Personnel Plan**

**Firefighter/EMT Compensation**

- Base Salary:  $\$83,674.24$
- Benefits (42%):  $\$38,490.15$
- Total Annual Cost per Firefighter/EMT:  $83,674.24 + 38,490.15 = \mathbf{\$118,817.42/year}$

**Year 1**

**Cost to Fund 6 Full-Time Firefighter/EMTs** (*minimum needed for BLS program*)

$118,817.42 \times 6 = \mathbf{\$712,904.52/year}$

**Funding Surplus**

$712,904.52 - 1,509,911.00 = \mathbf{\$797,006.48}$

**Year 2**

**Total EMS Program Revenue**

$\$898,379$  (EMS Levy) +  $\$175,000$  (GEMT) +  $\$451,631$  (BLS Billing) =  **$\$1,525,010.00/year$**

**Cost to Fund an Additional 6 Full-Time Firefighter/EMTs**

*Initial 6* -  $\$129,180.94 \times 6 = \$775,085.62$

*Second 6* -  $\$122,381.95 \times 6 = \$734,291.69$

**Total:  $\$1,551,895.02/year$**

**Funding Surplus**

$1,509,377.31 - 1,525,010.00 = \mathbf{\$15,632.69}$

**Effects on Department Staffing**

Since 2023, the department has attempted to keep shift staffing at five (5) giving the ability to deploy a three (3) person engine company to fire events. This program would deploy another unit in the system, but it also allows for the hiring of additional personnel to ensure each engine has three (3) response personnel at all times. This assists with the department’s WSRB rating, is leverage when the City of Yakima attempts another annexation, and most importantly, provides a better service to the community.

Six (6) is the minimum needed to start providing BLS transport services and would increase the minimum shift staffing to six (6). Hiring nine (9) would allow the department to increase the minimum shift staffing to seven (7) and guarantee a three-person engine company. Hiring twelve (12) would allow the department to increase the minimum shift staffing to eight (8), guaranteeing two (2) three-person engine companies and the BLS transport unit.

With the purchase of two (2) transport capable ambulances, this allows the department to deploy another transport unit when needed, and when staffing allows.

<b>Shift Strength</b>	<b>Minimum Staffing</b>	<b>Units Staffed</b>
6	4	2 – Two-person engine companies
8	6	2 – Two-person engine companies, 1 BLS Unit
9	7	1 – Two-person engine company, 1 three-person engine company, and 1 BLS Unit
10	8	2 – Three-person engine companies, 1 BLS Unit

None of the above information considers our volunteer staffing, which would bolster staffing, either on the engines or staffing the other BLS transport unit.

The size of our agency will not allow for hiring twelve (12) new members at once; therefore, a stepped approach could be implemented as follows: Six (6) are hired to deploy the BLS unit and start the program; once probation is complete, hire six (6) more personnel to bring staffing levels up to guarantee two (2) three-person engine companies plus the BLS unit. Wherever the Board of Fire Commissioners chooses to set staffing levels, there is always a two-person buffer built into the system to minimize overtime costs from vacation, sick leave, or training vacancies.

## **Capital Equipment Plan**

### **Ambulance Procurement**

- Units: 2 New BLS Transport Ambulances, 1 Used BLS Transport Ambulance
- Cost per New Unit: \$280,000
- Cost per Used Unit: \$80,000
- Total Investment: \$670,000
- Funding Source: EMS Reserve Account, Apparatus Reserve Account
- EMS Reserve Account: \$600,000
- Apparatus Reserve Account: \$70,000

To implement the BLS transport program, we would first purchase a gently used BLS Transport Unit while the new ambulances are being built. The cost of the used ambulance would come from the department’s apparatus reserve account, while the cost of the new ambulances would

come from the EMS Reserve account. With only hiring six (6) personnel in the first year of the program, these funds would be repaid by monies collected from transport fees and GEMT.

A portion of the money collected would be set aside in the EMS reserve account, with inflation calculated, for future replacement of the ambulance. A re-chassis or replacement of the ambulance would happen when the chassis reaches approximately 150,000 miles.

**Implementation Timeline**

Phase	Description	Timeline
1 – Planning	Finalize revenue allocations and procurement strategy	Months 6–12
2 – Revenue	Pass EMS Levy (Majority Revenue Source)	Month 18
3 – Hiring	Recruit and onboard 12 Firefighter/EMTs	Months 18–24
4 – Deployment	Receive ambulances, launch BLS transport operations	Month 25

While the table shows a more linear timeline, much of the necessary items needed to implement the BLS transport program can be done simultaneously. The recommendation would be the ballot measure be placed on an August ballot which would allow enough time to hire the necessary personnel to begin the program. The procurement of BLS transport units will be two-fold. First, once the levy passes, the department will need to purchase a gently used transport unit to start the program with. Second, the department will spec and order two (2) new units, the average build time for a transport ambulance is four (4) to six (6) months. Once the new units arrive, the department can determine if the used unit will be surplus or kept as a backup.

**Current AMR Response Data to EVFD Incidents**

<b>Uncancelled AMR Responses</b>		
<b>Criteria</b>	<b># of Calls</b>	<b>% of CV</b>
<b>&lt; 10 Minutes</b>	<b>164</b>	<b>31%</b>
<b>&gt; 10 Minutes, &lt;= 15 Minutes</b>	<b>223</b>	<b>43%</b>
<b>&gt; 15 Minutes, &lt;= 20 Minutes</b>	<b>89</b>	<b>17%</b>
<b>&gt; 20 Minutes, &lt;= 25 Minutes</b>	<b>20</b>	<b>4%</b>
<b>&gt; 25 Minutes, &lt;= 30 Minutes</b>	<b>11</b>	<b>2%</b>
<b>&gt; 30 Minutes</b>	<b>17</b>	<b>3%</b>

*September 2024 – August 2025 (562 incidents)*

*CV=Call Volume*

The current trend is that twenty-six (26%) percent of the time, Fire District customers, and fire units attached to the call, are experiencing wait times of 15 minutes or greater for an ambulance.

**Conclusion**

With an annual EMS program revenue of over \$1.5 million, Yakima County Fire District #4 can confidently launch and sustain a BLS transport program. This initiative enables the hiring, when the program is fully implemented, of 12 full-time Firefighter/EMTs, strengthens EMS self-reliance, and improves patient care delivery while preserving capital reserves and minimizing long-term financial risk.

### Attachment 1

The below information is a sample of transport fees and the areas these ambulances service.

The cost of a Basic Life Support (BLS) ambulance transport in Eastern Washington varies by city and provider. Here's a breakdown of current rates in several cities:

City	Base BLS Fee	Per-Mile Charge
<b>Kennewick</b>	\$660 (Residents) / \$990 (Non-Residents)	\$10 per mile
<b>Clarkston</b>	\$690 (Emergency) / \$460 (Local Interfacility)	\$20 per mile
<b>Spokane</b>	\$975	\$22.88 per mile
<b>Sunnyside Fire</b>	\$766 (Residents) / \$995 (Non-Residents)	\$16 per mile
<b>Kittitas Valley</b>	\$808.50	\$22 per mile
<b>Quilcene Fire</b>	\$700	\$19 per mile
<b>Franklin FD #3</b>	\$650	\$11 per mile

In general, BLS transport fees in Eastern Washington range from approximately **\$650 to \$1,000**, with per-mile charges between **\$10 and \$23**.

## Completed Goals

- One of the initial goals of this strategic plan was the purchase of a ladder truck. This was slated to be accomplished later in the plan so financial resources were sufficient to purchase the vehicle while keeping the apparatus replacement schedule on time. As a result of the service contract with the City of Union Gap, the District entered into a joint purchasing agreement with Union Gap and purchased the vehicle earlier than expected.