

# **Cascade Locks Fire & EMS**



## **2005-2020 Strategic Plan A Plan for the Future and Beyond**

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# **INTRODUCTION**

# INTRODUCTION

This Cascade Locks Fire Department 2005-2020 Strategic Plan provides an analysis of the fire suppression, fire prevention, community education, emergency medical services and rescue needs of the City of Cascade Locks and the capabilities of the Cascade Locks Fire Department (hereinafter referred to as “the department”)in insuring those needs are met in a professional, lawful and efficient manner. It identifies broad goals with specific recommendations to attain those goals and it provides Department leadership with a road map to meet the emergency services needs of the city and surrounding areas.

Historically, Cascade Locks has seen little population growth in the past three decades. Pent up demand for housing in the Portland metro area will change that. The gorge in the vicinity of Cascade Locks has seen very rapid growth in the last five years. This growth is starting to occur in cascade Locks. In addition, a large resort/casino development has been proposed for the Industrial Park at the east end of town. This development could stimulate additional growth. A close look at the community and the impact that projected rapid growth will have on the Department’s ability to provide emergency services is the focus and foundation for this plan. The Department has been trying to meet the needs of city of Cascade Locks, but the prospect of rapid growth and the potential for the Warm Springs tribal casino has put the Department in a situation of needing to begin planning for a very different future.

To meet the changing needs of Cascade Locks if the casino is approved, the Department will need to grow rapidly over the next 5 years, more than quadrupling in size from 1 full-time employee in 2005 to 4-7 full-time employees by the end of 2008. Without the casino, the Department will still need to expand, but only to one or two new career staff. This will meet the needs of a changing community, which can expect an increased demand for emergency medical services, in either scenario.

The increasing call volume in Cascade Locks, has recently put a burden on the all volunteer Department. This recently led to the City Council adding a full-time career employee who staffs the station during the week. These costs have been partially offset through the use of a third party billing service (Springfield Fire Department) and an increasing call volume. However EMS delivery in Cascade Locks is not a profitable operation to the point we can expect increasing call revenue alone to support 7 full time staff members. In addition, it is believed that the delivery of ambulance service is a local issue and the residents of this community are best served by the emergency medical services remaining with the Fire Department.

After looking at the needs of the community and the abilities of the Department, the Strategic Plan concludes that:

- The changing needs and anticipated rapid growth of Cascade Locks and the surrounding communities will place significant demands on the Department, its staff and, especially, its apparatus.
- The call volume of the Department is still manageable, but it has increased in the last year. The addition of new businesses, new housing developments and the proposed casino will only mean higher call volumes and at some point in the future, this will become an issue that needs to be addressed by the addition of new personnel and the purchase of new apparatus. The Department is fortunate to have neighboring fire stations across the river in Washington, and for the time being, mutual aid is an effective option. As Cascade Locks grows, however, and neighboring communities continue to grow, the Fire Department may not have the luxury of always relying on mutual aid from fire stations and ambulances in Skamania County.
- Assuming that the call volume continues to increase and the potential future need to add additional full-time staff and new equipment, the single firehouse located in downtown Cascade Locks is no longer adequate. This is especially true given the physical condition of the existing Fire Hall.
- The Department's secondary engine, secondary ambulance and primary rescue truck need to be replaced, and the primary ambulance will need to be replaced within five years. Each piece of apparatus is being used much more often than originally anticipated and they are not adequate for the amount and type of calls to which the Department responds.
- With the proposed new casino, a ladder truck will need to be purchased. One may also be necessary with the development of more apartment buildings and row housing in the City.
- Equipment purchases and maintenance needs have been postponed to balance the City budget with little or no increase in the tax rate and last year's budget dealt the Department with a 15% cut.
- It has been difficult for volunteer leadership to provide either the time or the experience necessary to provide adequate foresight, management, and planning for the Department. This has led to administrative problems and little guidance for the volunteer Interim Fire Chief. While the Interim Chief and the one paid career staff person have made significant progress in the last 6 months in dealing with administrative and personnel issues, more needs to be done to bring the Department fully into compliance with state and federal requirements and to fully implement the recommendations of the 1998 Fire Department Ad Hoc Study.

- Currently, unless the full time paid Fire Chief position is filled, it will be very difficult, or impossible, to effectively deal with the challenges identified in this plan.
- The current fire station is not adequate. It has insufficient living and working space for the number of fire fighters working on a normal shift. During an emergency, the sleeping quarters are completely inadequate for increased staffing of either volunteer or career fire fighters who may be required to remain at the station overnight.
- The level and frequency of training with volunteer fire fighters has not been adequate.
- The Department policies, procedures, guidelines need to be updated, completed, and enforced.
- There is currently a deficiency in training, recordkeeping, personnel files and job descriptions in the Department.
- The purpose of this plan is to identify Department issues and lay out a plan for addressing all of these issues. It is also the purpose of this plan to create a Fire Department that can more effectively and efficiently provide emergency services to the residents and visitors of Cascade Locks.

# **DEPARTMENT SNAPSHOT**

# DEPARTMENT SNAPSHOT

The Department was founded in the early 1900's to provide fire protection and suppression services to the City. Today, the Department is still a volunteer Department with one career employee and 24 volunteer fire fighters.

## **Staffing**

Other than adding the one career employee in 2005, the Department has not changed in size or the way it operates for a number of years. In 2005 the City hired its first full time, paid Ambulance Director, who is responsible for maintaining the records, stocking, running ambulance calls and providing training. This employee is also an educated, experienced and certified firefighter.

## **Command Structure**

Since 2003, the Department has undergone a significant re-organization of the command structure. In 2003 there was a change in leadership when the City contracted with the Hood River Fire Department for the delivery of ambulance services. Due to this change in leadership, the Department suffered some moral issues. The contract with Hood River Fire lasted 6 months and when it was terminated, some of the structure left with them. In late 2004, the city received notice that the volunteer Fire Chief decided to step down. At the same time, the city received notice from the two closest ambulance services that they would be reducing the number of calls being answered in Cascade Locks. The City needed to hire a paramedic to reduce its reliance on mutual aid. The City promoted volunteer Captain Jess Zerfing to the position of Interim Fire Chief to aid in the transition process.

The position of a career Assistant Fire Chief was created to address the administrative needs of the fire district and serve as the day-to-day manager of the Department. This position was also responsible for the duties of the city Fire Official. Currently, the Department has a volunteer Fire Chief, a career Assistant Fire Chief, and one volunteer Captain. With the drastic change in the volunteer command structure, and reduced leadership contribution by volunteer officers, there has been a sudden change in scope and level of responsibility of the career Assistant Fire Chief.

## **Fleet**

The Department currently has the following apparatus and vehicles:

- Engine 93 (primary fire engine)–a 1997 General Fire Apparatus Pumper/Tender
- Engine 94 – a 1973 Western States Pumper / Tender
- Ambulance 91 (primary ambulance) – a 2000 Ford E-350 Type III
- Ambulance 92 – a 1988 Ford E-350 type II
- Brush 96– a 1984 Chevrolet
- Chief (Fire Chief Vehicle) – a 1970's Chevy Suburban command vehicle

The City owns the three engines (E-93, E-94 & B-96) and the two ambulances (A-91 & A-92). The Chief's vehicle is owned by the federal government and is on permanent loan through the FEP (Federal Excess Property). The District is responsible for the maintenance of all vehicles.

**Call Volume**

In 2005, the Department started a formal record keeping program and started keeping track of all calls. By the first week of August the Department had responded to over 200 calls for service. While there are no records to confirm this, everyone is in agreement that this is the busiest year the City has ever had. In addition, the Department will also begin conducting annual Fire Code inspections for the 42+ local businesses in town.

# **COMMUNITY SNAPSHOT**

# COMMUNITY SNAPSHOT

The Department is responsible for fire services within the city limits and the approximately 55 square miles of an ASA (Ambulance Service Area). In those 55 square miles approximately 22 square miles is considered the “normal” response area. There are fewer than 1,000 households and approximately 50 businesses in the ASA. In addition, a busy interstate freeway travels through the city limits and the ASA. In 1998, the Council appointed an ad hoc committee and hired an outside consultant to prepare a report on the status of the Department and to make recommendations for changes and improvements to the Department. That report (the “1998 ad hoc committee report” or “the 1998 report”) is dated November 30, 1998. The findings and recommendations of the 1998 report are incorporated into this plan. They remain valid and it is important that they be fully implemented.

The residents of Cascade Locks are similar to residents of other communities with easy access to transportation routes to commercial centers. Residents of these communities tend to be transient due to their full-time employment in larger communities and are often away from their homes for a large portion of the day due to work hours and extended commute times. Nationwide trends show as rural areas are built up with a mixture of residential, business and industrial development, the ability to volunteer in the community declines. This is particularly true in the Northwest where congestion forces longer commutes and higher cost of living encourages two income families. The average resident has a very hard time committing the time required for initial training in order to assist the volunteer fire company. A second factor is that as areas become more heavily populated, the nature of the calls and the volume change drastically. Cascade Locks will have had over 300 calls for service by the end of 2005 and new volunteers often find it difficult to respond to a significant percentage of these calls and make a substantial contribution to their community. All these factors contribute to a decline in volunteer recruitment and retention problem throughout the United States, but perhaps most hardest hit are the communities that share common demographics with Cascade Locks.

With the coming of more and newer residential units in Cascade Locks, higher residential density, and the possibility of a 500,000 square foot casino, the Department can expect a dramatic increase in call volume. These new neighborhoods will bring many challenges for the Department and place a much larger burden on the Department than our current residential housing profile. Due to the larger number of people living in one structure or in close proximity to each other the Department must commit more resources to reported fires, or other service calls, to insure the life safety of all the residents.

**SUMMARY OF GOALS AND  
PRIORITY  
RECOMMENDATIONS**

# **SUMMARY OF GOALS AND PRIORITY RECOMMENDATIONS**

The goals and recommendations found in this document were not developed arbitrarily. They are based on the thorough analysis and a strategic planning process. The process looks for ways of providing a means to address the concerns of the community and Department, prevent problems from arising in the future, and plan for the changing needs of the city and corresponding response area.

The process has identified forty (40) priority recommendations which address the following six goals:

- 1. Address Administrative and Facilities Shortcomings**
- 2. Improve Fire, Medical & Rescue Operations**
- 3. Expand Fire prevention and Community Education**
- 4. Develop a proposed Staffing Model**
- 5. Develop a proposed Equipment Vision**
- 6. Identify steps for the Transition**

The goals were developed based on the mission of the Department and the services it provides, as well as consideration for how these recommendations would address the overall needs of the Department. Within each goal, specific recommendations have been given to ensure that the Department is meeting the objectives of the mission and providing the taxpayers of the city with the high level of public safety they deserve and have come to expect.

**GOAL # 1**  
**ADDRESS ADMINISTRATIVE &**  
**FACILITIES SHORTCOMINGS**

# **GOAL # 1**

## **ADDRESS ADMINISTRATIVE & FACILITIES SHORTCOMINGS**

There are many challenges in addressing the administrative and facilities needs of the Department. City leadership is faced with a fire station which does not provide adequate living or working space. The priority recommendations to address the administrative and facilities needs are:

### **1.1 Formally adopt this plan and the Ad Hoc Committee report of 1998**

The first step in addressing the needs of the Department will be to have the city formally accept and adopt the suggestions of this strategic plan and the 1998 report. Without this adoption the Interim Fire Chief and subsequent Full time Fire Chief will have no road map to follow in preparing for a challenging future. The first five years of this plan are the most important (especially if the casino project comes to fruition). This plan provides a road map for the Department by which it can focus its efforts to better meet the needs of the community. Furthermore, if the city formally adopts the ideas in this plan and the 1998 study, this action will serve as the catalyst to get the public and the citizens of the Cascade Locks community to rally around supporting the initiatives set forth in the plan.

### **1.2 Filling the Interim Fire Chief Position With a Full Time career Fire Chief**

The City of Cascade Locks needs to retain and hire a full time Fire Chief. First, it will be extremely important to maintain compliance, to minimize liability, as well as to reduce time loss injuries. Second, this plan is essential to create a foundation for compliance with state, federal, and industry requirements and recommendations. This compliance will enable Cascade Locks Fire & EMS to meet the demands of the public as to change appropriately as the community changes. The fire service is being asked to do more every day. With newer focuses such as Weapons of Mass Destruction (WMD), Terrorism, Mobile Methamphetamine Labs, cheaper and lighter weight construction techniques, small towns transforming into bedroom communities (such as ours) and the effects of an aging population all demand careful planning and anticipation on how to best manage resources with diminishing budgets. Additionally, in finding the right leader for the Department, it will be important to find someone that has the ability to be creative in allocating funding for the purposes of budgeting, maintaining

services, recruitment and retention of volunteers and employees. Hiring a full time Chief was one of the recommendations of the 1998 study and it remains a top priority.

### **1.3 Design and Build a New Emergency Services Building**

With the increased demand placed on the Department over the last two years, and with little emphasis placed on facilities improvement, the Department is in a situation where a large earthquake would result in all of our equipment being trapped inside the existing Fire Hall. In recent years engineers have attempted to structurally reinforce the building. This was necessary because the walls of the Department were starting to lean out away from the building. The fire station was built by the volunteers in the mid 1900's and was constructed without using rebar. In addition, the space is so small that vehicles constantly rub the walls as they are backed in and driven out. Also because of the age of the building, heating and maintenance is becoming very costly. It would be in the best interest of the city to build a new station, one that will meet the growing demands of the community for the next twenty years. Lastly, in recent building inspections, several OSHA violations were noted. These violations will be very costly for the city to mitigate.

### **1.4 Establish Adequate Funding Needed to Upgrade and Replace Inadequate Equipment**

The current tax base for the Department is not enough to support the current mission of providing fire and life safety to its citizens, but it's all we have at this time. With the decline of General Fund revenue over the recent years, and a relatively small tax base, the city and the Department have had to look for creative funding sources to operate the Department. Unfortunately this has not been enough to adequately fund the Department. The budget does not allow for modernization of old equipment at a fast enough pace to keep up with the current trends of the fire service. In addition, the city has not been able to place funds in capital reserve to replace our aging fleet. It is recommended that one of two paths be chosen.

The first path would be Council to place a five year special operating levy on the ballot at a rate of \$1.50 per thousand. This funding will generate approximately sixty thousand dollars a year for five years. This funding will allow us to purchase a new ambulance, brush vehicle and utility vehicle. In addition it will allow the Department the opportunity to modernize its equipment and fill the engines with the equipment necessary to attain a lower ISO (Insurance Service Office) rating. The problem with this option is that the city must approach the voters every five years to continue the funding, but it would cover the critical first 5 years of this plan.

The second path, would be to have council bring to recommend to the County Commissioners that a new fire district be created in which the Fire Department would be able to establish a new and permanent tax base dedicated to fire and ambulance services. With a fire district, the Fire Department will not have to compete for every dollar in the general fund. In addition, this will allow a board of directors of the new District to carefully evaluate the needs of the Fire Department, and its mission. The only way this option will be palatable to the voters is if the city agrees to lower the taxes that it currently collects for fire. It may not be politically feasible to hold on to all of the dollars it currently allocates for fire. However, the tax base for the fire district would probably have to be substantially more than the \$1.50 per thousand to adequately fund the Department. A realistic number would be more like \$2.75 per thousand. This would equate to \$495 dollars per year on a \$180,000.00 house.

**1.5 Purchase new Computers and develop a computer training program for new and current personnel.**

All employees should be trained to use the Emergency Reporting software and other computer programs which may be purchased (for example Word, Excel and Power Point). The Chief and city will have the responsibility of maintaining the computer system and need to work together to develop a plan to address this need.

**1.6 Develop an Annual Report with background and Departmental highlights.**

There is very little promotion of the Department within the community. To promote the positive aspects of the Department, an annual report highlighting the Department's accomplishments should be mailed to residents and made available throughout the city. This report could also focus the community on the needs of the Department.

**1.7 Create a reference library of vital City documents (contracts, manuals, etc.) and address the long-term document storage needs.**

Vital contracts and agreements are scattered in various locations throughout the fire station. The city and Chief need to work together with the City Recorder to find an appropriate central location for all documents vital to the operation of the Department. Options for long-term storage of all documents, reports, contracts, etc. should be researched and addressed as soon as possible.

## **COSTS ASSOCIATED WITH GOAL # 1**

**1.2 Chief wage and benefits: \$52,000 salary, \$10,430 benefits \$62,430 total**

**1.3 New Fire Station Costs (Current estimate) \$1,200,000.00 Money will be sought from the sale of two properties and hopefully a Community Development Block Grant (CDBG)**

**1.4 New Equipment (Ambulance, Rescue / Brush truck, Utility vehicle, rescue tools and equipment, fire equipment) \$335,000. Hopefully with the passing of a special 5 year operating levy this needed equipment will be realized.**

**1.5 New computers for the ambulance and station. For a total of 3 desktops and two laptops total cost will be \$11,000. Funding for this will come from the proposed special 5 year operating levy.**

**Total costs over a 5 year period will be:**

**\$335,000 for items 1.4 and 1.5**

**\$1,200,000 for the new station**

**Funding for both above items can be realized through the passing of a special levy.**

**\$52,000 Fire Chief Salary, unknown funding source at this time**

**GOAL # 2**  
**Improve Fire Suppression and  
Rescue Operations**

# GOAL # 2

## Improve Fire Suppression and Rescue Operations

Of all the recommendations made in this strategic plan, no recommendation is more critical than the need to replace the Department's brush vehicle and secondary engine. Overall the fire suppression and rescue operations of the Department are strong, but some attention must be paid to standardizing the program and addressing the training and equipment needs of rescue operations.

Emergency Medical Services now account for the majority of the emergency calls. Fortunately, the Department has a dedicated volunteer who has helped the EMS program develop into the professional and high quality program it is today. There are still needs to be met to ensure that the Department is able to continue to deliver a high level of service to the community. The priority recommendations for improving the fire suppression and rescue operations are:

### **2.1 Create a replacement plan for all fire apparatus and replace the primary engine (Engine 94).**

The Department's brush vehicle is an old and used vehicle purchased second hand from Tualatin Valley Fire & Rescue. This vehicle was a replacement for one that was bought second hand from Odell Fire and was subsequently ruined in a traffic accident where the vehicle broke down after a response. This breakdown caused a catastrophic chain of events leading to an unavoidable accident. With any older vehicle and one that is second hand, can usually lead to other Department problems. The secondary engine (E-94) is not used in the way it was intended, and it no longer fits the mission of the Department. There are significant maintenance issues, a lack of storage space for rescue tools and a new engine would ensure the Department meets all current NFPA standards for fire apparatus.

### **2.2 Development of policies for an Operations Manuel to include Standard Operating Guidelines (SOG's) and Standard Operating Procedures (SOP's).**

Department operations have changed significantly in the past seven years. It is important for an Operations Manuel to reflect these changes in support of the Department's mission through creating Standard Operating

Guidelines (SOG's) and Standard Operating Procedures (SOP's). While SOG's and SOP's are virtually the same, compliance with SOP's is mandatory. They must be followed. SOG's however, allow for someone to deviate if need be and if an alternative action is justified by circumstances in the field. The latter protects the city and the Department from potential liability. It is recommended that the Fire Chief identify policies for the Operations Manual and prioritize the list. Then drafts need to be written and submitted to the city manager for formal adoption.

The current EMS policies are too generic to meet the needs of the Department. It is recommended that the ambulance director be given the responsibility of revising the EMS policies to address the specific needs of the Cascade Locks Fire Department. It is recommended that the needed EMS policies be drafted, revised and prioritized and then submitted to the city manager for formal adoption as soon as possible.

### **2.3 Formally adopt the Incident Command System and begin work on an Incident Management System compatible with the newly adopted National Incident Management System.**

The Department currently uses the Incident Command System (ICS) and has trained its personnel as required by the State of Oregon and the Department of Public Safety Standards and Training (DPSST). The United States Department of Homeland Security, through Homeland Security Presidential Directive 5 (HS-PD5), requires all emergency responders to use the ICS in coordination with National Incident Management System (NIMS). Compliance with HS-PD5 is required for local emergency responders to be eligible for federal funding and grants. The Cascade Locks City Council needs to adopt a resolution formally adopting the ICS for use at all incidents and a similar resolution to adopt all emergency responders to complete NIMS training. The Fire Chief should work with the Hood River County Emergency Manager to insure that the Fire Department remains in compliance with federal requirements related to ICS and NIMS and Weapons of Mass Destruction (WMD).

### **2.4 Work with the City Council and business leaders to create a Knox Box program and adopt the International Fire Code (IFC) that pertains to Lock Boxes for new and existing businesses.**

A Knox Box is a lock box located at the front of a commercial building, which is secured and only able to be opened by emergency responders with proper authorization. This benefits the business community by allowing easier access in an emergency without the need for a forced entry or time delay in having a business representative facilitate entry. The Fire Department needs to work with City Council leaders to create an

ordinance requiring new businesses to install a Knox Box, and encouraging existing businesses to also install Knox Boxes.

**2.5 Develop a plan which will enhance the Department's rescue operations and identify equipment and training needs.**

The Department needs to identify the common rescue incidents in Cascade Locks through a risk analysis and review of historical call data. The Department will then be able to plan for the purchase of appropriate rescue equipment in order to properly respond to these incidents at the proper level.

**2.6 Create an ambulance replacement plan and replace the Department's primary ambulance.**

As more demands have been placed on the EMS program, wear and tear and storage space have become significant issues. In addition, a program for ambulance replacement needs to be established to replace the ambulances every 8-10 years.

**2.7 Establish a customer survey and citizen survey.**

If the Department's goal is to provide the best possible service it can to the people of Cascade Locks, it is recommended that a customer survey be created to give to all patients transported by the ambulance and to anyone who receives fire engine and fire and life safety services.

Lastly, if the Council decide to propose a five year special levy to the citizens, it will be necessary to first poll the citizens to determine how receptive they are to the new tax and what they see as to how we can best meet the desires and needs of the community.

## **COSTS ASSOCIATED WITH GOAL # 2**

**2.1 Put \$10,000 dollars away every year for a new engine (Engines need to be replaced every 20 years). 20 years @ \$10,000 = \$200,000**

Funding for above item is unknown at this time

**2.5 Upgrade and purchase the rescue tools and equipment necessary to perform the Departments mission \$40-50,000**

The funding would come from the proposed special 5 year operating levy.

**2.6 Put away \$10,000 dollars away every year for a new ambulance (Ambulances need to be replaced every 10 years). 10 years @ \$10,000 = \$100,000**

Funding for the above item is unknown at this time

**Total Cost: \$20,000 a year to capital reserve fund, \$40-50,000 one time cost.**

Funding for the capital reserve project is unknown

**GOAL # 3**  
**EXPAND FIRE PREVENTION**  
**AND COMMUNITY EDUCATION**

# **GOAL # 3**

## **EXPAND FIRE PREVENTION AND COMMUNITY EDUCATION**

For Cascade Locks Fire and EMS, the mission hasn't changed much since the mid-eighties when the Fire Department undertook the medical mission. In a way, Cascade Locks Fire & EMS has always been at the forefront of changes in the fire service, but it has been quite some time since we initiated such a move as we did in the eighties. When our Department first came into service, very little of what we do today was done then. Very little time has been spent on planning and education. Since the beginning of the big push by the government to aid its citizens with fire safety, our Department has done what it could to assist in this educational endeavor to help guide our citizens in what is needed to be safe. With the anticipation of the casino project and the expected jump in full time manpower, we will have the opportunity to follow in the path that has been laid out by other agencies and the U.S. Fire administration.

Currently, the Department is lacking the resources to adequately carry out such needs. Mostly what we are lacking in is personnel and staff hours. Cascade Locks Fire & EMS needs to invest into its community in two key areas; concentrating in the promotion of FIRE & LIFE SAFETY.

### **3.1 Fire Wise Communities:**

With our proximity to the wild land environment and the potential for catastrophic fires, we must embrace the mission of educating our citizens to better prepare themselves to protect their property, and minimize the impacts of having an unsafe property in close approximation to the wilderness. We can do this by embracing the templates set forth by the insurance industry, the federal government and the Oregon Department of Forestry. We must invest our time to prevent damaging fires and assist the community in providing the Fire Department with the tools it needs to better affect its mission. Through proper education, and initiative on the Department's part we can be successful in the future in working to better invest in our community. As the summer fire of 2003 is still fresh in our memories, the notion of careful planning and emphasis by the Department will help aid its citizens in becoming more prepared. As the population becomes closer and closer to living

near the wild land environment, steps must be taken to avoid what happened 2 years ago, and what has ultimately happened to communities in California. Establishing the foundation for a fire wise community is crucial to our mission as the population of Cascade Locks increases.

### **3.2 Community Education:**

The only way to truly effect a positive image in any community, best serve the public, and instill the notions of fire safety, EMS, disaster planning, and community awareness is through careful planning and time spent in community education. Community education benefits are twofold and have the ability to affect the public's focus in a positive way in the community they live in. Ways in which Cascade Locks Fire and EMS need to focus their efforts is through a dedicated campaign that has focus placed in two areas.

Area One:

Community Education programs:

1. Child Safety Seat Installations
2. CPR Saturdays (Once a Month)
3. Creation of CERT (Community Emergency Response Teams)
4. Fire Safety Classes (Quarterly)
5. Emergency Preparedness Classes (Bi annually)

Area Two:

Community Outreach Programs

1. Fire Safety Week (Involvement with the School)
2. Conducting Home Fire Inspections
3. Creating Fire Company Inspections of Businesses
4. Creating Pre Plans for the Community and Businesses
5. Assist City and Local Businesses in establishing Business Continuity Practices

## **FUNDING FOR GOAL # 3**

The funding for goal # 3 would be through the normal day to day operations of the Department as long as the number of career staff is sufficient to perform those operations.

**GOAL # 4**  
**DEVELOP A PROPOSED**  
**STAFFING MODEL**

# **GOAL # 4**

## **DEVELOP A PROPOSED STAFFING MODEL**

What is contained within this section is a staffing model that will be consistent with the delivery of service for our anticipated call volume, our anticipated type of call, and what will be the best for the public we serve. This proposal focuses on the best of care and service delivery while trying to maintain the notion that this Department was built on a volunteer foundation. It is also important to note that even with the hiring of permanent, paid staff, it is vital to retain our current volunteers. In part, it is crucial to note that while we have a significant pool of qualified volunteers, there is not a significant pool of volunteers with firefighting and paramedic credentials. This proposal in no way aims to put down our current volunteers or their services to this community.

Another challenge for the Department will be to choose the appropriate staffing model. If the casino project happens, the Department will need to initially hire 6 total line employees in addition to the paid Chief. These employees will provide for two firefighter/paramedic's to be on duty for every shift (i.e., 3 shifts every 24 hour duty schedule). This will account for the 3 shift platoon or A-shift, B-shift and C-shift (a traditional schedule for the fire service). An organization chart which would accomplish this can be found in Appendix D. If the casino project does not happen, it will be necessary to hire a minimum of 3 firefighter/paramedics in addition to the paid Fire Chief. Using the same platoon schedule as above, this would provide for 1 paid person to be on duty for every shift. An organization chart for this scenario can be found in Appendix E.

It should be the goal of the city to employ any of our current volunteers who take the time and make the effort to meet the minimum qualifications for each career position. The volunteers should be advised of those minimum qualifications so they can compete for these jobs. Employee costs can be reduced in the amount of \$10,000.00-15,000.00 annually with the hiring of one paramedic and one certified EMT Intermediate for each shift instead of 2 paramedics. However, the community is better served by employing two (2) fully certified and qualified paramedics for each shift.

This will be the most efficient and effective way to deliver fire and ambulance services in Cascade Locks. Because of the certification requirements, paperwork requirements, paperwork requirements and scheduling flexibility, the Department can minimize staffing requirements overall by hiring certified paramedic/firefighters. This is essential if we are going to provide Advanced Life Support (ALS) coverage in our Ambulance Service Area.

The recommended staffing model for the Department is that of dual paramedics for every shift. In maintaining the quest for quality healthcare and building a foundation for a successful Department, the only way to meet the demands of the predicted call volume and the demands of the citizens will be to provide 2 paramedics on duty daily (24 hours a day) seven days a week. This allows for many possibilities discussed below.

Since the Department will always rely on volunteers, with two paramedics, if a call is deemed to be non life threatening and only one paramedic needs to tend to the patient, a volunteer or Paid on call (POC) could drive the ambulance to the hospital, thus allowing for one paramedic to stay in town to provide ALS services with the remaining volunteers until the first out ambulance returns to the service area. With a probability of most of the calls heading to Portland, transport times and turn around times will be longer than that of a transport to Hood River. With that added time, having the crew split up effectively utilizes our resources to our fullest.

In the notion of maintaining good morale in the Department, this will be a boost to morale in the following ways:

1. Splitting up the crew will allow for each crew member to take on the role of incident commander
2. A larger pool for employees to effect shift trades
3. Prevents early burn out
4. Keeps employees happy by allowing them to work with each other instead of by themselves as is in the case of a paramedic / EMT model.

Lastly, by hiring two paramedics for each shift the Department will be able to provide the fastest service possible which will provide the best service for the public. The current standard in EMS in most systems is to supply 2 ALS providers. In the mid Columbia region this can be seen in Multnomah county, Hood River EMS district, Mid Columbia Fire & Rescue, Camas Fire and soon in Skamania County (They are currently looking to add more paramedics and in addition, when their full time EMT positions become available, they will only fill those positions with paramedics).

One of the biggest challenges faced by small agencies is recruitment and retention. While this holds true for the volunteers, it is even more so for the career employees. In careful consideration of this fact a few plans have been devised to help retain those that we hire. One of the most important tools that we will use for hiring is the hiring process itself.

The hiring process must be used to weed out potential candidates that are just looking to get a year or two of experience and move on. Any Department that wants to view itself as a stepping stone Department is setting itself up for failure. Retention of employees is crucial to the mission and goal of the Department. Also, in any new hire or newly acquired employee, there are significant costs associated in molding an employee to meet

the needs of the Department and community. A considerable amount of time and money has to be spent to train a new employee. If a department were to have a revolving door, taxpayer money will be wasted (money that could probably be appropriated for other projects), and morale will be low. This will be a direct cause of always having to train a new employee. Additionally, the Department will suffer in its mission because it will always be taking a step backwards trying to train the next person. This will take away valuable time from training on new techniques and equipment.

Cascade Locks Fire & EMS has been a pioneer in both fire and EMS delivery in the state of Oregon. It is only natural to follow this same path in the future. If retention is a known problem, then the answer must be in keeping employees interested. In order to find the solution, the problem must first be identified.

The first issue will be that this Department is small, and will have a limited call volume and response to certain emergencies. In other words exposure to the vast possibilities of the fire service will be limited. So, to quell the boredom, a unique approach must be considered to facilitate a solution. The best way to solve this problem would be to increase exposure to more interesting and challenging calls.

The answer, while simple, is not without controversy and complication. In order to get exposure one must be able to experience calls in a high call area. To do this one would need to go out of our district. While there are many agencies that allow for “ride-along” training, this does not facilitate the ability to really experience the full weight of a call. To do this one must be fully immersed in the emergency. In order to gain the experience one would need to actually perform skill sets. In discussions with AMR (American Medical response), it would be possible Cascade Locks Fire & EMS paramedics to ride along with AMR paramedics and work as paramedics on their ambulances. What this means, is, that the plan for our fire based paramedics would be to send them once a month (or every other month) to Multnomah County to work on an ambulance for part of a shift. This would allow our paramedics to have the opportunity to practice a larger portion of their skills that they might not use here. Additionally, this would aid in their learning (working in the EMS field means that you will learn things all of the time throughout your whole career) by getting to see a high call volume for a short period of time, in addition to seeing and working with other paramedics. Paramedics tend to do better in medicine when they are exposed to as much as possible.

The same would hold true for the fire side of things as well. The complicated aspect of the fire side is that no one has ever attempted this before. In discussions with one of the Chief officers from Clackamas County Fire, it was offered that they would be willing to assist in teaching Truck company operations to our Department when we take delivery of our first ever ladder truck (assuming the casino goes in). They are willing to go over all aspects of truck company evolutions, certifications, and techniques as we currently do not employ such services at this time. If we were to take that offer one step further and provide our firefighters with the opportunity to work side by side with the Clackamas firefighters once a month (or every other month) on a ladder truck in a high call volume area, we would be successful in two areas. One, keeping the interest in our staff peaked,

and second accomplishing something that has never been done before in the state of Oregon, which would be to offer fully integrated ride-alongs to our staff.

Another way to keep firefighters interested in the Department is to provide training. Cascade Locks Fire & EMS is a unique Department with a very diverse service base. We provide the typical EMS and fire Responses, but we also have requests for rescues on trails and on the Columbia River. To harness the energy and keep the interest of our employees, we will need to dive headlong into these areas to provide training that others might not. This training alone will keep employees interested by challenging them in ways not fostered in other traditional departments. In addition to elevating the interest of our employees, we will be giving them the tools necessary to be safe in these environments. Safety is essential as it keeps people from getting hurt and in trouble, but it also prevents costly time lost injuries which can be detrimental to small agencies such as ours.

In addition to branching out by training in uncommon fire service techniques, it will also be essential to provide excellent fire-based training that will benefit the employee but will aid in the service we provide to the public. For example, it will be important to divide all of the duties of the traditional Fire Department to all of the employees so that we are efficient. That means training someone in Fire prevention / public education, someone in training delivery, rescue, fire investigation, EMS administration, and disaster management. This way the Department will be extremely versatile in dealing with a multitude of situations. This will provide the best service to the public at the lowest cost. It will also provide the most efficient use of our limited resources.

On the subject of cost to initially get the Department up and running, below is a rough estimate at what some of the initial costs will entail and what we will need to prepare for.

- ♦ Uniforms:
  1. T-Shirts (4) \$12 apiece
  2. Nomex Pants 3 (\$81) a pair
  3. Dress Shirts 2 (\$40) each
  4. Belt 1 (\$25)
  5. Boots 1 (\$250) pair
  6. Badge 1 (\$62) each
  7. All Weather Jacket 1 (\$350)
  
- ♦ Personal Protective Equipment
  1. Leather work Gloves 1 (\$25)
  2. Bunker Gear 1 (\$1,200) set
  3. Fire Helmet 1 (\$250)
  4. Bunker Boots 1 (\$300) pair
  5. Nomex Hood 1 (\$45)
  6. Fire Gloves 1 (\$50)
  7. Wildland Shirt 2 (\$150)

8. Line pack 1 (\$120)
9. Wildland Helmet 1 (\$90)
10. Coveralls 1 (\$200)

- ♦ The starting salary for firefighter / paramedics should be in the range of \$42,000 to \$48,000. The maximum base salary for six employees will be \$288,000. In addition benefits will cost in the area of \$100,000.
- ♦ Other costs:
  1. Medical Screening
  2. Overtime

Between the costs of PPE and uniforms, medical screening and overtime, the first year totals for equipment will likely reach \$100,000.00. That is before benefits and salary. With all of the numbers put together the Department will need to budget in the order of \$500,000 to meet the needs of the first year.

This is what it will take to get things going. Our Department can and will be sustainable, however, as with any new service or business or project, the initial cost can be difficult to grasp. These numbers are intended to prepare the community for the potential “sticker shock” that everyone will feel. Additionally, these numbers are high estimates, and chances are that the true costs will be lower. With the additional revenue from the casino and the higher call volume revenue it will generate, we can sustain this level of service. Getting this enhanced Department up and running in the next 5 years will be the challenge.

Lastly, in keeping with our roots as a community-based Department that was built by volunteers, we mustn't forget them. In an effort to maintain Department pride and keep the interest of the younger volunteers high, we need to think long and hard as to how we can give something back to them. It is proposed that with the additions of the new hires which would initially be 6, that we allocate one or two of these positions to qualified volunteers. In defining qualified, this would include any volunteer that has attained the level of NFPA Firefighter I or above, Driver Pumper Operator, and is at a minimum of an EMT basic. Along with that, the selected volunteer (s) would be hired with the condition that they must be enrolled or will enroll in paramedic school. The selected volunteers will be given time off if he / she is on shift to go to classes. Volunteers will also be reimbursed for the cost of their training once the paramedic certification is issued by the state. That means that the volunteer must pay for schooling out of pocket initially. In supporting our firefighters, we would make available this position(s), under the following stipulations and guidelines:

1. The same hiring and competitive process (see hiring process in the Appendix C for more info) used to recruit the full time positions will be used to establish a list of eligible volunteers.

2. Qualified volunteers must sign an agreement to provide the community with five years of service before being free to move on to another Department. (Or they must repay the city for their training costs)
3. Volunteers who are selected as employees will be on probation until they complete Paramedic training.
4. Volunteers must pass all their classes each semester / quarter / or term to maintain employment and they must maintain a “full time” student status at an accredited paramedic school.
5. If the volunteer is on duty and away at class, he / she must return immediately upon completion of class or a clinical. Failure to do so, or any deviation from these conditions, will result in termination.

The current feeling of most of the volunteers is that they should get the first picks for jobs as they know the area, have given up most of their free time to help out the community and they want to work and live in the same place. However, we ultimately need to hire the most qualified individuals. If we fail in this aspect of building a Department we will fall behind in local, state and national standards. We also will not be able to operate the Department with only 7 employees.

The goal in the hiring of any employee is to fulfill the needs of the agency; in doing so everyone will be given the same opportunities. As it has been stated, the volunteers have played an integral role for the entirety of the history of the Department. The volunteers will continue to serve and fill this role as the Department will always have to rely on volunteers. That is why this proposal makes it clear that we need to offer our volunteers a place in the Department, providing that they complete all of the requirements and steps that any other candidate has to complete and meet the minimum qualifications for the job.

**GOAL # 5**  
**DEVELOP A PROPOSED**  
**EQUIPMENT VISION**

# GOAL # 5

## PROPOSED EQUIPMENT VISION

With the anticipated increase in call volume, the anticipated 500,000 square foot casino, changes in housing density in Cascade Locks (Lightweight construction, row housing and access issues posed by the newer developments) and the introduction of full time fire fighting career staff to the City of Cascade Locks, dramatically affects how we operate now and how we will need to operate. In other words the equipment we currently have now serves a staffing model that is consistent with a total volunteer operation. Our future operations will be not as effective until we change the fundamentals of how we respond as well as the equipment with which we respond. An easy way of understanding the dilemma would be to use the example of travel.

Currently our equipment limits us to respond in a couple of ways and is not flexible. Our equipment does not allow for versatility, where in our times of diminished daytime manpower (Cascade Locks is quickly becoming a bedroom community) and a projected relatively small budget, manpower and equipment response with become trivial at best with our current equipment line up. One of our biggest dilemmas is whether to respond the engine or ambulance on a Motor Vehicle Crash (MVC). The reason for the dilemma is that current safety standards call for extrication tools and water to respond and be on scene in addition to providing medical aid. Currently the only place to house all of the extrication equipment is on engine 93. Because we were required to choose the low bidder for the ambulance and our funds were limited, there is no way for us to house even a couple of rescue tools on our current ambulance.

One of the other reasons this situation causes some problems, is that if we don't respond the ambulance and rely on mutual aid for medical while we cut someone out of a car, we will lose the potential revenue from the lost transport of the patient once he/she is extricated from their vehicle. The only alternative is to re-think our equipment line up and how we will be staffing our equipment.

Assuming that we will initially be running two person shifts for the first couple of years, the best solution to the problem is to re-configure our ambulance. Since we already have an ambulance that is over 20 years old (ambulances should be replaced every 10 years) and we will need to purchase a new one, we need to consider alternative approaches to solve our problem. If we use the model that is successful for departments in the Mid West, Florida, the Seattle area, and the east coast, we will increase the load capacity of the ambulance by upgrading it from a light duty chassis to a medium duty. This is done for a couple of reasons. First, if we can't respond an engine and an ambulance, take the parts of the fire engine you might need and add it to the ambulance. For example, to add

water to an ambulance and keep the ambulance an ambulance, add a 50 gallon water tank and a Compressed Air Foam System (CAFS). A CAFS unit will allow you to turn the 50 gallons of water into about 300 gallons at a fraction of the weight. For approaching a car fire or MVC with entrapment and fire, a two person crew could effectively suppress a fire before the volunteers would arrive in the bigger fire engine. This fast and lightweight concept has been around for about 10 years and for a community such as ours makes sense. In addition to having the CAFS unit, the purchase of an additional extrication Combi Tool and housing it on the medium duty ambulance (which would have more space on it) would also increase the abilities of the two person crew responding by giving them a tool in which they can begin initial extrication until the engine or mutual aid arrives. The combi tool being mentioned is a self contained unit, which is battery/electric powered giving it the advantage of being portable, compact and low maintenance as compared to it larger big brother. Lastly, by having the extrication tool and carrying a little water on the ambulance we would still be providing the initial rescue efforts while having our ambulance there to transport the patient in the end, thus preventing us from losing potential revenue.

The second piece of equipment that we will need in our growing community is an aerial ladder or ladder truck. This is probably one of the most important pieces of equipment currently lacking in our arsenal of tools. Some might ask, "Why would we need a 100' aerial if our building codes state that buildings can't be over than 35 feet?" What is a seemingly benign question is somewhat difficult to explain. The community of Cascade Locks is a growing community with a very limited supply of real estate. At some point the height restrictions are going to be relaxed to allow Cascade Locks to build up, since we can't build out. This is already happening in Hood River. This is where planning for future growth is essential. Hood River Fire when purchasing their ladder truck didn't take into account the growth they might have and thus have a truck with a ladder that is too short for most operations.

With a lot of the newer developments in our town being row housing and duplexes of two stories or more, we run into a situation where our ladders either do not reach the roofs and or do not meet height guidelines for ladder placement. Current OSHA and NFPA standards call for ladders to have 3-5 rungs extended above the eaves of the roof. When you calculate the loss of height from the distance the ladders have to be away from a building and add the required rung height, we run into a dangerous situation where firefighters have to assume more risk. This type of risk just explained is not acceptable and can be avoided. Another issue that we will have to face is some of the structures are set back over 20 feet from the curb of the street. With the setbacks additional length will be needed from a ladder to reach the intended objective. Sometimes buildings are built on grades. These grades pose another problem where the down hill side is twice as high as the rear. With the proposed casino and the addition of a rather large hotel we will need the truck to affect multiple rescues should there ever be a fire.

One of the most significant innovations that we need to look at in choosing our truck is versatility. Why spend \$500,000 or more on a piece of equipment that can only do one thing? A straight stick aerial could be perceived as a waste of taxpayer dollars. One of the

innovations that is available that would make a truck versatile is articulation. Articulation gives the user the ability to go up and over, below grade and many other uses. One of the predominant and immediate uses for our Department is with the lack of access to the rear of buildings with most of the newer sub-divisions when we need to ventilate the buildings (cut holes in the roofs) with the articulating ladder we can effectively go up and over the apex of the roof to do our job, where in the case of a straight stick we would not be able to do so.

We need to be very careful in the selection of our new equipment. We need to stay focused on what we need and why, and not let the dollar sign get in the way. Buying what we can afford or what is cheapest will only cause to be ineffective and not provide the best service we can to the public. What we need to do is work together to get the funding that is needed to get the right equipment.

**Proposed equipment costs over the next five years  
(Without the ladder truck):**

**New Ambulance                    \$100-120,000**

**New Brush Vehicle            \$60-100,000**

**New Utility Vehicle         \$25-35,000**

**Total cost (high):            \$255,000**

Attached are examples of the proposed types of equipment.

# Proposed 100' Aerial Ladder with Platform

This truck is articulating, carries 500 gallons of water, a 2000 gallon per minute pump and room for all of the needed tools and ancillary equipment



## BRONTO RLP

PINPOINT

PLACEMENT



ARTICULATING AERIAL WITH BELOW GRADE MANEUVERABILITY



ENCLOSED GROUND LADDER STORAGE



PLATFORM WITH RESCUE DECK AND 1210 LB. CAPACITY

The E-ONE Bronto is the only aerial that reaches targets conventional platforms can not.

E-ONE's Bronto RLP is the most versatile aerial on the market. The articulating boom offers unmatched performance and diversity for above and below grade maneuverability giving firefighters the ability to have pinpoint accuracy of platform placement.

The aerial platform is centrally stored and does not over hang the front or rear of the apparatus. This innovative design creates an apparatus that is 5' shorter than any aerial in its class. Combined with a short 230" wheelbase, the E-ONE Bronto delivers unmatched maneuverability on tight streets. Additionally, the auto-leveling outrigger system sets up in less than 45 seconds saving precious time on the scene.

Complete the scorecard on the back page to compare E-ONE against the competition. Whether it's the 100', 114' or 134' configuration, we invite you to experience the pin-point placement of the E-ONE Bronto RLP.

- 100 / 114' / 134' articulating platform with 2.5 to 1 structural safety factor
- Platform swivels 45° left and right
- Jib boom swings 170° allowing operation 15' below grade or up and over parapets
- 300 gallon tank
- Short 230" wheel base with 45° cramp angle
- SideStacker® hosebed with capacity of up to 1000'-5" LDH (long hosebed)
- Rear enclosed storage for 115' of ground ladders
- Extruded aluminum body with up to 148 cu. ft. storage (short hosebed)
- Waterous S100 pump with up to 2000 GPM rating
- 11'-9" travel height



# BRONTO RLP

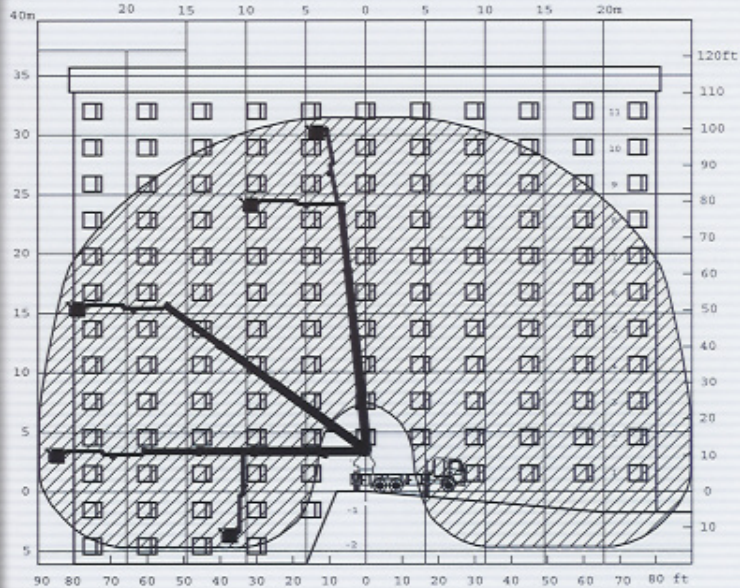
## PINPOINT PLACEMENT

### E-ONE

### COMPETITION

### SCORECARD

- 230" WHEEL BASE
- UP TO 45° CRAMP ANGLE
- 11'-9" OVERALL TRAVEL HEIGHT
- UNDER 41' TRAVEL LENGTH
- EXTRUDED ALUMINUM BODY
- 148 CU. FT. OF STORAGE W/ PUMP & TANK
- SideStacker® HOSEBED
- UP TO 1000' OF 5" LDH HOSE
- 300 GALLONS WATER
- 115' NFPA GROUND LADDER COMPLIMENT
- AUTO-LEVELING OUTRIGGER SYSTEM
- PIN-FREE OUTRIGGER JACKS
- 1000 LB. TIP LOAD PLUS 210 LB. EQUIPMENT DRY
- 750 LB. TIP LOAD PLUS 210 LB. EQUIPMENT WET
- 1,000 GPM AT ALL ANGLES
- LIFTING EYES
  - 1000 LB. ON PLATFORM
  - 2200 LB. ON MAIN BOOM
- 22 SQ. FT. PLATFORM
- HYDRAULIC TOOL OUTLETS
- AUTO PLATFORM LEVELING
- PLATFORM SWIVELS 45° RIGHT & LEFT
- PLATFORM STORED IN PROTECTED AREA
- NO AERIAL PLATFORM OVERHANG
- OPERATES TO 15' BELOW GRADE
- BOOM ARTICULATES FULL 170°
- NO DECREASE IN TIP LOADS BASED ON SET UP



### BRONTO RLP

UNMATCHED RANGE OF TRAVEL, BOTH ABOVE AND BELOW GRADE

### BRONTO RLP OPTIONS

- Roll-up doors
- Hydraulic generators
- Direct injection foam systems
- In-cab medical cabinets
- Cord reel / backboard compartments
- Long or short hosebed
- Truck company no tank/ no pump body



For a dealer nearest you contact us at  
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# Proposed Medium Duty Ambulance

This ambulance would carry all of the necessary medical supplies and equipment, in addition to 50 gallons of water with a 100' hose and CAFS



**AMBULANCE – MEDICMASTER MEDIUM-DUTY**

The versatile, custom-built MedicMaster® is fast becoming a popular addition to emergency providers in North America. The MedicMaster is built to your exact specifications atop a proven Freightliner Business Class M2 or Sterling Acterra chassis, which is offered in multiple cab configurations. Each MedicMaster ambulance features a solid-state diagnostic electrical system, central heating and air conditioning, all housed in an advanced-engineered aluminum body. The MedicMaster – the ultimate solution to an emergency provider's ambulance needs.



**AMBULANCE, MEDIUM-DUTY**

- Full-length center roof spine provides superior structural integrity
- Roll cage is engineered for ultimate crew and patient safety
- Enhanced comfort in patient ride resulting from precision body/chassis weight tuning
- Flush inside storage compartment floors allow for convenient storage and access
- MedicMaster Medium-Duty platform provides increased payload capacity and reduces life-cycle maintenance costs

- Seamless, vacuumed formed upholstery minimizes fluid contamination into seats
- Maximum storage space designed to accommodate a variety of products
- Multiple configurations to meet individualized requirements
- Third party certification for each body per American Welding Society structural code

# AMBULANCE – MEDICMASTER® MEDIUM-DUTY



Business Class Freightliner M2 Chassis



Spacious working environment with easy clean-up



Sterling Acterra Chassis

## TYPICAL SPECIFICATIONS

These are the typical specifications for the MedicMaster® Type I, Medium-Duty ambulance and its Freightliner Business Class M2 or Sterling chassis.

**Model:** Custom-built, Fully MKK-1822E certified

**Body Construction:** All aluminum, including center-spine with 1-3/4" crown

**Exterior Storage:** Nine exterior compartments as shown (other models available)

**Compartment Ventilation:** One-way air flow, interior to exterior

**Entry Door Panels:** Three-piece overlapping construction

**Interior Compartment Door Trim:** Polished aluminum diamond plate

**Rubrails:** Replaceable rubber with reflective inserts

**Length of Body:** 160" - 170"

**Width of Body:** 86"

**Interior Height:** 72"

**Central Air Conditioning Capacity:** Patient area - 27,700 BTUs

**Heater Capacity:** Patient area - 35,000 BTUs

**Oxygen Outlets:** Three (3)

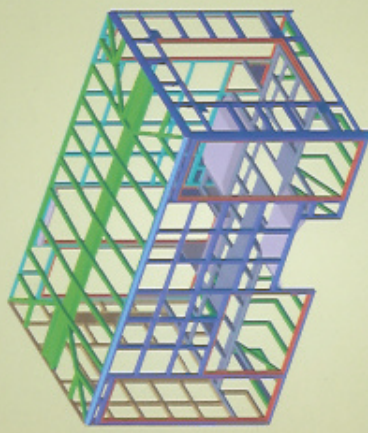
**Aspirator Systems:** Thomas pump, Scorr controls, BEMIS 1000cc canister

**Chassis:** Freightliner M2 and Sterling Acterra

**Electrical System:** Solid-state, self diagnostic

**Battery System:** (4) Group 31, high capacity batteries in driver's side roll-out step

**Alternator:** Leece Neville, 270 amps



Roll cage engineering for ultimate crew and patient safety

## FOR MORE INFORMATION

For your nearest American LaFrance dealer, call: 1-888-253-8725

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871004  
ALF/MC-B-066

# Our Products: Outland®



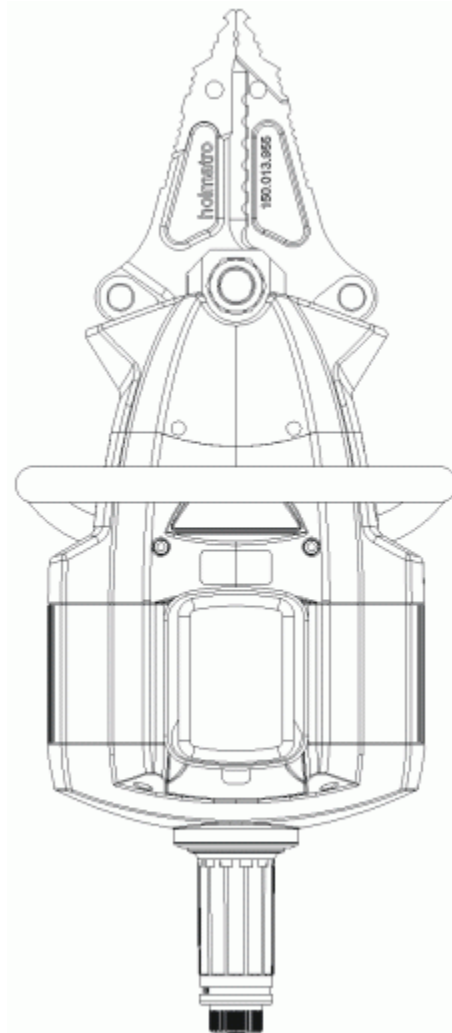
When S&S designed the original Outland®, we took a conventional quick attack/brush truck and threw convention out the window. With pumps up to 2,250 GPM, over 150 cubic feet of storage, and true off-road capability, Outland® gets you where you need to be, when you need to be there.

## Standard Features Include:

- **Excellent** Interface Engine
- **One-Piece Stainless Steel Body Side**
- **Four-Corner Spring-Mounting System** for E Off-Road Use
- **24" Deep Rescue-Style Compartments**
- **Over 150 Cubic Feet** of Storage Space
- Up to **750 Gallons** of Water/Foam
- PTO Pumps up to **1,000 GPM** with 4×4 or Up to **2,250 GPM** Midship with 4×2
- **Auxiliary Engine Pumps** and **CAFS Options**
- Certified **Emergency Warning Lighting Package**
- **Large Hosebed Capacity** and **Tool Storage**
- **Aggressive Angles** of Approach and Departure
- **NFPA 1901/1906 Compliance**

## Proposed Extrication Tool

This tool is a self contained electric powered hydraulic tool that is a cutter and spreader.  
This tool is very small and would fit easily into a medium duty ambulance



**GOAL # 6**  
**DEVELOP STEPS FOR THE**  
**TRANSITION**  
**(The First Five Years)**

# **GOAL # 6**

## **DEVELOP STEPS FOR THE TRANSITION (The First Five Years)**

Everything discussed thus far, while extremely important, is not nearly as important as the transitioning to a career Department. This will be a big challenge for the Department. This is a challenge that has been faced by many Departments across the country. Unfortunately, there have been some bad examples set by Departments and leadership not listening to current volunteers and others with more experience. Cascade Locks Fire & EMS is in an extremely good place to make this transition, however, it will not be without controversy and a few bumps in the road. While there have been unsuccessful attempts at marrying the volunteer Department to the career to form a combination Department, we will need to use our past experience with Hood River Fire, and those experiences of other Departments across the country who have made unfortunate mistakes to avoid the pitfalls and mistakes.

In the next five years, the city of Cascade Locks and the Department will be forced to undergo drastic and complicated structural changes. In the next five years a decision is expected on the new 500,000 square foot casino, and, if approved, it will be completed in that time frame. This will cause many challenges, especially for fire and emergency medical services. With the proper preparation and planning, these challenges are not insurmountable. Additionally, aside from the casino, new developments are already underway which will force change upon the volunteers and employees of the current Fire Department, whether or not the new casino is built.

With these projected changes, a comprehensive look at what must be undertaken to bring the Department to the next level in the immediate future and beyond is crucial. The purpose of this document is to serve as a proposal and guide as to how to shape what we already have, into what we will ultimately need in the future. With the arrival of the casino, we cannot be operating in the same way we do now or with the same equipment. As you will find in the next few pages, a great deal of planning needs to go into preparing for a future that includes a casino. With the passage of time, this plan will need to be frequently updated and modified as necessary to keep up with these changes. It can be done.

Many in the fire service will say that a combination Department (volunteer and career staff) is a difficult challenges because you have two groups that, unless managed properly, can develop a mutual distrust. Once again it is essential that we find a way to include our volunteers in this process as to not allow this to happen. Furthermore, in the interest of running our Department, it must be clear that everyone will be treated equally and all rules are applied to all members (career and volunteer).

Due to the fact that career firefighters will be the main focus for the first year, there may be a little dissention amongst the ranks. By identifying these issues and keeping those issues in the forefront of our thoughts as we begin the transition process, it will allow the Department to keep this from happening. While there will be many situations that will arise from this transition, many unforeseen obstacles, there are essentially 7 key steps that will need to be taken in the next five years. These five steps will take us from where we are today to where we need to be in five years. These steps are as follows:

1. Retain a full time paid Fire Chief;
2. Build a new fire station.
3. Establish the framework and foundation for the Department by creating and implementing an Operations Manual (SOP's & SOG's) and establish relationships with adjoining mutual aid agencies and potential partners in Fire and EMS endeavors.
4. Hire and retain a full time assistant Chief/shift captain.
5. Purchase the necessary fire and EMS equipment for accomplishing service delivery requirements as discussed in Goal #5.
6. Before the casino opens, recruit and initially hire 6 full time paid employees (including the assistant Chief/shift captain mentioned in 4 above) with at least one, and preferably 2, of them being a current volunteer.
7. Implement the fire and life safety plan, and community education plan.

This process may take up to five years to complete, and a lot of it is dependant on the green light for the casino project. In order for this plan to work we need to utilize a time line that works in conjunction with the casino project. If opening day of the casino is when we are expecting to have our career staff fully operational, we need to work backwards from step number five to make full use of this plan and best effect the integration of full time crew and new equipment.

With that being the case, the full time staff needs to be hired at a minimum of 6 months before the doors open. This will be necessary to have the staff trained to our standards, trained on the new equipment (ladder truck), familiar with local medical protocols, and so they will be familiar with the response area and location of area hospitals. If the Department is busy running calls, there will be no time left for training employees and there is a danger of new employees not receiving the oversight they ultimately will need. Lastly, in discussions with other Departments that have served casino areas, almost from the day the doors opened, the call volume tipped. The Department could not handle this

level of service without preparing in advance. Fortunately, the MOA with the Warm Springs tribes provides up front money and operating money to assist in the transition.

If employees are to be hired 6 months prior to the doors opening, the equipment needs to have been ordered at least one year prior to the anticipated start date of the new employees. Knowing that it will take at least a year to build a ladder truck and possibly a new ambulance these purchases must be carefully timed. The equipment needs to be on site in order for the new employees and the volunteers to be familiar with it prior to the time the public will be present at the casino. In addition, with the construction of the casino project there is a good possibility that accidents could happen that would warrant the use of an aerial device during construction of a project of this size. We cannot assume that we can hire employees, train them, and purchase the necessary equipment after the doors open.

The hiring and retention of a Fulltime Assistant Chief / Shift captain is almost as crucial as having a full time Chief. It would be not only an impossibility, but completely impractical for one person to recruit, hire and train 5-6 new employees. There is just no way else to accomplish a project of this magnitude if this position were not hired before the rest of the crew. This position would serve as second in command and initially would be the only officer position hired. The organization chart in Appendix D shows a shift captain for each of the three platoons. It is unlikely that we can hire firefighters that meet our standards and qualifications (see the job descriptions in Appendix A). So in an effort to spawn camaraderie and initiate Department pride, each firefighter will get a chance at being the lead for his or her shift for the first year. Hopefully at that point the crew will have had enough time to attain the appropriate classes and education to test of the position of shift captain. One of the hardest things to accomplish in a small Department is promotion. If everyone starts at the same place, everyone, including our current volunteers, has the ability to move up.

Before the overall crew is hired, the assistant Chief position will need to be filled approximately 6 months before the rest of the crew. This will allow for ample time for the assistant Chief to learn the systems, the response area, the protocols, the Operating Manuel, the equipment, establish relationships with the neighboring agencies, and ultimately assist the Chief in training and hiring of the new career staff. In training the new crew it will be essential for the Chief and assistant Chief to work on all of the shifts for the first few months to make sure that everything runs smoothly, and allow for the new employees to learn everything they need to learn. Again to expect the Chief to undertake all of the training for all of the staff at the same time at the same time the casino opens is unrealistic.

To ease the transition process Cascade Locks Fire and EMS must prepare itself for not only the call volume, but for hiring and training new employees. In order to accomplish this transition, the volunteers must be up to speed on a multitude of procedures and new policies and expectations. The existing Department could not function adequately if the casino were to open its doors today. It will be critical to establish the framework that will shape the Department not only for the transition, but for career staff working 24 hours a

day, seven days a week. Some of the things that will need to be accomplished at least 12 months before the casino opens its doors are:

1. Establishing an Operating Manual (SOP's & SOG's)
2. Definition of Response area
3. Map Books
4. Train on high rise operations (this is a new concept for Cascade Locks)
5. Ordering of a new Ambulance and Ladder truck
6. Establish daily station chores
7. Develop adopt and train on new procedures for the maintenance of the new station and equipment
8. Develop an integrated fire and EMS training Program
9. Bring the volunteers up to speed on the list above
10. Revisit the five year plan and make changes as necessary

Currently Cascade Locks Fire and EMS is relying on a volunteer system with one career employee. In an effort to start creating the policies and changes that will be necessary as the casino project begins construction, a full time paid Chief with experience in working in all types of Departments needs to be hired as soon as possible. This will be the catalyst for making sure this plan is successful. As with any complex project, having competent and qualified leadership (i.e., someone with experience), is a must. As there are no volunteers currently employed in the fire service or with previous paid fire experience, it would be problematic to attempt to implement this plan with volunteer leadership. This is not to say that the volunteers are not capable, but successful conversion to a combination Department will require more time, experience and training than the volunteer leadership can provide. The building of a new fire station also puts additional demands on the Department.

Lastly, in order to be successful, item number seven of the 7 steps (Implement the fire and life safety plan and community education plan) would need to be implemented. This step would take one to three years to be fully operational. It is essential that the Department gives as much back to the community as possible. Whether the Department is volunteer or career, the community needs to understand and know that the Department is there for them. The community based projects will involve implementing the fire wise community theme, fire education in the school and at the Department, free CPR and First aid classes, Child Safety Seat inspections and a multitude of other community projects.

Keep in mind that to build a Department will take vision, leadership and a passion for the fire service. Without these values, this Department will have a hard time preparing for the future. Additionally, even the best plan will fail to anticipate every potential problem. One possible problem will be if the call volume were to be greater than anticipated. If this is the case, the Department will need to increase its staffing level beyond what is called for in this initial plan. Of course, as the call volume goes up, so does our revenue. With the increased revenue and the financial support of the Warm Springs, we can make this transition work for everyone, including the casino.

Overall, one focus must be consistent throughout this planning effort. That focus will and must be on the volunteer. Volunteers must be encouraged to participate as much as possible and included in as many activities as possible. This would even include having volunteers pull shifts at the Department and sleeping over. Volunteers are the real foundation of the Department, and they should always be at the forefront of whatever happens in the future.

# **APPENDICES**

# **JOB DESCRIPTIONS**

## **Appendix A**

# City of Cascade Locks

## Position Classification Description

Class Title: **Fire Chief**

Department: **Fire**

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### **General Purpose:**

The Fire Chief is responsible for planning, developing and coordinating all of the functions of a municipal fire rescue Department and directing all Fire Department activities through the supervision of subordinate personnel. The Chief establishes Department direction and goals and motivates and inspires the employees of the Department to achieve the mission of both the Department and the City. The Fire Chief is also responsible for Departmental budget development, administration and adherence. The Chief is also responsible for establishing and maintaining effective and appropriate employee relations. Advances concepts and opportunities that strive for system and service delivery excellence. Displays the ability to effectively lead staff and collaborate with peers in the Department. Fosters effective decision-making, including organizational change management as well as career and volunteer development. Acts as Department's representative to other governmental subdivisions of both the State Of Oregon and the Federal Government and relevant local and regional advisory and policy groups. Makes difficult and influential presentations to the city Administration, Fire-EMS leadership, citizen groups, media and students. Overall, should possess excellent leadership skills, a keen business sense, be innovative, and a flexible problem solver involving teamwork and strategic thinking to create a high-performance culture that results in high quality service. The City of Cascade Locks requires that the Fire Chief establish permanent legal residency in the City within one year of appointment.

### **Special Requirements:**

Knowledge of curriculum development and administration of Fire and EMS training programs. A "duty to act" prevails whenever Fire and Rescue personnel are confronted with an emergency incident for which he/she is trained to perform. A "subject to call" status exists with frequent paging while off duty. No felony convictions or disqualifying criminal histories within the past seven (7) years. Ability to read and write the English language. Ability to meet the Departmental physical standards. Sign a No Smoking affidavit Successfully pass a drug screening evaluation

## **Certifications / Qualifications:**

Valid driver's license

NFPA Fire Officer II

NFPA Fire Instructor I

OSHA Hazardous Materials Operations

Wildland ENGINE BOSS

NFPA Surface Rescue Technician

NFPA Rope Rescue Technician

Oregon EMT-P or National Registry EMT-P.

Certifications required within 24 months of hire include:

NFPA Officer III, NFPA Inspector 1&2 and NFPA Instructor II. Extensive knowledge of Oregon EMS rules and regulations.

## **Experience:**

A minimum of seven (7) years progressively responsible, supervisory / management level experience in a Fire Department including experience in fire prevention, fire suppression and emergency medical services, is required. Proven Fire Department management experience in a community with a significant tourism presence is also preferred.

## **Desired Skills, Knowledge and Personal Attributes:**

- Thorough knowledge of business, administrative, human resources and fiscal management;
- The ability to develop and administer training, disciplinary and personnel evaluation systems which encourage maximum individual performance and development of staff at all levels;
- High energy level and enthusiasm for meeting the challenges and responsibilities of the Fire Chief's position;
- Decisive, supportive and results oriented management style;
- Outstanding communication skills and ability to interact professionally and in a frequent and timely manner with the City Manager;
- Ability to place a high degree of emphasis on accountability;
- Ability to effectively delegate authority and responsibility while maintaining appropriate levels of operational control;
- Capable of attracting, developing and retaining a highly qualified professional staff;
- Personal characteristics that exemplify leadership and set a high standard for Department personnel;
- Must have a history of conducting personal and professional affairs in a lawful and ethical manner in a way that promotes public trust and confidence;
- The ability to be very visible to staff and to promote a team approach;

- Must project a strong professional presence, and be capable of inspiring confidence in Department policies, programs and services;
- The ability to set a positive example of competence, professionalism, energy, work ethic and integrity to the organization and community at large;
- Must be open to a variety of opinions and be approachable and diplomatic while providing creative and visionary leadership.

Necessary knowledge, skills, and abilities:

Thorough knowledge of modern fire suppression, prevention, and emergency medical services principles, procedures, techniques, and their application as demonstrated through State EMT certification.

An individual in this position occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

## **Special Requirements:**

Must be twenty-one (21) years or older at time of hire.

Must possess, or be able to obtain by time of hire, a valid Oregon State Driver's License without suspension or revocation in any state.

No felony convictions or disqualifying criminal histories within the past seven (7) years.

Ability to read and write the English language.

Ability to meet the Departmental physical standards.

Sign a No Smoking affidavit

Successfully pass a drug screening evaluation

Must live in the City of Cascade Locks

## **Tools and Equipment used:**

Emergency medical aid units, fire apparatus, fire pumps, hoses, and other firefighting equipment, ladders, first aid equipment, radios, pagers, personal computers, and telephones.

## **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job the employee is frequently required to stand or sit, walk, talk and hear, taste or smell, use hands to finger, handle or operate objects, tools, or controls, and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crawl, or crouch.

The employee must frequently lift and/or move up to ten (10) pounds and occasionally lift and/or move up to one hundred (100) pounds. Specific vision abilities required by this job includes close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

### **Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

Work is performed primarily in office, vehicle, and outdoor settings, in all weather conditions, including temperature extremes, during day and night. Work is often performed in emergency and stressful situations. Individuals in this environment are exposed to hearing alarms and the hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, dry chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

### **Selection Guidelines:**

Formal application, review of education and experience, interviews, oral interview, background check, physical agility testing, drug screening, final selection, and pre employment medical exam (Using NFPA 1581 screening standards).

### **NOTE:**

**The example of duties are intended only as illustrations of various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.**

**The job description is subject to change by the employer as the needs and the requirements of the job change.**

# City of Cascade Locks

## Position Classification Description

Class Title: **Assistant Chief**

Department: **Fire**

---

### **General Purpose:**

Assumes Fire Chief duties and responsibilities in his *absence*

Performs a variety of technical and administrative duties, as well as directing work in planning, organizing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

### **Supervision Received:**

Works under the general guidance and direction of the Fire Chief.

### **Direction Exercised:**

Directs all aspects and activities of assigned shift. This includes personnel, all apparatus and equipment, assists in prevention and inspection. Additional duties include training programs *assist* in establishing operating procedures (Fire and or EMS), and other duties as required or directed by the Fire Chief.

### **Essential Duties and Responsibilities:**

Assisting the Fire Chief while on assigned shift in the following:

Scheduling, conducting, and directing the inspection of hydrants.

Responding to and *assisting* in investigating fires and all suspicious or undetermined causes of fire.

Providing public education in fire prevention and EMS education, including giving talks, demonstrations, and presentations, before community groups, schools, and organizations or institutions.

Responding to complaints regarding fire hazards and violations.  
Recommending and developing proposed fire prevention policies, procedures and codes.  
Planning, coordinating, and directing Fire and EMS operations

*Assisting* in establishing policies and procedures for Fire and EMS programs in order to implement directives from the city manager.

Planning and implementing Fire and EMS programs for the city in order to better carry out city policies and goals.

Reviewing Department performance and effectiveness and formulating programs or policies to alleviate deficiencies.

*Assisting* in coordinating the preparation and presentation of an annual budget for Fire and EMS Departments.

Directing the implementation of the Fire and EMS budgets.

Planning for and reviewing specifications for new or replaced equipment and supplies

Directing Department conduct and general behavior of assigned personnel.

Planning Departmental operation with respect to equipment, apparatus, and personnel, and directing the implementation of such plans.

Meeting with elected or appointed officials, other Fire/EMS officials, community and business representatives, and the public on all aspects of Department activities.

Responding to alarms and *may* direct activities at the scene of major emergencies.

Directing the operations of Departmental in-service training activities.

Manning the station in the event of an emergency as needed.

## **Peripheral Duties:**

Attending conferences and meetings to keep abreast of current trends in the Fire and EMS fields representing the Cascade Locks Fire Department in a variety of local, county, state, and other meetings.

Performing the duties of command personnel as needed using NIMS guidelines and fulfilling obligations during duty days.

*Assisting* in developing plans for special assignments such as emergency preparedness, hazardous communications, hazardous materials, training programs, fire fighting, or emergency aid activities.

## **Desired Minimum Qualifications:**

### Education and Experience:

AA degree or higher in Fire Science, Administration, or other related field. (Or in Process)

Five (5) years of progressive responsibility in Fire and Emergency Medical Services work.

NFPA Firefighter II certificate.

NFPA Fire Officer I

NFPA Fire Officer II (In two years)

NFPA Fire Investigator

Certification as an Engine Boss (S-130/131/190/215/290/230/231) Or the ability to obtain in 2 years

NFPA First Responder Operations (Haz Mat Awareness & Operations)

Oregon certification as an EMT-P or National Registry Certification

Oregon DPSST Drivers Training or DOT/EVOC Training certificate.

NFPA Pumper Operator

ACLS, PALS, PHTLS

### Necessary knowledge, skills, and abilities:

Thorough knowledge of modern fire suppression, prevention, and emergency medical services principles, procedures, techniques, and their application as demonstrated through State EMT certification.

An individual in this position occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

## **Special Requirements:**

Must be twenty-one (21) years or older at time of hire.

Must possess, or be able to obtain by time of hire, a valid Oregon State Driver's License without suspension or revocation in any state.

No felony convictions or disqualifying criminal histories within the past seven (7) years.

Ability to read and write the English language.

Ability to meet the Departmental physical standards.

Sign a No Smoking affidavit

Successfully pass a drug screening evaluation  
Must Live in the City of Cascade Locks

## **Tools and Equipment used:**

Emergency medical aid units, fire apparatus, fire pumps, hoses, and other firefighting equipment, ladders, first aid equipment, radios, pagers, personal computers, and telephones.

## **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job the employee is frequently required to stand or sit, walk, talk and hear, taste or smell, use hands to finger, handle or operate objects, tools, or controls, and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crawl, or crouch.

The employee must frequently lift and/or move up to ten (10) pounds and occasionally lift and/or move up to one hundred (100) pounds. Specific vision abilities required by this job includes close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

## **Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

Work is performed primarily in office, vehicle, and outdoor settings, in all weather conditions, including temperature extremes, during day and night. Work is often performed in emergency and stressful situations. Individuals in this environment are exposed to hearing alarms and the hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, dry chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

## **Selection Guidelines:**

Formal application, review of education and experience, interviews, oral interview, background check, physical agility testing, drug screening, final selection, and pre employment medical exam(Using NFPA 1581 screening standards).

### **NOTE:**

**The example of duties are intended only as illustrations of various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.**

**The job description is subject to change by the employer as the needs and the requirements of the job change.**

# City of Cascade Locks

## Position Classification Description

Class Title: **Shift Captain**

Department: **Fire**

---

### **General Purpose:**

Performs a variety of technical and administrative duties, as well as directing work in planning, organizing and implementing fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

### **Supervision Received:**

Works under the general guidance and direction of the Assistant Fire Chief.

### **Direction Exercised:**

Directs all aspects and activities of assigned shift. This includes personnel, all apparatus and equipment, assists in prevention and inspection. Additional duties include training programs *assist* in establishing operating procedures, and other duties as required or directed by Chief Officers.

### **Essential Duties and Responsibilities:**

Assisting the Chief Officers while on assigned shift in the following:

Scheduling, conducting, and directing the inspection of hydrants.

Responding to and *assisting* in investigating fires and all suspicious or undetermined causes of fire.

Providing public education in fire prevention and EMS education, including giving talks, demonstrations, and presentations, before community groups, schools, and organizations or institutions.

Responding to complaints regarding fire hazards and violations.

Recommending and developing proposed fire prevention policies, procedures and codes.

Planning, coordinating, and directing Fire and EMS operations

*Assisting* in establishing policies and procedures for EMS programs in order to implement directives from the city manager.

Planning and implementing EMS programs for the city in order to better carry out city policies and goals.

Reviewing Department performance and effectiveness and formulating programs or policies to alleviate deficiencies.

*Assisting* in coordinating the preparation and presentation of an annual budget for the Fire Department.

Directing the implementation of Fire Department budgets.

Planning for and reviewing specifications for new or replaced equipment and supplies

Directing Department conduct and general behavior of assigned personnel.

Planning Departmental operation with respect to equipment, apparatus, and personnel, and directing the implementation of such plans.

Meeting with elected or appointed officials, other Fire/EMS officials, community and business representatives, and the public on all aspects of Department activities.

Responding to alarms and *may* direct activities at the scene of major emergencies.

Directing the operations of Departmental in-service training activities.

Manning the station in the event of an emergency as needed.

**Peripheral Duties:**

Attending conferences and meetings to keep abreast of current trends in the Fire and EMS fields representing the Cascade Locks Fire Department in a variety of local, county, state, and other meetings.

Performing the duties of command personnel as needed using NIIMS guidelines and fulfilling obligations during duty days.

*Assisting* in developing plans for special assignments such as hazardous communications, hazardous materials, training programs, or emergency aid activities.

**Desired Minimum Qualifications:**

Education and Experience:

- Five (5) years of experience in Fire and Emergency Medical Services work.
- Minimum Of one year experience at Cascade Locks Fire & EMS
- NFPA Firefighter II certificate.

NFPA First Responder Operations (Haz Mat Awareness & Operations)  
Ability to obtain NFPA Fire Officer I in one year or less  
Certification as an Engine Boss (S-130/131/190/215/290/230/231)  
Oregon certification as an EMT-P or National Registry Certification  
Oregon DPSST Drivers Training or DOT/EVOC Training certificate.  
NFPA Pumper Operator  
ACLS, PALS, PHTLS

Necessary knowledge, skills, and abilities:

Thorough knowledge of modern fire suppression, prevention, and emergency medical services principles, procedures, techniques, and their application as demonstrated through State EMT certification.

An individual in this position occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

### **Special Requirements:**

Must be twenty-one (21) years or older at time of hire.

Must possess, or be able to obtain by time of hire, a valid Oregon State Driver's License without suspension or revocation in any state.

No felony convictions or disqualifying criminal histories within the past seven (7) years.

Ability to read and write the English language.

Ability to meet the Departmental physical standards.

Sign a No Smoking affidavit

Successfully pass a drug screening evaluation

### **Tools and Equipment used:**

Emergency medical aid units, fire apparatus, fire pumps, hoses, and other firefighting equipment, ladders, first aid equipment, radios, pagers, personal computers, and telephones.

### **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job the employee is frequently required to stand or sit, walk, talk and hear, taste or smell, use hands to finger, handle or operate objects, tools, or

controls, and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crawl, or crouch.

The employee must frequently lift and/or move up to ten (10) pounds and occasionally lift and/or move up to one hundred (100) pounds. Specific vision abilities required by this job includes close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

### **Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

Work is performed primarily in office, vehicle, and outdoor settings, in all weather conditions, including temperature extremes, during day and night. Work is often performed in emergency and stressful situations. Individuals in this environment are exposed to hearing alarms and the hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, dry chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

### **Selection Guidelines:**

Formal application, review of education and experience, interviews, oral interview, background check, physical agility testing, drug screening, final selection, and pre employment medical exam (Using NFPA 1581 screening standards).

### **NOTE:**

**The example of duties are intended only as illustrations of various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.**

**The job description is subject to change by the employer as the needs and the requirements of the job change.**

# City of Cascade Locks

## Position Classification Description

Class Title: **Engineer/Paramedic**

Department: **Fire**

---

### **General Purpose:**

Performs a variety of fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

### **Supervision Received:**

Works under the general guidance and direction of the Fire Chief and Captains.

### **Direction Exercised:**

May assist in the instruction, and/or direct the work of volunteer firefighters, new career personnel, or other part-time Department personnel, as assigned.

### **Essential Duties and Responsibilities:**

Responding to all fire emergencies and performing fire suppression activities including but not limited to driving fire apparatus, operating fire pumps, and related equipment.

Responding to all emergency medical situations and rendering aid as per paramedic standards and county protocols.

Participating in the inspection of buildings, hydrants, and other structures in pre fire planning programs.

*Assisting* in maintaining, testing, and upkeep of fire equipment, apparatus and facilities.

Maintaining compliance with state and federal regulations as they pertain to fire and emergency medical services.

Performing other related duties as required in the routine and emergency operation of the Fire Department.

Manning the station in the event of an emergency as needed.

## **Peripheral Duties:**

*Assist* in serving as a member of various employee committees.

## **Desired Minimum Qualifications:**

Education and Experience:

High School Diploma or GED equivalent.  
NFPA Firefighter II certificate.  
NFPA First Responder Operations (Haz Mat Awareness & Operations)  
Wild land Firefighter Certification (S-130/190/215)  
Oregon certification as an EMT-P or National Registry Certification  
Oregon DPSST Drivers Training or DOT/EVOC Training certificate.  
NFPA Pumper Operator  
ACLS, PALS, PHTLS

Necessary knowledge, skills, and abilities:

A working knowledge of modern fire suppression, prevention, and emergency medical services principles, procedures, techniques, and their application as demonstrated through State EMT certification.

Ability to act effectively in emergency and stressful situations; Ability to follow verbal and written instructions; Ability to communicate effectively orally and in writing; Ability to establish effective working relationships with other employees, other agencies and the general public. The ability to meet the requirements listed below.

## **Special Requirements:**

Must be twenty-one (21) years or older at time of hire.

Must possess, or be able to obtain by time of hire, a valid Oregon State Driver's License without suspension or revocation in any state.

No felony convictions or disqualifying criminal histories within the past seven (7) years.

Ability to read and write the English language.

Ability to meet the Departmental physical standards.

Sign a No Smoking affidavit

Successfully pass a drug screening evaluation

## **Tools and Equipment used:**

Emergency medical aid units, fire apparatus, fire pumps, hoses, and other firefighting equipment, ladders, first aid equipment, radios, pagers, personal computers, and telephones.

## **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable

accommodation may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job the employee is frequently required to stand or sit, walk, talk and hear, taste or smell, use hands to finger, handle or operate objects, tools, or controls, and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crawl, or crouch.

The employee must frequently lift and/or move up to ten (10) pounds and occasionally lift and/or move up to one hundred (100) pounds. Specific vision abilities required by this job includes close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

### **Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

Work is performed primarily in office, vehicle, and outdoor settings, in all weather conditions, including temperature extremes, during day and night. Work is often performed in emergency and stressful situations. Individuals in this environment are exposed to hearing alarms and the hazards associated with fighting fires and rendering emergency medical assistance, including smoke, noxious odors, fumes, dry chemicals, liquid chemicals, solvents and oils.

The employee occasionally works near moving mechanical parts in high, precarious places and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

### **Selection Guidelines:**

Formal application, review of education and experience, appropriate testing and interviews, oral interview, background check, physical agility testing, drug screening, final selection, and pre employment medical exam (Using NFPA 1581 screening standards).

### **NOTE:**

**The example of duties are intended only as illustrations of various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.**

**The job description is subject to change by the employer as the needs and the requirements of the job change.**

# City of Cascade Locks

## Position Classification Description

Class Title: **Firefighter/Paramedic**

Department: **Fire**

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### **General Purpose:**

Performs a variety of fire prevention, suppression and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions.

### **Supervision Received:**

Works under the general guidance and direction of the Fire Chief and Captains.

### **Direction Exercised:**

May assist in the instruction, and/or direct the work of volunteer firefighters, or other Department personnel, as assigned.

### **Essential Duties and Responsibilities:**

Responding to all fire emergencies and performing fire suppression activities including but not limited to driving fire apparatus, operating fire pumps, and related equipment.

Responding to all emergency medical situations and rendering aid as per paramedic standards and county protocols.

Participating in the inspection of buildings, hydrants, and other structures in pre fire planning programs.

*Assisting* in maintaining, testing, and upkeep of fire equipment, apparatus and facilities.

Maintaining compliance with state and federal regulations as they pertain to fire and emergency medical services.

Performing other related duties as required in the routine and emergency operation of the Fire Department.

Manning the station in the event of an emergency as needed.

Completes required repairs and maintenance while staying within current training and certification levels, on equipment deemed maintenance needy.

Attends training classes when available.

### **Peripheral Duties:**

*Assist* in serving as a member of various employee committees.

### **Desired Minimum Qualifications:**

Education and Experience:

High School Diploma or GED equivalent.

NFPA Firefighter I certificate.

NFPA First Responder Operations (Haz Mat Awareness & Operations)

Oregon certification as an EMT-P or National Registry Certification

Oregon DPSST Drivers Training or DOT/EVOC Training certificate.

NFPA Pumper Operator

ACLS, PALS, PHTLS

Necessary knowledge, skills, and abilities:

A working knowledge of modern fire suppression, prevention, and emergency medical services principles, procedures, techniques, and their application as demonstrated through State EMT certification.

A working knowledge of combustible engines, hydraulic systems, air systems, vehicle electrical systems, two and four stroke engines, and principles, procedures, techniques, to maintain such equipment. Knowledge of area emergency vehicle maintenance companies, and policies relating to scheduled major repairs.

Ability to act effectively in emergency and stressful situations; Ability to follow verbal and written instructions; Ability to communicate effectively orally and in writing; Ability to establish effective working relationships with other employees, other agencies and the general public. The ability to meet the requirements listed below.

### **Special Requirements:**

Must be twenty-one (21) years or older at time of hire.

Must possess, or be able to obtain by time of hire, a valid Oregon State Driver's License without suspension or revocation in any state.

No felony convictions or disqualifying criminal histories within the past seven (7) years.

Ability to read and write the English language.

Ability to meet the Departmental physical standards.

Sign a No Smoking affidavit

Successfully pass a drug screening evaluation

## **Tools and Equipment used:**

Emergency medical aid units, fire apparatus, fire pumps, hoses, and other firefighting equipment, ladders, first aid equipment, radios, pagers, personal computers, and telephones. Additional equipment including but not limiting; hand tools, jacks, power tools, chemical and solvents, schematics, logbooks, and manuals.

## **Physical Demands:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable accommodation may be made to enable an individual with disabilities to perform the essential functions.

While performing the duties of this job the employee is frequently required to stand or sit, walk, talk and hear, taste or smell, use hands to finger, handle or operate objects, tools, or controls, and reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crawl, or crouch.

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The noise level in the work environment is usually quiet in the office settings, and loud at an emergency scene.

## **Selection Guidelines:**

Formal application, review of education and experience, appropriate testing and interviews, oral interview, background check, physical agility testing, drug screening,

final selection, and pre employment medical exam (Using NFPA 1581 screening standards).

**NOTE:**

**The example of duties are intended only as illustrations of various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment of the position.**

**The job description is subject to change by the employer as the needs and the requirements of the job change.**

# PHYSICAL AGILITY TEST

## (Appendix B)

Cascade Locks Fire and EMS  
PHYSICAL ABILITIES EVALUATION

### 1. LADDER CLIMB

**FOR THIS EVOLUTION THE PARTICIPANT SHALL BE SECURED TO A FULL BODY HARNESS AND ATTACHED TO A MANNED TETHER AT ALL TIMES WHILE ON THE Ladder.**(note: existing members are not required to be secured)

For this exercise the participant shall wear PPE, safety belt, full body harness, and SCBA. With the ladder extended to maximum reach (28 feet) with rungs aligned raised to approximately 70 degrees climbing angle, the participant shall climb the ladder in a purposeful manner without hesitation. Once the participant has reached the top of the ladder, they will ring the bell which is affixed to the end of the ladder. The participant will then reverse the procedure and descend the ladder in a purposeful manner without hesitation. Once the participant has reached the ground, this evolution is complete.

This evolution is designed to evaluate the participants' ability to climb a freestanding ladder and follow some basic commands. This evolution is not timed.

### 2. SCBA DRILL

For this evolution the participant shall wear full PPE, to include SCBA. The participant shall utilize a darkened mask and be breathing tank air. A room will be prepared for a simulated rescue and the participant shall be instructed to follow the right edge of the wall while conducting a counter clockwise search for a simulated victim. Once the victim is located, the participant shall call out, "victim located", at which time the proctor will instruct the participant to turn around and exit the room in the same manner in which they entered. The simulated victim will not be removed from the room. Once the participant has reached the entry door, this evolution is complete.

This evolution is designed to evaluate the participants' ability to work in Department utilized respirator while following simple commands. This evolution is not timed, however should be completed in a purposeful manner without hesitation. NOTE: Individual testing for positions with the Department will not wear the face mask, however will wear darkened goggles.

### 3. HOSE HOIST

For this exercise the participant shall wear PPE, and SCBA. The participant shall climb to the top of the stairs. Once at the top they will have a manned safety tether

attached to their harness. The participant will then move to the railing where they will find a rope with a rolled 3" hose attached at the end. The participant shall then pull the hose roll up to and over the railing utilizing a hand over hand method and minimizing slipping of the rope. Once the hose roll is on the decking this evolution is complete. This evolution is not timed.

This evolution is designed to evaluate the participants ability to hoist moderate weights up to a an elevated work area.

#### 4. MAKE, ADVANCE, & BREAK

For this evolution the participant shall wear PPE, no SCBA. The participant will be taken to the drill ground where three (3) sections of 2 ½ " hose will be laid out end to end in a zigzag pattern beginning at a hydrant. A 2 ½ " nozzle will be located at the end of the last section of hose. The hydrant will be open with a capped gate valve on one port in the closed position. A hydrant and spanner wrench will also be supplied to tighten any couplings. The participant will begin at the hydrant and time will begin on command of the proctor. The participant needs to connect all the sections of hose from the hydrant to the nozzle, charge the line utilizing the gate valve, advance it to a minimum of 50', close down the line utilizing the gate valve, disassemble the line, and end the evolution by placing the cap back on the hydrant gate. This evolution has a time limit of five (5) minutes and no running is allowed.

This evolution is designed to evaluate the participants ability to connect fire hose couplings and perform a basic hose drag.

#### 5. STOKES CARRY

For this evolution the participant shall wear PPE, no SCBA. With the assistance of another person the participant will carry a stokes litter with Rescue Randy inside of it for a distance of 100'. The participant will be walking forward with the stokes in front of them. The assistant may walk forward with the stokes behind him/her. Passing the 100' mark and placing the stokes on the ground will complete this evolution. This evolution is not timed.

This evolution is designed to evaluate the participants' ability to carry a patient in a litter for a moderate distance.

# **HIRING PROCESS**

## **(Appendix C)**

In order to provide the very best employees which will be serving the public and performing the duties necessary to maintain the Department, a rigid and fair hiring process must be established and followed so that the city can select the very best candidates. Candidate selection can be one of the most difficult processes that any Department can face, but by using the following steps and guidelines, this process will be simplified and fair.

The Hiring process will consist of a 7 part process. These parts are:

1. Applicant Applications filled out and returned
2. Application Screening process (10pts)
3. Successful Applicants invited to participate in a Written Test, EMS Skills Evaluation and Physical Agility test (20pts)
4. Successful candidates will then be invited to participate in a panel interview (50pts)
5. Successful candidates will then undergo a rigorous background investigation and complete a physical agility test.
6. The top (This number must be double of the available open positions) candidates will then be invited to participate in a Chief's interview (20pts)
7. After final selection from the Fire Chief a pending job offer would be made and would require successful completion of a criminal and driving background check, a drug screening test and a physical evaluation from the Department physician (Using NFPA 1581 screening standards).

### **PART 1**

The application process would require prospective candidates to fill out a Fire Department / city application, a notarized release authorizing a background investigation, a notarized affidavit certifying that the candidate is smoke free and would remain so during his/her employment at cascade locks. In addition the affidavit would state that partaking in smoking activities could be grounds for termination. The candidate must provide copies of all the required certifications. Lastly the candidate would be required to answer three essay questions in 500 words or less (for each essay). Answers to the essay questions will be scored by a third party for accuracy in spelling, grammar as well as the quality of the answer.

## **PART 2**

The application screening process would consist of evaluating all of the applications to make sure that the candidates applying have the required information / copies of certifications and completeness of the essay questions. The application Process and Screening will consist of 10% of the overall score. The scoring will consist of 10 possible points. 4 total points for completion of the application and 6 for the essay questions. The break down of the score for the essay will be as follows. One point will be awarded for spelling, one point for grammar, and four possible points for content / quality of the answer. The break down for the application scoring will be as follows; 1 point for total completion of the application, 1 point for copies of all of the required certifications, 1 point for neatness, 1 point for delivering the application before the date of application deadline.

Candidates will then be placed on an eligibility list according to their point scoring. Candidates with a score of less than 7 points will not be asked to participate in the next phase of the hiring process. Candidates with a score of 7 points or better will be asked to return to participate in part three of the hiring process

## **PART 3**

It is essential to make sure that candidates testing for positions in the Fire Department understand the job they are stating they are qualified for. This is accomplished by thoroughly testing their knowledge of fire and EMS. Additionally, it is even more important that candidates can perform to the required minimum standards set by the state and the national registry of EMT's. The testing process will consist of two parts.

- The first being a written test with 100 fire based questions (From the Jones and Bartlett "Fundamentals of Fire Fighting Skills"), and 100 EMT Paramedic Level questions based on the Oregon paramedic Test bank used for re-certification. The 100 fire questions are worth 10 points, and the 100 EMS questions are worth 10 points. These points equal the 20 points for this phase of the testing process.
- The second part will consist of three (2) random skill stations picked from the required paramedic practical evaluations used in certification at the paramedic level. The practical evaluations will be pass / fail.

This phase of the testing process will be the only one in which the Fire Chief will have any direct contact with the candidates (The written evaluation). This allows the Chief to brief the candidates as to what to expect over the next two days of testing, and answer any questions that the candidates might have as the testing process begins. In order for the Chief to provide a fair and accurate assessment for the top qualified candidates, the Chief must not be able to have direct contact as the candidates are tested on their practical skills as well as their initial panel interview.

The practical evaluations will be conducted by paramedics. Each station will have 2 paramedics, which will enable the candidates a fair and thorough evaluation.

#### **PART 4**

This phase of the testing process will be the most challenging for the candidates and will have the greatest weight on how they progress in the hiring process. In order for the Chief to choose the best candidates for the Fire Department the Chief must have a panel of peers evaluate the potential candidates prior to the Chief making the final selection. The panel of peers will consist of 6 people. The people will be chosen so as to best represent all interested parties of cascade locks. The panel will have the following positions:

1. 1 Person from Skamania County EMS
2. 1 Person from Hood River Fire (preferably the Chief)
3. 1 Manager from the city (Mayor, City Manager, Finance Director Etc.)
4. 1 Fire Department Volunteer at large from any of the HRC Departments
5. 1 Member of the cascade locks senior group
6. 1 Officer from either of the following agencies:
  - a. Mid Columbia Fire and Rescue
  - b. Clackamas Fire
  - c. Hazeldell Rural Fire District
  - d. USFS Columbia River Gorge National Scenic Area
  - e. OSP
  - f. Hood River county Sheriff's Department

The interview panel will be evaluating candidates in two different parts. All questions will be scored on a 1-10 scale. In utilizing the 1-10 scale, each number on the scale will be worth 0.4 points.

At the end of this part of the testing process candidates will be ranked and notified as to their score and place in the testing process. Candidates will be notified that their place in the testing process will be good for two (2) years. The top candidates will be asked to participate in the next part of the hiring process.

#### **PART 5**

The top (This number must be double of the available open positions) candidates will be asked back to participate in the physical agility test. Candidates will watch a brief demonstration video depicting the phases and steps of the cascade Locks Physical Agility test. Candidates must successfully complete the physical agility in order to receive the background investigation packets. Candidates who do not successfully complete the physical agility test will be asked to leave and will be disqualified from continuing on in the hiring process. The back ground investigation packets will consist of a comprehensive list of questions in which a contracted investigator can use as a tool to validate the candidate's work history, reliability, and truthfulness in answering the questions. The format that will be used will shadow the likes of a typical law enforcement back ground investigation. This is necessary in the chance that fire fighters are cross trained as police

officers. In most instances the back ground will make personal contact with at least one of the candidates' former employers or references.

#### PART 6

It would be beneficial if candidates had a general understanding of the basic customs of the volunteer fire culture, the Hispanic culture, and the Native American culture.

#### PART 7

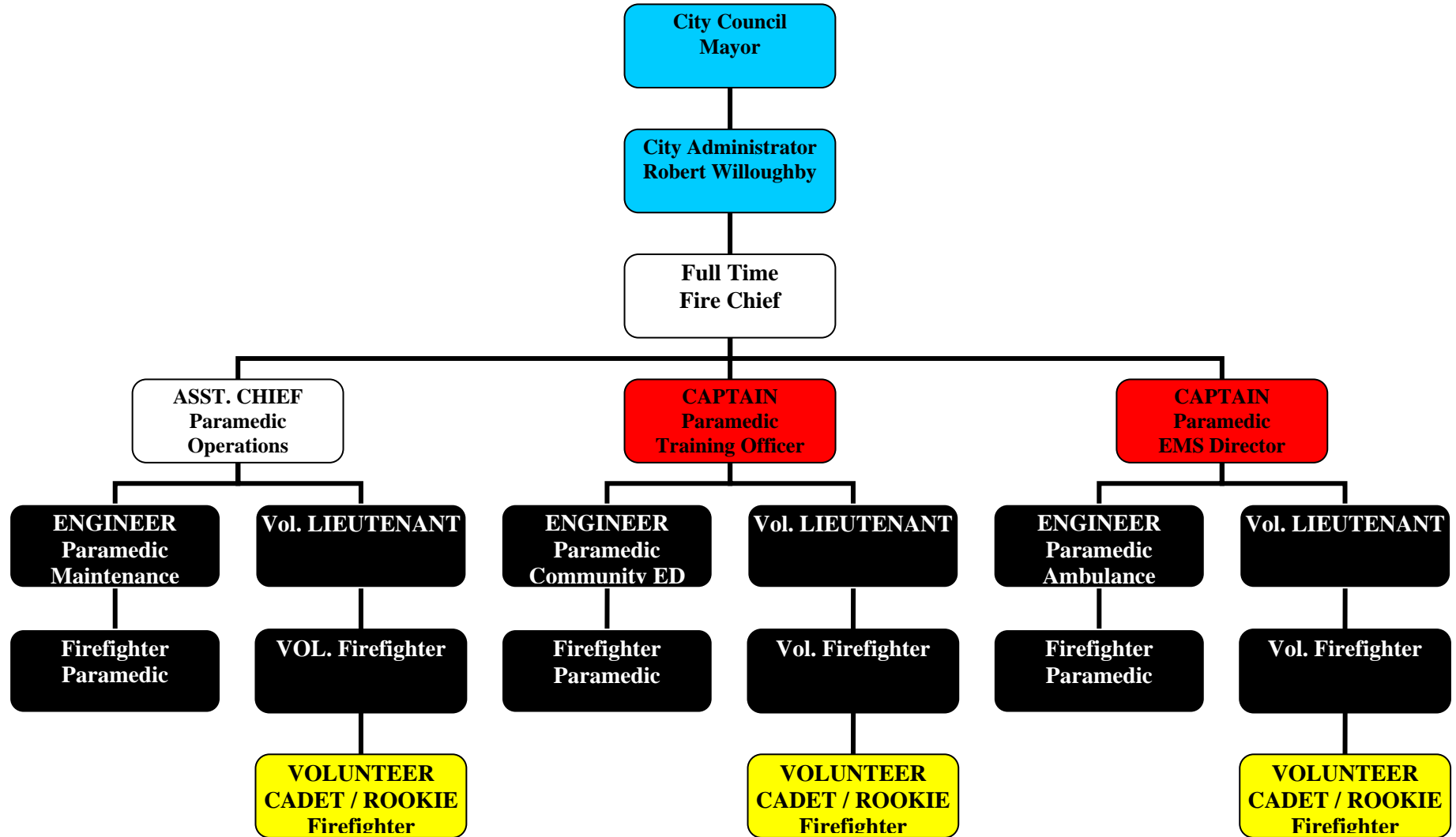
After all of the scores are tallied the top candidates will be given a job offer that will be pending the results of a Department physical (Using NFPA 1581 standards); a clear driving and criminal background check (showing any drivers license suspensions in any state, no felony convictions in the past seven years, and no convictions of a crime or offense which would indicate that a candidate has not conducted his / her personal affairs in a lawful and ethical manner such as to promote public trust and confidence) a pre-employment drug screening test, and notarized affidavit stating that the employee would not be a tobacco user.

# APPENDIX D

## CASCADE LOCKS FIRE & EMS

### ORGANIZATIONAL CHART WITH CAREER FULL TIME STAFF

This organization chart is an example of how the Department will look if the casino is built. Under the Chief, is a three shift platoon managed by three shift officers. Of the three shift officers two of them are captains and one is the assistant Chief. Not all of the positions will be filled. The chart allows for the progression of the employee from firefighter paramedic in the first year, to engineer paramedic in the second year and so on. The same is for the volunteer side. The organizational chart shows the progression a volunteer can make in the Fire Department.



# APPENDIX E

## CASCADE LOCKS FIRE & EMS

### ORGANIZATIONAL CHART WITH CAREER FULL TIME STAFF

This organizational chart is similar to the one if the casino is built, however in the case of Cascade Locks not having a casino; we will still need to hire three (3) full time firefighter / paramedics. This chart shows the progression from firefighter to captain. Note that the assistant Chief position will no longer be needed.

