

NORTHWEST FIRE DISTRICT



Warehouse Division

Program Appraisal

for the upcoming 2025-2026 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 6, Criterion E & F, and **9C.3**

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EXECUTIVE SUMMARY

Warehouse Services is comprised of six individuals in two departments; Warehouse Services and Equipment Services: one (1) Warehouse Manager, one (1) Supply Supervisor, two (2) Warehouse Inventory Specialists II, one (1) Fire Equipment Services Supervisor, and one (1) Fire Equipment Services Technician I. The Division's purpose is to ensure essential infrastructure is properly suited and maintained for optimal safety and reliability, which includes providing the highest quality protective equipment, tools, materials, and supplies necessary for District members to perform at maximal levels to save lives, protect property, and care for the community.

The Warehouse Services Division is a major component of the Essential Services Division. The Division is responsible for the warehousing, repair, maintenance and distribution of essential goods, services, equipment, and supplies that support the mission of the Northwest Fire District. While great strides have been made in improving processes and programs, there is an opportunity to improve members' safety and reduce exposure points with the implementation of additional repair and maintenance programs, addition of software platforms or acquisition of products with improved technology.

DIVISION PURPOSE

The purpose of the Essential Services Section is to save lives, protect property, and care for our community. Essential Services accomplishes the mission by providing the highest level and efficient methods of providing goods, services, tools, and infrastructure. The goal is to ensure the employees and community of Northwest Fire District have the most cost-effective and reliable goods, supplies, tools, equipment, and services available to improve members and community safety. Each of the three divisions and the associated members strive to support the mission constantly balancing safety, time, quality, and cost.

The purpose of the Warehouse Services Division is to provide warehousing, repair, maintenance and distribution of essential goods, services, equipment, and supplies.

Equipment Services is responsible for providing, and maintaining personal protective equipment (PPE), self-contained breathing apparatus (SCBA), firefighting hose, tool and equipment specification, annual fit testing and certification related to particulate and SCBA masks, annual inspection of PPE, annual testing and certification of fire hose and ground ladders and repairing damaged or inoperable equipment.

Supply Services is responsible for ordering, receiving, storing, distributing, and surplus disposal of all disposable and durable supplies necessary for daily operations including uniforms, medical supplies, office supplies, tools, and equipment, in addition to

identifying and executing programs to streamline ordering and delivery processes and improve inventory/asset tracking accuracy and accountability, and management of surplus property.

DIVISION ADMINISTRATION

The Warehouse Services Division is currently comprised of the following positions and personnel:

Warehouse Services Division Manager (1) – responsible for management of the equipment services division and the warehouse division. This position is responsible for planning, developing, and implementing effective and efficient repairs, inventory, and maintenance programs for a range of equipment, apparatus, and pharmaceuticals.

Supply Supervisor (1) - responsible for execution and oversight of a range of warehouse functions including inventory management, logistics and distribution, quality control, and process optimization to facilitate the efficient flow of products and materials and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Warehouse Inventory Specialist (2) - responsible for a range of warehouse functions including inventory management, logistics and distribution, quality control, and process optimization to facilitate the efficient flow of products and materials and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Fire Equipment Services Supervisor (1) - responsible for the execution and oversight of the inspection, maintenance, and repair of the District's personal protective equipment (PPE) and fire ground and rescue equipment and to provide prompt, accurate, and customer-oriented fulfillment of District needs.

Fire Equipment Services Technician (1) - responsible for the inspection, maintenance, and repair of a variety of fire, rescue, and personal protective equipment.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

- Local Codes, Ordinances, and Laws are researched and applied to all decision making.
- OSHA, NIOSH, NFPA provide guidance on tools, equipment, and supply decision making.
- Medical supply purchases are coordinated with Medical Services to comply with Medical Direction.
- Environmentally friendly supplies are specified and delivered to the Stations whenever possible.

INTERNAL PROGRAMS

Equipment Services

- PPE Advanced Inspection
- PPE Replacement and Inventory
- Firefighting Hose Inspection, Testing, Inventory, Replacement, Repair and Maintenance
- Firefighting Appliance Repair and Maintenance
- Ground Ladder Inspection, Testing, Repair and Maintenance
- Small Tool Repair and Maintenance
- Special Operations Equipment Inventory, Maintenance and Replacement
- Wildland Equipment Inventory, Maintenance and Replacement
- SCBA Inspection, Testing, Maintenance and Repair
- SCBA and Particulate Respirator Fit Testing
- Breathing Air Compressor Inspection, Testing, Maintenance and Repair
- Life Saving Rope Inspection and Replacement Program
- Gas Monitor Program
- Thermal Imaging Camera Program
- On-Call 24/7/365

Warehouse Services

- Uniform Program
- Station Supply Inventory
- Warehouse Supply Inventory
- Janitorial Supply Inventory
- EMS Supply Inventory
- Pharmaceutical Dispenser Program
- Bio-Hazard Collection and Disposal
- Oxygen Cylinder Exchange
- Excess Property Surplus/Sales
- Inventory Cycle Counts
- Inventory Month End Process
- District Deliveries
- Gas Monitor Testing

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

The Warehouse Services Division consists of Warehouse Services and Equipment Services.

Equipment Services members inspect, maintain, repair, and replace all personal protective equipment including self-contained breathing apparatus (SCBA) related to fire operations, special operations team activities, and fire investigations. Additionally, all firefighting hose, ground ladders, nozzles, rope, appliances, gas monitors, small gas tools, PPE and breathing air compressors are performance evaluated and inspected at regular intervals according to manufacturer's guidelines and NFPA recommendations.

Equipment Services is currently working with Operations staff to identify additional preventative maintenance and replacement or rebuild programs to improve the safety and reliability of equipment and enhance the safety of District members. As these programs are implemented, the Fire Equipment Services workers are communicating with Operations staff to ensure the programs provide the intended outcomes and benefits. Adjustments to the programs are made as opportunities are identified. Currently, Equipment Services staff are working with Operations to develop the Lifesaving Rope program, the On-Scene Turnout Exchange program, and Battery Powered Tools program as well as identifying opportunities to reduce PFAS exposure.

With the implementation of innovative programs comes the need for additional documentation, scheduling, repair work, reporting processes and procedures. Due to the nature of Operations, one of the Equipment Services members is always on 24-hour call to assist with PPE and equipment needs. As the District continues to grow and new developments in firefighter gear, equipment, and safety emerge, the workload continues to increase. However, no additional staffing is required currently.

Additionally, the current software platform being utilized to track and plan activities needs to be replaced. The division is currently working with AssetWorks and Operative IQ to determine which platform is best suited for the specialized needs of the Division.

The development of additional programs will provide an opportunity to collaborate with other Divisions and neighboring Districts. One example of collaboration is the development of the On-Scene Turnout Exchange program. Golder Ranch Fire District recently implemented this program and is reporting positive results with reduced exposure. The addition of this program will allow firefighters the ability to exchange soiled PPE for a clean set of PPE while on scene. This process will reduce the number of times contaminated PPE is transported back to the station and thus reduce exposure points. There may be a possibility of reducing the number of extractors within the District. A program evaluation will be conducted to determine if this is possible.

Another example of collaboration with neighboring Districts is the Hood Exchange program. When on scene together, NWFD and Golder Ranch Fire District allow the firefighters the ability to obtain a clean hood in exchange for their soiled hood regardless of District. Equipment Services works with Golder Ranch to retrieve any hoods that may belong to NWFD. Currently, Golder Ranch is in the Innotex Gray 25 Hood, which is a more advanced hood than the hood currently utilized by NWFD. The difference in hoods is causing challenges during the on-scene exchange as well as after the incident. NWFD will need to obtain Innotex Gray 25 hoods from either a grant or direct purchase to resolve these challenges and provide greater protection to its members.

Additionally, the current brush gear is not rated for extrication activities. Crews must don their turnout gear to perform extrications. On August 2, 2023, NWFD Leadership committee approved Innotex Tech Rescue Gear to replace the current brush gear. Innotex Tech Rescue Gear meets the need of both Wildland and Technical Rescue situations. The benefit of dual certified gear is the ability to reduce the time firefighters are utilizing their turnout gear, thus reducing their exposure to per-and polyfluoroalkyl (PFAS) substances. PFAS exposure has been identified as a key factor in the development of cancer within the fire service community. Recent studies have found that occupational exposure of firefighters to carcinogenic chemicals may increase their risk of developing several types of cancer. The District attempted to secure funds for this gear through a grant request in FY23/24 but was unfortunately denied. The District should attempt to secure funds through an alternate grant request or purchase direct from an approved vendor on contract in FY25/26.

The Warehouse Services operations include both traditional warehousing activities as well as receiving and distribution of goods, supplies and materials throughout the District.

Currently, the Warehouse Staff utilize a robust excel spreadsheet that functions as the electronic inventory system to track consumption orders that trigger re-stocking activities. For the Warehouse to track, forecast and supply products to the District, the Division is currently working with Asset Works and Operative IQ to determine which platform is best suited for its specialized needs more effectively and efficiently.

As the District continues to grow and innovative programs or responsibilities are identified, the workload on Warehouse personnel will continue to increase. However, no additional staffing is required currently.

PERFORMANCE MEASURES IN DEVELOPMENT:

The Warehouse Services division is developing key performance indicators relating to usage trends, forecasting and supply of consumable goods. The implementation of a

suitable software platform will allow the development of these performance indicators.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

- Compliant PPE inspection, repair, and cleaning processes to reduce members contaminant exposure was implemented in 2020. Compliance has risen to 99.5% annually since implementation.
- Consistent inspection and maintenance of high tech/high performance firefighting equipment (TIC, SCBA) was implemented in 2020. Compliance has risen to 100% since implementation.
- Inventory accuracy, trends, forecasting
- 100% reconciliation of spending with Finance Services Division monthly
- 100% monthly inventory reconciliation
- Reportable key performance indicators and metrics

STRATEGIC PLAN CRITICAL TASKS DISCUSSION

Goal 3: Demonstrate responsible and transparent stewardship of organizational resources.

Objective 3C: Identify, evaluate, and implement systems and processes to ensure that inventories and assets are proactively maintained, managed, and replaced in accordance with industry best practices.

Critical Task: Budget for and purchase non-structural turnout gear to reduce exposure and replace aging brush gear.

Status: Current quotes have been acquired and the purchase of the non-structural turnout gear is currently included in the proposed budget for FY25/26. If the budget is approved as written, the District will procure the gear in July 2025.

Critical Task: Develop and implement a turnout exchange program.

Status: Complete. A turnout exchange program was implemented in December 2024 that allows for the immediate replacement of turnout gear that has been contaminated. The program is implemented with the Response Division and all personnel exposed to potential contamination are provided with clean turnouts at the scene of the incident.

Critical Task: Evaluate and implement an inventory management program that allows for the replacement of Manager + for ESC and Facilities.

Status: Vendor demonstrations have occurred with Operative IQ, a platform that the warehouse currently uses. It appears that the solution will work well for the

Warehouse and Facilities Divisions. Budget capacity has been requested in the FY25/26 budget for a potential implantation.

CURRENT ISSUES

The key issue for all divisions of Essential Services is dependable and up to date information. Noted throughout this document is the inability to adequately collect, evaluate, and communicate the information necessary to make the decisions required. Each Division in the District requires information, and more importantly, transparency from all other operational areas to implement and maintain effective and meaningful operating efficiencies.

Centralized warehousing activities for EMS, Janitorial, and Station supplies have resolved the need for constant communication between Warehouse members and EMS members. Ordering and supply restocking is now managed by Warehouse, resulting in greater efficiencies, and has nearly eliminated loss to obsolescence and expiration. The addition of an appropriate inventory management software platform will improve reporting capabilities and further streamline ordering and warehousing activities while bringing additional clarity to the division.

The efforts taken by the District to standardize consumable items, equipment and tools are paying off as Division members are spending much less time determining what product or item is required, what to stock and when to reorder. Evolution in these areas will continue to occur as we become smarter in our decision making armed with much better data.

UPCOMING FISCAL YEAR GOALS/OBJECTIVES – INCLUDE RELATIONSHIP TO STRATEGIC PLAN GOALS/OBJECTIVES AS APPROPRIATE

The FY25/26 plan for Warehouse Services is to maximize financial resources while ensuring programs remain whole. The Division will continue to implement repair, maintenance, and replacement programs where appropriate allowing the District to assess the condition of its equipment, plan for repair and maintenance or replacement costs and forecast expenditures. These efforts align with the current 2024–2029 Strategic Plan goals.

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The Fire Equipment Services Supervisor has maintained certification in training and testing on Self-Contained Breathing Apparatus, PPE fitment, testing, and repairs according to both manufacturer guidelines and National Fire Protection Association

Standards as applicable and according to recertification schedules of the individual worker as indicated by the manufacturers.

All appropriate Warehouse members have received training on forklift operations. Ongoing training specific to position description and District requirements is monitored through the Fire Rescue 1 platform for compliance.

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Ongoing training specific to position description and District requirements is monitored through the Fire Rescue 1 platform for compliance. The Fire Equipment Services Technician I will receive a certification on repair and inspection of PPE through manufacturer training at their location as soon as it becomes available. This class was cancelled due to the pandemic and is in the process of being reinstated by the manufacturer.

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Ongoing training specific to position description, District requirements and certification will continue and be monitored through the Fire Rescue 1 platform for compliance.

The primary training focus in the coming period will be focused on improving efficiencies, new program implementation and management and any related training or certifications that may be required as a result.

New members, or those in newly realigned positions will receive training appropriate to the role and task as assigned with emphasis on leadership and supervisory skills. Under current consideration is merging civilian supervisors with the internal Captain Certification Program which has been successful in developing new supervisors for many years. Well aligned with this training is merging civilian managers with the internal Battalion Chief Certification program, also with a successful history. Both programs may, depending upon size and timing, be conducted in conjunction with mutual aid partner agencies such as Golder Ranch Fire District. This opportunity is designed to drive greater understanding of the roles and importance each position brings to the overall effectiveness of the complete operation.

PROGRAM SELF-ASSESSMENT

THE PROGRAM SELF-ASSESSMENT CONSISTS OF THE CURRENT ACCREDITATION CORE COMPETENCIES AND PERFORMANCE INDICATORS THAT DESCRIBE, APPRAISE, AND LIST A PLAN FOR YOUR DIVISION. THESE CORE COMPETENCIES AND PERFORMANCE INDICATORS, ALONG WITH THE CURRENT ISSUES

IDENTIFIED, ARE THE FOUNDATION FOR DEVELOPING UPCOMING GOALS AND OBJECTIVES.

CFAI STRATEGIC RECOMMENDATIONS: N/A

Category 6: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted, clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators in this category.

Criterion 6E: Tools, Supplies and Small Equipment

Equipment and supplies are adequate and designed to meet the agency's goals and objectives.

Summary

The District provides and maintains equipment and supplies that are designed to meet the agency's goals and objectives. Equipment assigned to apparatus is decentralized in terms of both use and centralized in terms of inventory. Equipment assigned to the apparatus is both inventoried and checked for functionality by each station; Station Captains are responsible for the checks, inventory, and the reporting of potentially unserviceable equipment. Maintenance of power tools associated with ventilation is conducted by qualified Equipment Services members or outsourced to qualified repair facilities. Maintenance of tools associated with extrication is conducted by qualified Fleet Services members or outsourced to qualified repair facilities. If the equipment repair is outsourced, the equipment is tested upon its return to ensure it is within all applicable standards for use.

Equipment inventories for engine and ladder (quint) apparatus meet the inventories as listed in NFPA 1901. The Apparatus Committee reviews apparatus standard equipment inventories regularly to ensure equipment and supplies are adequate for

the apparatus' designed mission. Equipment and supplies purchased are per NFPA standards or other applicable national standards, such as ANSI whenever possible.

6E.1 Tools and equipment are distributed appropriately, are in adequate quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.).

Description

The District equips all front-line apparatuses with a full complement of tools and equipment to meet fire and emergency medical services. The equipment carried on all frontline apparatus meets the NFPA 1901, Standard for Fire Automotive Apparatus, 2016 Edition, Chapters 5 and 9 for pumper and quint. A small inventory of tools and equipment is kept at Equipment Services. In addition, two reserve engines and three reserve ambulances are equipped with a basic complement of fire tools and equipment and can be augmented as necessary for front line service. Specialty equipment to meet Hazardous Material, Rapid Extraction Module Support and Heavy/Technical Rescue response needs are located at Stations 336, 337 and 338 respectively.

Appraisal

All frontline units are appropriately equipped to meet the needs of the District. Reserve units have most of the necessary equipment but may need some specialty items to make a front-line engine or ambulance. Currently, when an engine or ambulance needs to convert from reserve status to front-line status, certain tools and equipment must be taken from the front line and placed into the reserve to complete its designated complement. This effort continues to be problematic due to funding limitations. Fleet is working with Operations, the Equipment Services Supervisor, and Supply Supervisor to facilitate necessary changeovers from reserve status to front line status and to add to the current inventory of tools and equipment on the reserve engines and ambulances.

Plan

The plan for Fleet Services, Equipment Services, and Warehouse Services is to equip the reserve units so that Operational Services trades are as seamless as possible.

References

[NWFD 2024 Apparatus Load List.xlsx](#)

[NFPA LiNK® - 2016 NFPA-1901 - Chapter 5 Pumper Fire Apparatus](#)

[NFPA LiNK® - 2016 NFPA-1901 - Chapter 9 Quint Fire Apparatus](#)

6E.2 Tool and equipment replacement is scheduled, budgeted and implemented, and is adequate to meet the agency's needs.

Description

The District primarily relies on field input and that of the members working in the Warehouse Division to determine when replacement shall occur. Manufacturer recommendations are utilized for replacement standards and guidelines. Any equipment with an expiration date has been recorded and is replaced as appropriate. In addition, annual cardiac monitor, AED, Lucas Thumper (automatic CPR), hose testing and ground ladder testing are completed. Any equipment identified in the testing process as needing repair or replacement is sent to Equipment Services or Warehouse along with a missing/damaged property report. Replacements and adequate inventory are reliant on sufficient annual budget funding. A regular interval hose, ground ladder, small tool, cardiac monitor, and Automatic CPR machine replacement program has been placed into practice. These programs allow the District to project annual costs of repairs, replacement, and maintenance. The Manager Plus program is utilized to track purchases and service dates of equipment on annual programs.

Appraisal

The Division's current method of replacing critical equipment is adequate and seems to work well.

Plan

The plan is to continue to input inventory into the current inventory management program, implement a Preventative Maintenance "Checks and Services" sheet for all tools to ensure reliability and sustainability, and ensure that tools are assigned to individual apparatus and this information is quickly stored in the current version of the District's Maintenance Management software. Warehouse will continue to request, through the annual budget process, a tiered approach to replacing hose exceeding ten years in life and implement additional repair and maintenance programs to forecast budgetary impacts.

References

FY 24/25 Adopted Budget

CC 6E.3 Equipment maintenance, testing and inspections are conducted by qualified personnel, following manufacturers recommended. Schedules.

Description

The maintenance of all equipment is performed by only qualified members. These repairs and maintenance are performed based on manufacturer recommendations. The repairs are performed internally when possible and contracted out when necessary. A repair is contracted out when the repair exceeds the technician's scope or certification. Documentation of the diagnosis and repair is provided by the contracted vendor when applicable. The District has four certified TNT technicians for extrication tools. The District also has members who have completed training in small engine repair, allowing them to complete some repairs in-house. Hose testing and ground ladder testing is completed annually by a certified third party. SCBA annual maintenance and testing is conducted in-house by a certified SCBA Technician. Most SCBA repairs are handled in-house provided they are within the scope of certification of the SCBA Technician.

Appraisal

The District's current Equipment Maintenance Program is adequate to meet the needs. Inventory of all equipment, and entry into the current inventory and asset management program, is ongoing.

Plan

The District will continue to include all District-owned equipment into the current Maintenance Management software program. This will enable improved tracking of equipment age, repairs, maintenance, and replacement needs. The Warehouse Division will continue to support District members in their training efforts.

References:

[Fire Equipment Services Supervisor.pdf](#) Job Description

[Fire Equipment Service Technician II.pdf](#) Job Description

[Fire Equipment Service Technician I.pdf](#) Job Description

[Equipment Services Supervisor Bauer Certification EFick.pdf](#)

[Equipment Services Supervisor Draeger Certification EFick.pdf](#)

[Equipment Services Supervisor Globe Certification EFick.pdf](#)

[NWFD Hose and Ground Ladder Inventory and Test Report 2023.pdf](#)

[NWFD SOG 2110 Daily SCBA Checks.pdf](#)

[NWFD SOG 2111 SCBA Weekly and After Use Check.pdf](#)

[NWFD SOG 2117 Breathing Air Sampling and Testing.pdf](#)

6E.4 Inventory control and maintenance tracking system are in place and current.

Description

Northwest Fire District utilizes an index style tracking system for equipment and material, including tools and small equipment. Each item received into the warehouse system is assigned a unique asset identification number using the category, date purchased and sequential item identifier. This number and description of the item, as well as where it has been assigned, is recorded in the District's current asset management platform. Capital items (individual value over \$10,000) are classified as fixed assets and are entered into and tracked in the District's current Financial platform by the Finance Division. Annual inventories of items assigned to vehicles are completed by field members, utilizing templates provided in Image Trend. Inventory continues to be input into a maintenance management program.

Appraisal

The current inventory process managed by the Warehouse Division is sufficient for tracking consumption and restocking as it currently stands. Manager Plus continues to be a sufficient platform for managing equipment assets within the District.

Plan

The Warehouse Division continues to work with Operational Services and accepts additional responsibilities as they are identified. As additional efficiencies are identified and implemented within the current programs, the Warehouse Division will be able to address additional processes and programs that remain in need of focus.

References

[EMS Centralized Inventory Project Presentation All Stations.pdf](#)

[Manager Plus ESC Asset List as of 2.21.2024.pdf](#)

6E.5 Supply, and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, prevention, investigations, hazmat, etc.), and is compliant with local, state/provincial and national standards.

Description

Supplies and materials are adequately distributed and stored to meet the operational needs of the District. Federal and State regulations and guidelines are adhered to, as well as District SOGs. Applicable NFPA standards are used for specifications whenever possible. The Warehouse Division maintains a level of consumable items, and spare equipment. The Warehouse has quick access to several vendors who can provide any other needed materials. Special Operations maintain their own caches for their needs. Wildland supplies are kept on the engines, and in a locked storage container at the Training Center.

Appraisal

Currently, there are suggested stocking levels for each of the Stations. The District has implemented an efficient inventory system to aid in accountability and stocking levels for operational needs. The Warehouse Division implemented a centralized inventory system in 2020. Currently, the District is utilizing spreadsheets to track inventory and consumption. Future goals will focus on identifying a specialized inventory platform to create additional efficiencies.

Plan

The Warehouse Division will continue to utilize the existing spreadsheet tracking process, until a specialized inventory platform has been implemented. Vendor agreements will be maintained to provide a good point for resource acquisition.

References

[NWFD EMS Inventory Par Levels by Station 2.21.2024.pdf](#)

[NWFD Janitorial Inventory Par Levels by Station 2.21.2024.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment and related equipment (e.g., self-contained breathing apparatus).

Summary

Northwest Fire provides PPE and other job-related safety equipment that meets District goals and objectives of function, safety, and compliance with national standards. PPE and related safety equipment for structural firefighting, wildland/interface operations and general station wear/EMS response is identified and distributed as outlined in Northwest Fire District's Standard Operating Guidelines (SOG).

Systems exist to provide a framework for safety equipment assessment to ensure that safety equipment is functional and sufficient for its intended use, and that there is adequate budget capacity for both scheduled safety equipment replacements as well as for the replacement of damaged equipment.

The District employs appropriately trained members to oversee the inspection and maintenance of all safety equipment, and the distribution of inventory, inspection, and maintenance records are appropriately maintained.

Members involved in the technical rescue and hazardous materials Special Operations teams are issued the appropriate PPE and equipment as addressed in Criterion 5F and 5G.

CC 6F.1 Safety equipment is identified and distributed to appropriate members.

Description

Personal protective equipment is identified and distributed as outlined in Northwest Fire District's Standard Operating Guidelines (SOG) 2102 and 6207. As outlined in NWFD SOG 2101, each Firefighter is also issued a standard daily uniform set that meets safety standards for the intended uses of Station wear and basic medical calls. They are also issued a personal hand tool/equipment set. Switch-out turn-out gear is available on a 24/7 basis should the need arise. Wildland firefighting PPE is issued per NWFD SOG 2106, and in compliance with NFPA 1977. Special Operations Team members are assigned mission-specific safety equipment. Self-Contained Breathing

Apparatus (SCBA) are provided for each designated seat on all apparatus, currently the Draeger PSS 7000, which are NFPA 1981 compliant. Individually assigned SCBA masks are provided for all firefighters.

Four Draeger PSS3000 SCBAs are assigned for fire investigation members and four Draeger 4057542 Supplied Air Respirators are assigned to Special Operations for confined space entry & Haz Mat use. Other significant safety equipment provided includes thermal imaging cameras on all first-out apparatus and intrinsically safe portable radios for each assigned seat per SOG 6409. Individual thermal imaging cameras have also been provided for each assigned seat.

Per District SOG 1102, Work Groups such as Uniform/PPE and Apparatus/Equipment exist to allow for field input into the equipment selection process, and to ensure that a formalized system exists for thorough assessment and subsequent identification and distribution of safety equipment to the appropriate members.

Appraisal

Agency employees are provided with up-to-date PPE and safety equipment that is assessed regularly per District SOGs to ensure that it functions appropriately, and that each piece of equipment is continuing to meet the needs of the District and national guidelines. As referenced above, work groups which operate under the direction of the Leadership Committee exist to provide a mechanism to address any safety or functionality issues and to consider new types/models of safety equipment. These work groups are convened on an as need basis to assess and select the best and most appropriate safety equipment to meet the needs of Northwest Fire members in the performance of their duties. This system is utilized when the need arises and coordinates review, needs assessment, wear test, and alignment with District or safety requirements as appropriate for each item under review.

Plan

The Fire Equipment Service Workers, District Health and Safety Officer (HSO), Incident Safety Officers (ISO), and the appropriate Uniform, Equipment and Apparatus Work Groups, with input from the field, will continue to address any PPE or equipment safety issues as they are identified and will also continue to consider new PPE and safety equipment that may be of value in reducing risk to firefighters.

References:

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 6206 Personal Protective Equipment Use.pdf](#)

[NWFD SOG 6207 Eye and Hearing Protection.pdf](#)

[NWFD SOG 6409 Handheld Radios.pdf](#)

[NFPA LiNK® - 2021 NFPA-1500](#)

[NFPA LiNK® - 2018 NFPA-1971](#)

[NFPA LiNK® - 2022 NFPA-1977](#)

[NFPA LiNK® - 2019 NFPA-1981](#)

6F.2 Distributed safety equipment is adequate for the functions performed.

Description

All Northwest Fire District members are issued uniforms, PPE, and the appropriate safety equipment that has been determined to be sufficient for their job functions. This includes station wear/general duty, structural and wildland/interface response, EMS, TRT, and Haz Mat operational activities. Station/general duty uniforms (including standard EMS response) are issued per SOG 2101. Structural and wildland/interface PPE are issued per SOG 2102, 2106, 6206, and 6409. All PPE and equipment comply with NFPA 1500, and with NFPA 1971, or 1977 as appropriate. In addition, all members are issued eye and hearing protection per SOG 6207, and in compliance with OSHA 1910.133, and 1910.95.

The District's currently issued SCBA for structural firefighting and applicable confined space and HazMat operations is the Draeger PSS7000, which complies with NFPA 1981.

Technical Rescue and Haz Mat Special Operations minimum PPE standards are referenced in SOG 6206: Personal Protective Equipment Use. Specific types or brands will change based on team assessment of PPE available from different manufacturers if the chosen PPE continues to meet the requirements stipulated in the SOG. Currently Procurement and use of PPE is based on several factors: PPE (such as SCBA) used by the District. For example: Since the District uses Draeger SCBA for structural

SCBA, Special Operations uses Draeger for their Haz Mat and confined space entry SCBA; Recommendations in the applicable NFPA or OSHA sections; Recommendations in professionally accepted training and operational texts; and levels of protection suggested on SDS information for operations involving identifiable chemical compounds.

PPE is evaluated regularly for proper job fit and functionality during annual, semi-annual, weekly, and after-use PPE and SCBA inspections per SOG's 2110, 2111, 2112, 2102, and 2103. Any PPE or safety equipment that is found not meeting functional expectations during these regularly scheduled assessments is placed out of service. Additionally, PPE and equipment are open for review/suggestions for improvements from the field via the Leadership Team process as outlined in NWFD SOG 1102.

Appraisal

The current system that exists at NWFD for safety equipment evaluations provides regularly scheduled evaluations of safety equipment and makes allowances for input of information from both assigned evaluator positions (such as PPE Technicians and Safety Officers), as well as from field members. This system of constant evaluation ensures that the safety equipment issued by Northwest Fire is always sufficient for its expected function.

Plan

The functionality and safety of currently issued PPE, SCBA and other safety equipment will continue to be assessed by the PPE technicians, the crews, and the District Health and Safety and Incident Safety Officers as specified in District SOG's. Comparison with similar equipment from other manufacturers will also continue to take place in accordance with SOGs, as will thorough assessment of new equipment that could potentially increase firefighter safety, and/or enhance job performance. Changes coming to NFPA 1851 will recommend hoods with innovative technology to better protect our members from exposure.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 6206 Personal Protective Equipment Use.pdf](#)

[NWFD SOG 6207 Eye and Hearing Protection.pdf](#)

[NWFD SOG 6409 Handheld Radios.pdf](#)

[NFPA LiNK® - 2021 NFPA-1500](#)

[NFPA LiNK® - 2018 NFPA-1971](#)

[NFPA LiNK® - 2022 NFPA-1977](#)

[1910.133 - Eye and face protection. | Occupational Safety and Health Administration \(osha.gov\)](#)

[1910.95 - Occupational noise exposure. | Occupational Safety and Health Administration \(osha.gov\)](#)

6F.3 Safety equipment replacement is scheduled, budgeted, and implemented, and adequate to meet the agency's needs.

Description

There is an adequate, implemented system in place for the scheduled replacement of all safety equipment. Any known, upcoming safety equipment replacements are factored into the annual budget, and appropriate funds are allotted for the anticipated replacement of damaged equipment. Replacement timelines are established by appropriately trained Equipment Services members in accordance with manufacturer recommendations, and in compliance with NFPA 1851. If damaged and deemed non-serviceable, all safety equipment is immediately removed from the field and replaced with either in-service or new stock, depending on availability. Per NWFD, structural turnout coats and pants are rotated out of front-line service at 7 years (and replaced at 10), helmet and boots are removed from service at 10 years, and hoods and gloves are normally replaced every 3-5 years due to wear (but are also scheduled for 10-year replacement).

Per the NWFD Logistics Division Accreditation Information Sheet, and in accordance with NFPA 1852, SCBA and associated equipment is replaced every 10 years, or when damaged. Although not specified in SOG, wildland/interface brush coat and pants have traditionally been replaced on a 10-year cycle. This timeline was originally established using the same replacement timeline that exists for structural turnouts. Station/general duty uniforms and individually issued tools are evaluated by the individual Firefighters and Station Captains and replaced using their uniform allowance when needed as specified in SOG 2101.

Appraisal

The system outlined in the above referenced NWFD SOGs for replacement of structural firefighting PPE is working and meets the applicable NFPA standards. The standard for brush pants and coats, however, has not been memorialized, and in recent discussions, our current supplier has indicated that the Nomex, which provides the protective qualities of this PPE, is not subject to the same degradation issues as the Kevlar in the structural PPE. Therefore, there is no set shelf life for the wildland PPE, and replacement will be deemed to be only on an as needed basis for damage/wear.

Plan

NWFD SOG 2106 will be updated to reflect the new replacement standard as soon as the review of the appropriate information is complete. All other safety equipment replacement standards will remain in place in their current form, pending any changes to the appropriate NFPA standards.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NFPA LiNK® - 2020 NFPA-1851](#)

[NFPA LiNK® - 2019 NFPA-1852](#)

6F.4 Safety equipment maintenance, testing and inspections are conducted by trained and qualified members, and appropriate records are kept.

Description

Northwest Fire District employs one full-time PPE/SCBA technician, and one full-time PPE technician. The full time PPE/SCBA technician has a Globe NFPA 1851 Advanced Cleaning and Inspection certificate, and a Draeger PSS7000 Maintenance Training certificate. As per SOG 2103, and SOG 2112, these appropriately qualified technicians are responsible for conducting the major annual inspections of all structural PPE and all SCBAs. In addition, field members have received appropriate practical and didactic training to allow them to complete the necessary field-level inspections of their safety equipment.

Records of all field inspections of safety equipment are logged in Manager Plus or recorded on the District's SharePoint drive (in the case of the semi-annual PPE inspections). The technicians maintain logs of all safety equipment inspections and maintenance that they perform.

Appraisal

In addition to the above referenced SOGs guiding the advanced annual PPE and SCBA inspections and maintenance, NWFD SOG's 2110, 2111, 2101, 2102, and SOG 2106, ensure that the District-issued safety equipment is inspected and maintained by field members in accordance with their level of training, and that all said safety equipment is meeting the District's requirements for functionality, longevity, and safety. Also, as specified in the applicable SOG's, if any issues with equipment are identified by field members that are beyond the capabilities of their training to rectify, those pieces of equipment are immediately placed out-of-service and are then transferred to the technicians for repair or replacement.

Plan

The current system of safety equipment maintenance, testing, inspections, and record keeping as employed by Northwest Fire ensures that these functions are performed by individuals with the appropriate level of training. The record-keeping system ensures that the appropriate information is documented and available for review when needed.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

[NWFD SOG 2102 Issuance and Care of Personal Protective Equipment.pdf](#)

[NWFD SOG 2103 PPE Inspection Maintenance and Repair.pdf](#)

[NWFD SOG 2106 Wildland PPE.pdf](#)

[NWFD SOG 2110 Daily SCBA Checks.pdf](#)

[NWFD SOG 2111 SCBA Weekly and After Use Check.pdf](#)

[NWFD SOG 2112 SCBA Annual Testing and Service.pdf](#)

[Equipment Services Supervisor Draeger Certification EFick.pdf](#)

[Equipment Services Supervisor Globe Certification EFick.pdf](#)

6F.5 Safety equipment inventory control and maintenance tracking systems are in place and current.

Description

All safety equipment issued by Northwest Fire, apart from small personal items that are identified as replaceable through an individual's uniform allowance, per SOG 2101 Uniform Wear, are given a unique identification number which is controlled by Warehouse Division.

The current system of asset identification allows all relevant information pertaining to a piece of safety equipment to be accessed at any time. This information includes who the equipment was issued to, and when (or where the equipment is assigned – SCBA), and subsequent tracking of such pertinent information as inspection dates, or repairs.

Appraisal

The use of Manager Plus has been sufficient. All safety equipment is entered and tracked in that system. This allows constant access to the information needed for such things as issue date, and location of a piece of equipment.

Plan

The agency will continue to look for better and more efficient inventory controls and maintenance tracking systems, possibilities include AssetWorks or Operative IQ.

References

[NWFD SOG 2101 Uniform Wear.pdf](#)

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

NWFD's organizational documents, specifically District policies (reviewed annually through Lexipol), and Standard Operating Guidelines and manuals (reviewed at least every three years and updated as needed), are reviewed and in date. All known "critical" forms essential to the mission of the District are also reviewed at a minimum

of a three-year interval. The District's recent contract with Lexipol was to ensure policy and procedure reviews are completed on the CPSE model's review schedule.

Appraisal

The District's new policy and procedure review methodology using Lexipol is working well to meet the agency's needs. Agency membership worked with Lexipol contractors in 2022 to migrate all NWFD policies and SOGs into the platform. To not inundate the Fire Board, Business Services is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System by Lexipol was deployed to membership in January 2023 following the lengthy 2022 policy review and revamping process. The current SOG manual is being incorporated into the Lexipol procedure section for rollout once the policy portion is approved and reviewed by members.

The Lexipol service provides data and tracking of policy and procedure employee reviews, legislative compliance, and organizational review/revision reminders to ensure that NWFD has notified the members of all policies and procedures, that NWFD has met federal and state compliance, and that the CPSE review requirements for policies (every year) and procedures/other critical documents (every three years) are met.

Plan

The District plans to finish the development of the new organizational documents within Lexipol and will evaluate once the project is complete.

References

[Lexipol Policies](#)

2025 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARTMENT ID:

Department Finance ID #	Department(s)
4260	Warehouse Services

ANNUAL OPERATING BUDGET REQUEST

\$2,151,826

PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET

As noted throughout this document, the continued development of the District's repair, maintenance and replacement programs is the single largest efficiency discussed in this budget preparation period. Information is readily available to all users and displayed in real time in the current Manger Plus asset tracking system or on SharePoint. The items above speak to process efficiency, accountability, teamwork, primary mission achievement, and positive outcomes for the community and the District.

Warehouse Services Division

One key factor studied in Warehouse Services to achieve mission accomplishment is inventory tracking. Turnover has been historically high within the Division, which has caused the Division to slow efforts in improving efficiency and has only recently been fully staffed with qualified individuals. Recruiting individuals with the correct mindset, skills, and abilities, with appropriately skilled supervision to motivate and prioritize work toward meeting organizational goals is beginning to facilitate additional efficiencies that meet the mission. Priorities change to meet mission driven expectations constantly. This is the heart of a continuous improvement atmosphere, seeking innovation and creativity to constantly achieve mission results. Recruiting and sustaining individuals with the correct training and experience comes at a premium, and those who support the mission must be active critical thinkers recognizing the next steps in the process.

The best way to stay informed of the changes in a continuous improvement atmosphere is with readily available, accurate, and current information. Tools necessary for the collection of information are relied upon as we expand our ability to provide goods and services that are effective in mission accomplishment.

It is projected that by the beginning of this new fiscal cycle, the Division will have the baseline members trained, skilled in their work, and prepared to provide the guidance

and leadership necessary to continue the cycle of improvement. Most importantly the Division is being supported like no previous time in the history of Northwest Fire District. As the District grows, and development is constant and regular, this year will be focused on implementation and execution of new or improved processes.

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

N/A

PROPOSED FISCAL YEAR 2025-2026 BUDGET

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
4260 - Warehouse Services						
51110	Salaries	\$ 95,250	\$ 100,568	\$ 96,120	\$ (4,448)	Staffing Change
51120	Hourly	\$ 220,871	\$ 251,243	\$ 252,601	\$ 1,358	Step Increase
51150	Overtime	\$ 882	\$ 1,680	\$ 1,100	\$ (580)	
51190	PTO Paid Out	\$ 1,650	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 42,921	\$ 74,579	\$ 79,740	\$ 5,161	Premium Increase
51212	Dental Insurance	\$ 2,291	\$ 2,897	\$ 2,850	\$ (47)	
51213	Vision Insurance	\$ 624	\$ 684	\$ 672	\$ (12)	
51216	Life Insurance	\$ 249	\$ 252	\$ 252	\$ -	
51218	STD Insurance	\$ 842	\$ 852	\$ 902	\$ 50	
51230	Social Security	\$ 19,541	\$ 20,314	\$ 20,295	\$ (19)	
51231	Medicare	\$ 4,570	\$ 5,107	\$ 5,073	\$ (34)	
51251	ASRS	\$ 38,960	\$ 43,218	\$ 41,979	\$ (1,239)	Staffing Change
51290	PEHP	\$ 2,905	\$ 3,522	\$ 3,498	\$ (24)	
Total Personnel		\$ 431,554	\$ 504,916	\$ 505,082	\$ 166	
52110	Office Supplies	\$ 12,009	\$ 18,500	\$ 15,000	\$ (3,500)	Aligned to Actual
52120	Printing & Duplicating	\$ 1,850	\$ 3,000	\$ 2,500	\$ (500)	Aligned to Actual
52139	Operational Equipment	\$ 60,353	\$ 107,000	\$ 175,000	\$ 68,000	Stand Pipe Pack Outs
52140	Operational Supplies	\$ 20,695	\$ 25,000	\$ 41,000	\$ 16,000	Tool Mnt. and Replace Prog
52141	Uniforms	\$ 224,697	\$ 284,000	\$ 278,000	\$ (6,000)	Academy of 10
52142	Propane	\$ 538	\$ 1,000	\$ 1,000	\$ -	
52143	Station Supplies	\$ 4,575	\$ 8,000	\$ 8,000	\$ -	
52144	Medical Supplies	\$ 386,444	\$ 410,569	\$ 396,494	\$ (14,075)	Inflationary Increases
52145	Consumable Rehab Goods	\$ 6,110	\$ 8,000	\$ 8,000	\$ -	
52146	Protective Equipment	\$ 196,828	\$ 342,000	\$ 595,000	\$ 253,000	Brush Gear Replacement
52160	Dues, Memberships & Subscriptions	\$ -	\$ 500	\$ 500	\$ -	
52170	Travel & Per Diem	\$ 805	\$ 6,000	\$ 5,000	\$ (1,000)	Aligned to Actual
52177	Meals & Entertainment	\$ 203	\$ 500	\$ 500	\$ -	
52180	Training	\$ 404	\$ 4,000	\$ 2,500	\$ (1,500)	Aligned to Actual
52198	Books & Periodicals	\$ -	\$ 500	\$ 250	\$ (250)	Aligned to Actual
52325	Environmental Disposal	\$ 1,883	\$ 2,000	\$ 2,500	\$ 500	Vendor Increase
52515	Batteries	\$ 1,796	\$ 2,500	\$ 2,500	\$ -	
52521	Ground Ladder Testing	\$ 3,240	\$ 4,000	\$ 5,000	\$ 1,000	Vendor Increase
52535	Janitorial Supplies	\$ 56,162	\$ 60,000	\$ 60,000	\$ -	
52544	Preventive Maintenance	\$ 5,156	\$ -	\$ -	\$ -	
52551	SCBA Supplies	\$ 16,070	\$ 21,000	\$ 23,000	\$ 2,000	Inflationary Increase
52552	SCBA Services	\$ 2,267	\$ 3,000	\$ 4,000	\$ 1,000	Increased Service
52560	Equipment Services	\$ 1,708	\$ 13,000	\$ 21,000	\$ 8,000	AED & Lucas Insp. Increases
54130	Furniture & Equipment	\$ 26,876	\$ -	\$ -	\$ -	
Total Non-Personnel		\$ 1,030,668	\$ 1,324,069	\$ 1,646,744	\$ 322,675	
Total Warehouse Services 4260		\$ 1,462,222	\$ 1,828,985	\$ 2,151,826	\$ 322,841	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

N/A