

Clark County Fire District 10

2027–2032 Strategic Plan

Amboy, Washington



Figure 1. Station 101, Amboy. Station 101 is the district's primary operational and administrative hub for this planning cycle.

Introduction and background

Clark County Fire District 10 (CCFD10) exists because the Amboy community repeatedly experienced destructive fires in the 1950s and 1960s before it had an organized local fire protection system. Those early losses drove citizens to create a fire district built on local commitment, local relationships, and the idea that neighbors in North Clark County would step up to protect one another.

That identity still matters. Many of the district's paid members started as volunteers. The district's most valued strengths today still come from that volunteer foundation with strong community ties, fiscal discipline, deep local pride, and a culture where service is personal.

At the same time, the district has changed significantly since it was formed. For most of its history, CCFD10 relied primarily on volunteers responding from home. That model began changing in 2017 when Station 101 in Amboy moved to 24/7 staffing, and changed again in 2024 when Station 103 in View 24/7 staffing began. Those changes have significantly improved operational capability and response reliability. CCFD10 has evolved into an adaptable combination rural fire district, staffed by both paid and volunteer members, capable of delivering professional, immediate, and competent service across a large and challenging response area. While the district maintains strong roots in its volunteer tradition, it now operates with the expectations and responsibilities of a modern emergency service organization.

The challenge of the next decade is clear: the district must improve capability and efficiency without losing its identity and making thoughtful, sustainable decisions that reflect available revenue and the realities of serving a rural community.

Current district snapshot

Geographic size	85 square miles
Estimated population	9,932 residents
Communities served	Amboy, Cedar Creek, Chelatchie Prairie, Fargher Lake, Green Mountain, View
Station footprint	Six stations total; two staffed stations and four volunteer-supported / unstaffed stations
Current staff deployment	Two-person staffed companies at Station 101 (Amboy) and Station 103 (View), plus daytime chief coverage w/on-call District Officer overnight.
Volunteer program	50+ volunteers on roster with varying availability, qualifications, experience, and certifications.
Key infrastructure realities	Large non-hydranted response area, long travel distances, narrow roads, seasonal tourism traffic, and remote access areas.
Top district-wide capital issues	Station 101 replacement, SCBA replacement, staff retention, and future station / living quarters capacity
Major District Features / Hazards	State Highway 503, Merwin and Yale Dams/Hydroelectric Generation Facilities, Lake Merwin Campers Hideaway, North Fork of the Lewis River, Green Mountain Elementary School, Amboy Middle School, direct access to Gifford Pinchot National Forest

Section 1. Executive Summary – Where Are We Now?

Over the last decade, CCFD10 has made significant changes and modernizations. The move to 24/7 staffing at Station 101 and Station 103, the continued strength of the volunteer program, and the district's disciplined approach to apparatus and capital spending all show an organization that is actively preparing for the future. The district is stronger, more capable, and more operationally mature than it was even a few years ago.

From 2023 through 2025, the district analyzed 2,967 of its own dispatched incidents, which generated 8,429 apparatus dispatches. This equates to an average of 2.84 apparatus responding to each incident. . This confirms that multi-apparatus responses are routine rather than exceptional. Even in a rural district, emergency response is rarely a single-unit event. Fire, EMS, rescue, water supply, roadway incidents, and simultaneous calls all place pressure on staffing, apparatus, station coverage, command structure, and mutual-aid partnerships.

For long-range planning, the district is using 2025 as a practical baseline year. In 2025, CCFD10 handled 1,043 calls. Using 2025 as the baseline and applying a planning assumption of approximately 3.5% annual call growth based upon historical growth patterns, annual demand is projected to reach approximately 1,118 calls by 2027 and 1,328 calls by 2032.

This growth matters, but growth alone is not the district's central challenge. The larger challenge is making sure the district's facilities, equipment, staffing depth, command model, training systems, and deployment decisions continue to mature with the needs of the community.

CCFD10 operates with a predominantly residential tax base, levy limitations, a large geographic response area, long travel distances, extensive non-hydranted areas, two-person companies, developing officer depth, aging safety equipment, and a primary station that was built for a much smaller organization than the district has become today.

Operationally, the district has significant strengths to build from. 24/7 staffing coverage at Stations 101 and 103 has measurably improved readiness and response capability. The volunteer program is attracting members at a time when many departments are struggling to do so. Community support for fiscal responsibility remains strong. The district has also shown creativity and discipline in stretching capital dollars, particularly through used apparatus acquisitions at a fraction of comparable new-apparatus cost, in-house project execution, and careful stewardship of limited resources.

At the same time, the district must be honest about the work ahead. Two-person companies improve response reliability, but they still limit certain tactical capabilities on higher-risk incidents. Outer station areas remain more dependent on travel distance, volunteer augmentation, recall, and mutual aid. Station 101 constrains staffing, administration, training, community use, apparatus capacity, and future EMS co-location with North Country EMS ambulances. Self Contained Breathing Apparatus (SCBA) replacement must be treated as a district-wide firefighter safety priority. Radio coverage and cell phone reception remain limited. Volunteers on the roster don't always translate to active members. Training pathways are improving, but officer depth, driver qualification depth, and shift-to-shift consistency must continue to mature.

The district's strategic challenge for 2027–2032 is disciplined, meaningful modernization. CCFD10 does not need to abandon its identity to meet the future. It needs to strengthen that identity with modern facilities, safer equipment, clearer standards, stronger and consistent leadership, better deployment planning, and sustainable financial discipline.

The goal is simple but significant: by 2032, Clark County Fire District 10 should be a mission-ready combination fire district with sustainable staffing, modern and safe facilities, reliable apparatus and communications, a stronger command and training structure, and a volunteer base that is engaged and active.

How this plan will be used

Clark County Fire District 10's 2027–2032 Strategic Plan is intended to guide major decisions related to staffing, facilities, apparatus, equipment, training, community risk reduction, partnerships, and financial planning. It should not sit on a shelf. The plan should inform annual budget development, capital planning, grant priorities, policy updates, officer development and staffing models.

This plan should be reviewed annually at a minimum by the Fire Chief, Deputy Chief and Board of Commissioners. Call volume, response performance, volunteer participation, capital costs, grant opportunities, bond status, and community expectations should all be used to determine whether the district remains on course or needs to adjust.

Leadership and organization

The district currently operates through a traditional chain of command: Board of Fire Commissioners, Fire Chief, Deputy Chief, Shift Captains, Lieutenants, Firefighters, Probationary Firefighters, and Cadets. An office Administrative Assistant and Chaplain support the organization. Formal divisions include Training, EMS, Operations, and Logistics.

That framework is workable, but the district's next 5 years will demand more than a workable chain of command. It will require more officer and Acting-Officer capability and clearer accountability.. A strong strategic plan for CCFD10 should reinforce a simple principle: leadership is not only positional, it is operational consistency, decision quality, accountability, and the ability to set the next person up for success.

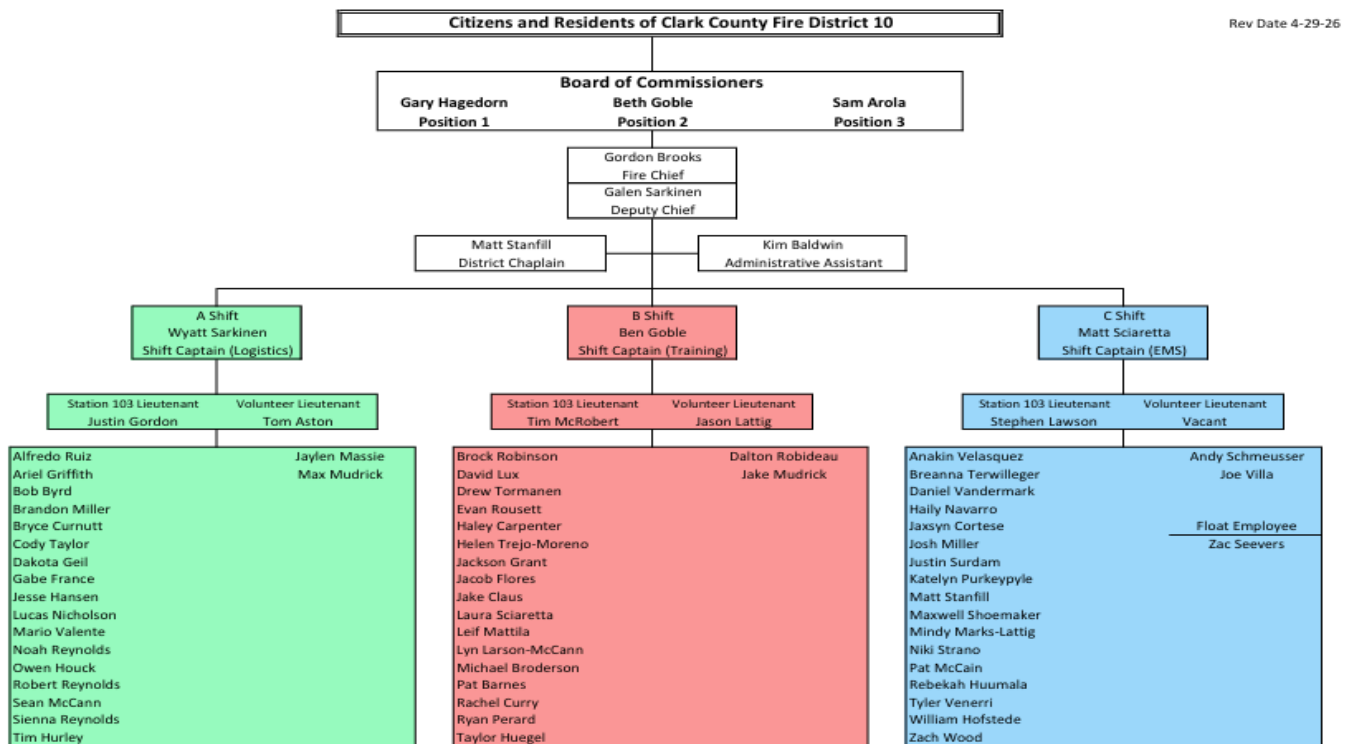


Figure 2. CCFD10 Organizational Chart. Current district organizational structure as of April 2026 .

Current service delivery is shaped less by the number of stations that exist on paper and more by the number of stations that are staffed and ready to respond. While Clark County Fire District 10 maintains multiple station locations across its 85-square-mile service area, the district's immediate staffed response capability is currently anchored by Stations 101 and 103 and supported by volunteers responding from home. This distinction is critical to understanding current deployment performance, future staffing needs, and long-range station planning.

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Last Updated 10-1-26

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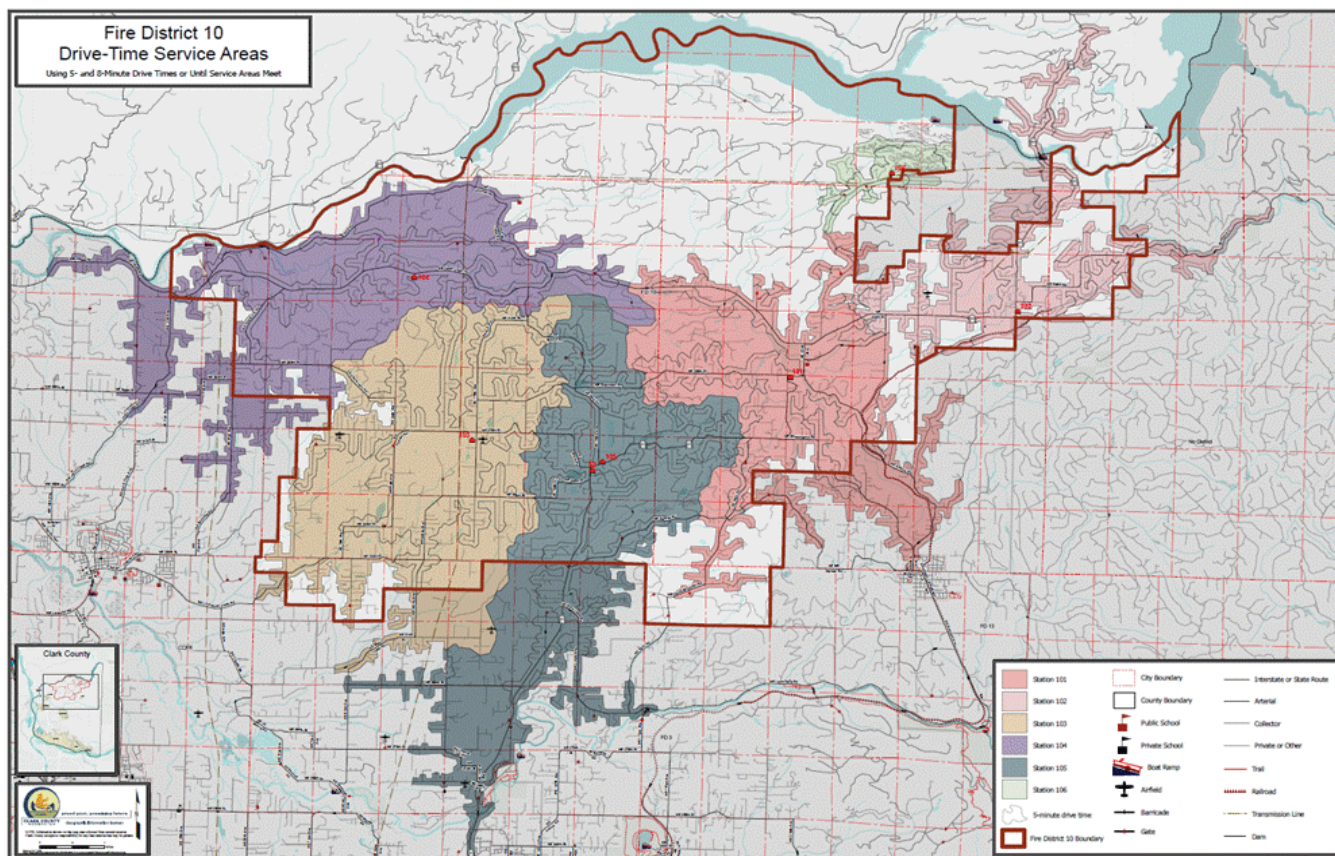


Figure 3. Fire District 10 Drive-time service area map illustrating estimated response coverage from each of the district's six fire stations.

District Officer Program as a Phased Command Model

Clark County Fire District 10 will continue developing the District Officer program as a deliberate, fiscally responsible command model that provides battalion chief-level operational oversight, incident support, district-wide coordination, and officer mentorship without the immediate budget impact of assigning a full-time battalion chief to each shift. This is especially important for a rural combination district with limited recurring revenue and a staffing model that depends on both career and volunteer members.

The District Officer role can be filled by qualified paid or volunteer members in an on-call, response-from-home model. This adds operational leadership while preserving flexibility. The role is not only an incident command resource; it is also a mentorship and leadership-development function. District Officers are selected not only for incident management ability, but also for judgment, situational awareness, communication, customer service, understanding of district and county-level resources, and their ability to support younger and emerging leaders during incidents where experienced command guidance is beneficial.

The district's current position is that the District Officer model should remain the preferred near- and mid-term command model until span of control and operational demand clearly justify full-time battalion chief coverage on each shift. District leadership will continue to monitor operational need, span of control, call volume, District Officer utilization, and chief-officer workload and adjust the model as conditions change. A third staffed station may become one indicator of that need, but only if it corresponds with increased call volume, increased District Officer response demand, and a level of operational draw on chief officers that reduces their effectiveness in either emergency response leadership or administrative responsibilities.

Section 2. Goals, Values, Vision, and Mission – Where Do We Need To Be?

Mission Statement

Neighbors helping neighbors through service with excellence.

Proposed vision for 2032

Clark County Fire District 10 will serve as a model combination fire district, trusted by our community and recognized for excellence in emergency preparedness, prevention, and response.

Core values for this plan

Value	Strategic meaning for CCFD10
Competence	To prepare, train, and perform at a level that allows us to effectively manage and mitigate all of the challenges we face.
Character	To preserve our integrity and the trust of our community through our actions and decisions.
Courage	To do what is right, even when it is difficult, uncomfortable, or unpopular.
Compassion	For everyone we encounter, without prejudice.
Camaraderie	To respect and support every member of our team.

Strategic themes for 2027–2032

Theme	Desired strategic result	Why it matters now
1. Response readiness	The district prioritizes and delivers timely, competent, and increasingly capable all-hazards responses.	Two-person crews, under-covered response areas, and expanding crew projects make readiness a core operational issue.
2. Workforce and volunteer sustainability	Career and volunteer members have clear expectations, roadmaps, and accountability.	The volunteer program is a strength, but engagement, attendance-accountability, officer depth, and training consistency need improvement.
3. Capital and safety infrastructure	Facilities, apparatus, equipment, and communications no longer lag behind mission needs.	Station 101, SCBA, MDC deployment, and future housing / station needs are now major strategic issues.
4. Fiscal stewardship and community trust	The district remains transparent, credible, and disciplined in the use of every dollar.	Revenue growth is constrained; trust and stewardship are therefore strategic assets, not just values.
5. Risk reduction and partnerships	The district reduces risk before emergencies occur and works effectively with partner agencies.	WUI risk, public education, preplans, and automatic / mutual aid will continue to shape outcomes.

These themes should guide budget development, policy decisions, staffing proposals, grant applications, and annual progress review.

Section 3. Actions – How Do We Get There?

District Strength/Weaknesses/Opportunities/Challenges (SWOC) analysis

The SWOC analysis below reflects the district's own stated realities. It is a transparent, objective look into the current state of affairs for the district as described by its members.

Strengths

- Strong fiscal stewardship and community trust around use of taxpayer dollars.
- A growing reputation for professionalism and improving service.
- A growing volunteer program that is attracting members while many departments are losing volunteers.
- Deep local identity and community ties.
- Recent staffing growth at Stations 101 and 103 that has already contributed to more positive patient and 911 call outcomes.
- A practical apparatus acquisition strategy that has stretched limited capital dollars.

Weaknesses / Limitations

- Two-person companies limit tactical capability on certain higher-acuity incidents where a minimum of 2 firefighters outside are required for 2 firefighters to make entry into a house fire.
- Station 101 is functionally inadequate for current and future mission needs, and available information indicates that replacement is more fiscally responsible than attempting to remodel the existing facility.
- SCBA units are outdated enough to create an openly acknowledged safety gap.
- More Officers and Acting-Officers are needed, and shift-to-shift consistency could use improvement.
- Training pathways and qualification systems are still being built out in task books.
- Radio coverage, Mobile Data Computer (MDC) capability, and some technology systems remain incomplete or limited.

Opportunities

- Pass and execute a Station 101 bond project that enhances response and service capability.
- Incorporate a North Country ambulance at Station 101 to grow EMS coverage in Fire District 10.
- Use current volunteer recruitment success to build a stronger long-term mentorship and qualification pipeline.
- Expand Wildland Urban Interface inspections, community CPR/first aid classes, smoke alarm support, and school/community outreach programs.
- Formalize a mobilization revenue policy that strengthens reserves and one-time capital planning.
- Strengthen joint academies, joint training, and future specialty-team participation with partner agencies.

Challenges

- Community tolerance for additional tax burden, especially as the district approaches the maximum allowable levy rate of \$1.50/\$1000 of assessed property value..
- Limited commercial tax base and Washington levy constraints place greater reliance on residential taxpayers while restricting recurring revenue growth.

- Large non-hydranted areas, long travel distances, narrow roads, and remote access pockets complicate response.
- Aging community demographics and changing expectations from newer residents will continue to increase demand.
- Competing agencies can often offer higher wages and more call volume, affecting retention of paid staff.
- Future growth may require either growing the staffed crews or additional staffed stations, both of which are expensive.
- Tight funding causes staff to have to take on more responsibilities than their day to day duties which grows the risk of employee burnout.

Critical issues and service gaps

1. SCBA and communications infrastructure are operational necessities, not optional upgrades. Old SCBA, limited radio coverage, and incomplete MDC deployment directly affect firefighter safety and incident effectiveness.

2. Station 101 is no longer adequate for the organization it is expected to support. It affects staffing, apparatus capacity, administration, training, volunteer participation and availability for community use.

3. The volunteer program is a strength that still requires structure. Recruitment is strong, and the district will now focus on mentorship, engagement, qualification depth, and role clarity so that the volunteer force remains a dependable, professional extension of district operations. The current roster of volunteers is over 50, but it has not translated directly into staffed shifts.

4. Community risk reduction remains underbuilt. The district's future cannot rely on response alone. Wildland / Urban Interface inspections, preplanning, smoke alarm support, and CPR / first-aid outreach need to become regular programs rather than occasional efforts.

Calls for service and community risk analysis

Call data now gives the district a much clearer operational baseline. From 2023 through 2025, CCFD10 analyzed 2,967 dispatched calls and 8,429 apparatus dispatch entries, averaging 2.84 apparatus dispatches per incident. That means the district is not primarily dealing with single apparatus service delivery. Multi-apparatus response is normal, which has direct implications for staffing depth, station coverage, apparatus reliability, and response plan design. For long-range planning purposes, the district is using 2025's 1,043 calls as the base year.

The top call types across the three-year period were traffic / transportation accidents (317, 10.7%), sick person calls (312, 10.5%), falls (281, 9.5%), breathing problems (220, 7.4%), chest pain (185, 6.2%), unknown outside fire / burning complaint (165, 5.6%), and structure fires (101, 3.4%). This confirms that EMS drives most volume, while fire, roadway, and outside-fire incidents continue to create outsized operational complexity and resource demand.

The call profile also helps identify when readiness matters most. Nearly half of the district's total call volume occurs during the afternoon and early evening hours, with Friday and Saturday consistently being the busiest days of the week. Both strategically and operationally, this should guide the district toward deliberately protecting peak-readiness windows when scheduling training, station projects, errands, or other nonessential out-of-station activities. Readiness discipline is not simply an administrative preference; it is a service-delivery tactic intended to maximize response capability during the periods when demand is historically highest.

Mutual aid data further reinforces this point. Mutual aid was present on 229 of 2,967 calls (7.7%), most commonly on structure fires (40.2% of mutual aid incidents), traffic accidents (18.8%), and grass / brush fires (13.5%). CCFD10 should therefore plan around a simple truth: the district must remain a strong regional partner, but it also must strengthen its own first-due capability so that automatic and mutual aid serve as an enhancement rather than a necessity.

Projected annual call volume (planning assumption: +3.5% per year)

Year	Projected Calls
2025	1,043
2026	1,080
2027	1,118
2028	1,157
2029	1,198
2030	1,240
2031	1,283
2032	1,328

Using 2025 as the baseline year, the district should expect roughly 27% more annual calls in 2032 than in 2025. That growth does not by itself dictate one specific staffing model, but it does make inaction a strategic choice. If staffing depth, facilities, SCBA, communications, and response plans are not improved in parallel with call growth, strain will compound.

Station planning and deployment direction

The district currently operates six stations. Stations 101 and 103 are the only regularly staffed stations. This does not mean the unstaffed stations are unimportant. It means the district must clearly communicate the difference between station presence, apparatus placement, volunteer augmentation, and immediate staffed response.

Station	Location / area	Current status	Strategic planning notes
101	Amboy	Staffed 24/7	Primary administrative and operational hub. Defining facilities issue of this plan.
102	Chelatchie Prairie	Unstaffed / volunteer	Important geographic point but long response impacts remain when unstaffed.
103	View	Staffed 24/7	Recent staffing dramatically improved west-side readiness & response times
104	Cedar Creek / Grist Mill Area	Unstaffed / volunteer	Coverage value remains, but response reliability is limited by staffing model.
105	Fargher Lake	Unstaffed / volunteer	Supports outlying coverage and water supply depth.
106	Lake Merwin Camper's Hideaway	Unstaffed / volunteer	Long response times, seasonal population and accessibility limitations make this a persistent service challenge.

CCFD10 should use the next several years to evaluate staffed station response performance, call volume, travel times, volunteer participation, District Officer utilization, and district-wide coverage gaps.

As demand increases, the district should evaluate whether the next major service improvement is best achieved by adding staffing depth to the current staffed stations, staffing a third station, developing a structured resident firefighter program, recruiting additional volunteers, or using a phased combination of these options. Moving from two-person companies to three-person companies would improve tactical capability, crew safety, and the district's ability to manage higher-risk incidents. Adding a third staffed station would improve geographic reach and reduce response time pressure in under-covered areas, and increase the likelihood that district staffing remains available to handle second and third calls without immediate reliance on mutual aid. A resident firefighter or duty crew model, particularly if supported by a replacement Station 101 with appropriate living quarters, could provide a cost-effective bridge that strengthens station staffing, volunteer engagement, and the district's future hiring and leadership pipeline.

Each option has value, but each carries different costs, risks, and operational implications. Full-time staffing provides the highest reliability but creates the greatest recurring cost. A third staffed station improves geographic coverage but requires both personnel and facility capacity. A resident program may strengthen coverage and create a development pathway, but it must be structured around clear expectations, supervision, training standards, qualification requirements, and accountability. The district should evaluate all options against actual data, service demand, financial capacity, and the ability to maintain one standard of service for the public.

As described in the Leadership and Organization section, the District Officer program provides a cost-effective command-support model during this evaluation period. Future transition to full-time battalion chief coverage should be based on span of control, incident complexity, simultaneous call activity, District Officer utilization, and chief-officer workload rather than station count alone.

Staffing goals and workforce direction

The combination model is a strategic approach with a goal of building a staffing model where the public experiences a consistent standard of service regardless of whether responders are career or volunteer, while also ensuring expectations placed on volunteers remain sustainable enough to preserve the long-term health of the volunteer program.

In the near and mid term, the district will solidify its current district officer coverage model. Under the current approach, the two chief officers provide most district officer coverage during their normal work blocks and assigned on-call periods, with qualified paid or volunteer members filling in when a chief is unavailable. This creates a clear operational support layer without requiring immediate full-time battalion chief staffing, and it should continue to be refined through minimum qualification standards, chief-level interviews, future task books, and annual review of actual usage. Based on current expectations, roughly 15% of district call volume may warrant district officer engagement under the SOG, with about 10 percent of those activities requiring an in-person response.

Workforce area	Current directional picture	2032 directional target
District culture	Strong pride, but with accountability shortfalls	One district standard, one mission, one culture of ownership.
Paid line staffing	Two staffed two-person companies plus daytime chief coverage with on call district officer coverage outside of business hours	Either three-person companies at two stations or three staffed two-person companies, supported first by an expanded district officer program and later by 24/7 battalion chief coverage if warranted
Volunteer program	Large volunteer roster and continued recruitment momentum	Maintain an effective volunteer base with stronger mentorship, engagement, and accountability.
Officers	Limited Middle Management with a large span of control ratio.	A Lieutenant / Acting-Officer pipeline, a mature District-Officer program, and a clearer pathway to battalion chief-level leadership
Driver / Tender Operators	Not enough qualified drivers and tender operators	Sufficient qualified tender drivers available to cover any water tender needs of the district
Training roadmap	Taskbooks are emerging but not yet mature	Clear certification and progression roadmap for firefighters, drivers, officers, and wildland leaders

Fleet resource management

The district has demonstrated uncommon capital discipline in its apparatus strategy. Used apparatus acquisitions from larger agencies have allowed CCFD10 to secure capable front-line units at a fraction of the cost of new purchases. That approach should be recognized as a strength, not framed as an embarrassment of not having brand new apparatus.



Figure 4. Apparatus examples from the district fleet. The district has used disciplined used-apparatus acquisition to stretch limited capital dollars while maintaining operational capability. These apparatus were purchased at a fraction of comparable new-apparatus cost.

At the same time, disciplined acquisition does not erase the need for replacement planning. Mission-critical units include the staffed squads, engines, water tenders. Water tender pumping capacity remains a known weakness. Current tender pump capacities range from approximately 500 to 750 GPM, below modern fire-flow needs for many structure fire scenarios. The district should also plan for future discussion around a battalion vehicle, strike team leader vehicle, a possible rescue boat, or potentially a tower or ladder capability depending on future service analysis and capital capacity.

Mobilization revenue should be considered one tool for fleet sustainability, but not the primary answer. Apparatus replacement must ultimately rest on a clear capital philosophy, scheduled reserves, disciplined maintenance, and transparent prioritization.

Apparatus

Station / Assignment	Year	Apparatus	Apparatus Type	Current Role / Status	Replacement or Planning Notes
Station 101	2023	Squad / Brush	Type 5	Assigned	TBD
Station 101	2015	KME Engine	Type 1	Assigned	TBD
Station 101	2013	KME Engine	Type 1	Reserve	TBD
Station 101	2006	Pierce Engine	Type 1	Reserve	TBD
Station 101	1990	Peterbilt Water Tender	Type 2	Assigned	Pump capacity approximately 500 GPM; below 1,000+ GPM modern fire-flow needs.
Station 101	2005	International Brush	Type 3	Assigned	TBD
Station 102	2002	Freightliner Brush	Type 2	Assigned	TBD
Station 102	2011	Pierce Engine	Type 1	Assigned	TBD
Station 102	1961	Crown Parade Truck	Parade / historical	Assigned	TBD
Station 103	2021	Squad / Brush	Type 5	Assigned	TBD
Station 103	2014	KME Engine	Type 1	Assigned	TBD
Station 103	1990	Peterbilt Water Tender	Type 2	Assigned	Pump capacity approximately 500 GPM; below 1,000+ GPM modern fire-flow needs.
Station 104	2021	Squad / Brush	Type 5	Assigned	TBD
Station 104	2011	Pierce Engine	Type 1	Assigned	TBD
Station 104	1986	Water Tender	Type 3	Assigned	Pump capacity approximately 500 GPM; below 1,000+ GPM modern fire-flow needs.
Station 105	2023	Squad / Brush	Type 5	Assigned	TBD
Station 105	2001	Pierce Engine	Type 1	Assigned	TBD
Station 105	1996	Peterbilt Water Tender	Type 2	Assigned	Pump capacity approximately 750 GPM; below 1,000+ GPM modern fire-flow needs.
Station 106	2001	Squad / Brush	Type 6	Assigned	TBD
Station 106	2001	Engine	Type 1	Assigned	TBD
Command / Utility	2015	F350	Command / Utility	Assigned	TBD
Command / Utility	2021	Chevy 1500	Command / Utility	Assigned	TBD
Command / Utility	2024	Chevy 1500	Command / Utility	Assigned	TBD

Facilities analysis

Station 101 is the single biggest facility issue in this planning cycle. Originally built in 1963 for 13 volunteers, it was never designed with any expectation of the district's present footprint, staffing model, apparatus needs, administrative demands, or community use. It is too small, operationally cramped, outdated, and constrained by asbestos, age-related structural limitations, earthquake structural damage and layout limitations. It lacks enough bay capacity, enough proper office space, enough bedrooms, enough organized storage, and enough community / training support space for the district it is now expected to house. Station 101 is not only an old building. It is one of the district's two primary staffed-response anchors. Its limitations therefore affect not only the people assigned there, but the district's broader ability to support emergency response, administration, training, volunteer participation, and future service partnerships with North Country EMS.

The district should also avoid making Station 101 the only facilities conversation. Other stations continue to provide geographic value, but many were not built for modern apparatus dimensions, staffing, or training use. Over the next decade, the district should evaluate whether the next major facilities needed after Station 101 are additional living

quarters, a new station concept, or a strategically located expansion in the Cedar Creek or other growth-influenced area. Replacing Station 101 is about supporting staffing, apparatus, administrative, volunteer, public, and training needs for the next generation.

Station 101 Limitation	Operational Impact
Limited bay space	Restricts apparatus housing, safety, movement, and future fleet flexibility.
Limited sleeping/living quarters	Limits staffing growth, resident/duty crew options, and EMS co-location.
Limited office/admin space	Constrains chief-level work, confidential meetings, and administrative capacity.
Limited training/community space	Reduces ability to support volunteers, public meetings, and education.
Decon and contamination limitations	Creates health and safety concerns for personnel.
Age, asbestos, and layout constraints	Makes remodel less practical and less fiscally responsible than replacement.
Seismic Stability	Damage caused by the 2001 Nisqually Earthquake was unable to be repaired, and Station 101 would likely be unusable if another similar earthquake were to occur.

Equipment replacement and improvements

The most obvious equipment issue is with SCBA (self-contained breathing apparatus). The current SCBA is outdated and does not meet current safety standards. That makes SCBA replacement not merely a capital preference but a firefighter safety priority. SCBA replacement should remain one of the district's highest safety-related capital priorities until completed. The district should identify a funding path, replacement schedule, and implementation timeline that ensures all members operating in IDLH environments are supported by modern, reliable respiratory protection.

SCBA Replacement Planning Item	Current Status
Estimated project cost	\$1,000,000
System scope	150 Bottles, 60 Packs, 60 Masks
Funding strategy	Grant, Capital Financing
Target replacement window	2027–2030
Operational risk if delayed	Continued use of outdated respiratory protection.

Beyond SCBA, the district should plan for continued radio and MDC standardization, EMS equipment improvements such as automated CPR devices, Lifepak portable monitoring equipment, and ongoing apparatus, hose and nozzle standardization work. Equipment strategy should focus on three things: safety first, standardization second, and operational efficiency third.

Financial planning and sustainability

CCFD10 is primarily supported by a residential tax base with limited commercial or industrial value. The levy has little room left before reaching its statutory maximum. This means the district cannot rely on recurring revenue growth alone to solve future staffing, facilities, and capital needs.

The district continues to demonstrate financial credibility with both citizens and commissioners, which is an important strength that must be continued through future decisions.

2025 budget snapshot	Approximate amount	Strategic meaning
Total revenue budget	\$3.91 million	Shows the size of the district's recurring revenue base.
Total expenditure budget	\$3.47 million	Indicates that the district is operating with limited margin for major recurring expansion.
Employee cost budget	\$2.09 million	Personnel has continued to grow into the district's largest cost since 2017, roughly 60% of projected expenditures.
Capital expenditure budget	\$820,000	Capital obligations already consume a meaningful share of annual planning.
Projected ending fund balance	\$441,000	Underscores how difficult it is to build the reserve level district leadership wants.

Source: 2025 CCFD10 line-item budget.

The district's own stated reserve goal, a six-month operating reserve plus a rainy-day fund, should remain a strategic aspiration. However, current budget projections make clear that building a reserve while also funding Station 101, SCBA, additional staffing, and future facilities will require careful phasing, outside funding, voter support, and disciplined capital policy.

Wildland mobilization and reimbursement strategy

The 2025 wildland mobilization and reimbursement summary adds important financial context. The district logged 135 mobilization days and billed \$541,372, including \$319,739.76 in personnel reimbursement and \$221,632.20 in equipment reimbursement. At the time of the summary, \$465,920.56 had been received and \$66,467.14 remained outstanding. That is meaningful money for a district of this size.



2025 mobilization snapshot	Observed value
Deployment days	135 days
Personnel Payroll Billed	Approximately \$319,740
Apparatus Reimbursement Billed	Approximately \$221,632
Total billed	Approximately \$541,372

The strategic implication is straightforward: mobilization revenue can financially strengthen the district, but it should be treated as variable, one-time, and strategically allocated revenue, not as a dependable operating base for permanent obligations. It is best used to strengthen reserves, support apparatus and equipment replacement, improve firefighter safety, and absorb other one-time capital needs rather than as a dependent budgeted revenue source.

- Adopt a formal mobilization revenue policy that assigns portions of future reimbursement to capital reserve, safety equipment, and training needs.
- Do not build recurring staffing commitments on the assumption that future mobilization revenue will remain constant.
- Use mobilization experience and reimbursement data to strengthen future grant requests and capital narratives.

External planning, partnerships, and community risk reduction

The district's future performance will continue to depend on strong partner relationships. Clark-Cowlitz Fire & Rescue, North Country EMS, Clark County Fire District 3, Cowlitz-Skamania Fire District 7, Clark County Fire District 13, and Washington State Department of Natural Resources (DNR) are among the district's most frequent and important operational partners.



At the same time, the district should strengthen the parts of service that reduce dependence where practical. Over the next decade, that should include stronger pre-incident plans, more WUI inspections, more CPR and first-aid outreach, continued school engagement, and a deliberate look at whether the district should improve its own water rescue capability.

The best long-term message to citizens is that the district will be a reliable local agency, a strong regional partner, and a disciplined steward of the public trust.

Emergency communications and technology

Communications should be treated as core response infrastructure. Radio dead spots, limited cell coverage, incomplete MDC deployment, and concerns about repeater relocation are frontline operational issues.

The district should therefore prioritize communications planning in the same way it prioritizes apparatus and facilities. MDC deployment on all staffed rigs, contingency planning for repeater changes, continued mobile radio upgrades, and better understanding of coverage limitations in remote areas should all be part of the 2027–2032 strategy.

The planned Spring 2027 move of the existing Yacolt Mountain radio repeater is expected to have effects on radio coverage of Fire District 10. How widespread it will be operationally has yet to be fully determined.

Short-term goals and objectives (2027–2030)

The early years of this plan should focus on the handful of actions that most directly improve credibility, safety, and service reliability. The district should resist the temptation to pursue too many initiatives at once.

Strategic initiative	Primary result	Lead area	Timeframe	Success measure
Pursue voter approval and begin execution of Station 101 replacement if approved	Restores operational credibility and creates space for future staffing and co-location	Chief / Board	2027–2030	Bond vote completed; if approved, design and construction milestones established.
Replace SCBA district-wide	Direct firefighter safety improvement	Chiefs / Logistics	2027–2030	Funding identified; purchase completed; all qualified personnel transitioned to new equipment.
Redesign response and deployment plans	Aligns dispatching with current staffed-station reality	Operations	2027	Revised response plans adopted and reviewed after implementation.
Build officer, driver, and tender qualification depth	Reduces fragility in daily staffing and major incident response	Training	2027–2030	Annual increase in completed taskbooks and qualified operators.
Formalize volunteer mentorship and activity systems	Improves retention, engagement, and readiness	Chiefs / Training	2027–2029	Mentorship process adopted; volunteer activity and retention reviewed annually.
Expand preplans and WUI inspections	Begins shifting district effort from response-only to broader risk reduction	Operations / CRR	2027–2030	Annual preplan and WUI inspection targets established and tracked.
Upgrade communications and MDC deployment	Improves safety, navigation, documentation, and command effectiveness	Logistics / IT	2027–2029	Staffed rigs equipped and functioning; coverage limitations documented.
Adopt a capital and mobilization reserve policy	Creates clearer long-term discipline around one-time revenue and capital use	Board / Chief	2027	Policy adopted and reviewed during annual budget development.

Strategic priorities through 2032

If the district handles the first phase of this plan well, the second phase should be about durable improvement rather than catch-up. By the early 2030s, the district should have the confidence and data to make bigger structural decisions.

- Decide and implement the long-term staffing model: stronger two-station staffing, a third staffed station based on growth, resident program, increased volunteer roster, or a phased hybrid.
- Continue developing the district officer program as the district’s near- to mid-term command-depth solution, with future transition to full-time battalion chief coverage when span of control, station staffing, call profile, and chief-officer workload justify it.
- Plan and fund the district’s next major facilities project after Station 101, whether that is living quarters, a new station, or a strategic expansion area.
- Build a clearer officer-development and succession pipeline so acting and formal leadership depth is no longer a recurring weakness.
- Expand training infrastructure, including a training tower or burn facility and other practical training supports, so readiness is built systematically rather than improvised.
- Evaluate future specialty capability such as swiftwater, rescue boat access, or regional tech-rescue participation based on actual district risk and partnership strategy.

Implementation and performance measures

Without implementation discipline, this plan becomes only a well-written explanation of problems. The final adopted plan should be reviewed annually by the chiefs and commissioners, with a short written progress update tied directly to budget development. The district should not wait five or ten years to discover whether the plan was working.

Measure	Why it matters	Suggested review owner
Turnout, travel, and total response time	Tracks whether deployment changes are actually helping	Operations
Availability of staffed stations and closures / brownouts	Shows fragility or reliability of the staffing model	Chief / Board
Volunteer activity, retention, and shift-fill rates	Measures whether the volunteer program is truly healthy	Chiefs / Training
Officer, driver, tender, and taskbook completions	Tracks workforce depth, not just headcount	Training
Preplans completed and WUI inspections performed	Measures real progress in community risk reduction	Operations / CRR
SCBA replacement progress and safety-capital milestones	Keeps critical safety projects visible	Logistics / Board
Capital reserve balance and major project status	Connects finance to strategy	Chief / Board
Joint training / partnership milestones	Measures strength of interoperability	Chiefs / Partner agencies

2027–2032 Strategic Plan Summary

Clark County Fire District 10 was built by neighbors who stepped forward to protect one another. That foundation remains one of the district's greatest strengths. Local pride, service, fiscal stewardship, and the belief in "Neighbors Helping Neighbors" continue to define who we are and how we serve.

The next 5 years will require those same values to be carried forward through a more modern and disciplined operating model. Fire District 10 must preserve its combination workforce while strengthening readiness, replacing critical safety equipment, improving officer and training depth, maintaining reliable apparatus, investing in facilities, and continuing to earn the public's trust through responsible use of taxpayer dollars.

This strategic plan does not attempt to solve every challenge at once. Instead, it identifies the issues that matter most to the district's long-term service capacity: replacing Station 101, replacing outdated SCBA, strengthening the combination staffing model, developing the District Officer program, improving deployment and run-card planning, building officer and driver/operator depth, expanding community risk reduction, and maintaining financial discipline.

The district's future success will depend on its ability to balance ambition with realism. Clark County Fire District 10 cannot provide city-level service on rural-district revenue, but it can continue to provide high-value, professional, community-rooted emergency service if it plans carefully, invests wisely, and is up-front about both its strengths and its limitations.

Success in 2032 should be clear: a district with sustainable staffing and funding, a modern Station 101, safer equipment, stronger officers, reliable communications, more disciplined readiness, a thriving volunteer base that is engaged and active, and the ability to meet approximately 1,328 annual calls while preserving the trust and identity that built the district.

This plan is a roadmap for that future. It should be reviewed, measured, and updated as conditions change, but its purpose should remain constant: to guide Clark County Fire District 10 toward safer operations, stronger service, responsible growth, and continued trust from the community we are privileged to serve.

Adopted by the Clark County Fire District 10 Board of Fire Commissioners on: 10-1-2026

Reviewed annually by: Fire Chief, Deputy Chief, and Board of Commissioners

Next scheduled review: 10-1-2027