

***EAST PIERCE FIRE AND RESCUE
BOARD OF COMMISSIONERS
REGULAR MEETING VIA WEBINAR***

January 19, 2021

You are invited to a RingCentral webinar.
When: Jan 19, 2021 07:00 PM tz.US/Pacific
Topic: East Pierce Fire & Rescue Board Meeting

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https://webinar.ringcentral.com/webinar/register/WN_RZrtLtwMTgKJm73NqkKmQ

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Viewers may ask questions at the appropriate time via the chat option available within the application.

Statements and or questions may also be emailed to mhollon@eastpiercefire.org

1. **CALL TO ORDER – 7:00 PM**
2. **ROLL CALL/PLEDGE OF ALLEGIANCE/WELCOME**
 - Roll Call/ Pledge of Allegiance
 - Welcome the Public
 - Honors and Recognitions:
3. **APPROVAL OF AGENDA**
4. **CONSENT AGENDA**
 - a) Approve Minutes of the December 15th Regular Meeting
 - b) Treasurer's Report
 - c) Approve Finances

December 2020 Post-Meeting	
General Fund	
Electronic Payroll Adjustments	\$ 12,559.66
Additional transactions 4640 - 4653	\$ 10,164.58
Void transactions 4571 & 4568	\$ (482,591.02)
Replace voids with transactions 4654 & 4655	\$ 484,986.10
13th Month 2020	
General Fund	
Total AP	\$ 192,562.92
AP Vouchers	
Vouchers # 201205001 - 201205042	\$ 192,562.92
Difference	\$ 2,436,609.32
Stay at Work program salary reimbursement	\$ (10,000.00)
sickleave buyback	\$ (10,357.27)
Capital Fund	
Total AP	\$ 888,604.33
AP Vouchers	
Vouchers # 201206001 - 201206002	\$ 888,604.33
January 2021	
General Fund	
Total AP	\$ 370,085.46
AP Vouchers	
Vouchers # 210101001 - 210101063	\$ 370,085.46
Total Payroll	\$ -
Payroll Vouchers	
Vouchers # 210103001-2101030xx	\$ -
Electronic Payroll	\$ -
Total Expenditures (AP + Payroll Above)	\$ 370,085.46
Total BIAS Expenditures (111 - 999)	\$ 370,085.46
Capital Fund	
Total AP	\$ 830,396.06
AP Vouchers	
Vouchers # 210102001-210102004	\$ 830,396.06

5. VISITORS Open to Public Comments

Any individual may request that the Board recognize them to give their comments on items **not** on the agenda. Please identify yourself and state your address for the record before commenting. Comments/Questions should be submitted via chat feature on webinar or emailed to the District Secretary at mhollon@eastpiercefirer.org. Please submit copies of any reports, statements, etc. to the District Secretary for the Board via email or mail. The Board may not have the information at hand to address a subject or take action at this time.

6. RESOLUTIONS:

7. NEW BUSINESS (Board Chair will allow for public comments via chat or email)- NONE

- Deputy Chief Recruitment – Parkinson
- Strategic Plan Consultant – Parkinson
- Levy Lift and Renewal – Backer
- Board Position - Backer

8. **UNFINISHED BUSINESS** *(Board Chair will allow for public comments via chat or email)*
 - a) Audit Report – Hollon
9. **BOND-2018:**
 - a) Update - Herrera
10. **COMMISSIONER TRAINING/EVENT REQUESTS:**
 - a) Chelan Conference - Hollon
11. **COMMISSIONER CONFERENCE/COMMITTEE REPORTS:**
12. **CHIEF'S REPORT**
 - a) Monthly Chiefs Report
 - b) Monthly Stats
 - c) Divisional Updates
13. **COMMISSIONER ACTION/DISCUSSION:**
 - a) PDC
14. **EXECUTIVE SESSION:** RCW. 42.30.110 (1)(g) To evaluate the qualifications of an applicant for public employment. And RCW. 42.30.140 Collective Bargaining.
15. **ADJOURN**

EVENTS:

Jan. 19th	EPFR Regular meeting	Virtual
Jan. 28th	PC Commissioner Meeting	Virtual
Feb. 25th	PC Commissioner Meeting	
Mar. 25th	PC Commissioner Meeting	
Apr. 22nd	PC Commissioner Meeting	
May 27th	PC Commissioner Meeting	
Jun. 24th	PC Commissioner Meeting	
Jul. 22nd	PC Commissioner Meeting	Picnic –
Aug. 26th	PC Commissioner Meeting	
Sept. 23rd	PC Commissioner Meeting	
Oct. 28th	No PC Commissioner Meeting	State Conference
Nov. 18th	PC Commissioner Meeting	
Dec. 2nd	Comm/Chiefs Annual Banquet	

A REGULAR MEETING OF THE BOARD OF COMMISSIONER OF EAST PIERCE FIRE AND RESCUE

December 15, 2020

A regular meeting of the Board of Commissioners of East Pierce Fire and Rescue was held on December 15, 2020 via conference/video call through Ring Central. Notice and link to join meeting was posted for public access. Chairman Dale Mitchell called the meeting to order at 7:00 p.m. Present by roll call were Commissioners Pat McElligott, Randy Kroum, Ed Egan, Mike Cathey, Kevin Garling, Ex-Officio Kathy Hayden, Fire Chief Backer, Deputy Chief Parkinson and District Secretary Michelle Hollon.

Chairman Mitchell welcomed those participating in the meeting via conference/video call.

Audience: Assistant Chief King, Assistant Chief Moore

Honors and Recognitions: None

Approval of Agenda:

Commissioner Egan moved to approve the agenda. The motion was seconded by Commissioner Garling and carried.

Consent Agenda. Motion: Commissioner Garling moved to approve the Consent Agenda (minutes of the November 17th Regular meeting; Treasurer's Report; current expense vouchers 201201001-201201083 in the amount of \$454,369.65; payroll vouchers 201203001-201203013 in the amount of \$348,379.97; electronic payroll in the amount of \$1,895,666.43; Capital expense vouchers 201202001-201202002 in the amount of \$4,145.10; Finance Waiver for transport account 132222198 in the amount of \$586.60; Financial Waiver for transport account 132198637 in the amount of \$91.59; Financial Waiver for transport account 132242074 in the amount of \$938.00; Financial Waiver for transport account 132261708 in the amount of \$931.40 and Resolution 929 Qtrly transport write-offs for 3rd quarter of 2020). Motion seconded by Commissioner Kroum and carried.

VISITOR COMMENTS: None

RESOLUTIONS:

Resolution 930-Transfer of Funds: Quarterly funds are transferred from the Reserve Fund to the General Fund to cover costs of the Project Manager in conjunction with the 2018 UTGO Bond. Commissioner Kroum moved to adopt Resolution 930 to transfer funds from the Capital Fund to the General Fund in the amount of \$98,125. The motion was seconded by Commissioner Garling and carried.

Resolution 931-Surplus Misc. Fire Equipment and tires: Staff recommends to surplus Misc. Fire Equipment listed on Appendix A due to damage beyond cost effective to repair and tires which were upgraded to accommodate operational needs of wildland response. Commissioner Egan moved to adopt Resolution 931-the surplus of (8) eight tires 225/70R19.5 and miscellaneous fire equipment as listed on Appendix A and authorize the sale, disposal, donation or recycle at the discretion of the Fire Chief. The motion was seconded by Commissioner Kroum and carried.

NEW BUSINESS:

Interlocal Agreement with Snohomish County Fire District 7: Chief Backer presented an Interlocal Agreement with Snohomish County Fire District 7 for the purchasing of EMS Supplies. The formal bid process will be waived the approval of the Interlocal Agreement and all supporting documents received

by the department. Commissioner Garling moved to approve the Interlocal Cooperative Purchase Agreement between Snohomish County Fire District 7 and East Pierce Fire & Rescue and authorize the Fire Chief to sign the agreement. The motion was seconded by Commissioner Egan and carried. Commissioner Garling also expressed appreciation to those in the EMS Division for their work in developing this agreement which will reduce costs.

UNFINISHED BUSINESS:

Fire Chief Contract: A draft contract for the new Fire Chief, Jon Parkinson was presented to the Board for review. After review and discussion, the following motion was made: Commissioner Kroum moved to accept the contract for Jon Parkinson, Fire Chief effective May 18, 2021 as presented. The motion was seconded by Commissioner Cathey and carried.

COVID Update: Deputy Chief Parkinson gave an overview of how COVID-19 is affecting the department. The department has experienced some positive COVID-19 cases. Those testing positive and personnel who was in direct contact with those individuals were quarantined and kept under control. Vaccines for first responders will be available soon.

BOND-2018:

Project Manager: Phil Herrera gave an update on the Capital Facilities Plan.

Station 118: Design review is complete, site permit is in for review, building permit is ready to be submitted in January 2021.

Station 111: Design review is in, site permit will be submitted in January, building permit will be submitted in a couple of weeks later.

Station 112: Purchases moving forward. County is getting title reports done and then surveys will get done.

Station 114: A meeting regarding the design is scheduled to discuss a 2-story version. Site plan to present at next meeting.

Station 124: Moving forward, building permit in the works, quotes this week from small works roster.

COMMISSIONER TRAINING/EVENT REQUESTS: None

COMMISSIONER CONFERENCE REPORTS/COMMITTEE REPORTS: None

CHIEF'S REPORT

Monthly Chiefs Report: Reviewed the Chief's monthly report with the Board. Included in agenda packet.

Monthly Stats: Call volume and fire incidents that occurred in the month were reviewed.

Divisional Reports: None

COMMISSIONER ACTION/DISCUSSION:

EXECUTIVE SESSION: None

ADJOURN

There being no further business to come before the Board, Commissioner Kroum moved to adjourn the meeting. The motion was seconded by Commissioner Garling. Meeting was adjourned at 8:15 P.M.



EAST PIERCE FIRE & RESCUE

Preliminary Year-End 2020
for January 19, 2021 Meeting



	Current Month	Year to Date	Budget Amendment Resolution 920	Remaining Amount	Remaining Percent
				0 Months Remaining =	100.0%

General Fund (Current Expense)

Net Cash & Investments 12/31/2019 \$ 11,426,552

Revenues

Property Tax Levies	193,472	32,399,791	32,412,498	12,707	0.0%
Other Taxes	367	39,064	18,000	(21,064)	-117.0%
Grants & Intergovernmental	107,740	847,833	735,000	(112,833)	-15.4%
Transport	478,114	5,697,903	5,400,000	(297,903)	-5.5%
Plan Review Fees	6,763	205,973	150,000	(55,973)	-37.3%
Inspection Fees	-	8,757	-	(8,757)	0.0%
Other Charges for Services	437	6,625	19,450	12,825	65.9%
Investment Interest	1,445	51,931	48,000	(3,931)	-8.2%
Miscellaneous	6,725	103,595	31,000	(72,595)	-234.2%
Insurance Recovery	-	3,066	-	(3,066)	0.0%
Transfers In	98,125	1,353,830	1,739,640	385,810	22.2%
Total Revenues	893,188	40,718,367	40,553,588	(164,779)	-0.4%

Reserved: Advance Travel & Petty Cash (Imprest Accounts) \$15,100 Not Included

Expenses by Function

Commissioners	1,516	43,635	72,170	28,535	39.5%
Administration	108,730	1,198,244	1,441,888	243,644	16.9%
Finance-Elections, Leases, Transfers	111,670	6,813,968	6,860,997	47,029	0.7%
Emergency Mgt/IT/Volunteers	101,498	1,097,207	1,153,106	55,899	4.8%
Prevention	100,128	1,281,616	1,535,772	254,156	16.5%
Logistics	223,739	2,837,795	3,352,228	514,433	15.3%
Training	199,840	1,345,141	1,949,246	604,105	31.0%
Fire Operations	1,868,008	22,244,731	23,332,203	1,087,472	4.7%
EMS Operations	141,953	1,629,602	1,942,890	313,288	16.1%
Capital	37,837	1,307,228	1,739,640	432,412	24.9%
Total Expenses	2,894,918	39,799,168	43,380,140	3,580,972	8.3%
Payroll Clearing Accruals	15,552	36,366			
Expenses Net of Accruals	2,879,366	39,762,802			
Ending Net Cash and Investments		12,382,116	8,600,000		

Reserved: Advance Travel & Petty Cash (Imprest Accounts) \$15,100 Not Included

Note: The Ending Net Cash & Investments in the "Year to Date" column uses the Calculated Beg. Net Cash & Investments

Expenses by Type	Current Month	Year to Date	Year to Date % of Total	Budget Amount	Budget % of Total
Salaries & Wages	1,605,774	19,859,381	95.5%	20,786,867	47.9%
Overtime	195,219	1,713,060	75.0%	2,285,416	5.3%
Benefits & Uniforms	480,661	6,683,295	92.1%	7,259,339	16.7%
Subtotal-Payroll & Benefits	2,281,653	28,255,736	93.2%	30,331,622	69.9%
Supplies	257,753	1,399,302	85.6%	1,635,433	3.8%
Services	344,804	3,033,677	78.6%	3,858,740	8.9%
Capital	10,708	1,140,148	71.7%	1,590,000	3.7%
Transfers Out	-	5,970,305	100.1%	5,964,345	13.7%
Total Expenses	2,894,918	39,799,168		43,380,140	100.0%
Payroll Clearing Accruals	15,552	36,366			
Expenses Net of Accruals	2,879,366	39,762,802			



EAST PIERCE FIRE & RESCUE

Preliminary Year-End 2020
for January 19, 2021 Meeting



	Current Month	Year to Date	Budget Amendment Resolution 920	Remaining Amount	Remaining Percent
				0 Months Remaining =	100.0%
Reserve Fund					
Net Cash & Investments 12/31/2019			\$ 12,247,373		
Revenues					
Property Tax Levy	-	-	-	-	0.0%
Sale of Tax Title Property	-	-	-	-	0.0%
Investment Interest	2,209	79,539	162,000	82,461	50.9%
Transfer In Carryover	-	5,384,345	5,384,345	-	0.0%
Transfer In Newland/Tehaleh 112/117	-	-	-	-	0.0%
Transfer In GEMT IGT Return	-	580,960	580,000	(960)	0.0%
Total Revenues	2,209	6,044,844	6,126,345	81,501	1.3%
Expenses					
Transfer Out	-	1,186,750	1,590,000	403,250	25.4%
Total Expenses	-	1,186,750	1,590,000	403,250	0.0%
Ending Net Cash and Investments	\$	17,105,467	\$	16,783,718	

	12/31/2020	Policy Goal	(Short)/Over
Reserve Balances			
General Reserve	3,055,158	3,070,000	(14,842)
Equipment Reserve	6,461,693	6,480,000	(18,307)
Facilities Reserve	1,014,250	1,000,000	14,250
Employee Compensation Reserve	800,000	800,000	-
Capital Facilities Phase 2	368,301	Balance	
Station 118 Capital Reserve	485,651	Balance	
Station 112/117 Reserve	384,100	Balance	
EMS Equipment Reserve	4,536,314	Balance	
Total	\$ 17,105,467		

	Current Month	Year to Date	Budget Amendment Resolution 920	Remaining Amount	Remaining Percent
Bond Fund (UTGO 2018)					
Net Cash & Investments 12/31/2019			\$ 239,289		
Collections on UTGO Bond Levy (2018)	10,822	1,905,730	1,916,000	10,270	0.5%
Transfer In - for Principal/Intrst/Fees	-	-	-	-	0.0%
Misc Revenue	-	-	-	-	0.0%
Total Revenues	10,822	1,905,730	1,916,000	10,270	0.5%
Expenses					
Debt Pmt - Principal - UTGO (2018)	195,000	195,000	195,000	-	100.0%
Debt Pmt - Debt Svc - UTGO (2018)	814,825	1,629,950	1,630,150	200	0.0%
Total Expenses	1,009,825	1,824,950	1,825,150	200	0.01%
Ending Net Cash and Investments	\$	320,068	\$	330,139	\$ 200



EAST PIERCE FIRE & RESCUE

Preliminary Year-End 2020
for January 19, 2021 Meeting



Capital (Construction) Fund	Current Month	Year to Date	Budget Amendment Resolution 920	Remaining Amount	Remaining Percent
Net Cash & Investments 12/31/2018			\$ 40,415,286		
Investment Interest	4,653	251,057	840,000	588,943	70.1%
Total Revenues	4,653	251,057	840,000	588,943	70.1%
Expenses					
Capital Purchases	892,749	5,786,096	713,000	(5,073,096)	-711.5%
Transfer Out - GF -Cap Fac Projects	98,125	167,080	149,640	(17,440)	-11.7%
Total Expenses	990,874	5,953,176	862,640	(5,090,536)	-590.1%
Ending Net Cash and Investments		\$ 34,713,168	\$ 40,392,646		14.1%



Finance Department
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

PAYMENT LISTING

Trans Date	District Ref #	Payee Printed Name	Amount
12/22/20	4657	BOUND TREE MEDICAL LLC	\$978.14
12/22/20	4659	CARDINAL HEALTH 112, LLC	\$97.29
12/22/20	4662	CINTAS CORPORATION # 461	\$3,505.38
12/22/20	4663	CITY OF BONNEY LAKE-LEASE PMT.	\$55,297.72
12/22/20	4665	CUMMINS NORTHWEST	\$4,389.18
12/22/20	4667	FORCIBLE ENTRY	\$6,000.00
12/22/20	4699	HUGHES FIRE EQUIPMENT, INC.	\$790,422.34
12/22/20	4669	GALLS, LLC - DBA BLUMENTHAL	\$4.78
12/22/20	4670	HUGHES FIRE EQUIPMENT, INC.	\$3,004.77
12/22/20	4658	BYLIN KYLE	\$2,418.55
12/22/20	4660	CASCADE RESCUE	\$7,562.40
12/22/20	4661	CHIPMAN JAMES	\$911.97
12/22/20	4664	CITY OF BONNEY LAKE-REIMB UTILITIES	\$5,921.94
12/22/20	4666	ESO SOLUTIONS	\$7,645.54
12/22/20	4668	FREIGHTLINER NORTHWEST	\$5,836.48
12/22/20	4700	RICE FERGUS MILLER ARCHITECTURE	\$98,181.99
12/22/20	4672	JAMES OIL CO. INC.	\$3,485.12
12/22/20	4676	LIFE ASSIST	\$3,722.15
12/22/20	4677	MADSEN ELECTRIC	\$5,311.29
12/22/20	4671	INDUSTRIAL SCIENTIFIC CORP.	\$1,759.05
12/22/20	4673	KENT D. BRUCE COMPANY	\$109.30
12/22/20	4674	L N CURTIS & SONS	\$36,913.63
12/22/20	4675	LARSEN SIGN CO	\$3,928.93
12/22/20	4679	NORTHWEST SAFETY CLEAN	\$712.42
12/22/20	4680	OFFICE DEPOT/ACCT #28664540	\$32.74
12/22/20	4683	PACIFIC OFFICE AUTOMATION	\$95.10
12/22/20	4684	PCFD #18	\$700.00
12/22/20	4687	RWC GROUP	\$1,983.05
12/22/20	4688	SEAWESTERN	\$1,446.15
12/22/20	4678	NIC STUDIOS	\$1,726.40
12/22/20	4681	ORCUTT REX	\$300.00
12/22/20	4682	PACIFIC OFC AUTOMATION (OR)	\$97.94
12/22/20	4685	PUBLIC SAFETY SELECTION PC	\$3,600.00
12/22/20	4686	QUILL CORPORATION	\$134.60
12/22/20	4691	SUMMIT LAW GROUP PLLC	\$264.00
12/22/20	4693	SYSTEMS DESIGN WEST LLC	\$9,212.80
12/22/20	4695	TOWN OF SOUTH PRAIRIE	\$3,311.44
12/22/20	4696	UW VALLEY MEDICAL CENTER	\$6,210.00

12/22/20	4698	WILLIAMS CRAIG	\$300.00
12/22/20	4689	SMITH DALTON	\$656.45
12/22/20	4690	SNIDER PETROLEUM	\$1,097.84
12/22/20	4692	SUNSET FORD	\$268.56
12/22/20	4694	TECHLINE TECHNOLOGIES	\$257.95
12/22/20	4697	WA STATE DEPT OF REVENUE (USE TAX)	\$1,351.87
Payment Count: 44			Total Amount: <u>\$1,081,167.25</u>

Payment Count: 44
Payment Total: \$1,081,167.25

CERTIFICATION

I, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the services rendered or labor performed as described herein, and that the claim is a just, due and unpaid obligation, and that I am authorized to authenticate and certify to said claim.



Authorized District Official Signature

12.22.2020

Date



Authorized District Official Signature

12/22/2020

Date

Authorized District Official Signature

Date

Authorized District Official Signature

Date

Authorized District Official Signature

Date

Authorized District Official Signature

Date

Authorized District Official Signature

Date

Authorized District Official Signature

Date

INSTRUCTIONS FOR USE:

Submit signed Transmittal To Pierce County Finance Department

FAX:
253-798-6699

EMAIL:
PCACCOUNTSPAYABLE@co.pierce.wa.us

PC Finance Department Use Only

Authorization Received on _____

Batch Verified by _____



Board Meeting Agenda Item Summary

Agenda Date: January 19, 2021
Item Title: Strategic Plan Consultant
Presenter: Deputy Chief Parkinson

1. **Recommended Action by Board:** I move to approve the selection of BERK Consulting for the creation of a strategic plan and authorize the Fire Chief to enter into an agreement with BERK Consulting for these services.
2. **Summary:** As part of the 2021 Operating Budget process and approval, the creation of a strategic plan was identified as a goal. Staff has received proposals from two consultants (BERK Consulting and ESCI) and is recommending BERK as the best option for East Pierce Fire & Rescue. By comparison, BERK provided a more thorough and comprehensive proposal which completely meets the intent of staff, where ESCI provided a more “basic” product which was viewed as insufficient.

As seen in the attached proposal, BERK will coordinate a series of meetings, engage EPFR staff and members of the community as well as local stakeholders. The final product will be an actionable plan which will be presented to the Board of Commissioners for final approval. The expected timeframe for completion is 6 months with an estimated cost of \$39,920 plus overtime as needed for staff attendance at planning meetings.

3. **Policies/ Alternatives Considered:**
 - a. Solicit proposals from additional vendors
 - b. Conduct the process without a consultant
 - c. Cancel the project
4. **Fiscal Impact:** \$39,920 plus overtime as needed. This is already approved within the 2021 Operating Budget.

East Pierce Fire & Rescue

STRATEGIC PLAN



SUBMITTED JANUARY 7, 2021

BERK

STRATEGY ■ ANALYSIS ■ COMMUNICATIONS



Phone: (206) 324-8760
2200 Sixth Avenue, Suite 1000
Seattle, WA 98121
www.berkconsulting.com

January 7, 2021

Attn: Deputy Chief Jon Parkinson
East Pierce Fire & Rescue
SENT VIA EMAIL

RE: East Pierce Fire & Rescue Strategic Plan | PROPOSAL

Deputy Chief Parkinson:

BERK Consulting, Inc. (BERK) is pleased to submit our proposal and qualifications to support East Pierce Fire & Rescue (EPF&R) with development of a strategic plan. BERK has worked with more than a dozen public safety organizations throughout the region on strategic and organizational planning processes.

In retaining our team, you can be assured of:

- In-house capabilities in strategic planning, facilitation, municipal finance, community and stakeholder engagement, and GIS analysis.
- Successful strategies to engage staff, stakeholders, and the community in ways that are sensitive to the current health crisis and avoid outreach fatigue.
- Expert project management focused on delivering a high quality, durable plan on-time and on-budget in collaboration with the agency.

We look forward to discussing this project with you in detail. In the interim, more information about our firm, approach, team, and client satisfaction can be found on our website: www.berkconsulting.com.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Brian Murphy', is written over a light blue horizontal line.

Brian Murphy, Principal
BERK Consulting, Inc.

Project Understanding

East Pierce Fire and Rescue is seeking consultant support to implement a robust strategic planning process that considers changes in the agency's operating environment, including trends in population, demographics, and development, as well as opportunities to strengthen internal systems, processes, culture, and communications. With continuing population growth in East Pierce County, both in urban and unincorporated areas, including the Tehaleh development, there is a need to look to the long-term future of EPF&R. A strategic plan presents an opportunity to build on and refine EPF&R's culture, including its established Mission, Vision, Core Values and Guiding Principles, and Leadership Philosophy.

The planning will:

- Identify significant trends in population growth, demographic shift, and land use development.
- Create opportunities for staff, community members, and external stakeholders to consider EPF&R's strengths, challenges, and opportunities.
- Engage an internal planning team to serve as the core planning body responsible for creating a Recommended Draft Plan for consideration by the Board of Commissioners.

The final plan will:

- Align expectations of Board members, staff, and community members.
- Articulate a shared vision for the future of the organization.
- Establish durable Goals, simple and achievable milestones, performance measures, and a robust process how the agency will make strategic decisions and update its Strategies and Tactics on an agreed-upon cycle.

Project Approach

The following pages contain our proposed approach to this project, including a description of key tasks, timeline, and budget. We strive to be flexible in our scoping, tailoring our approach to best meet each client's priorities and resources. We welcome the opportunity to collaborate with EPF&R staff in refining the starting point outlined below.

Our proposed approach is structured around a Strategic Planning Team with diverse representation from across the agency. The BERK team will design and facilitate meetings of this Team, either online or in-person, to anchor and advance the planning process.

Task 1: Kick-off and Ongoing Project Management

Task 1.1. Kick-off Call. BERK will organize an agenda for a kick-off call with the EPF&R's project manager to confirm project objectives and map out a schedule for staff and stakeholder engagement, as well as Strategic Planning Team meetings.

Task 1.2 Document Review. BERK's project team will review operational plans, financial documents, and other background documentation to ground themselves in EPF&R's context.

Task 1.3. Strategic Planning Team Meeting 1. The first meeting of the Planning Team will include:

- Review of planning purpose, planning process, and Planning Team charge, as well as expectations of individual Team members.
- Initial consideration of EPF&R's strengths, challenges, and future opportunities. This will be designed as an engaging and collaborative activity.
- Planning Team review and input on a draft engagement plan addressing how EPF&R staff, community members, partners, and other stakeholders will be engaged over the planning process.

Task 1.4. Ongoing Project Management. BERK will communicate project status and potential challenges with the EPF&R's designated project manager on a regular and as-needed basis.

Task 2: Context Setting and Information Gathering

Task 2.1. Community and Agency Profile. BERK will collaborate with EPF&R staff to create a brief summary of the makeup of the communities it serves including trends over time. We will also work with agency staff to summarize call volume by type, funding mix, and staffing. This material will be shared with the Planning Team as general context, used as background information to set the stage for gathering informed input from community members as described below, and adapted for use in the final Strategic Plan.

Task 2.2. Engagement Plan. BERK will develop a draft engagement plan for review and refinement at the first meeting of the Planning Team. Based on input received during this meeting, the Engagement Plan will be finalized and implemented to reach the groups noted in the following tasks.

Task 2.3. Staff Engagement. We think it is important to engage EPF&R staff and volunteers beyond those serving on the Planning Team. Our base proposal includes an online survey to gather staff input early in the planning process. In addition to these methods, we will leverage Planning Team members' interactions with their colleagues, encouraging them to talk with their peers and bring ideas and insights back to the full Planning Team for consideration.

Task 2.4. Community Engagement. Given the broad geography and multiple communities served by EPF&R, we recommend using a broadly promoted survey, which can be completed online or in print, to gather input from community members. We will support promotion of this engagement opportunity by EPF&R and its partners.

Task 2.5. Partner and Stakeholder Engagement. In addition to hearing from the community, it will be critical to gain input from the EPF&R's key partners and representatives of key organizations or groups. We would approach this task by using a combination of stakeholder interviews (often done by phone to accommodate busy schedules and allow for free and frank dialogue) and facilitated workshops. While we would identify these stakeholders in collaboration with the EPF&R Planning Team, we anticipate seeking input from the cities of Bonney Lake, Edgewood Sumner, Edgewood and Milton; Newland Communities; and regional partners such as the Chamber Collective, Sumner-Bonney Lake School District, and others.

Task 2.6. Summary Situation Assessment. The creation of a Summary Situation Assessment is a hallmark of BERK's approach to strategic plan. This concise document, of no more than a few pages, will synthesize the key findings and strategic planning implications of all the input gathered in Task 2. By presenting this to and refining it with the Planning Team, we will establish an agreed-upon understanding of the EPF&R's key challenges and opportunities. This agreement will serve as a unifying pivot as we turn to the next phase of work, which includes developing a Draft and Final Plan.

Task 2.7. Strategic Planning Team Meeting 2. During this meeting, we will review the input gathered in Task 2; discuss, refine, and adopt the Summary Situation Assessment, and solidify the key issues to be addressed in the Strategic Plan.

Task 3: Draft and Final Plan Development

This phase of work features several iterative meetings of the Strategic Planning team as we work on successive drafts of the emerging strategic plan. BERK staff will work between meetings to substantially address the draft so Planning Team members see forward motion.

Task 3.1. Strategic Planning Team Meetings 3-5. The content of the strategic plan will be iteratively and collaboratively developed during these meetings. BERK will advance draft material between meetings to ensure that these meetings are productive and efficient use of everyone's time.

Task 3.2. Draft and Final Plan Development and Layout. BERK will lead development of Plan content and layout, drawing on material generated by the Strategic Planning Team. The final Strategic Plan will include, at a minimum:

- A concise summary of planning inputs (with comprehensive findings housed in an appendix), an overview of the community, and a profile of the organization.
- The organization's Mission, Vision, and Values statements.
- Nested Goals, Strategies, and Action Steps that outline the planned approach to addressing key issues, challenges, and opportunities.
- A strong Implementation Plan, identifying how EPF&R will operationalize the Strategic Plan from year to year, linking its strategy to ongoing budgeting and decision making.

3.3. Presentation of Recommended Draft Plan. The BERK Team will support staff in review, refinement, and adoption of the strategic plan by EPF&R's Board of Commissions. We believe strongly in taking a "no surprises" approach to this process, ensuring Board members are familiar with the plan's direction and specifics well before it comes before them. We aim for unanimous and unqualified support of the final plan.

Optional Communications Materials. If desired, BERK can support EPF&R in creating public- and partner-facing communications material that describe the role of the agency, its future direction, and a strong justification for any current or future asks of the community for either capital investments or ongoing operations.

PROPOSAL • SUBMITTED JANUARY 7, 2021



Cost Proposal

The table below reflects our first effort to cost out the proposed approach described on the previous pages. Our preferred scoping approach would be to collaborate with EPF&R leadership to refine our approach and budget to best reflect the agency's priorities and resources.

The budget below assumes that most meetings are to be held virtually. If substantial in-person presence is possible and desired, reprioritization of hours or additional resources to cover travel time would be necessary.

	2021 Rates	Brian Murphy, Project Manager \$250	Analyst and Engagement \$140	Project Support \$95	Base Hours and Estimated Cost by Task
Phase 1: Kick-off and Ongoing Project Management					
1.1 Kick-off Call		2	2		
1.2 Document Review		2	2		
1.3 Strategic Planning Team Meeting 1 (w/design, materials, facilitation)		4	5		
1.4 Ongoing Project Management		5			
Subtotal		13	9	0	22 \$4,510
Phase 2: Context Setting and Information Gathering					
2.1 Community and Agency Profile		2	8		
2.2 Engagement Plan			2		
2.3 Staff Engagement		2	20		
2.4 Community Engagement		5	20	4	
2.5 Partner and Stakeholder Engagement (10 interviews)		10	10		
2.6 Summary Situation Assessment		5	8		
2.7 Strategic Planning Team Meeting 2		4	5		
Subtotal		28	73	4	105 \$17,600
Phase 3: Draft and Final Plan Development					
3.1 Strategic Planning Team Meetings 3-5		12	15		
3.2 Draft and Final Plan Development and Layout		20	15		
3.3 Final Plan Development and Layout		5	10	20	
3.4 Presentation of Recommended Draft Plan		2	4		
Subtotal		39	44	20	103 \$17,810
Total Estimated Hours		80	126	24	230
Cost (Hours*Rate)		\$20,000	\$17,640	\$2,280	\$39,920
Project Total		\$39,920			

Firm Qualifications

About BERK Consulting, Inc.

BERK is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success.

Our Mission is: **Helping Communities and Organizations Create Their Best Futures.** We do this by:

- Integrating the art of effective decision-making with the science of rigorous quantitative and qualitative analysis;
- Bringing people, ideas, and analysis together to generate understanding and consensus on the best strategies and decisions; and
- Bridging across disciplines to synthesize diverse information and facilitate relationships.

A hallmark of our approach is our ability to communicate complex information to a wide range of audiences, using words, numbers, pictures, and maps to convey information in accessible, understandable formats. We believe that when participants truly understand the issues and options before them, they are able to make good decisions, and then communicate and explain those decisions to the broader community.

Approach to Strategic Planning

Our approach to strategic planning involves close collaboration with our clients to develop action-oriented plans and consensus about the way forward.

We emphasize the following methods and principles in our strategic planning work:

- **Balancing aspiration and realism.** A strategic plan is an opportunity for an organization to assert its hopes for its best possible future. To be useful, however, a plan must also remain practical and grounded in the real world. We conduct qualitative and quantitative analysis to highlight opportunities and constraints, realistic options, and necessary trade-offs.
- **Stakeholder engagement that leads to broadly supported plans.** By involving key stakeholders and staff at all levels of the organization, we develop plans that are

effective and relevant. Importantly, they have the support of the full range of individuals who will ultimately contribute to its successful implementation.

- **Facilitation and consensus-building for large communities of interest.** We have the skills and a wide range of facilitation techniques to bring together a diverse array of community stakeholders with differing perspectives. We may not achieve absolute unanimity, but we always complete our projects with strong general consensus and a commonly held understanding of the path forward.
- **Final products that are actionable.** While our plans are often beautiful, they are designed to be used. We often develop a public-facing document that is accompanied by an internal framework for implementation that includes additional operational details, including implementation processes and tools, actionable tactics, resource requirements, and performance measures. This allows organizations to stay focused on long-term vision and goals while managing implementation, resource allocation, and decisionmaking on an agile basis year to year.

Staff Qualifications

Brian Murphy (Project Manager) is a Principal at BERK. His practice includes strategic planning for organizations and communities including public safety agencies. His approach has an emphasis on creating plans that communicate well to broad audiences and are supported by implementation tools and processes to ensure the aspirations established during the strategic planning process are realized. He has managed dozens of strategic planning projects for communities and organizations across the state. He is an expert facilitator of group conversations, from elected officials to members of the public or staff.



Brian has completed fire strategic plans for Bellevue Fire (original and update), Lake Stevens Fire, North Mason Regional Fire Authority, Renton Regional Fire Authority, Puget Sound Regional Fire Authority (original and update), and Tukwila Fire. He has led police services studies for the communities of Kirkland, Sammamish, SeaTac, and Tukwila. He led the City of Snohomish Strategic Plan in 2013 and has supported two Snohomish County tourism plans.

Brian received a B.A. with Honors from U.C. Santa Cruz and an M.B.A. from the University of Washington, where he led the school's Net Impact chapter.

Additional Project Support

Brian will collaborate with a qualified BERK analyst on this project to support engagement, development of the community and agency profiles, and plan development.

Relevant Project Experience

Puget Sound Regional Fire Authority Strategic Plan

For more than 5 years, BERK has worked with the Puget Sound Regional Fire Authority (formerly Kent Regional Fire Authority) on strategic planning efforts. We developed the RFA's initial strategic plan in 2014, had multiple interim updates, and completed their recent update in 2020.

- **2014 Initial Strategic Plan.** BERK worked with the Kent Regional Fire Authority to develop a Strategic Plan to provide a strategy and a future direction for their organization. In support of the Plan, BERK conducted stakeholder interviews and a staff engagement survey. BERK collaborated with a core team of RFA leadership, staff, and governing board members to create an engaging Plan that describes one to five-year goals and action strategies, and communicates the RFA's direction to staff, the public, and local policymakers. In addition, BERK developed a suite of implementation tools to help RFA employees, stakeholders, and governing authorities pursue the strategy.
- **2015 Refresh and Check In.** One year into implementing its Strategic Plan, the Kent Regional Fire Authority asked us to facilitate discussion of accomplishments to date and next steps for the coming year. We gathered information in advance, facilitated an interactive meeting, and produced a summary folio for distribution among agency staff, Commissioners, and interested members of the public. An important outcome was a shared understanding of the agency's focus for the coming year, which will support efficient budgeting and work planning.
- **2018 Strategic Plan Update.** BERK worked with leadership at Puget Sound Fire to update their Strategic Plan for 2019. Leveraging stakeholder interviews and a SWOT analysis, BERK and PSF staff revised the goals and strategies to reflect 2019 priorities.
- **2020 Strategic Plan Update.** Following many years working with Puget Sound Regional Fire leadership and staff, BERK facilitated a major refresh of the agency's strategic plan. The resulting plan succinctly communicates strategic areas of focus to internal and external audiences and was used to support successful reaccreditation by the Commission on Fire Accreditation International.

Renton Regional Fire Authority Strategic Plan

Building on the earlier Capital Facilities Plan and Impact Fee work, BERK supported RRFA leadership and staff in developing the agency's first strategic plan. The process included both in-person and online facilitation of a planning committee due to the impacts of COVID-19, shift meetings with all agency staff, and the development of a baseline Community and Agency Profile. The final Strategic Plan includes a robust Implementation Framework to guide annual assessments, updates, and action.

Lake Stevens Fire Strategic Plan

BERK led a strategic planning process for Lake Stevens Fire. The process included drafting a new vision, mission, and values for the district, developing goals and strategies, and building an implementation cycle for putting the plan's ideas into action. The process was organized around a Strategic Planning Committee with key inputs from staff, community leaders, Board Commissioners, and residents within the service area. The final plan is actionable, concise, and easy to share. The strategic planning process identified growing EMS needs in the community without commensurate resources. As a result, the plan outlines goals and strategies that led to an EMS levy lid lift going to the election ballot in November 2018.

North Mason Regional Fire Authority Strategic Plan

North Mason voters overwhelmingly approved the merger of Mason County Fire Districts 2 and 8, forming the North Mason Regional Fire Authority (NMRFA) in November 2013. Recognizing the need to establish the identity and focus of the new organization, a strategic plan was promised to the North Mason community when the NMRFA was discussed and ultimately approved. BERK supported the development of the strategy, facilitated conversations among agency leadership and membership; engaging stakeholders, residents, and business owners; and created the final document and implementation tools. The adopted Strategic Plan established a sound Mission and Vision for the Authority. It also provided a five year road map, complete with Goals and Objectives for guiding the Authority forward. The Plan was formally adopted by the Board of Fire Commissioners in October 2015.

Bellevue Fire Department Strategic Plan 2011

Bellevue Fire's Strategic Plan established four goals that focused the Department's efforts related to public safety, organizational development, infrastructure investment, and public engagement. The planning process drew on surveys of residents and staff, interviews with local businesses and contract cities, a review of trends in regional demographic and economic conditions, and discussions with Department staff and leadership to map out a plan for advancing key issues facing the Department. Given the fluidity of the Department's operating environment, the Plan did not establish a rigid sequence of next steps according to an absolute timeline, but identified decision points and choices to be evaluated when key indicators were seen in the environment or when performance tracking indicates change was necessary.

Bellevue Fire District Strategic Plan Update 2015

Four years after developing Bellevue Fire's first Strategic Plan, BERK was engaged to update the plan. This included an executive staff retreat, facilitation of a planning committee, and updates to supporting inputs, including consideration of how rapidly changing conditions in the community will impact the demand for fire services in the future. The updated strategy retains the structure of the previous plan while building additional connections to ongoing decision making to ensure the document provides useful guidance for the department.

Project References

Puget Sound Fire RFA Strategic Plan

- Matthew Morris, Fire Chief, Puget Sound Regional Fire Authority, (253) 856-4300, MLMorris@pugetsoundfire.org

Renton RFA Strategic Plan

- Chuck DeSmith, Deputy Chief EMS/Safety, Renton Regional Fire Authority, (425) 276-9503, cdesmith@rentonrfa.org



Board Meeting Agenda Item Summary

Agenda Date: January 19, 2021

Item Title: Levy Lift & Renewal

Presenter: Chief Bud Backer

1. Recommended Action by Board:

Move to direct staff to make all preparations to place ballot measures on the August 3, 2021 Primary Election to renew the EMS Levy and to Reset the Regular Levy.

2. Summary:

2021 is the last year of the 10-year EMS Levy. As such, the EMS Levy must be renewed by voters so that it may be collected in 2022. If not, the District will lose 25% of its total tax collection capability.

The Regular (fire) Levy was last reset in 2017 along with the EMS Levy at that time. Even having taken a six percent increase the first three years, and then a two percent increase in year four, the regular levy rate had decreased 13 cents in four years.

	2021 collection rate	Reset rate for 2022
Regular Levy	1.37	1.50
EMS Levy	0.45	0.50

Resetting or “lifting” the regular levy lid back to the \$1.50 per \$1,000 at the same time as renewing the EMS levy will allow for a schedule to seek lifts for both levies in four or five years. This process reduces the number of times the District brings tax measures to the voters, reducing voter fatigue, and maintaining the ability to fund operations.

The combination of resetting both levies to their maximum rates, and the ability to collect up to a 6% increase each year for four years, will provide enough revenue to add at least five firefighters each day to minimum staffing. This could be all five at a new station in Tehaleh or by splitting the five and placing three in Tehaleh and two in Milton to staff an additional medic unit in that area. Either way, in beginning the hiring and training processes in 2022 will position the District with options for increasing staffing when the Tehaleh Station is opened. The final decision can be based on call volumes and response time experience in the District at that time.

Staff recommends the District place two ballot measures on the August 3, 2021 Primary Election.

Proposition 1. Renew the EMS Levy for 10 years at the maximum statutory rate of 0.50 per 1,000 of assessed value. Authorizing a maximum collection increase of 6% each year

for four years.

Proposition 2. Reset the Regular Levy to the maximum 1.50 per 1,000 of assessed value, authorizing a maximum collection increase of 6% each year for four years.

When requesting multi-year lifts (requesting above the 1% limit) the propositions must be placed on either the Primary (August) or General (November) Election ballots. In presenting the issue to the voters in the August Primary, the District has the ability to run the measures again in November if necessary. This contingency plan can be withdrawn in initial numbers indicate successful measures in August.

It is the ability to collect above the 1% annual limit that allows the district to hire additional firefighters to staff future fire stations. Remaining at a 1% increase will not allow for adding additional fire stations, such as those planned for Tehaleh and Milton.

August 3 Primary Election Schedule:

1. April 20, 2021 Regular Board Meeting
Public Hearing
Adopt Resolutions
2. May 14, 2021 File: Resolutions & Cover Sheets
Explanatory Statement
For/Against Committee Appointment Form.
3. May 18, 2021 Committees File For & Against Statements
4. May 20, 2021 Committees File Rebuttal Statements
5. July 16, 2021 Ballots mailed to Voters by County Elections
6. August 3, 2021 Election Day

November 2 General Election Schedule (Contingency):

1. July 20 Regular Board Meeting
Public Hearing*
Adopt Resolutions*
2. August 3, 2021 Filing Day for November 2nd Election.
 - a. If Aug 3 Election Measures approved, withdraw filing for November
3. August 5, 2021 Committees File For & Against Statements for November 2 Election
4. August 9, 2021 Committees File Rebuttal Statements for November 2 Election

*Can do this in conjunction with step 1 for the August election, adopting the resolutions in advance if needed, then rescind them at the Regular August Board meeting if not needed.

3. Policies/ Alternatives Considered:

Request a different level for annual increase.

4. Fiscal Impact:

- a. Election costs of placing measures on the ballot. Estimate \$50,000.
- b. Potential loss of 25% of annual tax revenue if EMS Levy not renewed (Approximately \$9.9M.)



Board Meeting Agenda Item Summary

Agenda Date: January 19, 2021

Item Title: Board Vacancy

Presenter: Chief Bud Backer

1. Recommended Action by Board:

Move to follow the staff recommendation for the process to fill the board vacancy seeking interested parties for the February (or March) Board meeting.

2. Summary:

The general process for seeking and appointing a citizen to fill the vacancy:

1. Issue public notice seeking interested parties to fill the board vacancy
2. Review letters of interest at February (or March) Board Meeting
3. Interview Candidates at March (or April) Board Meeting
4. Announce appointment at April (or May) Board Meeting.
(Board to select preferred timeline.)

We must place this position on the ballot in August to fill for the remainder of the term. The appointee may run for the remainder if they desire.

3. Policies/ Alternatives Considered:

We have up to three months to fill the vacancy. If we do not fill it by then, the issue would go before the County Council for their action to fill the vacancy.

Compress the timeline and hold a special meeting or two. First meeting to review candidates and second to appoint. If the number of interested candidates is small, reviewing, interviewing and appointing could be done in one special meeting.

4. Fiscal Impact:

Election costs which are unavoidable.



To: **Board of Fire Commissioners**
From: **Chief Bud Backer**
Subject: **Monthly Chief's Report – January 19, 2021**



Significant Events

Windstorm January 13th.

Shortly after midnight the District went in to HIRL (High Incident Response Load). Within the first 90 minutes, a normal 24-hour workload had been reached. The storm hit quickly, causing damage throughout the area. But by 0230, we were able to return to normal operations and release those that came in for the General Alarm call back.

Only the warehouse sustained some minor damage to the roof. We were able to have a roofing company on site first thing during business hours to make repairs. Cost of repairs was below \$1,000.

I. District Projects:

Agreements / Contracts Executed

- a. New agreement with Comcast for internet services at our facilities. Doubling our bandwidth in many cases.

COVID-19

The pandemic continues to impact us as our members potentially contract the virus through community spread. We are well situated with PPE, with over 27,000 N95 masks and 8,000 gowns, thanks to our EMS Division for keeping us well equipped.

Vaccinations: So far, we've had a disappointing turn out. Of our 119 line members, only 53 have started the process, receiving their first vaccine (44%). This is a trend amongst other departments as well. I have heard of a few that have had much higher success, but they can't say why.

New Firefighters

Class 2021-01: Have begun their academy at Bates.

Capital Facilities (Bond)

Engine 112 was placed in service on January 13th.

Engine 111 was placed in service on January 15th.

Ladder 113 is now with us, and training will begin.

Inter-Local Agreements with the cities.

A meeting with the Town of South Prairie is scheduled for January 20th to discuss the current ILA in hopes of renegotiating sections of it. Per the current ILA, we are not required to review and negotiate changes until the summer of 2023. However, I plan on meeting with them in the spirit of being good partners.

A follow up meeting is scheduled with Bonney Lake and Sumner on January 27th. This is to discuss fire prevention fees and services.

II. Cities/Town.

- Bonney Lake Public Safety Committee on 1/12.

III. Other Organizations

- Sumner Rotary via Zoom
- Pierce County Fire Chiefs & Commissioners on 1/7.
- Washington Fire Chiefs Legislative Committee on 1/12

On January 12, I participated in a statewide press conference via Zoom, organized by the State DNR. The primary topic was to support HB 1168 seeking additional resources for wildfire prevention and response. There were 56 people on the video conference, with about 40 being media.

A link to the recording <https://youtu.be/97bWJ5FJhr8> (the main portion of my delivery is at the 17 minute mark. Then again at 53:15 during QnA)

Below is the message that I provided during the press conference.

Over my 32 years as a firefighter in Western Washington, I have witnessed a concerning change in wildland fire behavior. What used to be slow moving fires that would consume 1 to 5 acres have now exploding into fast moving fires that consume much larger areas, and easily spread to homes and other buildings. More and more, these fires threaten the lives of our neighbors. As we continue to build homes and communities further into what was previously forest, the problem grows even more.

Granted, weather conditions (warm temperatures, dry fuels, and low humidity) must support the rapid growth of fire, but these weather conditions seem to be occurring more and more in Western Washington. The fact that we now see rapid fire growth at 2am is something that we would have never encountered before.

While nothing is guaranteed, we must have additional resources to combat these fires when they erupt. Additional wildland firefighters, engines, and aerial resources such as helicopters and fixed wing tankers.

The Sumner Grade Fire of September 8th drove this point home. By the end of the first day, this fire was nearly 500 acres. Within a few hours of the fire first being reported, we requested resources from State Fire Mobilization, only to be told that no fire suppression resources were available. Later that day, we shared three helicopters with other fires in the Pierce County region. These helicopters were instrumental in preventing the loss of more homes. However, if those helicopters were available to us the entire time, we may have been able to limit the damage even more.

The importance of being able to suppress these fires while they are smaller can not be understated. There will be times where there will not be enough to go around, or when wind conditions will dictate the outcome. But we can do more to increase our potential to save lives and property. Both in fire prevention and our capability to suppress these fires when they start.

Why have wildfires become more dangerous in Western Washington is most likely the result of many factors. Argue politics all you want, but it is happening. Climate change, forest management, and more people moving into forested areas all contribute to the threat. There are no quick fixes that will change the scenario we have before us. We must prepare today for tomorrow's wildfire so that we can prevent property damage and save lives.

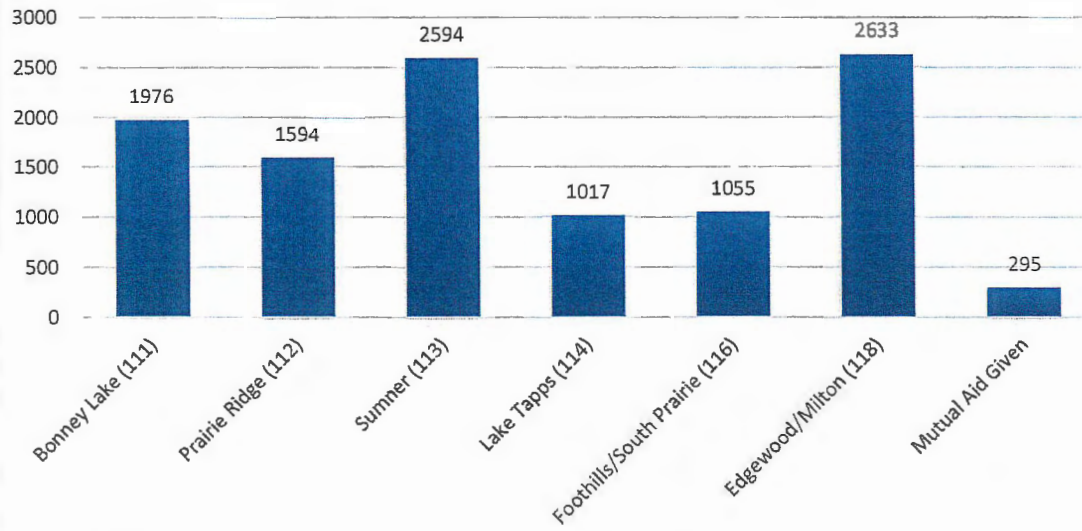
In closing, I'd like to thank Commissioner Franz for her leadership on this issue.

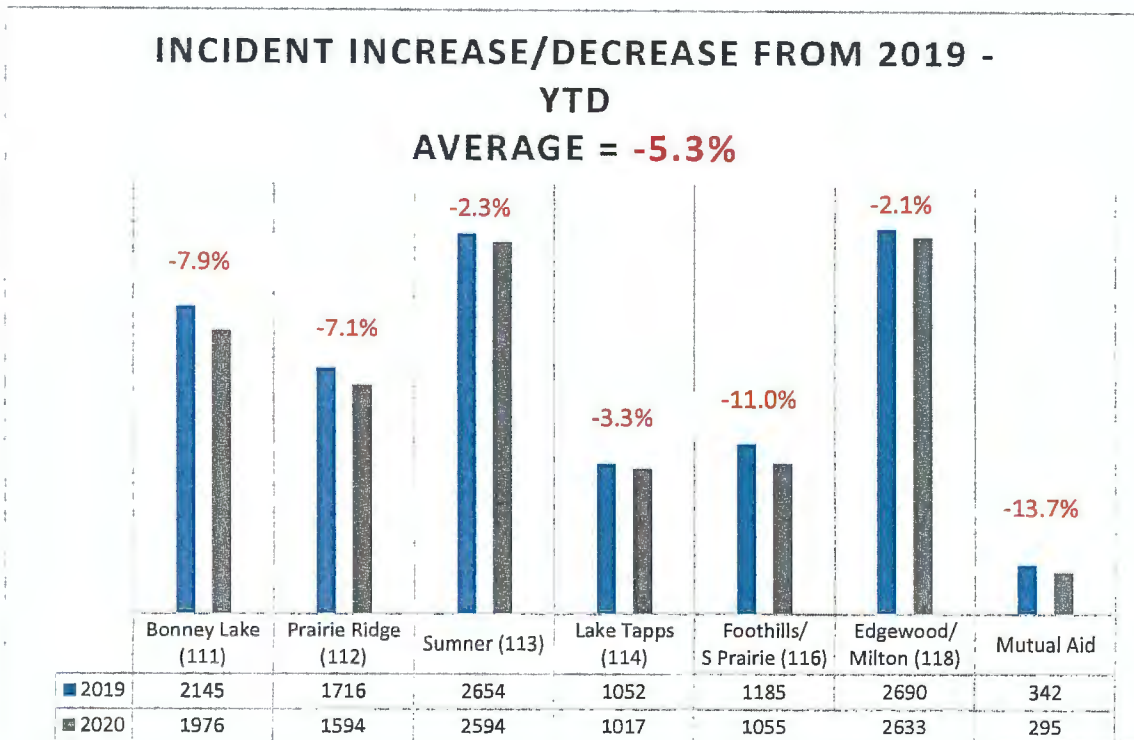
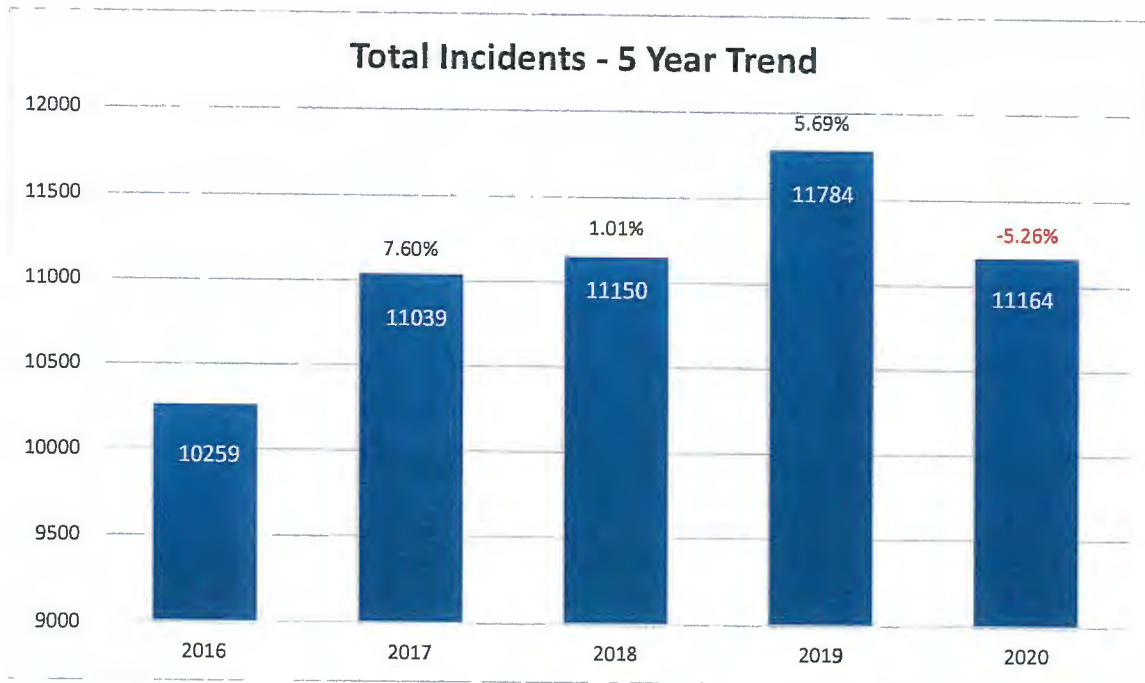
East Pierce Fire & Rescue Monthly Chief's Report

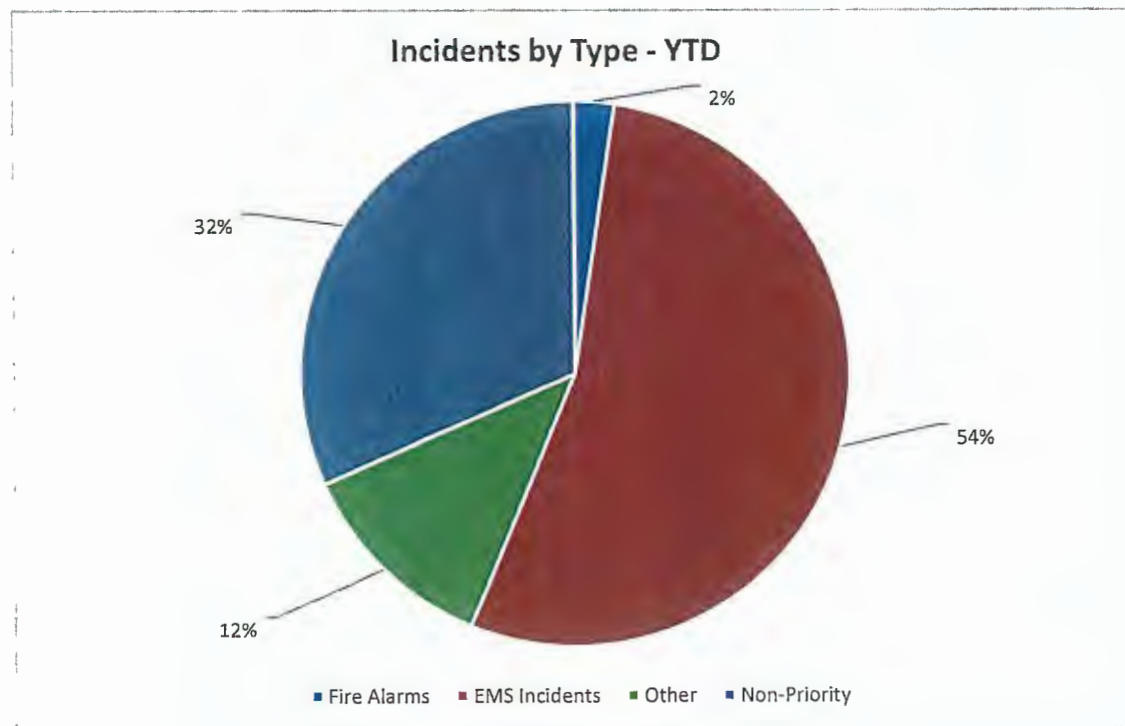
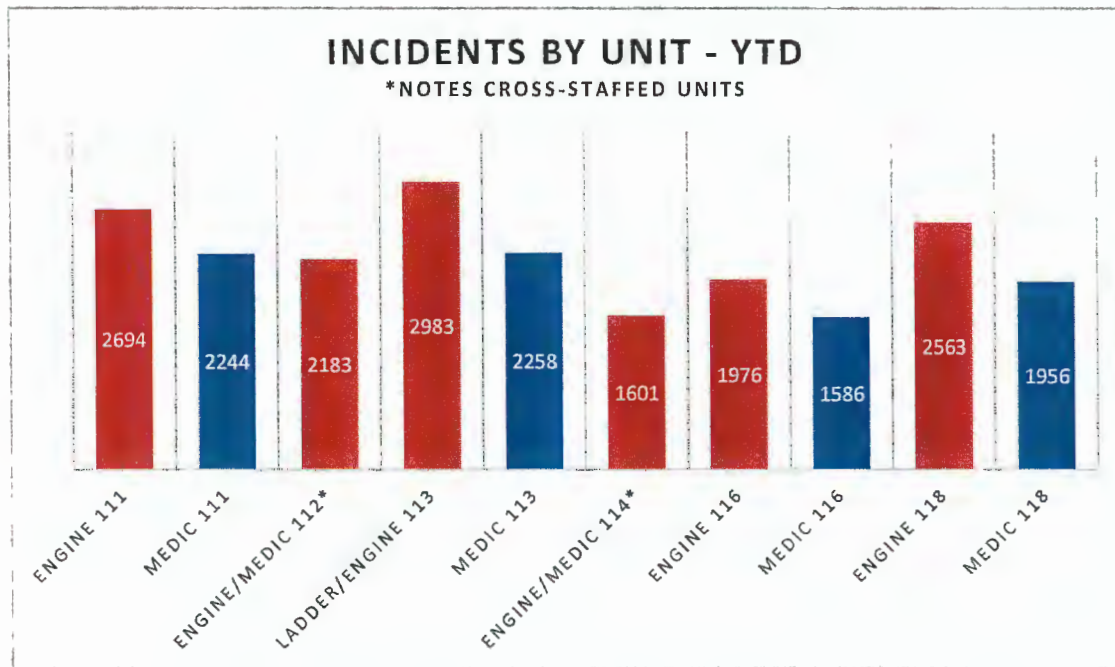


December 2020

Incidents by response area - YTD
Total = 11,164 incidents

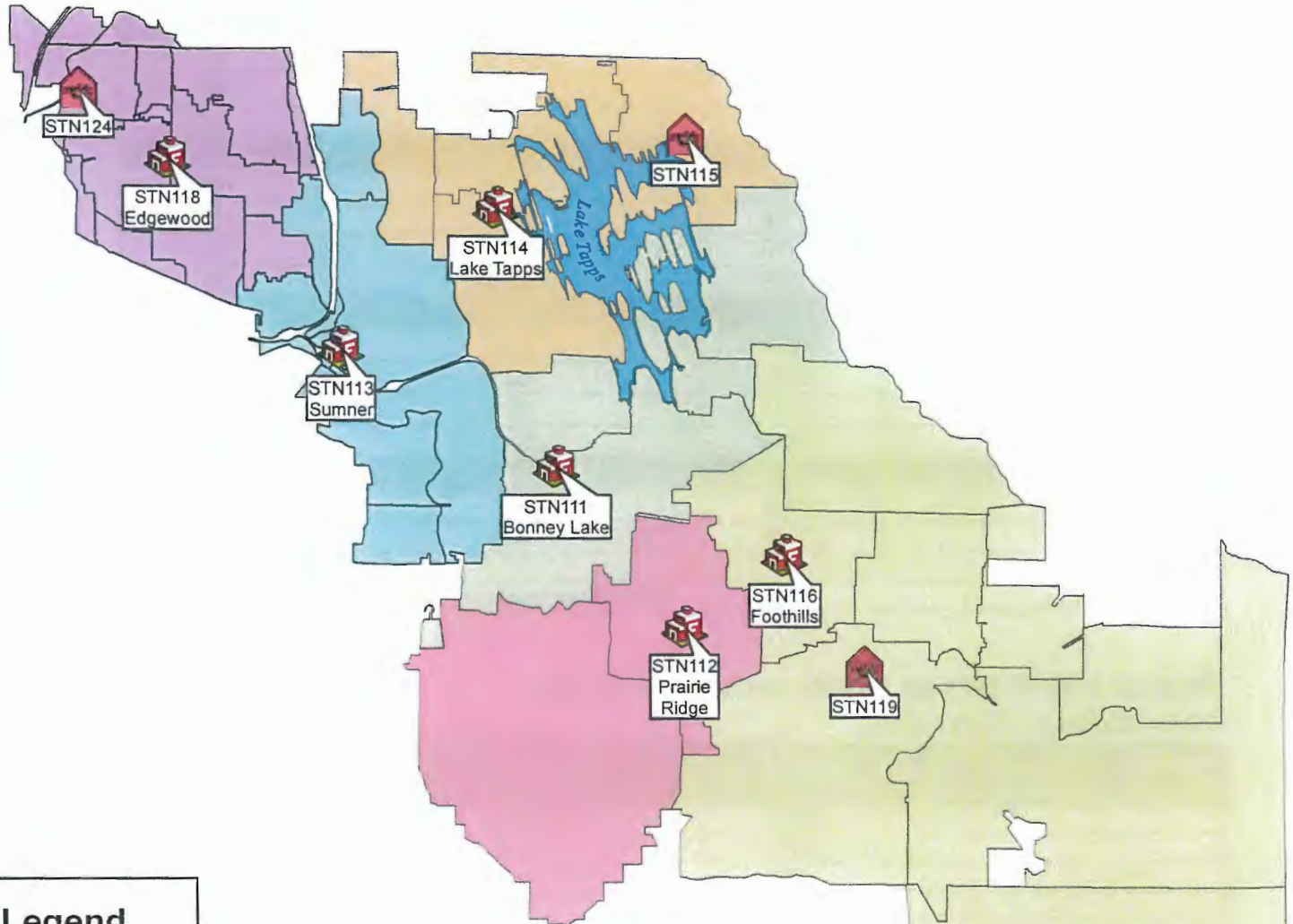








2019 East Pierce Fire & Rescue First Due Area



Legend

Stations



Full Time



Volunteer

First Due



111



112



113



114 / 115



116 / 119



118 / 124

Mutual Aid Given (*Units arrived to scene*)
12/1/2020 to 12/31/2020

AGENCY	CASE NO	CALL TYPE	TRANSPORTS
Buckley Fire Dept.			
	10394	CHEST	No
	10959	DIAB	No
	11098	CHEST	Yes
Central Pierce Fire & Rescue			
	10587	HEAD	Yes
	10726	MVA	No
	11198	OD	Yes
	11199	BLEED	Yes
Orting Fire Dept.			
	10374	HEAD	Yes
	10532	SZR	No
	10705	MVA	Yes
	10716	SOB	No
VRFA			
	10346	AFA	No
	11129	MVA	No
Total Calls			13
Total Transports by East Pierce			6

Mutual Aid Received (*Units arrived to scene*)
12/1/2020 to 12/31/2020

AGENCY	CASE NO	CALL TYPE	TRANSPORTS
Central Pierce Fire & Rescue			
	10628	PSYCH	No
	10704	SOB	No
	10772	MVA	No
	10896	FALL	No
	11014	FCOM	No
Buckley Fire Dept.			
	10349	MHTX	Yes
	10366	HEAD	Yes
	10973	CPR	No
	11178	UNCON	Yes
Orting Fire Dept.			
	10622	SICK	Yes
	11014	FCOM	No
	11230	SICK	No
VRFA			
	10812	MVA	No
Total Calls			13
Total Transports by other agencies			4

Tehaleh Incidents for DECEMBER 2020

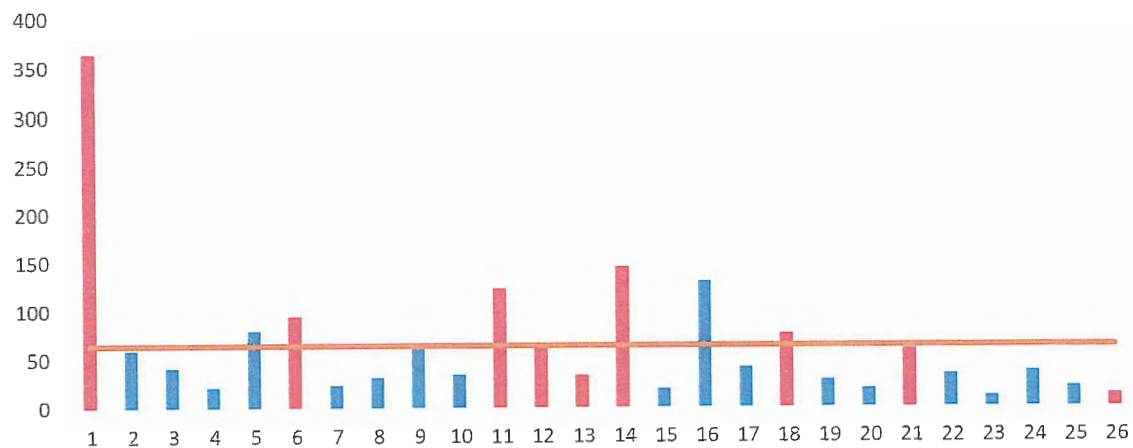
Date	Incident Number	Type of Call	1st arriving unit	Number of Incidents	Response time
12/04/20	10462	EMS	M116	1	0:16:37
12/04/20	10464	EMS	E116	1	0:03:54
12/10/20	10631	EMS	M116	1	0:11:12
12/11/20	10643	EMS	E112	1	0:11:08
12/14/20	10766	EMS	M116	1	0:15:19
12/17/20	10858	EMS	E112	1	0:11:05
12/19/20	10920	EMS	E112	1	0:06:25
12/20/20	10933	EMS	M112	1	0:11:37
12/22/20	10964	EMS	E112	1	0:11:28
12/25/20	11044	EMS	E112	1	0:07:44
12/25/20	11064	HazMat	E112	1	0:09:55
12/29/20	11172	EMS	M112	1	0:12:41
12/31/20	11238	EMS	E116	1	0:12:02
Total number of incidents and avg. response time				13	0:10:51

*runcard 122

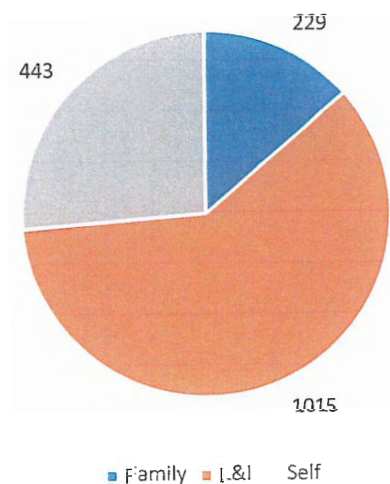
Injury – Medical Leave Report (2020 Summary)

- In 2020, a total of 26 employees experienced extended leave (greater than 3 consecutive shifts); this includes both L&I and Non-L&I leave.
 - The average time loss of these employees is estimated at 64.88 calendar days.
- Ten (10) L&I claims for time-loss injuries have occurred in 2020 (seen below in red).
 - Five (5) of these claims qualify for the Stay-at-Work program through L&I

Time Loss by Employee (calendar days)



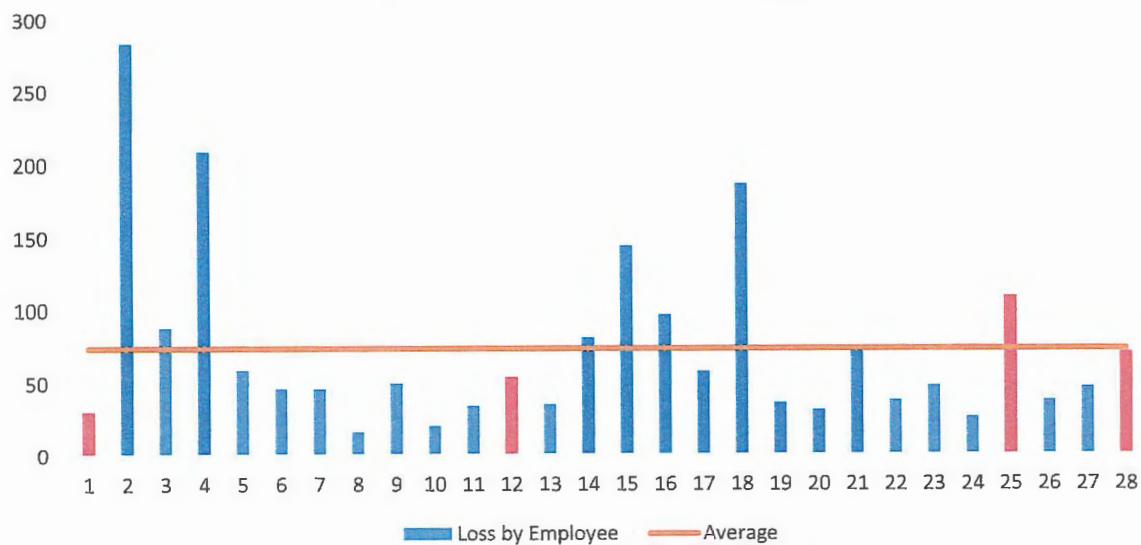
Time Loss by Type (calendar days)



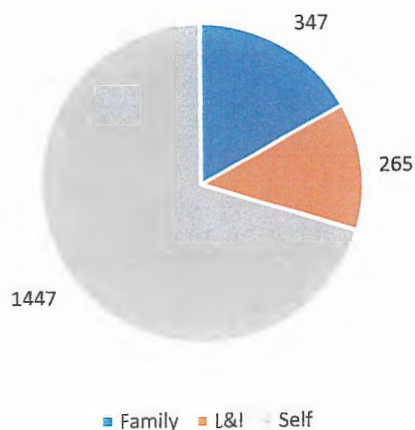
Injury – Medical Leave Report (2019 Summary)

- In 2019, a total of 18 L&I claims were filed by District employees.
 - Of those 18 employees, 4 experienced time loss of greater than 3 shifts
 - 3 of the 4 employees will qualify for the L&I Stay at Work reimbursement.
- In 2019, a total of 28 employees have experienced extended leave (greater than 3 consecutive shifts) in 2019 (this includes both L&I and Non-L&I).
 - The average time loss of these employees is estimated at 73.54 calendar days.

Time Loss by Employee (calendar days)



Time Loss by Type (calendar days)



2021

Schedule of East Pierce Meetings

January 19	Virtual	7:00 p.m.
February 16	Virtual	7:00 p.m.
March 16	Station 111, Headquarters	7:00 p.m.
April 20	Station 111, Headquarters	7:00 p.m.
May 18	Station 111, Headquarters	7:00 p.m.
June 15	Station 111, Headquarters	7:00 p.m.
July 20	Station 111, Headquarters	7:00 p.m.
August 17	Station 111, Headquarters	7:00 p.m.
September 21	Station 111, Headquarters	7:00 p.m.
October 19	Station 111, Headquarters	7:00 p.m.
November 16	Station 111, Headquarters	7:00 p.m.
December 21	Station 111, Headquarters	7:00 p.m.