



**EAST PIERCE FIRE & RESCUE BOARD OF COMMISSIONERS**  
**Regular Meeting**  
**March 21, 2023**

Meetings have resumed to in-person with the option of attending virtually.

Please click the link below to join the webinar:  
<https://webinar.ringcentral.com/j/1453409927>

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 [cbyerley@eastpiercefir.org](mailto:cbyerley@eastpiercefir.org).

**1. CALL TO ORDER – 7:00 PM**

**2. ROLL CALL/PLEDGE OF ALLEGIANCE/WELCOME**

- a) Roll Call/ Pledge of Allegiance
- b) Welcome the Public
- c) Honors and Recognition

**3. APPROVAL OF AGENDA**

**4. CONSENT AGENDA**

- a) Approve Minutes of the February 21<sup>st</sup> Regular Meeting..... Pages 3-6
- b) Treasurer’s Report..... Pages 7-8
- c) Approve Finances..... Pages 9-15
- d) Financial Waiver

**5. PRESENTATIONS..... None**

**6. 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 [cbyerley@eastpiercefir.org](mailto:cbyerley@eastpiercefir.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.

**7. BOND-2018:**

- a) Update - Herrera ..... Pages 16-23

**8. CHIEF’S REPORT**

- a) Monthly Chiefs Report..... Pages 24-25
- b) Q1 Standard of Cover Update ..... Pages 26-30
- c) Q1 Strategic Plan Update ..... Pages 31-47
- d) Monthly Stats ..... Pages 48-62
- e) Monthly Injury Report..... Page 52

**9. COMMISSIONER CONFERENCE/COMMITTEE REPORTS:**

- a) Planning Committee – Wernet ..... Pages 53-54
- b) Finance Committee – ..... None
- c) HR Committee –..... None

**10. RESOLUTIONS:**

- a) Resolution 1015 – Authorization to Issue Warrants prior to Board Approval – Hollon ..... Pages 55-57
- b) Resolution 1016 – Surplus Equipment – Sandlian ..... Pages 58-60
- c) Resolution 1017 – Market Conditions – Mack..... Pages 61-63
- d) Resolution 1018 – Cancellation of Warrant – Hollon ..... Pages 64-65

**11. NEW BUSINESS (*Board Chair will allow for public comments via chat or email*)**

- a) Response Benchmarks – Mack..... Pages 66-72
- b) Station 124 Remodel – Mack ..... Pages 72-75

**12. UNFINISHED BUSINESS (*Board Chair will allow for public comments via chat or email*)..... None**

**13. COMMISSIONER TRAINING/EVENT REQUESTS:**

- a) Election Filing Reminder – Byerley ..... None
- b) PDC Reminder – Byerley ..... None
- c) WFCAs Spring Seminar in Chelan – Byerley ..... Page 76

**14. EXECUTIVE SESSION: ..... None**

**15. COMMISSIONER ACTION/DISCUSSION: ..... None**

**16. ADJOURN**

**EVENTS:**

- March 23, 2023.....PC Commissioner Meeting
- April 27, 2023.....PC Commissioner Meeting
- May 25, 2023.....PC Commissioner Meeting
- June 22, 2023.....PC Commissioner Meeting
- July 27, 2023 ..... PC Commissioners- BBQ/Potluck
- August 24, 2023 .....PC Commissioner Meeting
- September 28, 2023 .....PC Commissioner Meeting
- October 26, 2023 .....PC Commissioners- No Meeting – Annual Conference
- November 16, 2023 .....PC Commissioner Meeting
- December 7, 2023..... PC Commissioners- No Meeting – Annual Awards

**A REGULAR MEETING OF THE  
BOARD OF FIRE COMMISSIONERS OF  
EAST PIERCE FIRE & RESCUE**

**February 21, 2023**

A regular meeting of the Board of Fire Commissioners of East Pierce Fire & Rescue was held on February 21, 2023, in-person and via conference/video call through Ring Central. Notice and link to join meeting was posted for public access. Chair Jon Napier called the meeting to order at 7:00 p.m. Present by roll call were Commissioners Ed Egan, Randy Kroum, Cynthia Wernet, Kevin Garling, Mike Cathey, Pat McElligott, Fire Chief Parkinson, Deputy Chief Mack, Finance Manager Michelle Hollon, and District Secretary Corina Byerley.

Commissioners Excused:

**Audience:** Phil Herrera, Julie Door (SS911, Board Chair), Deborah Grady (SS911, Executive Director), Battalion Chief Brad Dyson, Captain Sandlian, HR Manager Tanya Lynch, Kari Meyers

**Honors and Recognitions:** None

**Oath of Office:** Chair J. Napier gave District Secretary Corina Byerley her oath of office.

**Approval of Agenda:**

Executive Assistant Corina Byerley requested to add the following item to the agenda:

Agenda Item 9a (Commissioner Conference/Committee Reports)- replace Jan. 6 Planning Committee minutes with minutes from Feb. 3 meeting.

Commissioner McElligott moved to approve the agenda as amended. The motion was seconded by Commissioner Kroum and carried.

**Consent Agenda:**

Commissioner Egan moved to approve the consent agenda (minutes of the January 17<sup>th</sup> Regular meeting; minutes of the February 15<sup>th</sup> Special meeting; treasurer's report; current expense vouchers 230202001-230202082 in the amount of \$1,446,855.11; payroll vouchers 230201001-230201002 in the amount of \$7,692.88; payroll vouchers 230204001-230204010 in the amount of \$388,674.93 and electronic payroll in the amount of \$2,391,669.95; Capital expense vouchers 230203001-230203012 in the amount of \$1,150,632.20; Financial Waiver for transport account 1326288048 in the amount of \$909.60; Financial Waiver for transport account 132650972 in the amount of \$628.40; and Resolution 999 Quarterly EMS write-offs in the amount of \$183,350.16). Motion seconded by Commissioner Cathey and carried.

**Guest Speaker Presentation:**

**South Sound 911:** South Sound 911 Executive Director Deborah Grady and Board Chair Julie Door gave an overview of South Sound 911. The presentation included information about how SS911 was formed, the governing body, who they serve, how it is funded, and what they hope to accomplish in the future. No action taken, information only.

**EMS Survey Recap 2022:** Battalion Chief Dyson provided an update on the EMS Survey results from 2022. Each patient transported by an EPFR unite is given the opportunity to complete a patient experience survey. The questions in the survey are standardized and used nationally. The results of the surveys are tabulated, and a score is given. EPFR received a score of 95.49 for 2022. The results compare EPFR performance internally and against other similar agencies nationally. BC Dyson will post quarterly and annual reports in the hallway outside the EMS offices at headquarters. No action taken, information only.

**2022 Medical Injury Report:** HR Manager Tanya Lynch and Captain Sandlian gave a brief presentation recapping medical injury trends at EPFR in 2022. They discussed the common types of injuries seen, what the process is when an injury occurs, average time loss for an injury, and what actions have been taken to reduce those injuries in the future. No action taken, information only.

**VISITOR COMMENTS:** None

**BOND-2018:**

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

**Station 111:** Storm water piping is tied into the system. Sewer lines reroute installation is complete. Site excavation work continues. Footings and foundation work continues. Upper apparatus bay is underway. Weather is still causing struggle with saturated soils. Permanent power underground installation made across E Main Street. Jones and Roberts continue to perform well.

**Station 112:** Civil/site design is underway. Estimated May 2023 for permit submittal.

**Station 114:** Bid was closed. Bidder evaluations, low bid amount of \$7,425,000 by Andy Johnson and Company, Inc. We have a couple small approvals pending for the construction permit. Station 114 fire crews and station operations have been moved to station 115. Site is nearly ready to turn over to the general contractor. Notice to proceed anticipated on or before March 13th.

**Station 117:** County planning review continues. Traffic and right-of-way exit issues are being resolved. Final review into the county now. Construction document submittal by February 21.

**Station 118:** Interior painting and finishes continue. Apparatus bay doors have been installed. Front apparatus ramp is completed. Sidewalk and curbs are in process.

**Station 124:** No changes.

**Station 116 Training Facility:** No changes.

**CHIEF'S REPORT:**

**Monthly Chiefs Report:** Reviewed the Chief's monthly report with the Board. Included in agenda packet. Chief Parkinson's report included: an audit update, FY 2020 and 2021 audit is complete were clean; MSO 118 deployed on February 6<sup>th</sup>; new medic units are being deployed; Recruit firefighters: 12 (SAFER) started academy on 2/6 and 7 will be graduating the academy on 2/17; HR Administrator started on 2/1; Chief and Commissioner Wernet attended Legislative Day on 2/17; staff submitted AFG grant application for a rescue pumper; Chief will be out of town for March Board meeting, DC Mack will be attending; and we will hold a Board workshop in April from 5-7 pm before the regular meeting to discuss the Standard of Cover, Strategic Plan, and financial forecast.

**Monthly Stats:** Call volume and fire incidents that occurred in the month were provided in agenda packet.

**COMMISSIONER CONFERENCE/COMMITTEE REPORTS:**

Planning Committee: Commissioner Wernet reported on the committees last meeting on 2/3. The committee meeting covered three topics. 1. A construction update by Project Manager Phil Herrera. 2. The reviewed proposed response metric benchmarks as a follow-up to the Standard of Cover program. And 3. Milton Station 124-discussed aspects of the station that is owned by the City of Milton in anticipation of extending the term of the lease and making some tenant improvements. Also discussed potential changes to the contract for fire marshal services. The committee recommended that Chief Parkinson present all the options to the Board.

Finance Committee: None

HR Committee: None

**RESOLUTIONS:**

**Resolution 1012- Appointment of District Secretary:** Finance Manager Michelle Hollon presented to the Board Resolution 1012 requesting to change the appointment of District Secretary from Michelle Hollon to Corina Byerley. Commissioner Kroum moved to approve Resolution 1012 appointing Corina Byerley as District Secretary. The motion was seconded by Commissioner Wernet and carried.

**Resolution 1013- Appointment of Investment Officer:** Finance Manager Michelle Hollon presented to the Board Resolution 1013 requesting to clarify and change the position title for the investment officer from the District Secretary to the Finance Manager. Commissioner Kroum moved to Resolution 1013 appointing Finance Manager, Michelle Hollon as the investment officer for East Pierce Fire & Rescue. The motion was seconded by Commissioner Egan and carried.

**Resolution 1014- Cancel of Warrants:** Finance Manager Michelle Hollon presented to the Board Resolution 1014 requesting the cancellation of two warrants due to being lost in the mail and uncashed. EPFR employee Patience Taylor was issued a check for \$35.00 and Transpogroup was issued a check I the amount of \$2,678.75. The total amount to be cancelled is \$2,713.75. Commissioner Egan moved to Resolution 1014 cancelling warrants 1660761 and 16608902 in the amount of \$2,713.75. The motion was seconded by Commissioner Garling and carried.

**NEW BUSINESS:**

**2022 Financial Year End:** Finance Manager Michelle Hollon presented to the Board an overview of revenues, expenditures, and fund balances for FY2022. No action taken, information only.

**Board Compensation Discussion:** Finance Manager Michelle Hollon presented to the Board a list of commonly attended events the Board requested at the last meeting to determine the Boards desire for compensation. The Board discussed the types of events that should be compensated. The Board reviewed the current policy for Commissioner Compensation (Fire\_Commissioner\_Compensation\_and\_Waiver). The Board agreed to leave the existing policy (Fire\_Commissioner\_Compensation\_and\_Waiver) as is. Commissioners should obtain pre-approval from the Board for attending events that would not typically be attended by a Commissioner. The policy shall be followed for requesting compensation when no pre-approval was obtained. No action taken.

**City of Milton Fire Prevention Fee Schedule:** Chief Parkinson presented to the Board a request to amend the ILA with the City of Milton regarding the fee schedule for fire marshal services. The ILA currently increases fees by the amount of the June CPI-U (Seattle-Tacoma-Bellevue). The proposed change places a cap on the inflator to mirror the COLA of East Pierce employees. Commissioner Egan moved to approve the Fire Chief to amend the ILA with the City of Milton for Fire Marshal services and place a cap on inflation tied to the actual EPFR employee COLA. The motion was seconded by Commissioner Garling and carried.

**UNFINISHED BUSINESS:** None

**COMMISSIONER TRAINING/EVENT REQUESTS:**

**South Sound 911 New Board Orientation Meeting:** District Secretary Corina Byerley provided the Board with information regarding the South Sound 911 New Board Orientation Meeting on Mar. 8<sup>th</sup>. Commissioners Napier, Garling, and Kroum expressed interest in attending. No action taken, information only.

**PDC Reminder:** District Secretary Corina Byerley reminded the Board that PDC filing is due by April 15<sup>th</sup>. No action taken, information only.

**Election File Dates Reminder:** District Secretary Corina Byerley reminded the Board that the open filing period for those Commissioners running for office this year is May 15-19. No action taken, information only.

**EXECUTIVE SESSION:** None

**COMMISSIONER ACTION/DISCUSSION:**

Commissioner Cathey requested to step down as Chair of the Planning Committee. Commissioner Cathey nominated Commissioner Wernet to take the position. Board Chair Napier supports appointing Commissioner Wernet as the Planning Committee Chair.

**ADJOURN**

There being no further business to come before the Board, the meeting was adjourned at 9:28 p.m.

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District Secretary Corina Byerley

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Chairman Jon Napier/Vice-Chair Ed Egan

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# EAST PIERCE FIRE & RESCUE

## February 2023

### for March 21, 2023 Meeting

	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
<b>10 Months Remaining =</b>					<b>83.33%</b>

### General Fund (Current Expense)

**Net Cash & Investments 12/31/2022** **\$ 13,675,288** Budgeted

Operating Revenues					
	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
Property Tax - Current	502,390	504,619	35,580,911	35,076,292	98.6%
Property Tax - Prior Year/Delinquent	43,780	95,811	-	(95,811)	0.0%
Other Taxes	223	223	18,500	18,277	98.8%
Regular EMS Transport	240,821	550,915	2,800,000	2,249,085	80.3%
GEMT Transport	372,354	794,621	3,100,000	2,305,379	74.4%
GEMT Reconciliation	-	-	600,000	600,000	100.0%
Intergovernmental	142,761	159,549	201,375	41,826	20.8%
Tehaleh Mitigation	1,050	1,050	100,000	98,950	99.0%
Transfers in from Reserves/Capital	-	546,801	5,573,342	5,026,541	90.2%
Other Revenue	54,580	105,901	1,529,770	1,423,869	93.1%
<b>Total Operating Revenues</b>	<b>1,357,958</b>	<b>2,759,490</b>	<b>49,503,898</b>	<b>46,744,408</b>	<b>94.4%</b>

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

	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
Operating Expenses					
<b>Administration</b> <i>(Comm, Fire Chief, Deputy Chief, Finance, HR)</i>	259,687	474,057	2,901,818	2,427,761	83.7%
<b>Operations</b> <i>(Fire, Training, Volunteers)</i>	2,323,520	4,984,040	30,172,400	25,188,360	83.5%
<b>EMS</b>	274,783	504,266	3,056,911	2,552,645	83.5%
<b>Prevention</b> <i>(Fire Prevention, Pub Ed)</i>	100,902	209,111	1,320,488	1,111,377	84.2%
<b>Logistics</b> <i>(Logistics, Emerg. Mgmt, IT)</i>	431,223	840,518	4,793,239	3,952,721	82.5%
<b>Capital</b> <i>(Project Manager)</i>	252,079	529,929	189,716	(340,213)	-179.3%
<b>Reserve Purchases</b> <i>(Equipmt., EMS, Facility)</i>	614,468	745,894	5,383,626	4,637,732	86.1%
<b>Transfers Out</b>	-	-	1,685,700	1,685,700	100.0%
<b>Total Operating Expenses</b>	<b>4,256,662</b>	<b>8,287,816</b>	<b>49,503,898</b>	<b>41,216,082</b>	<b>83.3%</b>
Payroll Clearing Accruals	(25,670)	3,437			
<b>Operating Expenses Net of Accruals</b>	<b>4,230,993</b>	<b>8,291,253</b>			
<b>Ending Net Cash &amp; Investments</b>			<b>\$ 8,143,525</b>		

### Reserve Fund

**Net Cash & Investments 12/31/2022** **\$ 27,075,250** Budgeted

	Other Revenues	Transfer In	Transfer Out	Balance as of 02/28/23	(Short)/Over
<b>Reserve Balances</b>					
General Reserve				3,172,891	3,529,622
Equipment Reserve				13,385,233	TBD
Facilities Reserve				1,068,595	268,595
Employee Compensation Reserve				835,034	35,034
Capital Facilities Phase 2				10,762,408	Balance
Sale of Tax Title Property					
Investment Interest	102,722				
<b>Current Month Total</b>	<b>102,722</b>		-		
<b>Year to Date Total</b>	<b>\$ 211,879</b>		<b>\$ 485,909</b>	<b>\$ 29,224,163</b>	





# EAST PIERCE FIRE & RESCUE

**February 2023**

**for March 21, 2023 Meeting**

Capital (Construction) Fund UTGO Bonds 2018	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
<b>Net Cash &amp; Investments 12/31/2022</b>			\$ 15,999,374	Budgeted	
<b>Revenues</b>					
Investment Interest	52,178	111,419	75,000	(36,419)	-48.6%
<b>Total Revenues</b>	<b>52,178</b>	<b>111,419</b>	<b>75,000</b>	<b>(36,419)</b>	<b>-48.6%</b>
<b>Expenses</b>					
Capital Purchases-Apparatus	-	-	-	-	0.0%
Capital Purchases-Station 111	855,297	1,981,603	-	(1,981,603)	0.0%
Capital Purchases-Station 112	24,986	25,893	-	(25,893)	0.0%
Capital Purchases-Station 114	56,428	77,753	-	(77,753)	0.0%
Capital Purchases-Station 117	59,349	60,352	-	(60,352)	0.0%
Capital Purchases-Station 118	151,583	188,664	-	(188,664)	0.0%
Capital Purchases-Station 124	-	-	-	-	0.0%
Transfer Out - GF - Cap Fac Mgr	-	60,892	47,429	(13,463)	-28.4%
<b>Total Expenses</b>	<b>1,147,642</b>	<b>2,395,158</b>	<b>47,429</b>	<b>(2,347,729)</b>	<b>-4950.0%</b>
<b>Ending Net Cash and Investments</b>			<b>\$ 13,715,634</b>		

Capital (Construction) Fund UTGO Bonds 2022	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
<b>Net Cash &amp; Investments 12/31/2022</b>			\$ 40,482,068	Budgeted	
<b>Revenues</b>					
Investment Interest	142,864	292,496	1,365,000	1,072,504	0.0%
<b>Total Revenues</b>	<b>142,864</b>	<b>292,496</b>	<b>1,365,000</b>	<b>1,072,504</b>	
<b>Expenses</b>					
Capital Purchases	-	-	-	-	0.0%
Transfer Out - GF - Cap Fac Mgr	-	-	142,287	142,287	
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>142,287</b>	<b>-</b>	<b>0.0%</b>
<b>Ending Net Cash and Investments</b>			<b>\$ 40,774,564</b>		





Finance Department  
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

**PAYMENT LISTING**

Trans Date	District Ref #	Payee Printed Name	Amount
3/16/23	1186	DIMARTINO ASSOCIATES (WSCFF)	\$19,219.60
3/16/23	1189	LEOFF HEALTH & WELFARE TRUST	\$379,304.59
3/16/23	1190	TACOMA-PIERCE CO CHAPLAINCY	\$591.50
3/16/23	1191	WCIF-Life/Dental/EAP	\$1,011.10
3/16/23	1192	WCIF-Met Life	\$224.21
3/16/23	1185	AFLAC	\$485.49
3/16/23	1187	GET PROGRAM	\$781.00
3/16/23	1188	IAFF - FIREPAC	\$667.00
3/16/23	1279	ACTION BUSINESS FURNITURE INC	\$5,140.80
3/16/23	1280	CITY OF MILTON	\$798.30
3/16/23	1282	HONEY BUCKET	\$291.50
3/16/23	1287	OTTO ROSENAU & ASSOCIATES, INC.	\$14,430.43
3/16/23	1290	TERRA ASSOCIATES, INC.	\$562.05
3/16/23	1291	WA STATE DEPT OF REVENUE (USE TAX)	\$1,933.80
3/16/23	1196	ADVANCE TRAVEL FUND	\$2,107.94
3/16/23	1193	WSCFF - FASTPAC	\$440.50
3/16/23	1194	WSCFF-Medical Expense Reimbursement Plan	\$15,400.00
3/16/23	1281	COBALT STORAGE	\$911.00
3/16/23	1283	JONES & ROBERTS CO.	\$656,965.92
3/16/23	1284	LINCOLN CONSTRUCTION INC	\$212,783.52
3/16/23	1285	MFAC, LLC	\$6,618.65
3/16/23	1286	MOBILE MODULAR	\$1,760.79
3/16/23	1288	PIERCE COUNTY SEWER	\$35.03
3/16/23	1289	ROBERT HALF	\$4,894.88
3/16/23	1195	ABM JANITORIAL SERVICES	\$1,140.71
3/16/23	1197	AIR EXCHANGE, INC.	\$179.06
3/16/23	1198	BARNHART MD PS STEPHEN W	\$6,975.00
3/16/23	1199	BIG LEAF NETWORKS	\$8,251.73
3/16/23	1201	BRAUN NORTHWEST, INC	\$1,718.23
3/16/23	1203	CASCADE HEALTHCARE SERVICES LLC	\$2,774.38
3/16/23	1206	CITY OF BONNEY LAKE-REIMB UTILITIES	\$3,597.89
3/16/23	1210	DEPT OF NATURAL RESOURCES	\$589.38
3/16/23	1213	EMS TECHNOLOGY SOLUTIONS LLC	\$1,829.17
3/16/23	1216	FLOHAWKS	\$669.53
3/16/23	1218	FREIGHTLINER NORTHWEST	\$4,964.42
3/16/23	1200	BOUND TREE MEDICAL LLC	\$504.92
3/16/23	1202	CARDINAL HEALTH 112, LLC	\$11,224.95
3/16/23	1204	CENTURYLINK (035B/376B/785B/786B/442B)	\$78.70

3/16/23	1205	CINTAS CORPORATION # 461	\$8,914.77
3/16/23	1207	CRAIG ANDY	\$230.00
3/16/23	1208	CUMMINS NORTHWEST	\$2,122.32
3/16/23	1209	DEDGE SETH	\$166.15
3/16/23	1211	DIVE RESCUE INTERNATIONAL INC	\$434.32
3/16/23	1212	EIGHT TWENTY EIGHT	\$5,000.00
3/16/23	1214	ENERSPECT MEDICAL SOLUTIONS, LLC	\$767.35
3/16/23	1215	EPFR PETTY CASH CHECKING	\$176.42
3/16/23	1217	FREDS TOWING	\$244.80
3/16/23	1220	GALLS, LLC - DBA BLUMENTHAL	\$451.16
3/16/23	1222	GREEN TERA	\$150.00
3/16/23	1223	HUGHES FIRE EQUIPMENT, INC.	\$13,969.12
3/16/23	1224	I.S.F.S.I.	\$1,450.00
3/16/23	1225	IAFC MEMBERSHIP	\$1,729.50
3/16/23	1227	KNOX COMPANY	\$19,743.55
3/16/23	1228	L & L PRINTING INC	\$302.50
3/16/23	1229	L N CURTIS & SONS	\$12,467.15
3/16/23	1219	FUGATE FORD	\$838.78
3/16/23	1221	GARLING KEVIN	\$26.20
3/16/23	1226	JAMES OIL CO. INC.	\$15,528.12
3/16/23	1231	LIFE ASSIST	\$47,686.14
3/16/23	1234	MADDEN JOHN	\$3,640.00
3/16/23	1236	MASTER MEDICAL EQUIPMENT	\$16,952.00
3/16/23	1241	NORTHWEST SAFETY CLEAN	\$328.09
3/16/23	1243	PACIFIC OFC AUTOMATION (OR)	\$177.78
3/16/23	1244	PACIFIC OFFICE AUTOMATION	\$598.61
3/16/23	1246	PETERSEN CHRIS	\$1,047.00
3/16/23	1230	LES SCHWAB TIRE CENTERS	\$4,953.13
3/16/23	1232	LINDE GAS & EQUIPMENT INC	\$1,195.64
3/16/23	1233	LOVEJOY CHELSEA	\$150.00
3/16/23	1235	MADSEN ELECTRIC	\$1,605.33
3/16/23	1237	MOBILE HEALTH RESOURCES LLC	\$1,409.58
3/16/23	1238	MOTOROLA	\$49,703.11
3/16/23	1239	MOUNTAIN WEST WILDFIRE LLC	\$900.00
3/16/23	1240	MUNICIPAL EMERGENCY SERVICES	\$5,741.60
3/16/23	1242	ODP BUSINESS SOLUTIONS LLC	\$146.23
3/16/23	1245	PC BUDGET & FINANCE DEPT	\$35.00
3/16/23	1247	PIERCE COUNTY FINANCE	\$11,211.20
3/16/23	1248	PIERCE COUNTY FIRE CHIEFS ASSOCIATION	\$1,000.00
3/16/23	1249	PUGET SOUND ENERGY	\$11,519.28
3/16/23	1252	QUADIENT	\$250.00

3/16/23	1253	QUINN ERIC	\$600.00
3/16/23	1254	RESCUE RESPONSE GEAR, INC.	\$1,150.39
3/16/23	1255	RUCSHNER KIMBERLEE	\$96.94
3/16/23	1256	SEATTLE TIMES	\$14,691.09
3/16/23	1257	SEAWESTERN	\$1,130.88
3/16/23	1260	SNIDER PETROLEUM	\$1,705.52
3/16/23	1250	PUGET SOUND INSTRUMENT	\$8,695.24
3/16/23	1251	QUADIENT LEASING USA, INC.	\$361.25
3/16/23	1258	SHERMAN, TENIEL	\$1,250.00
3/16/23	1259	SITECRAFTING, INC.	\$99.00
3/16/23	1262	STRYKER SALES CORP.	\$447.82
3/16/23	1263	SUMMIT LAW GROUP PLLC	\$117.00
3/16/23	1265	SYSTEMS DESIGN WEST LLC	\$10,516.96
3/16/23	1267	TELEFLEX LLC	\$2,419.91
3/16/23	1269	TREASURY MANAGEMENT SVCS - US BANK	\$123.29
3/16/23	1270	US BANK	\$102,889.39
3/16/23	1261	SNURE SEMINARS	\$75.00
3/16/23	1264	SUNSET FORD	\$139.63
3/16/23	1266	SYSTEMS FOR PUBLIC SAFETY, INC.	\$1,551.29
3/16/23	1268	TONYS ROOFCARE INC	\$8,337.60
3/16/23	1271	VALVOLUME LLC	\$204.54
3/16/23	1273	W.F.C.	\$3,750.00
3/16/23	1277	WCIF-Life/Dental/EAP	\$22,605.21
3/16/23	1278	WORLEY JOSEPH	\$128.79
3/16/23	1272	VINK	\$200.00
3/16/23	1274	WA STATE DEPT OF REVENUE (USE TAX)	\$3,789.45
3/16/23	1275	WALKER TUCKER	\$237.36
3/16/23	1276	WASHINGTON AUDIOLOGY SERVICES INC	\$110.00

Payment Count: 107

Total Amount: \$1,804,243.15

Payment Count: 107  
Payment Total: \$1,804,243.15

**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	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	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 Recieved on \_\_\_\_\_  
Batch Verified by \_\_\_\_\_



Finance Department  
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

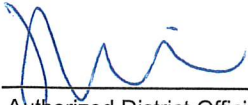
**PAYMENT LISTING**

<u>Trans Date</u>	<u>District Ref #</u>	<u>Payee Printed Name</u>	<u>Amount</u>
2/22/23	851	PIERCE COUNTY FIRE CHIEFS ASSOCIATION	\$1,500.00
Payment Count: 1		Total Amount:	\$1,500.00

Payment Count: 1  
Payment Total: \$1,500.00

**CERTIFICATION**

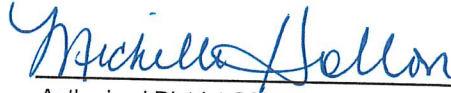
I, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the services rendered or labor performed as described herein, and that the claim is a just, due and unpaid obligation, and that I am authorized to authenticate and certify to said claim.



Authorized District Official Signature

2/22/23

Date



Authorized District Official Signature

2/22/2023

Date

Authorized District Official Signature

Date

Authorized District Official Signature

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Authorized District Official Signature

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**PC Finance Department Use Only**

Authorization Received on \_\_\_\_\_

Batch Verified by \_\_\_\_\_

<b>February 2023 Post-Meeting</b>	
<b>General Fund</b>	
Special Voucher # 230205001	\$ 1,500.00
Pierce County Fire Chiefs	
2023 Chiefs/District dues	
<b>March 2023</b>	
<b>General Fund</b>	
Total AP	\$ 478,991.49
AP Vouchers	
Vouchers # 230302001 - 230302084	\$ 478,991.49
Total Payroll	\$ 2,844,182.44
Payroll Vouchers	
Vouchers # 230301001 - 230301010	\$ 418,124.99
Electronic Payroll	\$ 2,426,057.45
Total Expenditures ( AP + Payroll)	\$ 3,323,173.93
Total BIAS Expenditures (111 - 999)	\$ 3,315,345.08
Difference	\$ (7,828.85)
reimbursements	\$ (865.55)
sickleave buybacks	\$ (6,963.30)
<b>Capital Fund 301 (UTGO 2018 Bonds)</b>	
Total AP	
Vouchers # 230303001 - 230303013	\$ 907,126.67





To: **Board of Fire Commissioners**  
From: **Phil Herrera, Project Manager**  
Subject: **Bond Update – February 2023**

### **Station 118**

- Interior paint on west side continues.
- Interior finishes continue.
- Sidewalk and curbs are 80% complete.
- Road way improvements underway.

### **Station 111**

- Site excavation work continues.
- Footings and foundation work continues, upper apparatus bay completed.
- West support area's foundation work in progress.
- Southern admin foundations completed.
- Good weather this week is helping with excavation and grading work.
- On-site power underground installation almost completed.
- It may be hard to tell but Jones and Roberts continue to make good progress.

### **Station 114**

- Contract with Andy Johnson & Company is in place.
- The contractor is mobilizing forces.
- The official Notice to proceed set at March 27<sup>th</sup>.

### **Station 117**

- Traffic and right-of-way exit issues are being resolved. Final review in for approval.
- Site review comments received this week. Minor comments on this review.
- Building package is awaiting intake customer service meeting.

### **Station 112**

- Civil/site design continues.
- Targeting permit submittal in May 2023

Station 118 February 2023

Station 118, Sidewalks and more finishes. Soffits under the eaves



Interior finishes continue with finish floors in the living quarters and common areas.





Station 111 February 2023

Footings and foundation of the admin southern portion.





Retaining wall footings



Western most support area foundation wall forming. This will all be buried.





All Projects	Budget	Expenses to Date	Remaining
<b>Totals</b>	\$73,435,786	\$21,538,876	\$51,896,910

Station 111	Budget	Expenses to Date	Remaining
Architect/Engineer @ 14% of CC	\$2,363,919	\$2,052,811	\$311,108
Permitting @ 2% (no escalation)	\$247,094	\$205,071	\$42,023
Construction + Escalation +WSST	\$13,662,000	\$4,454,761	\$9,207,239
Land Acquisition	\$2,500,000	\$0	\$2,500,000
Relocation	\$0	\$0	\$0
EPFR Soft costs	\$1,813,539	\$225,312	\$1,588,227
Project Contingency @ 5%	617,734	0	\$617,734
Change Orders @ 5% of TCC	\$617,735	\$121,192	\$496,543
<b>Overall Project</b>	<b>\$21,822,021</b>	<b>\$7,059,147</b>	<b>\$14,762,874</b>

Station 112	Budget	Expenses to Date	Remaining
Architect/Engineer @ 14% of CC	\$ 1,075,789	\$ 34,298	\$ 1,041,491
Permitting @ 2% (no escalation)	\$ 153,684	\$ -	\$ 153,684
Construction + Escalation +WSST	\$ 9,023,049	\$ -	\$ 9,023,049
Land Acquisition	\$ 1,500,000	\$ 870,260	\$ 629,740
Relocation	\$ -	\$ -	\$ -
EPFR Soft costs	\$ 1,142,369	\$ -	\$ 1,142,369
Project Contingency @ 5%	\$ 384,210	\$ -	\$ 384,210
Change Orders @ 5% of TCC	\$ 384,211	\$ -	\$ 384,211
<b>Overall Project</b>	<b>\$ 13,663,312</b>	<b>\$ 904,558</b>	<b>\$ 12,758,754</b>

Station 114	Budget	Expenses to Date	Remaining
Architect/Engineer @ 14% of CC	\$ 810,994	\$ 732,108	\$ 78,886
Permitting @ 2% (no escalation)	\$ 115,856	\$ 26,631	\$ 89,225
Construction + Escalation +WSST	\$ 6,972,899	\$ -	\$ 6,972,899
Land Acquisition	\$ 1,500,000	\$ 726,370	\$ 773,630
Relocation	\$ -	\$ -	\$ -
EPFR Soft costs	\$ 877,031	\$ 20,028	\$ 857,003
Project Contingency @ 5%	\$ 289,640	\$ -	\$ 289,640
Change Orders @ 5% of TCC	\$ 289,641	\$ -	\$ 289,641
<b>Overall Project</b>	<b>\$ 10,856,061</b>	<b>\$ 1,505,137</b>	<b>\$ 9,350,924</b>

Station 117	Budget	Expenses to Date	Remaining
Architect/Engineer @ 14% of CC	\$ 824,970	\$ 238,576	\$ 586,394



Permitting @ 2% (no escalation)	\$ 117,853	\$ 10,511	\$ 107,342
Construction + Escalation +WSST	\$ 7,761,107	\$ -	\$ 7,761,107
Land Acquisition	\$ -	\$ -	\$ -
Relocation	\$ -	\$ -	\$ -
EPFR Soft costs	\$ 803,009	\$ 16,732	\$ 786,277
Project Contingency @ 5%	\$ 294,632	\$ -	\$ 294,632
Change Orders @ 5% of TCC	\$ 294,632	\$ -	\$ 294,632
<b>Overall Project</b>	<b>\$ 10,096,203</b>	<b>\$ 265,819</b>	<b>\$ 9,830,384</b>

<b>Station 118</b>	<b>Budget</b>	<b>Expenses to Date</b>	<b>Remaining</b>
Architect/Engineer @ 14% of CC	\$ 1,372,326	\$ 1,242,395	\$ 129,931
Permitting @ 2% (no escalation)	\$ 196,047	\$ 38,645	\$ 157,402
Construction + Escalation +WSST	\$ 11,166,706	\$ 8,314,959	\$ 2,851,747
Land Acquisition	\$ -	\$ -	\$ -
Relocation	\$ 500,000	\$ 380,317	\$ 119,683
EPFR Soft costs	\$ 1,502,129	\$ 78,752	\$ 1,423,377
Project Contingency @ 5%	\$ 561,883	\$ 52,207	\$ 509,676
<i>Change Orders @ 5% Bid</i>	\$ 418,350	\$ 418,350	\$ -
<b>Overall Project</b>	<b>\$ 15,717,441</b>	<b>\$ 10,525,625</b>	<b>\$ 5,191,816</b>

<b>Station 124</b>	<b>Budget</b>	<b>Expenses to Date</b>	<b>Remaining</b>
Architect/Engineer @ 14% of CC	\$ -	\$ 252	\$ (252)
Permitting @ 2% (no escalation)	\$ -	\$ 1,600	\$ (1,600)
Construction + Escalation +WSST	\$ -	\$ -	\$ -
Land Acquisition	\$ 1,275,748	\$ 1,275,748	\$ -
Relocation	\$ -	\$ -	\$ -
EPFR Soft costs	\$ -	\$ -	\$ -
Project Contingency @ 5%			
Change Orders @ 5% Bid	\$ -	\$ -	\$ -
<b>Overall Project</b>	<b>\$ 1,275,748</b>	<b>\$ 1,277,600</b>	<b>\$ (1,852)</b>

<b>Station 116</b>	<b>Budget</b>	<b>Expenses to Date</b>	<b>Remaining</b>
Architect/Engineer	\$ 5,000	\$ 990	\$ 4,010
<b>Overall Project</b>	<b>\$ 5,000</b>	<b>\$ 990</b>	<b>\$ 4,010</b>



To: **Board of Fire Commissioners**  
From: **Jon Parkinson, Fire Chief**  
Subject: **Monthly Chief's Report – March 2023**

### **April Board Workshop**

The Board workshop will occur before next month's regular meeting (5 pm to 7 pm). Corina will be coordinating food for the evening. Agenda items are outlined below; please notify Chair Napier if there are items that you would like added.

1. Standard of Cover annual metric review and considerations/recommendations
2. Strategic Plan status with a focus on "not-started" items
  - a. Phase 2 capital projects
  - b. Public Outreach
3. Review financial forecast, levy timing, and levy contingency plan

### **Upcoming Committee Meetings**

Planning Committee: April 7<sup>th</sup> @ 10 am

Finance Committee: April 10<sup>th</sup> @ 9 am

HR Committee: May 2<sup>nd</sup> @ 10 am

Planning Committee: May 5<sup>th</sup> @ 10 am

Finance Committee: Request May 8<sup>th</sup> @ 9 am

### **SS911 – Vice Chair**

Congratulations to Commissioner McElligott, whom the SS911 Board elected as Vice-Chair.

### **Pulse Point (VR) Verified Responder**

East Pierce, and other Pierce County fire departments, have begun the rollout of the Pulse Point verified responder program. The program utilizes the Pulse Point app to notify off-duty responders of CPR incidents nearby. This program is viewed as a "force multiplier" in the potential survivability of patients who receive early CPR.

### **Wildfire Ready Neighbors**

In partnership with Buckley Fire Department, Orting Valley Fire & Rescue, Pierce County Conservation District, and Washington State Department of Natural Resources (DNR), East Pierce has received a grant to assist targeted homes in the service area in decreasing their risk of wildfire incidents. There is a kickoff event (detail below) which will likely capture media attention and draw some state and federal elected officials.

Event: Saturday, April 1<sup>st</sup> @ 10 am – Wilkeson Elementary School

### **Financial Operational Assessment**

We are midway through the financial assessment being conducted by Clark Nuber. We expect to be wrapped up in mid-April, with a final report coming to the Board in May.

### **Community Organization Activity**

- Sumner Rotary
- FME Chamber
- Chamber Collective (Bonney Lake)

### Improvement Goal 1

#### Establish and Adopt Service Level Benchmark (Goal) Objectives in alignment with EPFR's Mission, Vision, Core Values and Guiding Principles

EPFR should establish and adopt Performance Benchmarks in alignment with its Mission, Vision, Core Values and Guiding Principles. This goal reinforces EPFR's commitment to providing a consistently high level of service to community members in all areas of the District, regardless of the type of emergency. To achieve this, should establish and measure EPFR performance against benchmark objectives.

Complete: Benchmarks reviewed with Planning Committee in February and March. Board to take action in March 2023. The benchmarks will be reviewed by the Board annually (at a minimum).

### Improvement Goal 2

#### Adopt a plan to maintain and improve response capabilities

This goal supports performance benchmarks by objectively and regularly measuring EPFR's performance. The following are recommended as EPFR's fire and life safety response performance goals for the District's urban and rural zones. These are not levels of service that must be achieved immediately but, instead, are targets for continued excellence. As one benchmark is achieved, or new technology and resources become available, then set a progressively higher benchmark.

Complete: Benchmarks reviewed with Planning Committee in February and March. Board to take action in March 2023. As part of the Board action, the 2022 EPFR performance was also provided for review. EPFR performance will be reviewed continuously by staff and by the Board annually (at a minimum).

### Improvement Goal 2a

#### Improve Turnout Time

The single biggest performance time improvement the EPFR can make is to reduce turnout time. This is the time interval between when the crew is alerted of a call by South Sound 911 and when the crew begins responding. There are two primary causes of increased turnout time. One is station design where the apparatus is a distance away from the crew quarters. Large fire stations or those with multiple floors by their design, make it difficult to quickly exit the station. The second cause is behavioral mindsets where crews may move at a deliberate pace to get to the apparatus based on a perception of a lower acuity call. It is interesting to note the crew's turnout speed when they know the call is a structure fire with smoke showing and multiple calls versus a lower priority EMS call to a senior care facility the crew responds to frequently.

In Progress: Beginning 1/1/23 EPFR kicked off an initiative to reduce turnout times. This is being pushed at all levels of the organization. Performance reports are pushed to all personnel weekly for awareness.

**Improvement Goal 2b**

**Continue Reducing Call Processing Time**

Call Processing has generally been improving except for the final three quarters of the study period, roughly consistent with the implementation of Priority Dispatch™ in the South Sound 911 dispatch center. In collaboration with South Sound 911, establish call processing benchmarks in alignment with NFPA 1221: Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems including calls answered and call processing performance objectives. The current baseline performance is higher than NFPA 1221. In reviewing Standards of Cover and other documentation from fire agencies in Pierce County who utilize South Sound 911, turnout time reduction has been highlighted in those reports. To the credit of EPFR, all Pierce County Fire agencies, and South Sound 911, improvements are to be commended. Leaders of South Sound 911 have also been an important stakeholder and their continued collaboration is encouraging. In addition to collaborating with South Sound 911, EPFR should continue its partnership with all Pierce County fire agencies for regional shared solutions. NFPA 1221 (2016 edition) specifies call processing performance objectives:

\*90 percent of emergency alarm processing shall be completed in 64 seconds, and 95 percent of alarm processing shall be completed in 106 seconds.

\*Emergency alarm processing for the following call types shall be completed within 90 seconds 90 percent of the time and within 120 seconds 99 percent of the time:

It is recommended that units be dispatched to priority 0 and 1 calls prior to the completion of emergency medical dispatch (EMD) questioning and instructions. Once EMD is completed, units can be downgraded in their response if the call is not emergent. The goal would be to get units altered and initiate response as soon as safely possible.

In Progress: This has been adopted as a goal of the Pierce County Fire Chiefs Association for 2023. Chief Parkinson is assigned as the lead for this initiative to interface with SS911. The first step is gathering the data points in the call processing sequence for assessment (which is underway).

**Improvement Goal 2c**

**Adopt Workload and Deployment Trigger Points to assess the need for additional Resource Staffing and Station Locations**

As growth occurs in EPFR, particularly in the Tehaleh planned community, the EPFR should adopt a formal review process to assess the need to additional resources or fire station locations. Objective standards based upon adopted service level benchmark policies should be utilized. Three objective criteria should be prioritized:

- 1) Establish benchmarks for Unit Hour Utilization.
- 2) Establish travel time benchmarks to urban, suburban, and rural areas.
- 3) Establish unit reliability benchmarks.

Complete: See Goal #1 & Goal 2 notes.

**Improvement Goal 2d**

**Implement a Risk-based Response to Target Hazards**

It is recommended that EPFR use a risk assessment methodology and dispatch protocols to customize response to these locations. EPFR already objectively identifies target hazards and maintains a database of approximately 500 target hazards. Target hazards would be those with high life hazard, a significant impact either from economic loss, job loss or environmental impacts. Any target hazard incident that could harm the District and community for many years should be considered for an enhanced initial response. Sending an enhanced response to the first alarm places additional resources on-scene faster, allowing for more critical tasks to be accomplished sooner, bringing the incident under control and stopping the loss faster. Target hazards that exceed five miles of road coverage and are at the furthest edges of the road network should be prioritized.

In Progress: A complete overhaul of response packages, ESZ's, and station orders is underway. This project will trigger a review of target hazard deployment. This project will likely complete at the end of Q3 2023.

**Improvement Goal 3**

**Enhance Utility of Strategic Decision Data**

It is recommended that EPFR's senior command staff continue to enhance their demonstrated commitment to data-driven decision making, specifically regarding integration of key information sources; timely access to reliable, relevant growth planning information; and collaborative data initiatives with regional partners.

In Progress: We continue to attend training on this subject with the goal of improving our capacity in making data informed decisions. We are also collaborating with neighboring jurisdictions to explore other technologies available for data analysis and decision making (Dark Horse Analytics). Data Analyst Worley will be attending a two part series sponsored by the IAFC focusing on analysis driven decision making (FIRE DAWG-Fire Data Analysis Working Group). The group will meet during FRI in August and again at the Technology Summit International in December.

**Improvement Goal 3a**

**Enhance Integration of Key Information Systems**

The data systems that underly much of the work presented in this study are robust, highly capable and contain high quality data. However, access to some of this data, most notably that held by South Sound 911, is not under EPFR's control, but must be mediated through requests to external parties with separate policies, priorities, and workloads. This can result in delays, obstacles to obtaining necessary data, and the need to perform various mitigation procedures to address issues in data. It is recommended that EPFR's command staff negotiate data sharing arrangements with key data providers (South Sound 911, WSRB, ... others?) that allow (a) EPFR to be in control of its own data and retrieval/manipulation procedures, (b) multiple data related data streams (e.g., CAD and RMS) to be integrated and (c) EPFR to maintain a consistent, ongoing historical archive.

In Progress: See improvement Goal 3 (above). Part of the regional discussion involves "piggy-backing" onto work which is already underway by Central Pierce F&R to create a data warehouse as a single hub for all data feeds.

**Improvement Goal 3b**

**Ensure Timely Access to Relevant, Reliable Growth Intelligence**

Timely access to accurate intelligence on coming development and other changes that will affect service demand will continue to be critical to the planning processes described in this study and prescribed in Goal 2c. EPFR command staff should build and continually reinforce strong relationships with experts in the Pierce County Planning organization. The success of the future workload modeling portion of this study was due in large part to the assistance of Senior Planner Jessica Gwilt, who has since departed the Pierce County Planning organization. EPFR command staff should cultivate a similar relationship with Ms. Gwilt's successor (when appointed) and should confer quarterly with this expert to identify (a) changes in development pipeline since the last update, (b) noted differences between plans and actual development, (c) updated growth projections for population, employment, etc., by land use class, and (d) digital materials suitable for automated analysis that embody this information. Data derived from this ongoing relationship should be continually analyzed by methods analogous to those used in this study, to evaluate upcoming needs for deployment changes.

Not started: As we move through 2023, we will foster new and ongoing relationships in all cities and Pierce County to ensure we are aware of long term growth impacts related to the district.



**Improvement Goal 3c**

**Explore Collaborative Data Initiatives**

Organizations thrive through collaboration. EPFR is fortunate to have strong regional partners with unique capabilities, and strong inter-agency cooperation, specifically including the development of localized expertise consortia. EPFR should pursue this initiative specifically with regard to data, to allow shared access to key resources (e.g., South Sound 911 data), and collaborative planning efforts as appropriate.

In Progress: See notes in Goal 3 and 3a(above).

<b>Goal 1: Support the Wellbeing and Development of our Team</b>	
<b>Create transparent and equitable career paths, succession plans, opportunities for professional development and human resources functions.</b>	
<b>Establish career paths for uniformed and non-uniformed personnel.</b>	<b>Parkinson</b>
Q1 2022: Work has begun to formalize career paths beyond the rank of BC. Non-Uniformed career paths have not yet been addressed.	
Q2 2022: Acting CO manual and Acting BC manual both under revision.	
Q3 2022: Succession and professional development set as PCFTC deliverable in 2023	
Q4 2022: Developing an acting officer workshop to develop interest for future company officers. MSO selection process finalized and utilized, developing process for acting MSO's.	
Q1 2023: MSO acting policy complete, future acting officer workshop conducted in Feb. and March, Non-uniformed staff meeting in Feb, all uniformed task books being revised.	
Substantial completion will occur in 2022-23. This will be an ongoing project.	
<b>Expand Succession Planning efforts</b>	<b>Parkinson</b>
Q4 2021: To date, funding has been approved in the budget and a high level program document has been produced.	
Q1 2022: Work has begun to formalize career paths beyond the rank of BC. Non-Uniformed career paths have not yet been addressed.	
Q2 2022: Numerous employees are now accessing succession plan funding to attend King Co. Leadership programs, multi-year NFA courses, FRI annual conference, and WA State Fire Chiefs conference.	
Q3 2022: Lexipol draft policy created. Expected to publish in Q4 2022. Combines existing succession plan with policy language regarding funding usage.	
Q4 2022: Developing an acting officer workshop to develop interest for future company officers. MSO selection process finalized and utilized, developing process for acting MSO's.	
Q1 2023: Quarterly training components being delivered at quarterly officer meetings (budget, SOC, etc.)	
Substantial completion will occur in 2022-23. This will be an ongoing project.	

<b>Expand formal and informal mentorship programs to identify and support individuals; professional motivations</b>	<b>Parkinson</b>
Q2 2022: Numerous employees are now accessing succession plan funding to attend various training events (referenced above). Employees are partnered with command staff personnel to serve as mentors throughout their development.	
Q3 2022: Lexipol draft policy created. Expected to publish in Q4 2022. Combines existing succession plan with policy language regarding funding usage.	
Q4 2022: Succession policy sent to Labor for review.	
Q1 2023: Succession policy finalized and published, PCFTC in planning phase of an officer development academy to begin in 2024-25.	
Substantial completion projected: 2023	
<b>Continuously evaluate our promotional processes to minimize subjectivity, maximize professional and management skills.</b>	<b>Mack</b>
Q4 2021: Revisions made to lieutenant, captain, and battalion chief promotional process in Spring of 2021. These changes will take effect for the testing process in Winter 2022.	
Q1 2022: Promotional process this month (March), with evaluation to occur in April for modifications.	
Q2 2022: Complete - Testing debrief complete and associated adjustments made to selection processes. This is an ongoing objective which will be revisited during each promotional process in the future.	
<b>Support Team health and wellness.</b>	
<b>Develop a mental health support framework that includes proactive and reactive support for personnel and families.</b>	<b>Moore</b>
Q4 2021: The creation of a peer support team was approved beginning in the 2020 operating budget. To date, training of team personnel and draft procedures have been created.	
Q2 2022: Peer support guideline manual complete, Team training regarding roles and responsibilities complete, FF marriage resiliency training scheduled for June, Interfacing with first responder mental wellness contractor regarding long-range support and services, SIGNAL app live for PST members to enhance communications.	
Q3 2022: Marriage resiliency class delivered in June 2022, Peer support training (scenario based) delivered and provider resource list established, PTSD class scheduled for all personnel in Oct. 2022	
Q4 2022: Quarterly peer support team meetings now occurring. Offered first meditation and yoga classes to personnel to gauge the level of interest from employees.	
Q1 2023: Expand peer support team to include non-uniformed members, PST attended: IAFF resiliency training, NW wellness training "PTSD Mayday", all peer support manuals published.	
Substantial completion is projected for 2023. This will be an ongoing project.	

<b>Develop a physical health and fitness support framework</b>	<b>Moore</b>
Q4 2021: Funding has historically been approved for pt equipment and for the peer fitness trainer program. The peer support team is now running this program in tandem to address both mental/emotional support as well as health and fitness. Lifescan physicals will also be available to all personnel in 2022.	
Q1 2022: Lifescan physicals scheduled for March/April. Peer Fitness Advisory Board established with quarterly meetings. Inventory assessment of PT equipment in facilities complete.	
Q2 2022: Consulting with vendor for ongoing functional movement testing and training (injury prevention), fitness manual in draft status, fitness class being trialed for all staff.	
Q3 2022: Peer fitness certifications completed for two additional personnel and SKFTC wellness program evaluated.	
Q4 2022: Offered first meditation and yoga classes to personnel to gauge the level of interest from employees. Zone 3 personnel assisting with new station fitness room design. Fitness manual draft being reviewed by Labor.	
Q1 2023: Fitness manual published, employee survey conducted to assess fitness wants and needs, ongoing quarterly training schedule developed and published. This objective is complete and is now moved into ongoing maintenance.	
<b>Develop strategies to remove and manage the effects of sleep deprivation and workplace fatigue.</b>	<b>Moore</b>
Q2 2022: Evaluating technology (wearable) for ongoing sleep/recovery/strain awareness.	
Q3 2022: Evaluation of health survey program for future implementation.	
Q4 2022: Fitness manual draft being reviewed by Labor. Includes best practices for sleep and recovery habits.	
Q1 2023: Fitness manual published which addresses best practices for sleep.	
Substantial completion is projected for 2023.	
<b>Provide resources, care, and support for cancer prevention among personnel.</b>	<b>Moore</b>
Q4 2021: Lifescan physicals will be available to all personnel in 2022.	
Q1 2022: Plymovent assessment complete, bunker gear evaluated (x2), PPE transport bags, hood exchange program in-place, PPE decon procedures updated, new extractors placed in 3 stations. Fleet updated to "clean cab/clean station" w/ warm water gross decon, and personal cleaning wipes, safe practices regarding cleanup after fires implemented (shower, hose loading, etc.)	
Q4 2022: Lifescan Physicals being now being scheduled for Winter/Spring of 2023.	
Q1 2023: Cancer prevention training (IAFF) provided to all personnel in January. Monitoring impacts of PFOS awareness.	
Substantial completion is projected for 2023.	

<b>Continue to cultivate an inclusive, supportive, and accountable internal culture.</b>	
<b>Regularly update foundational documents to ensure they reflect our desired culture and seek opportunities to link them to decision-making, accountability measures, and operations.</b>	<b>Parkinson</b>
Q1 2022: Core document work completed to date: Strategic Plan, Capital Facilities Plan, and Annual Report. Work has begun on Standard of Cover, Facilities Maint. Plan, and updates to the Equipment Replacement Plan.	
Q2 2022: Work continues on items Standard of Cover, Facilities Maint. Plan, and updates to the Equipment Replacement Plan.	
Q3 2022: Standard of Cover draft expected in Oct/Nov 2022. Equipment replacement policy presented for adoption in Sept. 2022. Technology replacement evaluated by finance committee.	
Q4 2022: Equipment Replacement Reserve policy adopted and published. SOC set for planning committee review of final draft. Will close the item in Q1 2023 when SOC finalized.	
Q1 2023: Command Staff evaluated Mission/Vision/Values and will present recommendation at April Board workshop. Unit and Response benchmarks (SOC) presented to the Board for adoption in March.	
Substantial completion will occur in 2022-2023, with any modifications to mission, vision, and values being evaluated later in this planning cycle.	
<b>Maintain and improve onboarding processes and standards for new hires to ensure integration into EPFR culture and operations.</b>	<b>Mack</b>
Q2 2022: Modifications to FF recruiting are currently in action for the current recruitment (removal of EMT requirement and revisions to selection process)	
Q3 2022: Academy family orientation started for new employees (Aug. 2022). Marriage resiliency class delivered in June 2022. Family resiliency training scheduled for Oct. 2022.	
Q4 2022: Working with PCFTC (Training Consortium) to determine how this will look/feel in the future as consortium recruit classes begin in 2023.	
Q1 2023: The Academy Transition Team (ATT-PCFTC) is working through this for class 2023-2. PTSD/Resiliency class added to academy.	
Substantial completion is projected for 2023-2024	
<b>Conduct annual surveys of personnel satisfaction and gather insights from exit interviews.</b>	<b>Parkinson/Lynch</b>
Q4 2021: Beginning in 2022, all personnel who separate from the District will receive a fillable form to provide feedback and also have the opportunity to meet with the fire chief in person.	
Q1 2022: Process is being implemented now that forms and process are complete	
Q2 2022: Complete - 2022 Survey was completed in May, as well as the exit interview process. Once survey analysis is completed (by BERK Consulting), the data will be shared throughout the organization.	

<b>Create a dynamic recruiting process that removes barriers to entry.</b>	
<b>Continuously evaluate our recruitment process to encourage applicants from a diverse range of backgrounds.</b>	<b>Mack</b>
Q4 2021: Foundational work has begun by assessing our current practices as well as our current culture.	
Q1 2022: Working with school district (SBL) for recruitment opportunities in schools.	
Q2 2022: Current recruitment removed EMT requirement. Reviewing testing fee reduction/elimination options with HR committee this summer.	
Q3 2022: Evaluation of current firefighter recruitment process through the remainder of 2022. HR Committee evaluation of firefighter testing fee elimination for future recruitments.	
Q4 2022: Board approved 2023 budget - waiver of testing fee included, creating Pierce Co. HR workgroup to look at group recruiting options, attend King Co. diversity workshop at Renton VoTech in December.	
Q1 2023: Regional HR workgroup developing regional recruiting plan for class 2024-1. Equity Advisory Committee (EAC) created with assessments and training underway	
Substantial completion is projected for 2023-2024	
<b>Continue to raise awareness of career opportunities in the fire service.</b>	<b>Parkinson/Lynch</b>
Q1 2022: Working with school district (SBL) for recruitment opportunities in schools.	
Q2 2022: Began work with regional equity labs through Clover Park, Tacoma, Puyallup School Districts.	
Q4 2022: Creating Pierce Co. HR workgroup to look at group recruiting options, attend King Co. diversity workshop at Renton VoTech in December w/ goal to host in Pierce Co. in 2023.	
Q1 2023: Regional workshop still in planning phase, recruitment business cards ordered, recruitment video scheduled for shooting in May, website updates underway.	
Substantial completion is projected for 2023-2024	
<b>Goal 2: Prepare for a growing population and increasing demand for services.</b>	
<b>Develop a robust Community Risk Reduction program to prevent and prepare for emergencies.</b>	
<b>Establish a program of annual fire and life safety inspections to increase building safety and reduce costs for businesses by improving the WSRB rating in urban and unincorporated areas throughout the District.</b>	<b>King</b>
Q4 2021: With Board approval in 2021, the Fire Prevention Division began training on inspections and prefires.	
Q1 2022: ILA's complete with all cities. Inspections and prefire work is in process	
Q2 2022: Complete - Inspections are being completed in all cities (ILA's approved), prefires are in being updated via FDSU prefire response software. Annual report to Board to occur in July 22. This is an ongoing objective.	

<b>Grow EPFR's public education program, including going out into the community and sharing information via our website, social media, and PC-NET.</b>	<b>King/Sutherland</b>
Q1 2022: Pub Ed Courses now being scheduled for 2022. Website re-design is in progress.	
Q2 2022: Researching FDSU (First Due Size Up) Community Connect software to allow the public to input their own property specific information.	
Q3 2022: New EPFR website live (Sept. 2022), Community Connect agreement signed with FDSU to allow public to add notes regarding their residence (launch in 2023). Instagram account launched in Sept. 2022.	
Q4 2022: Fire extinguisher training now being offered. Characterization program being scheduled with schools.	
Q1 2023: SBLSD Youth Forum, Developing crew training for Community Connect prior to public launch in late summer. Hands only CPR courses being delivered to community groups (Trilogy).	
Substantial completion will occur in 2023-24	
<b>Support city, town, and county leadership in emergency preparedness efforts.</b>	<b>King</b>
Q4 2021: In 2021, emergency management duties were transferred from the logistics assistant chief to the prevention assistant chief. This has resulted in AC King regularly attending planning meetings in the region (Mt. Rainier, floods, winter storm, etc.).	
Q2 2022: Regularly attending EPIC (East Pierce Emergency Management Coalition) meetings, assisted Sumner and Bonney Lake in large scale LAHAR drill.	
Q3 2022: Wildland preparation projects complete in Bonney Lake and South Prairie + wildland fire awareness videos created for social media.	
Q4 2022: Pierce Co. Conservation District grant for neighborhood wildland preparation. Joined the Sumner-BL SD Safety Task Force.	
Q1 2023: Table top w/ JBLM for regional large incidents, MSO to CCTA event with Edgewood PD, Wildfire Ready Neighbors program launch April 1st, HWY 162 traffic mitigation meetings.	
Substantial completion will occur over this planning cycle. This is an ongoing project.	
<b>Grow the Community Resource Paramedic program to best serve the increasing number of low acuity calls.</b>	<b>McCallion</b>
Q4 2021: An additional FTE was approved in the 2022 operating budget. Recruitment process is expected to begin in early January.	
Q1 2022: Conditional offer has been extended. Anticipated start date in Mid-April 2022.	
Q2 2022: Complete - Employee onboarded in April 2022 and is now fully integrated/deployed into the EPFR EMS system. Ongoing review of program impacts will occur.	

**Leverage data and planning to enhance our response to fires and medical emergencies.**

**Establish a framework for using Key Performance Indicators and data analytics to maintain a real-time understanding of operations and changing demand for services**

**Mack/Stabenfeldt**

Q4 2021: Two items drive this project. Standard of cover (SOC) update and software deployment (Interra). SOC vendors are being evaluated currently. Interra software has been purchased and the interface work with SS911 is underway.

Q1 2022: Selected Levrum Consulting for SOC and attending multiple trainings. Interra software is anticipated to be "live" in April 2022.

Q2 2022: Data collection team is working through SOC data. Interra software is in its final stages of deployment for real-time analytics.

Q3 2022: Data collection for SOC is complete. SOC rough draft being created.

Q4 2022: SOC final draft ready for Planning Committee review. Board to review in January. Once complete, this objective will be done.

Q1 2023: SOC benchmarks presented to the Board in March. This objective is complete and will now be ongoing via the SOC improvement objectives.



<p><b>Establish and implement a sequence of planning efforts needed to support operations, including:</b></p> <ol style="list-style-type: none"> <li><b>1- Update EPFR Standard of Cover and establish intervals for ongoing updates.</b></li> <li><b>2- Actively monitor key response metrics (dispatch call processing times, turnout times, travel times, unit reliability, etc.).</b></li> <li><b>3- Create and actively update pre-incident plans for all commercial occupancies.</b></li> <li><b>4- Develop metrics and triggers for staffing additional stations and units, including, including Station 124 (Milton) and Station 117 (Tehaleh), field based Medical Services Officers (MSO), and one or more additional medic unit.</b></li> <li><b>5- Develop triggers for adjusting staffing based on dynamic changes in the service area such as weather or civil unrest.</b></li> <li><b>6- Build skillset and capacity to implement data-informed deployment such as predictive modeling software (Code 3).</b></li> </ol>	<p><b>Parkinson, Mack, Stabenfeldt</b></p>
<p>Q4 2021: 1) Standard of cover (SOC) vendors are being evaluated currently. 2) Interra software has been purchased and the interface work with SS911 is underway. 3) In process with the fire prevention division. 4) Not started - Awaiting Interra deployment. 5) Triggers have been developed for hot weather to "upstaff" based on temperature and humidity. 6) Training has occurred on Code 3 software. We are still working with the vendor on modeling station and unit deployment.</p>	
<p>Q1 2022: 1) Selected Levrum Consulting for SOC and attending multiple trainings. 2) Interra software is in its final stages of deployment for real-time analytics. 3) Pre-fire updates are occurring now and a new agreement with FDSU software is in progress. 4) Not started - Awaiting Interra deployment and SOC completion. 5) No new progress. 6) Complete.</p>	
<p>Q2 2022: 1) Data collection team is working through SOC data. 2) Interra software is anticipated to be "live" in April 2022. 3) Pre-fire updates are occurring now and a new agreement with FDSU software. 4) Not started - Awaiting Interra deployment and SOC completion. 5) Draft policy language created 6) Complete.</p>	
<p>Q2 2022: 1) SOC data collection complete and draft in-progress 2) Interra software is live. 3) Pre-fire updates are occurring now and a new agreement with FDSU software. 4) Not started SOC completion. 5) Policy finalized 6) Complete.</p>	
<p>Q4 2022: SOC final draft is ready for Planning Committee review. Board to review in January. Once complete, this objective will be done.</p>	
<p>Q1 2023: SOC adopted and benchmarks presented to the Board in March. This objective is complete and will now be ongoing via the SOC improvement objectives.</p>	
<p><b>Evaluate and adjust the Volunteer Firefighter program as appropriate.</b></p>	<p><b>Parkinson</b></p>
<p>Q4 2021: This was tasked to the Fire Chief in April 2021 for report out in April 2022.</p>	
<p>Q2 2022: Report to Board complete in April 2022. Program to sunset at the end of 2022.</p>	

<b>Establish systems and a culture of continuous improvement and customer satisfaction to learn from every call.</b>	<b>McCallion</b>
Q4 2021: A vendor will begin follow-up on a 100% of EMS calls beginning in 2022. We expect to receive ongoing customer feedback in early 2022.	
Q1 2022: Survey is now live. No data received yet.	
Q2 2022: Survey results are now being received monthly (shared with Board in May 2022). Fire incidents of significance are reviewed as part of the daily shift briefings via MS-TEAMS.	
<b>Ensure District facilities are well-located, efficient, and safe.</b>	
<b>Implement plans for developing a new station in Tehaleh and staffing the Milton station.</b>	<b>Parkinson</b>
Q4 2021: Station 117 design work is underway. Station 124 land has been acquired. There is no funding for Station 124 construction currently.	
Q1 2022: SAFER Grant requested. Meeting with Finance Comm. in April 22 to discuss long range funding.	
Q2 2022: Tehaleh station planning is progressing. Awaiting answer on SAFER grant. No action on Station 124 as this is a capital facilities phase 2 project.	
Q3 2022: Tehaleh station planning is progressing. Awaiting answer on SAFER grant. 2023 draft budget adds personnel for Station 117. No action on Station 124 as this is a capital facilities phase 2 project.	
Q4 2022: 2023 Operating Budget addresses both St. 117 & St. 124 staffing. This objective is now complete.	
<b>Update the Capital Facilities Plan and identify long-range facility needs, including improvements needed to existing stations.</b>	<b>Moore</b>
Q1 2023: Planning Committee began discussion in March. The topic will be brought to the Board workshop in April for recommended next steps.	
Completion expected in 2023-2024	
<b>Establish funding for Phase 2 capital projects and ongoing maintenance of new buildings, including remodeling or expanding Station 113 (Sumner), new Station 124 (Milton), and Station 116 (Foothills), a training facility, and a fleet maintenance facility.</b>	<b>Parkinson</b>
Q1 2023: Planning Committee began discussion in March. The topic will be brought to the Board workshop in April for recommended next steps. Recommend action will come from the Planning Committee as an updated Phase 2 assessment is established.	

<b>Play a proactive and positive role in regional efforts to address the health and safety of the Pierce County community.</b>	
<b>Partner with cities and the County to ensure planned growth can be supported with effective and efficient fire and EMS services.</b>	<b>Parkinson</b>
Q2 2022: SOC work will engage cities and the County regarding long term response needs in targeted areas of the District, and where future growth is expected (provided by cities and county).	
Q2 2022: Standing meetings are occurring with FM (AC King) and all cities.	
Q4 2022: SOC final draft is ready for Planning Committee review. Board to review in January. The SOC provides the framework for this objective. Once complete, this objective will be done.	
Q1 2023: SOC adopted and benchmarks presented to the Board in March. This objective is complete and will now be ongoing via the SOC improvement objectives.	
<b>Engage regularly with neighboring jurisdictions to address issues of regional concern, including planning for growth, training, recruiting, information technology, and purchase of equipment.</b>	<b>Parkinson/Mack</b>
Q4 2021: Active discussions are occurring regarding regional efforts with both I.T. and Training	
Q1 2022: Tour of SKCFTC occurred in March 2022. Joint recruit academy began in January 2022.	
Q2 2022: Training consortium planning is actively progressing. Regional wildland response planning and training has occurred throughout Q2. PCHIT and PCSORT evaluation is near completion and is expected to result in regional changes regarding haz-mat and special operations team managements, training, and response. Regional radio system discussions are actively occurring. Logistics chief's from metro agencies have begun regular meetings.	
Q3 2022: Training Consortium ILA is fully executed and implementation is progressing. PCSORT/PCHIT evaluation and recommendations draft created for regional review. DNR and Pierce Co. Conservation projects completed (social media videos and Firewise project).	
Q3 2022: Training Consortium chief selected. PCSORT/PCHIT modifications being planned for incorporation into the PCFTC. 2023 PCFTC Training calendar being created. PC HR Group evaluating joint recruitment opportunities.	
Q1 2023: PCSORT/PCHIT regional discussion is still advancing to move away from the current ILA format with the intent to roll services under the mutual aid agreement. Several agencies are evaluating Darkhorse Analytics as a collective initiative to standardize response data. HR Group continues work on joint recruiting options.	

**Goal 3: Cultivate strong relationships with the communities we serve.**

**Strengthen our community presence.**

**Collaborate with community partners to determine the most important local events for us to join within each community.**

**King/Sutherland**

Q1 2022: Begun planning 2022 events with Community Partners.

Q2 2022: Public Education team has been coordinating with the cities and HOA's for upcoming events throughout 2022.

Q3 2022: Many events are now occurring within our communities: National Night Out, Milton Days, South Prairie Days, Bonney Lake Triathlon, Football game standby, school characterization, EPFR open house scheduled for Oct. 1st.

Q4 2022: Pancake feed, Santa runs, and Santa parade re-introduced to the community (well attended). SBLSD safety task force member.

Q1 2023: Complete. Staff has established (and re-established) connections throughout the service area and has regular communications with many groups to plan for future events. This will remain an ongoing objective.

**Host regular in-person and virtual open houses at fire stations within each community to offer opportunities for community members to meet EPFR personnel and Commissioners, provide feedback, learn practical skills, and become informed about issues related to EPFR.**

**King/Sutherland**

Q4 2021: The framework for this is already established. COVID has sidelined many of these efforts.

Q2 2022: EPFR Pub Ed activities have returned and are scheduled: CPR/First Aid, helmet & life jacket sales, smoke detector installation, fall open house, safe sitter classes.

Q3 2022: EPFR open house scheduled for Oct. 1st.

Q4 2022: No substantial change. Plans are beginning for an open house event at the new station 118 (and all new stations in the future).

**Identify new opportunities to expand community engagement efforts.**

**King/Sutherland**

Q2 2022: Public Education team has been coordinating with the cities and HOA's for upcoming events throughout 2022 (as well as planning for 2023 and later).

Q3 2022: FDSU Community Connect agreement signed (launch in 2023), Wildfire preparedness efforts (Firewise and social media videos) complete, increased efforts to deliver "hands-only" CPR to the community. Instagram live.

Q1 2023: EPFR is partnering with several agencies on the Wildfire Ready Neighbors program which rolls out in April. This objective will also be discussed in the April 2023 Board Workshop.

Substantial completion will occur in 2022-24 as we return to "normal" post COVID and can expand our in-person efforts.

<b>Communicate regularly with residents, workers, businessowners, and organizations.</b>	
<b>Continue to share information via our website, printed newsletter and email.</b>	<b>King/Sutherland</b>
Q4 2021: Over the last six months we have placed a higher emphasis on social media outreach via Facebook and Twitter. The ability to do this has been due to the decrease in ability to deliver in-person public education.	
Q1 2022: 2021 Annual Report posted and Q1 newsletter mailed. Website overhaul has begun.	
Q2 2022: Website revisions should be live this summer. Q2 newsletter has been mailed. Fire Chief delivered annual update to city councils.	
Q3 2022: New website go-live in mid-Sept. 2022	
Q4 2022: 2022 Annual report draft in progress. The objective is complete.	
<b>Increase regular and emergent communications on social media platforms, including Facebook, Twitter, Instagram, and Next-door.</b>	<b>King/Sutherland</b>
Q1 2022: Over the last six months we have placed a higher emphasis on social media outreach via Facebook and Twitter.	
Q2 2022: Evaluating technology (Sharable App) to share social media posts across multiple sites.	
Q3 2022: FDSU Community Connect agreement signed (launch in 2023). Instagram account live Sept. 2022.	
Q1 2023: Staff is developing a training plan for operational personnel regarding FDSU Community Connect with the intent to push the app publicly in late summer 2023.	
Substantial completion will occur in 2023. This will be an ongoing project.	
<b>Use Pierce County Alert platform to develop a system to share emergent information by text message.</b>	<b>King/Sutherland</b>
Q1 2022: In addition to PC Alert, Code Red software is being evaluated regionally as a more effective way to communicate with the community.	
Q2 2022: Working with SS911 and EPIC on utilization of Code Red software. Evaluating community connect software as part of FDSU app. This will allow homeowners to upload their own premise information into our system.	
Q3 2022: Code Red now live in most cities which will allow increased abilities to notify residents with urgent information.	
Q1 2023: Complete. Staff will continue to engage with emergency management teams in our cities and county to ensure we have the best understanding of how to connect with the community during emergencies.	

<b>Serve all community members with compassion and appropriate cultural humility and competency.</b>	
<b>Track community demographics to understand changes in the community EPFR serves.</b>	<b>Mack</b>
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
<b>Develop and maintain relationships with trusted community liaisons and leaders of EPFR's member communities based on community demographics, and adjust outreach efforts based on their input to ensure messaging and activities reach all community members.</b>	<b>Mack</b>
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
<b>Evaluate the feasibility of creating a position for a dedicated community outreach specialist.</b>	<b>Mack</b>
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
<b>Ensure messaging is inclusive and culturally relevant for EPFR's range of member communities.</b>	<b>Mack</b>
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
<b>Continue to train personnel in trauma-informed care and cultural humility to ensure community members receive appropriate and effective care.</b>	<b>Mack</b>
Q1 2022: Engaged 828 consulting to conduct an internal inventory of awareness and culture.	
Q2 2022: Supervisor training (diversity and cultural humility) scheduled for Q4 2022. Evaluating contractor for delivery of PTSD training in Q3 2022.	
Q3 2022: Supervisor training (diversity and cultural humility) scheduled for Q4 2022. Course for delivery of PTSD training scheduled for Oct. 2022.	
Q4 2022: 2023 DEI Training scheduled for District personnel.	
Q1 2023: Equity Advisory Committee formed and training has started. Several PTSD resiliency courses are scheduled for this spring.	



**Goal 4: Be a highly efficient organization**

**Improve existing internal communications channels and develop new methods of sharing information.**

**Improve effectiveness of top-down communication, including communicating the reasoning behind decision making, via the chain of command.**

**Parkinson/Mack**

Q4 2021: Efforts throughout 2021 include quarterly in-person officer meetings and quarter videos sent to all personnel.

Q1 2022: Started monthly chief video and daily shift Teams meetings.

Q2 2022: Personnel were queried on effectiveness of organizational changes associated with this objective in the annual survey. Results will be available by Q3 2022.

Q3 2022: Complete - Survey results show that all communications efforts have improved. Staff will continue current efforts and explore new opportunities as they come up. This will be an ongoing project.

**Encourage ongoing organizational learning and improvement by encouraging bottom-up questions and feedback.**

**Parkinson/Mack**

Q4 2021: Active efforts noted above have resulted in increased two way communications - though no formal mechanism for bottom-up questions has been established yet.

Q1 2022: Started monthly chief video

Q2 2022: Added section into monthly video "ask the chief" which allows personnel throughout the organization to ask questions and receive a reply from the fire chief.

Q3 2022: Complete - Survey results show that all communications efforts have improved. Staff will continue current efforts and explore new opportunities as they come up. Added Captains meetings quarterly in addition to company officer meetings. This will be an ongoing project.

**Adopt internal communications software to support file sharing, instant messaging, and team-based communications.**

**Parkinson/Blaylock**

Q1 2022: Shift Teams meetings are now occurring daily

Q2 2022: Personnel were queried on effectiveness of organizational changes associated with this objective in the annual survey. Results will be available by Q3 2022.

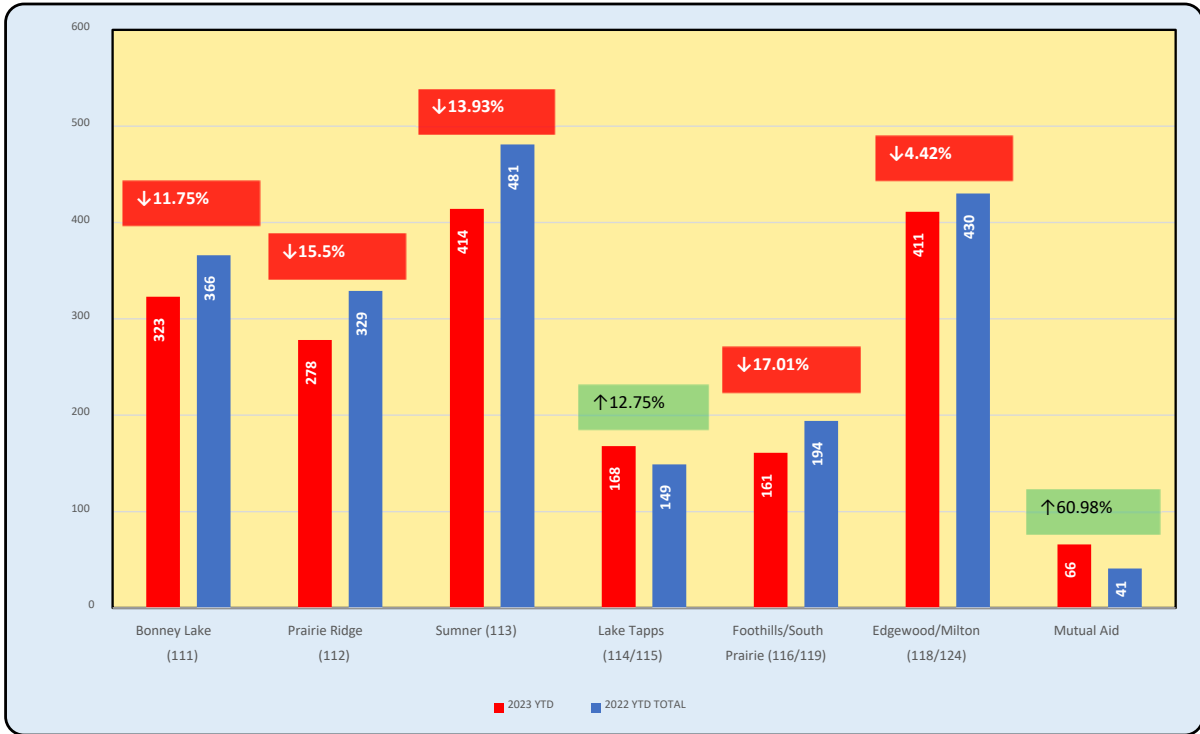
Q3 2022: Complete - Survey results show that all communications efforts have improved. Staff will continue current efforts and explore new opportunities as they come up. This will be an ongoing project.

<b>Ensure internal policies and functions are effective in supporting the organization.</b>	
<b>Ensure internal processes are as effective and efficient as possible for both service-oriented and administrative personnel.</b>	<b>Parkinson/Mack</b>
Q2 2022: Lexipol procedures manual (different than policy manual) content now being rolled out.	
Q4 2022: Clark Nuber Financial Operational Assessment scheduled for Q1 2023.	
Q1 2023: Clark Nuber Financial Operational Assessment is approximately 50% complete. Staff expects to report findings to the Board in May. An ongoing policy review plan is now implemented to review each policy annually.	
Substantial completion will occur in 2023. This will be an ongoing project.	
<b>Determine long-term staffing needs needed to support the organization.</b>	<b>Parkinson</b>
Q4 2021: Initial presentation was made to the Board in July 2021 outlining estimated staffing needs for the next 3-5 years. Work will begin soon on a five year expense budget which will incorporate staffing needs and the associated fiscal impact.	
Q1 2022: Further information will be presented to the finance committee and Board in April 2022 regarding long range budgeting and staffing.	
Q2 2022: Board workshop conducted to review 5 year staffing needs and associated expense and revenue budget forecasts.	
Q3 2022: Complete - Staffing needs being incorporated into the 2023 draft budget based on Board review. This will be an ongoing objective reviewed by the Board annually.	
<b>Communicate the critical role of internal functions in EPFR's service delivery and acknowledge accomplishments of the administrative team.</b>	<b>Parkinson/Mack</b>
Q3 2022: Monthly staff meetings have begun to encourage open dialogue with admin. team.	
Q4 2022: Non-uniformed wage adjustment complete. Family Day (PTSD) training offered to all personnel.	
Q1 2023: Complete. Several efforts have been implemented over the last couple of years around this topic. This will be an ongoing objective with adjustments made based on support staff input.	

<b>Cultivate high morale and job satisfaction of non-uniformed staff by providing mentoring and opportunities for growth.</b>	<b>Parkinson/Mack</b>
Q2 2022: Admin Professionals BBQ held in April, Logistics team BBQ held in May	
Q3 2022: Years of service challenge coins created and distributed.	
Q4 2022: Thanksgiving and Christmas (Holiday) luncheons held.	
Q1 2023: Complete. Several efforts have been implemented over the last couple of years around this topic. A meeting with all uniformed staff was held in February to discuss this topic and identify other strategies. This will be an ongoing objective with adjustments made based on support staff input.	
<b>Steward District resources to best serve the community.</b>	
<b>Ensure our policies, processes, and culture support the efficient use of resources.</b>	<b>Parkinson</b>
Q4 2021: In 2021 Lexipol (policy manual) went "live" and captured all existing policies, guidelines, and procedures into a common platform.	
Q2 2022: Lexipol procedures manual (different than policy manual) content now being rolled out.	
Q3 2022: SOC draft in process. This study will drive future operational decisions regarding staffing and deployment of District resources.	
Q4 2022: Clark Nuber Financial Operational Assessment scheduled for Q1 2023. SOC final draft ready for review.	
Q1 2023: Clark Nuber Financial Operational Assessment is approximately 50% complete. Staff expects to report findings to the Board in May. An ongoing policy review plan is now implemented to review each policy annually.	
Substantial completion will occur in 2022-23.	
<b>Explore regional opportunities as a method to reduce costs</b>	<b>Parkinson/Mack</b>
Q4 2021: Q4-2021: Active discussions are occurring regarding regional efforts with both I.T. and Training	
Q1 2022: Regional recruit academy in Jan. 2022 and SKFTC tour complete in March 2022. Further discussions are currently occurring.	
Q2 2022: Regional fire training consortium discussion is active and expected to move forward throughout 2022. Discussions of logistics regional opportunities has begun as well.	
Q3 2022: Training Consortium ILA is fully executed and implementation is progressing. PCSORT/PCHIT evaluation and recommendations draft created for regional review. DNR and Pierce Co. Conservation projects completed (social media videos and Firewise projects). Wildland predeployment (Rogue 6) occurred throughout the summer 2022.	
Q4 2022: PCFTC still progressing. Regional HR group formed to review recruitment opportunities.	

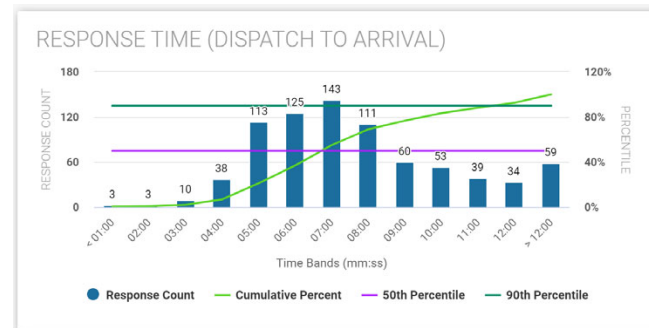
<b>Evaluate and update the Equipment Replacement Funding Plan and Replacement Schedule on an ongoing basis, including updates to staffing requirements.</b>	<b>Parkinson/Moore</b>
Q4 2021: A draft replacement plan has been developed and is under review. We expect to present to the Board for adoption consideration in Q2 2022.	
Q2 2022: Presentation will occur in July with the Finance Comm. Followed by a presentation to the Board based on committee feedback.	
Q3 2022: Complete - Equipment replacement policy reviewed by finance committee and Board. Adoption in Sept. 2022. This will have ongoing review by the Board.	
<b>Establish a Technology Replacement Schedule for operations hardware and software.</b>	<b>Parkinson/Blaylock</b>
Q4 2021: A draft replacement plan has been developed and is under review. We expect to present to the Board for adoption consideration in Q2 2022.	
Q2 2022: Presentation will occur in July with the Finance Comm. Followed by a presentation to the Board based on committee feedback.	
Q3 2022: Complete - Technology replacement reviewed by finance committee and Board. No formal policy adopted. Review will occur by fire chief and I.T. manager annually with expenditures coming from the operating fund.	
<b>Create a Facility Maintenance Plan that captures the full resources required to operate and maintain existing and future facilities.</b>	<b>Moore</b>
Q4 2021: Staff has begun evaluating software options and consulting with regional partners.	
Q1 2022: District asset inventory is in process.	
Q2 2022: Facilities (and fleet) inventory software has been purchased (Operative IQ) and associated training has occurred.	
Q1 2023: A draft plan has been created by staff and will be present to the finance committee in May. The intent is for the Board to adopt the policy in 2023 for inclusion in the 2024 operating budget.	
Substantial completion will occur in 2023-24.	
<b>Evaluate options for long-term funding stabilization, including opportunities to generate non-tax revenues, to meet operational resource needs.</b>	<b>Parkinson</b>
Q1 2022: Began discussion FBC, presentation to Finance Comm. in April 2022	
Q2 2022: Board workshop conducted to review 5 year staffing needs and associated expense and revenue budget forecasts. Discussion regarding funding options also occurred and the current direction is to run a single year lid lift of the regular levy in April of 2023 and a single year lid lift of the EMS levy in April of 2026.	
Q4 2022: 2023 Budget adopted, SAFER grant, Levy plan will be reviewed at April 2023 Board workshop.	
Q1 2023: Staff submitted for an AFG grant in early February.	

Incident Count by Station Area—YTD February 2023  
 All calls are 169 fewer than YTD 2022 a decrease of 8.49%

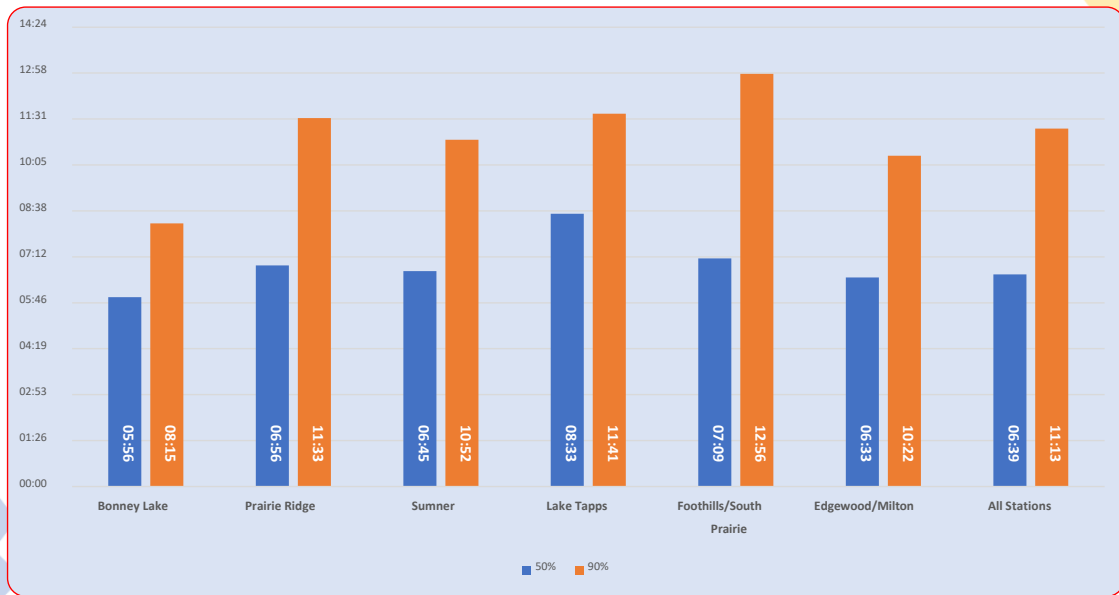


Total Response Times  
 YTD through 2/28/2023

- **Priority incidents only—First arriving unit times**
- **Incidents—794**
- **50%—06:40**
- **90<sup>th</sup>—11:21**

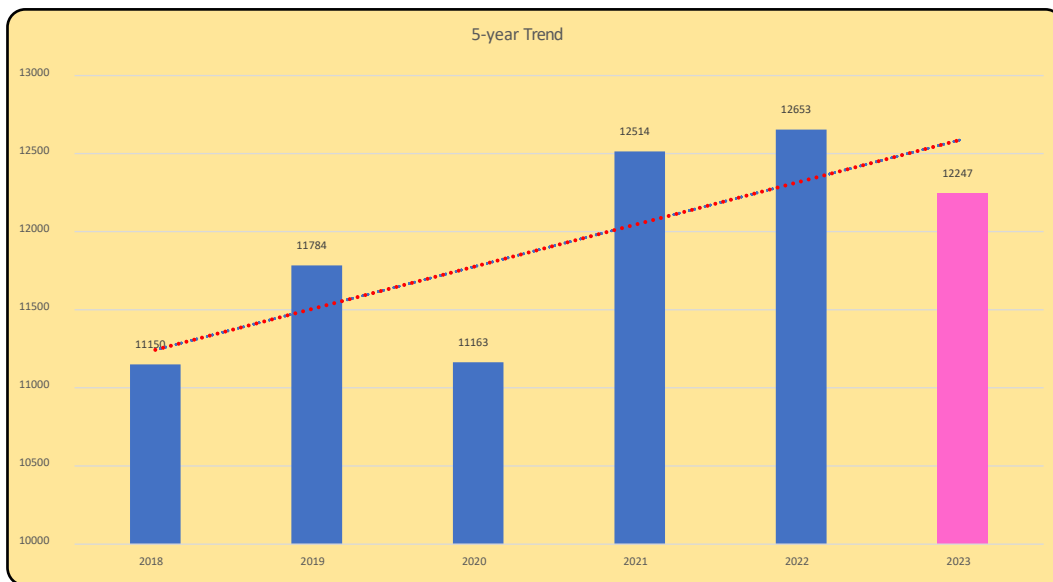


**50<sup>th</sup> Response Time by Response Area YTD**  
 Measures time from dispatch to arrival of first unit. Priority responses only. The 90% shows time of arrival for 90% of the priority responses. Responses <30 seconds or >15 minutes excluded



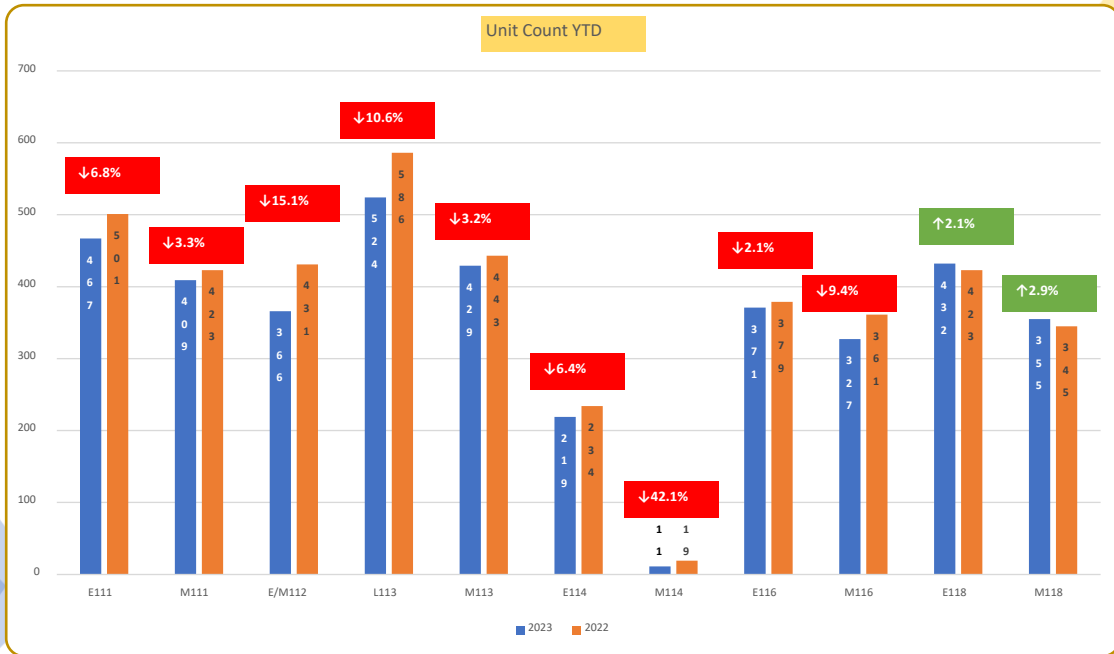
Projected end of year total using MS Forecast based on month-to-month numbers starting 1/1/2019 thru 2/28/2023. Total is 12247± 1652. Decrease of 3%

**5-Year Trend**



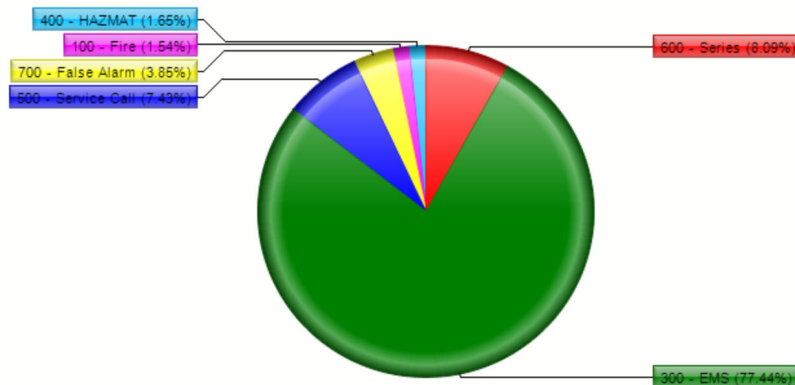


### Total Counts by Unit—YTD February 2023



### Incidents by Type—YTD thru February 2023

Incident Type Group	2023	Total
100 - Fire	28	1.54%
200 - Overpressure, Rupture, Explosion—No fire	0	0%
300 - EMS	1407	77.44%
400 - HAZMAT	30	1.65%
500 - Service Call	135	7.43%
600 - Good intent—Includes wrong location, controlled burn, patient already transported...	147	8.09%
700 - False Alarm	70	3.85%
800 - Natural Disaster	0	0%
900 - Special Incident	0	0%
<b>Annual Total</b>	<b>1817</b>	



## Transports February 2023

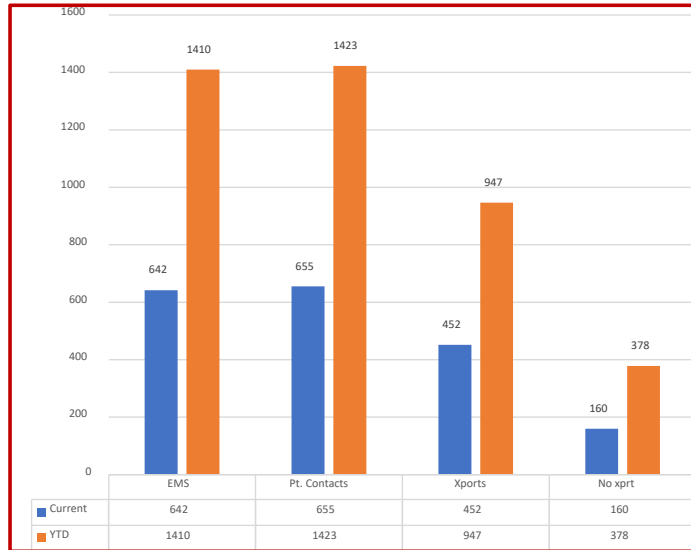
- EMS calls can include MVAs with no injuries, or incidents where no contact is made with an identified patient.

- Some EMS incidents e.g.

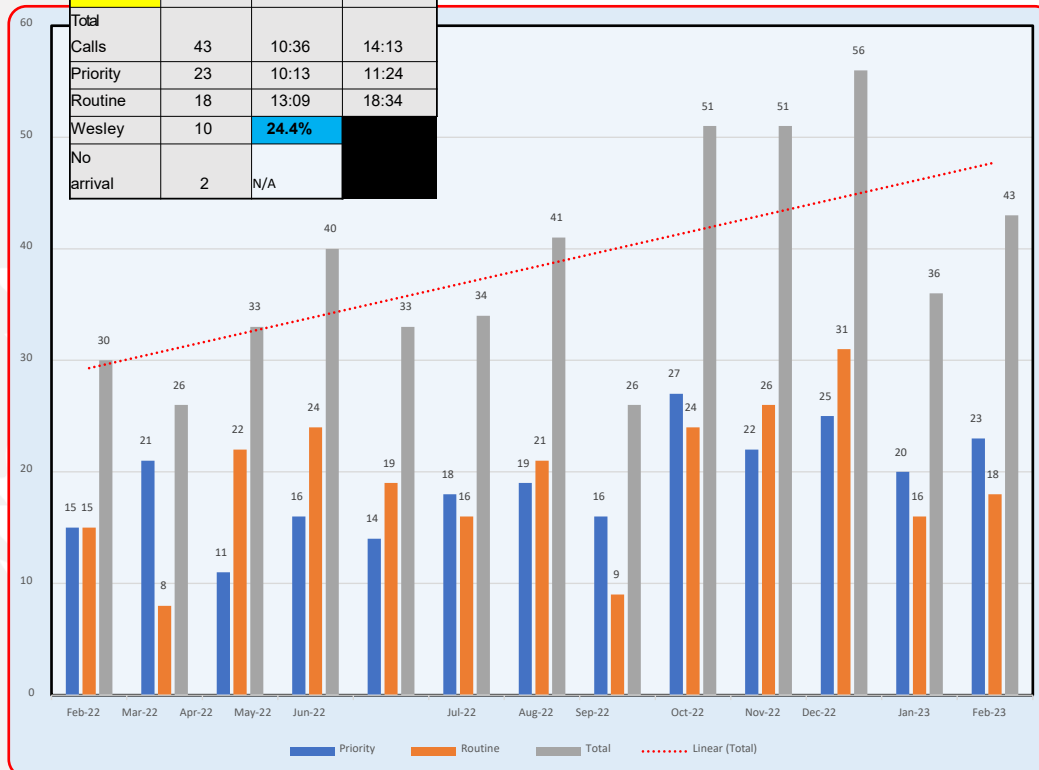
- Patient contacts include

MVAs can have contact with multiple patients

every time an assessment is made on an identified patient.



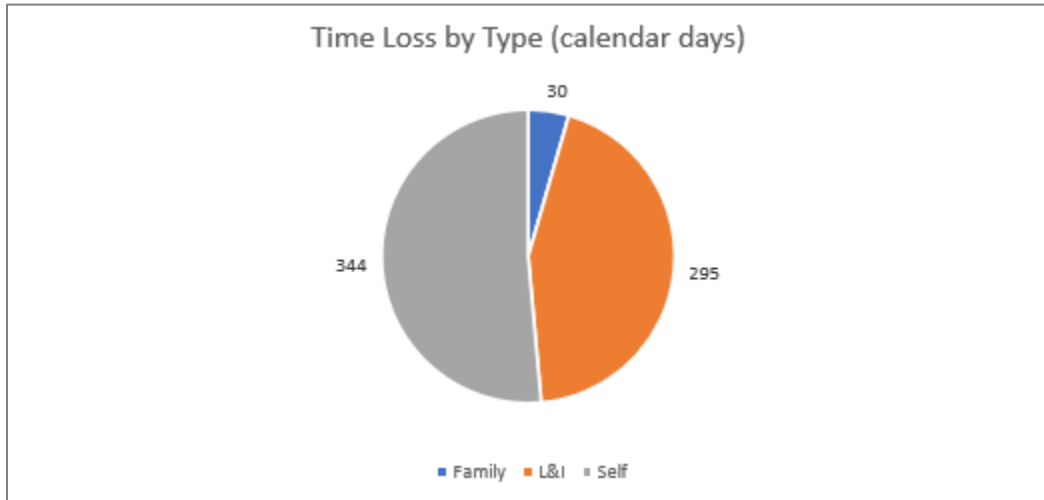
Tehaleh	Calls	Resp. 50%	Resp. 90%
Total			
Calls	43	10:36	14:13
Priority	23	10:13	11:24
Routine	18	13:09	18:34
Wesley	10	24.4%	
No arrival	2	N/A	



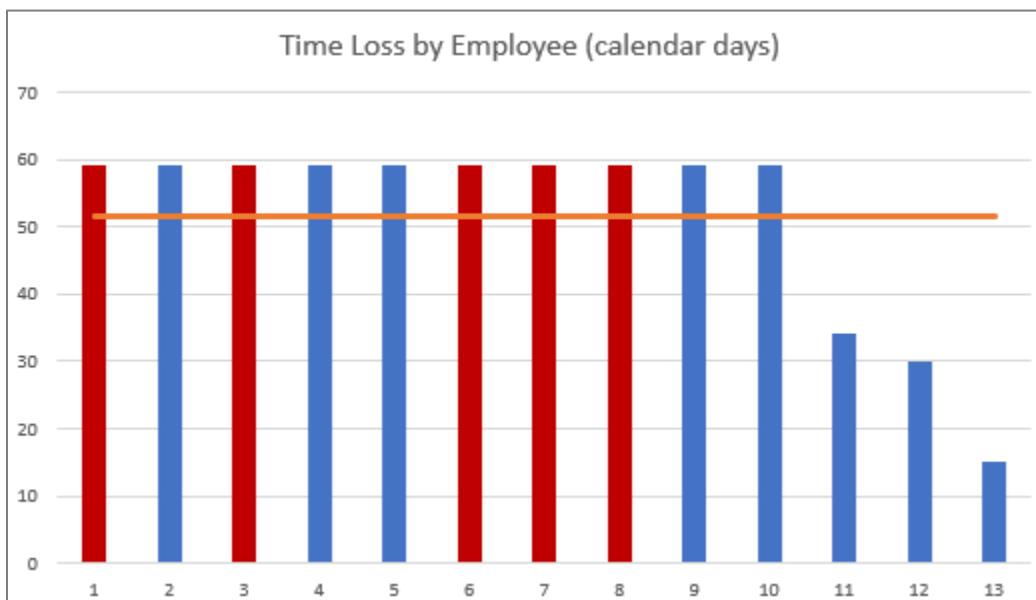
Tehaleh Responses February 2023

## Injury – Medical Leave Report – February 2023

- As of February, a total of 13 employees have experienced extended leave (greater than three consecutive shifts); this includes both L&I and Non-L&I leave.
  - The average time loss of these employees is estimated at 51.46 calendar days



- 5 L&I claims for time-loss are opened in 2023 (seen below in red).
  - 2 of the 5 qualify for the Stay-at-Work program through L&I



## **Planning Committee Meeting Minutes**

March 3, 2023 @ 1000 hrs.

C. Wernet (Chair), M. Cathey, R. Kroum

Staff: Chief Parkinson, DC Mack, AC Sandlian, P. Herrera

### **1. Call to Order – 1000 hrs.**

### **2. Construction Update (Herrera)**

- a. 118 Interior floor finishing, interior doors, finishes in March. Working east to west. Finish grading, frontage sidewalks, curbs and gutter. Landscaping in April. Substantial completion the first week of May. Committee recommended a walkthrough be conducted with the City before the final inspections.
- b. 111 Sewer re-routing complete. Storm water completing this week. Primary electrical road crossing completed. Foundation work on the south admin area and west support area underway. Soil conditions have been difficult. Spring water produced at about 3 to 4 gpm, and only 70-80% of the flow is being mitigated before outflow to storm water.
- c. 114 Contract with the GC in final draft and Quinn has reviewed the AIA-1-1 Contract between owner and contractor, preparing final document for signing. AIA-201 general conditions is under review for final document. Signing by 3/7/23. Current notice to proceed expected 3/16/23.
- d. 117 Civil site permitting is close to complete. Right of way exit sight distances and signalization are the final issues. Awaiting scheduling of our customer service meeting and then will turn in construction documents for review. May be able to purchase a generator set, which is long lead equipment in order to prevent later delays.
- e. 112 Civil design under way. In order to mitigate significant cost and timeline impacts related to the upcoming WA state energy code revision scheduled this July, we are using station 114 design without changes. This will help compress the design schedule and possibly complete conditional use and public reviews before the code change.

### **3. Standard of Cover Benchmarks (Parkinson)**

- a. Finalized recommendations for benchmarks (i.e., Turn out times, travel times, Unit hour utilization, and Station reliability)
  - i. Recommended benchmarks are challenging, achievable and meaningful
  - ii. Currently achieving ~80% level for most benchmarks
  - iii. **ACTION – Recommend adoption by the Board in March**

#### **4. Monthly Stats (Parkinson)**

- a. Review monthly metrics currently provided to the Board for any desired change
- b. **Recommend to the Board to consider removing metrics charts from the monthly packet and instead publish for semiannual review or as needed.**

#### **5. Phase 2 facilities projects (Parkinson)**

- a. A preliminary discussion on Phase 2 project planning
  - i. Training facility and other needs have changed since the 2018 Facilities Plan
    1. Stations 113 and 116 continue to indicate benefit from renovation.
    2. Station 124 may benefit more from a remodel than replacement.
    3. Consider Architect revisiting Phase 2 of the Capital Facilities Plan in 2024, change criteria and re-estimate costs for budgeting purpose
- b. Detailed discussion planned for April 7th (Planning Committee meeting) before the Board workshop on 4/18

**Adjourn – 1140 hrs.**

Next Meeting:

- Friday, April 7<sup>th</sup> @ 1000



# Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	Resolution 1015 – Authorizing Issuance of Warrants or Checks prior to Board Approval – Supercedes 779

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	None
<b>Recommended Action/Motion:</b>	<i>I move to approve Resolution 1015 changing the designation of the Auditing Officer of the District to the Finance Manager.</i>
<b>Presenter:</b>	Michelle Hollon, Finance Manager
<b>Attachments:</b>	Resolution 1015

<b>Summary:</b>
<p>This resolution supercedes Resolution 779 changing the designation of the Auditing Officer of the District from the District Secretary to the Finance Manager.</p>

<b>Fiscal Impact:</b>	None
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**EAST PIERCE FIRE & RESCUE**

**RESOLUTION NO. 1015**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF EAST PIERCE FIRE & RESCUE, AUTHORIZING ISSUANCE OF WARRANTS OR CHECKS IN PAYMENT OF CLAIMS BEFORE THE BOARD HAS ACTED TO APPROVE SUCH CLAIMS, UNDER CERTAIN LIMITED CONDITIONS AND CIRCUMSTANCES.**

**WHEREAS**, RCW 42.24.180 authorizes the legislative body of local governments to authorize issuance of warrants or checks in payment of claims, after the designated officer has signed the warrants or checks, under certain described limited conditions and circumstances; and

**WHEREAS**, the Board of Fire Commissioners has determined that it would be in the best interest of the district and its citizens, and it would promote effectiveness and efficiency in the administration of the accounts payable of the district to implement this enabling statute at East Pierce Fire & Rescue;

**NOW THEREFORE BE IT HEREBY RESOLVED BY THE BOARD OF COMMISSIONERS OF EAST PIERCE FIRE & RESCUE, AS FOLLOWS:**

**Section 1.** This resolution shall apply only to warrants and checks in the amount of \$50,000.00 or less, for payment of claims and the processing of payroll. The resolution shall not apply to any warrants related to the purchase of real property, including land and improvements thereon.

**Section 2.** The Fire Chief is the designated officer of the District authorized to sign or co-sign warrants or checks, together with the Auditing Officer of the District. The Finance Manager shall serve as the Auditing Officer. Both the Fire Chief and the Auditing Officer shall be required to furnish an official bond for the faithful discharge of his or her duties in the amount of \$250,000.00.

**Section 3.** This resolution and authorization is subject to the prior adoption of a resolution or other official Board action, establishing and adopting policies and procedures for contracting, hiring, purchasing, and disbursing of funds, all of which shall implement effective internal controls over funds and property of the District.

**Section 4.** Whenever this authorizing resolution is used to support issuance of a warrant or check prior to Board review and approval of the supporting documentation, such review of supporting documentation shall occur at the next regular meeting of the Board of Commissioners. If this does not occur, such claim or claims shall be deemed disapproved and Section 5 below shall apply.



**Section 5.** Upon review by the Board, if the Board disapproves one or more claims, the Auditing Officer and the Fire Chief shall jointly cause the disapproved claim or claims to be recognized (and shown on the District’s financial books and records) as accounts receivable of the District. They shall diligently pursue collection of such accounts receivable until the amounts are collected or until the Board is satisfied and approves such claim or claims.

**MOVED AND PASSED AT A REGULAR MEETING OF THE BOARD OF FIRE COMMISSIONERS FOR EAST PIERCE FIRE & RESCUE ON MARCH 21, 2023, OF WHICH ALL COMMISSIONERS WERE NOTIFIED AND AT WHICH THE UNDERSIGNED WERE PRESENT AND VOTING.**

\_\_\_\_\_  
Chair Jon Napier

\_\_\_\_\_  
Commissioner Mike Cathey

\_\_\_\_\_  
Commissioner Ed Egan

\_\_\_\_\_  
Commissioner Randy Kroum

\_\_\_\_\_  
Commissioner Kevin Garling

\_\_\_\_\_  
Commissioner Cynthia Wernet

\_\_\_\_\_  
Commissioner Pat McElligott

ATTEST:

\_\_\_\_\_  
Corina Byerley, District Secretary



# Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	Resolution 1016 - Surplus Misc PPE/Appliance

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	None
<b>Recommended Action/Motion:</b>	<i>I move to approve Resolution 1016, the surplus of miscellaneous personal protective equipment and one appliance to dispose of, donate, or recycle at the discretion of the Fire Chief.</i>
<b>Presenter:</b>	Assistant Chief Bill Sandlian
<b>Attachments:</b>	Resolution 1016 and Appendix A

<b>Summary:</b>
<p>Logistics staff recommends the surplus of the items on the attached (Appendix A) list of miscellaneous Personal Protective Equipment and appliance (refrigerator). The items we are requesting to surplus no longer are of use to us. Some of the items are damaged beyond cost effective repair or placed out of service for meeting expiration date criteria. The items no longer fit our needs and we recommend the miscellaneous fire equipment be disposed of, sold, or donated, at the discretion of the Fire Chief.</p>

<b>Fiscal Impact:</b>	None
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# EAST PIERCE FIRE & RESCUE

## RESOLUTION NO. 1016

### A Resolution to Surplus Misc. Personal Protective Equipment and One Appliance

**WHEREAS**, misc. personal protective equipment, as listed in Appendix A, owned by East Pierce Fire & Rescue has been deemed past its useful life for meeting expiration date criteria, or damaged beyond cost effective to repair and is no longer of use to the District; and

**WHEREAS**, the appliance listed on the attached Appendix A, owned by East Pierce Fire & Rescue has been deemed damaged beyond cost effective to repair and is no longer of use to the District;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of East Pierce Fire & Rescue that miscellaneous personal protective equipment and one appliance, as listed in Appendix A; is hereby declared surplus to the needs of the District and will be disposed of, donate, sell, or recycle at the discretion of the Fire Chief.

**ADOPTED** at a regular meeting of the Board of Commissioners of East Pierce Fire & Rescue on March 21, 2023, the following commissioners being present and voting:

\_\_\_\_\_  
Chair Jon Napier

\_\_\_\_\_  
Commissioner Pat McElligott

\_\_\_\_\_  
Commissioner Randy Kroum

\_\_\_\_\_  
Commissioner Kevin Garling

\_\_\_\_\_  
Commissioner Ed Egan

\_\_\_\_\_  
Commissioner Mike Cathey

\_\_\_\_\_  
Commissioner Cynthia Wernet

ATTEST:

\_\_\_\_\_  
District Secretary

## Surplus items March 2023

Barcode	Type	Brand	Model	Purch Date	Serial Number	Disposition	Station	Location
	Duoos	PHENIX	Helmet	2/28/2015	EPFR000650	No longer used	121	Warehouse
	Sacco	PHENIX	Helmet	6/30/2016	10291	No longer used	121	Warehouse
	McCallion	Bullard	Helmet	unknown	EPFR000816	No longer used	121	Warehouse
		Pro	Boots	unknown	wp310877560	expired	121	Warehouse
		Pro	Boots	unknown	wp310877356	expired	121	Warehouse
		Pro	Boots	unknown	wp310892212	expired	121	Warehouse
		Pro	Boots	unknown	wp310847839	expired	121	Warehouse
		Pro	Boots	unknown	wp310873282	expired	121	Warehouse
		Globe	Boots	unknown	60162556	expired	121	Warehouse
	Fitzgerald	Cairns	Helmet	1/9/2017	EPFR000828	Potential Sale to BDPD	121	Warehouse
	Fitzgerald	Pro	Boots	9/30/2011	HP310809396	Potential Sale to BDPD	121	Warehouse
	Fitzgerald	Lion	bunker pants	11/30/2019	10930192	Potential Sale to BDPD	121	Warehouse
	Fitzgerald	Lion	bunker jacket	10/30/2019	10822632	Potential Sale to BDPD	121	Warehouse
	Sacco	morning	bunker Jacket	7/3/2014	1407000447	Potential Sale to GHF	121	Warehouse
	Sacco	morning	bunker Pants	7/4/2014	1407000464	Potential Sale to GHF	121	Warehouse
	Sacco	morning	bunker Jacket	7/3/2014	1407000448	Potential Sale to GHF	121	Warehouse
	Sacco	morning	bunker Pants	4/3/2014	1407000453	Potential Sale to GHF	121	Warehouse
	Refrigerator	Roper	RT21AKXKQ03	1/30/2004	ER0339338	Broken/Salvage	121	Warehouse



<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	Resolution 1017 -Special Market conditions

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	N/A
<b>Recommended Action/Motion:</b>	<i>Move to approve Resolution 1017- Special Market Conditions waiving competitive bid requirements due to market conditions for 2-one ton trucks and 1-SUV.</i>
<b>Presenter:</b>	Assistant Chief Bill Sandlian
<b>Attachments:</b>	None

<b>Summary:</b>
<p>The 2023 Operating Budget includes the purchase of three staff vehicles. Due to market conditions, no vehicles are available for purchase via buyer groups, Sourcewell, or the WA State government contract. These conditions will not change in 2023 and may extend into 2024 or later. Staff has reviewed options with the district attorney (Eric Quinn). The attached resolution (approved by Attorney Quinn) declares that special market conditions exist and East Pierce is not subject to state bid law. This resolution will allow staff to purchase directly from an automotive dealer in lieu of the bid process.</p>

<b>Fiscal Impact:</b>	\$314,342 (approved in the 2023 Operating Budget).
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EAST PIERCE FIRE & RESCUE

RESOLUTION NO. 1017

A RESOLUTION OF THE BOARD OF FIRE COMMISSIONERS OF EAST PIERCE FIRE  
AND RESCUE AUTHORIZING SPECIAL MARKET CONDITION PURCHASE

**WHEREAS**, RCW 52.14.120 requires fire districts to publish notice of a call for bids in a newspaper of general circulation within the district at least thirteen days before the last date upon which bids will be received, when competitive bidding is required, which may result in delays in purchasing urgently needed equipment.

**WHEREAS**, RCW 39.04.280 provides for the waiver of competitive bidding requirements under enumerated conditions, including purchases involving special facilities or market conditions.

**WHEREAS**, East Pierce Fire and Rescue “District” has a need for multiple staff vehicles as adopted in the District’s budget process, hereinafter defined as “Equipment.”

**WHEREAS**, the District normally purchases such Equipment through the state bid process managed by the Department of Enterprise Services “DES”.

**WHEREAS**, because of global supply chain issues and high demand, DES vendors cannot supply the Equipment needed by the District in a timely manner.

**WHEREAS**, the District has conducted an exhaustive search to locate suitable Equipment that is currently available.

**WHEREAS**, District staff located suitable Equipment at local dealerships and determined that such Equipment is being purchased with such frequency that engaging in the competitive bidding process would result in that Equipment becoming unavailable, thereby impacting the District’s ability to provide optimal fire protection and emergency medical services.

**WHEREAS**, District staff determined that the Equipment was competitively priced and was the only available Equipment on the market the purchase of which was not subject to further supply chain delays.

**WHEREAS**, District staff determine that purchasing the Equipment without competitive bidding under the current market conditions would allow the District to meet its Equipment needs in a timely manner to better serve the District taxpayers, rather than delay such purchase by resorting to competitive bidding pursuant to RCW 52.14.120.

**WHEREAS**, the cost of the Equipment is **approximately \$160,000 for 2 one ton trucks and approximately \$58,000 for 1 SUV** plus applicable taxes per vehicle which requires the Board to formally waive competitive bidding requirements in order to proceed with the purchase of the Equipment.

**NOW THEREFORE, BE IT RESOLVED** that the East Pierce Fire and Rescue Board of Commissioners hereby declares a special market condition and ratifies the staff's decision to secure the Equipment, waives the competitive bidding requirements based on the special market conditions enumerated above and approves the purchase of the Equipment until such time as the special market conditions enumerated above no longer exist as determined by District staff.

**ADOPTED** by the East Pierce Fire and Rescue Board of Commissioners, at an open public meeting of such Board on the 21st day of March, 2023 the following Board Members being present and voting:

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Attest: District Secretary





## Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	Resolution 1018 Cancel of Warrants

<b>Recommendation from Staff:</b>	Approve cancelling of warrant
<b>Recommendation from Committee:</b>	
<b>Recommended Action/Motion:</b>	<i>I move to adopt Resolution 1018 cancelling warrant 1672392 and 1672370 in the total amount of \$6,187.12.</i>
<b>Presenter:</b>	Finance Manager M. Hollon
<b>Attachments:</b>	Resolution 1018

<b>Summary:</b>
<p>IFSFI was issued a check in the amount of \$1,450.00 for live fire instruction services but was lost in mail and not cashed and Cardinal Health 112, LLC was issued a check in the amount of \$4,737.12 for pharmaceuticals but was lost in mail and not cashed. Total amount requested to be cancelled is \$6,187.12. Per RCW 39.56.040 calls for cancellation of warrants by passage of a resolution by the governing body.</p>

<b>Fiscal Impact:</b>	
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**EAST PIERCE FIRE AND RESCUE**

**RESOLUTION #1018**

**(A resolution to cancel two warrant)**

**WHEREAS**, East Pierce Fire and Rescue incurred expenses in the total amount of \$6,187.12 for pharmaceuticals and live fire instruction services; and

**WHEREAS**, warrant #1672392 issued on January 12, 2023 in the amount of \$1,450.00 payable to IFSFI for live fire instruction services was lost in the mail and never cashed; and

**WHEREAS**, warrant #1672370 issued on January 12, 2023 in the amount of \$4,737.12 payable to Cardinal Health 112, LLC for pharmaceuticals was lost in the mail and never cashed; and

**WHEREAS**, RCW 39.56.040 calls for cancellation of warrants by passage of a resolution by the governing body;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Commissioners of East Pierce Fire and Rescue that the Pierce County Department of Budget & Finance be authorized and instructed to cancel warrant #1672392 and warrant #1672370 and transfer all records of such warrants so as to leave the funds as if such warrants had never been drawn.

**ADOPTED** at a regular meeting of the Board of Commissioners on March 21, 2023, the following commissioners being present and voting:

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

ATTEST:

\_\_\_\_\_  
District Secretary



# Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	SOC – EPFR Unit and Response Benchmarks

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	Approve – Planning Committee
<b>Recommended Action/Motion:</b>	<i>Move to approve the EPFR Unit and Response Benchmarks as presented.</i>
<b>Presenter:</b>	Deputy Chief Mack
<b>Attachments:</b>	EPFR Unit and Response Benchmarks & 2022 Unit and Response Performance

<b>Summary:</b>
<p>The EPFR Standard of Cover Goal #1 &amp; #2 state, “EPFR should establish and adopt Performance Benchmarks in alignment with its Mission, Vision, Core Values and Guiding Principles. This goal reinforces EPFR’s commitment to providing a consistently high level of service to community members in all areas of the District, regardless of the type of emergency. To achieve this, should establish and measure EPFR performance against benchmark objectives.” And, that EPFR should, “[a]dopt a plan to maintain and improve response capabilities This goal supports performance benchmarks by objectively and regularly measuring EPFR’s performance. The following are recommended as EPFR’s fire and life safety response performance goals for the District’s urban and rural zones. These are not levels of service that must be achieved immediately but, instead, are targets for continued excellence. As one benchmark is achieved, or new technology and resources become available, then set a progressively higher benchmark.”</p> <p>The Planning Committee has reviewed the attached benchmarks and 2022 performance and recommends adoption by the Board. The benchmarks represent attainable “reach” goals that staff believes can be achieved over the next couple of years as additional units and new facilities come online.</p>

<b>Fiscal Impact:</b>	N/A
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# EPFR Unit and Response Benchmarks

Adopted: 3/21/23

## Turnout Times

Turnout times are measured from when a unit is alerted until the unit responds to the incident. The demands placed on the crews vary by the nature of the call necessitating various levels of protective equipment that needs to be donned. A structure fire requires the firefighters to put on full “bunker gear”, while responding to a simple aid call does not.

The East Pierce Fire & Rescue established benchmark for turnout time is:

- Two minutes (2:00) 90% of the time for all responses and all hours of the day.

## Unit Reliability

Unit Reliability is a measure of how often a unit is available in its first due service area when an emergency incident occurs. Low reliability results in increased travel times as secondary units handle the incident, impacts on incidents outcomes (CPR, fires, etc.), and potential impacts on customer satisfaction and expectations.

The East Pierce Fire & Rescue established benchmark unit reliability (based on national standards) is:

- Units are no less than 80% reliable.

## Unit Hour Utilization

Unit Hour Utilization is a measure of how much time a unit spends assigned to emergency incidents in a 24-hour period. This metric is measured from the time of unit notification (alert) until that unit is clear of the incident and available for another incident in its first due area. Increased utilization can result in increased employee fatigue, burnout, and turnover. High utilization can also result in decreased unit reliability and impact appropriate unit deployment.

The East Pierce Fire & Rescue established benchmark unit hour utilization (based on national standards) is:

- Units are no more than 30% utilized.



# EPFR Unit and Response Benchmarks

Adopted: 3/21/23

## Travel times

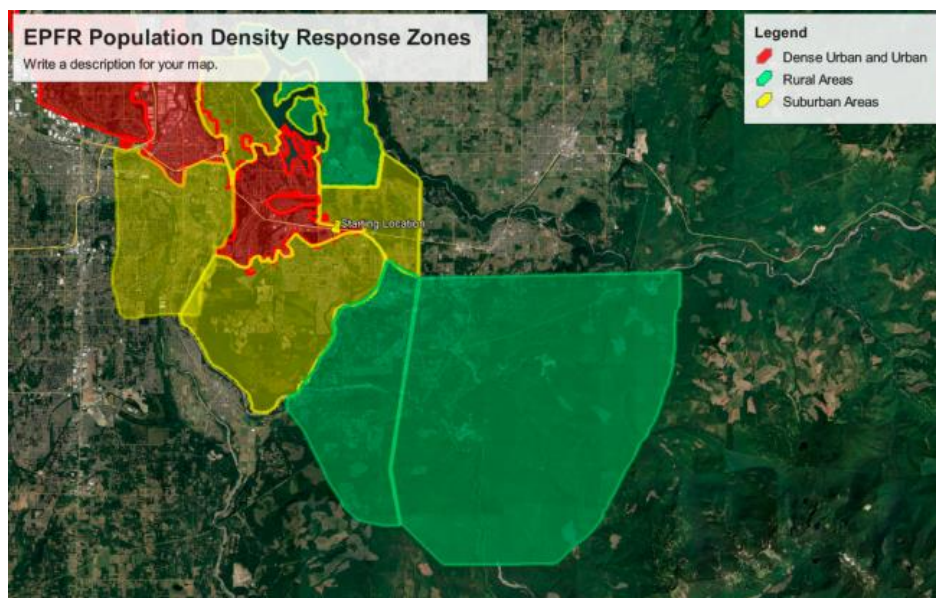
Travel times are broken down by population density areas. These areas are defined as Urban, Suburban, Rural and Wilderness areas.

**Urban (red):** Defined as the incorporated city areas of Bonney Lake, Edgewood, Milton and Sumner. NFPA 1710 defines these areas of having a population greater than 1,000 people per square mile.

**Suburban (yellow):** Defined as the areas south of the City of Sumner, the Ridge Communities, Tehaleh, the west side of Lake Tapps, and the 410 corridor east of Bonney lake to Mundy Loss Road. NFPA 1710 defines these areas of having a population between 500 and 1,000 people per square mile.

**Rural (green):** Defined as the east side of Lake Tapps, the Town of South Prairie south and east to the Towns of Wilkeson and Carbanado. NFPA 1710 defines these areas of having a population less than 500 people per square mile.

**Wilderness:** Defined as those areas south and east of the Towns of Wilkeson and Carbanado. NFPA 1710 defines these as an area in which development is essentially nonexistent except for roads, railroads, powerlines, and similar transportation facilities with structures widely scattered .



There are industry standard recommendations for targeted response times for those areas with the exception of Wilderness where the standard is “best effort” for response. EPFR establishes realistic response goals based on local distribution of assets as well as local topography, weather, and traffic patterns.



# EPFR Unit and Response Benchmarks

Adopted: 3/21/23

**Travel Time 1<sup>st</sup> Unit, Fire Incidents:** This metric looks at the 90<sup>th</sup> percentile travel time for the first apparatus to arrive at a fire scene (NFIRS 100 series) for the four population-density areas. The travel time only includes priority or emergent responses (i.e. lights and sirens).

The East Pierce Fire & Rescue established benchmark for the travel time of the 1<sup>st</sup> unit to fire incidents is:

- **Urban:** 8 minutes 30 seconds
- **Suburban:** 10 minutes
- **Rural:** 15 minutes
- **Wilderness:** Best effort

**Travel Time Effective Response Force (ERF), Fire Incidents:** This metric looks at the 90<sup>th</sup> percentile travel time for the full ERF to arrive at a fire scene. The ERF was established and defined in EPFR Standard of Cover Document. The ERF means there are enough resources to fill all identified critical tasks necessary for mitigation of the incident. The risk-hazard of the incident drives what critical tasks get filled. As an example, a single-family residential structure fire is categorized as “low-risk” and requires a minimum of 16 personnel to accomplish the critical tasks for effective hazard mitigation. A commercial structure fire is considered “high-risk” and requires 27 personnel to accomplish the critical tasks. The travel time only includes priority or emergent responses (i.e. lights and sirens).

The East Pierce Fire & Rescue established benchmark for the travel time for an Effective Response Force is:

- **Urban:** 13 minutes 30 seconds
- **Suburban:** 15 minutes
- **Rural:** 20 minutes
- **Wilderness:** Best effort

**Travel time for 1<sup>st</sup> unit arrival for any EMS call:** This metric looks at the travel time for the first arriving unit, regardless of unit type, to an EMS call. Within EPFR this may be either an Advanced Life Support (ALS) unit with at least 1 certified paramedic, or Basic Life Support (BLS) with an EMT. All responding EPFR units have AED capabilities at a minimum. The travel time only includes priority or emergent responses (i.e. lights and sirens).

The East Pierce Fire & Rescue established benchmark for the travel time of the first unit arriving at any EMS call is:

- **Urban:** 8 minutes 30 seconds
- **Suburban:** 10 minutes
- **Rural:** 15 minutes
- **Wilderness:** Best effort



# EPFR Unit and Response Benchmarks

Adopted: 3/21/23

**Travel time first Medic unit:** All EPFR medic units are staffed with a paramedic (ALS). The engines are either ALS or BLS and staffing varies from day-to-day depending on personnel assigned. Since all the medic units at EPFR are ALS, and we do not collect data for whether engines are staffed as ALS or BLS on any given day, the data reflected is based on arrival of the first medic unit to the scene. The travel time only includes priority or emergent responses (i.e. lights and sirens).

The East Pierce Fire & Rescue established benchmark for the travel time of the 1<sup>st</sup> arriving medic unit arrival is:

- **Urban:** 11 minutes
- **Suburban:** 13 minutes
- **Rural:** 15 minutes
- **Wilderness:** Best effort

**Travel times for Special Operations responses:** Other services provided by EPFR include Water Rescue, HazMat, Technical Rescue, and Wildland. Travel times for the first units to arrive to the special operations responses is not broken down by population density areas, as these incidents are not nearly as frequent. The travel time only includes priority or emergent responses (i.e. lights and sirens).

The East Pierce Fire & Rescue established benchmark for the travel time of the 1<sup>st</sup> unit to arrive at special operations incidents is:

- **HazMat:** 12 minutes
- **Water:** 12 minutes
- **Tech:** 12 minutes
- **Wildland:** 12 minutes



2022 Performance	Benchmark	90th %	Total Incidents	% Achieving
<b>Turn Out Times - 90th percentile</b>	2 min	2:32	22,634	74%
<b>Travel Time 1st Unit - FIRE All</b>				
Urban/DenseUrban	8:30	9:24	151	80.80%
Suburban	10:00	10:53	18	83.30%
Rural	15:00	13:23	15	93.30%
Wilderness	None	56.13	1	N/A
<b>Travel Time ERF - FIRE All</b>				
Urban	13:30	15:02	26	76.90%
Suburban	15:00	15:39	3	66.70%
Rural	20:00	N/A	N/A	N/A
Wilderness	N/A	N/A	N/A	N/A
<b>Travel Time 1st Unit - Any EMS All</b>				
Urban	8:30	8:59	4014	87.70%
Suburban	10:00	11:18	341	83.60%
Rural	15:00	14:26	186	94.10%
Wilderness	None	29.09	2	N/A
<b>Travel Time 1st Unit - Medic Unit All</b>				
Urban	11:00	12:27	4044	86.00%
Suburban	13:00	13:58	344	84.00%
Rural	15:00	16:26	203	84.70%
Wilderness	None	49.32	6	N/A
<b>Travel Time 1st Unit - HazMat</b>	12:00	12:37	39	87.20%
<b>Travel Time 1st Unit - Water</b>	12:00	8:32	2	100%
<b>Travel Time 1st Unit - Tech</b>	12:00	4:30	1	100%
<b>Travel Time 1st Unit - Wildland</b>	12:00	13:07	41	85.40%

2022 Unit Hour Utilization		
Unit	% Time Committed - 2022	% Time Committed - 2021
BC111	4.25	4.22
E111	14.97	14.58
E112	7.65	7.14
E114	7.59	7.76
E116	12.4	11.72
E118	13.1	13.29
L113	14.97	14.06
M111	28.78	28.43
M112	13.06	12.91
M113	24.99	24.81
M116	22.4	21.67
M118	21.91	21.91

2022 Reliability	
Station	1st Unit
111	80%
112	68%
113	80%
114	81%
116	82%
118	87%



# Board Meeting Agenda Item Summary

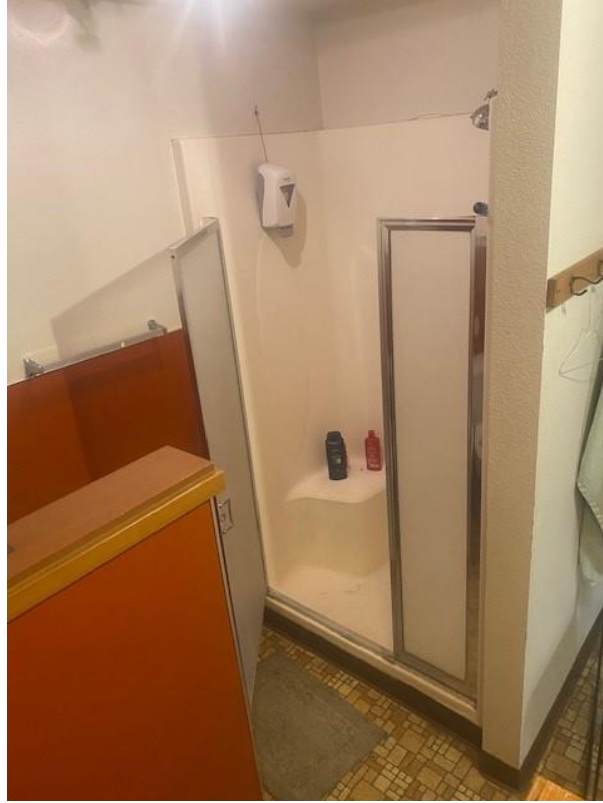
<b>Meeting Date:</b>	March 21, 2023
<b>Title:</b>	Station 124 Remodel

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	Approve – Planning Committee
<b>Recommended Action/Motion:</b>	<i>Move to approve the remodeling project of Station 124 as presented and to authorize the Fire Chief to award the project to the lowest responsible bidder to a maximum of \$150,000 plus tax, funded via the Phase 2 Facilities Reserve.</i>
<b>Presenter:</b>	Deputy Chief Mack
<b>Attachments:</b>	Station 124 Photos

<b>Summary:</b>
<p>With the expected permanent staffing of Station 124 (Milton) in September of 2023, there is a brief opportunity, as the Engine 118 crew moves to the new Edgewood station, to update/remodel the facility's interior. When the 118 crew relocated to Station 124 in late 2021, we partially remodeled the interior but did not touch the kitchen, main bathroom, dining area, or dorms. We likely are operating out of this facility for several years until we secure funding for a new Station 124. The proposed remodel would allow an update to the items noted above and allow for a 4<sup>th</sup> dorm to be created.</p> <p>Approval of this project will allow staff to create a project scope, solicit bids, and award the bid to the lowest responsible bidder.</p> <p>The remodel maximum expense estimate is \$150,000 + tax. Funding for the project will come from the Phase 2 Capital Facilities Reserve. The actual reserve transfer will occur later in 2023 once the project is complete.</p> <p>The Planning Committee has reviewed this request.</p>

<b>Fiscal Impact:</b>	\$150,000 + Tax from Phase 2 Reserve
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# WFCA - Spring Series - Lake Chelan Seminar

**When:** Saturday, June 3rd, 2023

**Where:** Campbell's Resort  
104 W Woodin Ave  
Chelan, Washington 98816  
United States



## **Chelan - Leadership Delta**

### **CHELAN - CAMPBELL'S RESORT**

*June 3rd*

*It's often said that the definition of leadership is the ability to transmute a vision of the future in a reality. In today's changing fire service, visionary leadership will be the key to keeping up and thriving because it tells the story of why the landscape is changing and how your agency can embrace the change. For a leader, this is a tall order. Laura Boyd will outline three crucial, foundational leadership skills you can use to deploy your strategy. Create a Vision – The direction you lead should have a mission in line with your agency's values. Build Alignment for your Vision – Bridge the gap between your vision and reality. Championing the Execution of Your Vision – Provide a plan for every aspect of your team.*

*Note: Nicholson & Associates is hosting an event Friday, June 2nd in the Penthouse at Campbell's Resort.*