



EAST PIERCE FIRE & RESCUE BOARD OF COMMISSIONERS
Regular Meeting Agenda
June 20, 2023
7:00 p.m.

Meetings are conducted in-person with the option of attending virtually.
Meeting Location: 18421 Veterans Memorial Dr. E, Bonney Lake 98391

Please click the link below to join the webinar:
<https://webinar.ringcentral.com/j/1464336216>

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.

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 May 16th Regular Meeting..... Page 3-6
- b) Treasurer’s Report..... Pages 7-8
- c) Approve Finances..... Pages 9-13
- d) Financial Waiver
 - i) Transport Account 132676702 in the amount of \$1,070.00 Page 14
 - ii) Transport Account 132687478 in the amount of \$1,289.80 Page 15
 - iii) Transport Account 132721533 in the amount of \$1,054.60 Page 16

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. 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 17-21

8. CHIEF’S REPORT

- a) Monthly Chiefs Report..... Pages 22-23
- b) Monthly Injury Report..... Page 24
- c) Q2 Strategic Plan Update Pages 25-46
- d) Q2 Standard of Cover Update Pages 47-65
- e) 2023 Employee Survey

9. COMMISSIONER CONFERENCE/COMMITTEE REPORTS:

- a) Planning Committee – Wernet (Notes from 6/2 Meeting) Pages 66-67
- b) Finance Committee –..... None
- c) HR Committee –..... None

10. RESOLUTIONS:

- a) Resolution 1024 – Surplus of EMS Equipment- Moore..... Pages 68-70

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

- a) Facility Reserve Policy (1st Reading) – Parkinson Pages 71-74
- b) Deputy Chief Evaluation and MOU – Parkinson Page 75
- c) Interim Deputy Chief Contract – Parkinson Page 76

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

13. COMMISSIONER TRAINING/EVENT REQUESTS:

- a) WFOA Annual Conference (Tulalip- October 25-28) - Byerley Page 77
- b) NAEFO Conference (Las Vegas- September 18-19) – Byerley..... Page78

14. EXECUTIVE SESSION: Per RCW 42.30.110(1)(g) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee.

15. COMMISSIONER ACTION/DISCUSSION: None

16. ADJOURN

EVENTS:

- June 22, 2023.....PC Commissioner Meeting
- July 27, 2023 PC Commissioners- BBQ/Potluck
- August 24, 2023PC Commissioner Meeting
- September 28, 2023PC Commissioner Meeting
- October 26, 2023PC Commissioners- No Meeting – Annual Conference
- November 16, 2023PC 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**

May 16, 2023

A regular meeting of the Board of Fire Commissioners of East Pierce Fire & Rescue was held on May 16, 2023, in-person and via conference/video call through Ring Central. Notice and link to join meeting was posted for public access. Vice-Chair Ed Egan called the meeting to order at 7:00 p.m. Present by roll call were Commissioners Randy Kroum, Cynthia Wernet, Kevin Garling, Mike Cathey, Pat McElligott, Chief Jon Parkinson, Finance Manager Michelle Hollon(virtual), and District Secretary Corina Byerley.

Commissioners Excused: Commissioner Napier

Audience: Assistant Chief Sandlian, Assistant Chief Moore, Project Manager Phil Herrera, citizen citation recipients, cardiac arrest survivor and family.

Honors and Recognitions: Citizen Citations – Staff members from Bonney Lake High School were recognized for their life saving actions when a student collapsed from cardiac arrest. The following staff members were recognized: Javid Shoemaker, Brenda Kuehlthau, Eryn Ruud, Andy Foster, Gabriel Fried, Jamie Gadsby, Robyn Stevenson, Jennifer Skidmore, Anthony Clarke – Principal, Landon Maggs - Vice Principal, Breanna Naccarato - Office Manager, and Kelly Johnson - Main office.

Oath of Office: None

Approval of Agenda:

District Secretary Corina Byerley requested to amend the agenda as follows:

- Agenda Item 9a (Commissioner Conference/Committee Reports)- add Planning Committee notes from 5/12/23 meeting. Meeting occurred after packets were prepared.
- Item 9b (Commissioner Conference/Committee Reports) add Finance Committee notes from 5/15/23 meeting. Meeting occurred after packets were prepared.
- Item 10b (Resolutions) remove Resolution 1022- Transfer of Funds (Reserve to GL)
- Item 11c (New Business) add Stock Engine purchase
- Item 11d (New Business) add Pierce County Fire Protection Services Interlocal Agreement

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

Consent Agenda:

Commissioner Kroum moved to approve the consent agenda (minutes of the April 18th Special meeting, minutes from the April 18th Regular meeting; treasurer's report; current expense vouchers 230502001-230502066 in the amount of \$354,635.75; payroll vouchers 230503001-230503010 in the amount of \$398,851.36; and electronic payroll in the amount of \$2,067,121.95; Capital expense vouchers 230501001-230501018 in the amount of \$1,291,332.53; and payroll transaction transfers 1786-1789 on 4/19/23 in the amount of \$4,325.04). Motion seconded by Commissioner Cathey and carried.

Guest Speaker Presentation: None

VISITOR COMMENTS: None

BOND-2018:

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

Station 111: Foundations nearly complete. Elevator shaft and tall apparatus bay columns completed this week. Underground utilities continue. Preparing to pour the slab for the admin section.

Station 112: Permit documents are being prepared from station 114 documents. Documents for “conditional use permit” application underway. Survey and legal description completed to facilitate land/building swap with the neighbor.

Station 114: Abatement work has started. Demolition began this week. Construction of the retaining wall will begin next week.

Station 117: Building permit is in review. Expecting first round of comments this month. Plumbing and mechanical documents are in review.

Station 118: Landscaping proceeding. Suspended ceilings, countertops, finishes underway. Finish lighting and plumbing fixtures in process.

Station 124: 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: dates of upcoming annual updates with our cities; fall recruitment is underway and closes in May 19th; demolition of Milton property is complete; Sound Transit-staff met to discuss scope and impacts of parking garage project on Station 113 response; annual employee survey is underway, results should be available to share with Board in June or July; meeting was held on 5/11 with Town of South Prairie to discuss contract for services; the operational assessment conducted by Clark Nuber is nearly complete; command staff will be attending the WFC conference in Wenatchee next week; IT has installed backup systems to ensure Wi-Fi services are always functional; and Chief met with the City of Milton regarding the future use of Station 124..

COMMISSIONER CONFERENCE/COMMITTEE REPORTS:

Planning Committee: Commissioner Wernet reported on the committee’s last meeting on 5/12. The committee meeting covered four topics.

1. A construction update by Project Manager Phil Herrera.
2. Discussion of Phase 2 facilities projects. Committee requested a condition assessment of Stations 113 and 116. Committee supports engaging in conversation with the City of Milton to establish a permanent Station 124.
3. Levy consultant plan for upcoming levy request to voters planned for 2024.
4. Discussion regarding extending/renewing the department’s Strategic Plan.

Finance Committee: Chief Parkinson reported on the committee’s last meeting on 5/15. The committee discussed four topics at their last meeting.

1. Stock engine purchase vs. refurb - The committee recommends this purchase due to the cost vs. lifespan of other options—the expenditure is funded via the equipment replacement reserve.
2. Facility maintenance reserve (draft policy)- The committee recommends the policy draft move forward to the Board for its first reading in June.
3. Regional logistics discussion – The committee was briefed on recent regional conversations related to logistics.
4. Levy failure contingency- The committee discussed what steps the committee/board would like to have in place in case of a future levy failure as follow up to the April Board workshop.

HR Committee: Commissioner Wernet reported on the committee’s last meeting on 5/2. The committee discussed three topics at their last meeting.

1. Employee issue – Chief Parkinson briefed committee on an employee issue. No action required by Board.
2. Draft MOU with L3520- reviewed draft MOU regarding insurance gap following death of an active-duty employee. HR committee recommends Board supports this MOU with changes.
3. Fire Chief annual evaluation- Performance review discussion by committee, annual expectations and feedback provided to the Chief. HR committee recommends to the Board to accept changes to the Chief's contract regarding: extension, modification of COLA language, and inclusion of Juneteenth holiday.

RESOLUTIONS:

Resolution 1021- Transfer of Excess Funds: Finance Manager Michelle Hollon presented to the Board Resolution 1021 requesting to transfer funds in the amount of \$3,534,893 from the General Fund to the Reserve Fund. These are excess funds above the budgeted beginning fund balance for the 2023 Budget year and shall be distributed as follows \$305,859 to General Reserve, \$17,699 to Equipment Reserve, and \$3,211,335 to Capital Facilities Phase 2 Reserve. Commissioner McElligott moved to approve Resolution 1023 to transfer funds from the General Fund to the Reserve Fund in the amount of \$3,534,893. The motion was seconded by Commissioner Kroum and carried.

Resolution 1023- Cancellations of Warrants: Finance Manager Michelle Hollon presented to the Board Resolution 1023 requesting the cancellation of three warrants. Gimmees was issued a check in the amount of \$984.50 for public education supplies and Cobalt Storage was issued a check in the amount of \$911.00 for storage services both were lost in the mail and not cashed. ISFSI was issued a replacement check for a lost check but was found by the vendor and cashed before the district was able to cancel the warrant, now the replacement check is requested to be cancelled in the amount of \$1,450.00. The total amount to be cancelled is \$3,345.50. Commissioner Kroum moved to Resolution 1023 cancelling warrants 1678150, 1682409, and 1682388 in the total amount of \$3,345.50. The motion was seconded by Commissioner Cathey and carried.

NEW BUSINESS:

Medical Insurance MOU: Chief Parkinson presented to the Board a request for a Memorandum of Understanding (MOU) with IAFF Local 3520 allowing, in the event of the death of an active-duty member, the District to continue insurance coverage payments to the family of a deceased active-duty employee, for a period not to exceed six months, until the family begins to receive DRS payments. Commissioner McElligott moved to approve the Medical Insurance MOU with IAFF Local 3520 as presented. The motion was seconded by Commissioner Garling and carried.

Acceptance of completed construction for Station 124: Finance Manager Michelle Hollon presented to the Board a request to accept the completion of the demolition project with KD&S Environmental for the property of the new Station 124. The demolition project was completed in April 2023. Commissioner Garling moved to accept the completion of the demolition project with KD&S Environmental for the property of the new Station 124. The motion was seconded by Commissioner McElligott and carried.

Stock Engine Purchase: Chief Parkinson presented to the Board a request to purchase a new stock engine to replace a refurb of an older engine. The stock engine purchase of \$1,093,987 would eliminate the \$300k in refurb expense and the purchase of a replacement rescue unit scheduled for 2024 (\$160k) as the stock engine is set up to serve both purposes (engine and rescue unit). The finance committee recommends this purchase due to the cost vs. lifespan of other options—the expenditure is funded via the equipment replacement reserve. Commissioner Kroum moved to approve the purchase of a stock rescue engine from Pierce Manufacturing in the amount of \$1,093,987 from the equipment replacement reserve as presented. The motion was seconded by Commissioner Garling and carried.

PC Fire Protection Services Interlocal: Chief Parkinson presented to the Board a contract for fire protection services provided to Pierce County owned buildings, equipment, and property within the

district. This contract is reviewed and renewed annually based on adjustments to fees. Fees are based on number of calls to such property. Commissioner McElligott moved to adopt the interlocal agreement between East Pierce Fire & Rescue and Pierce County for fire protection services for County-owned buildings, equipment, and property within East Pierce's district. The motion was seconded by Commissioner Garling and carried.

UNFINISHED BUSINESS: None

COMMISSIONER TRAINING/EVENT REQUESTS:

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.

WFOA Spring Seminar in Chelan: District Secretary Corina Byerley provided the Board with information regarding the WFOA Spring Seminar in Chelan on June 3rd. Commissioners McElligott, Cathey, and Napier will be attending. No action taken, information only.

Long Term Care Deductions: District Secretary Corina Byerley reminded the Board that long term care fee deductions will begin on July 1st. Exemptions must be forwarded to Finance Manager Michelle Hollon by June 20th. No action taken, information only.

EXECUTIVE SESSION:

Vice Chair Egan called for an executive session per RCW 42.30.11(1)(g) to review the performance of a public employee discussion at 8:12 p.m. for 20 minutes.

Meeting reconvened at 8:32 p.m.

COMMISSIONER ACTION/DISCUSSION:

Chief's Contract MOU: Upon reconvening the meeting from executive session, the following action was taken: Commissioner Wernet moved to approve the Memorandum of Understanding as presented as modification to the Fire Chief's current agreement and authorize the Chair to sign on behalf of the Board of Commissioners. The motion was seconded by Commissioner Cathey and carried.

ADJOURN

There being no further business to come before the Board, the meeting was adjourned at 8:41 p.m.

District Secretary Corina Byerley

Chairman Jon Napier/Vice-Chair Ed Egan



EAST PIERCE FIRE & RESCUE

May 2023

for June 20,2023 Meeting

Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
			7 Months Remaining =	58.33%

General Fund (Current Expense)

Net Cash & Investments 12/31/2022

\$ 13,675,288 Budgeted

Operating Revenues

Property Tax - Current	3,165,659	18,772,084	35,580,911	16,808,827	47.2%
Property Tax - Prior Year/Delinquent	49,305	236,798	-	(236,798)	0.0%
Other Taxes	12,849	13,116	18,500	5,384	29.1%
Regular EMS Transport	258,357	1,291,623	2,800,000	1,508,377	53.9%
GEMT Transport	291,946	1,657,672	3,100,000	1,442,328	46.5%
GEMT Reconciliation	-	-	600,000	600,000	100.0%
Intergovernmental	107,478	279,936	201,375	(78,561)	-39.0%
Tehaleh Mitigation	1,400	2,450	100,000	97,550	97.6%
Transfers in from Reserves/Capital	-	628,823	5,573,342	4,944,519	88.7%
Other Revenue	38,299	494,217	1,529,770	1,035,553	67.7%
Total Operating Revenues	3,925,292	23,376,717	49,503,898	26,127,181	52.8%

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

Operating Expenses	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
Administration (Comm, Fire Chief, Deputy Chief, Finance, HR)	258,123	1,130,806	2,901,818	1,771,012	61.0%
Operations (Fire, Training, Volunteers)	2,272,831	12,243,604	30,172,400	17,928,796	59.4%
EMS	181,215	1,179,745	3,056,911	1,877,166	61.4%
Prevention (Fire Prevention, Pub Ed)	125,073	560,391	1,320,488	760,097	57.6%
Logistics (Logistics, Emerg. Mgmt, IT)	254,474	2,028,175	4,793,239	2,765,064	57.7%
Capital (Project Manager)	40,967	141,421	189,716	48,295	25.5%
Reserve Purchases (Equip., EMS, Facility)	2,477	1,019,900	5,383,626	4,363,726	81.1%
Transfers Out	3,534,893	4,020,802	1,685,700	(2,335,102)	-138.5%
Total Operating Expenses	6,670,052	22,324,844	49,503,898	27,179,054	54.9%
Payroll Clearing Accruals	(25,828)	196			
Operating Expenses Net of Accruals	6,644,224	22,325,040			
Ending Net Cash & Investments			\$ 14,726,965		

Reserve Fund

Net Cash & Investments 12/31/2022

\$ 27,075,250 Budgeted

Reserve Balances	Other Revenues	Transfer In	Transfer Out	Balance as of 05/31/23	(Short)/Over
General Reserve		305,859		3,534,750	20,305
Equipment Reserve		17,699		13,589,597	N/A
Facilities Reserve				1,105,928	305,928
Employee Compensation Reserve				853,701	53,701
Capital Facilities Phase 2		3,211,335		14,048,409	Balance
Sale of Tax Title Property					
Investment Interest	135,368				
Current Month Total	135,368	3,534,893	-		
Year to Date Total	\$ 329,961	\$ 3,534,893	\$ 485,909	\$ 33,132,384	



EAST PIERCE FIRE & RESCUE

May 2023

for June 20,2023 Meeting

Capital (Construction) Fund UTGO Bonds 2018	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
Net Cash & Investments 12/31/2022			\$ 15,999,374	Budgeted	
Revenues					
Investment Interest	51,315	270,432	75,000	(195,432)	-260.6%
Total Revenues	51,315	270,432	75,000	(195,432)	-260.6%
Expenses					
Capital Expenditures/Expenses	8,290	19,694	-	(19,694)	0.0%
Capital Purchases-Station 111	715,182	4,027,878	-	(4,027,878)	0.0%
Capital Purchases-Station 112	3,563	29,456	-	(29,456)	0.0%
Capital Purchases-Station 114	155,108	252,245	-	(252,245)	0.0%
Capital Purchases-Station 117	111,523	240,477	-	(240,477)	0.0%
Capital Purchases-Station 118	233,339	864,033	-	(864,033)	0.0%
Capital Purchases-Station 124	64,327	73,321	-	(73,321)	0.0%
Transfer Out - GF - Cap Fac Mgr	-	142,914	47,429	(95,485)	-201.3%
Total Expenses	1,291,333	5,650,018	47,429	(5,602,589)	-11812.6%
Ending Net Cash and Investments			\$ 10,619,789		

Capital (Construction) Fund UTGO Bonds 2022	Current Month	Year to Date	Budget Resolution 1000	Remaining Amount	Remaining Percent
Net Cash & Investments 12/31/2022			\$ 40,482,068	Budgeted	
Revenues					
Investment Interest	177,377	800,261	1,365,000	564,739	0.0%
Total Revenues	177,377	800,261	1,365,000	564,739	
Expenses					
Capital Purchases	-	-	-	-	0.0%
Transfer Out - GF - Cap Fac Mgr	-	-	142,287	142,287	
Total Expenses	-	-	142,287	-	0.0%
Ending Net Cash and Investments			\$ 41,282,329		



Finance Department
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

PAYMENT LISTING

Trans Date	District Ref #	Payee Printed Name	Amount
6/15/23	2394	CODE MECHANICAL INC.	\$27,486.00
6/15/23	2395	HONEY BUCKET	\$301.50
6/15/23	2396	JONES & ROBERTS CO.	\$690,849.45
6/15/23	2392	ANDY JOHNSON & CO. INC.	\$242,744.12
6/15/23	2393	CITY OF MILTON	\$798.30
6/15/23	2397	LINCOLN CONSTRUCTION INC	\$213,292.05
6/15/23	2399	ODP BUSINESS SOLUTIONS LLC	\$54.73
6/15/23	2398	MOBILE MODULAR	\$1,052.70
6/15/23	2400	OTTO ROSENAU & ASSOCIATES, INC.	\$10,427.74
6/15/23	2403	RICE FERGUS MILLER ARCHITECTURE	\$128,225.64
6/15/23	2406	A-ADVANCED SEPTIC SERVICES INC.	\$1,196.64
6/15/23	2407	ABM JANITORIAL SERVICES	\$1,140.71
6/15/23	2413	CAMERON RENEE	\$34.98
6/15/23	2414	CARDINAL HEALTH 112, LLC	\$3,065.50
6/15/23	2418	CITY OF BONNEY LAKE-REIMB UTILITIES	\$3,753.35
6/15/23	2419	CITY OF MILTON	\$10,563.54
6/15/23	2420	CODE MECHANICAL INC.	\$31,546.43
6/15/23	2401	PERFORMANCE VALIDATION INC.	\$3,069.00
6/15/23	2402	PIERCE COUNTY SEWER	\$35.03
6/15/23	2404	ROBERT HALF	\$8,093.75
6/15/23	2405	US DIGITAL DESIGNS INC	\$64,461.91
6/15/23	2408	ADVANCE TRAVEL FUND	\$1,737.08
6/15/23	2409	AIR EXCHANGE, INC.	\$1,091.23
6/15/23	2410	BARNHART MD PS STEPHEN W	\$6,862.50
6/15/23	2411	BERK CONSULTING	\$1,802.50
6/15/23	2412	BOUND TREE MEDICAL LLC	\$527.85
6/15/23	2415	CASCADE HEALTHCARE SERVICES LLC	\$2,516.20
6/15/23	2416	CENTURYLINK (035B/376B/785B/786B/442B)	\$72.74
6/15/23	2417	CINTAS CORPORATION # 461	\$8,285.95
6/15/23	2421	DAVIS DOOR SERVICE, INC	\$5,896.00
6/15/23	2424	EIGHT TWENTY EIGHT	\$5,000.00
6/15/23	2426	ENUMCLAW CHRYSLER JEEP DODGE RAM	\$186.18
6/15/23	2429	FIFE MILTON EDGEWOOD CHAMBER OF COMMERCE	\$300.00
6/15/23	2430	FIRE PROTECTION INC.	\$1,904.27
6/15/23	2432	FREIGHTLINER NORTHWEST	\$38,254.36
6/15/23	2433	FUGATE FORD	\$2,030.53
6/15/23	2437	HANEY MELISSA	\$80.21
6/15/23	2422	DIVE RESCUE INTERNATIONAL INC	\$426.66

6/15/23	2423	DRG CONSTRUCTION INC.	\$6,345.20
6/15/23	2425	EMS TECHNOLOGY SOLUTIONS LLC	\$1,944.00
6/15/23	2427	EXPERT AIR CONTROL	\$2,147.89
6/15/23	2428	FIDELITY SOLUTIONS	\$41,390.01
6/15/23	2431	FREDS TOWING	\$952.00
6/15/23	2434	GITTS SPRING CO	\$2,143.15
6/15/23	2435	GREEN TERA	\$576.15
6/15/23	2436	HAMERTOOLS LLC	\$309.06
6/15/23	2439	IAFC MEMBERSHIP	\$425.50
6/15/23	2438	HUGHES FIRE EQUIPMENT, INC.	\$1,346.56
6/15/23	2444	L & L PRINTING INC	\$427.35
6/15/23	2445	L N CURTIS & SONS	\$16,207.02
6/15/23	2447	LES SCHWAB TIRE CENTERS	\$6,786.70
6/15/23	2449	LINDE GAS & EQUIPMENT INC	\$1,454.36
6/15/23	2451	MOBILE HEALTH RESOURCES LLC	\$2,819.16
6/15/23	2455	NATIONAL TESTING NETWORK	\$2,090.00
6/15/23	2462	POLAND AND SONS LLC	\$8,626.31
6/15/23	2463	PUGET SOUND ENERGY	\$5,340.01
6/15/23	2467	QUINN ERIC	\$600.00
6/15/23	2440	JAMES OIL CO. INC.	\$20,078.81
6/15/23	2441	KBUILT LLC	\$1,221.48
6/15/23	2442	KENT D. BRUCE COMPANY	\$233.67
6/15/23	2443	KIEL MECHANICAL	\$2,125.00
6/15/23	2446	LANDEFELD JIM	\$142.99
6/15/23	2448	LIFE ASSIST	\$25,681.52
6/15/23	2450	MARION WATER CO., INC.	\$105.98
6/15/23	2452	MOSHER KYLE	\$198.30
6/15/23	2453	MUNICIPAL EMERGENCY SERVICES	\$3,748.14
6/15/23	2454	NATIONAL HOSE TESTING SPECIALTIES	\$23,759.75
6/15/23	2456	NORTHWEST SAFETY CLEAN	\$779.58
6/15/23	2457	ODP BUSINESS SOLUTIONS LLC	\$203.03
6/15/23	2458	PACIFIC OFFICE AUTOMATION	\$598.61
6/15/23	2459	PC BUDGET & FINANCE DEPT	\$2,031.75
6/15/23	2460	PHILIPS MEDICAL SYSTEMS	\$1,684.80
6/15/23	2461	PIERCE COUNTY SEWER	\$72.22
6/15/23	2464	PUGET SOUND INSTRUMENT	\$162.04
6/15/23	2465	QUADIENT LEASING USA, INC.	\$361.25
6/15/23	2466	QUADIENT	\$250.00
6/15/23	2470	REHN AND ASSOCIATES	\$100.00
6/15/23	2468	RADEMACHER KEVIN	\$975.27
6/15/23	2469	RC DISPLAY VANS	\$4,230.00

6/15/23	2472	RUCSHNER KIMBERLEE	\$18.08
6/15/23	2476	SNOPE JARED	\$490.00
6/15/23	2477	STERRENBURG TROY	\$295.73
6/15/23	2478	STREAMLINE AUTOMATION LLC	\$6,514.77
6/15/23	2479	STRYKER SALES CORP.	\$2,458.37
6/15/23	2480	SUMMIT LAW GROUP PLLC	\$1,443.00
6/15/23	2481	SUMNER RV CENTER	\$2,955.17
6/15/23	2482	SUNSET FORD	\$1,933.49
6/15/23	2471	RON & LEOS WELDING SERVICE	\$8,976.00
6/15/23	2473	SCHINKAL LANCE	\$38.62
6/15/23	2474	SITECRAFTING, INC.	\$55.00
6/15/23	2475	SNIDER PETROLEUM	\$3,804.33
6/15/23	2483	SUTHERLAND DINA	\$206.67
6/15/23	2484	SYSTEMS DESIGN WEST LLC	\$11,548.81
6/15/23	2485	TOP FITNESS STORE	\$4,417.79
6/15/23	2486	TREASURY MANAGEMENT SVCS - US BANK	\$76.95
6/15/23	2487	UNDERWATER SPORTS, INC	\$302.78
6/15/23	2489	UW VALLEY MEDICAL CENTER	\$533.25
6/15/23	2488	US BANK	\$67,744.01
6/15/23	2491	VFIS	\$2,006.00
6/15/23	2492	WCIF-Life/Dental/EAP	\$20,567.59
6/15/23	2490	VALVOLUME LLC	\$548.46
6/15/23	2698	AFLAC	\$485.49
6/15/23	2699	DIMARTINO ASSOCIATES (WSCFF)	\$19,642.72
6/15/23	2700	GET PROGRAM	\$781.00
6/15/23	2701	IAFF - FIREPAC	\$37,936.80
6/15/23	2704	WCIF-Life/Dental/EAP	\$944.08
6/15/23	2702	LEOFF HEALTH & WELFARE TRUST	\$357,568.93
6/15/23	2703	TACOMA-PIERCE CO CHAPLAINCY	\$626.50
6/15/23	2705	WCIF-Met Life	\$224.21
6/15/23	2706	WSCFF - FASTPAC	\$495.50
6/15/23	2707	WSCFF-Medical Expense Reimbursement Plan	\$14,700.00
Payment Count: 111			Total Amount: <u>\$2,280,182.05</u>

Payment Count: 111
Payment Total: \$2,280,182.05

CERTIFICATION

I, the undersigned do hereby certify under penalty of perjury, that the materials have been furnished, the services rendered or labor performed as deccribed 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

<p>INSTRUCTIONS FOR USE:</p> <p>Submit signed Transmittal To Pierce County Finance Department</p> <p>FAX: 253-798-6699 EMAIL: PCACCOUNTSPAYABLE@co.pierce.wa.us</p>	<p>PC Finance Department Use Only</p> <p>Authorization Recieved on _____</p> <p>Batch Verified by _____</p>
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May 2023 Post-Meeting	
General Fund	
Payroll Transactions Posted 05/31/23	
trx# 2300 FIT Taxes	\$ 320,042.79
trx# 2326 Stearns, Jason	\$ 1,549.07
trx# 2300 DRS/LEOFF	\$ 239.54
trx# 2300 FIT Taxes	\$ 50.22
Transfer Out to Reserve Fund	\$ 3,534,893.00
Excess Funds - Resolution 1021	
Reserve Fund	
Transfer In from General Fund	\$ 3,534,893.00
Excess Funds - Resolution 1021	
June 2023	
General Fund	
Total AP	\$ 455,884.90
AP Vouchers	
Vouchers # 230602001 - 230602087	\$ 455,884.90
Total Payroll	\$ 2,884,352.75
Payroll Vouchers	
Vouchers # 230603001 - 230603010	\$ 433,405.23
Electronic Payroll	\$ 2,450,947.52
Total Expenditures (AP + Payroll)	\$ 3,340,237.65
Total BIAS Expenditures (111 - 999)	\$ 3,335,266.37
Difference	\$ 4,971.28
sickleave buybacks	\$ 4,658.71
reimbursements	\$ 312.57
Bond Fund	
Bond Interest Payment June 01, 2018 Bonds	\$ 789,925.00
Bond Interest Payment June 01, 2022 Bonds	\$ 1,459,701.38
Capital Fund 301 (UTGO 2018 Bonds)	
Total AP	
Vouchers # 230601001 - 230601014	\$ 1,390,891.92



Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Approve Financial Assistance Program Waiver for Account 132676702

Recommendation from Staff:	Approve
Recommendation from Committee:	Approve
Recommended Action/Motion:	<i>Recommend that the Board make a motion to approve inclusion of Account 132676702 into the Financial Assistance Program. Based upon this patient's lack of demographic information / unable to obtain. Waiver is 100%</i>
Presenter:	Consent Agenda
Attachments:	None

Summary:																	
<p>The Board approved implementation of a Financial Assistance Program for ambulance transport fees for patients with limited financial means. Modeled after similar programs used by local hospitals and other fire districts, the EPFR program utilizes a worksheet to take into account the patient's income and family size to reduce, or in some cases, completely waive ambulance transport charges.</p> <p>Circumstances surrounding this incident: <u>Transport lacks demographic information / unable to obtain.</u></p> <table> <tr> <td>Total Amount of Patient's Ambulance bill:</td><td>\$</td><td>1,070.00</td></tr> <tr> <td>Amount covered by private / government insurance programs:</td><td>\$</td><td>(.00)</td></tr> <tr> <td>Patient' remaining balance (obligation) for this ambulance bill:</td><td>\$</td><td>1,070.00</td></tr> </table> <table> <tr> <th>Family size (incl. patient)</th><th>Est. Gross Family Income/ Yr</th><th>EPFR Worksheet: % Reduction in Outstanding Balance.</th></tr> <tr> <td>n/a</td><td>n/a</td><td>100%</td></tr> </table> <p>Recommendation based upon Financial Assistance Program formula: Recommend Board authorize 100% reduction of patient's outstanding balance due. As always, Systems Design, our billing service, will work out a payment plan with the patient if required.</p> <p>3. Policies/ Alternatives Considered: None. See Above</p>			Total Amount of Patient's Ambulance bill:	\$	1,070.00	Amount covered by private / government insurance programs:	\$	(.00)	Patient' remaining balance (obligation) for this ambulance bill:	\$	1,070.00	Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.	n/a	n/a	100%
Total Amount of Patient's Ambulance bill:	\$	1,070.00															
Amount covered by private / government insurance programs:	\$	(.00)															
Patient' remaining balance (obligation) for this ambulance bill:	\$	1,070.00															
Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.															
n/a	n/a	100%															

Fiscal Impact:	<p>Fiscal Impact: There is minimal financial impact on EPFR. The department averages less than a dozen Financial Assistance Program requests per year, or approximately ½ of 1% of the district's transports.</p>
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Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Approve Financial Assistance Program Waiver for Account 132687478

Recommendation from Staff:	Approve
Recommendation from Committee:	Approve
Recommended Action/Motion:	<i>Recommend that the Board make a motion to approve inclusion of Account 132687478 into the Financial Assistance Program. Based upon this patient's lack of demographic information / unable to obtain. Waiver is 100%</i>
Presenter:	Consent Agenda
Attachments:	None

Summary:

The Board approved implementation of a Financial Assistance Program for ambulance transport fees for patients with limited financial means. Modeled after similar programs used by local hospitals and other fire districts, the EPFR program utilizes a worksheet to take into account the patient's income and family size to reduce, or in some cases, completely waive ambulance transport charges.

Circumstances surrounding this incident:

Transport lacks demographic information / unable to obtain.

Total Amount of Patient's Ambulance bill:	\$	1,289.80
Amount covered by private / government insurance programs:	\$	(.00)
Patient's remaining balance (obligation) for this ambulance bill:	\$	1,289.80

Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.
n/a	n/a	100%

Recommendation based upon Financial Assistance Program formula:

Recommend Board authorize 100% reduction of patient's outstanding balance due.

As always, Systems Design, our billing service, will work out a payment plan with the patient if required.

3. Policies/ Alternatives Considered: None. See Above

Fiscal Impact:	Fiscal Impact: There is minimal financial impact on EPFR. The department averages less than a dozen Financial Assistance Program requests per year, or approximately ½ of 1% of the district's transports.
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Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Approve Financial Assistance Program Waiver for Account 132721533

Recommendation from Staff:	Approve
Recommendation from Committee:	Approve
Recommended Action/Motion:	<i>Recommend that the Board make a motion to approve inclusion of Account 132721533 into the Financial Assistance Program. Based upon this patient's lack of demographic information / unable to obtain. Waiver is 100%</i>
Presenter:	Consent Agenda
Attachments:	None

Summary:																	
<p>The Board approved implementation of a Financial Assistance Program for ambulance transport fees for patients with limited financial means. Modeled after similar programs used by local hospitals and other fire districts, the EPFR program utilizes a worksheet to take into account the patient's income and family size to reduce, or in some cases, completely waive ambulance transport charges.</p> <p>Circumstances surrounding this incident: <u>Transport lacks demographic information / unable to obtain.</u></p> <table> <tr> <td>Total Amount of Patient's Ambulance bill:</td><td>\$</td><td>1,054.60</td></tr> <tr> <td>Amount covered by private / government insurance programs:</td><td>\$</td><td>(.00)</td></tr> <tr> <td>Patient's remaining balance (obligation) for this ambulance bill:</td><td>\$</td><td>1,054.60</td></tr> </table> <table> <tr> <th>Family size (incl. patient)</th><th>Est. Gross Family Income/ Yr</th><th>EPFR Worksheet: % Reduction in Outstanding Balance.</th></tr> <tr> <td>n/a</td><td>n/a</td><td>100%</td></tr> </table> <p>Recommendation based upon Financial Assistance Program formula: Recommend Board authorize 100% reduction of patient's outstanding balance due. As always, Systems Design, our billing service, will work out a payment plan with the patient if required.</p> <p>3. Policies/ Alternatives Considered: None. See Above</p>			Total Amount of Patient's Ambulance bill:	\$	1,054.60	Amount covered by private / government insurance programs:	\$	(.00)	Patient's remaining balance (obligation) for this ambulance bill:	\$	1,054.60	Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.	n/a	n/a	100%
Total Amount of Patient's Ambulance bill:	\$	1,054.60															
Amount covered by private / government insurance programs:	\$	(.00)															
Patient's remaining balance (obligation) for this ambulance bill:	\$	1,054.60															
Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.															
n/a	n/a	100%															

Fiscal Impact:	<p>Fiscal Impact: There is minimal financial impact on EPFR. The department averages less than a dozen Financial Assistance Program requests per year, or approximately ½ of 1% of the district's transports.</p>
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To: **Board of Fire Commissioners**
From: **Phil Herrera, Project Manager**
Subject: **Bond Update – June 2023**

Station 118

- Landscaping is proceeding
- Final interior finishes are underway.
- Final site construction in progress. Sidewalks and entrances completed.
- Working towards substantial completion.

Station 111

- The building foundation work is close to complete.
- Elevator shaft and tall apparatus bay columns completed this week.
- Slab on the admin section is complete.
- Structural steel components underway in admin area.

Station 114

- Abatement work completed.
- Construction of the retaining wall is complete.
- Demolition of all buildings is complete.
- Final clean-up of debris this week.
- Site grading to begin next week.

Station 117

- Building permit is in review. First review received with few comments. We are awaiting second review comments expected this week.
- Bid documents are in process. Bid date is July 6th or sooner.
- Looking at September 4th to start construction.

Station 112

- Permit documents are being prepared from station 114 documents.
- Submitting for “conditional use permit”
- Survey and Legal description completed to facilitate land/building swap with the neighbor.

Station 118 June Photos

Kitchen and dayroom



Classroom



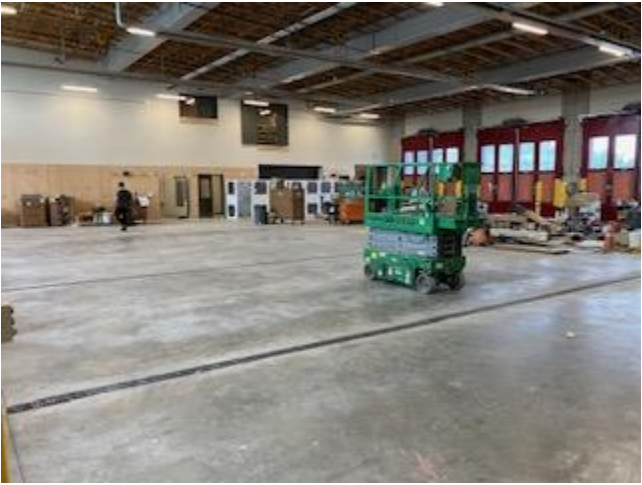
Lobby



Report Room



Apparatus bay





June 2023 Station 111 Photos

Level 1 administration area. Erecting structural steel columns.



Steal beams for the apparatus bay are on site. Ahead of schedule.



Operations area at west end of the apparatus bay.



June 2023 station 114 photos

Abatement and demolition of the four-plex.



Retaining wall construction.

Station 114 has left the building.





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

Council Presentations

The South Prairie report out was completed on Tuesday, June 13.

2024 Budget Process

Staff is now working on the 2024 budget. The next steps in the process for the Board will be:

- Finance Committee reviews the first budget draft (early October)
 - staff makes modifications
- Board reviews the first budget draft with modifications (October 17)
 - staff makes modifications
- Finance Committee reviews the second budget draft (early November)
 - staff makes modifications
- Board reviews the final budget draft (November 21)

2023 Medic Units

We received word from Braun NW that the Dodge chassis for our three 2023 medics units will not be available. The same issue applies to Ford and Chevrolet and may carry over into 2024. We are working with Braun on alternatives to present to the Board. More information may be available in time for the June Board meeting.

Milton Fire Station

As mentioned in May, a letter was sent to Milton Mayor Stryon Sherrell regarding the existing fire station in Milton. The letter posed the following questions to the City:

1. Would the City be interested in selling the existing fire station building to East Pierce & Rescue?
2. Would the City be interested in exploring a jointly funded facility remodel of the existing building, which would accommodate both the fire station and City staff?
3. Would the City like to explore any other options not identified above that would allow East Pierce to remain onsite permanently?

It will likely take a couple of months for the mayor to have direction from the city council. I will update the planning committee and the Board as soon as I hear back.

Annual Employee Survey

The annual employee survey is complete and will be shared with Board at this meeting. It can be found as an attachment to this report.

Financial Operational Assessment

The assessment is complete. The finance committee is scheduled to review the report on 7/10, followed by a presentation to the Board in July.

Levy Consultants

Commissioner Wernet and Chief Parkinson interviewed two consultants to assist with the April 2024 regular levy lid lift information/education process. I am still reviewing references and will present a recommendation to the planning committee in July, followed by a recommendation to the Board in July.

Other activities in the past month

- Washington State Fire Chief's Conference
- Pierce County Fire Chiefs meeting
- Pierce County Fire Chiefs Executive Board meeting
- Pierce County Fire Training Consortium Administrative Board meetings
- Sumner Rotary meetings
- Chamber Collective (Bonney Lake) meeting
- Fife, Milton, Edgewood Chamber meeting and presentation of EPFR overview

Upcoming Community Events

June 24: Rhubarb Days & Vintage Market (Sumner)

July 15: Edgewood Community Picnic

August 19: South Prairie Days

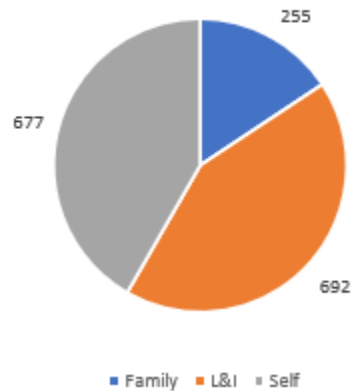
August 19: Milton Days

August 26: Bonney Lake Days

Injury – Medical Leave Report – May 2023

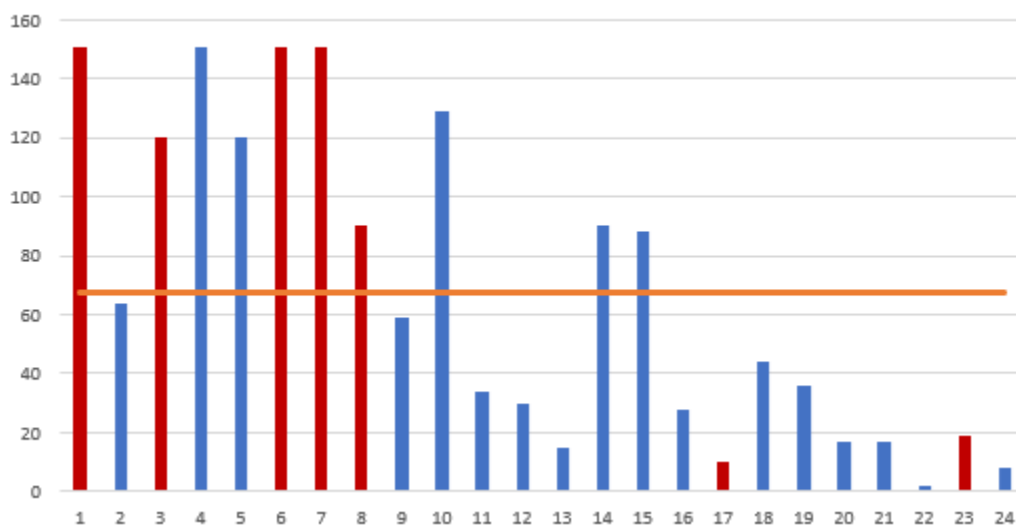
- As of May, a total of 24 employees have experienced extended leave (greater than three consecutive shifts); this includes both L&I and Non-L&I leave.
 - The average time loss of these employees is estimated at 67.67 calendar days

Time Loss by Type (calendar days)



- 7 L&I claims for time-loss have occurred in 2023 (seen below in red).
 - 2 of the 7 qualify for the Stay-at-Work program through L&I

Time Loss by Employee (calendar days)



Goal 1: Support the Wellbeing and Development of our Team	
Create transparent and equitable career paths, succession plans, opportunities for professional development and human resources functions.	
Establish career paths for uniformed and non-uniformed personnel.	Parkinson
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.	
Q2 2023: Task book revisions are continuing. PCFTC working on delivery of common required promotional courses.	
Expand Succession Planning efforts	Parkinson
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.)	
Q2 2023: All components of succession development planning have been complete. This will remain on ongoing objective for review and improvements.	

Expand formal and informal mentorship programs to identify and support individuals; professional motivations	Parkinson
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.	
Q2 2023: All formal components of succession development planning have been complete. This will remain on ongoing objective for review and improvements. Annual review of the employee survey assists in gauging the effectiveness of professional development opportunities.	
Continuously evaluate our promotional processes to minimize subjectivity, maximize professional and management skills.	Mack
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.	
Support Team health and wellness.	
Develop a mental health support framework that includes proactive and reactive support for personnel and families.	Moore
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.	
Q2 2023: Expand peer support team by joining state and regional resource list. Offered care for aging parents class to personnel and community.	

Develop a physical health and fitness support framework	Moore
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.	
Develop strategies to remove and manage the effects of sleep deprivation and workplace fatigue.	Moore
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.	
Q2 2023: Several yoga and fitness classes are now being offered to improve overall wellness and sleep. IAFF training has also been delivered regarding best practices for sleep and recovery.	
Provide resources, care, and support for cancer prevention among personnel.	Moore
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.	
Q2 2023: Met with Galleri regarding GRAIL blood test for future employee access to cancer screening. PCFTC also working on 2024 initiatives for cancer and health screenings.	

Continue to cultivate an inclusive, supportive, and accountable internal culture.	
Regularly update foundational documents to ensure they reflect our desired culture and seek opportunities to link them to decision-making, accountability measures, and operations.	Parkinson
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.	
Q2 2023: April Board workshop reviewed and recommended changes to M/V/V. Staff will work on update and messaging plan for rollout in 2024.	
Maintain and improve onboarding processes and standards for new hires to ensure integration into EPFR culture and operations.	Mack
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	
Conduct annual surveys of personnel satisfaction and gather insights from exit interviews.	Parkinson/Lynch
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.	

Create a dynamic recruiting process that removes barriers to entry.	
Continuously evaluate our recruitment process to encourage applicants from a diverse range of backgrounds.	Mack
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	
Q2 2023: Current recruitment underway has seen a substantial increase in the number of applicants. EFPR has also modified the pre-screen panel to accommodate more candidates.	
Continue to raise awareness of career opportunities in the fire service.	Parkinson/Lynch
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	
Goal 2: Prepare for a growing population and increasing demand for services.	
Develop a robust Community Risk Reduction program to prevent and prepare for emergencies.	
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.	King
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.	

Grow EPFR's public education program, including going out into the community and sharing information via our website, social media, and PC-NET.	King/Sutherland
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).	
Q2 2023: Community Connect is now live. Staff is working through marketing campaign to push public awareness.	
Support city, town, and county leadership in emergency preparedness efforts.	King
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.	
Q2 2023: Working with City of Bonney Lake to develop CERT program and assist with instruction.	
Grow the Community Resource Paramedic program to best serve the increasing number of low acuity calls.	McCallion
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>Establish and implement a sequence of planning efforts needed to support operations, including:</p> <p>1- Update EPFR Standard of Cover and establish intervals for ongoing updates.</p> <p>2- Actively monitor key response metrics (dispatch call processing times, turnout times, travel times, unit reliability, etc.).</p> <p>3- Create and actively update pre-incident plans for all commercial occupancies.</p> <p>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.</p> <p>5- Develop triggers for adjusting staffing based on dynamic changes in the service area such as weather or civil unrest.</p> <p>6- Build skillset and capacity to implement data-informed deployment such as predictive modeling software (Code 3).</p>	<p>Parkinson, Mack, Stabenfeldt</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>Evaluate and adjust the Volunteer Firefighter program as appropriate.</p>	<p>Parkinson</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>	

Establish systems and a culture of continuous improvement and customer satisfaction to learn from every call.	McCallion
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.	
Ensure District facilities are well-located, efficient, and safe.	
Implement plans for developing a new station in Tehaleh and staffing the Milton station.	Parkinson
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.	
Update the Capital Facilities Plan and identify long-range facility needs, including improvements needed to existing stations.	Sadlian
Q1 2023: Planning Committee began discussion in March. The topic will be brought to the Board workshop in April for recommended next steps.	
Q2 2023: Board reviewed recommendation in April. Planning Committee working through early assessment steps, beginning with facility grading of Station 113 and Station 116.	
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.	Parkinson
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.	

Play a proactive and positive role in regional efforts to address the health and safety of the Pierce County community.	
Partner with cities and the County to ensure planned growth can be supported with effective and efficient fire and EMS services.	Parkinson
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.	
Engage regularly with neighboring jurisdictions to address issues of regional concern, including planning for growth, training, recruiting, information technology, and purchase of equipment.	Parkinson/Mack
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.	
Q2 2023: Several initiatives remain in various stages throughout the county, which include: peer support, logistics, FDSU, and PCFTC.	

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.	
Q2 2023: Characterization program has been deployed across all school districts for the first time since COVID.	

Communicate regularly with residents, workers, businessowners, and organizations.	
Continue to share information via our website, printed newsletter and email.	King/Sutherland
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.	
Increase regular and emergent communications on social media platforms, including Facebook, Twitter, Instagram, and Next-door.	King/Sutherland
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.	
Q2 2023: FDSU Community Connect is now live. Staff is developing a communications plan for the public.	
Use Pierce County Alert platform to develop a system to share emergent information by text message.	King/Sutherland
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.	

Serve all community members with compassion and appropriate cultural humility and competency.	
Track community demographics to understand changes in the community EPFR serves.	Mack
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
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.	Mack
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
Evaluate the feasibility of creating a position for a dedicated community outreach specialist.	Mack
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
Ensure messaging is inclusive and culturally relevant for EPFR's range of member communities.	Mack
Notes: Not started. To be discussed at April 2023 Board Workshop.	
Substantial completion will occur in 2024-25. This will be an ongoing project.	
Continue to train personnel in trauma-informed care and cultural humility to ensure community members receive appropriate and effective care.	Mack
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.	
Q2 2023: EAC (28 personnel) have begun trainings with 828 consulting.	

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.	

Ensure internal policies and functions are effective in supporting the organization.	
Ensure internal processes are as effective and efficient as possible for both service-oriented and administrative personnel.	Parkinson/Mack
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.	
Q2 2023: Clark Nuber Financial Operational Assessment is complete. Staff to review with Finance Committee and Board in July 2023.	
Determine long-term staffing needs needed to support the organization.	Parkinson
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.	
Communicate the critical role of internal functions in EPFR's service delivery and acknowledge accomplishments of the administrative team.	Parkinson/Mack
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.	

Cultivate high morale and job satisfaction of non-uniformed staff by providing mentoring and opportunities for growth.	Parkinson/Mack
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.	
Steward District resources to best serve the community.	
Ensure our policies, processes, and culture support the efficient use of resources.	Parkinson
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.	
Q2 2023: Clark Nuber Financial Operational Assessment is complete. Staff to review with Finance Committee and Board in July 2023.	
Explore regional opportunities as a method to reduce costs	Parkinson/Mack
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.	
Q2 2023: Discussions regarding inclusion of EMS training, ems records, and ems certification within the PCFTC is underway. Discussions regarding future of logistics is also occurring.	

Evaluate and update the Equipment Replacement Funding Plan and Replacement Schedule on an ongoing basis, including updates to staffing requirements.	Parkinson/Moore
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.	
Establish a Technology Replacement Schedule for operations hardware and software.	Parkinson/Blaylock
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.	
Create a Facility Maintenance Plan that captures the full resources required to operate and maintain existing and future facilities.	Sandlian
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.	
Q2 2023: Policy draft has been reviewed with finance and planning committees. Board will review policy draft in June and finalize in July.	
Evaluate options for long-term funding stabilization, including opportunities to generate non-tax revenues, to meet operational resource needs.	Parkinson
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.	

Improvement Goal 1
Establish and Adopt Service Level Benchmark (Goal) Objectives in alignment with EPFR's Mission, Vision, Core Values and Guiding Principles
<p>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.</p>
<p>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).</p>
Improvement Goal 2
Adopt a plan to maintain and improve response capabilities
<p>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>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).</p>
Improvement Goal 2a
Improve Turnout Time
<p>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.</p>
<p>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. Q2 2023: Staff is testing data transfer delays which may exist in the SS911 & USDD systems. Testing has been completed at St. 111. Next, we will be assessing all stations to ensure no alerting delays are occurring.</p>

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). Q2 2023: Data collection continues with SS911.

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. Q2 2023: Work continues internally. This project is also being worked on with a number of Pierce Co. fire departments.

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. Q2 2023: Work continues to expand our data analytics footprint by partnering with several other agencies.

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).

EPFR Staff Survey 2023

For Distribution

Overview and Contents

In May 2023, BERK conducted an online survey of East Pierce Fire & Rescue (EPFR) staff to gather feedback on the District’s internal and external operations and culture. The survey gathered input from 62 respondents between May 1 and May 22 2023.

This survey mainly included questions that were identical to those asked in 2021 and 2022 staff surveys conducted as part of EPFR’s strategic planning process, which allows for some analysis of District progress over time. The charts on the following pages show this comparison when possible.

Responses did not differ notably between uniformed and non-uniformed staff; staff with different lengths of tenure; and staff who do and do not identify as LGBTQ+, a woman, and/or BIPOC.

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Key Takeaways

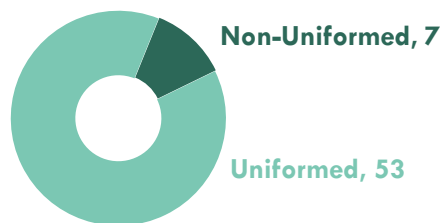
Key takeaways from the survey include:

- **Services provided to the public:** Overall, respondents positively rate the services that EPFR provides to the public, with the highest ratings for EPFR's EMS and public education and communications services. There are opportunities for Fire Prevention to improve, particularly regarding staffing to prevent burnout.
- **Internal services provided by divisions.** Overall, respondents positively rate the services that EPFR divisions provide to staff, with the greatest opportunities for improvements in Training, Fire Prevention, and EMS.
- **Facilities and Equipment:** Since 2021, there has been a notable improvement in respondent rating of the District's facilities and equipment available to staff. Respondents' ratings of the District's fleet, tools and equipment, and technology are high, while ratings of EPFR facilities remain relatively low. Many respondents expressed desires to update stations, regardless of whether the station will be rebuilt in the next several years.
- **Training and Professional Development:** Most respondents are "somewhat satisfied" with the professional development opportunities, clarity of career development paths, and job-related training available at EPFR, indicating there is an opportunity for improvement. Respondents expressed an interest in more frequent and ongoing training opportunities for personnel and more clarity in professional development pathways.
- **Staff Health, Safety, and Wellbeing:** Respondents expressed a relatively high level of satisfaction with specific health and wellness opportunities at EPFR but on average are only "somewhat satisfied" with EPFR's overall support for their physical, mental, and emotional well-being. Respondents identify staffing shortages, outdated equipment, and difficult shift schedules as contributors to burnout and decreased wellbeing.
- **Internal Communications:** Respondents are relatively highly satisfied with communication within their teams, but there are opportunities to improve top-down communication, lateral communication, and bottom-up communication. Respondents also expressed desires for more transparency and clarity in all communications.
- **Internal Culture:** Respondents overall have a positive view of culture at EPFR and note high levels of mutual respect among peers and leadership. There may be opportunities for the District to improve its openness to constructive critique or suggestions for improvement and to raise morale through a positive working environment and teambuilding and relationships.
- **Overall Satisfaction:** Most respondents would "probably" or "definitely" recommend employment at EPFR to others. 7% of respondents would "probably not" or "definitely not" recommend employment at EPFR to others, a decrease from 2022. In open-ended comments, respondents expressed desires for more accountability, mentorship, and balance at EPFR.

Respondent Demographics

As Exhibit 1 shows, the survey gathered feedback from 53 uniformed personnel and 7 non-uniformed personnel. Two respondents did not disclose their position type.

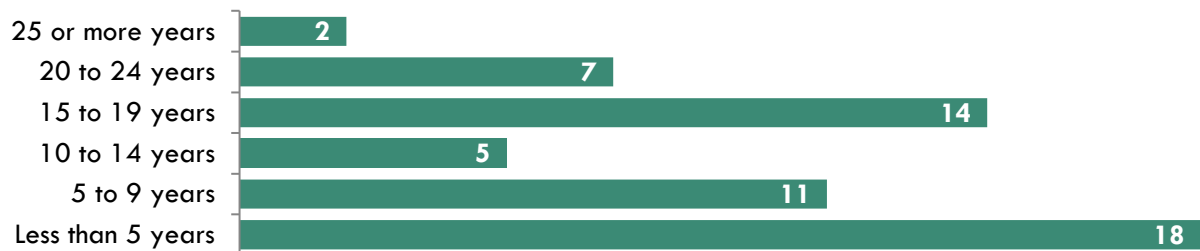
Exhibit 1. Respondents' Position at EPFR, 2023 (n = 60)



Source: BERK, 2023.

57 respondents disclosed their tenure at EPFR. Exhibit 2 shows that nearly half of these respondents (29) have worked at EPFR for fewer than 10 years, about one third (19) have tenure between ten and 19 years, and less than 15 percent (9) have tenure of more than 20 years.

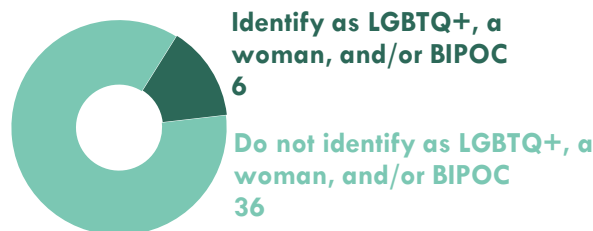
Exhibit 2. Respondents' Tenure at EPFR, 2023 (n = 57)



Source: BERK, 2023.

42 respondents disclosed whether they identify as LGBTQ+, a woman, and/or Black, Indigenous, or Person of Color (BIPOC). Exhibit 3 shows that 6 of these respondents identify with one of these groups, and 36 do not. We did not ask for unique identifiers among these three demographic categories to maintain respondents' anonymity.

Exhibit 3. Respondents' Identity as LGBTQ+, a Woman, and/or BIPOC, 2023 (n = 42)



Source: BERK, 2023.

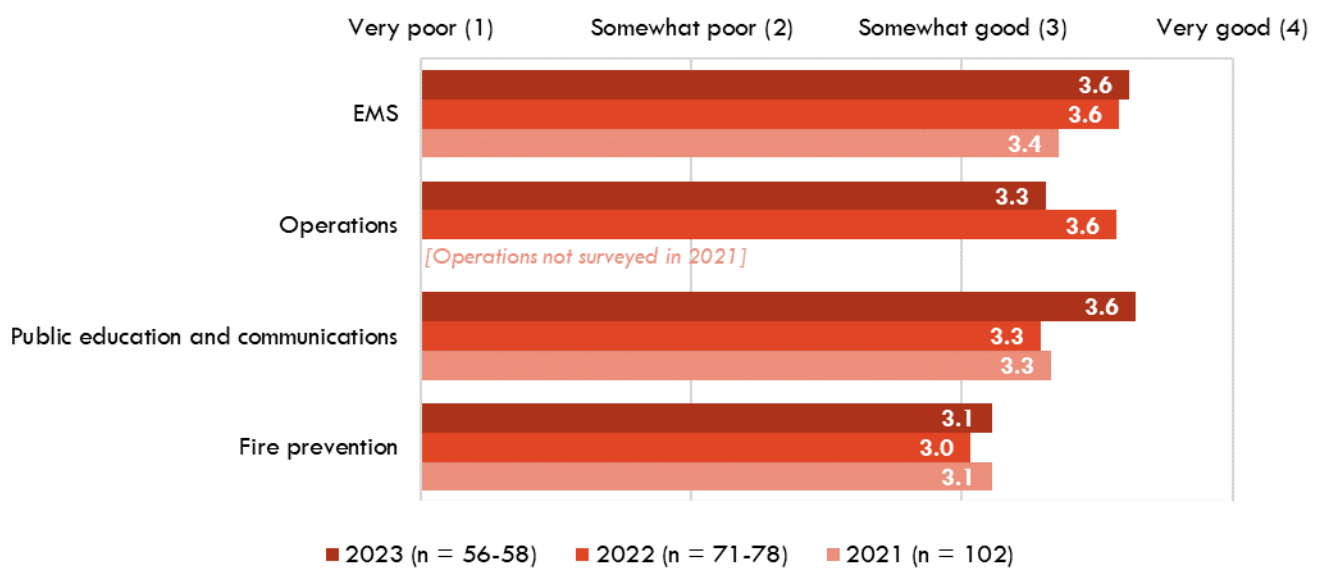
Detailed Findings

The following sections present detailed findings from the report. In all charts that show weighted averages of respondent rankings, the weighted average labels have been rounded to the nearest decimal. This is why some bars with the same weighted average labels may appear different.

Services, Facilities, and Equipment

Exhibit 4 shows survey respondents' weighted average ratings of the services that EPFR provides to the public. On average, respondents rate all of EPFR's current services between "somewhat good" and "very good," with the highest ratings for EPFR's EMS and public education and communications services. Respondents' ratings of the District's EMS, public education and communication, and fire prevention services improved from 2022 to 2023, with the highest improvement in public education and communications. Respondents' ratings of EPFR's operations services dropped slightly in 2023 over 2022. Respondents continue to rate EPFR's fire prevention services as the lowest of the four services.

Exhibit 4. Respondents' Rating of EPFR's Current Services Provided to the Public, 2021 - 2023



Source: BERK, 2023.

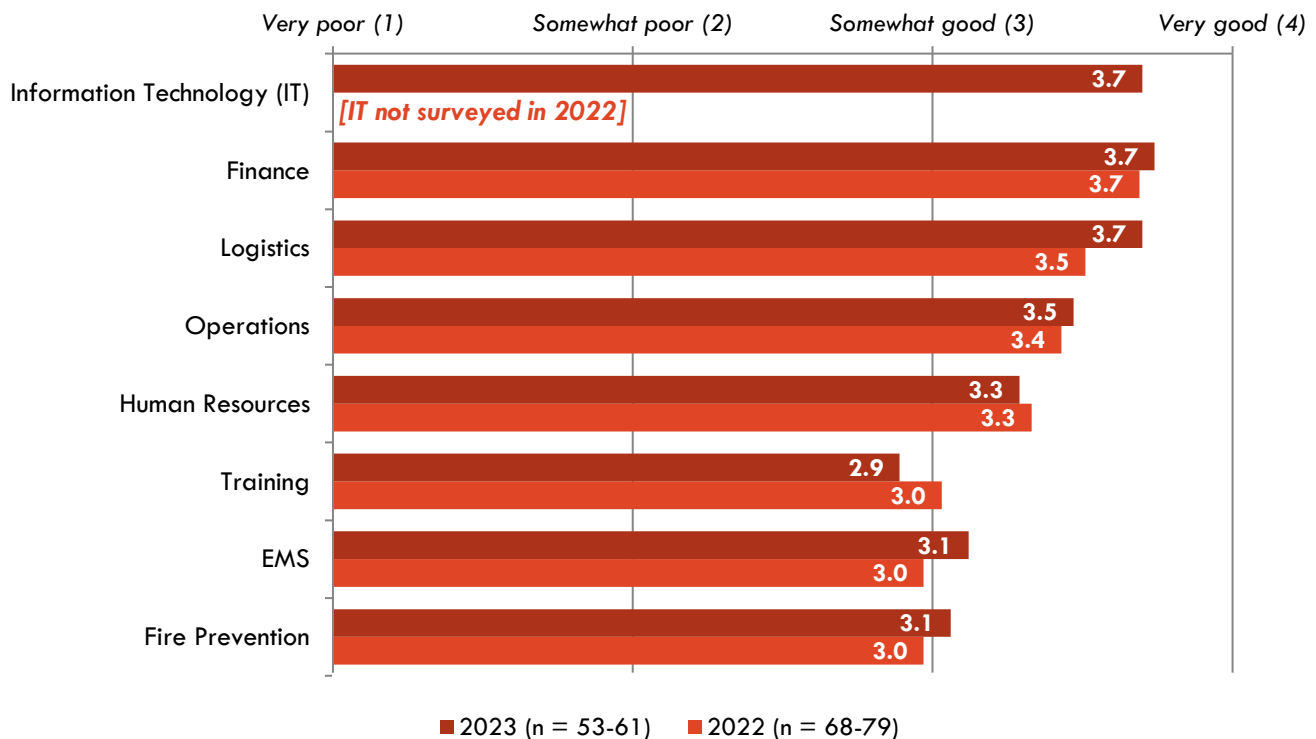
27 respondents provided comments in response to the question "What are the most important ways the district could improve its service to the community? Please be specific." Themes from these comments include:

- **EMS:**
 - Provide additional full-time medic units and a peak-hour car to ensure consistency, reliability, and that staff are well-rested.
 - Rotate medic units to prevent burnout.
 - Ensure that on-scene time is limited when calls are not life-threatening.
 - Balance call responses between stations more evenly.

- Expand training and mentorship opportunities.
- Incentivize EMS clinical education, possibly through educational credit.
- Update EMS equipment and procedures to align with best practices and new technology.
- Implement fees to assisted living facilities and other businesses for excessive EMS responses.
- **Operations:**
 - Create additional stations to reduce response times.
 - Continue to update equipment and protocols for front-line personnel.
- **Public education and communications:**
 - Educate the public about which stations are staffed with emergency personnel versus which are focused on maintenance.
 - Continue to provide public education regarding fire prevention and basic first aid.
 - Provide public education on the types of situations that warrant a 911 call.
 - Update the website and build a more consistent and relevant social media presence, potentially using existing resources like the Chief's monthly video.
 - Increase engagement with students of all ages, from preschool through high school.
 - Reinstate open houses and community development events.
- **Fire prevention:**
 - Educate staff about fire prevention strategies that are currently in use.
- **Staffing and internal:**
 - Increase total staffing (including for maintenance positions) and eliminate cross-staffing.
 - Balance staffing between stations.
 - Continue to update equipment and protocols for front-line personnel.
 - Hold consortium classes virtually.
 - Continue to survey employees.
 - Create additional stations to reduce response times.
 - Increase frequency of quarterly department update videos.

Exhibit 5 shows survey respondents' weighted average ratings of the internal service and support provided by each division within the District. On average, respondents rate the service provided by IT, Finance, Logistics, Operations, and Human Resources as between "somewhat good" and "very good." Respondents rate the service provided by Training, EMS, and Fire Prevention as "somewhat good." In 2023, respondents' ratings of all internal services provided by each division were higher than in 2022, with the exception of Training, which had a slight decrease over 2022.

Exhibit 5. Respondents' Rating of EPFR's Current Internal Service and Support Provided by Each Division, 2022 - 2023



Source: BERK, 2023.

32 respondents provided comments in response to the question "What are the most effective ways the District can improve its internal service delivery? Please be specific." Themes from these comments include:

- **Logistics:**
 - Strengthen forecasting and planning, particularly for EMS.
 - Fully implement the OP IQ program.
- **Operations:**
 - Focus more on internal services to strengthen the cohesion of the District and facilitate external service provision.
 - Create standards for emergency responses to ensure consistency and success.
- **Human Resources:**
 - Follow through with disciplinary action for issues with staff.

- Provide more support for staff who are taking leave like FMLA, particularly for documentation and timeline clarity.
- Continue to expand support of professional development.

■ **Training:**

- Hire an internal training staff member, so that departments and the consortium are better connected.
- Continue to expand support of professional development and host more training opportunities, particularly for on-duty staff and for EMS and fire prevention staff.
- Include special team drills and OTEP in trainings.
- Offer training opportunities to administrative staff.

■ **EMS:**

- Strengthen communications and cultivate clear dialogues between staff positions.
- Update equipment to match industry standards and keep up with new technology.
- Provide better support for existing staff members who are in the process of completing their education.
- Clarify roles between administrative and non-administrative staff members.
- Hire more staff members and eliminate cross-staffing practices.
- Implement a tax or fee system for assisted living facilities that overuse the 911 system.
- Ensure that inventories are consistently updated.
- Improve EMS organization and preparedness so that trainings and evaluations can be planned ahead of time.

■ **Fire Prevention:**

- Standardize and conduct more pre-fire plans.
- Store more information on MDCs for dispatch purposes.

■ **General:**

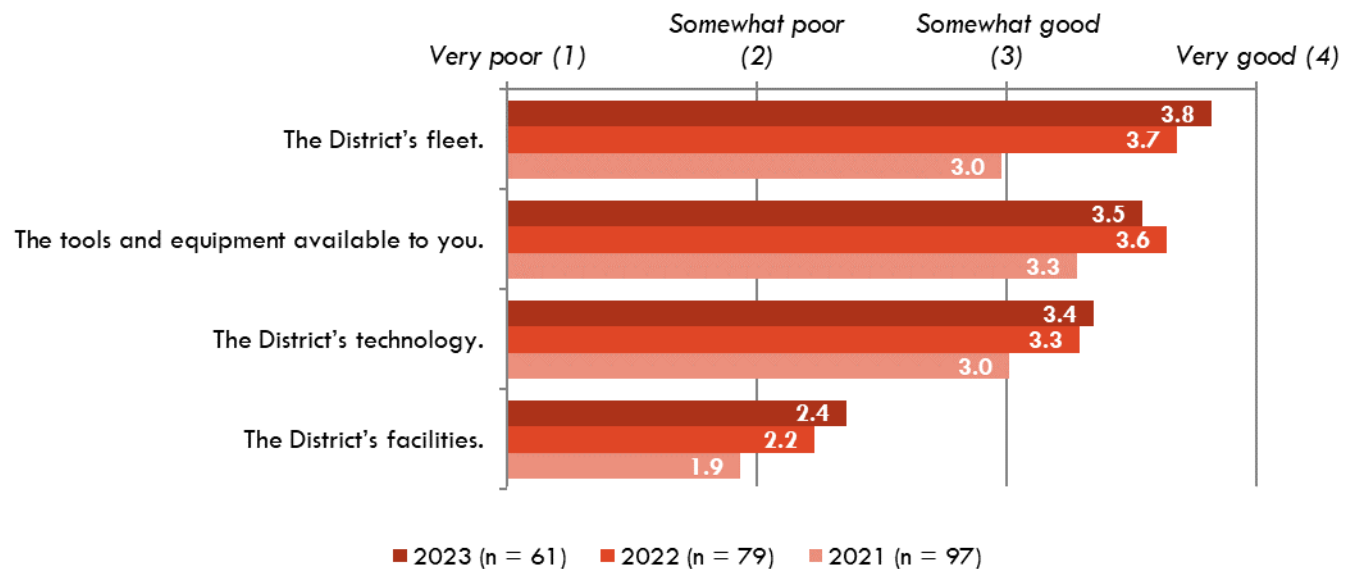
- Focus more on internal services to strengthen the cohesion of the District and facilitate external service provision.
- Improve internal communications to facilitate connection and support throughout the District.
- Facilitate remote work through improvements to systems like Ring Central.
- Hire more Information Technology staff members.
- Work towards more independence with regard to the consortium and training practices.
- Follow through with actions and process revisions to prevent sleep deprivation.

- Expand the practice of creating quarterly departmental update videos to be bi-monthly.

Exhibit 6 shows respondents' weighted average ratings of EPFR's current assets. Respondents rate the District's fleet as "very good" and the District's tools, equipment, and technology as between "somewhat good" and "very good." Respondents rate the District's facilities as between "somewhat poor" and "somewhat good," the lowest rating of the four assets. However, staff ratings of the District's facilities have steadily improved from 2021 through 2023.

Respondents' ratings of EPFR's assets has improved in all categories compared to 2022 with the exception of tools and equipment, which was rated slightly lower.

Exhibit 6. Respondents' Rating of EPFR's Current Facilities and Equipment, 2021 - 2023



Source: BERK, 2023.

31 respondents provided comments in response to the question "What one change would you make to improve the District's facilities and equipment?" Themes from these comments include:

■ Facilities

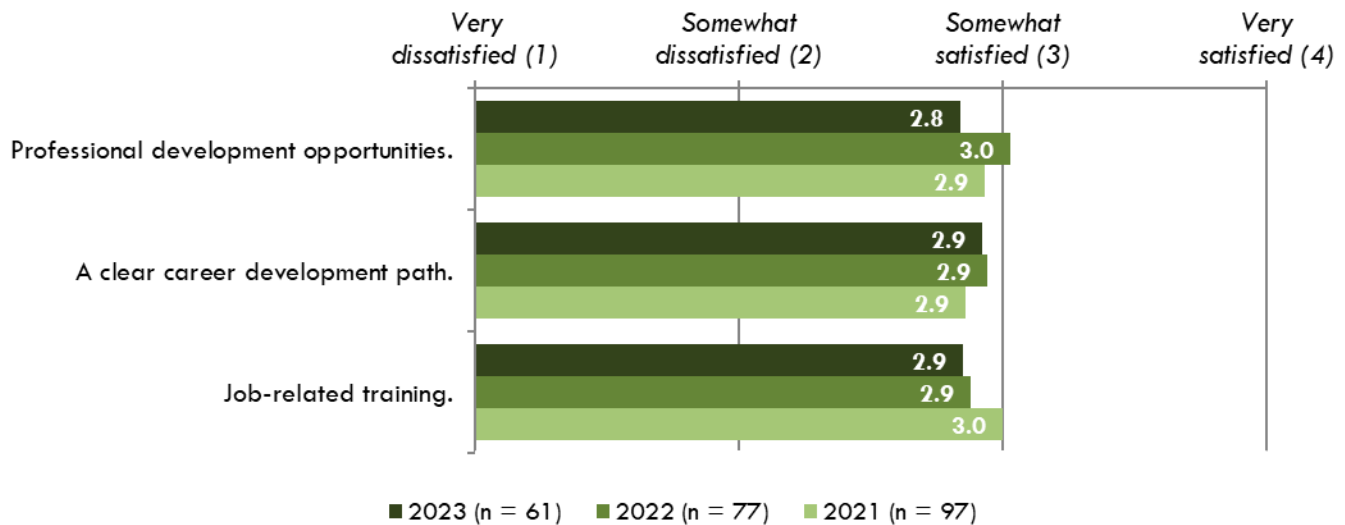
- Continue to consistently improve and repair existing stations, even though they may be replaced in a few years, and do so in a timely manner.
- Improve stations that will not be rebuilt.
- Address the slow pacing of new facility construction.
- Hire a staff member to attend to facility maintenance and upkeep, rather than only general logistics.
- Check each station for mold in walls and for overall cleanliness.
- Remove carpet from current and future stations to enable better decontamination practices.
- Provide space for specialty team gear.
- Provide at least two electric vehicle charging units at each station.

- Remodel bathrooms.
- Prioritize gym upkeep, including equipment maintenance, and ensure that gyms are not used as storage.
- Provide everyone with their own room and individual tone.
- **Technology.**
 - Acquire new iOS rig phones to replace current phones that are outdated and failing.
 - Address the inaccuracy of the tempus monitor and support ease of use for staff.
 - Replace suction units that do not hold a long charge.
 - Replace ESO tablets.
 - Update the charger, which has become unreliable.
 - Phase out old vehicles and replace them with electric vehicles.
 - Ensure that EMS equipment is up to date with new technologies.
 - Create a plan to address environmental impacts and incorporate more sustainable technologies into the District.
- **Fleet.**
 - Improve the location of EMS equipment on engines.
 - Acquire a reliable vehicle for administrative staff to use for meetings, conferences, and other similar purposes.
- **Equipment.**
 - Allow firefighters to select their own equipment for comfort and ease of use, including helmets, gloves, and boots.
 - Ensure that each station has sufficient training equipment, such as forcible entry doors and room to throw ladders.

Training and Professional Development

Exhibit 7 shows respondents' satisfaction with professional development and training at EPFR. Most respondents are "somewhat satisfied" with the professional development opportunities, clarity of career development paths, and job-related training available at EPFR. From 2021 to 2023, respondents' satisfaction with these three categories has remained fairly constant.

Exhibit 7. Respondents' Satisfaction with EPFR's Professional Development and Training, 2021 - 2023



Source: BERK, 2023.

33 respondents provided comments in response to the question "What one change would you make to improve the District's support for staff development?" Themes from these comments include:

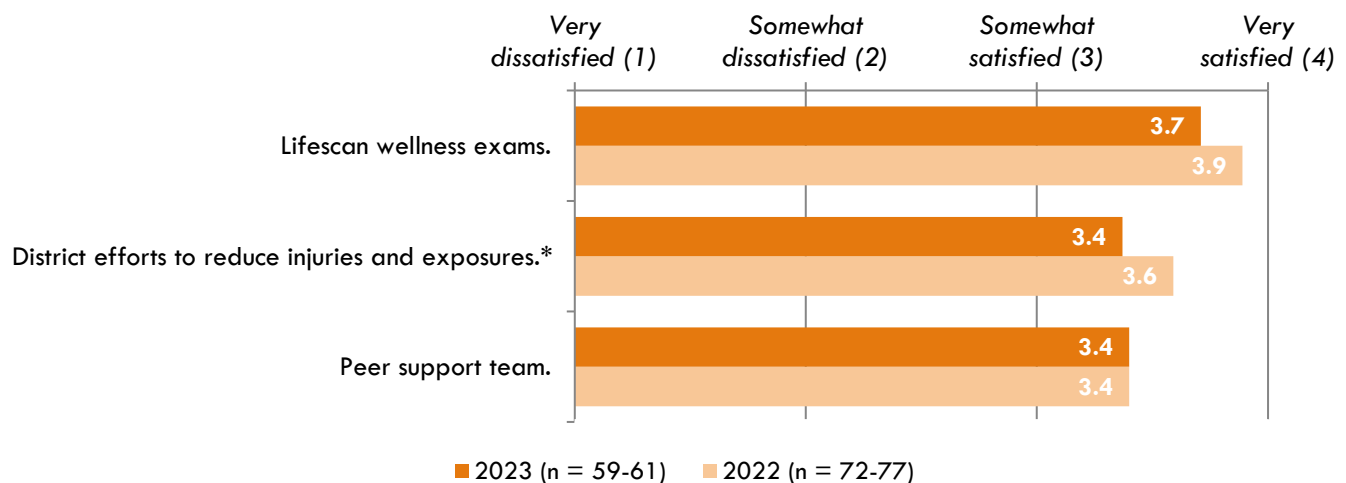
- **Leadership:**
 - Facilitate open lines of communication between staff and leadership.
 - Educate staff members about leadership topics like communication and conflict resolution.
 - Hold leaders accountable for performance or actions.
- **Training:**
 - Increase department-wide training.
 - Offer more shift training opportunities.
 - Offer ongoing and advanced training and mentorship to personnel after the probationary period.
 - Provide more time away from normal duties for training, even at busy stations. Increase training bank funds to account for rising prices of registration and travel and add hours to the bank to cover shifts.
 - Expand training facilities and opportunities within the District to improve participation.

- Create a newsletter that lists upcoming training opportunities and encourage departments to share information.
- Encourage staff members to share training information with their peers after they have completed classes.
- Create a staff position dedicated to training.
- Offer “academy style” officer development, such as day shift participation in certifications and MCO practice.
- **Career paths and promotion:**
 - Clarify career development paths for all positions in the organization.
 - Require staff to take an annual fitness and fire training evolution test to ensure that all members are fit for duty.
 - Update the ACO task book to include information relating to disciplinary issues.
 - Look within the District for opportunities for staff growth before posting job listings externally.
 - Provide financial and logistical support for education.
 - Invest more effort into supporting non-chief career paths, such as lieutenant or senior firefighter.
 - Survey staff to inquire why they choose not to advance in their position, such as with certifications, promotions, and credentials.
 - Allow for promotions that are not directly tied to operations, such as a DFM being promoted within their scope but being ineligible to work at that rank in operations unless otherwise qualified.

Staff Health, Safety, and Wellbeing

Exhibit 8 shows respondents' weighted average satisfaction with EPFR's health and wellness opportunities. Respondents are between "somewhat satisfied" and "very satisfied" with all three aspects of the District's health and wellness opportunities included in the survey. From 2022 to 2023, respondents reported slight decreases in satisfaction for Life Scan wellness exams and the District's efforts to reduce injuries and exposures, while satisfaction with the peer support team remained stable.

Exhibit 8. Respondents' Satisfaction with EPFR's Health and Wellness Opportunities, 2022 - 2023

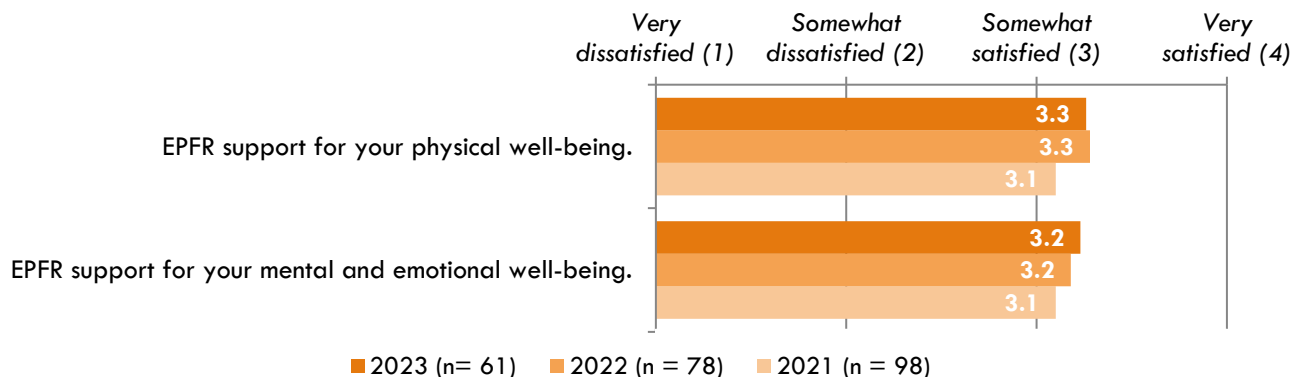


* E.g., power load cots, ergonomic equipment layout, hood exchange, warm water decon, etc.

Source: BERK, 2023.

Exhibit 9 shows respondents' weighted average satisfaction with EPFR's support for physical, emotional, and mental wellbeing in 2021 through 2023. On average, respondents are "somewhat satisfied" with EPFR's support for their physical, mental, and emotional well-being, and average satisfaction has remained the same since 2022, which was a slight improvement compared to 2021.

Exhibit 9. Respondents' Satisfaction with EPFR's Support for Physical and Mental Wellbeing, 2021 - 2023



Source: BERK, 2023.

31 respondents provided comments in response to the question “What one change would you make to the District’s support for staff physical, mental, and emotional well-being?” Themes from these comments include:

■ **Physical wellbeing:**

- Require physical training and implement annual physical fitness requirements with an incentive or friendly competition.
- Ensure consistency in and adherence to decontamination processes.
- Minimize exposure to breathing in emissions produced in bays where staff exercise by separating gyms from bays.
- Acquire new gym equipment, including rehabilitation equipment, and improve access to exercise equipment without disturbing on-duty crews.
- Provide ergonomic working conditions for administrative staff, including chairs, keyboards, and monitor heights.
- Actively work towards combating sleep deprivation, including by providing unit-specific tones.
- Encourage better eating and drinking habits for staff.
- Consistently maintain equipment before it fails to prevent injuries.
- Expand Life Scan blood tests to include additional biomarkers.
- Provide better quality beds.

■ **Mental and emotional wellbeing:**

- Improve access to mental health specialist services for employees and their families, particularly those who prefer to use professional services rather than peer support.
- Invite traumatic experience mental health professionals to speak with staff about how to care for themselves.
- Continue to provide leadership classes and facilitate a healthy and communicative working environment.
- Allow staff members to opt out of debriefs for critical incidents and instead debrief internally on their own timelines.
- Encourage all staff to engage with peer support programs, including new staff.
- Foster a positive working environment.

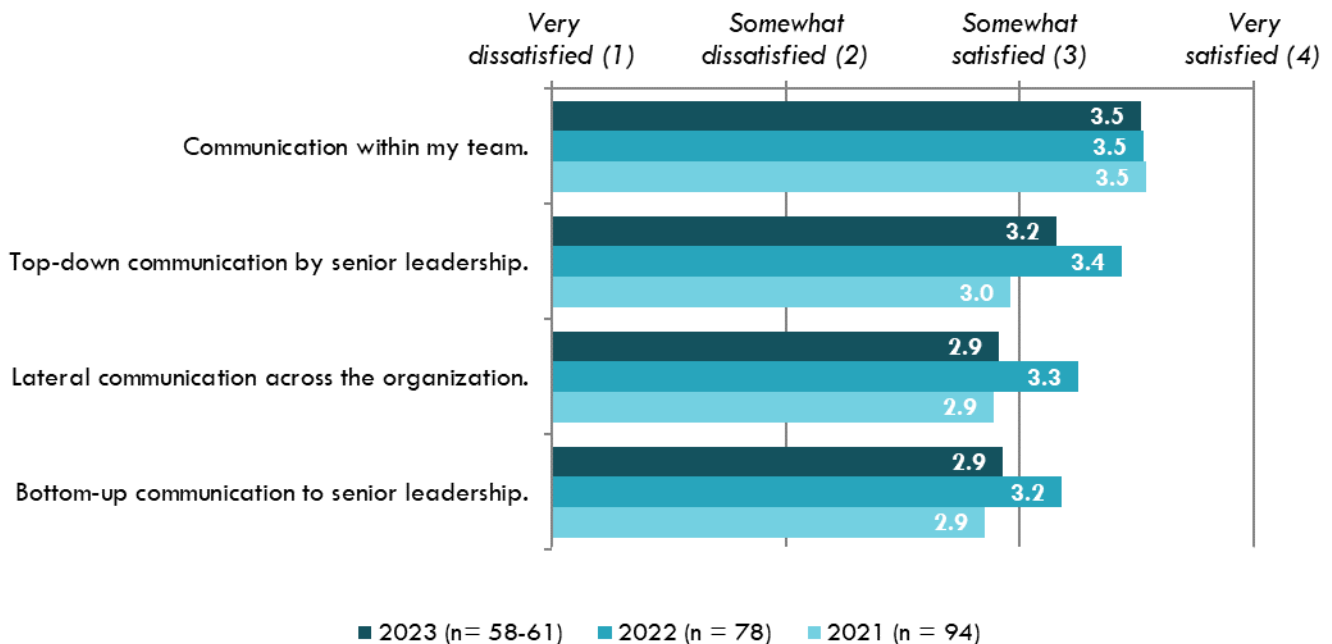
■ **General:**

- Provide better support for administrative staff.
- Adjust current shift schedules to prevent exhaustion and burnout and facilitate rest and recovery, possibly by implementing a four-platoon schedule or rotating crews and paramedic staff to slower stations.
- Add another medic unit and maintain 40 medic members.

Communication and Organizational Culture

Exhibit 10 shows respondents' satisfaction with internal communications channels at EPFR from 2021 to 2023. Respondents are between "somewhat satisfied" and "very satisfied" with communication within teams, which has been consistent since 2021. On average, respondents are approximately "somewhat satisfied" with top-down communication by senior leadership, lateral communication across the organization, and bottom-up communication to senior leadership, and satisfaction with all three of these internal communications channels has declined since 2022.

Exhibit 10. Respondents' Satisfaction with Internal Communications Channels at EPFR, 2021 - 2023



Source: BERK, 2023.

28 respondents provided comments in response to the question "What one change would you make to improve the District's communication?" Themes from these comments include:

- **Improve communication channels between and within specific groups.**
 - Continue to improve top-down communications. Several respondents expressed appreciation for the monthly chief's videos and quarterly division updates.
 - Foster clear communication between departments, particularly EMS and Training.
 - Share video updates between departments.
 - Clarify communication between line personnel and the training consortium.
- **Increase transparency.**
 - Make staff survey results available to EPFR personnel.
 - Provide updates on long-term planning decisions, to prevent the spread of rumors.
 - Circulate SOG documents one week before publishing, to allow for review.

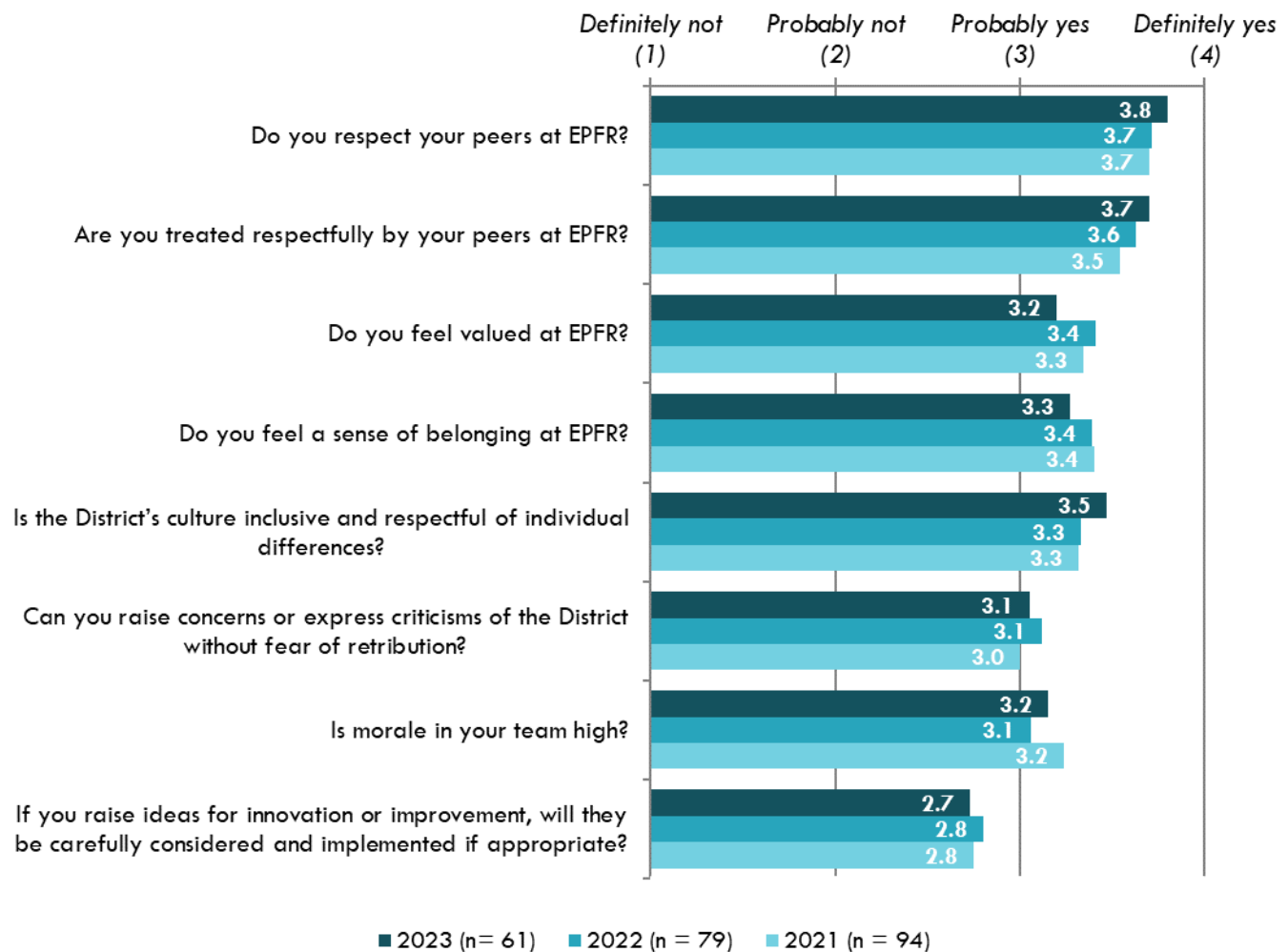
- Include crews in leadership and morning meetings.
- Create an end-of-set document to track shift activities.
- **Strengthen EPFR's culture.**
 - Adjust the culture surrounding probation towards providing constructive feedback and fostering a comfortable learning environment.
 - Foster an environment where staff are comfortable advocating for themselves and speaking up to leadership.
- **Other ideas.**
 - Encourage staff members to look for information in email format and improve their email communications.
 - Support the use of technology to improve communications.
 - Clarify and communicate how interested individuals can get involved in training.

Exhibit 11 shows how respondents assess various components of culture at EPFR. In 2021 through 2023, respondents expressed a high level of respect for their peers, and felt that this respect is mutual. On average, respondents also feel valued and that they belong, although the average rating of these elements of District culture dropped slightly over 2021 and 2022 levels. Respondents also find that the District's culture is inclusive and respectful of individual differences, and this aspect of culture has improved in 2023.

On average, respondents express a relatively lower level of confidence that the District is open to constructive critique or suggestions for improvement compared to other aspects of EPFR's culture.

On average, respondents note that morale on their teams is "probably" high.

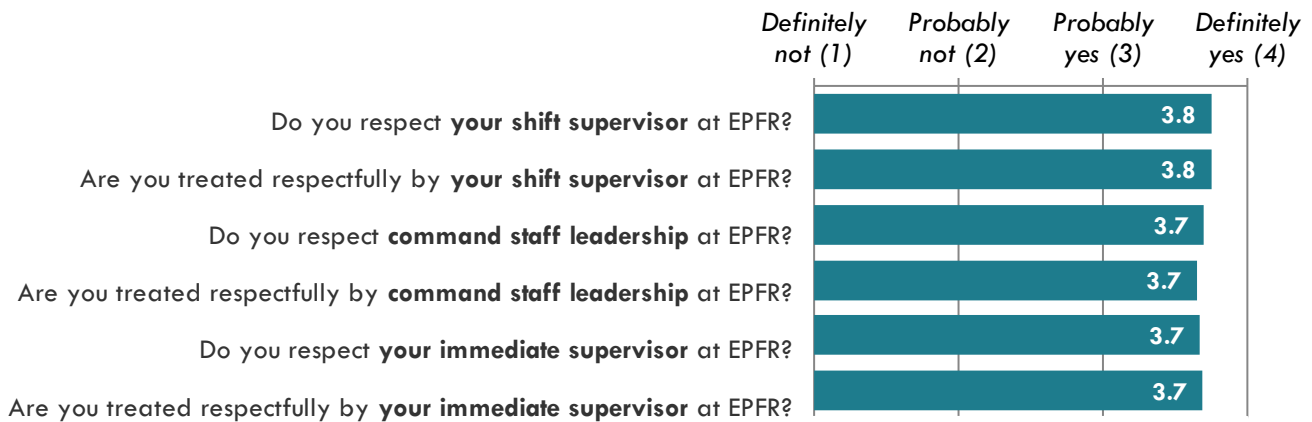
Exhibit 11. Respondents' Assessment of EPFR's Culture, 2021 - 2023



Source: BERK, 2023.

In 2021 and 2022, respondents assessed their levels of respect for leadership and the level of respect they receive from leadership. For both of these dimensions of respect, respondents' weighted average scores were high in both years. The 2023 survey expanded on these questions to ask respondents to assess leadership at specific levels, including respondents' shift supervisors, immediate supervisors, and command staff leadership, as shown in Exhibit 12. Respondents perceive a high level of respect from all levels of leadership at EPFR and similarly feel a high level of respect for all levels of leadership.

Exhibit 12. Respondents' Assessment of Respect at EPFR, 2023 (n = 60-61)



Source: BERK, 2023.

27 respondents provided comments in response to the question “What one change would you make to improve the District’s internal culture?” Themes from these comments include:

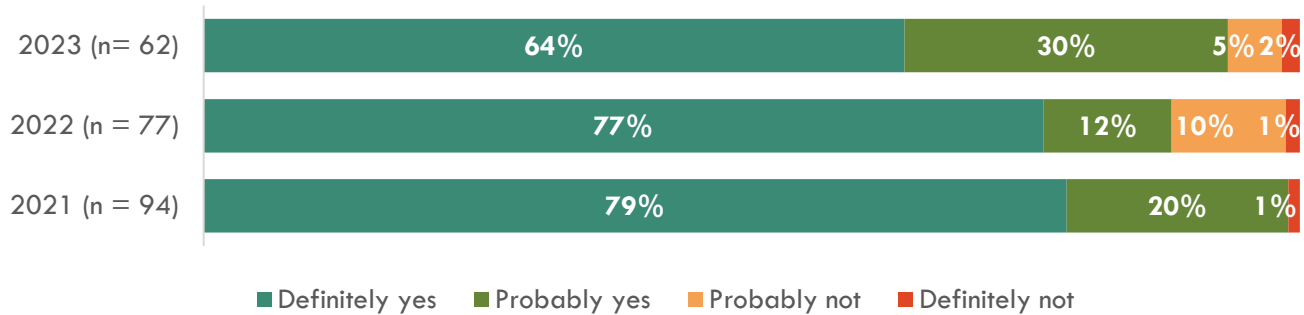
- **Improve accountability and feedback loops.**
 - Strengthen accountability.
 - Perform quarterly evaluations with officers, to make space for constructive feedback.
- **Create opportunities for improved relationships and team-building.**
 - Foster better relationships between BCs and company officers.
 - Host more team building and leisure activities outside of work.
 - Distribute “swag” with station identities, such as patches, t-shirts, or logos, to support a shared identity.
- **Enhance diversity and inclusion.**
 - Increase diversity and continue to offer diversity training opportunities.
 - Involve younger or newer staff members in committees and discussions.
 - Minimize bias in opportunities for mentorship and advancement.
- **Improve scheduling practices.**
 - Create schedules that minimize “floating” and help maintain crew continuity, which boosts morale.
 - Adjust current scheduling practices to reduce working hours and support healthy staff.

- **Continue to actively seek District-wide improvement.**
 - Make more space for innovative thought, and act on these ideas to improve tactics, equipment, and operations.
 - Clarify District-wide priorities and scale initiatives to match these priorities.

Overall Feedback

Exhibit 13 shows the proportion of respondents that would recommend employment at EPFR to others in 2021 through 2023. Most respondents (94%) would recommend employment to others at EPFR, a higher proportion than in 2022. However, 7% of respondents would “probably not” or “definitely not” recommend employment at EPFR to others, a sentiment that few respondents also expressed in 2021 and 2022.

Exhibit 13. Respondents’ Recommendation of Employment at EPFR to Others, 2021 through 2023



Source: BERK, 2023.

13 respondents provided comments in response to the prompt “Please share any additional comments relevant to any section of this survey or about anything we did not include in this survey.” Themes that are not included in the previous sections include:

- Desire for more accountability for staff in leadership positions.
- Suggestion to create a mentorship program for probational staff.
- Desire to more equally balance testing and on-the-ground skills when making hiring and advancement decisions.
- Suggestion to replace the college bonus with a different bonus program, possibly for those with military or volunteer experience.
- Desire to prioritize creating additional units for service delivery.
- Concern that moving staff around the District diminishes morale and sense of belonging, and that this will contribute to staff loss.



Planning Committee Meeting Notes

June 2, 2023 @ 1000 hrs.

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

Staff: Chief Parkinson, AC Sandlian

1. **Call to Order – 1000 hrs.**
2. **Station Construction Update-** Chief Parkinson provided an update on station construction projects. The project timeline has no changes since last month. Station 118 will be substantially complete on 6/22/23 but will be waiting for city final approval. Station 111 groundwater issue is becoming more concerning as the water flow has not changed with the seasons and so Herrera is seeking additional expert input and possible testing to determine the source. Station 114 contractor is now working on the retaining wall while the 30-day notice of construction completes for the building permit to include a recent right of way variance. Station 117 is still in Pierce County permitting and will be out to bid for construction in about a month. Station 112 is going through the 6-month conditional use permitting and while the helpful news of a 3-month delay on the WA state energy code change will still be a watch item.
3. **Phase 2 Projects** - Phase 2 Projects are in the early review stage.
 - a. **Facility Grading-** RFM architect is requested to develop a scope of work to evaluate/grade the two stations that may be renovated. Understanding feasibility and needs for Stations 113, 116, and 124 will help determine priority, scope, timing and cost of any future changes.
 - b. **Vehicle Maintenance-** A “deep dive” by Chief and AC Sandlian on various options for vehicle maintenance services is underway with the intention of having a proposal before the end of 2023 in time to prepare plans for anything that may need to go into the 2025 budget. We are asking: should EPFR do the work in-house, what work or how much should be done in-house, and if so, where will it be done? Also, what are all of the considerations that factor into a decision, such as mechanic qualifications regarding warranty work, DOT requirements, etc.? More information will help determine next steps for having the best approach to future vehicle maintenance services.
 - c. **Milton Fire Station-** Also, Chief has sent formal correspondence to the Milton mayor with a request to begin discussions about EPFR options for the Milton Fire Station.
4. **Levy Consultant Plan-** In order to prepare for the 2024 levy ask, a plan is developing to first meet with several consultants. EPFR has capability in communications, however, a consultant would be helpful with messaging, understanding where in the district to invest, and assessing voter concerns and interests.
5. **Future Strategic Plan-** Planning Committee is recommending that a future Strategic Plan should be a rolling annual effort, guided initially by a consultant (TBD) and involving stakeholders to include

employees, community, partner agencies and entities. Consultant fees and associated costs may go to the Finance Committee for adding to the 2024 budget.

6. Facility Maintenance Reserve Policy Draft- The draft of a new Facility Maintenance Reserve Policy was reviewed by the Planning Committee, with changes recommended.

7. Adjourn – 1200 hrs.

Next Meeting:

- Friday, July 7th @ 1000
- Friday, August 4th @ 1000



Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Surplus Miscellaneous EMS equipment

Recommendation from Staff:	Approve
Recommendation from Committee:	N/A
Recommended Action/Motion:	<i>I move to approve Resolution 1024, the surplus of miscellaneous EMS equipment, and to dispose of, donate, sell, or recycle at the discretion of the Fire Chief.</i>
Presenter:	AC Moore
Attachments:	Appendix A

Summary:
Staff recommends the surplus of the items on the attached Appendix A list of miscellaneous EMS equipment. The items we are requesting to surplus no longer are of use to us. Some of the items have been replaced or 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 EMS equipment be disposed of, sold, or donated, at the discretion of the Fire Chief.

Fiscal Impact:	None
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EAST PIERCE FIRE & RESCUE

RESOLUTION NO. 1024

A Resolution to Surplus Misc. EMS Equipment

WHEREAS, misc. EMS 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

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of East Pierce Fire & Rescue that miscellaneous EMS equipment, as listed in Appendix A; is hereby declared surplus to the needs of the District and will be disposed of, donated, sold, or recycled at the discretion of the Fire Chief.

ADOPTED at a regular meeting of the Board of Commissioners of East Pierce Fire & Rescue on June 20, 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 2023

Asset	Type	Brand	Model	Serial Number	Disposition	Station
N/A	Auto Pulse	Zoll	100	10961	No Value (18 years old)	111
N/A	Auto Pulse	Zoll	100	10911	No Value (18 years old)	111
N/A	Auto Pulse	Zoll	100	10913	No Value (18 years old)	111
N/A	Suction Unit	Sscor Inc	2100A	7811	No Value not working	111
11328	EMS Gurney	Stryker	6082 MX-PRO-R3	20639226	Out of Service	111
11208	EMS Gurney	Stryker	6082 MX-PRO-R3	40139727	Out of Service	111
1698	EMS Gurney	Stryker	6082 MX-PRO-R3	40139726	Out of Service	111
N/A	CPAP Machine	CPAP OS	1900-001	343-13854	out of service	111
N/A	CPAP Machine	CPAP OS	1900-001	343-13457	Out of service	111
1600	CPAP Machine	CPAP OS	1900-001	343-6886	Out of Service	111
1601	CPAP Machine	CPAP OS	1900-001	343-6820	Out of Service	111
N/A	CPAP Machine	CPAP OS	1900-001	343-12732	Out of Service	111
1599	CPAP Machine	CPAP OS	1900-001	343-6885	Out of Service	111
1603	CPAP Machine	CPAP OS	1900-001	343-6890	Out of Service	111
1598	CPAP Machine	CPAP OS	1900-001	343-6822	Out of service	111
1604	CPAP Machine	CPAP OS	1900-001	343-6904	Out of Service	111
N/A	CPAP Machine	CPAP OS	1900-001	343-13521	Out of Service	111
1605	CPAP Machine	CPAP OS	1900-001	343-6903	Out of Service	111
1602	CPAP Machine	CPAP OS	1900-001	343-6887	Out of Service	111

Part Description	Part Number	Quantity On Hand
Stair Chair	021039767	1
Stair Chair	040139570	1
Stair Chair	040339725	1
Stair Chair	040339726	1
Stair Chair	040339727	1
Stair Chair	070140285	1
Stair Chair	071040138	1
Stair Chair	100141122	1



Board Meeting Agenda Item Summary

Meeting Date:	May 16, 2023
Title:	Facilities Reserve Policy – 1 st Reading

Recommendation from Staff:	Approve
Recommendation from Committee:	Approve – Finance & Planning Committee
Recommended Action/Motion:	<i>No Action Required – 1st Reading</i>
Presenter:	Chief Parkinson
Attachments:	Draft Policy

Summary:
<p>The Strategic Plan identifies an objective to, “[c]reate a Facility Maintenance Plan that captures the full resources required to operate and maintain existing and future facilities.” The attached draft policy has been reviewed by both the finance committee and the planning committee, and is intended to ensure all facilities remain in a state of good repair. The policy mirrors the equipment reserve policy in much of its structure and methodology.</p> <p>The board will receive a presentation over the policy and projected budgetary impacts. Any input or edits from the June board meeting will be incorporated for final consideration at the July board meeting.</p>

Fiscal Impact:	N/A – Annual budgeted transfer
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Facilities Maintenance Reserve

239.1 PURPOSE AND SCOPE

The purpose of this policy is to provide the District with a tool for timely, efficient, coordinated maintenance of facilities and an annual and long-term budgeting tool to ensure all facilities are in a state of good repair.

239.2 POLICY

(a) Scope and Length of Budget Period

1. The Facilities Maintenance Reserve (FMR) budget shall be based on the fiscal year beginning January 1 through December 31.

(b) Budget Process

1. The fire chief shall annually prepare a budget showing all FMR expenses for the fiscal year and an updated revenue and expense forecast.

(c) Budget Adoption:

1. FMR revenue and expenditures shall be adopted by the Board annually as part of the regular budget adoption process.

(d) Level of Control:

1. The fire chief cannot spend more than the adopted budget per project, nor can the fire chief utilize the FMR for items not specifically identified in the Facility Standard Schedule without Board approval.

(a) Project cost overruns may be funded through the operating budget at the fire chief's discretion.

(b) Upon project completion, any excess funds will remain in the FMR.

(e) Forecast:

1. The fire chief shall maintain a rolling 15-year replacement forecast, and ensure each of the first 10 years maintains a positive end fund balance in the FMR.

(f) Contributions (transfers):

1. Contributions (transfers) to the FMR reserve will occur through the adopted operating budget and are generally expected to increase year over year.

(g) Schedule updates:

1. The fire chief shall annually assess the condition of District facility items identified in the facility standard in need of replacement within the next 15 years.

(h) Inflation:

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Facilities Maintenance Reserve

1. Inflation on facility maintenance items shall be calculated at a rate of 3% per year and may be adjusted by the fire chief periodically based on market conditions and approved by the Board as part of the budget adoption process.

(i) Revenue sources:

1. The primary sources of FMR funding are:

(a) General operating revenues (property taxes, transport revenue, etc.)

239.3 DEFINITIONS

(a) Facility Standard:

1. The Fire Chief shall maintain a standard schedule of facility items and their project useful life and recommended replacement year.

2. The Fire Chief shall ensure the pricing, as well as the service life of facility items, is assessed annually.

3. Changes to the facility standard shall be recommended by the fire chief and implemented through the policy amendment and budget adoption process.

239.4 FACILITY STANDARD SCHEDULE

(a) The Facility Standard Schedule contains items that generally:

1. Have a replacement or maintenance value of greater than \$5,000 and are fixed to a specific facility.

2. Have a combined purchase price that will total more than \$5,000 (when the individual item value is less than \$5,000).

3. Are replaced at a predictable interval other than annually.

(b) Item Schedule and notes

Item	Age is less than (years)
Flooring (vinyl)	20
Flooring (tile)	20
Flooring (concrete)	25
Carpet	15
Paint (interior)	15
Paint (exterior)	15
Generator	25
Windows	50
Vehicle Exhaust	25
Septic Systems	40

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Facilities Maintenance Reserve

Roof - 30 year	30
Roof - 40 year	40
Roof - 50 year	50
AC Units	15
Garage Door (Roll-Up)	25
Garage Door (Bi-Fold)	50
Asphalt (replace)	25
Asphalt (seal)	5
Concrete (exterior)	25
Furnace	25
Appliances	15
Bathrooms	25
Water Heater (Boiler)	15
Water Heater (Tankless)	8
Kitchen	25
Apparatus Bay Heating	30
Electric Gate Controller	15
Station Access Control	20
Elevator	25
Fire Protection System	15

(a) Septic Systems

1. As a septic system becomes due for replacement or significant repair, consideration will be given to sewer connections if available.

(b) Appliances

1. Include items such as ovens, cooktops, and refrigerators.

(c) Bathrooms

1. Include a complete update of flooring, showers, toilets, sinks, cabinetry, etc.

(d) Kitchen Cabinetry

1. Include a complete replacement of cabinetry, countertops, and food lockers.



Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Deputy Chief MOU

Recommendation from Staff:	Approve
Recommendation from Committee:	N/A
Recommended Action/Motion:	<i>Move to authorize the Board Chair to sign the MOU with the Deputy Chief as presented.</i>
Presenter:	Chief Parkinson
Attachments:	MOU – Presented at the meeting

Summary:
<p>Chief Mack's annual evaluation has been completed. Based on the performance of DC Mack, it is my recommendation that his contract be amended with the proposed MOU.</p> <p>DC Mack brings a wealth of knowledge and skill which has served the District well over the last two years. He continues to build relationships with personnel across the organization and throughout the county.</p>

Fiscal Impact:	None
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Board Meeting Agenda Item Summary

Meeting Date:	June 20, 2023
Title:	Interim Deputy Chief Contract

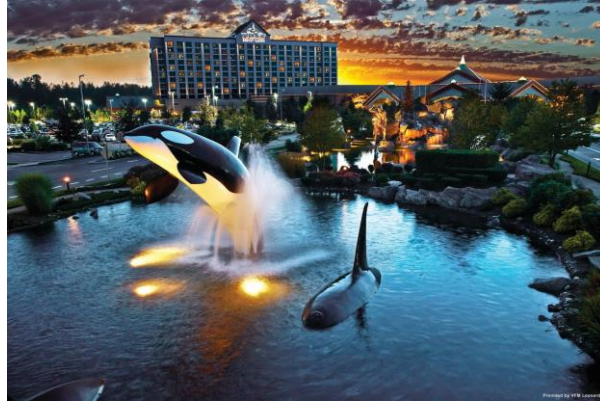
Recommendation from Staff:	Approve
Recommendation from Committee:	Click or tap here to enter text.
Recommended Action/Motion:	<i>Move to authorize the Board Chair to sign an employment agreement with Kevin Stabenfeldt for a period of six months.</i>
Presenter:	Chief Parkinson
Attachments:	Click or tap here to enter text.

Summary:
<p>Due to the long term absence of the current deputy chief, several staff moves are expected to occur over the next month. Filling the role of deputy chief on an interim basis is vital to internal operations of the District. By approving this employment agreement, Assistant Chief Stabenfeldt will be promoted to deputy chief for a period of 6 months. This assignment can be shortened or extended by mutual agreement of all parties (which includes L3520). Once this interim assignment is complete, Stabenfeldt will return to his previously held role.</p> <p>The maximum fiscal impact will be an increase in expenditures of \$24,735 in 2023.</p> <p>An executive session is scheduled for this agenda item.</p>

Fiscal Impact:	\$24,735
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October 25th - 28th



The Tulalip Resort

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Registration Includes:

- Two days of education
- Networking opportunities
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- Coffee & Snack Breaks
- Lunch provided on Tuesday

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