



EAST PIERCE FIRE & RESCUE BOARD OF COMMISSIONERS
Regular Meeting Agenda
December 17, 2024
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://us06web.zoom.us/j/88441552409>

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
 - i) Deputy Chief Matt Gilbert – 15 Years
 - ii) Project Manager Phil Herrera – 5 Years

3. APPROVAL OF AGENDA

4. CONSENT AGENDA

- a) Approve Minutes of the November 19th Regular Meeting Pages 3-6
- b) Approve Minutes of the December 12th Special Meeting None
- c) Treasurer’s Report..... Pages 7-8
- d) Approve Finances..... Pages 9-13
- e) Financial Waiver
 - i) Transport Account 130507778 in the amount of \$187.50 Page 14
- f) Resolution 1072 – Transfer of Funds (Project Manager)..... Page 15

5. PRESENTATIONS

- a) 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 16-21

8. CHIEF’S REPORT

- a) Monthly Chiefs Report..... Pages 22-23
- b) Deputy Chiefs Reports Pages 24-26

- c) Q4 Strategic Plan - Parkinson..... Pages 27-45
- d) Q4 Standard of Cover - Gilbert Pages 46-51
- e) Q4 Financial Assessment - Hollon Pages 52-54
- f) Monthly Injury Report..... Page 55

9. COMMISSIONER CONFERENCE/COMMITTEE REPORTS:

- a) Planning Committee – None
- b) Finance Committee – None
- c) HR Committee – None
- d) Snure Seminar Recap – Wernet..... Page 56-59

10. RESOLUTIONS:

- a) Resolution 1073 – 2024 Budget Amendment – Hollon..... Pages 60-66
- b) Resolution 1074 – Transfer of Funds from GL to Reserve - Hollon Pages 67-68
- c) Resolution 1075 – Transfer of Funds from Reserve to GL – Hollon Pages 69-70
- d) Resolution 1076 – Fee Schedule – Parkinson Pages 71-75

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

- a) Station 112 Bid Award – Parkinson Pages 76-77

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

- a) None

13. COMMISSIONER TRAINING/EVENT REQUESTS:

- a) 2025 EPFR Meeting Schedule – Byerley Page 78
- b) PC Fire Commissioners Meeting Schedule – Byerley Page 79

14. EXECUTIVE SESSION: Per RCW 42.30.140 Collective Bargaining Agreement discussion.

15. COMMISSIONER ACTION/DISCUSSION: None

16. ADJOURN

2025 EVENTS:

- January 18th PC Commissioners/Chiefs Annual Banquet (Tacoma Golf & Country Club)
- January 23rd PC Commissioner Meeting (TBD and Zoom)
- February 27th PC Commissioner Meeting (SS911 and Zoom)
- March 27th PC Commissioner Meeting (TBD and Zoom)
- April 24th PC Commissioner Meeting (SS911 and Zoom)
- May 22nd PC Commissioner Meeting (TBD and Zoom)
- June 26th PC Commissioner Meeting (SS911 and Zoom)
- July 24th PC Commissioner Meeting (Annual Picnic)
- August 28th PC Commissioner Meeting (SS911 and Zoom)
- September 25th PC Commissioner Meeting (TBD and Zoom)
- September 27th EPFR Annual Open House
- October 23rd NO PC MEETING – STATE CONFERENCE
- November 20th PC Commissioner Meeting (3rd Thursday due to 4th Thursday being Thanksgiving)
- December 5th NO PC MEETING

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

November 19, 2024

A regular meeting of the Board of Fire Commissioners of East Pierce Fire & Rescue was held on November 19, 2024, via conference/video call through Zoom. Notice and link to join meeting was posted for public access. Chair Jon Napier called the meeting to order at 7:00 p.m. Present by roll call were Commissioners Kevin Garling, Pat McElligott, Randy Kroum, Cynthia Wernet, Justin Evans, Chief Jon Parkinson, Deputy Chief Kevin Stabenfeldt, Deputy Chief Matt Gilbert, Finance Manager Michelle Hollon, and District Secretary Corina Byerley.

Commissioners Excused: Commissioner Ed Egan

Commissioners Unexcused: None

AUDIENCE: Project Manager Phil Herrera

HONORS AND RECOGNITIONS: Deferred to December meeting.

OATH OF OFFICE: None

APPROVAL OF AGENDA:

Chief Parkinson requested to move items 5 through 9 on the agenda to after item 12 due to weather conditions and power concerns. District Secretary Byerley requested the following changes to the agenda: 1. Item 4d (Consent Agenda) – Approve Finances -Replace the Financial Transmittal, and 2. Item 11a (Resolutions) -Replace the Agenda Summary. Commissioner Kroum moved to approve the agenda as amended. The motion was seconded by Commissioner Evans and carried.

CONSENT AGENDA:

Commissioner Kroum moved to approve the consent agenda (minutes from the October 15th Regular meeting; minutes from the October 30th Special meeting; treasurer's report; current expense vouchers 241103001 - 241103084 in the amount of \$ 609,675.49; payroll vouchers 241101001 - 241101011 in the amount of \$ 458,078.11; electronic payroll in the amount of \$ 2,756,253.01; Capital expense vouchers 241102001 - 241102017 in the amount of \$ 3,547,791.83; post-meeting special voucher 241004001 in the amount of \$ 300,000.00; and Resolution 1064 Quarterly EMS Write-offs). Motion seconded by Commissioner Wernet and carried.

PUBLIC HEARING FOR 2025 REVENUE AND EXPENDITURES:

Opening of Hearing: Chair Jon Napier opened the public hearing at 7:07 p.m.

Revenues and Expenditures for 2025: Chief Parkinson gave a presentation, included in packet, on the final draft of the 2025 Budget. Revenues to be collected are budgeted at \$65,223,069, plus \$6,715,908 transferred in from the reserve and \$461,952 transferred in from the bond fund, with an estimated fund ending balance of \$12,666,526. The District will be collecting 1.50 per \$1,000 for the Regular Levy and .41911 per \$1,000 for the EMS Levy. Expenditures are budgeted at \$57,843,965. Chief Parkinson reviewed the 2025 Budget goals and highlights which include equipment purchases, hiring personnel, and maintaining/replenishing reserves to targeted balances. The finance committee reviewed this presentation and supports the budget as presented. Chief Parkinson also reviewed a 5-year projection report which included property tax revenue, other revenue, expenditures, transfers to reserve accounts and capital purchases.

Commissioner Kroum recommended negotiations with Sound Transit for 2026 budget to recoup tax revenue for parking garages in Sumner.

Public comments: None

Closing of Hearing: Chair Jon Napier closed the public hearing at 7:33 p.m.

RESOLUTIONS:

Resolution 1065 -2025 Budget and Exhibit A: Commissioner Kroum moved to adopt Resolution 1065 for the approval of the 2025 Budget for East Pierce Fire & Rescue. The motion was seconded by Commissioner Garling and carried.

Resolution 1066-2025 Regular Tax Levy: Commissioner Wernet moved to adopt Resolution 1066 for the approval of the 2025 Regular Property Tax Levy for East Pierce Fire & Rescue. The motion was seconded by Commissioner McElligott and carried.

Resolution 1067- 2025 EMS Property Tax Levy: Commissioner Evans moved to adopt Resolution 1067 for the approval of the 2025 EMS Property Tax Levy for East Pierce Fire & Rescue. The motion was seconded by Commissioner Garling and carried.

Resolution 1068- 2025 Excess Levy Tax Collection: Commissioner Garling moved to adopt Resolution 1068 authorizing the tax collection UTGO bonds for 2025. The motion was seconded by Commissioner Evans and carried.

Resolution 1069- Target Reserve: Chief Parkinson presented to the Board Resolution 1069 requesting to reorganize the reserve fund structure reducing the number of reserve funds from five to three. Monies in the eliminated funds will be redistributed into the three remaining funds. Commissioner McElligott moved to adopt Resolution 1069, "ESTABLISHING ACCEPTABLE USES OF RESERVE FUND BALANCES, DESIRED RESERVE FUND LEVELS AND CREATING METHODS FOR MAINTAINING FUND BALANCES" which supersedes Resolution 996. The motion was seconded by Commissioner Garling and carried.

Resolution 1070- Sole Source (Vehicle Exhaust System): Finance Manager Michelle Hollon presented to the Board Resolution 1070 requesting to declare Air Exchange as a sole source vendor for the purchase of vehicle exhaust systems for the new Stations 112 and 117. Commissioner McElligott moved to adopt Resolution 1070 declaring Air Exchange the sole source for the purchase of two Plymovent Vehicle Exhaust Systems and waiving competitive bid requirements. The motion was seconded by Commissioner Kroum and carried.

Resolution 1071- Surplus (Tempus Heart Monitors): Chief Parkinson presented to the Board Resolution 1071 requesting to the surplus of 24 Phillips Tempus PRO/LS monitor defibrillators, including all accessories, cases, and chargers as detailed in Appendix A. These units will no longer be used and will be replaced by new Lifepak 35 monitors. Staff recommends selling the surplus equipment to Master Medical Equipment for \$240,000. Commissioner Evans moved to approve Resolution 1071, the surplus of 24 Philips Tempus Pro/LS Monitor defibrillators and accessories to Master Medical equipment, for \$240,000. The motion was seconded by Commissioner Kroum and carried.

NEW BUSINESS:

Financial Management Policy: Chief Parkinson presented to the Board the second reading of the Financial Management policy with proposed changes amending Section 215.4 Revenue Policy, Section 215.10 Debt Policies, and Section 215.14 Reserve Policies. Commissioner Wernet moved to Approve the Financial Management Policy as presented. The motion was seconded by Commissioner McElligott and carried.

Authorization to Hire 2025 Firefighter Class in December 2024: Chief Parkinson requested authorization to hire firefighters approved in the 2025 Budget in December of 2024. Hiring in December will enable to the district to consolidate EMT training with the previous hire group providing cost savings to the district. Commissioner Evans moved to authorize the fire chief to hire the 2025 firefighter class in December 2024. The motion was seconded by Commissioner Garling and carried.

Authorization to I.T. Administrator in December 2024: Chief Parkinson requested authorization to hire an I.T. Administrator, approved in the 2025 Budget, in December of 2024 as the move to the new Station 111 requires a substantial body of work for I.T. Commissioner McElligott moved to authorize the fire chief to hire the I.T. Administrator in December 2024. The motion was seconded by Commissioner Kroum and carried.

Deputy Chief Annual Evaluation and MOU: Chief Parkinson presented to the Board an overview of the Deputy Chief Stabenfeldt's evaluation and recommended MOU. Commissioner McElligott moved to authorize the Board Chair to sign the MOU with Deputy Chief Kevin Stabenfeldt. The motion was seconded by Commissioner Garling and carried.

Commissioner Compensation Policy: District Secretary Byerley presented to the Board the second reading of the Commissioner Compensation and Waiver policy with proposed changes amending the compensation limits and aligning them with SSB 5925. Commissioner Evans moved to approve the edits to the Fire Commissioner Compensation and Waiver Policy addressing an increase in compensation limits as presented. The motion was seconded by Commissioner Kroum and carried.

Legal Service Contract: Chief Parkinson presented a 2025 proposed agreement with Attorney Eric Quinn for legal services. The agreement is the same as past agreements. Staff recommends continuing services with the Eric Quinn. Commissioner Garling moved to approve Attorney Eric Quinn's 2025 contract for legal services and authorize the Fire Chief to sign the contract on behalf of the District. The motion was seconded by Commissioner McElligott and carried.

Authorization to Purchase SCBA's: Deputy Chief Stabenfeldt presented to the Board a request to purchase four refurbished SCBA air packs. Due to the deployment of additional resources, the district has an immediate need to add to its stock of self-contained breathing apparatus. Commissioner McElligott moved to authorize the fire chief to purchase four SCBA air packs from SeaWestern with a total expenditure not exceeding \$9,600 including tax. The motion was seconded by Commissioner Kroum 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 included in packet.

Station 111: Administrative office finishes are in progress. Landscape work, topsoil, and landscape irrigation are underway. Finishes to second level continue. Elevator installation 95% complete. The projected date for crews to transfer to the new Station 111 is December 23rd and admin will follow.

Station 112: Station is out for bid with a bid closing date is November 26th. CUP is still in process. House will move any day.

Station 114: Trim and finishes continue. Metal siding underway. Asphalt complete. The target completion date is January 10th.

Station 117: Exterior finishes are underway. Electrical, plumbing, and mechanical rough-in continue. Sheetrock installation continues with taping to begin this week. Front apron installation and asphalt ATB are complete. Substantial completion is expected in March.

CHIEF’S REPORT:

Monthly Chiefs Report: Reviewed the Chief’s monthly report with the Board. Included in agenda packet. Chief Parkinson’s report included: Station 112 is out for bid; 2023 financial audit is wrapping up with exit interview on 11/20; special meeting to discuss CBAs and award Station 112 bid in early December; training center and warehouse/vehicle maintenance space update; and a reminder of the Planning Committee meeting on 12/6.

Monthly Deputy Chiefs Reports: Deputy Chief Stabenfeldt and Deputy Chief Gilbert gave a brief overview of each division’s accomplishments for the month included in packet. The report included: Deputy Chief Stabenfeldt reported that the with the filling of the second mechanic position the district has begun performing preventative maintenance in-house; a new tender has been ordered; and the characterization team has been performing in schools; Deputy Chief Gilbert provided a brief update on the day’s storm activity noting that between 5:45pm and 8:15pm the crews have already responded to 36 calls; thermal imaging cameras (TICs) were selected by a committee of personnel and the district purchased two TICs for each engine based on their recommendation; and provided an update on the status of heart monitors, 21 monitors have been received and training on the new monitors has been scheduled.

Monthly Injury Report: Update provided in agenda packet.

COMMISSIONER CONFERENCE/COMMITTEE REPORTS:

Finance Committee: Notes from the November 4th Finance Committee meeting were included in the agenda packet.

UNFINISHED BUSINESS: None

COMMISSIONER TRAINING/EVENT REQUESTS:

Commissioner Compensation: District Secretary Corina Byerley reminded the Board that compensation forms for time through November 2024 are due by December 5th.

Pierce County Annual Awards Banquet: District Secretary Corina Byerley provided information in the agenda packet regarding the upcoming awards banquet that will be held on January 18th at 6:00pm. Commissioner McElligott encourage Board members to attend. Commissioners Napier, Egan, Evans, Wernet, and McElligott will be attending.

EXECUTIVE SESSION: Cancelled

COMMISSIONER ACTION/DISCUSSION:

Snure Seminar Recap: Commissioner Wernet requested a discussion and recap of the topics covered at the Snure Seminar that was held in October at the December meeting.

ADJOURN

There being no further business to come before the Board, the meeting was adjourned at 8:29 p.m.

District Secretary Corina Byerley

Chairman Jon Napier/Vice-Chair Ed Egan



EAST PIERCE FIRE & RESCUE

November 2024

for December 17, 2024 Meeting

Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
			1 Month Remaining =	8.33%

General Fund (Current Expense)

Net Cash & Investments 12/31/2023 \$ **12,658,683** Budgeted

Operating Revenues					
	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
Property Tax - Current	2,563,269	39,670,051	40,405,095	735,044	1.8%
Property Tax - Prior Year/Delinquent	13,102	369,094	-	(369,094)	0.0%
Other Taxes	20,844	42,148	18,500	(23,648)	-127.8%
Regular EMS Transport	329,272	3,115,936	2,900,000	(215,936)	-7.4%
GEMT Transport	327,309	3,088,610	2,112,000	(976,610)	-46.2%
GEMT Reconciliation	-	439,370	400,000	(39,370)	-9.8%
Intergovernmental	60,898	236,065	201,375	(34,690)	-17.2%
Tehaleh Mitigation	-	135,100	100,000	(35,100)	-35.1%
Transfers in from Reserves/Capital	-	1,386,348	7,700,565	6,314,217	82.0%
Other Revenue	33,434	2,170,663	2,001,453	(169,210)	-8.5%
Total Operating Revenues	3,348,129	50,653,386	55,838,988	5,185,602	9.3%

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

Operating Expenses	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
Administration <i>(Comm, Fire Chief, Deputy Chief, Finance, HR)</i>	260,253	3,274,922	3,260,984	(13,938)	-0.4%
Operations <i>(Fire, Training, Volunteers)</i>	2,743,475	30,549,589	33,360,160	2,810,571	8.4%
EMS	284,976	2,704,117	3,286,873	582,756	17.7%
Prevention <i>(Fire Prevention, Pub Ed)</i>	107,434	1,175,186	1,401,954	226,768	16.2%
Logistics <i>(Logistics, Emerg. Mgmt, IT)</i>	372,234	4,603,362	5,055,431	452,069	8.9%
Capital <i>(Project Manager)</i>	34,691	331,229	201,677	(129,552)	-64.2%
Reserve Purchases <i>(Equipmt., EMS, Facility)</i>	25,600	1,343,167	7,498,888	6,155,721	82.1%
Transfers Out	-	2,245,930	1,773,021	(472,909)	-26.7%
Total Operating Expenses	3,828,664	46,227,503	55,838,988	9,611,485	17.2%
Payroll Clearing Accruals	(32,530)	13,230			
Operating Expenses Net of Accruals	3,796,133	46,240,734	55,838,988		
Ending Net Cash & Investments			\$ 17,071,335		

Reserve Fund

Net Cash & Investments 12/31/2023 \$ **33,032,937** Budgeted

Reserve Balances	Other Revenues	Transfer In	Transfer Out	Balance as of 11/30/24	(Short)/Over
General Reserve				4,780,776	329,792
Equipment Reserve				13,507,454	N/A
Facilities Reserve				1,257,643	457,643
Employee Compensation Reserve				989,205	189,205
Capital Facilities Phase 2				15,152,639	Balance
Sale of Tax Title Property					
Investment Interest	137,239				
Current Month Total	137,239		-		
Year to Date Total	\$ 1,674,556	\$ 2,239,394	\$ 1,110,229	\$ 35,687,719	



EAST PIERCE FIRE & RESCUE

November 2024

for December 17, 2024 Meeting

Capital (Construction) Fund UTGO Bonds 2022	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
Net Cash & Investments 12/31/2023			\$ 42,618,324	Budgeted	
Revenues					
Investment Interest	88,988	1,586,999	2,100,000	513,001	0.0%
Transfer In - Vendor Refund	-	6,536		-	0.0%
Total Revenues	88,988	1,593,535	2,100,000	513,001	
Expenses					
Capital Purchases	1,170,246	1,197,205	-	-	0.0%
Capital Purchases-Station 111	741,595	8,751,644	-	-	0.0%
Capital Purchases-Station 112	6,204	400,695	-	-	0.0%
Capital Purchases-Station 114	342,858	4,507,049	-	-	0.0%
Capital Purchases-Station 117	1,278,209	6,561,795	-	-	0.0%
Capital Purchases-Station 118	8,679	233,199	-	-	0.0%
Capital Purchases-Station 124	-	-	-	-	0.0%
Transfer Out - GF - Cap Fac Mgr	-	276,119	201,677	(74,442)	0.0%
Total Expenses	3,547,792	21,927,706	201,677	-	0.0%
Ending Net Cash and Investments			\$ 44,516,647		
** Note: \$1,000,000 of Ending Net Cash reserved for IRS for arbitrage true-up **					



Finance Department
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

PAYMENT LISTING

Trans Date	District Ref #	Payee Printed Name	Amount
12/12/24	5377	AIR EXCHANGE, INC.	\$70,765.48
12/12/24	5378	ANDY JOHNSON & CO. INC.	\$165,909.80
12/12/24	5379	CTS	\$660.00
12/12/24	5384	KNOX COMPANY	\$9,478.43
12/12/24	5385	OTTO ROSENAU & ASSOCIATES, INC.	\$4,569.90
12/12/24	5391	WETHERHOLT AND ASSOCIATES INC.	\$3,190.60
12/12/24	5380	FIT FOR LIFE	\$4,097.84
12/12/24	5381	HONEYWELL INTL	\$12,813.47
12/12/24	5382	JODY MILLER CONSTRUCTION	\$1,042,943.71
12/12/24	5383	JONES & ROBERTS CO.	\$454,661.56
12/12/24	5386	PUGET SOUND ENERGY	\$2,241.28
12/12/24	5387	RICE FERGUS MILLER ARCHITECTURE	\$52,116.86
12/12/24	5388	SNIDER PETROLEUM	\$547.94
12/12/24	5308	410 RENTALS	\$2,174.72
12/12/24	5390	WA STATE DEPT OF REVENUE (USE TAX)	\$3,451.07
12/12/24	5312	BARNHART MD PS STEPHEN W	\$9,625.00
12/12/24	5314	CARDINAL HEALTH 112, LLC	\$8,632.34
12/12/24	5389	TRANE US INC	\$264.15
12/12/24	5309	ACROSS THE STREET PRODUCTIONS	\$2,000.00
12/12/24	5313	BOUND TREE MEDICAL LLC	\$1,134.19
12/12/24	5315	CASCADE TRAINING/HEALTHCARE SERVICES LLC	\$2,014.80
12/12/24	5318	CINTAS CORPORATION # 461	\$12,882.56
12/12/24	5319	CMC RESCUE, INC.	\$5,900.00
12/12/24	5320	CODE MECHANICAL INC.	\$1,337.26
12/12/24	5310	ADP SCREENING	\$52.23
12/12/24	5311	AMBU, INC.	\$17,791.33
12/12/24	5316	CENTRAL PIERCE FIRE & RESCUE	\$220.20
12/12/24	5317	CENTURYLINK	\$86.94
12/12/24	5321	COMMERCIAL BRAKE & CLUTCH	\$523.59
12/12/24	5325	DAVIS DOOR SERVICE, INC	\$955.01
12/12/24	5323	CRYSTAL SPRINGS	\$2,349.81
12/12/24	5326	DEPT OF NATURAL RESOURCES	\$2,617.04
12/12/24	5329	FIT FOR LIFE	\$250.00
12/12/24	5333	GRAIL LLC	\$1,298.00
12/12/24	5322	CREW BOSS	\$338.15
12/12/24	5324	DAILY JOURNAL OF COMMERCE	\$365.40
12/12/24	5330	FREIGHTLINER NORTHWEST	\$16,469.45
12/12/24	5332	GITTS SPRING CO	\$4,038.40

12/12/24	5327	DOBBS PETERBILT	\$798.00
12/12/24	5328	EMS TECHNOLOGY SOLUTIONS LLC	\$53.92
12/12/24	5331	GALLS, LLC	\$1,726.02
12/12/24	5336	KANOPY KINGDOM INC	\$19,950.09
12/12/24	5337	L N CURTIS & SONS	\$10,371.26
12/12/24	5334	HUGHES FIRE EQUIPMENT, INC.	\$4,962.85
12/12/24	5335	JAMES OIL CO. INC.	\$14,844.46
12/12/24	5349	PACIFIC FITNESS PRODUCTS	\$1,293.47
12/12/24	5338	LES SCHWAB TIRE CENTERS	\$6,286.57
12/12/24	5339	LIFE ASSIST	\$11,811.10
12/12/24	5340	LINDE GAS & EQUIPMENT INC	\$1,650.71
12/12/24	5341	MEDICAL DIRECT	\$632.79
12/12/24	5342	MIKES SHOP	\$637.64
12/12/24	5343	MOORE JEFF	\$65.00
12/12/24	5344	NORTH AMERICAN RESCUE LLC	\$78.26
12/12/24	5346	ODP BUSINESS SOLUTIONS LLC	\$45.49
12/12/24	5351	PC BUDGET & FINANCE DEPT	\$14,865.75
12/12/24	5354	PUGET SOUND ENERGY	\$11,466.35
12/12/24	5356	QUINN ERIC T	\$605.00
12/12/24	5345	NORTHWEST LEADERSHIP SEMINAR	\$2,370.00
12/12/24	5347	ORCUTT REX	\$375.00
12/12/24	5348	OREILLY	\$817.78
12/12/24	5352	PERFORMANCE SYSTEMS INTEGRATION LLC	\$442.71
12/12/24	5353	PIERCE COUNTY SEWER	\$86.37
12/12/24	5350	PACIFIC OFFICE AUTOMATION	\$599.12
12/12/24	5362	SNOPE JARED	\$405.00
12/12/24	5365	SYSTEMS FOR PUBLIC SAFETY, INC.	\$75,980.82
12/12/24	5371	WA STATE DEPT OF REVENUE (USE TAX)	\$185.51
12/12/24	5373	WASHINGTON AUDIOLOGY SERVICES INC	\$88.00
12/12/24	5639	WSCFF - FASTPAC	\$627.50
12/12/24	5355	QUADIENT LEASING USA, INC.	\$361.58
12/12/24	5357	REHN AND ASSOCIATES	\$84.00
12/12/24	5359	SEAWESTERN	\$25,330.71
12/12/24	5366	TREASURY MANAGEMENT SVCS - US BANK	\$51.38
12/12/24	5368	VALVOLINE LLC	\$607.62
12/12/24	5369	VIRTUOUS CLEAN NW, LLC	\$1,500.00
12/12/24	5372	WAPRO	\$25.00
12/12/24	5633	IAFF - FIREPAC	\$721.51
12/12/24	5358	RON & LEOS WELDING SERVICE	\$534.35
12/12/24	5360	SITECRAFTING, INC.	\$99.00
12/12/24	5361	SNIDER PETROLEUM	\$3,621.16

12/12/24	5363	SUMMIT LAW GROUP PLLC	\$627.00
12/12/24	5364	SYSTEMS DESIGN WEST LLC	\$13,285.20
12/12/24	5367	US BANK	\$88,160.21
12/12/24	5370	WA STATE AUDITORS OFFICE	\$22,587.72
12/12/24	5374	WCIF-Life/Dental/EAP	\$24,510.38
12/12/24	5375	WILLIAMS OIL FILTER SERVICE	\$507.08
12/12/24	5376	ZUBER TANNER	\$375.00
12/12/24	5630	AFLAC	\$462.09
12/12/24	5631	DIMARTINO ASSOCIATES (WSCFF)	\$21,406.33
12/12/24	5632	GET PROGRAM	\$524.00
12/12/24	5634	LEOFF HEALTH & WELFARE TRUST	\$421,709.12
12/12/24	5635	TACOMA-PIERCE CO CHAPLAINCY	\$841.50
12/12/24	5636	WCIF-Life/Dental/EAP	\$1,167.44
12/12/24	5637	WCIF-Met Life / Accident	\$82.14
12/12/24	5638	WCIF-Met Life / ID Theft	\$69.75
12/12/24	5640	WSCFF-Medical Expense Reimbursement Plan	\$16,665.54
Payment Count: 95			Total Amount: <u>\$2,750,807.86</u>

Payment Count: 95
Payment Total: \$2,750,807.86

CERTIFICATION

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

_____ Authorized District Official Signature	_____ Date	_____ Authorized District Official Signature	_____ Date
_____ Authorized District Official Signature	_____ Date	_____ Authorized District Official Signature	_____ Date
_____ Authorized District Official Signature	_____ Date	_____ Authorized District Official Signature	_____ Date
_____ Authorized District Official Signature	_____ Date	_____ Authorized District Official Signature	_____ Date

INSTRUCTIONS FOR USE:
Submit signed Transmittal To Pierce County Finance Department
FAX: 253-798-6699 EMAIL: pcacctspayable@piercecountywa.gov

PC Finance Department Use Only
Authorization Recieved on _____
Batch Verified by _____

November 2024 - Post-Meeting	
General Fund	
Payroll Transactions Revised	
trx # 5040 FIT Taxes voided	\$ (381,178.89)
trx # 5036 DRS/LEOFF II voided	\$ (320,913.84)
trx # 5019 Westland original value	\$ (11,453.03)
trx # 4866 Dawson original value	\$ (5,300.14)
trx # 5213 FIT Taxes created	\$ 382,251.27
trx # 5212 DRS created	\$ 320,919.65
trx # 5019 Westland revised value	\$ 11,481.06
trx # 4866 Dawson original value	\$ 7,658.06
net payroll change	\$ 3,464.14
December 2024	
General Fund	
Total AP	\$ 458,818.85
AP Vouchers	
Vouchers # 241202001 - 241202069	\$ 458,818.85
Total Payroll	\$ 3,119,260.57
Payroll Vouchers	
Vouchers # 241203001 - 241203011	\$ 464,276.92
Electronic Payroll	\$ 2,654,983.65
Total Expenditures (AP + Payroll)	\$ 3,578,079.42
Total SBK Expenditures (111 - 999)	\$ 3,543,759.74
Difference	\$ 34,319.68
sickleave buybacks	\$ 3,923.60
vendor refunds	\$ 30,396.08
PSE construction costs refunded - applied vs Capital Project Mgr expense code 911.4901	
Capital Fund 302	
Total AP	
Capital Fund 302 (UTGO 2022 Bonds)	
Total AP	
Vouchers # 241201001 - 241201015	\$ 1,827,712.09
Bond Fund 201	
2018 Principal per Schedule	\$ 830,000.00
2018 Interest per Schedule	\$ 781,112.50
2022 Principal per Schedule	\$ 795,000.00
2022 Interest per Schedule	\$ 876,750.00
paid by County on our behalf December 01	



Board Meeting Agenda Item Summary

Meeting Date:	December 17, 2024
Title:	Approve Financial Assistance Program Waiver for Account 130507778

Recommendation from Staff:	Approve
Recommendation from Committee:	Approve
Recommended Action/Motion:	<i>Recommend that the Board approve inclusion of Account 130507778 into the Financial Assistance Program. Approve Waiving Balance</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>							
Total Amount of Patient's Ambulance bill:	\$ 1,382.20						
Amount covered by private / government insurance programs:	\$ (1,007.20)						
Patient' remaining balance (obligation) for this ambulance bill:	\$ 375.00						
<table border="1"> <thead> <tr> <th>Family size (incl. patient)</th> <th>Est. Gross Family Income/ Yr</th> <th>EPFR Worksheet: % Reduction in Outstanding Balance.</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>62,401.00 – 78,000.00</td> <td>50%</td> </tr> </tbody> </table>		Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.	4	62,401.00 – 78,000.00	50%
Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.					
4	62,401.00 – 78,000.00	50%					
<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>							

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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EAST PIERCE FIRE & RESCUE

RESOLUTION NO. 1072

A RESOLUTION TO TRANSFER FUNDS BETWEEN FUND ACCOUNTS

WHEREAS, the Board wishes to transfer funds in amount of \$71,204 from the Capital Fund to the General Fund as approved expenses associated with the 2018 UTGO Bond for personnel cost for the Project Manager and accrued charges for services and equipment; and

WHEREAS, funds will be transferred to the General Fund based on wages, benefits, and purchase card charges for the Project Manager from October 2024 to December 2024; and

NOW THEREFORE IT IS HEREBY RESOLVED by the Board of Commissioners of East Pierce Fire & Rescue that Pierce County Budget and Finance is directed to transfer these funds December 18, 2024, as follows:

Capital Fund (687-022)	Transfer Out	\$ 71,204
General Fund (686-022)	Transfer In	\$ 71,204

PASSED AND APPROVED this 17th day of December 2024, the following commissioners being present and voting:

Chair Jon Napier

Commissioner Pat McElligott

Commissioner Ed Egan

Commissioner Cynthia Wernet

Commissioner Kevin Garling

Commissioner Justin Evans

Commissioner Randy Kroum

ATTEST:

District Secretary Corina Byerley



To: **Board of Fire Commissioners**
From: **Phil Herrera, Project Manager**
Subject: **Bond Update – December 2024**

Station 111

- Admin finishes nearly complete.
- Office furniture installation now underway.
- Fencing, and landscape irrigation and landscaping underway.
- Memorial plaza finishes are underway.
- 2nd level floor grinding and staining starting this week.
- Finish sitework continues.
- We are pushing hard to get the fire crews in before year end.

Station 114

- Interior finishes continue.
- Exterior siding finishes are finally near completion.
- Landscape irrigation to begin this week.
- Final sitework finishes are underway.
- Gate and fencing started.

Station 117

- Finish taping underway on sheetrock.
- Landscape irrigation underway.
- Siding is nearly complete.
- Sidewalks and curbs are 90% complete.
- Interior MEP is moving at a good pace.

Station 112

- Bids received. We received really good numbers.
- Contract document preparation underway.
- Final building and site permit review is underway, all review comments have been addressed.
- Anticipate permit issuance and notice to proceed in January.

December 2024, Capital Bond Station Photos

Station 111

Interior finishes continue. Office furniture installation has begun.



Station 111- Landscaping, fencing and Memorial plaza.



Station 114

Siding is nearly complete.



Station 114- Interior casework and finishes continue.



Station 117

Siding is nearly completed. You can't see them here, but the app bay doors are installed.



Interior surfaces are moving along quickly. Sheetrock taping underway.



Items	*Estimate - July 2018	Actual	Forecasted Exp.
Engines (6) and Ladder (1)	5,900,000	6,405,741	Complete
Station 118	15,717,441	11,627,405	40,000
Station 111	21,186,196	22,801,304	2,783,000
Station 114	10,856,061	9,773,940	1,696,000
Station 117	10,096,203	7,845,002	3,682,000
Station 112	13,663,312	1,561,914	8,800,000
Station 124	0	1,380,922	
Station 116	0	990	
Project Manager/Admin Asst.	0	1,044,419	211,952
Misc (LP45)	0	1,170,246	141,225
Total	77,419,213	63,611,882	17,354,177

Bond Total	80,000,000
Interest YTD	6,132,541
Interest Forecasted	930,000
Expenditures to Date	(63,611,882)
Forecasted Expenditures	(17,354,177)
End Fund Balance	6,096,482

**** Arbitrage exposure
not included****

* Estimate is based on the capital facilities study update which was completed in 2018. The estimate is not the actual budget for each project. The estimate was used to derive the total financial need for the 2018 bond request. All station projects underwent significant changes in the final design and engineering phase. For example, Station 118 and Station 117 were converted to single story stations. Station 111's building square footage was increased by nearly 5,000 sq. feet, and the project complexity was for more significant than estimated. All building designs were approved by the Board of Fire Commissioners Executive Design Committee, and all equipment purchases and construction contracts were/are approved by the Board of Fire Commissioners.



To: **Board of Fire Commissioners**
From: **Jon Parkinson, Fire Chief**
Subject: **Monthly Chief's Report – December 2024**

Station 112 Bid and Bond Forecast

The bid for Station 112 closed on November 26. This has allowed us to refresh the Bond Forecast, which can be found in this packet. The forecast shows an ending balance of approximately \$5.5 million once Station 112 is complete. A portion of this balance will be needed to cover the arbitrage exposure.

DC Stabenfeldt CFO

Congratulations to DC Stabenfeldt on his recent designation as a Chief Fire Officer by the Center for Public Safety Excellence. This makes him one of just a couple thousand designated CFO's in the world.

AFG Grants

We are submitting for two Assistance for Firefighters Grants. The first is a request for funding to send personnel through medic school. The second is for the purchase of two brush trucks. There are two brush trucks currently in our equipment replacement forecast for 2026.

Station 111 Move-in plan

As December comes to a close, we expect to begin the move-in process to the new station, which will likely take a few weeks to complete. There will be a period of time (roughly a week) when the business office will be closed to relocate the network into the new building. Our priority is getting the fire station in service first, then the finance team, and so on. I will communicate more information as the dates become firm.

Legislative Agenda

The WFC legislative agenda is largely the same as years past (funding, wildland, etc.). One notable addition this year is a concerted effort to push for changes in the WSRB (insurance ratings agency). WSRB is seen as an antiquated agency that is not adequately capturing the efficacy of fire departments across the state. Key areas of concern with the WSRB rating system include responding station distance, staffing levels, equipment, and WUI.

Legislative Day for both the WFC and WFCFA is Thursday, February 6.

New I.T. Administrator

We are pleased to welcome Taylor Mack to EPFR as our new I.T. Administrator. Taylor comes to us from the private sector, where he worked in I.T. for a number of years. He has already hit the ground running and will be instrumental in placing our new stations in service over the next few months.

Out of Town - January

I will be out of state from January 15-22nd. I expect to be able to attend the January Board meeting virtually. DC's Stabenfeldt and Gilbert will be in person for the meeting.

Committee Reminders

Planning Committee: Friday, January 3 @ 10 AM

Other activities in the past month

- Sumner Rotary
- Sumner Public Safety Committee
- Bonney Lake Public Safety
- PC Fire Chiefs & Executive Board
- Pancake Feed
- Santa Runs



To: **Board of Fire Commissioners**
From: **Kevin Stabenfeldt, Deputy Fire Chief**
Subject: **Monthly Deputy Chief's Report – Dec. 2024**

Logistics

- Shop efficiency and vehicle turnaround times are improving with the addition of the second mechanic.
- In house servicing of medic units and staff vehicles has been initiated with a gradual transition to much of that work being done in-house.
- We have completed the engine spec for the two engines slated to begin production in 2025. Completion is expected by the end of 2025.
- Medic unit spec update is in progress. We are aiming to order two units prior to a price increase that is expected near years end.
- We have relocated an SCBA compressor to Station 113 which allows for more efficient use/access in the valley.
- We will soon have four SCBA compressors located strategically throughout the district at Stations 111, 113, 117, and 118.
- Transition to the new Station 111 is underway. Sorting, packing, and discarding has been initiated. Packing materials have been delivered and movers have been scheduled.
- The process of identifying a location to combine fleet maintenance and the warehouse is ongoing.

Health and Safety

- The division completed/provided the following services in the month of October:
 - (13) Pub Ed Classes/Events
 - (5) smoke alarm installs
 - (1) car seat installations/inspections
 - (14) fire/life-safety inspections
 - (7) re-inspections
 - (28) pre-fire plans
 - (3) plan reviews (Milton)
 - (2) Fire Investigations
- Facilitated fire extinguisher training for 35 staff members are area businesses.
- Facilitated three CPR/First Aid or Hands-Only CPR Classes
- Assisted in the facilitation of the final 2024 Advanced Aging & Care Planning Series
- Completed the final four characterization assemblies for 2024. Additional assemblies are scheduled for the spring to conclude the 2024/2025 school year.
- We are the lead partner agency for the Pierce County Toys for Kids Christmas outreach along with Sumner-Bonney Lake School District, Sumner Police Department, and the Gordon Family YMCA.

- Facilitated a home safety presentation to over 100 attendees at a Moms of Preschoolers event.

Other activities in the past month

- Received CFO Designation from Center for Public Safety Excellence
- Completed the IT Administrator Hiring Process
- Meetings with White River School District regarding collaborative opportunities
- Contract negotiations with L3520.
- Assistance for Firefighters Grant (AFG) Planning
- Hazmat IC Class
- 2025 Planning Meeting with Staff
- Station Transition Planning (Station 111)



To: **Board of Fire Commissioners**
From: **Matt Gilbert, Deputy Fire Chief**
Subject: **Monthly Deputy Chief's Report – December 2024**

Operations

- Met with the Wildland and Tech Rescue team leaders to explore Brush Truck spec for AFG Grant.
- Began the preparations for the tactical portion of the B/C promotional exam.
- Implemented new directive on responses to Crystal Mountain Ski Resort.
- Worked with Pierce County Operations Chiefs to determine an earlier point in the call processing time for our apparatus to be dispatched. The intent is to get our apparatus on the way to a call as early as possible instead of waiting until all the call processing questions have been asked.

EMS

- Completed ALS Physician Led Training for Paramedics (A,B,C) shift.
- Completed session #6 in our Aging & Care Planning Series in collaboration with Pierce County Aging & Disability. “ Understanding Palliative Care & Hospice”.
- Completed 4th Quarter OTEP MCI shift training (Review of Pierce County MCI plan and field scenarios).
- Transition (A,B,C) training into new Life pack 35 monitors. “2-hour training sessions completed, two weeks of having both monitors available on emergency response, Live January 2nd, 2025).

Training

- Recruit Class RK24 (Red Knights) completed Hazmat Operations and Live Fire, both of these are significant milestones. They will be starting EMT school December 26th.
- Recruit Class RK 25 will have their first day at EPFR December 16, 2024.
- Secured limited access to Buckley training facility.

Other activities in the past month

- Pierce County Fire Ops meeting.
- Financial audit exit interview.
- Offsite staff meeting.

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.	
Q4 2023: Task book revisions remain the last key item to address for this objective. Due to staff capacity in the second half of 2023, this has been a low priority. Staff expects completion in the first half of 2024.	
Q3 2024: Final drafts of task books are being reviewed by battalion chiefs and labor (two books are still in production). All task books are on track for completion in 2024.	
Q4 2024: All task books are complete and in final review with Labor for January 2025 implementation.	
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.	
Q3 2023: No further substantial action is planned for this objective. It will shift to an ongoing objective which will be continuously evaluated.	

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.	
Q4 2023: Complete. No additional initiatives related to this objective are planned for this planning cycle. This is an ongoing initiative with ongoing education and awareness for personnel.	
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.	

Q3 2023: Grail bloodwork testing included in the 2024 budget request. PCFTC has lifescan scheduled for 2024.	
Q4 2023: Complete. No additional initiatives related to this objective are planned for this planning cycle. This is an ongoing initiative with ongoing education and awareness for personnel. This will include the rollout of Grail Blood Testing, and the ongoing evaluation of PPE and uniforms for alternatives.	
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.	
Q3 2023: Consulting expense for strategic plan and M/V/V overhaul included in 2024 budget request.	
Q4 2023: This object will be complete in 2024 as the 2025+ strategic plan and M/V/V update is adopted.	
Q2 2024: Strategic Plan update and M/V/V update process is underway and expected to be completed in Fall of 2024.	
Q4 2024: A complete overhaul of M/V/V and new strategic plan is finished, adopted by the board, and internal education is underway.	
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.	
Q3 2023: No further substantial action is planned for this objective. It will shift to an ongoing objective which will be continuously evaluated.	
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.	
Q3 2023: Changes in recruiting practices have continued to produce positive results in quality candidates, diversity, and quantity. No further initiatives are planned for this objective. It will become an ongoing objective with ongoing evaluation for improvements.	
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.	
Q4 2023: Complete. No additional initiatives related to this objective are planned for this planning cycle. This is an ongoing initiative with HR and the ILAC being the leads for driving new approaches.	
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.	Gilbert/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.	
Q4 2023: The public rollout of Community Connect remain the last key item to address for this objective. Due to staff capacity in the second half of 2023, this has been a low priority. Staff expects completion in the first half of 2024.	
Q3 2024: Community Connect outreach and education plan is being finalized. Goal is to be live in October to align with burn permitting.	
Q4 2024: Community Connect is now live with all functions deployed.	

Support city, town, and county leadership in emergency preparedness efforts.	Gilbert
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.	
Q4 2023: Complete. No additional initiatives related to this objective are planned for this planning cycle. This is an ongoing initiative and staff will continue outreach and communications with our community and regional partners.	
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>
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.	
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.	
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.	
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.	
Q4 2022: SOC final draft is ready for Planning Committee review. Board to review in January. 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.	

Evaluate and adjust the Volunteer Firefighter program as appropriate.	Parkinson
Q4 2021: This was tasked to the Fire Chief in April 2021 for report out in April 2022.	
Q2 2022: Report to Board complete in April 2022. Program to sunset at the end of 2022.	
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.	Sandlian
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.	
Q3 2023: Staff is working with RFM to conduct a facility grading assessment to prioritize future projects. Other Phase 1 projects are bumping this project lower in priority.	
Q4 2023: We remain in a holding pattern on facility grading due to bandwidth with RFM. While other vendors could do this work, staff recommends staying with RFM due to the overlap with current and future projects. Staff expects to complete this work in the first half of 2024 and will likely recommend incorporating associated work plans into the next strategic plan.	

Q1 2024: We have received a draft assessment of Station 116 and Station 113. Staff needs to have some follow up discussions with RFM before presenting to the Planning Committee.

Q2 2024: ILA with Milton for joint facility project is signed and the process kicks off in mid-June 2024.

Q4 2024: The planning committee has identified all phase 2 needs in order of priority. Staff is currently focused on Station 124, a Training Site, and a vehicle maintenance/warehouse facility. In the case of Training and Vehicle maintenance, we are focusing on lease options vs. owning facilities. Stations 113 and 116 are seen as lower priorities to these projects.

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.

Q4 2023: The long term funding needs for projects will largely be driven by the update to the CFP as referenced above. Staff will likely recommend the Board consider adopting policy related the funding of Phase 2 projects. This may be incorporated into the next strategic plan.

Q2 2024: A long term funding plan to address Phase 2 projects and a bond early pay down plan was presented to the Board in May. Staff will present a draft policy to the finance committee in Q3 2024.

Q4 2024: Policy changes were adopted by the Board in November to address long-term project funding and early debt payments. The planning committee also identified all phase 2 needs in order of priority. Staff is currently focused on Station 124, a Training Site, and a vehicle maintenance/warehouse facility. In the case of Training and Vehicle maintenance, we are focusing on lease options vs. owning facilities.

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.

<p>Engage regularly with neighboring jurisdictions to address issues of regional concern, including planning for growth, training, recruiting, information technology, and purchase of equipment.</p>	<p>Parkinson/Mack</p>
<p>Q4 2021: Active discussions are occurring regarding regional efforts with both I.T. and Training</p>	
<p>Q1 2022: Tour of SKCFTC occurred in March 2022. Joint recruit academy began in January 2022.</p>	
<p>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.</p>	
<p>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).</p>	
<p>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.</p>	
<p>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.</p>	
<p>Q2 2023: Several initiatives remain in various stages throughout the county, which include: peer support, logistics, FDSU, and PCFTC.</p>	
<p>Q4 2023: The most significant open item related to this objective is the dissolution of PCHIT & PCSORT. In the first half of 2024, our focus will ensure any equipment and response needs are addressed for East Pierce and the region.</p>	
<p>Q2 2024: There are no additional planned efforts for this objective. Several relationships have been established with neighboring jurisdiction which will continue to receive attention. This is viewed as an ongoing objective.</p>	
<p>Goal 3: Cultivate strong relationships with the communities we serve.</p>	
<p>Strengthen our community presence.</p>	
<p>Collaborate with community partners to determine the most important local events for us to join within each community.</p>	<p>King/Sutherland</p>
<p>Q1 2022: Begun planning 2022 events with Community Partners.</p>	
<p>Q2 2022: Public Education team has been coordinating with the cities and HOA's for upcoming events throughout 2022.</p>	
<p>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.</p>	

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
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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).

Q3 2023: No substantial change in this goal. 2023 events (open house and station opening) are being planned. Additional events will occur as we approach the 2024 levy in April 2024.

Q4 2023: No substantial change in this goal. As we lead up to the April levy, we will be significantly changing our presence in the community through various approaches. Depending on the effectiveness of our outreach, this may lead to permanent changes (example - coffee shop talks, etc.).

Q2 2024: There are no additional planned efforts for this objective. Several efforts over the last couple of years have significantly improved our connection to the community. This is viewed as an ongoing objective which will continue to be a focus in the future.

Identify new opportunities to expand community engagement efforts.	King/Sutherland
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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.

Q4 2023: No substantial change in this goal. As we lead up to the April levy, we will be significantly changing our presence in the community through various approaches. Depending on the effectiveness of our outreach, this may lead to permanent changes (example - coffee shop talks, etc.).

Q2 2024: Staff discussed a 2025 budget request regarding a new position focused on strategic communications. This request will go through the regular budget request process via the finance committee and Board in the Fall of 2024.	
Q4 2024: Community Connect is now live with all functions deployed. The 2025 operating budget also includes a communications manager who will be able to increase our footprint in the community.	
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.	
Q4 2023: The public rollout of Community Connect remains the last key item to address for this objective. Due to staff capacity in the second half of 2023, this has been a low priority. Staff expects completion in the first half of 2024.	
Q3 2024: Community Connect outreach and education plan is being finalized. Goal is to be live in October to align with burn permitting.	
Q4 2024: Community Connect is now live with all functions deployed. The 2025 operating budget also includes a communications manager who will be able to increase our footprint in the community.	

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.	Stabenfeldt
Notes: Not started. To be discussed at April 2023 Board Workshop.	
The objective was deferred based on discussions. The 2025-2029 strategic plan goal 3A focuses efforts on cultivating strong relationships with the community. This section (3A) will be used to redirect this objective.	
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.	Stabenfeldt
Notes: Not started. To be discussed at April 2023 Board Workshop.	
The objective was deferred based on discussions. The 2025-2029 strategic plan goal 3A focuses efforts on cultivating strong relationships with the community. This section (3A) will be used to redirect this objective.	
Evaluate the feasibility of creating a position for a dedicated community outreach specialist.	Parkinson
Notes: Not started. To be discussed at April 2023 Board Workshop.	
It was determined this position was not needed within EPFR at this point. In 2025, a communications manager is approved which will further improve our ability to connect with the community.	

Ensure messaging is inclusive and culturally relevant for EPFR's range of member communities.	Stabenfeldt
Notes: Not started. To be discussed at April 2023 Board Workshop.	
The objective was deferred based on discussions. The 2025-2029 strategic plan goal 3A focuses efforts on cultivating strong relationships with the community. This section (3A) will be used to redirect this objective.	
Continue to train personnel in trauma-informed care and cultural humility to ensure community members receive appropriate and effective care.	Parkinson/Lynch
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.	
Q3 2023: Work continues with the EAC. Some lag has occurred as the project leadership has transferred from Mack to Lynch.	
Q4 2023: The EAC has completed its trainings for 2023 and has another series of trainings scheduled for 2024. After that, the EAC will be responsible for internal training deliveries.	
Q4 2024: Trainings with 828 are now complete and ongoing maintenance and delivery of trainings will be completed in-house by the EAC.	
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.	
Q3 2023: Clark Nuber Financial Operational Assessment and Board has accepted the report. Staff is now updating the Board with progress on the identified goal in Q3 2023.	
Q4 2023: Complete. No new initiatives are planned for this objective during this planning cycle. This objective is ongoing and staff continuously reviews internal process for changes.	
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

Q2 2023: Clark Nuber Financial Operational Assessment is complete. Staff to review with Finance Committee and Board in July 2023.

Q3 2023: Clark Nuber Financial Operational Assessment and Board has accepted the report. Staff is now updating the Board with progress on the identified goal in Q3 2023.	
Q4 2023: Complete. No new initiatives are planned for this objective during this planning cycle. This objective is ongoing and staff continuously reviews internal process and policies for changes.	
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.	
Q4 2023: Complete. No new initiatives are planned for this objective during this planning cycle. This objective is ongoing and staff continuously reviews regional opportunities for operational or financial benefit.	
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.	
Q3 2023: Policy has been approved by the Board, and will now be evaluated periodically by staff for any recommended updates.	
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.	
Q3 2023: Staff is evaluating AFG grant options for 2024.	
Q4 2023: No substantial update. Staff recommends Board dialogue on this subject after the April 2024 levy.	
Q2 2024: A long term funding plan to address Phase 2 projects and a bond early pay down plan was presented to the Board in May. Additionally, staff presented a recommended levy cycle and financial forecast to the Board at this same meeting.	
Q4 2024: Policy changes were adopted by the Board in November to address long-term project funding and early debt payments. The new strategic also establishes an objective focused on identifying other revenue sources.	

Improvement Goal 1

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

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

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

Improvement Goal 2

Adopt a plan to maintain and improve response capabilities

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

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

Improvement Goal 2a

Improve Turnout Time

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

In Progress: Beginning 1/1/23 EPFR kicked off an initiative to reduce turnout times. This is being pushed at all levels of the organization. Performance reports are pushed to all personnel weekly for awareness. 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. Q3 2023: Station evaluations (dispatch alerting) is complete. Staff was not able to identify any major issues/delays in the alerting system. We continue to produce and distribute reports on a weekly basis. Q4 2023: Continued emphasis on reducing turnout time. We will conduct an internal analysis at years end to evaluate our success. Q1 2024: Continued emphasis on reducing turnout time. We continue to provide uniformed members with YTD turnout times on a regular basis and have engaged in a dialogue with BCs on how to address challenges. Q2 2024: District emphasis on the importance of turnout time continues. We continue to see improvements in this area. Q3 2024: We are currently in the process of evaluating our response data that is provided by Intterra so we can better understand any potential challenges. Crew continue to make efforts on reducing turnout times. Q4 2024: The data provided to crews has been broken into smaller increments to make it more digestible for a Company Officer. In addition, we are evaluating the ability to display real time feedback in stations to make it easier for a Company Officer to draw a correlation between turn out times and individual responses.

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. Q4: Regional Fire Chiefs continue to meet with representation from SS911 to evaluate areas of improvement. Q1 2024: Regional Fire Chief's are engaged in discussions with SS911 on how to improve call processing times. Q2 2024: Regional Fire Chiefs have identified this as a collective priority for 2024. Q3 2024: SS911 is in the process of hiring a data-analyst. We are hopeful that the data produced by this new position will more accurately highlight opportunities for improvement (call processing, etc.). Q4 2024: The Pierce County Operations Chiefs have begun a project that will allow Fire Comm to dispatch a call earlier in the call taking process. This has the potential to reduce the time between when a call is received and when crews are dispatched by between one and two minutes depending on the call type. Implementation of this new process is likely to extend into quarter 2 and 3 of 2025.

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. Q3 2023: Evaluation of station orders and response packages is nearing completion. We continue to evaluate options to address target hazards within the district. Q4: Regional work continues to evaluate ESZs and response packages. ESZ has been created for Snag Island in order to create a response package that will allow for additional water tenders/fireboat due to water supply issues in the area. Tender modifiers are being added for rural ESZs to ensure tender response in areas that have limited water supply. Q1 2024: We continue to collaborate with regional partners on updating run cards (ESZs, station orders, response packages). Future action includes dialogue with SS911 on how to best implement the changes which will require significant work on their part. Q2 2024: PC OPS Chiefs have been working collectively with SS911 on the impacts of the Priority Dispatch system and how to best utilize the system collectively. AC Gilbert is engaged with neighboring agencies as well as SS911 on how to best implement recommended operational changes. AC Sandlian will be furthering our regional efforts to utilize FDSU for pre fire plan information sharing amongst our partner agencies. Q3 2024: We are currently in the final stages of our WSRB rerate process. This will take into consideration the work that we have done to implement our fire and life safety inspection program which includes many of our identified target hazards. AC Sandlian is in the final stages of presenting a plan to the PC Fire Chiefs that would allow for the sharing of pre fire information amongst responders regardless of agency. Q4 2025: A new ESZ was created that isolates the areas of the fire district that are accessed via the Fairfax Bridge. This will allow us to create specific response packages that take into account the limited capacity of the bridge. AC Sandlian presented the regional contract for FDSU and the contract is currently under consideration by the PC Fire Chiefs.

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. Q3 2023: Agencies from Pierce County will be meeting with Intterra and Darkhorse this fall. Q4: Data Analyst Worely attended the TSI conference hosted by the IAFC (December). ILA completed with CPFR to utilize Darkhorse Analytics. 2024 Q1: Data/Analyst Worely attended the FIRE DAWG (Fire Data Analysis Working Group) pre conference class at the 2023 Technology Summit International this past December. EPFR also hosted an ESO Insights Workshop on February 29th which provided education on how to utilize their new data analytics module. This course was attended by several regional partners. Q2 2024: Joe Worley has transitioned to the Prevention Division. We have welcomed Rebecca Burke as our Operations Administrator who will now be responsible for providing response data as needed. Rebecca has already demonstrated a high level of competency in this role. We are considering this improvement goal complete.

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. Q3 2023: See above. We continue to work with neighboring agencies and vendors in order to better understand and utilize data. Q4: ILA completed with CPFR (Darkhorse Analytics). 2024 Q2: We continue to utilize both Intterra and Darkhorse to analyze data, evaluate deployment options, and create operational reports. We will continue to evaluate both programs moving forward. We are considering this goal complete.

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. Q3 2023: We will continue to look for opportunities to form and strengthen relationships at the county. Q4: Staff continues to look for opportunities to access relevant and reliable growth intelligence. 2024 Q1: Jessica Gwilt has left her position with Pierce County Planning. EPFR will look to build a relationship with her successor. Q2 2024: We anticipate exploring a renewed relationship with PC Planning as part of the division of responsibilities between the DC of Administration and DC of Operations. Q3 2024: We continue to look for opportunities to engage with the county regarding planning and growth. We have had the opportunity to meet with various builders and developers to gain and understanding of their efforts and determine the impact on our services. Q4 2024: We made contact with the Planning and Public Works division of Pierce County. They are working on determining a point of contact for EPFR.

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). Q3 2023: East Pierce has strengthened relationships with agencies throughout Pierce County specific to data and analytics. Operations personnel and data-analysts meet on a monthly basis to address collective challenges and opportunities. Q4: Staff attended collaborative meetings with regional partners and vendor reps to explore opportunities to expand collaborative efforts relating to data and analytics. 2024 Q1: EPFR will continue to strengthen regional relationships and explore collaborative data efforts with regional partners in 2024. Q2 2024: We continue to work with regional partners on exploring collective data initiatives. AC Sandlian is working with regional partners on the implementation of FDSU. Q3 2024: As noted earlier, SS911 is in the process of adding a data-analyst to their team. We will look to build a relationship with that position and utilize that resource as needed. Collaborative efforts regarding FDSU continue. Q4 2024 EPFR is currently involved in the selection process for the new Data Analyst position at SS911. Conversations are under way with SS911 supervisors on how we will be able to leverage this new position to streamline data collection.

Financial Assessment

Recommendation 1

Identify all key finance related tasks and create a procedural manual for each task.

Identify key finance related tasks and create procedures manual for each task by documenting how each task is performed. This will ensure the tasks are standardized and performed the same each time, reduce the risks of errors and fraud risks, retain knowledge within the Organization, and ensure proper processes are followed to adhere to federal and state regulations and other contract terms.

In progress: This task includes multiple personnel and will be an ongoing project.

Recommendation 2

Implement a Grant Management System

Implement a grant management system for recording and tracking grants to ensure completeness of grant information and supporting documents for compliance purpose.

Task assigned to Corina Byerley, District Secretary

Recommendation 3

Checklists

Create a financial close and review checklist to ensure the close is complete and to document the review process. Digitize documents by moving to an electric record keeping system to reduce the risks of paper-based records being lost, mishandled, or damaged.

Complete: The District researched the process of converting records to electronic record keeping and is now making those changes. Permanent records were relocated to the State Archives.

Recommendation 4

Time Entry

Shorten the length of time allowed for time entry to be opened in the time entry system to reduce the risks of incorrect financial reporting and fraudulent time entries. All changes made after submission of timecards in the time entry system must be reviewed and approved by the payroll administrator.

In progress: The District has reviewed a new time keeping program and is awaiting its release. We have implemented new processes to prevent the potential risk of fraudulent entries. Update: We are currently working on making changes to the current program and locking down the time keeping system preventing any changes except Administrators.

Recommendation 5

Annual Time Entry Training

Provide annual time entry training to all users of the time entry system.

In progress: Currently there is powerpoint presentations available in the training program, giving step by step instructions on how to enter time into Crewsense. Both myself and Ops are working together on updating to an annual training presentation with a Q&A session. With the hiring a new person for the Ops Admin position, this will be revisited. Update: Working on plan in 2025.

Recommendation 6

Reconcile Crewsense and Springbrook

Reconcile time entry between Crewsense (the time entry system) and Springbrook (the accounting software) on a monthly or quarterly basis to ensure the two systems agree with each other.

Complete: This is done on annual basis.

Recommendation 7

Update Policies

Recommended to keep policies updated on new procedures or changes to practices.

Complete: Policies have been updated.

Goal 1

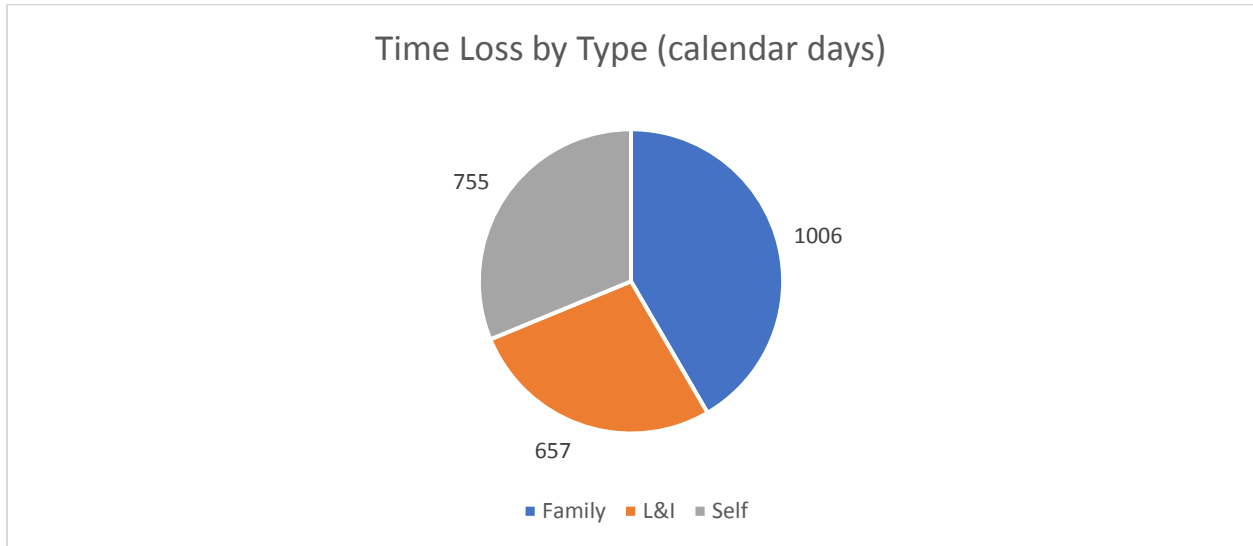
Electronic Payroll

Current process for processing of payroll is manual entry for all timecards into the payroll system done by one person. Electronic payroll will speed up the process by eliminating the manual entry process and reduce the margin of errors.

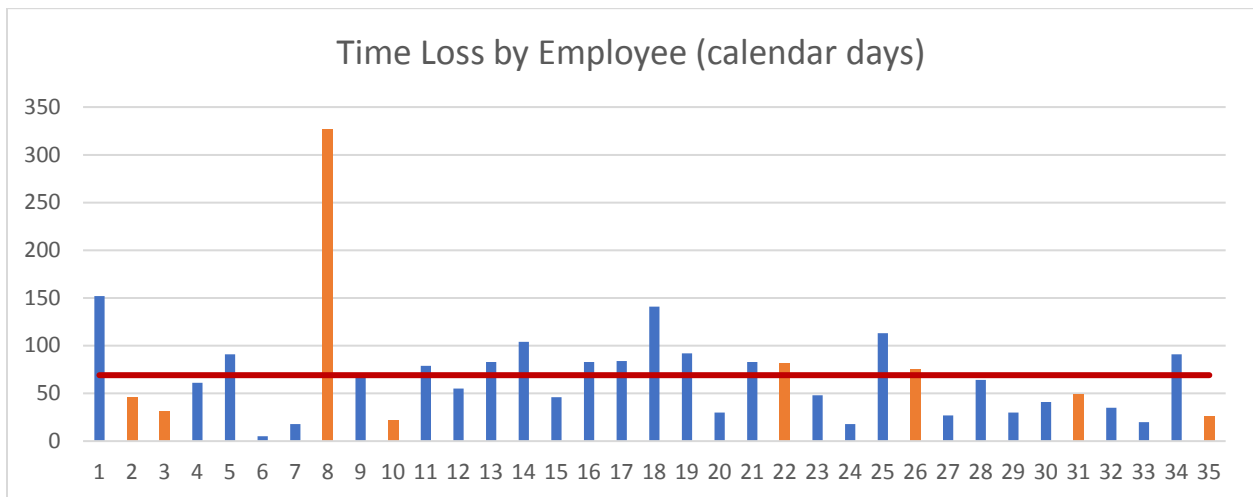
In progress: The District is currently reviewing a staffing/timecard program from FDSU which has the components which would meet requirements and allow the District to move to electronic payroll. The system is still in development with a projected beta release in first half of 2024. The District will be part of the beta testing and review. Still under review. Update: On hold to changing to new program, we are working with current vendor and trying a new process pending contract changes.

Injury – Medical Leave Report – November 2024

- To date, a total of 35 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 69.09 calendar days



- To date, there are 8 L&I claims for time-loss (seen below in orange).



Law Updates

Highlights from Snure's 2024 WSFC program

EPFR Board of Commissioners
December 17, 2024

1

Background

- Brian Snure's program
 - Summaries of 2024 session legislation
 - Recent WAC changes, federal legislation and regulations
 - Attorney General Opinions, recent state and federal court decisions.
- Highlights selected from WSFC Conference on October 13, 2024

2

Topics of Interest to Fire Districts

- Finances
- Annexations Boundary Changes/Growth Management
- Services
- Elections
- Public Records
- Medical Records
- Commissioners/Ethics/Meetings
- Employment – General, Compensation, Collective Bargaining, Volunteer, Retirement, Discipline, Discrimination
- Public Works/Property/Purchases
- Liability

3

Services: WSR 24-15-104 – Dept. Health EMS and Trauma Care

- Complete update to WAC 246-976
- Changes that may affect the processes for EMS licensing, employee training and certification requirements and your EMS officers should review the rules in depth.
- The rule now formally recognizes that participation in a community assistance education and referral program “CARES” is included in the scope of practice for EMS personnel.

4

Services: Chapter 189, Laws of 2024 (SB5812) – Electric Vehicle Fires

- Requires Washington State Patrol to consult with Dept of Ecology, local fire protection districts, towing companies and others to study and identify best practices for electric vehicle fire response and clean up and to report back to legislature by January 1, 2025.

5

Services: Website Accessibility Rule

- Effective June 24, 2024, mandatory April 26, 2027:
- The DOJ issued a final rule revising the regulations for
- Title II of the Americans with Disabilities Act (“ADA”)
- Requirements and technical standards—for making services, programs, and activities offered by local government entities more accessible to the public on websites and mobile apps.
- Internationally recognized standard called Web Content Accessibility Guidelines (“WCAG”) 2.1, Level AA

6

Services: Building/Fire Codes

- WSR 24-07-060. Indefinitely delays the implementation of the Wildland-Urban Interface code.
- The reason for the delay was the passage of Chapter 133, Laws of 2024 which requires the DNR to create new maps based on hazard and risk in cooperation with local jurisdictions.

7

Elections: Chapter 148, Laws of 2024 (HB2032) – Yard Signs

- Requires sponsor identification on previously exempted political yard signs.
- Yard signs are defined to include any outdoor sign with dimensions no greater than eight feet by four feet.

8



Board Meeting Agenda Item Summary

Meeting Date:	December 17, 2024
Title:	Resolution 1073 2024-Budget Amendment and Exhibit A

Recommendation from Staff:	Approve Resolution
Recommendation from Committee:	
Recommended Action/Motion:	<i>I move to adopt Resolution 1073 for the approval of the 2024 Budget Amendment for East Pierce Fire & Rescue.</i>
Presenter:	Finance Manager M. Hollon
Attachments:	Resolution 1073 and exhibit A

Summary:
This is a resolution to be passed by the governing board of the fire district approving the amendment of the 2024 budget.

Fiscal Impact:	
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2024 Budget Amendment Overview

General Fund:

Revenue: Year-to-date revenues and projected revenues for the remainder of the year were reviewed and applied to the 2024 Budget Amendment accordingly. The key drivers of revenue increases were as follows:

- Property taxes (*due to certified numbers*)
- GEMT Transports
- Transfer-in from Capital Fund for Project Manager's increase in expenditures
- Transfers-in from Reserve Fund for Capital Purchases
- Investment interest
- Mobilization Reimbursements
- Insurance claims

Revenue total increase **\$ 2,183,527**

Expenditures: Changes to the expense budget capture items approved by the board throughout 2024 but not captured within the approved budget.

The 2024 budget amendment expenditures are as follows (see next page(s) for detail):

Expenses offset via external third-party reimbursement

- | | |
|------------------------------|------------|
| 1. Insurance Claims | \$ 115,094 |
| 2. Wildland Mobilizations | \$ 227,986 |
| 3. HazMat Grant Expenditures | \$ 52,000 |

Expenses offset via Reserves or Capital Fund

- | | |
|--|------------|
| 4. Project Manager's P-card Expenditures (Capital Fund) | \$ 134,132 |
| 5. SCBA's (Equip. Replacement Reserve) | \$ 9,600 |
| 6. Station 124 study (Phase 2 Reserve) | \$ 37,500 |
| 7. Station 112 roof (Facility Maintenance Reserve) | \$ 123,279 |
| 8. Station 113/116 facility grading evaluation (Phase 2 Reserve) | \$ 5,578 |

Unbudgeted Expenditures

- | | |
|---|--------------|
| 9. Transfer out of excess fund balance to reserves | \$ 2,685,011 |
| 10. 2 nd Mechanic | \$ 44,758 |
| 11. Election Costs | \$ 197,011 |
| 12. Consultant Fees (Elections, Strategic Planning) | \$ 23,215 |
| 13. Leases | \$ 64,018 |
| 14. 6 Firefighters (1 month) | \$ 78,138 |
| 15. IT Administrator (1 month) | \$ 14,744 |
| 16. Unplanned recruitment expenses | \$ 148,671 |
| 17. Business Insurance | \$ 65,607 |

Expenditures total increase **\$ 4,026,342**

2024 Budget Amendment Expenditures Detail:

1. Insurance Claims

Expenditures, with offsetting reimbursement, from insurance for several claims, the largest of which was the job shack trailer stolen from the St. 118 project. Both shop service trucks were also struck by vehicles, and we were reimbursed for the repairs.

2. Wildland Mobilizations

Expense for mobilizations of personnel and equipment. There is an offsetting revenue that matches the expenditure.

3. HazMat Grant Expenditures

DOE grant expenditures and reimbursements – grant included suits, chlorine kit, dry decon.

4. Project Manager P-Card Expenditures

Expenditures for capital facilities projects. Most frequently, these charges are for permitting expenses. These expenditures are funded through the capital (bond) fund.

5. SCBA's (Equip. Replacement Reserve)

The purchase of four SCBA's from SeaWestern was approved in November 2024. The expenditure is funded through the equipment replacement reserve.

6. Station 124 study (Phase 2 Reserve)

The joint study with the City of Milton regarding current Station 124. This was approved in February 2024. The expenditure is funded through the Phase 2 reserve.

7. Station 112 roof (Facility Maintenance Reserve)

The replacement of the roof on Station 112. The expenditure is funded through the facility maintenance reserve.

8. Station 113/116 facility grading evaluation (Phase 2 Reserve)

The facility grading of Station 113/116 via the Planning Committee. The expenditure is funded through the Phase 2 reserve.

9. Transfer out of excess fund balance to Reserves

This transfer out captures the 2024 beginning fund excess balance, the GEMT reconciliation, the windmill sale, and a refund to the capital fund of \$6,536.

10. 2nd Mechanic

The wages and benefits associated with hiring an additional mechanic. This was approved in August 2024.

11. Election Costs

April Special Elections cost in excess of what was budgeted. This includes election fees and mailings. Election fees aren't known until the election's completion, making them difficult to budget accurately.

12. Consultant Fees (Elections, Strategic Planning)

Consultant fees for the April Special Election and Strategic Plan are in excess of what was budgeted.

13. Leases

6 months of lease expense for Station 111. The budgeted amount assumed we would vacate the building in the middle of 2024.

14. 6 Firefighters (1 month)

The wages and benefits associated with hiring 6 firefighters for one month. This was approved in November 2024.

15. IT Administrator (1 month)

The wages and benefits associated with hiring the IT administrator for one month. This was approved in November 2024.

16. Unplanned recruitment expenses

In 2024, we had 10 unplanned separations of firefighters (terminations, resignations, and retirements). While we have the wages and benefits budgeted for the replacement personnel, we do not have an adequate budget for bunker gear and uniforms for 10 additional personnel.

17. Business Insurance

There was a substantial increase in our business insurance expense which occurred mid-year. This is due to general increases in insurance and insuring newer/larger facilities and newer vehicles.

EAST PIERCE FIRE & RESCUE

RESOLUTION NO. 1073

A RESOLUTION AMENDING THE 2024 BUDGET

WHEREAS, the Board of Commissioners did adopt the 2024 Budget by Resolution No. 1034 on November 21, 2023; and

WHEREAS, revenue adjustments are required; and

WHEREAS, the Board has revised the expenditure of funds; and

WHEREAS, these adjustments could not have been reasonably foreseen at the time of the filing of the 2024 Budget;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF FIRE COMMISSIONERS OF EAST PIERCE FIRE & RESCUE THAT:

The 2024 Budget shall be amended as follows:

- General Fund 001 total budget of \$70,819,392, fund increased by \$2,321,721;
- Reserve Fund 101 total budget of \$39,164,433, fund increased by \$2,678,475;
- Debt Fund 201 total budget of \$5,500.811, no change;
- Capital Fund 301 total budget of \$44,724,860, fund increased by \$ 6,536.

ADOPTED at a regular meeting of the Board of Commissioners for East Pierce Fire & Rescue on the 17th day of December, 2024, the following commissioners being present and voting:

Chair Jon Napier

Commissioner Pat McElligott

Commissioner Justin Evans

Commissioner Cynthia Wernet

Commissioner Ed Egan

Commissioner Kevin Garling

Commissioner Randy Kroum

ATTEST:

District Secretary Corina Byerley



EAST PIERCE FIRE & RESCUE

2024 Budget Amendment

Resolution 1073

	Year to Date	Budget per Resolution 1034	Budget Amendment	Remaining Amount	Remaining Percent
				12 Months Remaining =	100.0%
General Fund (Current Expense)					
Estimated Beginning Fund Balance					
		\$ 12,658,683	\$ 12,796,877		
Operating Revenues					
Property Tax - Current		40,405,095	40,367,752		
Property Tax - Prior Year/Delinquent			355,992		
Other Taxes		18,500	18,500		
Regular EMS Transport		2,900,000	2,900,000		
GEMT Transport		2,112,000	3,012,000		
GEMT Settlements		400,000	439,370		
Intergovernmental		201,375	201,375		
Tehaleh Mitigation		100,000	135,100		
Transfers in from Reserves/Capital		7,700,565	8,085,097		
Other Revenue		2,001,453	2,507,329		
Total Operating Revenues		55,838,988	58,022,515		
Reserved: Advance Travel & Petty Cash (Imprest Accounts) \$15,100 Not Included					
Revenues					
Operating Expenses					
Administration <i>(Comm, Fire Chief, Deputy Chief, Finance, HR)</i>		3,260,984	3,759,597		
Operations <i>(Fire, Training, Volunteers)</i>		33,360,160	33,718,287		
EMS		3,286,873	3,286,873		
Prevention <i>(Fire Prevention, Pub Ed)</i>		1,401,954	1,401,954		
Logistics <i>(Logistics, Emerg. Mgmt, IT)</i>		5,055,431	5,229,933		
Capital <i>(Project Manager)</i>		201,677	335,810		
Reserve Purchases <i>(Equipt., EMS, Facility)</i>		7,498,888	7,674,845		
Transfers Out		1,773,021	4,458,032		
Total Operating Expenses		55,838,988	59,865,331		
Payroll Clearing Accruals					
Operating Expenses Net of Accruals		55,838,988	59,865,331		
Ending Net Cash & Investments (Est.)		12,658,683	10,954,061		
Reserve Fund					
				12 Months Remaining =	100.0%
Estimated Beginning Fund Balance					
		\$ 33,032,937	\$ 33,032,937		
Revenues					
Sale of Tax Title Property		-	-		
Investment Interest		1,680,000	1,680,000		
Transfers In		1,773,021	4,451,496		
Total Revenues		3,453,021	6,131,496		
Expenses					
Transfers Out		7,498,888	7,674,845		
Total Expenses		7,498,888	7,674,845		
Ending Net Cash and Investments		\$ 28,987,070	\$ 31,489,588		



EAST PIERCE FIRE & RESCUE

2024 Budget Amendment

Resolution 1073

Bond Fund	Year to Date	Budget per Resolution 1034	Budget per Resolution 1034	Budget per Resolution 1034	Remaining Amount	Remaining Percent
Estimated Beginning Fund Balance		\$	387,160	\$	387,160	
Revenues						
Property Tax - Bond Levy - Current			5,113,651		5,113,651	
Property Tax - Bond Levy - Prior/Del.			-		-	
Total Revenues			5,113,651		5,113,651	
Expenses						
Debt Pmt - Principal			1,625,000		1,625,000	
Debt Pmt - Interest & Debt Service			3,316,703		3,316,703	
Total Expenses			4,941,703		4,941,703	
Ending Net Cash and Investments		\$	559,108	\$	559,108	

Capital (Construction) Fund UTGO Bonds 2022	Year to Date	Budget per Resolution 1034	Budget per Resolution 1034	Budget Amendment	Remaining Amount	Remaining Percent
Estimated Beginning Fund Balance		\$	42,618,324	\$	42,618,324	
Revenues						
Investment Interest			2,100,000	2,100,000		
Transfer In - GF - Vendor Tax Refund			-	6,536		
Total Revenues			2,100,000	2,106,536		
Capital Purchases-Station 111						
Capital Purchases-Station 112						
Capital Purchases-Station 114						
Capital Purchases-Station 117						
Capital Purchases-Station 118						
Capital Purchases-Station 124						
Transfer Out - GF - Cap Fac Mgr			201,677	410,252		
Total Expenses			201,677	410,252		
Ending Net Cash and Investments		\$	44,516,647	\$	44,314,608	



Board Meeting Agenda Item Summary

Meeting Date:	December 17, 2024
Title:	Resolution 1074 Transfer of funds from the General to Reserve Fund

Recommendation from Staff:	
Recommendation from Committee:	
Recommended Action/Motion:	<i>I move to approve Resolution 1074 to transfer funds from the General Fund to the Reserve Fund in the amount of \$2,212,102.</i>
Presenter:	Finance Manager M. Hollon
Attachments:	Resolution 1074

Summary:
Scheduled transfer per the Equipment and Facility policy as approved in the 2024 budget and GEMT reconciliation payment received in 2024.

Fiscal Impact:	
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EAST PIERCE FIRE AND RESCUE

RESOLUTION NO. 1074

A RESOLUTION TO TRANSFER FUNDS BETWEEN FUND ACCOUNTS

WHEREAS, the Board wishes to transfer funds in the amount of \$1,773,021 from the General Fund to the Reserve Fund as the scheduled transfer per the Equipment and Facility policy as approved in the 2024 budget and \$439,081 for the 2024 GEMT reconciliation; and

NOW THEREFORE IT IS HEREBY RESOLVED by the Board of Commissioners of East Pierce Fire and Rescue that Pierce County Budget and Finance is directed to transfer these funds December 18, 2024 as follows:

General Fund (686-022)	Transfer Out	\$2,212,102
Reserve Fund (690-022)	Transfer In	\$2,212,102

PASSED AND APPROVED this 17th day of December, 2024, the following commissioners being present and voting:

Chair Jon Napier

Commissioner Pat McElligott

Commissioner Justin Evans

Commissioner Cynthia Wernet

Commissioner Kevin Garling

Commissioner Ed Egan

Commissioner Randy Kroum

ATTEST:

District Secretary Corina Byerley



Board Meeting Agenda Item Summary

Meeting Date:	December 17, 2024
Title:	Resolution 1075 Transfer of funds from the Reserve to General Fund

Recommendation from Staff:	
Recommendation from Committee:	
Recommended Action/Motion:	<i>I move to approve Resolution 1075 to transfer funds from the Reserve Fund to the General Fund in the amount of \$296,159.</i>
Presenter:	Finance Manager M. Hollon
Attachments:	Resolution 1075 and Detail Spreadsheet

Summary:
This transfer is to be transferred to the General Fund to cover the expenditures for Capital Purchases approved by the Board for FY2024.

Fiscal Impact:	
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EAST PIERCE FIRE & RESCUE

RESOLUTION NO. 1075

A RESOLUTION TO TRANSFER FUNDS BETWEEN FUND ACCOUNTS

WHEREAS, the Board wishes to transfer funds in the amount of \$296,159 from the Reserve Fund to the General Fund for the expenditures of Capital Purchases accruing in the FY2024 Budget; and

NOW THEREFORE IT IS HEREBY RESOLVED by the Board of Commissioners of East Pierce Fire & Rescue that Pierce County Budget and Finance is directed to transfer these funds December 18, 2024 as follows:

Transfer based on above request to transfer between funds will be:

Reserve Fund (690-022)	Transfer Out	\$296,159
General Fund (686-022)	Transfer In	\$296,159

PASSED AND APPROVED this 17th day of December 2024, the following commissioners being present and voting:

Chair Jon Napier

Commissioner Pat McElligott

Commissioner Justin Evans

Commissioner Cynthia Wernet

Commissioner Kevin Garling

Commissioner Ed Egan

Commissioner Randy Kroum

ATTEST:

District Secretary Corina Byerley



Board Meeting Agenda Item Summary

Meeting Date:	December 17, 2024
Title:	Resolution 1076 – Fee Schedule 2025-2026

Recommendation from Staff:	Approve
Recommendation from Committee:	
Recommended Action/Motion:	<i>I move to approve Resolution 1076 EPFR fee schedule for 2025-2026.</i>
Presenter:	Chief Parkinson
Attachments:	Resolution 1076

Summary:
This resolution outlines the schedule of fees for EPFR, the schedule is reviewed and updated every two years to current rates and the needs of department due to inflation.

Fiscal Impact:	
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EAST PIERCE FIRE AND RESCUE

Resolution No. 1076

A RESOLUTION TO THE BOARD OF FIRE COMMISSIONERS FOR EAST PIERCE FIRE & RESCUE ESTABLISHING FEES AND CHARGES FOR CALENDAR YEAR 2025 and 2026.

WHEREAS, The Board of Fire Commissioners finds it in the best interest of the District and its citizens to provide a single, efficient, and convenient listing of all fees and charges billed by the District; and

WHEREAS, such a listing will better facilitate the updating and uniform review of all such fees and charges on a periodic basis; and

WHEREAS, previous Resolutions for fees and charges that require periodic review are hereafter amended;

WHEREAS, Resolution No. 1005 established the District Fees and Charges that are in effect at this time;

NOW THEREFORE BE IT RESOLVED, by the Board of Commissioners of East Pierce Fire & Rescue that the following fees and charges are amended:

FURTHER, that this resolution shall supersede Resolution 1005 related to Fees and Charges.

ADOPTED at a regular meeting of the Board of Commissioners on December 17, 2024, the following Commissioners being present and voting:

Chair Jon Napier

Commissioner Pat McElligott

Commissioner Randy Kroum

Commissioner Justin Evans

Commissioner Kevin Garling

Commissioner Ed Egan

Commissioner Cynthia Wernet

ATTEST:

Corina Byerley, District Secretary

Medical Transport Fees

BLS Transport	\$850.00
ALS1 Transport	\$1050.00
ALS2 Transport	\$1150.00
Mileage Rate	\$22.00 per mile
Credit Card Processing Fee (Collected by System Designs)	2.95%
E-check fee	\$1.00

Unit/Personnel Standby and Reimbursement (minimum of 4 hours, billed in 1 hours increments after 4 hours)

Fire Engine (requires 3 personnel minimum)	WA State Wage & Equipment Rate
Ladder Truck (requires 3 personnel minimum)	WA State Wage & Equipment Rate
Command Unit (requires 1 personnel minimum)	WA State Wage & Equipment Rate
Brush Engine (requires 2 personnel minimum)	WA State Wage & Equipment Rate
Tender (requires 2 personnel minimum)	WA State Wage & Equipment Rate
Medic Unit (requires 2 personnel minimum)	WA State Wage & Equipment Rate
Gator/UTV (requires 2 personnel minimum)	WA State Wage & Equipment Rate
Personnel	Billed at actual cost

Class Fees – individuals:

CPR Only (District resident)	\$25.00 per student
CPR Only (Non-District resident)	\$40.00 per student
First Aid Only (District resident)	\$25.00 per student
First Aid Only (Non-District resident)	\$40.00 per student
CPR/First Aid (District resident)	\$50.00 per student
CPR/First Aid (Non-District resident)	\$80.00 per student
Hand Only CPR (not certificated)	No Charge – Based on instructor availability
Safe Sitter class	\$45.00 per student

Class Fees - groups:

CPR or First Aid (Non-Profit)	\$625.00
CPR or First Aid (For-Profit)	\$800.00
CPR and First Aid (Non-Profit)	\$1,000.00
CPR and First Aid (For-Profit)	\$1,200.00

Products:

Bike Helmets	Managed by IAFF Local 3520
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Medical Record Request Fees (WAC 246-08-400):

Clerical Fee	\$28.00
*HITECH Clerical Fee	\$15.00
First 30 pages	\$1.24 per page
Additional pages	\$0.94 per page

*HITECH Act, 42 U.S.C. § 17935 (e)(1) 45 C.F.R. § 164.524 (c)(4) (cost-based fee)

Record Request Fee (WAC 42.56.120):

First 10 pages	No charge
Additional pages	\$0.15 per page

Fire Marshal Fees (except where superseded by direct contract):

Base hourly fee	\$146.37
*Investigations	2-hour base hourly fee minimum
Fire Marshal plan review and construction inspections Covers all scheduled project cost from permit application through final certificate of occupancy. Does not cover re-inspection and after hour inspections.	40% of the building permit fee At no time will the fee result in an amount of less than those defined for fire sprinkler, fire alarm, and fire suppression systems.
Other inspections, reviews, and fees (when no building permit is issued)	
*Fire alarm plan review & inspections – Multi-family, commercial, and industrial	5-hour base hourly fee minimum
*Fire alarm plan review & inspections – Residential	3-hour base hourly fee minimum
*Sprinkler system plan review & inspections	3-hour base hourly fee minimum
*Other fire suppression systems plan review & inspections	3-hour base hourly fee minimum
Site plan	3-hour base hourly fee
Developer agreement	3-hour base hourly fee
Pre-application/construction	3-hour base hourly fee
Subdivision	3-hour base hourly fee
Alteration/amendment of subdivision (5+ lots)	3-hour base hourly fee
Short plat	3-hour base hourly fee
Alteration/amendment of short plat (0-4 lots)	2-hour base hourly fee
Temporary use inspection (tents, booths, etc.)	2-hour base hourly fee
Vehicle gate inspection	2-hour base hourly fee

Commercial demolition	2-hour base hourly fee
Re-inspections fees	2-hour base hourly fee
*Inspections, reviews, and services not listed above	2-hour base hourly fee minimum
After hours inspections	2-hour base hourly fee minimum times 1.5. Each additional hour at 1.5 times base hourly fee.
Large burn pile inspections (paid directly to Fire District)	1-hour base hourly fee

*Converts to base hourly fee after minimum time is completed

Any city administrative charges for collection, routing, and tracking of plans will be collected in addition to those fees listed above.

EAST PIERCE FIRE & RESCUE - STATION 112

Bid Opening: November 26, 2024, 2:45 pm

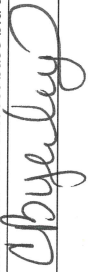
Location: 18421 Veterans Memorial Dr, E. Bonney Lake, WA

BID TABULATION - Revised

Order Opened	Bidder	Acknowledgment of Addendum (2) Total Issued (Y/N)	Total Base Bid Amount (Lump Sum)	Trench Excavation Safety Provisions (included also in base bid)	Apprenticeship Training Program Cost Value (included also in base bid)	Principal Subcontractor List Included (Y/N)	Provided Mandatory Information, page 3 (Y/N)	Certification of Compliance with Wage Payment Statutes (Y/N)	Bid Bond Included (Y/N)	Non-Collusion Form Signed (Y/N)	Bidders Qualification Certificate Included (Y/N)
1	Lincoln Construction Inc. 11803 101st Ave E, Suite 201 Puyallup, WA 98373	Y	\$ 7,282,841.00	\$ 5,000.00	\$ 275,000.00	N	Y	Y	Y	Y	Y
2	Kassel & Associates Inc. 7126 180th Ave NE #C103 Redmond, WA 98052	Y	\$ 7,787,000.00	\$ 10,000.00	\$ 10,000.00	N	Y	Y	Y	Y	Y
3	Berschauer Group Inc. 344 Cleveland Ave SE, Ste C Olympia, WA 98501	Y	\$ 6,940,000.00	\$ 500.00	\$ 15,000.00	N	Y	Y	Y	Y	Y
4	Christensen, Inc. 2840 Crites Street SW #100 Tumwater, WA 98512	Y	\$ 7,043,795.00*	\$ -	\$ 60,000.00	Y	Y	Y	Y	Y	Y
5	Jones & Roberts Co. PO Box 1488 Olympia, WA 98507	Y	\$ 7,177,000.00	\$ 1,000.00	\$ 5,000.00	Y	Y	Y	Y	Y	Y
6			\$ -	\$ -							
7			\$ -	\$ -							
8			\$ -	\$ -							
9			\$ -	\$ -							
10			\$ -	\$ -							

*Revision due to numbers transposed on the original tabulation sheet. The correct base bid amount for Christensen is \$7,043,795, not \$7,430,795 as originally posted. Revised on 12/12/24.

Bids Opened and Recorded by:



Corina Byerley, District Secretary

Witness:

Phil Herrera, Project Manager



Board Meeting Calendar 2025

Meeting Schedule		
Date	Type	Time
January 21	In-person	7:00 PM
February 18	In-person	7:00 PM
March 18	In-person	7:00 PM
April 15	In-person	7:00 PM
May 20	In-person	7:00 PM
June 17	In-person	7:00 PM
July 15	In-person	7:00 PM
August 19	In-person	7:00 PM
September 16	In-person	7:00 PM
October 21	In-person	7:00 PM
November 18	In-person	7:00 PM
December 16	In-person	7:00 PM

Meeting Location:
 East Pierce Fire & Rescue
 Headquarters Station
 8601 Main Street East
 Bonney Lake, WA 98391



PIERCE COUNTY FIRE COMMISSIONERS' ASSOCIATION

2025 MEETING SCHEDULE

All Meetings Start at 6:00 pm unless otherwise noted.

Updated: 11/02/2024

January 18, 2025 – 6:00 pm - Joint Awards Banquet – Tacoma Golf & Country Club, 13204 Country Club Dr SW, Lakewood, WA

January 23, 2025 – Hybrid remotely via Zoom and in person at _____
Guest Speaker:

February 27, 2025 – Hybrid remotely via Zoom and in person at SS911, 3580 Pacific Ave
Guest Speaker:

March 27, 2025 – Hybrid remotely via Zoom and in person at _____
Guest Speaker:

April 24, 2025 – Hybrid remotely via Zoom and in person at SS911, 3580 Pacific Ave
Guest Speaker:

May 22, 2025 – Hybrid remotely via Zoom and in person at _____
Guest Speaker:

June 26, 2025 – Hybrid remotely via Zoom and in person at SS911, 3580 Pacific Ave
Guest Speaker:

July 24, 2025 – Annual Picnic @

August 28, 2025 – Hybrid remotely via Zoom and in person at SS911, 3580 Pacific Ave
Guest Speaker:

September 25, 2025 – Hybrid remotely via Zoom and in person at _____
Guest Speaker:

October 23, 2025 – CANCELLED – State Commissioners Conference

November 20, 2025 (3rd Thursday due to 4th Thursday being Thanksgiving)– Hybrid remotely via Zoom and in person at SS911, 3580 Pacific Ave
Guest Speaker:

December 5, 2025 – NO MEETING