



**EAST PIERCE FIRE & RESCUE BOARD OF COMMISSIONERS**  
**Regular Meeting Agenda**  
**October 15, 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/81895520001>

Viewers may ask questions at the appropriate time via the chat option available within the application. Statements and or questions may also be emailed to [cbyerley@eastpiercefir.org](mailto:cbyerley@eastpiercefir.org).

**1. CALL TO ORDER – 7:00 PM**

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

- a) Roll Call/ Pledge of Allegiance
- b) Welcome the Public
- c) Honors and Recognition
  - i) None

**3. APPROVAL OF AGENDA**

**4. CONSENT AGENDA**

- a) Approve Minutes of the September 17<sup>th</sup> Regular Meeting..... Pages 3-5
- b) Treasurer’s Report..... Pages 6-7
- c) Approve Finances..... Pages 8-15
- d) Resolution 1063 - Quarterly Funds Transfer (Project Manager)..... Page 16
- e) Financial Waiver
  - i) Transport Account 132487118 in the amount of \$275.00 ..... Page 17

**5. PRESENTATIONS**

- a) Strategic Plan – BERK Consulting..... Pages 18-28

**6. VISITORS Open to Public Comments**

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

**7. BOND-2018:**

- a) Update - Herrera ..... Pages 29-33

**8. CHIEF’S REPORT**

- a) Monthly Chiefs Report..... Pages 34-39
- b) Deputy Chiefs Reports ..... Pages 40-41
- c) Monthly Injury Report..... Page 42

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

- a) Planning Committee – Notes from 10/11 Meeting - Wernet..... None
- b) Finance Committee – Notes from 9/26 Meeting - Napier ..... Page 43
- c) HR Committee –..... None

**10. RESOLUTIONS:** None

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

- a) Heart Monitor Recommendation – Moore ..... Page 44
- b) 2025 Budget Draft – Parkinson ..... Page 45
- c) Financial Management Policy (1<sup>st</sup> Reading) - Parkinson ..... Pages 46-60
- d) Commissioner Compensation Policy (1<sup>st</sup> Reading) - Byerley ..... Pages 61-63

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

- a) None

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

- a) Commissioner Compensation – Byerley ..... None

**14. EXECUTIVE SESSION:** None

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

**16. ADJOURN**

**2024 EVENTS:**

- October 24<sup>th</sup> ..... NO PC MEETING – STATE CONFERENCE
- November 21<sup>st</sup> ..... PC Commissioner Meeting (3rd Thursday due to 4th Thursday being Thanksgiving)
- December 5<sup>th</sup> ..... NO PC MEETING – ANNUAL AWARDS BANQUET

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

**September 17, 2024**

A regular meeting of the Board of Fire Commissioners of East Pierce Fire & Rescue was held on September 17, 2024, in-person at Headquarters (18421 Veterans Memorial Dr E, Bonney Lake) and via conference/video call through Zoom. Notice and link to join meeting was posted for public access. Board Chair Jon Napier called the meeting to order at 7:00 p.m. Present by roll call were Commissioners Ed Egan, Kevin Garling, Randy Kroum, Cynthia Wernet, and Justin Evans. Chief Jon Parkinson, Deputy Chief Kevin Stabenfeldt, Deputy Chief Matt Gilbert, and District Secretary Corina Byerley were also present.

Commissioners Excused: Commissioner McElligott  
Commissioners Unexcused: None

**AUDIENCE:** Finance Manager Michelle Hollon, Project Manager Phil Herrera, Chad, C.Lovejoy.

**HONORS AND RECOGNITIONS:** None

**OATH OF OFFICE:** None

**APPROVAL OF AGENDA:**

District Secretary Byerley requested to add Planning Committee Notes from the September 13, 2024 meeting to Item 9a (Commissioner Conference/Committee Reports) and noted a correction to the August 20<sup>th</sup> Regular meeting minutes to the Commissioner Training/Events notes adding Commissioner Egan as attending the WFCA annual conference and Snure seminar in October. Commissioner Wernet moved to approve the agenda as amended. The motion was seconded by Commissioner Garling and carried.

**CONSENT AGENDA:**

Commissioner Egan moved to approve the consent agenda (minutes from the August 20<sup>th</sup> Regular meeting; treasurer's report; current expense vouchers 240902001-240902067 in the amount of \$786,860.93; payroll vouchers 240901001-240901011 in the amount of \$436,568.92; electronic payroll in the amount of \$2,796,402.57; Capital expense vouchers 240903001 - 240903007 in the amount of \$959,905.80; and Transport Waiver for account 132899219 in the amount of \$874.65). Motion seconded by Commissioner Evans 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:** Admin doors and storefront installation underway. Acoustic ceilings and sound insulation install underway. Finish grade sitework continues, curbs and sidewalks continue. Plaza gabion walls completed. Trim and millwork continue. Carpet installation in process. Asphalt in place week after next.

**Station 112:** CUP approved with conditions. We are working through the requirements. Building permit reviews have been addressed and are awaiting approval. The site drawings have been reviewed; final

revisions being updated to reflect the CUP requirements. Purchase and sale agreement complete and buildings scheduled to be moved next week.

**Station 114:** Trim and millwork underway. Water line relocation underway. Exterior CMU re-installation completed. Interior finishes underway.

**Station 117:** Interior framing nearly complete. Finish roof covering is complete. Electrical, plumbing, and mechanical rough-in is underway. Curbs and gutter installed this week. Asphalt this week. Contractor is ahead of schedule, on target for early completion in February 2025.

**Station 118:** Repairs to cracked front apron are in process. One year warranty fixes are underway.

#### **CHIEF'S REPORT:**

**Monthly Chiefs Report:** Reviewed the Chief's monthly report with the Board. Included in agenda packet. Chief Parkinson's report included: Fall recruit class began 9/4, next class to begin in December; SS911 is adding a fire data analyst to assess current state and create attainable goals to improve alarm processing times; Chiefs are attending the KCFCA Leadership Summit this week; final draft of Strategic Plan will be presented to the Board in October/November; Open House reminder; defibrillator update-evaluation of units is underway, expected recommendation to the Board in October; and state audit is underway.

**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 Gilbert reported on response impact associated with the implementation of M1119; Deputy Chief Stabenfeldt reported Health and Safety- AC Sandlian finished the all-hazards mitigation plan, and a fire lookout powered by AI has been installed by Puget Sound Energy; and Logistics- mechanic interviews and assessment center for six candidates will take place on Monday with a hire date in October.

**Q3 Strategic Plan:** Chief Parkinson gave a brief overview of the Strategic Plan. Included in agenda packet.

**Q3 Standard of Cover:** Included in agenda packet.

**Q3 Financial Assessment:** Finance Manager Michelle Hollon gave brief overview of the Financial Assessment. Included in agenda packet.

**Monthly Injury Report:** Update provided in agenda packet.

#### **COMMISSIONER CONFERENCE/COMMITTEE REPORTS:**

Planning Committee – Commissioner Wernet provided an overview of notes provided in the agenda change packet. The draft strategic plan was reviewed at the last meeting. BERK Consulting will present the draft to the Board at the October regular meeting.

#### **RESOLUTIONS:**

**Resolution 1062 – Transfer of Funds from General to Reserve:** Finance Manager Hollon presented to the Board Resolution 1062 requesting the transfer of funds in the amount of \$167,813 from the General Fund to the Reserve fund. These funds are the proceeds from the sale of the Windmill Property in Edgewood. Commissioner Egan moved to approve Resolution 1062 to transfer funds from the General Fund to the Reserve Fund in the amount of \$167,813. The motion was seconded by Commissioner Garling and carried.

#### **NEW BUSINESS:**

**Station 112 Roof:** Chief Parkinson presented to the Board a request to replace the roof of Station 112. The Board previously approved \$65,000 to have a new roof put on the station however when the project was initiated the contractor declined the job and new quotes were sought from the small works roster. Four quotes were received. Staff recommended moving forward with replacing the roof for \$123,278.67. Commissioner Evans moved to approve the Station 112 roofing project in the amount of \$123,279 with funding to come from the facility maintenance reserve. The motion was seconded by Commissioner Kroum and carried.

**UNFINISHED BUSINESS:** None

**COMMISSIONER TRAINING/EVENT REQUESTS:**

**Commissioner Compensation:** District Secretary Byerley reminded Board that compensation requests for 2024 must be submitted by December 5<sup>th</sup> to be processed in the 2024 budget.

**EXECUTIVE SESSION:** None

**COMMISSIONER ACTION/DISCUSSION:**

**Commissioner Compensation for National Night Out:** Commissioner Evans submitted a request for compensation for National Night Out (Aug. 6), since this event is not on the approved list of events it came before the Board for discussion. The Board discussed whether National Night Out should be a compensated event. After Board discussion Chair Napier authorized the addition of National Night Out to the compensable events list and authorized payment for Commissioner Evans' attendance.

**ADJOURN**

There being no further business to come before the Board, the meeting adjourned at 7:48 p.m.

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District Secretary Corina Byerley

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Chairman Jon Napier/Vice-Chair Ed Egan



# EAST PIERCE FIRE & RESCUE

## September 2024

### for October 15, 2024 Meeting

	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
<b>3 Months Remaining =</b>					<b>25.00%</b>

### 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	459,506	22,114,344	40,405,095	18,290,751	45.3%
Property Tax - Prior Year/Delinquent	7,148	341,007	-	(341,007)	0.0%
Other Taxes	-	21,304	18,500	(2,804)	-15.2%
Regular EMS Transport	285,519	2,471,839	2,900,000	428,161	14.8%
GEMT Transport	224,016	2,416,646	2,112,000	(304,646)	-14.4%
GEMT Reconciliation	-	290	400,000	399,710	99.9%
Intergovernmental	4,331	158,617	201,375	42,758	21.2%
Tehaleh Mitigation	-	86,800	100,000	13,200	13.2%
Transfers in from Reserves/Capital	-	1,285,581	7,700,565	6,414,984	83.3%
Other Revenue	509,544	1,867,959	2,001,453	133,494	6.7%
<b>Total Operating Revenues</b>	<b>1,490,063</b>	<b>30,764,386</b>	<b>55,838,988</b>	<b>25,074,602</b>	<b>44.9%</b>

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

	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
Operating Expenses					
<b>Administration</b> <i>(Comm, Fire Chief, Deputy Chief, Finance, HR)</i>	544,233	2,608,894	3,260,984	652,090	20.0%
<b>Operations</b> <i>(Fire, Training, Volunteers)</i>	324,800	3,750,632	33,360,160	29,609,528	88.8%
<b>EMS</b>	115,825	926,884	3,286,873	2,359,989	71.8%
<b>Prevention</b> <i>(Fire Prevention, Pub Ed)</i>	2,747,668	24,710,230	1,401,954	(23,308,276)	-1662.6%
<b>Logistics</b> <i>(Logistics, Emerg. Mgmt, IT)</i>	275,381	2,188,840	5,055,431	2,866,591	56.7%
<b>Capital</b> <i>(Project Manager)</i>	23,080	276,117	201,677	(74,440)	-36.9%
<b>Reserve Purchases</b> <i>(Equipmt., EMS, Facility)</i>	8,928	1,310,410	7,498,888	6,188,478	82.5%
<b>Transfers Out</b>	167,813	2,245,930	1,773,021	(472,909)	-26.7%
<b>Total Operating Expenses</b>	<b>4,207,729</b>	<b>38,017,938</b>	<b>55,838,988</b>	<b>17,821,050</b>	<b>31.9%</b>
Payroll Clearing Accruals	(34,832)	(22,521)			
<b>Operating Expenses Net of Accruals</b>	<b>4,172,897</b>	<b>37,995,416</b>	<b>55,838,988</b>		
<b>Ending Net Cash &amp; Investments</b>			<b>\$ 5,427,652</b>		

### Reserve Fund

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

	Other Revenues	Transfer In	Transfer Out	Balance as of 09/30/24	(Short)/Over
<b>Reserve Balances</b>					
General Reserve		167,813		4,737,703	286,718
Equipment Reserve				13,363,876	N/A
Facilities Reserve				1,228,927	428,927
Employee Compensation Reserve				974,848	174,848
Capital Facilities Phase 2				15,095,208	Balance
Sale of Tax Title Property					
Investment Interest	150,791				
<b>Current Month Total</b>	<b>150,791</b>	<b>167,813</b>	<b>-</b>		
<b>Year to Date Total</b>	<b>\$ 1,387,399</b>	<b>\$ 2,239,394</b>	<b>\$ 1,110,229</b>	<b>\$ 35,400,562</b>	



# EAST PIERCE FIRE & RESCUE

## September 2024

### for October 15, 2024 Meeting

Capital (Construction) Fund UTGO Bonds 2022	Current Month	Year to Date	Budget Resolution 1034	Remaining Amount	Remaining Percent
<b>Net Cash &amp; Investments 12/31/2023</b>			\$ 42,618,324	Budgeted	
<b>Revenues</b>					
Investment Interest	119,954	1,389,408	2,100,000	710,592	0.0%
Transfer In - Vendor Refund	-	6,536		-	0.0%
<b>Total Revenues</b>	<b>119,954</b>	<b>1,395,944</b>	<b>2,100,000</b>	<b>710,592</b>	
<b>Expenses</b>					
Capital Purchases	-	26,959	-	-	0.0%
Capital Purchases-Station 111	333,623	7,177,412	-	-	0.0%
Capital Purchases-Station 112	18,556	381,461	-	-	0.0%
Capital Purchases-Station 114	585,084	3,825,446	-	-	0.0%
Capital Purchases-Station 117	837,980	3,935,851	-	-	0.0%
Capital Purchases-Station 118	1,088	224,192	-	-	0.0%
Capital Purchases-Station 124	-	-	-	-	0.0%
Transfer Out - GF - Cap Fac Mgr	-	175,352	201,677	26,325	0.0%
<b>Total Expenses</b>	<b>1,776,332</b>	<b>15,746,674</b>	<b>201,677</b>	<b>-</b>	<b>0.0%</b>
<b>Ending Net Cash and Investments</b>			<b>\$ 44,516,647</b>		
** 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
10/10/24	4371	JONES & ROBERTS CO.	\$735,265.70
10/10/24	4372	MATERIALS TESTING & CONSULTING	\$950.00
10/10/24	4374	RICE FERGUS MILLER ARCHITECTURE	\$83,440.52
10/10/24	4376	STEWART SIGNS	\$30,381.89
10/10/24	4292	ADVANCE TRAVEL FUND	\$1,129.29
10/10/24	4378	WETHERHOLT AND ASSOCIATES INC.	\$6,589.05
10/10/24	4366	ANDY JOHNSON & CO. INC.	\$33,241.68
10/10/24	4367	FIT FOR LIFE	\$327.48
10/10/24	4368	GEAR GRID	\$22,736.00
10/10/24	4369	HONEYWELL INTL	\$82,243.58
10/10/24	4370	JODY MILLER CONSTRUCTION	\$1,232,643.21
10/10/24	4373	PUGET SOUND ENERGY	\$444.70
10/10/24	4377	TERRA ASSOCIATES, INC.	\$769.08
10/10/24	4293	BARNHART MD PS STEPHEN W	\$9,000.00
10/10/24	4294	BERK CONSULTING	\$7,923.24
10/10/24	4375	SNIDER PETROLEUM	\$3,440.45
10/10/24	4291	ADP SCREENING	\$52.23
10/10/24	4295	BERRY JEFF	\$446.20
10/10/24	4300	CARDINAL HEALTH 112, LLC	\$3,228.83
10/10/24	4302	CENTURYLINK	\$89.42
10/10/24	4303	CINTAS CORPORATION # 461	\$10,606.12
10/10/24	4306	CODE MECHANICAL INC.	\$5,568.86
10/10/24	4310	DIVE RESCUE INTERNATIONAL INC	\$344.84
10/10/24	4313	FIDELITY SOLUTIONS	\$1,436.04
10/10/24	4319	GALLS, LLC	\$143.19
10/10/24	4296	BIG MOUNTAIN ELECTRIC, INC.	\$14,980.79
10/10/24	4297	BOUND TREE MEDICAL LLC	\$76.18
10/10/24	4309	DAVIS DOOR SERVICE, INC	\$1,548.80
10/10/24	4311	DRAIN PRO, INC.	\$409.00
10/10/24	4312	EMS SURVEY TEAM	\$1,486.80
10/10/24	4316	FREDS TOWING	\$2,232.45
10/10/24	4318	FUGATE FORD	\$425.24
10/10/24	4321	HUGHES FIRE EQUIPMENT, INC.	\$4,564.69
10/10/24	4329	MIKES SHOP	\$946.60
10/10/24	4330	MUNICIPAL EMERGENCY SERVICES	\$7,262.03
10/10/24	4298	BRAUN NORTHWEST, INC	\$482.11
10/10/24	4299	BYERLEY CORINA	\$1,398.69
10/10/24	4301	CDW GOVERNMENT	\$26,992.85



10/10/24	4304	CITY OF BONNEY LAKE-LEASE PMT.	\$133,918.19
10/10/24	4305	CITY OF BONNEY LAKE-REIMB UTILITIES	\$1,134.15
10/10/24	4307	CREW BOSS	\$1,310.51
10/10/24	4308	CUMMINS NORTHWEST	\$2,736.41
10/10/24	4314	FIT FOR LIFE	\$1,694.00
10/10/24	4315	FOREMOST PROMOTIONS	\$773.91
10/10/24	4317	FREIGHTLINER NORTHWEST	\$27,523.32
10/10/24	4320	HEALTH CARE PROVIDERS OF PIERCE COUNTY	\$100.00
10/10/24	4322	JAMES OIL CO. INC.	\$15,358.62
10/10/24	4327	LINDE GAS & EQUIPMENT INC	\$1,395.88
10/10/24	4334	ODP BUSINESS SOLUTIONS LLC	\$106.46
10/10/24	4337	PACIFIC OFC AUTOMATION (OR)	\$274.61
10/10/24	4340	PIEPER BEN	\$1,183.89
10/10/24	4341	PIERCE COUNTY SEWER	\$86.37
10/10/24	4342	PUGET SOUND ENERGY	\$4,315.15
10/10/24	4343	QUINN ERIC T	\$400.00
10/10/24	4349	SNURE SEMINARS	\$50.00
10/10/24	4323	L N CURTIS & SONS	\$14,979.65
10/10/24	4324	LARSEN SIGN CO	\$1,640.50
10/10/24	4325	LES SCHWAB TIRE CENTERS	\$6,274.01
10/10/24	4326	LIFE ASSIST	\$28,247.39
10/10/24	4328	LYNN ERIC	\$476.59
10/10/24	4332	NORTHWEST SAFETY CLEAN	\$4,570.43
10/10/24	4339	PC BUDGET & FINANCE DEPT	\$14,785.75
10/10/24	4346	SEAWESTERN	\$15,953.45
10/10/24	4350	SOUTH SOUND 911	\$140,815.00
10/10/24	4351	SUMMIT LAW GROUP PLLC	\$383.00
10/10/24	4331	NATIONAL TESTING NETWORK	\$650.00
10/10/24	4333	NW BUILDER GROUP LLC	\$5,495.76
10/10/24	4335	OREILLY	\$481.67
10/10/24	4336	OVERHEAD DOOR CO OF BELLINGHAM LLC	\$9,798.90
10/10/24	4338	PACIFIC OFFICE AUTOMATION	\$599.12
10/10/24	4344	RICE FERGUS MILLER ARCHITECTURE	\$5,747.76
10/10/24	4345	SEATTLE TIMES	\$29,838.15
10/10/24	4347	SITECRAFTING, INC.	\$99.00
10/10/24	4348	SNIDER PETROLEUM	\$1,807.92
10/10/24	4353	TELEFLEX LLC	\$4,637.04
10/10/24	4352	SYSTEMS FOR PUBLIC SAFETY, INC.	\$905.22
10/10/24	4355	TRALIAN OPERATING LLC	\$4,557.94
10/10/24	4356	TREASURY MANAGEMENT SVCS - US BANK	\$114.95
10/10/24	4359	UW VALLEY MEDICAL CENTER	\$2,097.50

10/10/24	4361	VIRTUOUS CLEAN NW, LLC	\$1,500.00
10/10/24	4363	WCIF-Life/Dental/EAP	\$24,739.36
10/10/24	4365	WONIO JASON	\$780.00
10/10/24	4606	EMPLOYMENT SECURITY-LTC	\$16,713.93
10/10/24	4608	GET PROGRAM	\$524.00
10/10/24	4609	IAFF - FIREPAC	\$778.09
10/10/24	4354	TOWN OF SOUTH PRAIRIE	\$4,096.48
10/10/24	4360	VALVOLINE LLC	\$103.29
10/10/24	4364	WEST PIERCE FIRE & RESCUE	\$26,355.00
10/10/24	4603	AFLAC	\$462.09
10/10/24	4604	DIMARTINO ASSOCIATES (WSCFF)	\$21,295.97
10/10/24	4605	EMPLOYMENT SECURITY DEPT.	\$6,705.88
10/10/24	4357	UNDERWATER SPORTS, INC	\$121.11
10/10/24	4358	US BANK	\$58,049.32
10/10/24	4362	WA STATE DEPT OF REVENUE (USE TAX)	\$4,418.51
10/10/24	4607	EMPLOYMENT SECURITY-PFML	\$50,749.49
10/10/24	4614	WCIF-Met Life / Accident	\$158.66
10/10/24	4615	WCIF-Met Life / ID Theft	\$69.75
10/10/24	4610	LABOR & INDUSTRIES	\$386,027.32
10/10/24	4611	LEOFF HEALTH & WELFARE TRUST	\$421,784.62
10/10/24	4613	WCIF-Life/Dental/EAP	\$1,167.44
10/10/24	4616	WSCFF - FASTPAC	\$592.50
10/10/24	4612	TACOMA-PIERCE CO CHAPLAINCY	\$796.50
10/10/24	4617	WSCFF-Medical Expense Reimbursement Plan	\$16,700.00
Payment Count: 103		Total Amount:	<u>\$3,867,255.31</u>

Payment Count: 103  
Payment Total: \$3,867,255.31

**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

DRAFT

**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 \_\_\_\_\_



Finance Department  
District Payment Transmittal

District Name: East Pierce Fire & Rescue #22

**PAYMENT LISTING**

<u>Trans Date</u>	<u>District Ref #</u>	<u>Payee Printed Name</u>	<u>Amount</u>
9/18/24	4199	JODY MILLER CONSTRUCTION	\$816,425.93
Payment Count: 1		Total Amount:	\$816,425.93

Payment Count: 1  
Payment Total: \$816,425.93

**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.

*Michelle Holton*

*9/20/24*

Authorized District Official Signature

Date

Authorized District Official Signature

Date

*[Signature]*

*9/20/24*

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 \_\_\_\_\_

**ACCOUNTS PAYABLE**


EAST PIERCE FIRE & RESCUE

Time: 14:05:49 Date: 09/18/2024  
Page: 1

As Of: 09/25/2024

Accts Pay #	Received	Date Due	Vendor	Amount	Memo
60572	09/18/2024	09/25/2024	705 JODY MILLER CONSTRUCTION	816,425.93	PROGRESS BILLING 117 AUGUST
				<u>Report Total:</u>	816,425.93

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

Fire Chief  Date: 9/20/24

Auditing Officer/Finance Manager  Date: 9/20/24

<b>September 2024 - Post-Meeting</b>	
<b>Capital Fund 302</b>	
AP Voucher	
Vouchers # 240904001	\$ 816,425.93
Jody Miller special - Progress Billing 111 August	
<b>October 2024</b>	
<b>General Fund</b>	
Total AP	\$ 710,255.73
AP Vouchers	
Vouchers # 241001001 - 241001075	\$ 710,255.73
Total Payroll	\$ 3,754,700.29
Payroll Vouchers	
Vouchers # 241003001 - 241003015	\$ 924,526.24
Electronic Payroll	\$ 2,830,174.05
Total Expenditures (AP + Payroll)	\$ 4,464,956.02
Total SBK Expenditures (111 - 999)	\$ 4,452,634.30
Difference	\$ 12,321.72
sickleave buybacks	\$ 12,211.60
reimbursements	\$ 110.12
<b>Capital Fund 302</b>	
<b>Total AP</b>	
Capital Fund 302 (UTGO 2022 Bonds)	
Total AP	
Vouchers # 241002001 - 241002013	\$ 2,232,473.34

**EAST PIERCE FIRE & RESCUE**

**RESOLUTION NO. 1063**

**A RESOLUTION TO TRANSFER FUNDS BETWEEN FUND ACCOUNTS**

**WHEREAS**, the Board wishes to transfer funds in amount of \$100,767 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 July 2024 to September 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 October 16, 2024, as follows:

Capital Fund (687-022)	Transfer Out	\$100,767
General Fund (686-022)	Transfer In	\$100,767

**PASSED AND APPROVED** this 15<sup>th</sup> day of October 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





# Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	October 15, 2024
<b>Title:</b>	Approve Financial Assistance Program Waiver for Account 132487118

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	Approve
<b>Recommended Action/Motion:</b>	<i>Recommend that the Board approve inclusion of Account 132487118 into the Financial Assistance Program. Approve Waiving Balance</i>
<b>Presenter:</b>	Consent Agenda
<b>Attachments:</b>	None

<b>Summary:</b>							
<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>							
<b>Total Amount of Patient's Ambulance bill:</b>	\$ 1,142.40						
<b>Amount covered by private / government insurance programs:</b>	\$ ( 867.40 )						
<b>Patient' remaining balance (obligation) for this ambulance bill:</b>	\$ 275.00						
<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>1</td> <td>20,866.56</td> <td>100%</td> </tr> </tbody> </table>		Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.	1	20,866.56	100%
Family size (incl. patient)	Est. Gross Family Income/ Yr	EPFR Worksheet: % Reduction in Outstanding Balance.					
1	20,866.56	100%					
<p><b>Recommendation based upon Financial Assistance Program formula:</b>            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. <b>Policies/ Alternatives Considered:</b> None. See Above</p>							

<b>Fiscal Impact:</b>	<b>Fiscal Impact:</b> 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

Strategic Plan 2025 - 2029

Draft for Board Review

*"Where Compassion and Action Meet"*



# Welcome

We are on the brink of a major milestone for our organization: 25 years of serving our community. Over the past 25 years, we've evolved from several smaller organizations into a major fire district. Today, we have nearly 200 employees, soon-to-be eight staffed fire stations, and a wide range of service provision to over 100,000 residents.

By necessity, much of our growth over the past quarter-century has been reactive as we've risen to the challenge of keeping pace with a rapidly growing community. As we look forward to the next 25 years of EPFR, our focus is now on proactively providing exceptional service to foster a safe and resilient community. This updated strategic plan reflects that focus, as we aim to refine our work, our systems, and our internal culture to best serve our community.

A core part of this updated strategic plan is a commitment to our employees – our most important resource. Their dedication and sacrifice is what enables our organization to provide exceptional service with compassion and action. In the coming years, we will continuously strengthen an inclusive, accountable, and positive culture.

I am proud to present our updated strategic plan on behalf of the Board of Fire Commissioners and our employees. Thank you for your continued support—it is an honor to serve you, and we look forward to continuing to do so with the guidance of this document.



*Jon Parkinson*

**Jon Parkinson**  
Fire Chief

**“** In the coming years, we will continuously strengthen an inclusive, accountable, and positive culture. **”**



## CONTENTS

- 4** *Our Past, Present, and Future*
- 5** *Our Community*
- 6** *Our Foundations*
- 7** *Our Strategy at a Glance*
- 8** *Goals, Strategies, and Objectives*
- 16** *Implementation*
- 17** *Glossary*
- 18** *Acknowledgments*

# Our Past, Present, and Future



## 2000-2005

### EPFR 1.0: FOUNDING

EPFR was founded in 2000 to provide seamless response to emergency situations by merging the following departments and agencies:

- » Bonney Lake Fire Department.
  - » Lake Tapps Fire/Pierce County Fire District 22.
  - » Pierce County Fire District 24.
- During this first phase of the District, EPFR focused on establishing our organizational systems and culture.

## 2006 - 2020

### EPFR 2.0: GROWTH

EPFR and the community we serve grew significantly during this era, due to the following mergers and annexations:

- » 2006: Pierce County Fire District 12 and South Prairie/Fire District 20.
- » 2008: Sumner/Fire District 1.
- » 2010: Edgewood/Fire District 8.
- » 2013: Milton Fire Department.

## 2021 - PRESENT

### EPFR 3.0: ONGOING MATURATION AND DEVELOPMENT

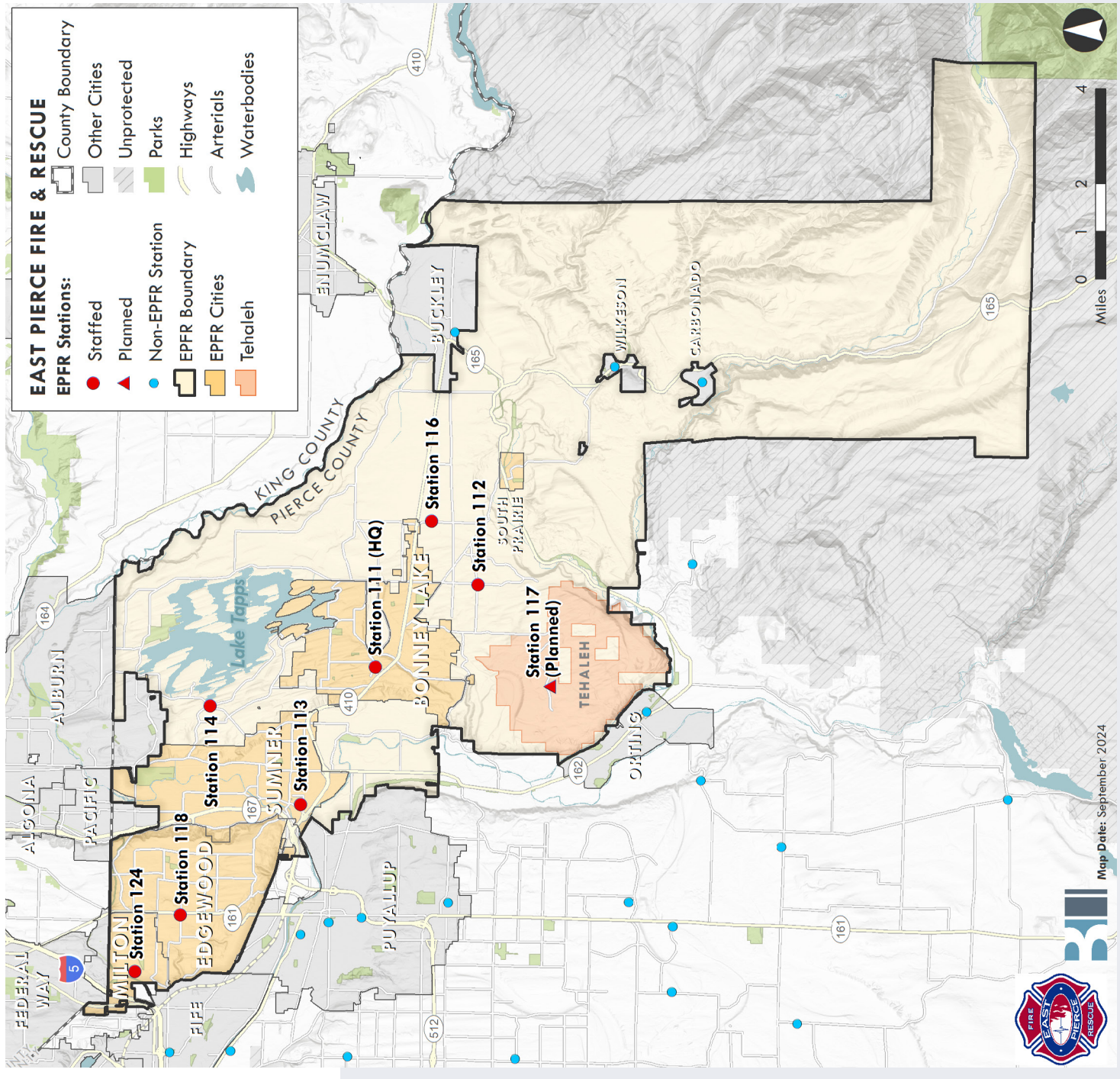
EPFR is in a more stable era for the District, one that focuses on continued maturation and internal development. Our work now focuses on the steps and actions that EPFR can take to continue our tradition of effective service provision through increased efficiency and a focus on employee development, training, and internal culture.

Key milestones in this phase have included:

- » 2021: Establishment of three-person engine companies.
- » 2023: Deployment of Shift Medical Services Officer.
- » 2024: Staffing of Station 124.
- » 2024: Deployment of 5th Medic Unit.
- » 2025: Staffing of Station 117.

# Our Community

EPFR serves the communities in and around Bonney Lake, Edgewood, Lake Tapps, Milton, the Ridge Communities, South Prairie, Sumner, and Tehaleh.



# Our Foundations

Our Vision describes the role we strive to play in the community, and our Mission is our roadmap for carrying out that Vision. Our Core Values describe the principles that guide our actions and interactions with one another and with our community.

## VISION

**EPFR is a trusted cornerstone of a safe and resilient community.**

We strive to be part of a foundation that serves our community. Just as a cornerstone is only one element of a foundation, we recognize that we are only one key player in a broader system that keeps our community safe and resilient. As a dedicated team of professionals, we work alongside city and county governments, law enforcement partners, and other community groups and organizations in carrying out our Vision.



## MISSION

**We provide exceptional service with compassion and action.**

EPFR was founded on the principle of “where compassion and action meet.” It is our mission to not only rapidly and effectively respond to the needs of our community, but to do so with compassionate care and a commitment to exceeding customer service expectations.

## CORE VALUES

Our Core Values are the foundation of how we work. These Core Values guide our interactions with our community, with our partners, and within our organization.

**Integrity.** We uphold the highest standards of fairness and honesty to ensure we remain trusted by and accountable to our community and one another.

**Leadership.** We set a meaningful example for our community and one another through principles that are grounded in humility, consistency, and respect among all employees.

**Stewardship.** We serve with responsibility and care for our community’s wellbeing and financial resources, and we prioritize a healthy, safe, sustainable workforce.

**Innovation.** We encourage new ideas at all levels of our organization to proactively adapt to our community’s changing needs through a measured blend of tradition and new practices.

# Our Strategy at a Glance

This strategy focuses on a new phase for the agency: one of stability and maturation. To this end, we will pursue four *Goals* during this strategic plan timeframe. While the plan’s *Goals, Strategies, and Objectives* provide directional guidance, more detailed and actionable *Tactics* will be established each year to direct implementation efforts as described on the following page. The plan’s four *Goals* and supporting *Strategies* are summarized below.

**GOAL 01** Cultivate a thriving workplace for our team.

- A.** Support team health and wellness.
- B.** Cultivate an inclusive, supportive, and accountable culture with high morale.
- C.** Strengthen training and *succession planning*.

**GOAL 02** Continuously refine our service delivery.

- A.** Support effective and efficient fire and EMS service delivery.
- B.** Leverage data and planning to enhance our community response.

**GOAL 03** Engage our community.

- A.** Cultivate strong relationships with the community we serve.
- B.** Strengthen our *Community Risk Reduction program*.

**GOAL 04** Be a highly efficient and sustainable organization.

- A.** Ensure our financial sustainability.
- B.** Ensure our facilities meet employee and community needs.
- C.** Support an effective administrative support team.
- D.** Establish and refine our organizational processes and policies for efficiency and effectiveness.

Terms in *italics* are defined in the Glossary on pages 20-21.



## STRATEGIES & OBJECTIVES

- A. Support team health and wellness.**
  - i. Expand our health and wellness education and resources for employees.
  - ii. Continuously engage employees to ensure our practices support and encourage employee wellbeing.
- B. Cultivate an inclusive, supportive, and accountable culture with high morale.**
  - i. Regularly engage employees to identify and address emerging opportunities and needs.
  - ii. Improve the effectiveness and transparency of our internal communications.
  - iii. Update our accountability processes through a *Just Culture lens*.
  - iv. Regularly evaluate our hiring, evaluation, and promotional processes to ensure a high-performing workforce.
  - v. Provide learning opportunities and resources on expected workplace conduct so that everyone can be their authentic self.
  - vi. Enhance workplace community-building opportunities among employees.



*Our team is at the core of our ability to carry out our Mission, and we are committed to ensuring EPFR is a highly desirable place to work through cultivating team wellness, professional development, and a constructive workplace culture with high morale.*

# Goal 01

## CULTIVATE A THRIVING WORKPLACE FOR OUR TEAM

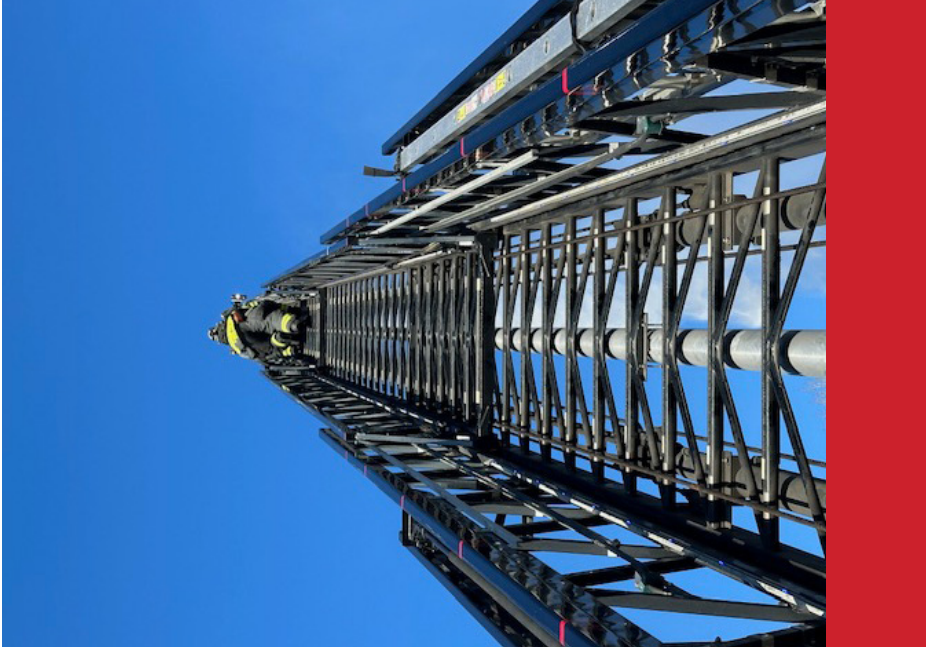
- C. Strengthen training and succession planning.**
  - i. Develop methods to increase employees' ability to attend internal and external trainings.
  - ii. Expand internal training provision and mentorship, including leadership training for our current and future leaders.
  - iii. Ensure career pathway information is accessible and relevant through training and mentorship.





## STRATEGIES & OBJECTIVES

- A. Support effective and efficient fire and EMS service delivery.**
  - i. Expand collaboration with emergency service and non-emergency service partners.
  - ii. Understand EPFR's role with respect to *MIH* and ensure staffing capacity matches that role.
  - iii. Advocate for necessary systems changes.
- B. Leverage data and planning to enhance our community response.**
  - i. Regularly evaluate our community's needs.
  - ii. Continuously evaluate and update response plans and metrics to ensure effective deployment of employees and resources.
  - iii. Improve data collection and maintenance including training for employees working with data.
  - iv. Identify opportunities to reduce response times.



# Goal 02

## CONTINUOUSLY REFINE OUR SERVICE DELIVERY

*In recent years, we have conducted substantial work to prepare for our community's growing population. We are proud of the improvements made and the comprehensive level of care we provide today, and we are committed to continuous refinement of our services.*





Renee Thompson

# Goal 03

## ENGAGE OUR COMMUNITY

We exist to serve our community, and to do so effectively, we must continuously engage the community through building awareness and relationships and offering a strong **Community Risk Reduction program.**

# STRATEGIES & OBJECTIVES

### A. Cultivate strong relationships with the community we serve.

- i. Regularly engage our community to understand their needs and provide education about our services.
- ii. Continue to build our ability to serve with cultural competence.
- iii. Build community awareness of our services and strengthen our brand.
- iv. Partner with local community groups and industries that serve the community.

### B. Strengthen our **Community Risk Reduction (CRR) program.**

- i. Define the scope of our CRR program and implement planned changes.
- ii. Advocate for legislative changes that strengthen protections for the community.







# Goal 04

## BE A HIGHLY EFFICIENT AND SUSTAINABLE ORGANIZATION

*Our processes, facilities, and administrative team all support our organization in carrying out our core functions of emergency service delivery and community risk reduction.*

# STRATEGIES & OBJECTIVES

## A. Ensure our financial sustainability.

- i. Explore underutilized financial mechanisms for operating costs and capital projects.
- ii. Continuously evaluate opportunities for cost-savings.

## B. Ensure our facilities meet employee and community needs.

- i. Implement Phase 2 of our Capital Improvement Program, including consideration of a fire training facility.
- ii. Explore opportunities to improve the environmental sustainability of our facilities.
- iii. Ensure ongoing maintenance and upkeep of stations.

## C. Support an effective administrative support team.

- i. Continuously evaluate staffing needs for administrative support employees.
- ii. Clarify roles and resolve vulnerabilities in our organizational structure.

## D. Establish and refine our organizational processes and policies for efficiency and effectiveness.

- i. Expand formal processes for our practices.
- ii. Leverage technology solutions for process efficiency and provide training to support usage.
- iii. Annually evaluate our policies and update as needed.



# Implementation

EPFR will use the following annual process to advance implementation of our four *Goals*.

## ONGOING ANNUAL PLANNING CYCLE

Each year, we plan our priorities and Tactics for the coming year in an annual planning cycle.

**Q1 Develop draft annual Implementation Plan.** In the first quarter of each year, command staff review the District's past efforts and develop a draft Implementation Plan for the following year. This process involves two steps:

- 1. Review and report:** Command staff review the *Goals* and *Strategies* that have been substantively advanced.
- 2. Prioritize and plan:** Based on the prior year's progress and in consideration of current opportunities and needs, command staff develop draft priority Tactics for the following year. While the *Tactics* change annually, the *Goals*, *Strategies*, and *Objectives* remain constant throughout the duration of this plan.

**Q2 Finalize the Implementation Plan.** Command staff bring the proposed Implementation Plan to the Board of Fire Commissioners ("Board"), who review and provide feedback. Command staff incorporate Board feedback to finalize the plan.

**Q3 Develop a draft budget.** Based on the final Implementation Plan, command staff develop a draft budget and present it to the Board. Command staff update the draft budget as needed based on Board feedback.

**Q4 Adopt the budget.** The Board adopts the District budget for the following fiscal year. EPFR employees begin implementing the Implementation Plan with the allocated resources.

## ONGOING IMPLEMENTATION

**Throughout each year, we will advance Tactics, measure and monitor our progress, and provide regular updates.**

**Tactics:** We will advance this strategic plan through priority *Tactics*, which we will update annually in the end-of-year process outlined above.

**Reporting:** We will feature updates on implementation progress in communications materials and in meetings of the Board of Fire Commissioners, employees, and the community.



# Glossary

## A - M

**Community Risk Reduction program** Efforts to reduce risk associated with fires, natural disasters, and health emergencies. Examples include building codes, emergency preparedness planning, and fall prevention.

**Goal, Strategy, Objective, and Tactic** The strategic plan's framework includes four overarching **Goals**, which state EPFR's top themes of focus for the plan's time frame.

**Strategy** Each Goal has multiple Strategies. These are aspirationally-stated ambitions that help advance the larger Goal.

**Objective** Each Strategy has multiple Objectives, which lay out actionable areas of work.

**Tactic** Each Objective will be advanced by specific, actionable Tactics that can be completed within one or two years. These Tactics will be updated each year, and as a result are not included in this published version of the plan.

The Goals, Strategies, and Objectives will remain constant throughout the five years of this plan. Tactics will be updated annually.

**Just Culture lens** This is an organization-wide approach that promotes a process of reporting and owning mistakes in a way that does not result in corrective action but initiates a process of identifying the cause of a mistake and working to systemically improve work processes.

**Mobile Integrated Health (MIH)** A program that provides improved quality of care for individuals, reduces dependency on emergency services for non-urgent needs to decrease

## N - Z

ongoing healthcare costs, and improves the health of the community.

**Personnel Vulnerability** This refers to areas within EPFR where a single person holds a significant amount of institutional knowledge, and, if they were to leave EPFR, the organization would struggle to seamlessly operate without their expertise.

**Succession planning** Systematic efforts to ensure that institutional knowledge and capacity are retained when individual employees retire.



# Acknowledgments

This plan was developed with the support of EPFR's Board of Fire Commissioners, partners, employees, and community stakeholders. An Employee Strategic Advisory Committee comprised of nine employees guided the creation of this plan.

## LEADERSHIP



**Jon Parkinson**  
Fire Chief



**Matt Gilbert**  
Deputy Chief  
Operations



**Kevin Stabenfeldt**  
Deputy Chief  
Administration



**Jeff Moore**  
Assistant Chief  
EMS



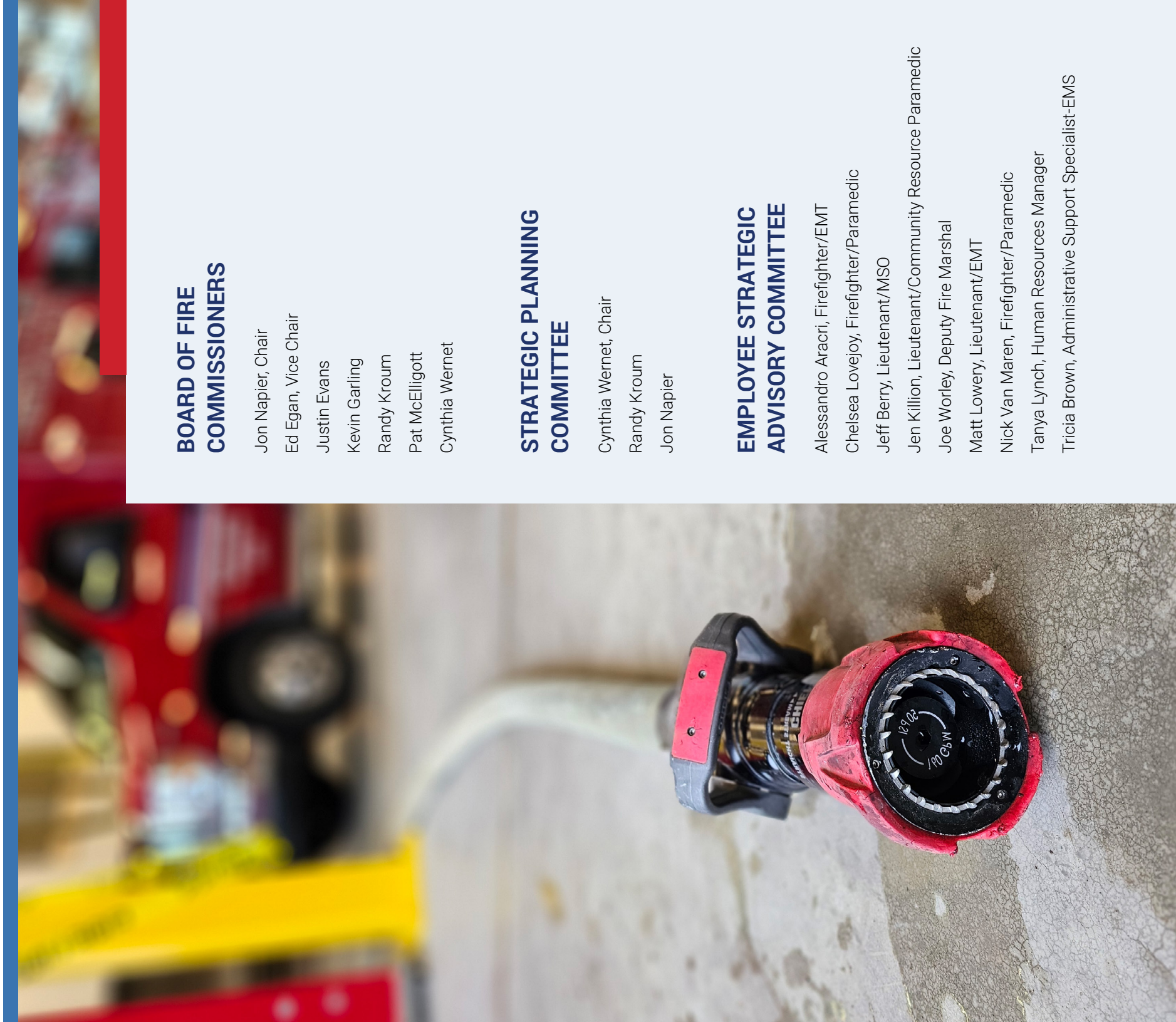
**Will Poe**  
Assistant Chief  
Operations and  
Training



**Bill Sandlian**  
Assistant Chief  
Health and Safety



**Mike Westland**  
Assistant Chief  
Logistics



## BOARD OF FIRE COMMISSIONERS

- Jon Napier, Chair
- Ed Egan, Vice Chair
- Justin Evans
- Kevin Garling
- Randy Kroum
- Pat McElligott
- Cynthia Wernet

## STRATEGIC PLANNING COMMITTEE

- Cynthia Wernet, Chair
- Randy Kroum
- Jon Napier

## EMPLOYEE STRATEGIC ADVISORY COMMITTEE

- Alessandro Aracri, Firefighter/EMT
- Chelsea Lovejoy, Firefighter/Paramedic
- Jeff Berry, Lieutenant/MSO
- Jen Killion, Lieutenant/Community Resource Paramedic
- Joe Worley, Deputy Fire Marshal
- Matt Lowery, Lieutenant/EMT
- Nick Van Maren, Firefighter/Paramedic
- Tanya Lynch, Human Resources Manager
- Tricia Brown, Administrative Support Specialist-EMS





## East Pierce Fire & Rescue

Headquarters Station / Station 111

8601 Main Street East  
Bonney Lake, WA 98391

253-863-1800

[info@eastpiercefirerescue.org](mailto:info@eastpiercefirerescue.org)

[www.eastpiercefirerescue.org](http://www.eastpiercefirerescue.org)





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

### **Station 118**

- Resubmitted review submission for fuel tank.

### **Station 111**

- Admin finishes progress.
- Finish grade sitework continues, Asphalt complete.
- Plaza concrete walls are completed. Rock walls complete, Stonework underway.
- 2<sup>nd</sup> floor finishes underway.
- Elevator installation is starting this week.

### **Station 114**

- Trim and finishes continue.
- Water main work is complete.
- Exterior CMU is complete, Metal siding to commence this week.
- Sidewalks and curbs this week, asphalt next week.

### **Station 117**

- Roof covering is complete, the building is dried in.
- Electrical, plumbing, and mechanical rough-in continue.
- Sheetrock installation is underway.
- Front apron installation began last week.
- Asphalt next week.
- Now looking at February for station completion.

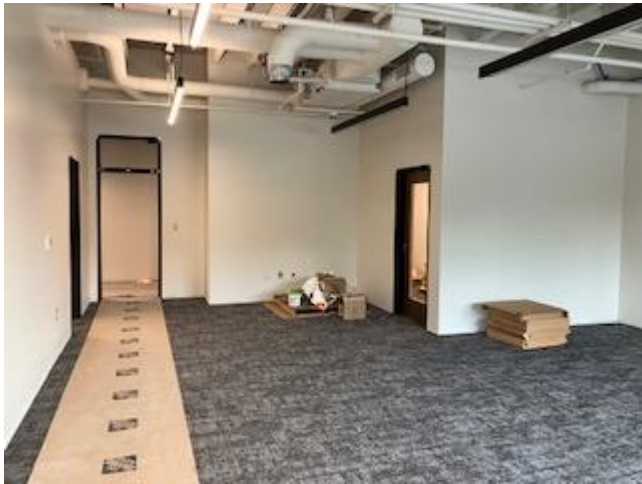
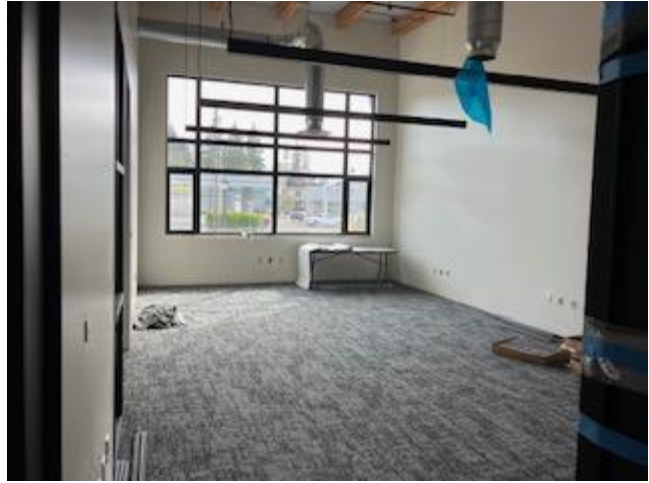
### **Station 112**

- CUP hearing completed. We are working on revisions.
- Building permit awaiting approval.
- Bid target date is the week of October 21<sup>st</sup>. Close November 14<sup>th</sup>.

# October 2024, Capital Bond Station Photos

## Station 111

Interior doors and storefronts. Lighting fixtures.



Memorial Plaza stonework. Stone benches



## **Station 114**

Concrete apron and sidewalks underway. Asphalt next week





**Station 117**

Curb and gutters installation. Paving next week.



Sheetrock underway





**Station 112**

House is getting ready to move.





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

### **Winter 2025 Recruit Class Interviews**

Interviews for the winter class of recruits are underway. We expect this to be a class of 6 recruits (3 to backfill retirements and 3 new positions to offset overtime).

### **Hurricanes Helena and Milton**

Lieutenant Kyle Bylin and Firefighter Brian O'Leary have been deployed to the East Coast as part of an incident management team to support hurricane recovery efforts.

### **2023 Financial Audit**

We continue to work through the 2023 audit process. We will update the Board as soon as the process is complete.

### **Strategic Plan Adoption**

Berk Consulting will be presenting the final draft of the strategic plan update at tonight's meeting.

### **EPFR Annual Open House**

The 28<sup>th</sup> annual open house was once again a success. This was our last year holding the event at the current station, as next year's event will be held at the new station. We believe this was our largest turnout in the event's history.

### **Committee Reminders**

Finance Committee: Budget Review in early November (date/time TBD).

Planning Committee: Friday, November 1<sup>st</sup> @ 10 AM

### **Other activities in the past month**

- Sumner Rotary
- Sumner Public Safety Committee
- Bonney Lake Public Safety
- PC Fire Chiefs & Executive Board

# East Pierce Fire and Rescue

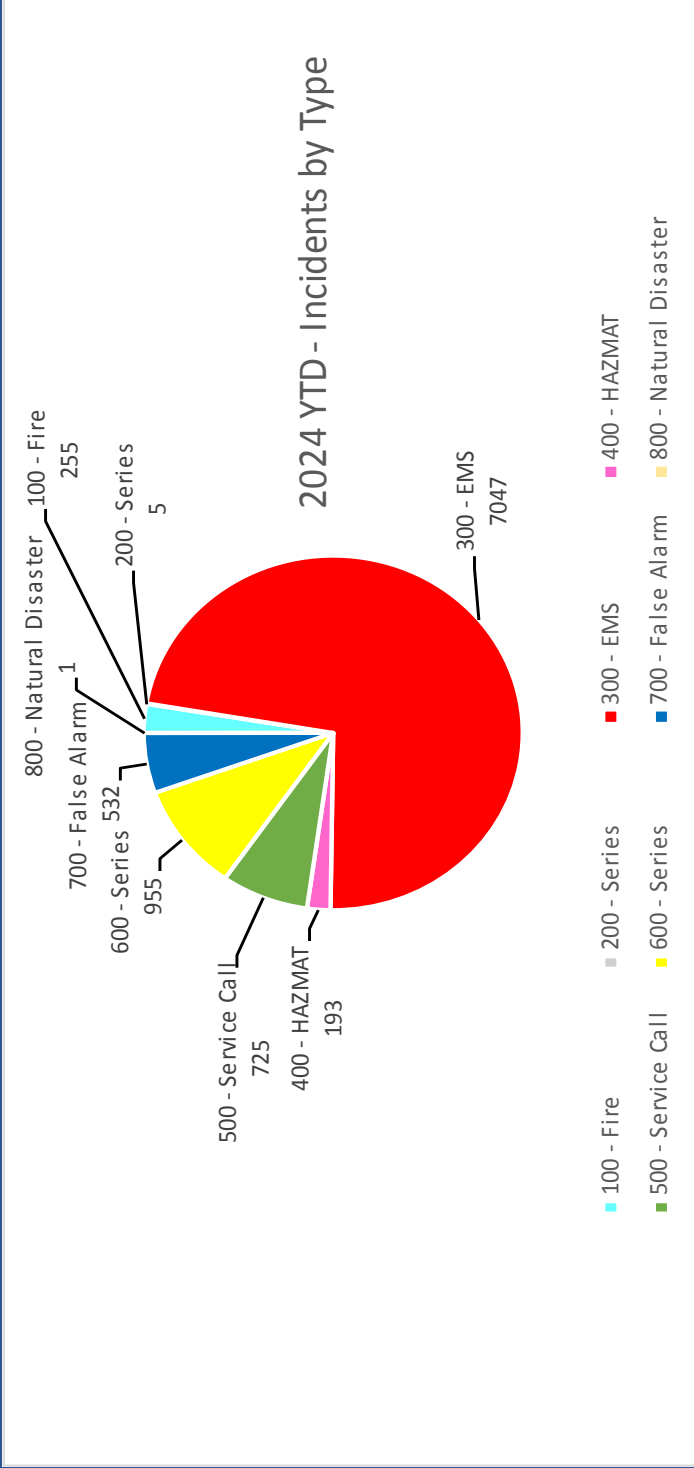


YTD Chiefs Report  
September 2024

Prepared by Operations Administrator Rebecca Burke



# Incidents by Type - YTD

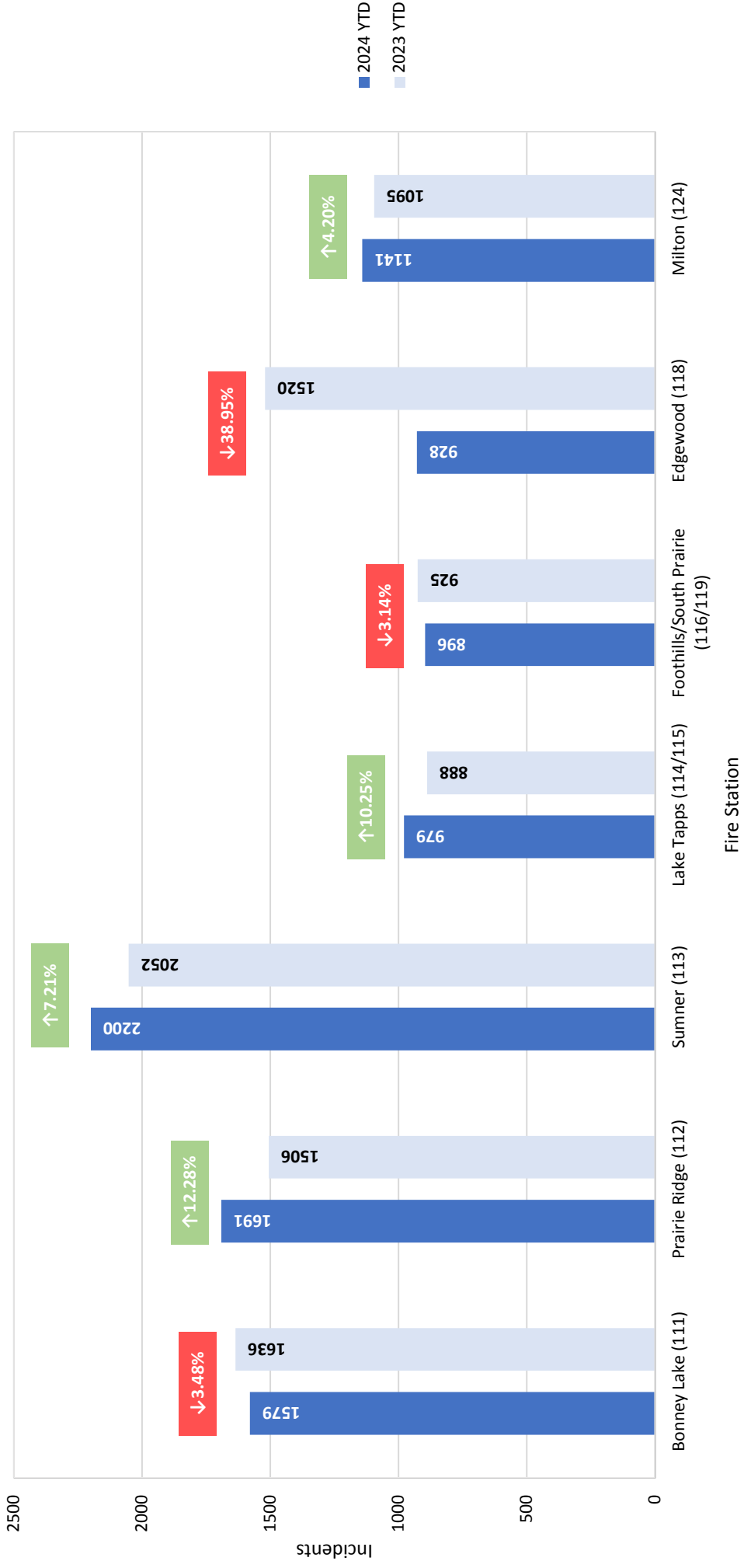


Incident Type Group	2024	% Total
<b>100 - Fire</b>	<b>255</b>	<b>2.63%</b>
<b>200 - Overpressure, Rupture, Explosion - No Fire</b>	<b>5</b>	<b>0.05%</b>
<b>300 - EMS</b>	<b>7047</b>	<b>72.55%</b>
<b>400 - HAZMAT</b>	<b>193</b>	<b>1.99%</b>
<b>500 - Service Call</b>	<b>725</b>	<b>7.46%</b>
<b>600 - Series (Good Intent - includes wrong location, controlled burn, patient already transported, etc.)</b>	<b>955</b>	<b>9.83%</b>
<b>700 - False Alarm</b>	<b>532</b>	<b>5.48%</b>
<b>800 - Natural Disaster</b>	<b>1</b>	<b>0.01%</b>
<b>YTD - Total Incidents: 9,713</b>		

# Incident Count by Fire Station Area – YTD – 2023 vs. 2024



Incident Counts by Fire Station Area

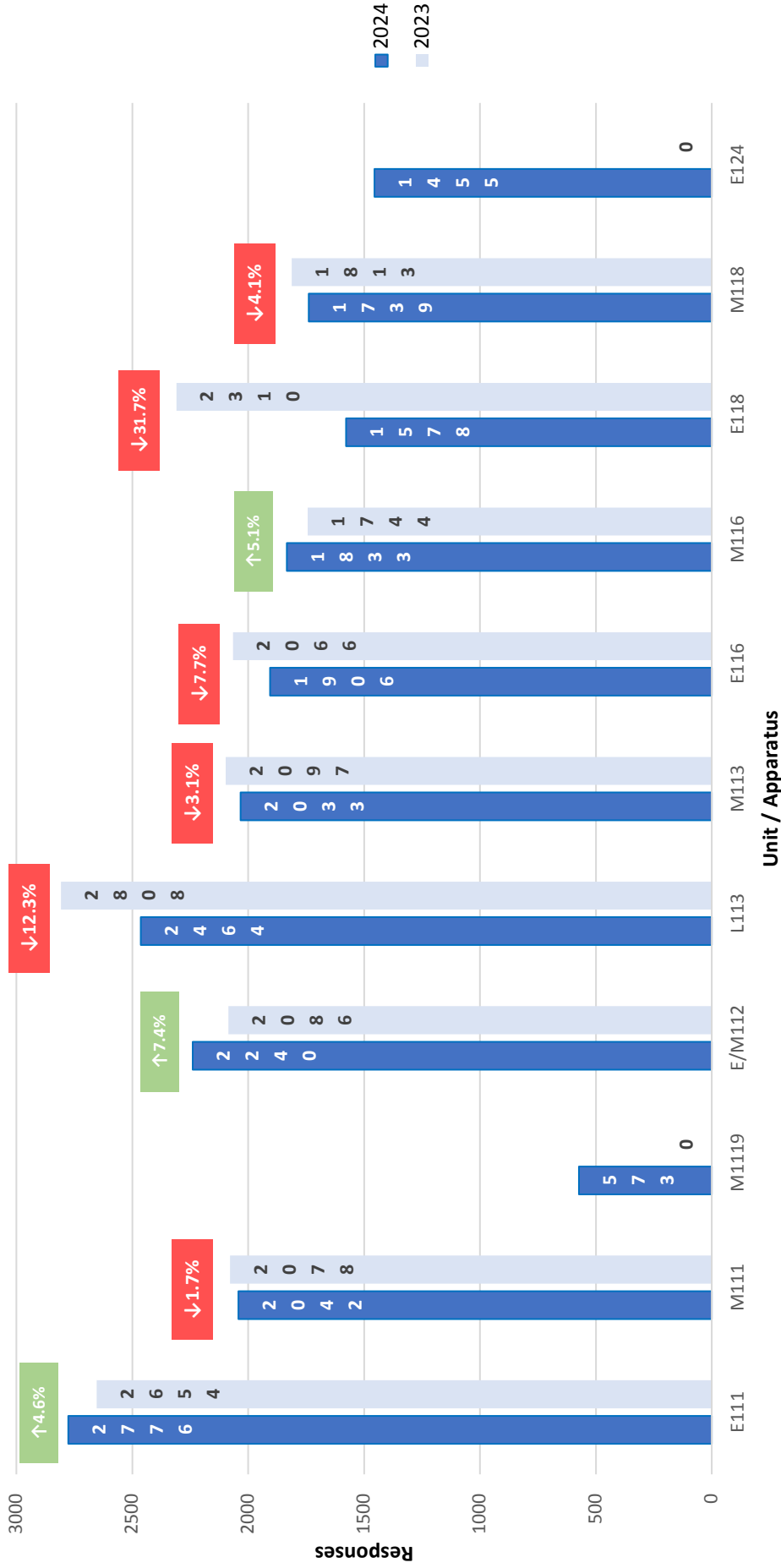


Graph reflects incident volume for each fire station area from Jan – Sep of the respective year. Overall incident volume has decreased by **1.66%** (164 incidents) from 2023 to 2024.

# Unit Response Count – YTD



Unit Response Counts - YTD

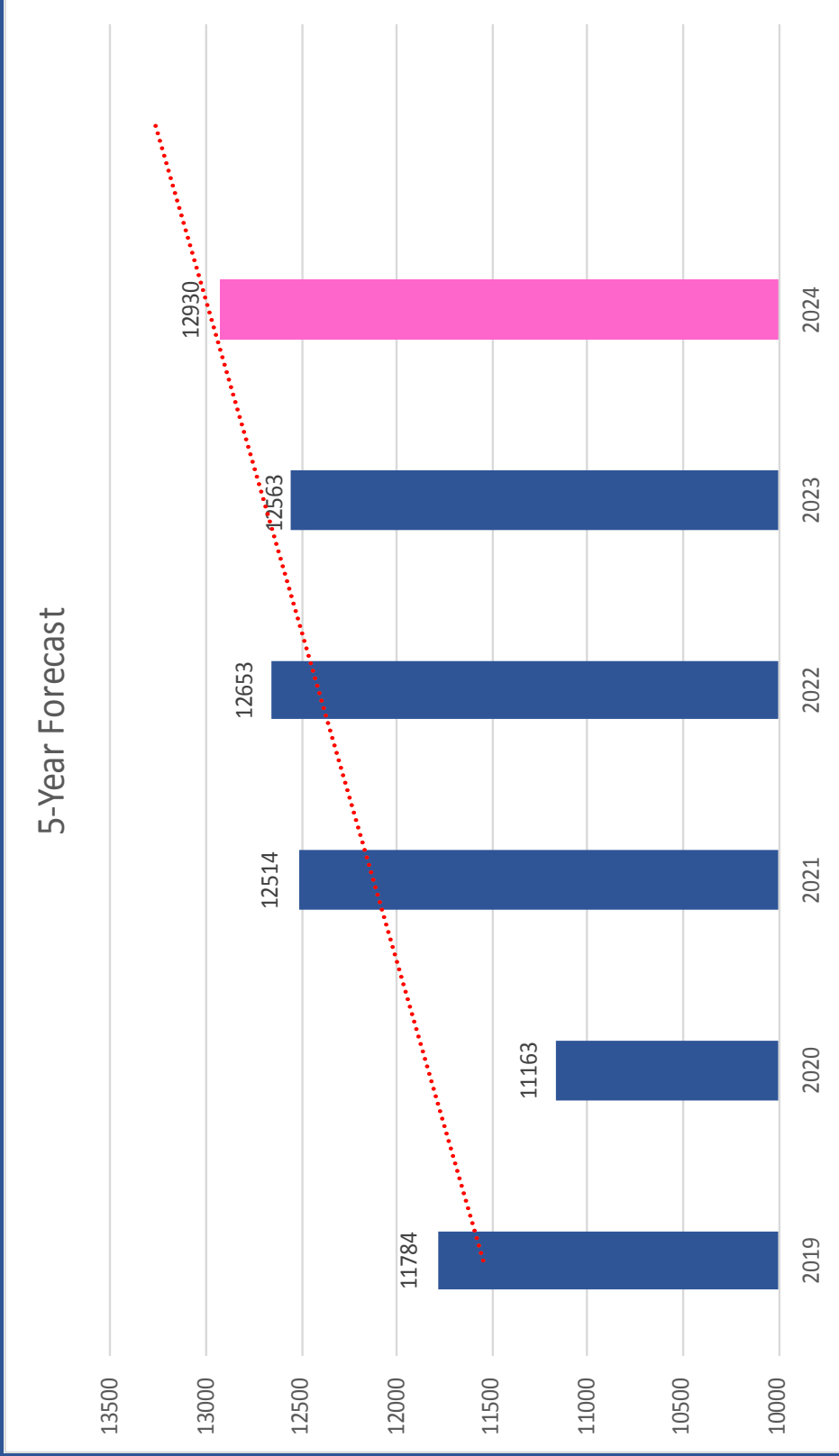


Graph reflects total number of responses by each unit/apparatus for the period of 01/01/2024 – 09/30/2024

*Multiple units/apparatus respond to most incident types*

M1119 hard-seated beginning September 3<sup>rd</sup>. Apparatus staffed 29 of 30 days in September.

# 5-Year Trend / Forecast



*Projected end-of-year total generated using MS Forecast based on month-to-month numbers from 01/01/2019 – 09/30/2024.*

Projected total is: 12,930±556

Projected increase of 2.92% in incident volume from 2023.





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

### **Operations**

- Ongoing evaluation of the impacts of M1119, with a tentative plan to relocate M1119 to Station 112 November 1.
- Ad hoc committee staffing recommendations for 2025 have been adopted through labor/management and leave selection will begin before October 15.
- Completed Quarter 3 Leadership Meeting with all Officers and Acting Officers.

### **EMS**

- Organized and delivered Pierce County Crisis (DCR) training at station 111 delivered for 3rd quarter officer meeting.
- Completed ALS Physician Led Training for Paramedics (A,B,C) shift
- CRP (Jen Killion) delivered training of fall factor prevention training to over 20 residents of Ceder Ridge Assisted Living Center
- Completed onsite voluntary EPFR Flu Vaccinations at station 111.
- Completed session #4 in our Aging & Care Planning Series in collaboration with Pierce County Aging & Disability. “ Medicare & Medicaid programs-eligibility requirements”.
- Completed EPFR Zoll / Stryker monitor evaluation & training. EMS recommendation and presentation to follow.

### **Training**

- Completed the Ringing in ceremony for Recruit Class 24-B4 (13 Recruits). The class was deployed to the line as Probationary Firefighters September 19-21.
- Recruit Class RK24 (Red Knights) started the joint Fire academy on September 16.
- Currently developing the training calendar for 2025.

### **Other activities in the past month**

- JROTC Advisory Committee for programs at Bonney Lake and Sumner High Schools. Currently 120 students enrolled and growing.
- Attended the King County Leadership Symposium.
- Completed testing process for Recruit Class RK25.
- Meeting with BLT Rotary
- Joint law enforcement/mental health meeting





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

### **Logistics**

- Completed the assessment process for the second mechanic position. The selected individual has successfully completed the background process and will start work on October 21<sup>st</sup>.
- Initiated the re-roof project for Station 112. The contractor has been hired and materials have been ordered. We anticipate the work taking two weeks once the materials arrive.
- Formalizing logistical plans to move staff from the current Station 111 to the new building. Logistics is meeting regularly with IT Manager Mike Blaylock and Project Manager Herrera for planning purposes.

### **Health and Safety**

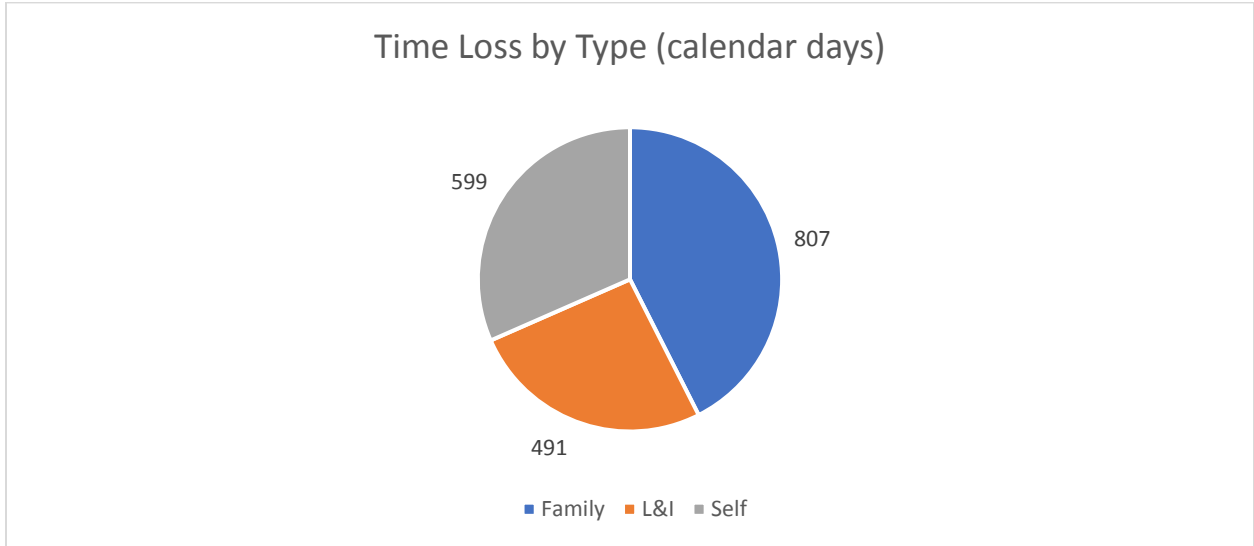
- The division completed/provided the following services in the month of August:
  - (4) CPR classes
  - (6) smoke alarm installs
  - (2) car seat installations/inspections
  - (47) fire/life-safety inspections
  - (2) re-inspections
  - (12) pre-fire plans
  - (4) plan reviews (Milton)
- Dina Sutherland and Captain Adam Lathrop coordinated the EPFR Open House which was held on September 28<sup>th</sup>. The event was well attended by both staff and community members.

### **Other activities in the past month**

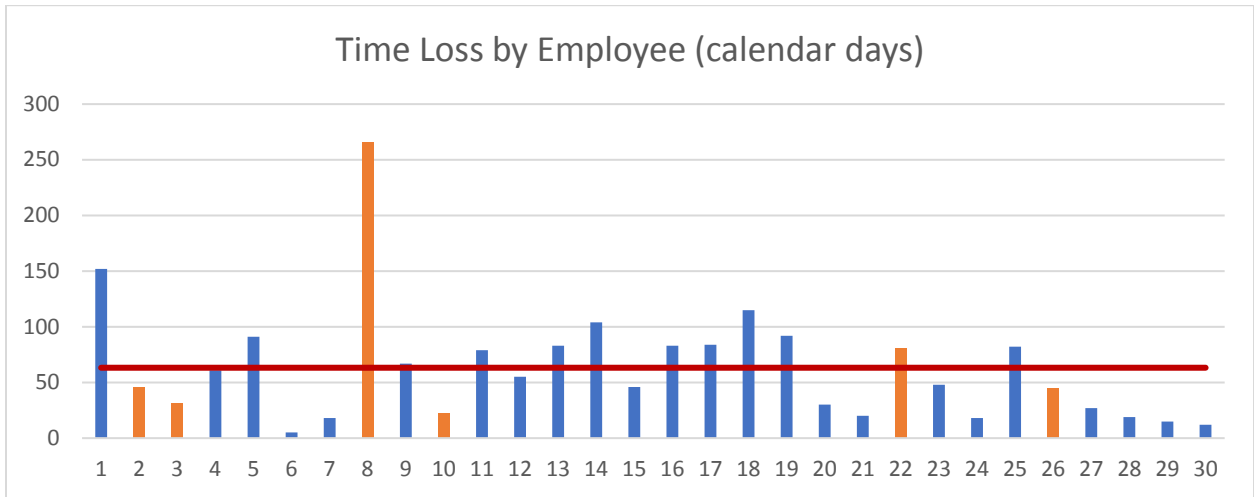
- King County Leadership Summit
- EPFR Class 24-B4 Bell Ceremony
- Q4 ILAC Committee Training
- Mechanic Assessment Center
- Q3 EPFR Leadership Meeting
- Finance Committee Meeting

## Injury – Medical Leave Report – September 2024

- To date, a total of 30 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 63.23 calendar days.



- To date, there are 6 L&I claims for time-loss (seen below in orange).





**Finance Committee Agenda**

September 26, 2024 @ 0900 hrs. (Virtual)

Commissioners: J. Napier (Chair), K. Garling - P. McElligott (excused)

Staff: Chief Parkinson, DC Stabenfeldt, DC Gilbert, AC Poe, AC Westland, AC Sandlian, AC Moore,  
Finance Mgr. Hollon

**1. Call to Order**

**2. Background Review**

Review topics and goals from the May 2024 Board Workshop

**3. 2025 Revenue Overview**

Total available revenue, encumbered revenue, and unencumbered revenues were reviewed. The current draft shows \$14.4M in unencumbered revenue. This is expected to decrease by approximately \$3M once the CBA's are ratified and incorporated into the budget.

**4. Financial Management Policy Changes**

The recommended changes to the policy were reviewed to address full levy collection and early bond payment goals. Recommendations to modify the reserve funds were also reviewed. The committee supports the recommended edits.

**5. Non-Uniformed Wage and Benefit Study**

The committee reviewed the non-uniformed wage and benefit study. The finance committee supports the recommendations from staff and the HR committee.

**6. 2025 Expense Overview**

The committee reviewed the draft 2025 operating expenditures and budget drivers. The overall increase is currently a 5.65% year-over-year increase (\$2,619,553). This is expected to increase by approximately \$3M once the CBA's are ratified and incorporated into the budget.

**7. Equipment Replacement & Facility Maintenance Expenditures**

Expenditures from both reserves were reviewed and are in alignment with fund forecasts and goals.

**8. Adjourn**



<b>Meeting Date:</b>	October 15, 2024
<b>Title:</b>	Heart Rate Monitor Update and Recommendation

<b>Recommendation from Staff:</b>	<b>Place holder</b>
<b>Recommendation from Committee:</b>	None
<b>Recommended Action/Motion:</b>	<i>Place Holder</i>
<b>Presenter:</b>	Parkinson/Moore
<b>Attachments:</b>	N/A

<b>Summary:</b>
<p>This is a place holder agenda summary for a report out on the heart rate monitor evaluation.</p> <p>AC Moore will be presenting the evaluation and recommended action to the Board. The evaluation, which is currently underway will not be complete until the morning of the Board meeting on 10/15.</p> <p>The updated agenda summary will be walked on.</p>



<b>Meeting Date:</b>	October 15, 2024
<b>Title:</b>	Preliminary 2025 Draft Budget

<b>Recommendation from Staff:</b>	None – Presentation Only
<b>Recommendation from Committee:</b>	None – Presentation Only
<b>Recommended Action/Motion:</b>	<i>No Action – Presentation Only</i>
<b>Presenter:</b>	Parkinson
<b>Attachments:</b>	None

<b>Summary:</b>
<p>Following the May 2024 Board Workshop, staff has been developing the 2025 budget draft to align with the goals presented to the Board in alignment with the financial forecast and future levy plans. The finance committee received a presentation on the budget draft in late September. The budget presentation to the Board in October will cover:</p> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>• Revenue available (all sources): \$65,223,069</li> <li>• Encumbered Revenue: \$50,789,117*</li> <li>• Projected banked capacity: \$14,443,952*</li> </ul> <p>*These amounts will change once the CBA’s are ratified</p> <p><b>Operating Expenses</b></p> <ul style="list-style-type: none"> <li>• Budgeted expenditures: \$48,984,955*</li> <li>• Total increase over 2024: \$2,619,553*</li> </ul> <p>*These amounts will change once the CBA’s are ratified</p> <p><b>Equipment &amp; Facility</b></p> <ul style="list-style-type: none"> <li>• Transfers out to reserves: \$1,804,162</li> <li>• Total new expenditures from reserves: \$2,096,160 (+\$4,645,348 carryover from 22/23/24)</li> </ul> <p><b>Projected Tax Rate</b></p> <ul style="list-style-type: none"> <li>• Regular levy + EMS levy + Bond levy: \$2.09 (2024 is \$1.65)</li> </ul> <p><b>5-Year Forecast</b></p> <ul style="list-style-type: none"> <li>• Aligns with previous forecasts. The District remains solvent throughout the forecast. The forecast will be updated once the CBA’s are ratified.</li> </ul>



<b>Meeting Date:</b>	October 15, 2024
<b>Title:</b>	Financial Management Policy Edits

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	Approve – Finance Committee
<b>Recommended Action/Motion:</b>	<i>No Action – First Reading</i>
<b>Presenter:</b>	Parkinson
<b>Attachments:</b>	Financial Management Policy markup and Targeted Fund Balance Resolution markup

<b>Summary:</b>
<p>Following the May 2024 Board Workshop, staff recommends several edits to the Board Financial Management Policy (attached).</p> <p><b>Section 215.4 Revenue Policy</b> – This has been edited to address the full collection of the levies and the option to pay down the balance of outstanding bonds.</p> <p><b>Section 215.10 Debt Policies</b> – Memorializes, but does not bind, the intent to avoid future debt whenever possible and practical.</p> <p><b>Section 215.14 Reserve Policies</b> – Restructures our reserve funds to eliminate two of the reserves (general and employee compensation) and move to a three-reserve model with a combined minimum balance of no less than 10% of the operating budget (which is roughly \$5M).</p> <p>Policy edits require two readings before adoption. October is the first reading. The second reading will be two separate actions: approval of the policy and approval of the resolution (both are attached).</p>

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# Financial Management

## 215.1 PURPOSE AND SCOPE

Supersedes policy 6000 Financial Management Adopted October 16, 2018

## 215.2 POLICY

The financial integrity of East Pierce Fire & Rescue (the “District”) is of utmost importance. This policy serves as a central reference point and guiding principles for financial management and control.

Our financial goals seek to:

- (a) Ensure the financial integrity and sustainability of the District
- (b) Manage the financial assets in a sound and prudent manner
- (c) Improve financial information for decision makers at all levels
  - 1. Policy makers as they contemplate decisions that affect the municipality on a long- term basis
  - 2. Managers and staff as they implement policy on a day-to-day basis
- (d) Maintain and further develop programs to ensure the long-term ability to pay all costs necessary to provide the level and quality of service required by the citizens
- (e) Maintain a spirit of openness and transparency while being fully accountable to the public for the District’s fiscal activities

## 215.3 GENERAL FINANCIAL POLICY

- (a) The Board of Fire Commissioners may adopt resolutions to set financial policies to assure the financial strength and accountability of the District.
- (b) The Fire Chief shall develop administrative directives and Standard Operating Guidelines for implementing the Board of Fire Commissioner’s financial policies.
- (c) All Departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and programs will be developed to reflect current policy directives, projected resources, and future service requirements.
- (d) To attract and retain employees necessary for providing high quality services, the District shall establish and maintain a competitive compensation and benefit package with the public and private sectors.
- (e) Efforts will be coordinated with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis, and support favorable legislation at the state and federal level.
- (f) Support, encourage, and participate in economic development efforts to create job opportunities and strengthen the local economy.
- (g) The District will strive to maintain fair and equitable relationships with its contractors and suppliers.

## Financial Management

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### 215.4 REVENUE POLICY

- Budgeted revenues will be estimated conservatively using accepted standards and estimates provided by the state, other governmental agencies or reliable economic forecasters when available.
- All non-restricted revenues will be deposited into the General Fund and appropriated by the budget process.
- If revenues from "one-time" or limited duration sources are used to balance the annual operating budget, it is to be fully disclosed and explained at the time the budget is presented. It is the District's goal to not rely on these types of revenues to balance the operating budget.
- The District will not use deficit financing and borrowing to support on-going operations in the case of long-term (greater than one year) revenue downturns. Revenue forecasts will be revised, and expenses will be reduced to conform to the revised long-term revenue forecast or revenue increases will be considered.
- The District will follow an aggressive and professional policy of collecting revenues. When necessary, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing penalties, collection and late charges, may be used.
- The District shall strive to maintain adequate fund balances (carry over & reserves) in order to provide sufficient cash flows to meet operating and capital expenses, while also providing for the financial ability to address economic downturn and system emergencies. Operating expenditures include salaries, benefits, supplies, professional services, intergovernmental and interfund expenses, capital outlays and transfers.
- When the District has debt (commonly in the form of UTGO or LTGO Bonds), the District will fully collect all available tax revenue and avoid the use of banking capacity. The commissioners will annually evaluate options to pay down any outstanding debt with unencumbered revenues, while ensuring reserves are adequately funded.

#### 215.4.1 FEES AND CHARGES

The District may use service users' charges in lieu of ad valorem (property) taxes and subsidies from other District funds, for services that can be identified and where costs are directly related to the level of service provided.

- (a) Other reimbursable work performed by the District (labor, meals, contracted services, equipment and other indirect expenses) shall be billed at actual or estimated actual cost.
- (b) Charges for services shall accurately reflect the actual or estimated cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. The District may maintain a current schedule of fees and charges, showing when the fees were last reviewed and/or recalculated. Fees and charges will be reviewed every three years at a minimum.



## Financial Management

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- (c) The District will consider market rates and charges levied by other municipalities for like services in establishing rates, fees, and charges.
- (d) Certain fees, such as facility or real property rental fees, will be based upon market conditions and are not subject to the limitations of cost recovery.
- (e) Charges, such as rental fees for the use of emergency vehicles will be based upon the fee schedule as established by the Washington Fire Chiefs Association.

### 215.4.2 GRANTS AND GIFTS

- (a) Grant funding for programs or items which address the District's current priorities and policy objectives should be considered to leverage District funds. Inconsistent and/or fluctuating grants should not be used to fund on-going programs.
- (b) Before accepting any grant, the District shall thoroughly consider the implications in terms of ongoing obligations that will be required in connection with acceptance of said grant.
- (c) All grants and other federal and state funds shall be managed to comply with the laws, regulations, and guidance of the grantor.
- (d) All gifts and donations shall be managed and expended in accordance with the District's Donation Policy and the wishes and instructions of the donor.

### 215.5 FUND TYPES

- (a) General Funds (General Fund 001)  
The General Fund is the primary operating account and is used for the payment of operating and maintenance expenses, including labor costs related to the day-to-day operation of the District.
- (b) Capital Project Funds (Reserve Fund 101, Debt Fund 201, Construction Fund 301)  
The Capital Funds are used for purchase or construction of capital projects and may be used for debt payments if approved by the Board.
- (c) Petty Cash (included in General Fund 001)  
The District's Petty Cash shall be managed per the Petty Cash Funds Policy

### 215.6 FISCAL MANAGEMENT POLICY

- (a) The District will strive to adopt an annual General (Operating) Fund budget in which current expenditures do not exceed current projected revenues. Capital expenditures may be funded from one-time revenues.
- (b) The District's goal shall be to establish and maintain a Carry Over Reserve of at least 25 percent of the Current Expense Fund and supported operating budgets, which is used as the beginning fund balance of the Operating Budget and continued to the following year as carryover.
- (c) Department Directors are responsible for managing their budgets within the total appropriation for their department.

# East Pierce Fire & Rescue

## Policy Manual

### *Financial Management*

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- (d) The District will take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of contingencies. The Board of Commissioners may approve a short-term interfund loan or use of one-time revenue sources to address temporary gaps in cash flow, although this will be avoided if possible.
- (e) Long-term debt or bond financing shall not be used to finance current operating expenditures.
  - 1. In the event a balanced budget is not attainable, and the cause of the imbalance is expected to last for no more than one year, the planned use of reserves to balance the budget is permitted. In the event that a budget shortfall is expected to continue beyond one year, the planned use of reserves must be developed as part of a corresponding strategic financial plan to close the gap through revenue increases or expenditure decreases.
- (f) Emphasis will be placed on improving individual and work group productivity rather than adding to the work force. The District will invest in technology and other efficiency tools to maximize productivity. The District will hire additional staff only after the need for such positions has been demonstrated and documented.
- (g) All compensation planning and collective bargaining will focus on the total costs of compensation (TCC) which includes direct salary, health care benefits, pension contributions, and other benefits which are a cost to the District.
- (h) Periodic comparisons of service delivery will be made to ensure that quality services are provided to our citizens at the most competitive and economical cost. Privatization and contracting with other governmental agencies will be evaluated as alternatives to service delivery where appropriate. Programs that are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
- (i) Whenever feasible, government activities will be considered enterprises if so doing will increase efficiency of service delivery or recover the cost of providing the service from the benefiting entity by user fees.
- (j) The District will make every effort to maximize any discounts offered by creditors/vendors.
- (k) Any year-end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy and will be available for capital expenditures and/or "one-time" only General Fund expenditures.
- (l) The District will provide for adequate maintenance and the orderly replacement of capital assets and equipment. Fleet and equipment replacement will be accomplished through the use of a "rental" rate structure. The rates will be revised annually to ensure that charges to operating departments are sufficient for the replacement of the vehicles and equipment.
- (m) The operating budget shall serve as the annual financial plan for the District. It will serve as the policy document of the District for implementing the Board of Commissioner's goals and objectives. The budget will provide the staff the resources necessary to accomplish District determined service levels.

# East Pierce Fire & Rescue

## Policy Manual

### *Financial Management*

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- (n) The Fire Chief shall annually present a proposed operating budget to the Board of Commissioners on or before the October Regular Board meeting each year. Said budget proposal will include a rolling 5-year revenue and expense forecast. The Board of Commissioners must adopt by resolution a final balanced budget no later than November 25th of each year.
- (o) Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Board of Commissioners.
- (p) Budget control and accountability is maintained at the departmental level.
- (q) The Fire Chief has the authority to approve appropriation transfers between programs or departments within a fund. In no case may total expenditures of a particular fund exceed that which is appropriated by the Board of Commissioners without a budget amendment. Amendments to the budget are approved by the Board of Commissioners.

#### **215.7 CAPITAL MANAGEMENT POLICY**

Capital Asset Management is regulated in the Capital Asset Management Policy

#### **215.8 CAPITAL FACILITIES PLAN (CFP)**

- (a) The District may develop a Capital Facilities Plan (CFP) which is consistent with the District Comprehensive Plan. The plan shall be developed for a period of 25 years, and reviewed every five (5) years for validity (checking to see if driving or causal factors have changed significantly).
- (b) The CFP will include all projects to maintain public capital facilities required to maintain service levels at standards established by the Board of Fire Commissioners. It may also include for consideration such other projects as requested by the Fire Chief or Board of Commissioners.
- (c) The CFP will provide details on each capital project plan including estimated costs, sources of financing and a full description of the project.
- (d) The District will finance only those capital improvements that are consistent with the adopted CFP and District priorities. All capital improvement operating, and maintenance costs will be included in operating budget forecasts.
- (e) A status review of the CFP will be conducted annually, and a report will be presented by the Fire Chief or his/her designee, to the Board of Commissioners for the purpose of reporting on project status.

#### **215.9 ACCOUNTING POLICIES**

- (a) The District uses the cash basis of accounting which is a departure from generally accepted accounting principles (GAAP).
- (b) The District will maintain expenditure categories according to state statute and administrative regulation. The District will use the "Budgeting, Accounting & Reporting

## *Financial Management*

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- System" (BARS) prescribed by the State Auditor for its revenue and expenditure classification.
- (c) Monthly budget reports showing the current status of revenues and expenditures will be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.
  - (d) Monthly financial and investment updates will be presented to the Board of Commissioners.
  - (e) Electronic financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.
  - (f) The Annual Financial Report will be prepared and submitted to the State Auditor's Office no later than 150 days from the end of the preceding fiscal year.
  - (g) The Annual Financial Report will be prepared on the basis of accounting that demonstrates compliance with Washington State statutes and the BARS manual prescribed by the State Auditor. The report will provide full disclosure of all financial activities and related matters.
  - (h) Audits: An annual financial audit shall be performed by the Washington State Auditor's Office, which will issue an official opinion on the annual financial statements. The accountability audit (i.e., accountability for public resources and compliance with state laws and regulations and its own policies and procedures) shall be performed every two years by the Washington State Auditor's Office.
  - (i) The District's budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units, and as a communications device for all significant budgetary issues, trends and resources.

### **215.10 DEBT POLICIES**

- (a) Purpose and Overview
  - 1. The Debt Policy for the District is established to help ensure that all debt is issued both prudently and cost effectively. The Debt Policy sets forth comprehensive guidelines for the issuance and management of all financing of the District. Adherence to the policy is essential to ensure that the District maintains a sound debt position and protects the credit quality of its obligations.
- (b) Capital Planning
  - 1. The District shall integrate its debt issuance with its Capital Improvement Program (CIP) spending to ensure that planned financing conforms to policy targets regarding the level and composition of outstanding debt. This planning considers the long-term horizon, paying particular attention to financing priorities, capital outlays and competing projects. Long term borrowing shall be confined to the acquisition and/or construction of capital improvements and shall not be used to fund operating or maintenance costs. For all capital projects under consideration, the District shall set aside sufficient revenue from operations to fund ongoing normal maintenance needs and to provide reserves for periodic

# East Pierce Fire & Rescue

## Policy Manual

### *Financial Management*

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replacement and renewal. The issuance of debt to fund operating deficits is not permitted.

(c) Legal Governing Principles

1. In the issuance and management of debt, the District shall comply with the state constitution and with all other legal requirements imposed by federal, state, and local rules and regulations, as applicable.
2. State Statutes – The District may contract indebtedness as provided for by State law, subject to the statutory and constitutional limitations on indebtedness.
3. Federal Rules and Regulations – The District shall issue and manage debt in accordance with the limitations and constraints imposed by federal rules and regulations including the Internal Revenue Code of 1986, as amended; the Treasury Department regulations there under; and the Securities Acts of 1933 and 1934.
4. Local Rules and Regulations – The District shall issue and manage debt in accordance with the limitations and constraints imposed by local rules, policies, and regulations.

(d) Roles & Responsibilities

1. The Board of Commissioners shall:
  - (a) Approve indebtedness;
  - (b) Approve appointment of the bond underwriter and bond counsel;
  - (c) Approve the Financial Policy, including the section on the Debt Policy;
  - (d) Approve budgets sufficient to provide for the timely payment of principal and interest on all debt; and
2. The Fire Chief in consultation with the Finance Manager/Finance Director shall:
  - (a) Assume primary responsibility for debt management
  - (b) Provide for the issuance of debt at the lowest possible cost and risk;
  - (c) Determine the available debt capacity;
  - (d) Provide for the issuance of debt at appropriate intervals and in reasonable amounts as required to fund approved capital expenditures;
  - (e) Recommend to the Board of Commissioners the manner of sale of debt;
  - (f) Monitor opportunities to refund debt and recommend such refunding as appropriate.
  - (g) Comply with all Internal Revenue Service (IRS), Securities and Exchange (SEC), and Municipal Securities Rulemaking Board (MSRB) rules and regulations governing the issuance of debt.
  - (h) Provide for the timely payment of principal and interest on all debt and ensure that the fiscal agent receives funds for payment of debt service on or before the payment date;

# East Pierce Fire & Rescue

## Policy Manual

### Financial Management

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- (i) Provide for and participate in the preparation and review of offering documents;
  - (j) Comply with all terms, conditions and disclosure required by the legal documents governing the debt issued;
  - (k) Submit to the Board of Commissioners all recommendations to issue debt;
  - (l) Provide for the distribution of pertinent information to rating agencies;
  - (m) Comply with undertakings for ongoing disclosure pursuant to SEC Rule 15c2-
  - (n) Apply and promote prudent fiscal practices.
- (e) Ethical Standards Governing Conduct  
The members of the District's staff will adhere to the standards of conduct as stipulated by the Public Disclosure Act, RCW 42.17 and Ethics in Public Service, RCW 42.52.
- (f) Types of Debt Instruments  
It is the goal of the District to avoid the use of debt funding whenever possible and practical. The District may utilize several types of municipal debt obligations to finance long-term capital projects. Subject to the approval of Board of Commissioners, the District is authorized to sell:
1. Unlimited Tax General Obligation Bonds (UTGO)– The District shall use Unlimited Tax General Obligation Bonds (UTGO), also known as "Voted General Obligation Bonds" for the purpose of capital improvements, remodels, equipment purchases and property acquisition. Voted issues are limited to capital purposes only. Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project. Bonds are payable from excess tax levies and are subject to the assent of 60% of the voters at an election to be held for that purpose, plus validation requirements.
  2. Limited Tax General Obligation Bonds – A Limited-Tax General Obligation debt (LTGO), also known as "Non-Voted General Obligation Debt", requires the District to levy a property tax sufficient to meet its debt service obligations but only up to a statutory limit. The District shall use LTGO Bonds as permitted under State law for lawful purposes only. General Obligation debt is backed by the full faith and credit of the District and is payable from non-voter approved property taxes and other money lawfully available. LTGO Bonds will only be issued if:
    - (a) District determines they can afford the payments;
    - (b) A project requires funding not available from alternative sources;
    - (c) Matching fund monies are available which may be lost if not applied for in a timely manner; or,
    - (d) Emergency conditions exist.
  3. Special Assessment/Local Improvement District Bonds – The District shall use Special Assessment Bonds as permitted under State law for the purpose of

# East Pierce Fire & Rescue

## Policy Manual

### *Financial Management*

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assuring the greatest degree of public equity in place of general obligation bond where possible. Local Improvement District (LID) Bonds represent debt that is repaid by the property owners who specifically benefit from the capital improvements through annual assessments paid to the District. LID's are formed by the Board of Commissioners after a majority of property owners agree to the assessment. No taxing power or general fund pledge is provided as security, and LID Bonds are not subject to statutory debt limitations. The debt is backed by the value of the property within the district and an LID Guaranty Fund, as required by State Law.

4. Short Term Debt – The District shall use short term debt as permitted by State law for the purpose of meeting any lawful purpose of the municipal corporation, including the immediate financing needs of a project for which long term funding has been secured but not yet received. The District may use inter-fund loans rather than outside debt instruments to meet short-term cash flow needs for the project. Inter-fund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of the funds will not impact the fund's current operations. All inter-fund loans will be subject to Board of Commissioner approval and will bear interest at prevailing rates.
5. Leases – The District is authorized to enter into capital leases under State law, subject to the approval of the Board of Commissioners.

(g) General Requirements

1. The District will not use long-term debt to pay for current operations. The use of bonds will only be considered for significant capital and infrastructure improvements.
2. The term of the debt shall never extend beyond the useful life of the improvements to be financed; and the term of the debt will not exceed 20 years.
3. General obligation debt will not be used for self-supporting enterprise activity. The general policy of the District is to fund general-purpose public improvements and capital projects that cannot be financed from current revenues with voter-approved general obligation debt. Non-voter approved debt may be utilized when a new revenue source, or Levy lid lift revenue source can be identified to pay debt service expenses.
4. The general policy of the District is to establish debt repayment schedules that use level annual principal and interest payments.
5. Interest earnings on bond proceeds will be limited to 1) funding the improvements specified in the authorizing bond ordinance, or 2) payment of debt service on the bonds. Proceeds from debt will be used in accordance with the purpose of the debt issue. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond ordinance that authorized the issuance of the debt.
6. The District will use the most prudent methods of acquiring capital outlay items, including the use of lease-purchase agreements. In no case will the District lease- purchase equipment whose useful life is less than the term of the lease.

## Financial Management

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7. The District will maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved. The District will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.
8. The District shall use refunding bonds in accordance with the Refunding Bond Act, RCW 39.53. Unless otherwise justified, the City will refinance debt to achieve true savings as market opportunities arise. Refunding debt shall never be used for the purpose of avoiding debt service obligations. A target 5% cost savings (discounted to its present value) over the remainder of the debt must be demonstrated for any refunding, unless otherwise justified.
9. With Board of Commissioner approval, interim financing of capital projects may be secured from the debt financing marketplace or from other funds through an inter-fund loan as appropriate in the circumstances.

### 215.11 COMMUNICATION POLICIES

- (a) It is the policy of the District to remain as transparent as possible.
- (b) The District shall manage relationships with the rating analysts assigned to the District's credit, using both informal and formal methods to disseminate information.
- (c) The District's Basic Financial Statements and Notes shall be a vehicle for compliance with continuing disclosure requirements. The Notes to the Financial Statements may be supplemented with additional documentation as required. Each year included in the Notes to the Financial Statements, the District will report its compliance with debt targets and the goals of the Debt Policies.
- (d) The District shall seek to maintain and improve its current bond rating.

### 215.12 COMPLIANCE POLICIES

- (a) Investment of Proceeds  
The District shall comply with all applicable Federal, State and contractual restrictions regarding the investment of bond proceeds. This includes compliance with restrictions on the types of investment securities allowed, restrictions on the allowable yield of invested funds as well as restrictions on the time period over which some of the proceeds may be invested.
- (b) Legal Covenants  
The District shall comply with all covenants and conditions contained in governing law and any legal documents entered into at the time of a bond offering.
- (c) Periodic Policy Review  
At a minimum, the Financial Management policy, Debt Policy, and the District's Post Issuance Compliance Policy will be reviewed annually and updated every few years.



## Financial Management

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### 215.13 INVESTMENT AND CASH MANAGEMENT POLICIES

Manage and invest the District's operating cash to ensure its legality, safety, provide for necessary liquidity, avoid imprudent risk, and optimize yield.

- (a) Cash and Investment programs will be maintained in accordance with District regulations and will ensure that proper controls and safeguards are maintained. District funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity, and financial return on principal, in that order.
- (b) The District may develop and adopt an investment policy. Currently the Local Government Investment Pool (LGIP), which is an investment vehicle maintained by the State Treasurer's Office to help local governmental entities achieve higher rates of return by pooling local funds for economies of scale, is the only authorized investment vehicle available to the District.
- (c) The District will maintain written guidelines on cash handling, accounting, segregation of duties, and other financial matters.
- (d) Monthly investment reports will be prepared and distributed to all departments and the Board of Commissioners showing cash position, and year-to-date budgeted and actual expenditures.
- (e) The District will conduct annual reviews of its internal controls and cash handling procedures
- (f) Internal controls will be tested on a quarterly basis at a minimum.

### 215.14 RESERVE POLICIES

- (a) Reserve Fund
  1. The Board of Fire Commissioners shall adopt a resolution to:
    - (a) Identify individual reserves
      1. Equipment
      2. Facilities
      3. ~~Employee leave~~
      4. ~~General reserve~~
      5. Phase 2 capital facilities projects
    - (b) Establish the acceptable uses of reserve funds
    - (c) Establish targeted fund levels
  2. At each fiscal year end the remaining dollars left in each fund that are undesignated and unencumbered constitute available reserves of the District.
  3. The District will include all fund balances in the annual budget.
  4. All expenditures and transfers drawn from the reserve fund shall require a prior approving vote by Board of Commissioners

# East Pierce Fire & Rescue

## Policy Manual

### *Financial Management*

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5. Transfers to the reserve fund will be budgeted from the General Operating Fund resources as available to establish and maintain the target reserve level.

#### **215.15 ADDITIONAL RESERVES**

Additional reserve accounts may be created by the Board of Commissioners to be set aside for specific purposes or special projects, for known significant future expenditures, or as general operational reserves.

## EAST PIERCE FIRE & RESCUE

### RESOLUTION NO. 996

#### A RESOLUTION ESTABLISHING ACCEPTABLE USES OF RESERVE FUND BALANCES, DESIRED RESERVE FUND LEVELS AND CREATING METHODS FOR MAINTAINING FUND BALANCES.

WHEREAS, reserve fund balances have a significant role in the Districts financial planning; and

WHEREAS, the District desires to establish rules for using and maintaining acceptable levels of funds;

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

#### USE OF RESERVE FUND BALANCES:

- a. Allowable uses of committed or restricted funds are limited to:
  - One-time
    - Non budgeted required expenses
    - Non budgeted expenses that present a unique opportunity
    - Revenue shortfalls of a non-recurring nature
  - Temporary response
    - Termination of revenue sources from other governmental bodies
    - Emergency financing
    - Adverse changes in the economy
  - Planned
    - Maintenance or replacement of facilities and equipment
    - Additions to assets
    - Expenses for insurance and other significant items
    - Security provisions of debt agreements
- b. Reserves shall not be used as a continuing supplement to the operating budget
- c. The Board shall approve all expenditure of committed or restricted reserves by resolution.
- d. During an emergency declared, or reasonably expected to be declared, at the county, state, or federal level, the Fire Chief may authorize use of unassigned reserves when resources are overwhelmed, rapid action is required or to protect department facilities or equipment.
  - The Chief shall attempt to contact the commissioners listed above prior to committing unassigned reserves.
  - The chief shall notify the Board Chair, Vice Chair, or Finance Committee Chair as soon as possible of the anticipated needs of the district.
  - Committed reserves may be expended with the concurrence of a majority of the commissioners available.
- e. Reserves shall be replenished at a rate that does not impair established programs or create undue hardship.
- f. The Finance Manager shall administer the policy:
  - Develop and implement procedures for administering this policy
  - Ensure compliance with policy and state law

#### TARGETED RESERVE BALANCES:

- a. General Fund 001
  - Unassigned fund balance – 25% of budgeted operating expenses (Beginning Fund Balances for carry over to following year)
  - Restricted for petty cash and deposits – equivalent to cash required to meet daily operating requirements
- b. Reserve Fund 101
  - The total of all reserve funds will be no less than 10% of the operating budget.
  - Committed for Equipment – In accordance with the Equipment Replacement Reserve Policy.
  - ~~Committed for Facilities – In accordance with the Facility Maintenance Reserve Policy equivalent to at least next five years maintenance needs~~
  - ~~Committed for Employee Leave fund balance – equivalent to 10% of total compensated absences calculated at most recent year end~~
  - ~~General fund balance – at least 8% of budgeted operating expense (1 month operating expenses)~~
  - Committed for Phase 2 Capital Facilities Projects - no targeted balance.
- c. Debt Fund 201
  - No reserves
- d. Construction Fund 301
  - Committed for projects – as directed by the Board

FUNDING OF RESERVES:

- a. Transfers from the General Fund to the Reserve Fund shall not occur until after the calculation of the actual beginning fund balance is complete.
- b. Priority for funding shall be, in order:
  - Equipment Replacement Reserve Balance
  - Facilities Reserve Balance
  - ~~Employee Leave Reserve Balance~~
  - ~~General Reserve Fund Balance~~
  - Phase 2 Capital Facilities Reserve

PASSED AND APPROVED at a regular meeting of the Board of Commissioners for East Pierce Fire & Rescue on the ~~18<sup>th</sup> day of October, 2022~~, the following commissioners being present and voting:

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

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

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

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

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

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

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

ATTEST:

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



# Board Meeting Agenda Item Summary

<b>Meeting Date:</b>	October 15, 2024
<b>Title:</b>	Commissioner Compensation Policy (1 <sup>st</sup> Reading)

<b>Recommendation from Staff:</b>	Approve
<b>Recommendation from Committee:</b>	N/A
<b>Recommended Action/Motion:</b>	<i>No Action – First Reading</i>
<b>Presenter:</b>	District Secretary Corina Byerley
<b>Attachments:</b>	Commissioner Compensation Policy

<b>Summary:</b>
<p>The Commissioner Compensation and Waiver policy has been revised to reflect changes in compensation limits. SSB 5925 allows commissioners in districts with a budget of \$10 million or more to claim 144 days of per diem compensation. At the current rate of \$161 per day, that means an annual expense cap of \$23,184 for each commissioner's cap. The compensation limit was raised from \$15,456 to \$23,184 effective June 6, 2024.</p>

<b>Fiscal Impact:</b>	Click or tap here to enter text.
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# Fire Commissioner Compensation and Waiver

## 216.1 PURPOSE AND SCOPE

This policy outlines fire commissioner compensation in accordance with the Revised Code of Washington.

## 216.2 POLICY

Each fire commissioner may receive compensation of One Hundred Sixty-One Dollars (\$161) per day, or a portion thereof, for attending Board meetings and for performing other services on behalf of the fire district, not to exceed ~~Fifteen Thousand Four Hundred Fifty-Six~~ Twenty-three Thousand One Hundred Eight-Four Dollars (~~\$15,456~~23,184) per year.

RCW 52.14.010 provides that the amount of compensation for fire district Board members will be adjusted for inflation by the Washington State Office of Financial Management every five years beginning July 1, 2008. The adjusted compensation amount will be based on changes in the consumer price index for "wage earners and clerical workers, all items" compiled by the Bureau of Labor and Statistics, United States Department of Labor during that five-year period.

Any commissioner may waive compensation for any day on which service is performed, or meetings attended, during the commissioner's term of office, by a written waiver filed with the district secretary. The waiver must be filed any time after the commissioner's election and before the date on which the compensation would otherwise be paid. The waiver shall specify the month or period of months for which it is made.

## 216.3 GUIDELINE

Per RCW 52.14.010, a fire commissioner is eligible to receive compensation at the rate of One Hundred Sixty-One Dollars (\$161.00) per day, or for a portion of a day, for the following activities:

- (a) Attending regular or special meetings of the Board of Fire Commissioners;
- (b) Serving as a designated representative of the board, including but not limited to, such activities as fire district committees, community development and/or betterment committees, collective bargaining, etc.
- (c) Attending training and/or development activities approved in advance by a majority of the Board, including, but not limited to: regional, state, or national fire district association conferences, board in-service meetings, etc. A Commissioner's Request for Training form, shall be completed by the commissioner requesting approval. This may also include time involved in traveling to and from the activity.
- (d) Attending special board-related activities when approved in advance by a majority of the board, including, but not limited to: building dedications, staff retirements, and other such ceremonies.

# East Pierce Fire & Rescue

## Policy Manual

### *Fire Commissioner Compensation and Waiver*

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- (e) Development and review of meeting, committee, and special project assignments as assigned by the Chair.
- (f) Preparing for a regular or special commissioners' meeting by reviewing the prior month's meeting minutes, financial reports, resolutions, and other materials and data that will come before the Board for discussion. No more than one day's compensation shall be allowed for reviewing materials for a regular or a special meeting of the Board.
- (g) A commissioner shall not be reimbursed for completing or submitting Public Disclosure Commission reports or forms, filing for election, and the like as these are the personal responsibility of the commissioner and are not considered to be district business.
- (h) A commissioner shall submit a Commissioner Compensation Form on a monthly basis which verifies the nature and amount of approved activities for which compensation is claimed during the month. A commissioner is only eligible to make one compensation claim for a given day.
- (i) The District Secretary will review and initial all Commissioner Compensation Forms prior to forwarding them to payroll.
- (j) If an entry requires further clarification, the District Secretary will contact ~~the commissioner~~ the commissioner. The commissioner may remove the questionable entry, and the form will be then processed with the current month's vouchers.
- (k) If the information provided by the commissioner does not verify the entry and validation is still questionable, the District Secretary will contact the Board's HR committee, and the committee will meet with the commissioner. The commissioner and/or the HR committee will have the right to include the compensation form on the agenda for discussion at the next monthly meeting. A majority vote of the Board will decide whether the entry is approved or not and end the matter. The form as approved will then be forwarded to payroll to process the following month.

Total compensation for a calendar year shall not exceed ~~Twenty-three Thousand One Hundred Eight-Four Dollars~~ Fifteen Thousand Four Hundred Fifty Six (\$~~15,456~~23,184.00), plus reasonable expenses incurred for travel, meals, and lodging.

Any commissioner may waive compensation for any day on which service is performed, or meetings attended, during the commissioner's term of office, by a written waiver filed with the district secretary. The waiver must be filed any time after the commissioner's election and before the date on which the compensation would otherwise be paid. The waiver shall specify the month or period of months for which it is made.

#### **216.4 REFERENCE**

RCW 52 Fire Protection Districts