



East Jefferson Fire Rescue Strategic Plan 2022



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Letter from Chief Black

I am privileged to present the East Jefferson Fire Rescue 2022 Strategic Plan. Our core mission is succinct in its basic directive: protect our community. Carrying out this mission, however, is complex and becomes more multifaceted with each passing year.

The strategic planning process ensures we evaluate all aspects of our service delivery as compared to applicable regulations, industry standards and best practices. Using independent third-party consultants, we have undertaken a process of courageous reflection as we identify both our strengths and service delivery gaps. This strategic plan prioritizes opportunities for improvement, ensuring we provide services to the best of our ability with the available financial resources. We are fortunate that we serve a community that recognizes the importance of public safety in maintaining a healthy and vibrant community. We are also fortunate to have a workforce that recognizes the value of teamwork, planning, preparing, efficiency and, ultimately, service to the community. These forces have enabled East Jefferson Fire Rescue to be a model of excellence within the fire service community.



The fire service is an ever-evolving profession; we strive to meet new risks and expectations for the community, adapting as needed. Even in light of our historical successes, there are future hazards and challenges to be met. The fire service is changing as we face escalating costs for the services we provide, industrywide firefighter shortages, unfunded government mandates and more pressure to contain costs with demand for performance metrics as decision triggers (i.e., cost vs. benefit, return on investment, trends over time, etc.). These factors will expand the adoption of practices such as the continuous improvement process and value-added service models that will ultimately require outcome-based performance objectives. It will also push more agencies toward regional and non-traditional fire protection models.

As the East Jefferson community grows, there will be more demand for services (increasing call volume), particularly for seniors and socioeconomically challenged citizens. Urban planning will move toward higher densities in designated areas of the fire district that will require the evolution of fire apparatus design and deployment strategies. The pandemic and slow economic recovery have also added a new dynamic of financial strain affecting the fiscal stability of emergency services at the local level which threatens our ability to provide baseline 911 services. This has required the fire service to respond in new ways and to consider alternatives in emergency service delivery. Strategic planning is critical as East Jefferson Fire Rescue responds to the current needs of the community and adapts to future challenges while continuing our legacy of providing exceptional service.

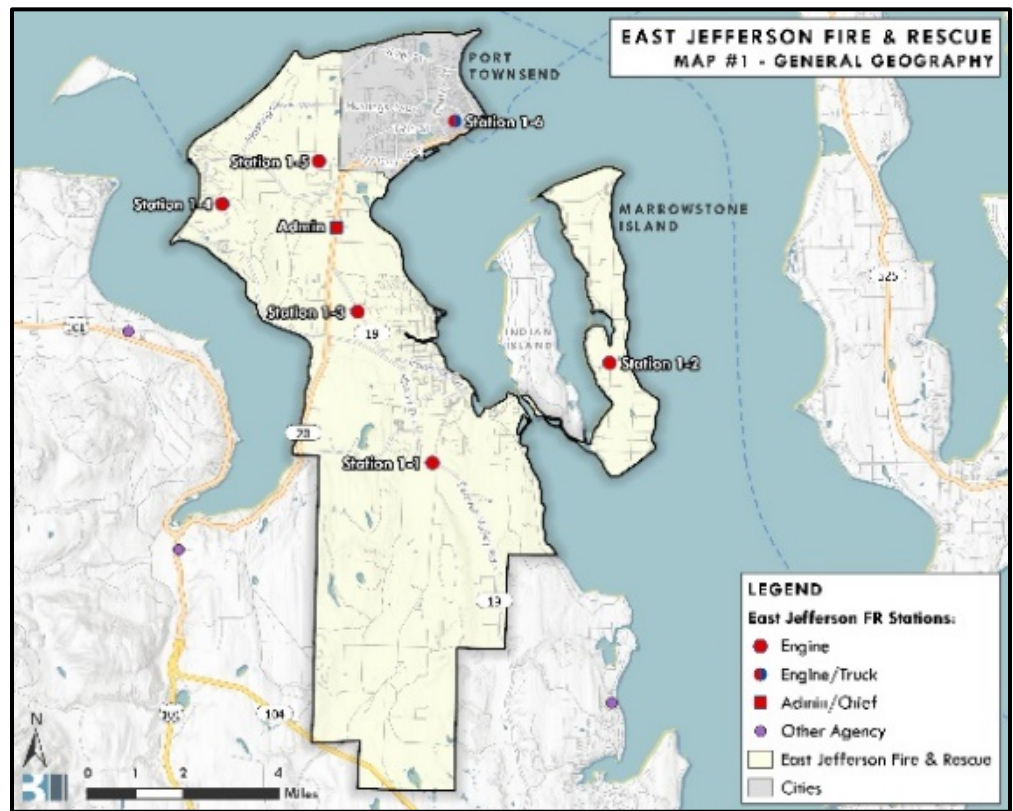
On a more positive note, we see East Jefferson Fire Rescue as positioned well to meet these coming challenges due to one important component: we have an amazing workforce that is dedicated to providing exceptional service and partnering to resolve the challenges we face. Our people are EJFR's most valued asset and represent the very best of our community. It is because of this single factor that we are better positioned to face the future than most other fire service agencies in the state.

About East Jefferson Fire Rescue

Since the birth of our nation, firefighters have been part of the fabric of America. In 1678, the first fire engine company went into service in the US. Benjamin Franklin established one of the first organized fire brigades in Philadelphia in 1736. Unfortunately, there is a corresponding list of fire related tragedies throughout our history, including the Great Chicago Fire of 1871, which left over 100,000 residents homeless. This tragedy inspired major fire prevention reforms for our nation, including fire sprinklers. Firefighters are symbols of our country's perseverance, resilience, innovation and dedication to service.

In 1872, 150 years ago, and one year after the Great Chicago Fire, Port Townsend employed the first firefighter in Jefferson County. Our nation's fire service has evolved considerably during this time and so has Jefferson County's fire service. Today's East Jefferson Fire Rescue (EJFR), also known as Jefferson County Fire District 1, is the result of a series of cooperative agreements and consolidations. We have evolved to our current boundaries by encompassing the best attributes of our previous agency partners to reinvent ourselves with each consolidation. We are the largest fire and emergency medical service (EMS) provider in Jefferson

County. The most recent addition to EJFR is the City of Port Townsend Fire Department, meaning our history now goes back all the way to 1872 when Port Townsend established its fire department. Today we pay homage to the very best attributes of our past...even our emergency vehicles list the names of the communities that make up EJFR. We are truly more than the sum of our parts....**we are Jefferson County strong.**



Firefighting is a dangerous endeavor by its very nature, which resulted in over 60,000 work related injuries nationally in 2019 (NFPA). Like fire departments across the country, East Jefferson Fire Rescue has faced significant challenges managing the COVID 19 Pandemic. Our people face enormous risks in the normal course of their duties. In the US, our industry responded to almost a million COVID 19-related incidents in 2020. Despite the risks, East Jefferson Fire Rescue continues to respond to the community's needs as we recognize the importance of adaptability and continual flexibility to meet the ever-changing needs of the community.

East Jefferson Fire Rescue's most valuable resource is our human capital, our people. We have an exceptional workforce that includes highly skilled firefighters, EMS personnel, fire officers, chief officers and administrative staff. 38 are firefighters, augmented by approximately 25 volunteers. Together, we provide high-quality emergency services to more than 22,000 residents within our 68 square-mile response area.

Our connection to the community is essential to our success. Most of our people reside within the county and began their careers as volunteers. It is this connectivity to the community that enables us to provide unrivaled fire and EMS services. Although the role of the fire service has changed over the years along with the increasing complexity, our commitment to serving our community remains resolute.

Our commitment to our vocation is often multi-generational as well. Many of our members are 2nd or even 3rd generation firefighters. We revere the culture and traditions of the fire service to honor those who came before us, some of which gave their lives in service to the community.

Overarching Guidance

Vision

As a fire and emergency service industry leader, we are dedicated to the health and safety of our community while honoring our mission, values and traditions. We will support our workforce to maintain a healthy lifestyle, promoting opportunities for personal and professional growth. We shall provide leadership locally, regionally and nationally. We will provide the best service possible within the fiscal opportunities available.

Mission

Protecting life and property while providing compassionate service that meets the needs of our varied community through prevention, education and emergency response.

Values

Compassion

We embrace our diverse community as we provide services with empathy, understanding and kindness.

Integrity

We are dedicated to our role as stewards of the public's trust. Our responsibility to superior ethical standards is steadfast.

Respect

We shall provide our services with equity, imparting dignity to those in need.

Teamwork

We recognize our success and effectiveness comes from internal collaboration and external relationships. We shall empower our members to uphold and reinforce collective group performance while supporting cohesive external partnerships.

Progressive

We shall balance our traditions and practices alongside the need for change and adaptation. Innovations will be implemented using careful analysis, critical thinking and collaborative input as we strive for continuous improvement.

Plan Framework

This Strategic Plan is organized around four Initiatives:

Initiative 1. Ensure our service levels and community expectations align with our fiscal resources.

Initiative 2. Strengthen our core emergency response services.

Initiative 3. Provide additional services to increase community health and well-being.

Initiative 4. Enhance our workforce resilience and development.

Each Initiative contains Goals with Action Steps organized according to when resources will support implementation:

- **Short-term Action Steps** must be implemented using existing resources. If additional resources are desired in one area, they must be taken from another area.
- **Medium-term Action Steps** will be implemented once the District has secured additional funding and so may involve the investment of additional resources.
- **Long-term Action Steps** will require substantial additional effort and may be implemented after the five-year horizon covered by this plan.

Summary of Initiatives and Goals

Initiative 1. Ensure our service levels and community expectations align with our fiscal resources.

- 1.1 *Refine and update our fiscal processes to ensure our fiscal resilience.*
- 1.2 *Seize opportunities to make more efficient use of existing resources.*
- 1.3 *Build community support for revenue opportunities and provide robust ongoing public communications.*
- 1.4 *Continue to strengthen our relationship with our partners with a focus on aligning expectations and updating agreements.*

Initiative 2. Strengthen our core emergency response services.

- 2.1 *Adopt deployment performance goals as District policy.[^]*
- 2.2 *Reduce call processing and crew turnout times to more closely align with best-practice goals[^].*
- 2.3 *Increase daily staffing to improve response performance and crew safety[^].*
- 2.4 *Prioritize and implement resources to provide the best return to our customers.*
- 2.5 *Maintain EJFR's high EMS standards and return of spontaneous circulation rate.*
- 2.6 *Address immediate and long-term facility needs.[^]*

Initiative 3. Provide additional services to increase community health and well-being.

- 3.1 *Increase our self-reliance and address unique regional risks by making strategic investments in special rescue teams.*
- 3.2 *Expand our fire prevention program to reduce risks to fire fighters and community members.*
- 3.3 *Partner with our community to prevent and respond to increasing wildland fire risks.*
- 3.4 *Collaborate with regional partners to establish a robust community risk reduction program.*
- 3.5 *Collaborate with regional partners to establish a robust mobile integrated healthcare program.*

Initiative 4. Enhance our workforce resilience and development.

- 4.1 *Update EJFR's workforce practices identifying industry best practices that enhance the safety, health and wellness of our workforce.*
- 4.2 *Establish the culture and resources necessary to support the mental and physical health and wellness of our team.*
- 4.3 *Formalize and strengthen professional development and career track processes.*
- 4.4 *Ensure recruitment efforts align with the needs of the organization.*

Initiatives

Initiative 1. Ensure our service levels and community expectations align with our fiscal resources.

We are committed to acting as careful stewards of public resources and focus on making the most efficient use of every dollar entrusted to us. In the face of increasing demands for service as our region’s population grows, EJFR needs additional financial support from our community to maintain and expand services in line with community expectations. Recognizing our limited financial resources, staff is developing revenue opportunities to maintain and enhance our service levels which will enable us to continue to provide high quality emergency response services and maintain current programs related to fire prevention, wildland fire prevention and response and special rescue teams, as well as new efforts in mobile integrated healthcare and community risk reduction. These areas of focus, which you will see listed in Initiatives on the following pages, cannot be delivered without this critical support from our community.



1.1 Refine and update our fiscal processes to ensure our fiscal resilience.

Short-term: with current resources

- Establish an internal budget committee.
- Update financial-related policies and procedures.
- Empower program managers to run their projects with greater autonomy while ensuring they follow financial practices.

Medium-term: with additional resources

- Expand the internal budget committee to include community members, changing its name to the Budget Advisory Group and charging it to review and validate budget and financial practices.

Long-term

- Forecast economic trends and establish contingencies for varying scenarios.
- Continue to enhance financial transparency while continuing to ensure fiscal resilience.

1.2 Seize opportunities to make more efficient use of existing resources.

Short-term: with current resources

- Use software to optimize our resource inventory, including operations and maintenance, as well as repairs.
- Integrate software for resource management.
- Maintain a strong culture of resource stewardship.

Medium-term: with additional resources

- Reestablish our financial reserves.
- Build our capital fund for facilities and equipment as practical.
- Establish procedures for facilities and equipment replacement.

Long-term

- Create practices that allow for growth, adaptability and changes in service demand.

1.3 *Build community support for revenue opportunities and provide robust ongoing public communications.*

Short-term: with current resources

- Benchmark funding levels with comparable agencies.
- Set reasonable goals identified in our Community Risk Assessment (CRA) and community surveys.
- Start Community Service Specialist (CSS) work with existing personnel.
- Review and refine our community messaging and positions.
- Keep website and social media updated and look for opportunities to expand our social media presence.

Voter support for increased resources is essential to advancing the medium-term action items identified in this plan. This investment would benefit the community in many ways, including:

- Staffing capacity to support fire and EMS emergency response.
 - The enhancement of specialized rescue capacity.
 - Participation in regional initiatives related to wildland fire response, community risk reduction, and mobile integrated healthcare.
 - Alternative co-responder models such as [CARES](#)
-

Medium-term: with additional resources

- Continue to engage our community, providing updates about the use of additional resources and the benefits provided to the community.
- Establish a dedicated CSS position and use this additional capacity to enhance public messaging while targeting community risk reduction opportunities.

Long-term

- Continue to communicate with our community and provide transparency into the use of agency resources.
- Measure the successes of our communications efforts on an ongoing basis and make adaptations as necessary to best reach our community members.

1.4 *Continue to strengthen our relationship with our partners with a focus on aligning expectations and updating agreements.*

Short-term: with current resources

- Meet with Jefferson County and the City of Port Townsend to clarify roles and responsibilities.
- Adapt our charter and Interlocal Agreements to meet the needs of the community and partners.

Medium-term: with additional resources

- Ensure our advisory groups and workgroups reflect regional needs via partnerships with the local construction industry, forest management, disaster groups, parallel partners, etc.

Long-term

- Continue to strengthen our relationships with our partners.

[^] Recommendation from CRA/SOC study.

Initiative 2. Strengthen our core emergency response services.

EJFR is currently under-resourced to fulfill its core mission of effective 911 response. Additional staff are needed to support performance goals and crew safety. Addressing this deficit is our priority, both in the short-term, through the reallocation of existing resources and in the medium- and long-term with the benefit of additional resources through the support of our community. As referenced in the [Appendix](#), Title 52 of the Revised Code of Washington establishes expectations for fire department performance measures.



2.1 *Adopt deployment performance goals as District policy.[^]*

Short-term: with current resources

- Establish performance goals as required RCW Title 52.
- Clarify our service model and standards district-wide for EMS and fire service, establishing density triggers or other criteria for applying urban/suburban standards vs. rural standards of service.

Medium-term: with additional resources

- Prioritize steps to address our under-performing performance goals with emphasis on improving crew safety and reducing workload.

Long-term

- Establish and update goals for new or underfunded/underperforming performance metrics.

2.2 *Reduce call processing and crew turnout times to more closely align with best-practice goals.[^]*

Short-term: with current resources

- Establish realistic standards and monthly reporting.
- Use training and technology to facilitate compliance.

Medium-term: with additional resources

- Analyze station layout (design), proposing remodels to reduce turnout times as resources allow.
- Develop management analyst capacity.

Long-term

- Continue to meet our performance goals by modifying deployment patterns or resource utilization, or adding resources, as necessary.

2.3 *Increase daily staffing to improve response performance and crew safety.[^]*

Short-term: with current resources

- Establish minimum staffing as required RCW Title 52 to include ALS/BLS.
- Optimize crew resource management and adapt our response plans to right size our response and optimize response resource unit-hour utilization.
 - Evaluate the advantages of a peak demand model and/or alternate shift schedule.

Medium-term: with additional resources

- Establish triggers to identify when additional units will be necessary to deploy.
- Update minimum staffing standards as funding becomes available.
- Establish a 2/2 (two 2-person crews = 4 person) staffing model at Station 11, 15 and 16.

Long-term

- Establish 24-hour staffing at all stations.
- Evaluate other deployment models as our service area grows and response patterns continue to evolve, including consideration of deploying a peak demand model at volunteer stations.

2.4 *Prioritize and implement resources to provide the best return to our customers.*

Short-term: with current resources

- Maintain our Washington State Rating Board score in Fall 2022.
- Enhance related data capture.
- Identify substandard metrics, such as number of engines, volunteers, etc.

Medium-term: with additional resources

- Evaluate the benefits and costs associated with international/ISO accreditation.
- Seek to improve our WSRB rating where it makes sense by strategies such as:
 - Adding dedicated inspection personnel.
 - Increase volunteer firefighters within 5 miles of unstaffed stations
 - Work with water districts to identify additional hydrant locations for possible grant priorities.
 - Increasing our number of engines and staffed stations per Goals 2.2 and 2.3.

Long-term

- Pursue international/ISO accreditation as indicated by the analysis conducted in the medium-term.

2.5 *Maintain EJFR's high EMS standards and return of spontaneous circulation rate.*

Short-term: with current resources

- Work with established groups to formalize long-standing efforts, including:
 - Community outreach and health promotion.
 - Participate in local and regional committees to advance funding for alternative EMS services.
- Continue to leverage evolving best practices to enhance patient outcomes including CVA outcomes, cardiac recovery rates, etc.
- Maintain a strong culture of continuous improvement.

Medium-term: with additional resources

- Continue to upgrade EMS equipment.
- Consider relationships with teaching programs for internships.
- Consider special trials and studies for innovative EMS skills.

Long-term

- Continue to establish industry-leading outcomes and improvement processes.

2.6 Address immediate and long-term facility needs.[^]

Short-term: with current resources

- Develop an interim facilities plan describing how we would invest levy funds beginning in 2024. This plan should address:
 - Future uses/development of the undeveloped Jefferson County Airport parcels.
 - Disposition of Harrison Street residence.
 - District Training, Fleet Maintenance, EOC and Dispatch facilities.
 - Stations 12, 13 and 14 improvements or relocation.
 - Station 15 improvements.
- Initiate planning to develop the Jefferson County International Airport site to prospectively include administrative offices and a fire station with an engine, EMS and Aircraft Rescue and Fire Fighting resources.[^]

Medium-term: with additional resources

- Add sleeping capacity to accommodate additional personnel as needed.
- Establish a long-range facilities plan, to include the ability to accommodate 24-hour crews at unstaffed stations as necessary.[^]

Long-term

- Ensure that facility improvements aid turnout times by establishing more efficient station layouts.

[^] Recommendation from Community Risk Assessment/Standard of Cover study.

Initiative 3. Provide additional services to increase community health and well-being.

As community support and resources allow, we have substantial ambitions to provide additional services designed to enhance community health and well-being. This includes expanding and strengthening our existing special rescue teams, fire prevention program, and wildland fire planning. As resources and partnerships allow, we would also like to establish robust community risk reduction and mobile integrated healthcare programs.



3.1 *Increase our self-reliance and address unique regional risks by making strategic investments in special rescue teams.*

Short-term: with current resources

- Increase trained responders to ensure we meet District-set minimum capability standards in identified risk groups.

Medium-term: with additional resources

- Establish a Chief Officer to evaluate special rescue needs and plan, manage and administer the appropriate program.
- Collaborate with our partners to establish regional specialty teams such as marine, wildland, USAR, HazMat, Investigations, etc.

Long-term

- Establish and maintain All-Hazard, All-Risk practices for EJFR.

3.2 *Expand our fire prevention program to reduce risks to fire fighters and community members.*

Short-term: with current resources

- Prioritize crew visits to low frequency/high risk facilities.
- Initiate reengagement with the community for life/safety inspections.

Medium-term: with additional resources

- Establish a community-based advisory group to guide our life/safety inspection program.
- Expand our inspections program.

Long-term

- Continue to evaluate the benefits and costs associated with each special team, ensuring we prioritize appropriately.

3.3 *Partner with our community to prevent and respond to increasing wildland fire risks.*

Short-term: with current resources

- Continue to engage Jefferson County and the City of Port Townsend in establishing best practices and safety messaging to the community. Education may include topics such as Firewise landscaping and preplanning for evacuation.
- Support county-wide efforts to establish a Community Wildfire Protection Plan (CWPP).
- Improve our wildfire competencies among the workforce.

Medium-term: with additional resources

- Enhance and deepen community education efforts.
- Enhance our wildfire equipment inventory and skillset.
- Participate in and support a county-wide Fire Safe Council.
- Partner with Jefferson County and the City of Port Townsend to establish a type 3 wildfire hand crew for mitigation projects using the AmeriCorps or similar model.

- Procure notification/evacuation artificial intelligence for enhanced emergency communications to the public.

Long-term

- Continue to work with partners in evolving the CWPP, addressing emergent risks and threats as they present themselves.

3.4 Collaborate with regional partners to establish a robust community risk reduction program.

Short-term: with current resources

- Continue to apply community risk reduction principles in every call, every interaction with members of the public.
- Communicate the benefits of a robust community risk reduction program to community members in advance of the proposed 2023 levy increase.

Medium-term: with additional resources

- Expand partnerships with Kitsap County, the City of Port Townsend and Jefferson Healthcare to increase community wellbeing and risk reduction programs.
- Establish the position of Community Risk Specialist to analyze call data and work with our CSS to guide community education efforts and reduce the prevalence of preventable emergencies.

Long-term

- Establish sustainable programs to increase the wellness and survivability of our community.
- Adopt analysis and practices that measure program successes while recognizing trends and changes. Propose correlating mitigations.

3.5 Collaborate with regional partners to establish a robust mobile integrated healthcare program.

Short-term: with current resources

- Continue to seek funding opportunities and explore interest among key partners, including Jefferson County Public Health, Jefferson Healthcare and others.

Medium-term: with additional resources

- Establish a community and stakeholder Mobile Integrated Healthcare Advisory Group.
- Evaluate programs and make recommendations.
- Implement and grow programs that have secure funding.

Long-term

- Evolve programs as community needs change and we learn from implementation.

Initiative 4. Enhance our workforce resilience and development.

EJFR currently has very few workforce centric practices and procedures. Addressing this gap is a priority, both in the short-term, through the focused efforts broadening health and safety practices and in the medium- and long-term with the expansion of programs that focus on workforce retention, safety and development.



4.1 *Update EJFR's workforce practices identifying industry best practices that enhance the safety, health and wellness of our workforce.*

Short-term: with current resources

- Provide training for members of the Health and Safety Committee to include relevant standards, practices and legal mandates.
- Instill the 16 Life Safety Initiatives (LSI) into the organization as relevant.

Medium-term: with additional resources

- Establish and update procedure and policy, setting benchmarks and goals for improvement.
- Identify and facilitate the application of 16 LSI into organizational practices.

Long-term

- Instill a culture of continuous improvement and safety-based culture.
- Establish EJFR participation in state and national industry related policy groups such as NFPA, EFFGH, etc.

4.2 *Establish the culture and resources necessary to support the mental and physical health and wellness of our team.*

Short-term: with current resources

- Establish a workgroup to recommend new and updated Standard Operating Procedures/Standard Operating Guidelines.
- Establish benchmark awareness training for all members.
- Continue to make incremental improvements in our fitness facilities.
- Broaden workforce participation in fitness/wellness practices.

Medium-term: with additional resources

- Focus investment in our fitness facilities as recommended by the Health and Safety Committee.
- Enhance Critical Incident Stress Debriefing training and credentialing.
- Establish and update related policy and procedures.
- Adopt programs that meet industry standards and best practices.
- Identify ergonomic and physical therapy consultants to improve our training and practices.

Long-term

- Monitor and assess mental health efforts, adapting as needed.
- Support EJFR participation in state and national industry related policy groups.
- Pursue grant opportunities.
- Monitor and assess efforts, adapting as needed.

4.3 *Formalize and strengthen professional development and career track processes.*

Short-term: with current resources

- Begin planning for medium-term efforts.

Medium-term: with additional resources

- Task the Training Advisory Committee (TAC) with developing technical specialties and career tracks. Survey members to assess professional growth needs.
- Develop policy and procedures as relevant.
- Create a mentorship program.

Long-term

- Meet the specialized/technical and promotional needs of the organization.

4.4 *Ensure recruitment efforts align with the needs of the organization.*

Short-term: with current resources

- Identify current and future retention and recruitment needs of the organization.
- Establish staffing and recruitment plans.

Medium-term: with additional resources

- Begin to recruit based on our staffing and recruitment plans.
- Realign Resident FF program to follow internship model.
- Research and create workforce entry programs, such as Fire Explorers.

Long-term

- Monitor and assess efforts, adapting as needed.
- Pursue grant opportunities to fund equipment and training for vocational training.

Implementation Framework

As we advance implementation of this Strategic Plan, we will conduct an annual review and decision-making process that includes at least the following elements:

- A discussion of macro- and regional-level trends with consideration for how they impact current and future service delivery.
- A review of implementation progress over the past year, with transparent communication of successes and set-backs to EJFR staff, partners and members of the public.
- Planning for the coming year, building the budget based on the work that needs to happen in the coming cycle. Budget requests should be aligned with Strategic Plan Initiatives and Goals, as well as industry standards.

Appendix: Performance Measures

In 2005, legislation (Title 52 RCW) was enacted that required certain governmental entities (cities and towns, fire protection districts and regional fire protection service authorities, and port districts) set standards for addressing the reporting and accountability of substantially career fire departments (not volunteer fire departments), and specify performance measures applicable to response time objectives. These performance measures are comparable to research relating to substantially career fire department organization and deployment. The authority of these governmental entities to set levels of service is not modified or limited.

Intent.

The legislature intends for fire protection districts and regional fire [protection] service authorities to set standards for addressing the reporting and accountability of substantially career fire departments, and to specify performance measures applicable to response time objectives for certain major services. The legislature acknowledges the efforts of the international city/county management association, the international association of fire chiefs, and the national fire protection association for the organization and deployment of resources for fire departments. The arrival of first responders with automatic external defibrillator capability before the onset of brain death, and the arrival of adequate fire suppression resources before flash-over is a critical event during the mitigation of an emergency, and is in the public's best interest. For these reasons, this chapter contains performance measures, comparable to that research, relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations by substantially career fire departments. This chapter does not, and is not intended to, in any way modify or limit the authority of fire protection districts and regional fire protection service authorities to set levels of service.

Definitions.

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- (1.) "Advanced life support" means functional provision of advanced airway management, including intubation, advanced cardiac monitoring, manual defibrillation, establishment and maintenance of intravenous access, and drug therapy.
- (2.) "Aircraft rescue and firefighting" means the firefighting actions taken to rescue persons and to control or extinguish fire involving or adjacent to aircraft on the ground.
- (3.) "Brain death" as defined by the American heart association means the irreversible death of brain cells that begins four to six minutes after cardiac arrest.
- (4.) "Fire department" means a fire protection district or a regional fire protection service authority responsible for firefighting actions, emergency medical services, and other special operations in a specified geographic area. The department must be a substantially career fire department, and not a substantially volunteer fire department.
- (5.) "Fire suppression" means the activities involved in controlling and extinguishing fires.

- (6.) "First responder" means provision of initial assessment and basic first-aid intervention, including cardiac pulmonary resuscitation and automatic external defibrillator capability.
- (7.) "Flash-over" as defined by national institute of standards and technology means when all combustibles in a room burst into flame and the fire spreads rapidly.
- (8.) "Marine rescue and firefighting" means the firefighting actions taken to prevent, control, or extinguish fire involved in or adjacent to a marine vessel and the rescue actions for occupants using normal and emergency routes for egress.
- (9.) "Response time" means the time immediately following the turnout time that begins when units are en route to the emergency incident and ends when units arrive at the scene.
- (10.) "Special operations" means those emergency incidents to which the fire department responds that require specific and advanced training and specialized tools and equipment.
- (11.) "Turnout time" means the time beginning when units receive notification of the emergency to the beginning point of response time.

Policy statement—Service delivery objectives.

- (1) Every fire protection district and regional fire protection service authority shall maintain a written statement or policy that establishes the following:
 - (a) The existence of a fire department;
 - (b) Services that the fire department is required to provide;
 - (c) The basic organizational structure of the fire department;
 - (d) The expected number of fire department employees; and
 - (e) Functions that fire department employees are expected to perform.
- (2) Every fire protection district and regional fire protection service authority shall include service delivery objectives in the written statement or policy required under subsection (1) of this section. These objectives shall include specific response time objectives for the following major service components, if appropriate:
 - (a) Fire suppression;
 - (b) Emergency medical services;
 - (c) Special operations;
 - (d) Aircraft rescue and firefighting;
 - (e) Marine rescue and firefighting; and
 - (f) Wildland firefighting.
- (3) Every fire protection district and regional fire protection service authority, in order to measure the ability to arrive and begin mitigation operations before the critical events of brain death or flash-over, shall establish time objectives for the following measurements:
 - (a) Turnout time;

- (b) Response time for the arrival of the first arriving engine company at a fire suppression incident and response time for the deployment of a full first alarm assignment at a fire suppression incident;
 - (c) Response time for the arrival of a unit with first responder or higher level capability at an emergency medical incident; and
 - (d) Response time for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.
- (4) Every fire protection district and regional fire protection service authority shall also establish a performance objective of not less than ninety percent for the achievement of each response time objective established under subsection (3) of this section.

Annual evaluations—Annual report.

- (1) Every fire protection district and regional fire protection service authority shall evaluate its level of service and deployment delivery and response time objectives on an annual basis. The evaluations shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each geographic area within the jurisdiction of the fire protection district and regional fire protection service authority.
- (2) Beginning in 2007, every fire protection district and regional fire protection service authority shall issue an annual written report which shall be based on the annual evaluations required by subsection (1) of this section.
- (a) The annual report shall define the geographic areas and circumstances in which the requirements of this standard are not being met.
 - (b) The annual report shall explain the predictable consequences of any deficiencies and address the steps that are necessary to achieve compliance.