



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11  
**WEST THURSTON REGIONAL FIRE  
AUTHORITY**

10828 Littlerock Rd SW  
Olympia WA 98512  
360.352.1614



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**Board of Fire Commissioners General Meeting**

**Monday, June 8, 2020 at 1800 hrs – via GoToMeeting teleconference**

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- I. CALL TO ORDER**
- II. ATTENDANCE**
- III. PUBLIC COMMENT / PRESENTATIONS**
- IV. ADDITIONS/DELETIONS TO AGENDA**
- V. LABOR MANAGEMENT TEAM REPORT**
- VI. NEW BUSINESS (ACTION ITEMS)**

ITEM	RESPONSIBLE	OUTCOME
1. Expenditures: Accts Payable \$159,360.96 (pages 1-6) <u>Payroll</u> \$362,236.01 (pages 7-8) TOTAL: \$521,596.97 warrants \$237,810.96 EFTs \$283,786.01	Linda S/Board	Approve/Reject
2. Meeting Minutes (pages 9-11)	Linda S/Board	Approve/Reject
3. Resolution #2020-013, Surplus Property (pages 12-13)	Linda S/Board	Approve/Reject
4. Resolution #2020-014, Warrant Cancellations (page 14)	Linda S/Board	Approve/Reject
5. Policy 1.2003, Volunteer Membership (pages 15-19)	Linda S/Board	Review/Comment/Approve

## **VII. UNFINISHED BUSINESS (ACTION ITEMS)**

<b>ITEM</b>	<b>RESPONSIBLE</b>	<b>OUTCOME</b>
1. Strategic Plan addendum (pages 20-55)	Chief Kaleiwahea/Board	
2. 1.1012 Volunteer Reimbursement Policy (pages 56-58)	Linda S/Board	

## **VIII. UNFINISHED BUSINESS (NONACTION ITEMS)**

<b>ITEM</b>	<b>RESPONSIBLE</b>	<b>OUTCOME</b>
1. Chehalis Tribe negotiations	Chief Kaleiwahea	Update
2. Weyerhaeuser/Mima Tree Farm	Chief Kaleiwahea	Update
3. Ham Radio – installation/equipment	Chief Kaleiwahea	Update
4. Drone Program – demo/policies update	Capt Dyer	Update
5. Facility Maintenance Plan update (see Chiefs' reports)	Chief Kaleiwahea	Update

## **IX. COMMUNICATIONS (NONACTION ITEMS)**

<b>ITEM</b>	<b>RESPONSIBLE</b>	<b>OUTCOME</b>
1. Treasurer/Fund May 2020 Reports (pages 59-63)	Linda S	Informational
2. June 2020 Budget reports (pages 64-66)	Linda S	Informational
3. Medic One Budget Reductions (pages 67-72)	Chief Kaleiwahea	Informational
4. Operations Committee Update	Chief Scott	Board
5. Station Tours ( <i>postponed</i> )	Board	

## **X. CHIEFS/TRAINING/EMS REPORTS (pages 73-87)**

## **XI. COMMISSIONERS REPORTS**

## **XII. GOOD OF THE ORDER**

- a. BVFF meeting to follow (2019 Annual Pension Certification-revised)

## **XIII. ADJOURNMENT**

# VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 11:51:09 Date: 06/10/2020

MCAG #: 2964

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Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
200601001 911 Supply	996	06/08/2020	Claims	6700	3,172.03	2611-2619, CM-2-1062, 2667, 2727-2733, 2805, 2806, CM2-1069, 2875, 2895, 2896, 2874
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
2611 05/18/2020 06/08/2020 Military A/F Hat (White)					145.80	
2612 05/18/2020 06/08/2020 Military A/F Hat (Panuska)					108.00	
2613 05/18/2020 06/08/2020 Military A/F Hat (Miller)					108.00	
2614 05/18/2020 06/08/2020 Military A/F Hat (Santee)					64.80	
2615 05/18/2020 06/08/2020 Military A/F Hat (Trautman)					108.00	
2616 05/18/2020 06/08/2020 Military A/F Hat (DeGagne)					108.00	
2617 05/18/2020 06/08/2020 Military A/F Hat (Devert)					108.00	
2618 05/18/2020 06/08/2020 Military A/F Hat (Morales)					108.00	
2619 05/18/2020 06/08/2020 Military A/F Hat (Howe)					108.00	
CM-2-1062 05/18/2020 06/08/2020 Credit for E Smith Purchase					-313.18	
2267 05/18/2020 06/08/2020 Class A Shirt (Chief K)					62.63	
2727 05/18/2020 06/08/2020 Class A shirt (Panuska)					53.99	
2728 05/18/2020 06/08/2020 Class A Shirt (Devert)					53.99	
2729 05/18/2020 06/08/2020 Name Tags					56.16	
2730 05/18/2020 06/08/2020 Class A Shirt/name tag (Frasl)					127.39	
2731 05/18/2020 06/08/2020 Alterations (Lyon)					36.72	
2732 05/18/2020 06/08/2020 Alterations (Morales)					49.68	
2733 05/18/2020 06/08/2020 Alterations (Spiegelberg)					27.00	
2805 05/18/2020 06/08/2020 Collar Brass, Bugles, Hat Badge					920.11	
2806 05/18/2020 06/08/2020 Collar Brass Name Tags (Spiegelberg, Lyon)					33.80	
CM-2-1069 05/18/2020 06/08/2020 Credit for Miller return					-53.99	
2875 05/18/2020 06/08/2020 Shirt/Pants, Name Tape (Lyon)					389.76	
2895 05/18/2020 06/08/2020 Alterations (Miller)					51.84	
2896 05/18/2020 06/08/2020 Class A Uniform (White)					289.44	
2874 05/18/2020 06/08/2020 Nomex Pants (Linn, Palmerson)					420.09	
200601002 Action Communications Inc	997	06/08/2020	Claims	6700	4,290.79	2005058, 2005095
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
2005058 05/11/2020 06/08/2020 Portable Radio/Antenna/Charger/Battery for New					4,168.81	
2005095 05/11/2020 06/08/2020 Bendix King External Radio-New Brush Truck					121.98	
200601003 Betty Benefiel	998	06/08/2020	Claims	6700	849.60	Refund
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
REFUND 06/01/2020 06/08/2020 Pt. Refund Act. 115-200580178					849.60	
200601004 Brightwire Networks LLC	999	06/08/2020	Claims	6700	3,459.84	17485, 17590
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
17485 05/18/2020 06/08/2020 1-1 Grand Mnd Training Rm Wireless Presentation					174.85	
17590 05/18/2020 06/08/2020 June 2020 Services					3,284.99	
200601005 Carefirst Bluecross Blueshield Payment Administrator	1000	06/08/2020	Claims	6700	176.00	201270014337
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
201270014337 05/11/2020 06/08/2020 Harris Premium June 2020					176.00	
200601006 Cascade Fire Equipment Company	1001	06/08/2020	Claims	6700	1,685.29	107101, 107229
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
107101 05/11/2020 06/08/2020 Extrication Gloves (x1)					54.57	
107229 05/11/2020 06/08/2020 A63 E1-2 Repair on Monitor					1,630.72	
200601007 Citi Cards	1002	06/08/2020	Claims	6700	2,664.00	
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
23 FORM BUILDER 06/01/2020 06/08/2020 123FormBuilderPlatinum Plan - annual renewal					492.19	
AMAZON 06/01/2020 06/08/2020 1-3 Rochester BBQ grill					296.99	
AMAZON 06/01/2020 06/08/2020 Gym Equipment (Chalk, jump ropes)					33.46	
AMAZON 06/01/2020 06/08/2020 Refund - Gym Equipment (jump ropes)					-18.35	
AMAZON 06/01/2020 06/08/2020 1-1 Grand Mnd Facility Supply, 1-2 Littlerock					35.97	
AMAZON 06/01/2020 06/08/2020 1-2 Littlerock Facility Supply					4.31	

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AMAZON	06/01/2020	06/08/2020	1-2 Littlerock Gym Equipment (jump ropes)		20.39	
AMAZON	06/01/2020	06/08/2020	1-2 Littlerock Facility Supply (shower curtains/rings)		63.86	
AMAZON	06/01/2020	06/08/2020	1-1 Grand Mnd Facility Supply (shower curtain, bath		51.57	
AMAZON	06/01/2020	06/08/2020	1-1 Grand Mnd Facility supply (Shower Curtain)		15.11	
AWESOME FORD	06/01/2020	06/08/2020	A24 CH1-2 Hub Cap		90.36	
CLASSMAKER	06/01/2020	06/08/2020	Mnthly Subscription		19.95	
COSTCO	06/01/2020	06/08/2020	1-3 Rochester New Printer/Ink		302.39	
DURA COATING	06/01/2020	06/08/2020	Polisher & Coating		274.80	
DURA COATING	06/01/2020	06/08/2020	Polishing Pads/Towels		135.60	
EVENTBRITE	06/01/2020	06/08/2020	Refund - 2020 Change Conference (R. Smith)		-160.76	
OLYMPIA CARD	06/01/2020	06/08/2020	Fuel - Ch. K		35.20	
OLYMPIA CARD	06/01/2020	06/08/2020	Fuel - Ch. K		33.54	
UBLIC SAFETY STO	06/01/2020	06/08/2020	Facility Supplies (Hand Sanitizer)		79.90	
SHOPLET	06/01/2020	06/08/2020	1-2 Littlerock Facility Supplies (shower cleaner)		81.93	
USPS	06/01/2020	06/08/2020	Stamps		165.00	
WAYFAIR	06/01/2020	06/08/2020	1-2 Littlerock Facility Supplies (shower curtains)		76.56	
WSP	06/01/2020	06/08/2020	Collision Reports for EF Recovery		21.00	
ZOOM	06/01/2020	06/08/2020	Mnthly communications Service		16.18	
WOFSCO	06/01/2020	06/08/2020	1-1 Grand Mnd Diesel Tank Hose/swivel		302.22	
WALMART	06/01/2020	06/08/2020	1-2 Littlerock Monitor (L. Dyer)		108.31	
AMAZON	06/01/2020	06/08/2020	1-1 Grand Mnd, 1-2 Littlerock Diesel Tank Filters		66.32	
IAAF	06/01/2020	06/08/2020	Frasl - online training 6/18/20		20.00	

200601008 City Of Olympia 1003 06/08/2020 Claims 6700 11,065.29

Invoice #	Rcvd Date	Due Date	Description	Amount
10403/17256	05/22/2020	06/08/2020	A63 E1-2 Repair Damaged Deck Gun	2,259.48
10403/17256	05/22/2020	06/08/2020	A11 T1-1 Annual Srvc	1,959.34
10403/17256	05/22/2020	06/08/2020	A61 T1-2 Pump PTO issues Leaking Pump	536.18
10403/17256	05/22/2020	06/08/2020	A54 B1-3 Annual Pump Testing	221.18
10403/17256	05/22/2020	06/08/2020	A09 B1-1	1,248.45
10403/17256	05/22/2020	06/08/2020	A68 B1-2	441.96
10403/17256	05/22/2020	06/08/2020	A05 A1-6	221.18
10403/17256	05/22/2020	06/08/2020	A06 A1-4	846.37
10403/17256	05/22/2020	06/08/2020	A06 A1-4	1,885.53
10403/17256	05/22/2020	06/08/2020	A20 A1-1	690.02
10403/17256	05/22/2020	06/08/2020	A66 BN -1	374.85
10403/17256	05/22/2020	06/08/2020	A25 TO1-1 Qrtly PM Srvc	380.75

200601009 City Sanitary Inc 1004 06/08/2020 Claims 6700 152.00

Invoice #	Rcvd Date	Due Date	Description	Amount
MAY 2020	06/01/2020	06/08/2020	1-3 Rochester Recycle	21.00
MAY 2020	06/01/2020	06/08/2020	1-1 Grand Mnd Recycle	131.00

200601010 Comcast 1005 06/08/2020 Claims 6700 1,300.49 1030

Invoice #	Rcvd Date	Due Date	Description	Amount
1030	05/21/2020	06/08/2020	1-2 Littlerock Phone/Cable	347.42
1030	05/21/2020	06/08/2020	1-6 Maytown Phone/Cable	237.93
1030	05/21/2020	06/08/2020	1-1 Grand Mnd Phone/Cable	331.25
1030	05/21/2020	06/08/2020	1-4 Scott Lake Phone/Cable	203.94
1030	05/21/2020	06/08/2020	1-3 Rochester Phone/Cable	179.95

200601011 Complete Repair Services LLC 1006 06/08/2020 Claims 6700 134.33 13666, 96721, 96719

Invoice #	Rcvd Date	Due Date	Description	Amount
13666	05/11/2020	06/08/2020	045 - A21 E1-7 Chain Saw Starter & Pull Cord	59.02
96721	05/11/2020	06/08/2020	Echo Trimmer Blade / Head	75.31

200601012 Correctional Industries 1007 06/08/2020 Claims 6700 340.20 SCCC05251

Invoice #	Rcvd Date	Due Date	Description	Amount
SCCC05251	05/11/2020	06/08/2020	Office Chair Arm Pads (x15 sets), Arm Assembly (x1)	340.20

200601013 DE Lage Landen 1008 06/08/2020 Claims 6700 279.72 68225222

Invoice #	Rcvd Date	Due Date	Description	Amount
68225222	06/01/2020	06/08/2020	1-2 Littlerock Copier Lease	279.72



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200601014 DH Pace Company Inc.	1009	06/08/2020	Claims	6700	1,698.57	84092, 84671
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
84092 05/11/2020 06/08/2020 1-3 Rochester Bay Door Spring Replacement					1,212.57	
84671 05/11/2020 06/08/2020 1-1 Grand Mnd Scissor Lift					486.00	
200601015 Degagne Justin Dennis	1010	06/08/2020	Claims	6700	621.00	Reimbursement
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
REIMBURSEMENT 05/27/2020 06/08/2020 Tuition-Gen Chem Class for Associate in Fire					621.00	
200601016 Emergency Reporting Inc C/O Backdraft OpCo, LLC	1011	06/08/2020	Claims	6700	546.48	202015819
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
202015819 06/01/2020 06/08/2020 July 2020					546.48	
200601017 Eric T. Quinn, P.S.	1012	06/08/2020	Claims	6700	1,000.00	Five
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
FIVE 06/01/2020 06/08/2020 May services					1,000.00	
200601018 First Choice Health Network	1013	06/08/2020	Claims	6700	158.95	
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
MAY 2020 06/01/2020 06/08/2020 EAP May 2020					158.95	
200601019 Home Depot Credit Services	1014	06/08/2020	Claims	6700	771.52	
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
953214901 05/27/2020 06/08/2020 1-1 Grand Mnd Air Compressor					617.10	
MAY 06 2020 05/27/2020 06/08/2020 Keys for Gear Room					5.17	
MAY 28 2020 05/27/2020 06/08/2020 1-4 Scott Lake Motion Sensor Lights					149.25	
200601020 Joes Refuse Inc	1015	06/08/2020	Claims	6700	176.47	
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
MAY 2020 06/01/2020 06/08/2020 1-3 Rochester Garbage					39.12	
MAY 2020 06/01/2020 06/08/2020 1-1 Grand Mnd Garbage					137.35	
200601021 Kent D Bruce Co LLC	1016	06/08/2020	Claims	6700	476.19	6605
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
6605 05/21/2020 06/08/2020 A63 E1-2 Optic Scene Lights/Spot Lights					476.19	
200601022 LN Curtis & Sons Inc	1017	06/08/2020	Claims	6700	153.52	386666
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
386666 05/11/2020 06/08/2020 Respirator Cartridges (x10)					153.52	
200601023 Lincoln Creek Lumber	1018	06/08/2020	Claims	6700	231.82	388392, 388590
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
388392 05/27/2020 06/08/2020 1-4 Scott Lake Round Up & Backpack Sprayer					147.67	
388590 05/27/2020 06/08/2020 A68 B1-2 Spray Paint, Gas Cans (x2), chain oil					84.15	
200601024 Mountain Mist Water	1019	06/08/2020	Claims	6700	242.01	029585
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
029585 06/01/2020 06/08/2020 1-2 Littlerock Water					51.26	
029585 06/01/2020 06/08/2020 1-6 Maytown Water					46.40	
029585 06/01/2020 06/08/2020 1-1 Grand Mnd Water					95.00	
029585 06/01/2020 06/08/2020 1-3 Rochester Water					38.30	
029585 06/01/2020 06/08/2020 1-4 Scott Lake Water					11.05	
200601025 Netduty Software LLC	1020	06/08/2020	Claims	6700	2,148.00	Wt-10
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
WT-10 06/01/2020 06/08/2020 Annual Premium July 2020-June 2021					2,148.00	
200601026 Northwest Signworks Inc	1021	06/08/2020	Claims	6700	550.80	2010637
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
2010637 06/01/2020 06/08/2020 A57, A58, A60 Decal/Logo Removals					550.80	

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200601027 Northwest Water Systems	1022	06/08/2020	Claims	6700	460.35	03275, 03276, 03277
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
03275 05/18/2020 06/08/2020 1-6 Maytown Water Srvc					153.45	
03276 05/18/2020 06/08/2020 1-2 Littlerock Water Srvc					153.45	
03277 05/18/2020 06/08/2020 1-1 Grand Mnd Water Srvc					153.45	
200601028 On-Hold Concepts Inc	1023	06/08/2020	Claims	6700	19.95	513668
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
513668 06/01/2020 06/08/2020 Mnthly On Hold Srvc					19.95	
200601029 PNW Emergency Equipment DBA General Fire Apparatu	1024	06/08/2020	Claims	6700	40,339.97	11602, 11606, 11605, 11608, 11604, 11607
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
11602 05/18/2020 06/08/2020 A09 B1-1 Front Bumper Monitor Installation					12,544.02	
11606 05/18/2020 06/08/2020 A09 B1-1 Front Bumper Monitor Installation					1,153.17	
11605 05/18/2020 06/08/2020 A54 B1-3 Front Bumper Monitor Installation					12,769.39	
11608 05/18/2020 06/08/2020 A54 B1-3 Front Bumper Monitor Installation					367.93	
11604 05/18/2020 06/08/2020 A68 B1-2 Front Bumper Monitor Installation					12,994.75	
11607 05/18/2020 06/08/2020 A68 B1-2 Front Bumper Monitor Installation					510.71	
200601030 Pilot Travel Centers LLC	1025	06/08/2020	Claims	6700	197.02	448351870
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
448351870 06/01/2020 06/08/2020 A66 BN-1					42.51	
448351870 06/01/2020 06/08/2020 A57 U1-2					31.67	
448351870 06/01/2020 06/08/2020 A19 A1-2					11.64	
448351870 06/01/2020 06/08/2020 A70 STAF-1					11.01	
448351870 06/01/2020 06/08/2020 A23 BN1-6					100.19	
200601031 Puget Sound Energy	1026	06/08/2020	Claims	6700	3,540.97	
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
220005346105 05/11/2020 06/08/2020 1-4 Scott Lake May2020					253.54	
200016026946 05/11/2020 06/08/2020 1-2 Littlerock May2020					677.38	
200020145567 05/11/2020 06/08/2020 1-6 Maytown Apr2020					645.53	
200012762536 05/11/2020 06/08/2020 1-3 Rochester Apr2020					409.47	
200017639499 05/11/2020 06/08/2020 1-1 Grand Mnd Apr2020					1,411.33	
200009308335 05/11/2020 06/08/2020 1-5 Michigan Hill May2020					54.22	
220006625754 05/11/2020 06/08/2020 1-7 Old Hwy 99 May2020					89.50	
200601032 Rochester Lumber	1027	06/08/2020	Claims	6700	126.92	1123366, 1119653, 1120041, 11210??
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
11210?? 05/27/2020 06/08/2020 1-1 Grand Mnd Thread					7.55	
1120041 05/27/2020 06/08/2020 1-3 Rochester Hose					5.93	
1119653 05/27/2020 06/08/2020 1-3 Rochester Drop Cord, Water Hose and Fuel					34.65	
1123366 05/27/2020 06/08/2020 E16 Fuel, Weed Killer all Stations					78.79	
200601033 Rochester Water Association	1028	06/08/2020	Claims	6700	49.50	100100
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
100100 06/01/2020 06/08/2020 1-3 Rochester Water					49.50	
200601034 Scott Lake Maintenance Co C/O Northwest Water Syst	1029	06/08/2020	Claims	6700	42.00	759216500
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
759216500 06/01/2020 06/08/2020 1-4 Scott Lake Apr/May 2020 Water					42.00	
200601035 Stanley Convergent Security Solutions	1030	06/08/2020	Claims	6700	85.47	17521771
<i>Invoice # Rcvd Date Due Date Description Amount</i>						
17521771 06/01/2020 06/08/2020 1-2 Littlerock Alarm Mntrng QR 3 2020					85.47	
200601036 Stericycle Inc	1031	06/08/2020	Claims	6700	102.23	3005093233, 3005094367,

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<b>Invoice # Rcvd Date Due Date Description Amount</b>						
3005094367	05/11/2020	06/08/2020	1-6 Maytown Hazo Waste		10.36	
3005093233	05/11/2020	06/08/2020	1-2 Littlerock Hazo Waste		10.36	
3005093233	05/11/2020	06/08/2020	1-3 Rochester Hazo Waste		10.36	
3005106911	05/11/2020	06/08/2020	1-2 Littlerock Hazo Waste		71.15	
200601037 Systems Design West LLC	1032	06/08/2020	Claims	6700	1,187.99	20200964
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
20200964	05/18/2020	06/08/2020	April Transports (x39)		1,013.85	
20200964	05/18/2020	06/08/2020	COVID Processing surcharge		174.14	
200601038 Targetsolutions LLC	1033	06/08/2020	Claims	6700	4,972.84	INV5081
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
INV5081	05/21/2020	06/08/2020	Semi-Annual Check It NPP Fire Vehicle/Station		4,972.84	
200601039 Travers Electric Inc	1034	06/08/2020	Claims	6700	851.34	142625, 142626
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
142625	05/21/2020	06/08/2020	1-1 Grand Mnd Exhaust Fan Trouble Shoot		624.54	
142626	05/21/2020	06/08/2020	1-6 Maytown Flag Pole Light Troubleshoot		226.80	
200601040 Tumwater Family Practice LLC	1035	06/08/2020	Claims	6700	50.00	1881638559
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
1881638559	06/01/2020	06/08/2020	COVID AntiBody Testing (B. Kaleiwahea)		50.00	
200601041 Tumwater Printing	1036	06/08/2020	Claims	6700	297.00	121198
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
121198	05/26/2020	06/08/2020	Self Address Window Envelopes		297.00	
200601042 Verizon Wireless	1037	06/08/2020	Claims	6700	1,178.07	9854455619, 9855285889
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
9854455619	05/21/2020	06/08/2020	Apparatus Cells		206.16	
9855285889	05/21/2020	06/08/2020	Chief Cell Phones		89.64	
9855285889	05/21/2020	06/08/2020	Officer Cell Phones		137.87	
9855285889	05/21/2020	06/08/2020	Modems		744.40	
200601043 WTF Logistics LLC	1038	06/08/2020	Claims	6700	2,500.00	5095, 5094
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
5094	05/18/2020	06/08/2020	A06 B1-2 Transport to Spokane/Return transport		1,250.00	
5095	05/18/2020	06/08/2020	A09 B1-1 Transport to Spokane/Return transport		1,250.00	
200601044 Washington Fire Chiefs	1039	06/08/2020	Claims	6700	100.00	16245
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
16245	06/01/2020	06/08/2020	EVIP Virtual Training (Means, Spiegelberg)		100.00	
200601045 Wells Fargo Financial Leasing	1040	06/08/2020	Claims	6700	159.84	5010368863
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
5010368863	05/18/2020	06/08/2020	1-1 Grand Mnd Copier Lease		159.84	
200601046 West Coast Fire & Rescue Inc	1041	06/08/2020	Claims	6700	62,046.00	6968
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
6968	05/18/2020	06/08/2020	Holmatro Spreader Pckg, Cutter Pckg, Ram Pckg		62,046.00	
200601047 Westcare Clinic Inc	1042	06/08/2020	Claims	6700	275.00	0220WTRF
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
0220WTRF	06/02/2020	06/08/2020	Brown, C PPD, treadmill		225.00	
0220WTRF	06/02/2020	06/08/2020	Stevens, C PPD, Flu		50.00	
200601048 Wilcox & Flegel	1043	06/08/2020	Claims	6700	1,818.39	0496762-IN, 0502264-IN, 0502267-IN, CL38852
<b>Invoice # Rcvd Date Due Date Description Amount</b>						
0496762-IN	05/11/2020	06/08/2020	1-1 Grand Mnd Diesel (200 gal)		323.27	
0502264-IN	05/11/2020	06/08/2020	1-1 Grand Mnd Diesel (200 gal)		350.36	

# VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

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Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
0502267-IN	05/11/2020	06/08/2020	1-2 Littlerock Diesel (270 gal)		472.98	
CL38852	05/11/2020	06/08/2020	A71 STAF-2		8.01	
CL38852	05/11/2020	06/08/2020	A23 BN1-6		195.76	
CL38852	05/11/2020	06/08/2020	A54 B1-3		44.24	
CL38852	05/11/2020	06/08/2020	A09 B1-1		47.13	
CL38852	05/11/2020	06/08/2020	A70 STAF-1		16.10	
CL38852	05/11/2020	06/08/2020	A14 CH1-1		72.06	
CL38852	05/11/2020	06/08/2020	A57 U1-2		55.33	
CL38852	05/11/2020	06/08/2020	A22 E1-3		39.46	
CL38852	05/11/2020	06/08/2020	A25 TO1-1		35.27	
CL38852	05/11/2020	06/08/2020	A06 A1-4		65.10	
CL38852	05/11/2020	06/08/2020	A72 A1-3		93.32	

200601049 Willamette Valley Community Health 1044 06/08/2020 Claims 6700 311.42 Refund

Invoice #	Rcvd Date	Due Date	Description	Amount
REFUND	06/01/2020	06/08/2020	Refund Pt. Acct 115-192271117	311.42

200601050 Wilson Parts Corp 1045 06/08/2020 Claims 6700 303.78 8851190, 8873023, 8876075

Invoice #	Rcvd Date	Due Date	Description	Amount
8851190	05/11/2020	06/08/2020	A06 A1-4 New Batteries (x2)	253.95
8876075	05/11/2020	06/08/2020	A19 A1-2 DEF	38.84
8873023	05/11/2020	06/08/2020	1-2 Littlerock Diesel Fuel Tank Filters	10.99

50 Vouchers:

159,360.96

# VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 11:52:21 Date: 06/10/2020

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Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
200601051 AFLAC	1046	06/08/2020	Payroll	6700		
200601052 Benefit Solutions Inc-WSCFF	1047	06/08/2020	Payroll	6700		
EFT Bennett Matthew Shaun	917	06/15/2020	Payroll	6700		
EFT Bennett Matthew Shaun	956	06/30/2020	Payroll	6700		
200601105 Berryman Thomas A	939	06/10/2020	Payroll	6700		
EFT Betts Brandon John	957	06/30/2020	Payroll	6700		
EFT Christenson Brian David	958	06/30/2020	Payroll	6700		
EFT Cooke Hans Robert	959	06/30/2020	Payroll	6700		
EFT Culleton Thomas P	940	06/10/2020	Payroll	6700		
EFT Dean Sarah Linnea	941	06/10/2020	Payroll	6700		
EFT Degagne Justin Dennis	960	06/30/2020	Payroll	6700		
EFT Department Of Retirement Services Deferred Comp	992	06/08/2020	Payroll	6700		
EFT Department Of Retirement Systems Retirement	993	06/08/2020	Payroll	6700		
EFT Department Of The Treasury	994	06/08/2020	Payroll	6700		
EFT Devert Brent Nathaniel	961	06/30/2020	Payroll	6700		
200601053 Dimartino Associates	1048	06/08/2020	Payroll	6700		
EFT Drake Nathan Tyler	962	06/30/2020	Payroll	6700		
EFT Dyer Lanette R	963	06/30/2020	Payroll	6700		
EFT Elkins Ben M	942	06/10/2020	Payroll	6700		
200601109 Fitzgerald Thomas J	943	06/10/2020	Payroll	6700		
EFT Frasl Kenneth E	944	06/10/2020	Payroll	6700		
200601054 GET Program	1049	06/08/2020	Payroll	6700		
EFT Garza Isaac Wayne	918	06/15/2020	Payroll	6700		
EFT Garza Isaac Wayne	964	06/30/2020	Payroll	6700		
200601055 HRA VEBA Trust	1050	06/08/2020	Payroll	6700		
EFT Hall Aaron David	919	06/15/2020	Payroll	6700		
EFT Hall Aaron David	965	06/30/2020	Payroll	6700		
200601111 Heilman Chris Douglas	945	06/10/2020	Payroll	6700		
EFT Howe Joshua Jason	966	06/30/2020	Payroll	6700		
200601056 IAFF Local 3825 Treasurer	1051	06/08/2020	Payroll	6700		
200601112 Jenrette Thom	946	06/10/2020	Payroll	6700		
EFT Kaleiwahea Blake William	920	06/15/2020	Payroll	6700		
EFT Kaleiwahea Blake William	967	06/30/2020	Payroll	6700		
EFT Kaleiwahea Russell Edward	921	06/15/2020	Payroll	6700		
EFT Kaleiwahea Russell Edward	968	06/30/2020	Payroll	6700		
EFT Kochrian Jeremy S	947	06/10/2020	Payroll	6700		
EFT Kondrack Andrew Joseph	969	06/30/2020	Payroll	6700		
EFT Lyon Colby Wayne	922	06/15/2020	Payroll	6700		
EFT Lyon Colby Wayne	970	06/30/2020	Payroll	6700		
EFT Maser Robert Charles	948	06/10/2020	Payroll	6700		
200601115 Means Cameron Jack	949	06/10/2020	Payroll	6700		
EFT Miller Devann Munroe	971	06/30/2020	Payroll	6700		
EFT Morales Michael Lawrence	972	06/30/2020	Payroll	6700		
EFT Palmerson Erik Morgan	923	06/15/2020	Payroll	6700		
EFT Palmerson Erik Morgan	973	06/30/2020	Payroll	6700		
EFT Panuska Miranda Marie	974	06/30/2020	Payroll	6700		
EFT Parker Gregory Jerel	924	06/15/2020	Payroll	6700		
EFT Parker Gregory Jerel	975	06/30/2020	Payroll	6700		
EFT Patraca Linda Ellen	976	06/30/2020	Payroll	6700		
EFT Peoples Michael William	977	06/30/2020	Payroll	6700		
EFT Pethia David C	950	06/10/2020	Payroll	6700		
200601117 Ricks John Rual	951	06/10/2020	Payroll	6700		
EFT Santee Ricardo Leon	978	06/30/2020	Payroll	6700		
EFT Scott Robert William	979	06/30/2020	Payroll	6700		
EFT Sexton Thomas Edward	980	06/30/2020	Payroll	6700		
EFT Shea Linda Marie	981	06/30/2020	Payroll	6700		
EFT Singleton Charles Ed	982	06/30/2020	Payroll	6700		
EFT Smith Eric David	925	06/15/2020	Payroll	6700		

# VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 11:52:21 Date: 06/10/2020

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Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
EFT Smith Eric David	983	06/30/2020	Payroll	6700		
EFT Smith Rob Dean	984	06/30/2020	Payroll	6700		
EFT Spiegelberg John Steven	952	06/10/2020	Payroll	6700		
EFT Stone Gary Reece	953	06/10/2020	Payroll	6700		
EFT Stone Kathleen Lynne	954	06/10/2020	Payroll	6700		
200601088 Stone Roger Lee	985	06/30/2020	Payroll	6700		
EFT Swecker Joel Anthony	926	06/15/2020	Payroll	6700		
EFT Swecker Joel Anthony	986	06/30/2020	Payroll	6700		
200601121 Teitzel Steven David	955	06/10/2020	Payroll	6700		
EFT Trautman Alexander Paul	987	06/30/2020	Payroll	6700		
EFT Trott Thomas John	988	06/30/2020	Payroll	6700		
200601057 Trusteed Plans	1052	06/08/2020	Payroll	6700		
EFT Vavrinec Christian Kalil	989	06/30/2020	Payroll	6700		
EFT Washington State Support Registry	995	06/08/2020	Payroll	6700		
EFT Weinstein Andrew Chase	990	06/30/2020	Payroll	6700		
200601058 West Thurston Fire - House Funds	1053	06/08/2020	Payroll	6700		
EFT White Christopher Charles	991	06/30/2020	Payroll	6700		
75 Vouchers:					362,236.01	



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11  
**WEST THURSTON REGIONAL FIRE  
AUTHORITY**

10828 Littlerock Rd SW  
Olympia WA 98512  
360.352.1614



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May 11, 2020 – Governing Board Business Meeting via GoToMeeting virtual meeting.

*Note: Agenda was shortened to “routine and necessary” action items only, in accordance with Governor’s Proclamation of 3/24/2020. All other agenda items were postponed.*

**Call to Order/Attendance:** Commissioner Ricks called the meeting to order at 18:03 hours. Commissioners Culleton, Elkins, Jernigan and Pethia, Chiefs Kaleiwahea, Scott, and R. Stone, Captains Dyer and R. Smith, FF Spiegelberg, Union Representative Garza, Admin Assistant Linda Patraca, J. Whisler and Secretary Linda Shea were present. Commissioner Dahl was absent (unable to call in due to poor reception.)

**Public Comment/Presentations:** None.

**Additions/Deletions to the Agenda:** None.

**Labor Management Team Report:** No report.

**New Business:**

1. Expenditure Approval.
  - a. Commissioner Ricks asked about the water damage invoice paid to NextLevel Restoration (for station 1-1 water damage), wondering if it would be filed as an insurance claim. Linda S. will be following up.
  - b. Commissioner Pethia remarked on the energy bill for Station 1-1 (Grand Mound.) Chief Scott reported the trend appears to be downward in terms of usage; we are still waiting to speak to a PSE representative about the rate per kilowatt hour.
  - c. Commissioner Pethia moved to approve the expenditures of \$420,051.46. Commissioner Jernigan seconded the motion. Motion carried 5-0.
2. Minutes. Commissioner Jernigan moved to approve the April 13, 2020 general board minutes. Commissioner Elkins seconded the motion. Motion carried 5-0.
3. 2019 Annual Report. Linda S. presented the draft 2019 Annual Report. She requested approval of a budget amendment for the 2019 Bond Debt budget, in the amount of \$40,000. She explained that when the 2019 budget was developed, she unintentionally budgeted the principal payment at the 2018 level instead of the 2019 level, causing a \$40,000 expenditure in excess of the approved budget. She assured the board that the fund balance was adequate to cover the expenditures, and the correct debt amounts were paid. Commissioner Jernigan moved to approve the budget amendment to the 2019 Bond Debt budget of \$40,000. Commissioner Pethia seconded the motion. Motion carried 5-0.
4. Resolution #2020-005, Surplus Property. Linda S presented Resolution #2020-005 to surplus the following:
  - a. Numerous bunker gear, uniforms and miscellaneous items that were discovered when Miranda Panuska reorganized the gear room. Miranda has requested the usable bunker gear be donated to the Bomberos Latinos (through Tom Sexton.)

- b. Station 1-3 generator. Chief Scott reported this generator was purchased cooperatively with the Rochester Water Association, and requested the generator be donated to the water association.
- c. 1997 Ford E350 Rehab Support Unit. The unit will be sold through Public Surplus.
- d. 2002 Ford F550 Brush truck. Chief Scott reported he has been in negotiations with Olympia Fire to sell the brush truck to them, with an agreement that mutual aid would be provided to West Thurston as needed. In its current condition, the truck is estimated at \$20,000 value. Chief Scott requested approval to start negotiations with Olympia Fire at \$15,000, and that he be allowed to sell for a lower price if negotiations come to that.

Commissioner Jernigan moved to approve Resolution #2020-005 and the donations/sales as requested. Commissioner Elkins seconded the motion. Motion carried 5-0.

- 5. Purchase Request – Extrication tools. Chief Kaleiwahea presented a request for the purchase of one new set of extrication tools, and conversion of one currently owned set, at the cost of \$61,400 plus tax. He reported the department had budgeted \$65,000 for this purchase. Commissioner Jernigan moved to approve the purchase. Commissioner Pethia seconded the motion. Motion carried 5-0.

**Unfinished Business (action items):** None.

**Unfinished Business (nonaction items):**

- 1. Chehalis Tribe negotiations. Chief Kaleiwahea reported the tribe made payment on their first quarter fire protection services invoice. Discussion was held on next steps; board agreed to wait given the current situation with tribal properties being closed, and review options after the next quarter's bill has been processed. Chief Kaleiwahea noted that he will attempt to get a rough estimate on the cost of appraising the tribal properties.
- 2. Weyerhaeuser contract. No report.
- 3. Ham Radios. Chief Kaleiwahea reported he is waiting for a quote from Mr. Antenna, noting the business may still be closed under the current pandemic situation.
- 4. Drones. Captain Dyer reported she is waiting for the "shelter-in-place" orders to be lifted to schedule demonstrations. She noted that she has looked for a couple of grant opportunities.
- 5. Facility Maintenance Plan Updates. Chief Kaleiwahea reported the correctional crews will most likely not be available until Phase 2 under the governor's re-opening plans, in mid-June. He noted that Chris Heilman has been able to finish the cabinets and some fencing at station 1-3 (Rochester).

**Communications:**

- 1. Thurston County Treasurer April 2020 reports were presented as per RCW 52.16.050(4). Linda S. noted that despite the extension of property tax payment deadlines, revenues were down only 2% from last year.
- 2. May 2020 budget reports were distributed.
- 3. Operations Committee update. Chief Scott reported on the nozzle retrofit project, providing pictures of Brush Truck 1-1 which has been completed and is performing well. Brush Truck 1-2 is scheduled to be completed at the end of the week, and Brush Truck 1-3 to be done by early June. The new brush truck should be in service by early July. There was discussion about the size of the tank and volume of water being sprayed; Chief Scott will look into options/costs for installing larger tanks on the brush trucks.

**Chief Reports:** Refer to printed reports. Chief Kaleiwahea additionally reported on:

- a. the trend of declining incident volume;
- b. the numerous donations the department has received from citizens and local businesses;
- c. the masks made by the Firetones and Captain Dyer; and



- d. the gear room organization project by Miranda.

**Commissioner Reports:**

1. Commissioner Ricks reported the EMS Council is projecting a budget deficit of approximately \$300,000, and are still planning to have a levy request on the fall ballot.
2. Commissioner Pethia reported he is attending meetings of the Health Care committee of the WFCA with the goal of getting coverage expanded for firefighter physicals.

**Good of the Order:**

1. Commissioner Pethia requested that a department engine participate in the Field of Dreams parade that is being held for the graduates in the neighborhood; Chief Scott will coordinate.
2. Chief Scott reported that 1-1 and 1-3 crews and BC Christenson participated in a “birthday caravan” for a young girl in the community.
3. Commissioner Ricks requested that Captain Dyer coordinate an appreciation event for department staff after the “shelter-in-place” order is lifted, to be held in July-August.
4. Captain Dyer reported that Chief Stone and the crews participated in a “drive-by” celebration for Bella Lincoln, the young girl who coordinated an appreciation event for the crews last year.

**Adjournment:** The board adjourned the meeting at 19:26 hours.

Submitted for Board approval by:

\_\_\_\_\_  
Linda Shea, Secretary

\_\_\_\_\_  
Tom Culleton, Board Member

\_\_\_\_\_  
Dave Pethia, Board Member

\_\_\_\_\_  
John Ricks, Board Member

\_\_\_\_\_  
Calvin Dahl, Board Member

\_\_\_\_\_  
Ben Elkins, Board Member

\_\_\_\_\_  
Jeff Jernigan, Board Member



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11  
**WEST THURSTON REGIONAL FIRE  
AUTHORITY**



10828 Littlerock Rd SW  
Olympia WA 98512  
360.352.1614

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**RESOLUTION NO. 2020-013**

A RESOLUTION OF THE GOVERNING BOARD OF THE  
WEST THURSTON REGIONAL FIRE AUTHORITY (“RFA”)  
DECLARING CERTAIN ITEMS OF PROPERTY AS  
SURPLUS AND AUTHORIZING THEIR DISPOSAL

WHEREAS, the “RFA” has certain items which are no longer of use to the “RFA”; and  
WHEREAS, it would be appropriate to surplus the property and dispose of it through appropriate sale or  
donation, if the property is found to have little or no value.

NOW, THEREFORE, THE WEST THURSTON REGIONAL AUTHORITY GOVERNING BOARD  
HEREBY RESOLVES AS FOLLOWS:

**Section 1.** That the property identified in Exhibit 1, attached hereto and incorporated herein by  
reference, is declared to be surplus, and the Fire Chief of the Authority, or designee, is authorized to  
dispose of and convey such property through appropriate sale or donation, if the property is found to  
have little or no value.

**Section 2.** That the Fire Chief of the “RFA”, or designee, is authorized to implement such  
administrative procedures as may be necessary to carry out this directive.

**Section 3.** That this Resolution shall take effect and be in full force upon passage and signatures hereon.

Adopted at the Board of Commissioners meeting of the West Thurston Regional Fire Authority this 8th  
day of June 2020, the following majority of commissioners being present and voting:

**West Thurston Regional Fire Authority  
Board of Commissioners**

\_\_\_\_\_  
John Ricks, Commissioner

\_\_\_\_\_  
Ben Elkins, Commissioner

\_\_\_\_\_  
David Pethia, Commissioner

\_\_\_\_\_  
Jeff Jernigan, Commissioner

\_\_\_\_\_  
Tom Culleton, Commissioner

\_\_\_\_\_  
Calvin Dahl, Commissioner

\_\_\_\_\_  
Linda Shea, Secretary

## EXHIBIT 1 – Surplus Property

### Addendum to Resolution #2020-013

Item	Value	Serial #	Reason
JobSmart Air compressor	Unknown	Tag #254, S/N 226121	Needs new compressor/electric motor; to be sold or disposed
Surplus computers per attached list (all replaced as part of 2019 computer replacement project, completed by Brightwire in March 2020)		See attached list	Outdated; all computers to be recycled by Brightwire
Hydraulic Power Ram (from E1-2)	Est. \$800	Tag #230, S/N 435001901	Trade-in on new battery-powered ram from West Coast Fire & Rescue
Pump (from E1-2)	Est. \$800	Tag #224, S/N DPU3100764	Trade-in on new battery-powered ram from West Coast Fire & Rescue
Hydraulic Jaws (from E1-3) purchased 2/1/95	Orig Cost \$6,000	Tag #238, S/N 950216145	Outdated, replaced with new battery-powered set. To be sold
Hydraulic Ram (from E1-3) purchased 1/1/99	Orig Cost \$3,500	Tag #240, S/N 99011917	Outdated, replaced with new battery-powered set. To be sold
Hydraulic Pump (from E1-3)	Orig Cost \$5,000	Tag #237, S/N 9502154	Outdated, replaced with new battery-powered set. To be sold
Hydraulic Cutter/Shears (from E1-3) purchased 2/1/95	Orig Cost \$5,200	Tag #239, no S/N	Outdated, replaced with new battery-powered set. To be sold
Shovels (two)	Unknown	N/A	From storage building, old and unneeded – to be sold
BBQ from station 1-1		N/A	Bottom rotted out; to be dumped. FF/Medic Unions purchased replacement.
BBQ from station 1-3		N/A	Bottom rotted out; to be dumped. Replacement purchased.
Old snow chains from station 1-1 (2 sets)			Do not fit our apparatus, unknown what style vehicle they fit – to be dumped
Heavy duty fluorescent light bulbs (T12) – one dozen	Unknown	N/A	No longer needed – to be sold



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11  
**WEST THURSTON REGIONAL FIRE  
AUTHORITY**

10828 Littlerock Rd SW  
Olympia WA 98512  
360.352.1614



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West Thurston Regional Fire Authority

RESOLUTION #2020-014  
Cancellation of Outstanding Warrants

**Whereas:** RCWs 36.22.100 and 39.56.040 provided that registered or interest-bearing county warrants not presented within one year of the date of their call and all other county warrants not presented within one year of their issue shall be cancelled by the legislative authority of the County and the Auditor and the Treasurer of the County shall cancel all record of such warrants so as to leave the funds as if such warrants and never been drawn; and

**Whereas:** the hereinafter described county warrants have not been presented within one year of the date of their issue or call and should be cancelled;

**Be it therefore resolved that:** The county warrants listed below are hereby authorized to be cancelled.

<u>Warrant No.</u>	<u>Warrant Date</u>	<u>Amount</u>	<u>Name</u>
1486072	07/10/18	\$92.35	Manor, Jeff
1503036	03/12/19	\$138.52	Berryman, Tom ( <i>affidavit pending for reissue</i> )
1504691	04/09/19	\$151.30	Brock, Ashleigh
1504694	04/09/19	\$167.05	Bulanda, Angela M

Adopted at the Board of Commissioners meeting of the West Thurston Regional Fire Authority this 8<sup>th</sup> day of June, 2020, the following majority of commissioners being present and voting:

**Thurston County Fire  
Protection District No. 11**

\_\_\_\_\_  
John Ricks, Commissioner

\_\_\_\_\_  
David Pethia, Commissioner

\_\_\_\_\_  
Tom Culleton, Commissioner

\_\_\_\_\_  
Linda Shea, Secretary

**Thurston County Fire  
Protection District No. 1**

\_\_\_\_\_  
Ben Elkins, Commissioner

\_\_\_\_\_  
Jeff Jernigan, Commissioner

\_\_\_\_\_  
Calvin Dahl, Commissioner



## WEST THURSTON REGIONAL FIRE AUTHORITY

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**Section:** Personnel – Volunteer Membership

**Policy:** 1.2003 Version: 6

**Effect Date:** ~~1/1/10~~ 1/1/2020

**Rev. Date:** 12/10/2012; 6/19/13; 3/12/14; 4/13/2015, 1/1/2016

**Applies to:** All Volunteers

**Policy Administrator:** Volunteer Coordinator

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### **VOLUNTEER MEMBERSHIP and PENSION FUND REQUIREMENTS**

#### **1.0 PURPOSE:**

1.1 To clarify the definition of volunteer membership and classifications so applicants understand their status. These classifications do not guarantee membership for any specified period of time.

1.2 Accordingly, the right to terminate the membership relationship at will at any time is retained by both the member and the Department.

#### **2.0 POLICY:**

2.1 Applicants must successfully complete the following process for consideration by the Pre-Academy Candidate Testing/Training Committee (PACT) or Volunteer Advisory Board (VAB) for approval as a member of the Department.

1. The applicant must be at least 18 years of age.
2. Applicants shall submit a written application and successfully complete the testing and interview process. West Thurston Regional Fire Authority relies upon the accuracy of the information contained in the employment application, as well as the accuracy of other data presented throughout the application process in order to determine eligibility. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for membership.

3. The applicant must have a valid driver's license, an acceptable driver's abstract and a clear criminal history check, unless recommended by the (VAB) and waived in writing by the ~~Chief Administrative Officer (CAO)~~. Fire Chief.
- 4.3. Employment history and reference checks are conducted to ensure that individuals who join West Thurston Regional Fire Authority are well qualified and have a strong potential to be productive and successful.
- 5.4. Applicants who have successfully completed the PACT testing and interview process (Written Test, Oral Interview, and Physical Agility Test) shall then obtain a pre-membership medical physical, respiratory certification and drug test at the Department's expense by a health professional designated by the Department. The potential member may submit a medical physical report, respiratory certification and drug test results from their personal physician. In this case the candidate is responsible for payment to their personal physician for medical- fit-for-duty reports. The reports should be received by the department within three months of initial application.
- 6.5. Firefighter and EMS applicants must pass a Department administered physical agility test that demonstrates the applicant is physically capable of conducting typical activities during the assignments of duties or have a current CPAT card.
- 7.6. Applicants must ~~A~~attend and successfully complete a Department approved Fire Training Recruit Academy and/or Emergency Medical Training course unless recommended by the PACT-VAB and waived in writing by the ~~CAO~~. Fire Chief.
- 8.7. Generally the Fire recruit academy will be waived only if the applicant has a Firefighter 1 certification and/or EMT certification and is eligible to take the TCMO protocol exam.
- 9.8. The successful EMT student must complete the TCMO certification process within the time allowed by Thurston County (60 days). After successful completion of probationary training task books and an evaluation period (typically one year), the applicant may be eligible for appointment as a member by the ~~Chief of administration~~ Fire Chief upon recommendation from the Volunteer Shift Officer (VSO), VAB, and/or EMSO or Training Officer.

## 2.2 VOLUNTEER MEMBERSHIP CLASSIFICATIONS & MINIMUM REQUIREMENTS:

Classification	Training Requirement(s)	Minimum Participation-Attendance
*Administrative/Support Volunteers (Firetones)	Workplace policies & safety orientation	Dependant on position
Rehab-EMT-Fire Prevention (including Fire Investigator)	Initial WTRFA Rehab Training and 20 hours per year thereafter	96 hours per year in a qualifying activitie(s) for standby/rehab response. Fire Investigation is credited at hour-for-hour plus 24 hours standby for each fire investigated.

Volunteer Firefighter (less than 10 volunteer service years)	Thurston County Academy or equivalent and all mandatory annual training requirements. Hours spent as a Temporary Firefighter count towards training.	Average 48 hours per month
Volunteer Firefighter (10 or more volunteer service years)	Thurston County Academy or equivalent and all mandatory annual training requirements. OR WAC 491.03.030 minimums, whichever is less.	Average 48 hours per month OR WAC 491.03.030 minimums, whichever is less.
Volunteer EMT (less than 10 volunteer service years)	Thurston County EMT certification and all mandatory annual training requirements. Hours spent as a Temporary Firefighter count towards training.	Average 48 hours per month
Volunteer EMT (10 or more volunteer service years)	Thurston County EMT certification and all mandatory annual training requirements OR WAC 491.03.030 minimums, whichever is less.	Average 48 hours per month OR WAC 491.03.030 minimums, whichever is less.
Volunteer- FF/EMT (less than 10 volunteer service hours)	Thurston County Academy or equivalent & Thurston County EMT certification and all annual mandatory training requirements. Hours spent as a Temporary Firefighter count towards training.	Average 48 hours per month
Volunteer- FF/EMT (10 or more volunteer service hours)	Thurston County Academy or equivalent & Thurston County EMT certification and all annual mandatory training requirements OR WAC 491.03.030 minimums, whichever is less.	Average 48 hours per month OR WAC 491.03.030 minimums, whichever is less.
Vol. Resident-Intern FF/EMT	Thurston County Academy or equivalent & Thurston County EMT certification and all annual mandatory training requirements	Average 144 hours per month.

**\* Position does NOT qualify for Volunteer Firefighters Pension Fund**

**All eligible positions must meet minimum standards established in WAC 491-03-030 in order to qualify for Board for Volunteer Firefighters (BVFF) pension credit.**

### 3.0 TRAINING & MEMBERSHIP COMPLIANCE:

3.1 This procedure has been adopted by the Department to assure that its members are compliant with the mandatory training required by the Department and the State of Washington. It is imperative from a legal and safety standpoint that all members are current with the required training.

3.2 The following are steps and procedures for notifying Department members who fall behind in training. This procedure has been implemented to assure that all members are compliant with the training mandated by law.

3.3 The procedure is divided into three steps of notification and action over the course of 90 days, starting with the methods for identifying members who are missing the opportunities for training. Training records, poor shift attendance, and missed drills are significant factors that align closely with a member's less than optimal level of training and readiness. These indicators are used to document a low level of participation and training.

3.4 The member's VSO/SO shall use these indicators and documentation to confirm a low level of participation and document that mandatory training has not been completed. The shift officer reviews the information and contacts the member (Step\_1) to discuss the situation. The shift officer identifies non-compliance and reports such findings to the ~~Chief Administrative Officer~~ Fire Chief. (Appendix A).

3.5 This informal contact allows the VSO/SO to discuss the situation with the member and arrange a makeup plan. Dates are agreed upon and the Officer tracks the member's progress. If the member makes up the training the shift officer confirms the makeup and the training records are updated. If the member is unable to make-up the training due to constraints outside of the Department, the member may request a leave of absence.

3.6 If the VSO/SO is unable to contact the member or the member fails to follow through on the agreed makeup plan, the VSO/SO shall document non-compliance issues on the Monthly Shift Compliance Report and contact the member reminding them of the importance of attendance and completing the mandatory training. (Step\_2) After 60 days behind in the training for the previous calendar quarter. The member's gear is secured and participation in calls is suspended until the member makes up the necessary training.

3.7 (Step\_3) After 90 days of non-compliance, the final step is to remove the member from the Department's membership list. A letter is sent to the member requesting the equipment and PPE assigned to them be returned to the department.



#### **4.0 TERMINATION:**

4.1 Volunteer Membership with the Department is with mutual consent. Both the volunteer member and the Department have the right to terminate membership at will without cause at any time.

4.2 In each step above the Volunteer Advisory Board (VAB) will have the responsibility and authority to implement any of the notifications or termination judgments of a volunteer member or applicant based on the VAB vote.

#### **REFERENCE:**

WAC 491-03-020

WAC 491-03-030



**WEST THURSTON FIRE**  
**VISION 2020**  
*STRATEGIC PLAN ADDENDUM*

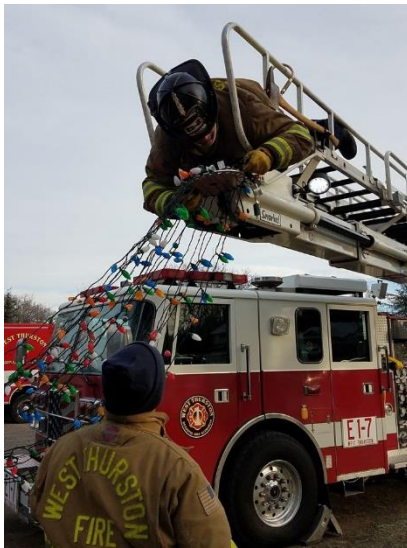
January 2020



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## PURPOSE & SCOPE

The purpose of this Strategic Plan Addendum is to define the RFA's strategic goals and objectives for the next 12-18 months, or until a new 2021-2026 plan is published. The addendum provides the status of existing projects and recommends short-term strategic goals and objectives. The plan also examines professional development and succession planning options.



## EXECUTIVE SUMMARY

If you take the time to analyze and examine other similarly sized organizations, compare the accomplishments, services delivered, and programs developed, you can't help but realize that the RFA is a high-performing organization that continues to outperform circumstances. But, there is always room for improvement.

The need for a plan addendum is a testament to the productivity of the RFA staff who have completed most of the objectives identified in the 2016-2020 Strategic Plan, and then some. The focus of the prior planning period included adding response personnel, restoring (excess levy) funding, improving the ISO/PPC, and improving public relations/outreach programs. Many of the plan objectives and resource developments improved the PPC evaluation score and helped to secure future funding needs. With all of the goals mentioned above completed, funding limits defined through 2023 and limited financial capacity to make substantial service improvements make the short-term strategic objectives easier to identify, but still challenging to fulfill.

The focus during this planning period is to maintain effective emergency service delivery while seeking affordable or cost-neutral service improvements. Also, some goals and objectives will achieve a higher level of performance- management. The RFA has well-defined standards, practices, management systems, principles, and procedures established, which are mostly producing the desired outcome. However, in some circumstances, the result is less than desirable. Vision 2020 goals and objectives include reaffirming expectations, refining management practices and techniques through professional development training, and enforcing accountability to improve outcomes.

**ECONOMIC OUTLOOK- SUSTAINING SERVICE LEVEL:**

The West Thurston Regional Fire Authority (RFA) leadership has successfully managed the organization through a 10-year financial crisis, which is considered the most challenging economic times in modern fire service history. During the crisis, the RFA leadership developed new revenue sources to fund service improvements and projects from grants and other non-tax based revenue sources, and in 2014 took bold-progressive steps to adequately fund an effective emergency service. Even before the financial crisis, the RFA implemented a prudent - if not frugal - examination of expenditures and implemented policies and procedures to ensure the proper safeguard of our vow to be good stewards of public funds.

Understanding the current excess levy funding formula and relative high-taxpayer burden (necessary to maintain effective service delivery) makes preserving good public relations and trust critical to the RFA. Barring legislative funding initiatives, the RFA success is dependent upon excess levy funding for the foreseeable future. Therefore, the financial managers need to remember the excess funding opportunities were possible in part because of the strong public relations and public trust that developed from a long history of upholding a practice of doing what is in the best interest of the taxpayer and following through on our commitments.

The RFA has always benefitted from the focused public outreach; however, over the past few years, the agency has planned and developed a more interactive and robust public relations program. Understanding that the RFA currently asks voters to support one of the highest tax burdens amongst fire districts in the county makes the continuance of a robust public relations and outreach program of paramount importance. If we retract and rely solely upon the immediate impacts of our primary services, our voter support may also retract. The continued development of the public relations program is highlighted later in this plan addendum.

The RFA also continues to leverage other (non-tax based) funding sources, including service contracts, grants, mobilization, and the Ground Emergency Medical Transport (GEMT) program. We must keep this process while acknowledging the uncertainty of these funding sources and refrain from budgeting these funds to sustain personnel and essential services.

With limited excess revenue, the emergency service growth potential remains flat through 2022. During the 2019 - Citizens' Advisory Committee Meeting, the idea of adding additional response personnel in the next funding proposition was discussed, with the understanding that the agency bonds expire in 2020 and 2025. It is more likely that the opportunity to make substantial service delivery improvements won't materialize until 2025.

As incident volume increases, there are (negative) indicators that volume is impacting response time and associated service effectiveness. As these negative impacts escalate, the RFA should develop regional partnerships and cost-neutral strategic response objectives intended to slow or prevent the degradation of service delivery; some of these concepts are examined in this document.

***Goals & Objectives:***

1. Implement cost-neutral opportunities to build partnerships; enhance, re-affirm, and refine the services and systems we have in place; and more effectively manage and enforce the many RFA processes and programs.



2. Analyze and consider the adoption of recommendations of organization structure and implement a succession plan option and professional development (discussed later in this document) or utilize other defined options by June 2021.
3. Implement performance management goals and objectives.
4. Maintain the commitment of filtering public funds through a lens of - what's in the best interest of the taxpayers and emergency service delivery effectiveness.
5. Develop regional partnerships and implement cost-neutral strategic response objectives to slow or prevent the degradation of response times and associated effectiveness of service delivery.



## ADMINISTRATIVE MANAGEMENT & PLANNING

### GENERAL ASSESSMENT & PLANNING-BUDGETING:

Over the past two years, L. Shea has mastered the budget planning, preparation, and management nuances of a junior taxing district. Developing redundancy and depth in budget development and preparation is recommended.

The assessment and planning needs for the next 5-year plan (2021-2026), and long-term (2021-2046) Capital Projects Plan, will be determined by the RFA's future leadership. This process allows the administration the opportunity to develop the big-picture and vision for the organization's future. One of the most critical roles of leadership is to analyze conditions and plan for the RFA's success by defining the needs and developing revenue necessary to produce a mission effective public safety service - relative to the community's emergency service needs. The successful planner has the ability, and technical skill to develop the vision into plans and effectively communicate the plans and ideas in a way that can be understood by the organization's membership and citizen-layperson. Proper assessment/planning, establishing goals and objectives, and managing outcomes play a vital role in the organization's future success.

### ***Goals & Objectives:***

1. Develop budget planning, preparation and reporting redundancy (stretch assignment)
2. Publish a 2019 Annual Report (stretch assignment)

3. Engage internal and external stakeholders for plan input
4. Conduct assessment and develop a 2021-2025 strategic plan that includes a Standard of Response Coverage (SRC) analysis (stretch assignment)
5. Conduct assessment of Capital projects needs for the next 10-25 years (stretch assignment)

#### **LEGISLATIVE CONSIDERATIONS:**

A language oversight in the Regional Fire Authority (RFA) legislation excludes RFAs from running a multi-year maintenance and operations excess levy. The RFA should engage state legislative representatives to secure a multi-year maintenance and operation (M&O) levy-term similar to fire districts.

#### ***Goals & Objectives:***

1. Seek legislative revisions that authorize RFAs the same multi-year levy option as fire districts.

#### **REGIONAL FIRE AUTHORITY PLAN REVIEW:**

The RFA officially formed January 1st, 2011. As required by RCW 52.26 - Jurisdictions participating in a regional fire authority must review the RFA plan every ten years.

*Note: All proposed revisions must be submitted to the electorate for approval.*

#### ***Goals & Objectives:***

1. Complete a review of the RFA Plan prior to January 1<sup>st</sup>, 2021 (Governing Board with assistance from staff)

#### **POLICY REVIEW/REVISION & REDUCTION:**

The process of reviewing and revising policy, procedure, and guidelines (PPG) is a continual staff function. This process will once again be assigned to all department heads with an added interest to summarize and reduce the content to make it easier to review, without minimizing the intent of the PPG or education/training element.

#### ***Goals & Objectives:***

1. Department heads to review & revise PPG (as needed) and seek to summarize and reduce the PPG content to make it easier for personnel to review, without minimizing the intent of the PPG or education/training element. (stretch assignment)
2. Update the fire ground PPG to meet current BlueCard practices. (assigned)
3. Update and revise the annual PPG quiz. (assigned)
4. Conduct Job description, review, and revision (annually)

#### **INVENTORY/ SURPLUS:**

During 2019 inventory/surplus management was another area that progressed under the direction of L. Shea. The initial effort was to review the current policies, procedures, and guidelines, revise and enforce them. Attempts to utilize existing software to accomplish the task proved unsuccessful; therefore, a new program (Halogen) was implemented to achieve the necessary outcome. This project requires continual oversight and management.

***Goals & Objectives:***

1. Monitor and enforce inventory and surplus controls; conduct quarterly confidence tests.
2. Secure surplus equipment storage

**RECORDS MANAGEMENT SYSTEM:**

The records management project has been progressing for the past couple of years and is nearing completion. To date, the project has required substantial work-hours to define relevant WA. State records management requirements and reviewing and sorting archived records.

The new electronic file system is in the implementation phase and planned for completion in 2020, in conjunction with the computer system(s) replacement. Completion requires substantial review and revision of existing stored data to determine document relevance. Upon implementation of a new file folder and document naming standard, the new system requires staff training and system-wide security to maintain correctly. This system must be properly documented for future reference.

***Goals & Objectives:***

1. Complete, implement and document a (WA. State) compliant electronic file and archives system.
2. Conduct training to ensure ongoing system security, compliance, and maintenance.

**NON-TAX BASED REVENUE - OPPORTUNITIES/THREATS:****Chehalis Tribe ESA:**

Three Chehalis tribal properties produce the highest demand for RFA emergency services of any single property owner in the RFA response zone. The three properties previously under contract (lodge, casino & hotel) account for over 5% of the fire department's volume.



The relative amount is higher than the largest pocket-community in our region (Scott Lake-600 homes) and higher than the RFA total mutual aid volume. The emergency response to many other tribal properties and the associated transient population (visiting those establishments) is not included in the contract. The additional call-volume is estimated to be an extra 3-5%. The tribe estimated that approximately 5000 people per day are visiting tribal properties in the region.

The RFA entered into a (fee per-incident) Emergency Services Agreement (ESA) to deliver comprehensive emergency services to the three tribal properties (in-lieu of an assessed value-based fee). In prior contract negotiations, the tax-exempt sovereign nation agreed to the per-incident formula (RFA total service costs/total RFA annual incident). The ESA ended on December 31st, 2018.

**Old Highway 99 Property:**

In 2019 the RFA submitted a Thurston County Comprehensive Plan Amendment application for rezoning. Upon rezoning (projected 2020), the RFA should consider the sale or lease of the commercial



property. A long-term lease may be the preferred option when contemplating the revenue generated from the long-term/guaranteed cell tower lease. Leasing the property to a long-term tenant may require substantial landlord improvements to improve marketability and lease terms.

### **Best practices - Grant research/writing:**

The RFA should continue to explore fee for service opportunities and consider establishing a Grant Research and Write Committee to research and submit grants.

### ***Goals & Objective:***

1. Seek a fair ESA with the Chehalis Tribe that prevents taxpayer subsidies
2. Monitor Old Hwy 99 property rezoning; plan revenue source to reduce tax burden.
3. Research best practices to define additional non-tax based revenue and grant opportunities.  
(stretch assignment)



## **LOGISTICS/SUPPLY & SUPPORT MANAGEMENT**

Over the past few years, the administrative staff has shared the responsibility of logistics and support functions. Initially, an attempt to assign the apparatus and facilities management functions to 24-hour responders proved to be ineffective primarily because of their schedules. In 2019 Joslin was appointed to the Logistics Officer position. Since that time, significant coordination and management of supply procurement and apparatus maintenance improvements occurred.

### **FACILITY & APPARATUS MAINTENANCE:**

In late 2019 a facility maintenance survey was conducted at all seven RFA facilities. The survey identified approximately 105 maintenance, repair, and organizational needs. A facility repair/maintenance

multi-phase plan was implemented, and as of early January, twenty-one (21) of the phase-1 items are complete. The program utilizes part-time RFA personnel to manage the Cedar Creek Crews (CCC). Beginning in late December 2019, the CCC have conducted interior facility maintenance 2-3 days per week. The part-time RFA personnel are responsible for monitoring the CCC and ensuring a work plan, materials/equipment, and quality of work. The new program will accomplish most of the phase-1 maintenance needs by the end of March 2020, at which time we will move into phase-2, construction, and painting projects. Ongoing evaluation of outcomes will ultimately determine the need to hire additional full-time personnel. Developing a successful facility and apparatus maintenance program will remain a primary goal.

During 2019, apparatus maintenance has been a costly endeavor. Although some of the costs were anticipated, the RFA found that preventative maintenance work we were paying vendors to accomplish was not being done or produced less than the desired results. In many cases, it was challenging to find Emergency Vehicle Technicians (EVT) qualified to complete the necessary work and maintain compliance. After trying for two years to secure a contract with the Olympia shop for apparatus maintenance, the contract was finalized in 2019. Now that most of the RFA apparatus have been through a thorough inspection and initial repair by the Olympia shop, we anticipate the costs to come more in-line with the budget. The biggest logistical challenge has been moving apparatus to and from the Olympia Shop; we are currently utilizing part-time personnel to move apparatus and training additional personnel.

The 2020 facility and apparatus maintenance budget is seemingly adequately funded; however, the risk remains that both of these line items are over expended. Plans are to utilize non-budgeted unreserved funding to complete costly planned facility maintenance items. We must maintain proper oversight on these expenses not to overextend the potential revenue stream.

#### **APPARATUS REPLACEMENT PLAN:**

The most commonly used apparatus (Aid Unit and Engine/Pumper) replacement plan is relational to the budgeted lease/purchase-term. In the 2016-2020 plan, replacement acceleration to four years was recommended for Engine/Pumpers. A replacement Engine/Pumper is planned in mid- 2020.

The Aid Unit replacement plan remains at 5-year increments. An order for two Aid Unit(s) was completed in late 2019 with a delivery projection of mid-2020.

The replacement of Brush 1-6 was planned for 2021. However, the replacement was accelerated due to mechanical inspection reports. The report (December 2019) estimated repair at \$20,000; therefore, the decision was made to utilize those funds toward a replacement (1) brush unit. The specification process is underway.

#### ***Goals & Objective:***

1. Maintain the defined replacement schedule (2-aid units every five years and 1-pumper every four years) in the prior plan until a new needs assessment can be conducted in 2021.
2. Maintain the apparatus maintenance and repair service agreement with the Olympia Shop.
3. Maintain the CCC and part-time RFA personnel two-three days per week through the first half of 2020 and reassess.
4. Develop a running list and cost projection of planned and approved projects for purposes of revenue availability decision making for review by personnel with approval authority.
5. Train additional personnel to move apparatus.

**APPARATUS & FACILITY COSTS TRACKING:**

A new work order tracking system has been implemented (Halligan). The desired outcome is to develop a system that will track per unit costs as a means of planning, budget management, and decision making in 2020.

***Goals & Objectives:***

1. Develop a system that will track per unit costs as a means of planning, budget management, and decision making
2. Develop a quick reference cost tracking report; include budgeted and authorized expenditures as a means of decision making

**IT – COMPUTER SYSTEMS MANAGEMENT:**

In 2019 an Information Technology (IT) Systems - RFP was released; there were three respondents. The RFA elected to execute a new IT services agreement with BrightWire. The option to upgrade-migrate IT computer systems to Microsoft Windows 10-365 software with cloud storage redundancy was selected. The IT computer replacement and new operating system is proceeding at all RFA locations and should be completed in January 2020.

The ZOOM web-based conference system was implemented during the prior planning period; however, the system (operating-streaming speed) needs improvement to function properly. BrightWire was tasked to look into this system and make necessary improvements. When system improvements are achieved, staff and safety meetings can be accessed off-site.

***Goals & Objectives:***

1. Complete ZOOM research- improvement plan with BrightWire
2. Complete remote/off-site meeting plan and necessary training at stations 1, 2, 3 & 6.
3. Complete computer replacement and Office 365 upgrade

### PRE-FIRE/INCIDENT PLANNING:

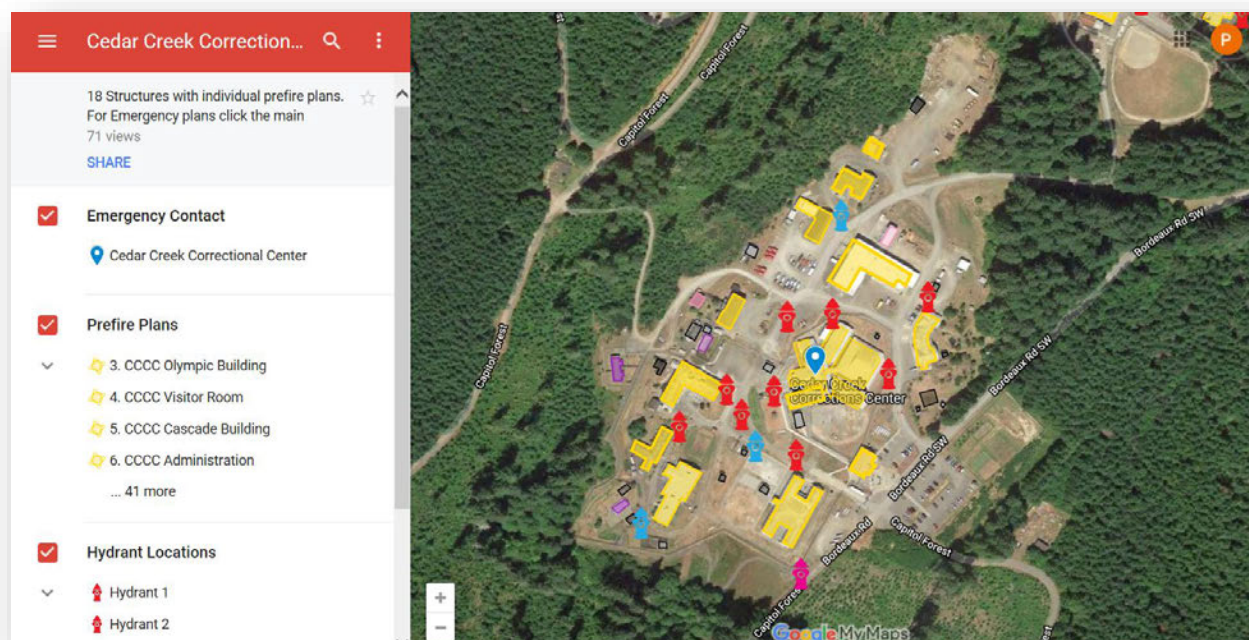
The pre-fire plan development process has been a multi-year project. During 2019, progress has been made under the coordination of Capt. E. Smith and the technical direction of Logistics Officer Joslin. To date, data has been collected on 70 of the 106 target hazard occupancies.

Project development occurred in two phases during the year. The initial phase required the development of a data collection process that included the ability for the crews to capture the data in the field and then have the data upload upon returning to the fire station, without having to re-handle the data. The second phase required the development of a viewing platform. J. Joslin developed a platform that makes the information viewable and readily available to responding personnel via the Mobile Data Terminals (MDT) in most apparatus. The current system is web-based and therefore relies on an internet connection. The Pre-fire icon (shortcut) was added to all of the MDT's. Further, the development will consider including the addition of an offline feature.

The illustration above is the RFA viewing platform highlighting the Cedar Creek Correctional Facility, which has multiple structures. Each structure is outlined on the map. Relevant data is activated with the cursor on the map, or if only the building name is known, the pertinent data can be activated with the link tied to the building name in the description box to the left.

Progress was also made during 2019 by identifying and training four tech-savvy firefighter personnel who were willing to work on creating the graphics and uploading the field acquired data. To date, 33 of the target occupancies have been completed and are viewable. To move this project forward to completion, consideration to find a tech-savvy intern developed when FF Spiegelberg expressed an interest in fulfilling a 240-hour college intern requirement, once he attains final college permission, we will work toward plan completion.

Further research and development are necessary to pull additional address specific data from public records and other sources, for example, assessor data, GIS-geo data, building department, and fire inspection records.



Pre-fire/incident planning requires an annual review and revision and is best accomplished by responding crews, the value of this process is for responders to familiarize themselves with the structure and begin to pre-plan a potential incident. If an incident occurs, the responder will have the opportunity to recall the information from memory and by accessing the data/image in the plan. The data gathering, review, and revision should be accomplished annually by a different shift. The best way to achieve this will be to automate a schedule and assignment process of the shifts.

Rapid Responder is a pre-incident planning platform that includes all of the schools in Washington State. It is not well understood if the schools and law enforcement are updating the information. Therefore it is recommended that RFA staff contact staff at WASPC; after that, coordinate with the Rochester and Tumwater School District administrative staff to update the data as needed to complete accurate pre-incident plans.

Before the implementation of the system described above, the RFA attempted to utilize current software programs to fulfill the pre-plan need. After months of research, RFA staff moved toward building a program internally. There are numerous pre-fire planning software programs on the market, many are cost prohibited (\$25,000/year) and also require substantial implementation effort. While new and improved software becomes available, it will be increasingly important not to lose sight of fulfilling our current plan.

***Goals & Objective:***

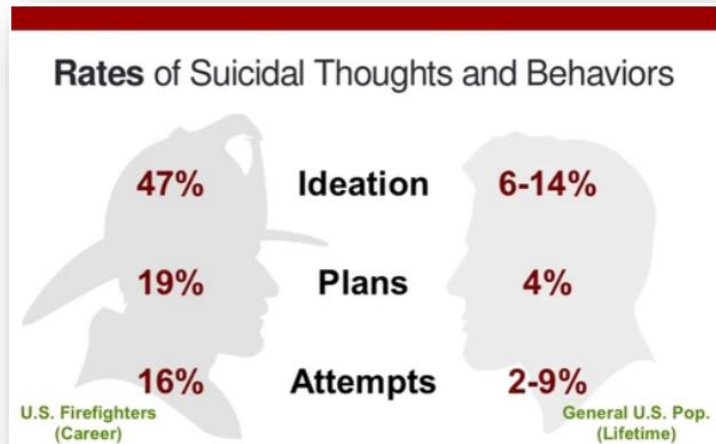
1. Train intern (Spiegelberg) to build the graphics for the remaining target hazards
2. Research development of an off-line program
3. Begin crew or intern review of target hazards completed; review and revise data and capture useful images of structure sides and hazardous conditions or hazardous materials storage.
4. Develop an automated pre-fire schedule and assignment calendar; the assignment should change each year to a different shift.
5. Pull public records for specific target hazards.
6. Engage Rapid Responder staff at WASPC to add information (access/user/password) to RFA MDT's and coordinate with the Rochester and Tumwater School District administrative staff to update the data as needed to complete accurate pre-incident plans.
7. Complete vacant/abandoned building marking and documentation for upload to the pre-fire viewing platform.



**PEER SUPPORT TEAM:**

Firefighters are subjected to high levels of stress and trauma, and it's an issue that can no longer be overlooked. Recent studies indicate that more firefighters died by their own hands than in the line of duty; to stop this trend, many fire departments are creating formal peer-support programs to encourage firefighters to talk about stressors before they become overwhelming.

Peer-support is the process of giving and receiving non-clinical assistance to achieve long-term recovery from behavioral health challenges. Support is provided by peers who have had similar experiences and provide emotional support, awareness, guidance, tips, suggestions, and an empathetic ear. The program should be confidential, and members should be able to seek out peer members on their terms and in a comfortable environment.



Peer-support programs are often more beneficial in helping firefighters cope with stress and trauma than Critical Incident Stress Management (CISM) programs. That's because the peer support model is designed to be more approachable. Firefighters are more likely to approach a trusted colleague, and the peer support model allows them to do that in a private, confidential setting whenever they feel ready to do so.

Administrative staff (Shea) was assigned to assist in the initial coordination, development, and documentation. The initial steps for team development and training have been completed. Final implementation and ongoing management will be dependent upon the team members.

***Goals & Objectives:***

1. Maintain agency support (funding, training, encouragement) toward implementation of a Peer Support Team.

## EMERGENCY-DISASTER PREPAREDNESS



### CONTINUITY OF OPERATION PLAN (COOP):

A Continuity of Operations Plan (COOP) is a process of planning, documenting, and preparing to ensure that primary mission essential functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies. Multiple national standards and presidential directives for executive departments to fulfill this process are in place.

The need to be prepared to sustain long operational periods (without delivery or access to supplies) has been discussed in prior plans; however, the RFA had only achieved basic supply acquisition and policy-procedure implementation. With the development of new recommended standards (2 weeks ready) and improved internal expertise (Joslin), a comprehensive approach toward finalizing this COOP is underway.

The current RFA policy (former Littlerock policy) recommends emergency responders (RFA staff) who are not on duty, should assess their immediate area/neighborhood and family emergency needs, and when they are capable, report to station 1-2. Revision of that policy will incorporate staffing stations 1-1 and 1-2, and if transportation routes (e.g., I-5) are impassable, station 1-6 could be staffed in addition to the two primary stations.

Recent research and analysis of supplies necessary to sustain operations and fulfill the community's emergency service needs during a large scale disaster incident resulted in the substantial acquisition of emergency supply (food) for 80 people. Analysis indicates (based on nutritional needs and caloric intake) we currently have food supplies for two weeks. Our overall goal is to prepare for one month. The additional supplies needed to fulfill this goal include hygiene, bedding, cooking, waste management, and temporary/emergency shelter are identified for acquisition over the next 2-years, which will complete the 30-day emergency supply-logistics plan. Also, last year we acquired and stored emergency medical delivery supplies to sustain a one month supply without restocking.



Upon publishing the COOP, internal training regarding supplies on-hand/locations and plan implementation will be conducted for all essential RFA personnel. Identifying external resources and establishing emergency supply agreements is an element of the final COOP. The goal is to publish the COOP and conduct training in 2020.



### **EMERGENCY COMMUNICATIONS:**

An emergency communication plan will be completed and documented in the COOP. HAM radio equipment needs have been identified and planned for stations 1 & 2. Station 3, 6, and a repeater installation (Michigan Hill) or mobile repeater options will be considered after installation of the initial HAM system. Training RFA personnel and coordination of communications systems with local HAM radio teams will follow initial equipment acquisition.

### ***Goals & Objectives:***

1. Plan, design, and implement a comprehensive disaster plan that provides the best opportunity to meet the emergency service needs of the community during a large scale disaster.
2. Upon completion of a draft, Continuity of Operations' Plan (COOP) conduct a stakeholder and external resource meeting to confirm partnerships and plan disaster plan coordination.
3. Upon final draft, conduct staff training and hold a drill to test the COOP.
4. Complete phase -1 radio installation. Coordinate with local teams and conduct HAM certification training for interested RFA staff.





## VOLUNTEER PROGRAM



Over the past four years, the RFA made substantial improvements to the volunteer program by hiring a Volunteer Coordinator and refining the volunteer mentor program. The RFA developed a plan and secured a grant to establish an industry advanced volunteer support program that would ensure the volunteer had the resources to be successful. The RFA "tried everything" to implement a plan to stop the "revolving door" factors that were identified in the FEMA grant request.

The Volunteer Coordinator developed a comprehensive volunteer support program designed to retain volunteers after their training was complete. The RFA increased the nominal-stipend and reimbursable expenses associated with volunteering and offered professional development through IFSAC Firefighter II certification and college tuition reimbursement. The requested FEMA grant funds were more than \$500,000, and even though recruiting was highly successful, with over 87 volunteers recruited during the term of the grant, the retention of volunteers remained a challenge. A considerable amount of time, effort, and money were applied to volunteer recruitment, retention and mentoring, to ultimately answer the question, "Are we doing something wrong?" After immense improvements to nearly every aspect of the volunteer program, the continuance of the "revolving door" remains unchanged.

All indications are, the RFA is a free training ground for volunteer candidates who are in search of a career in the fire service. The volunteer candidate interview process highlights a necessary commitment and requires signing a two-year commitment. The agreement identifies RFA's interest in recovering the taxpayer's investment by requiring the credentialed candidate to deliver emergency services to the community upon completing the taxpayer-funded training.

During the grant term, 76% or (66 of the 87) candidates recruited did not fulfill their two-year commitment, and nearly 58% did not complete training or exited within the first year. The data reflects that the taxpayers are not receiving the return on investment 76% of the time, with an estimated loss of approximately \$330,000 during the grant period. This loss does not take into consideration the agency soft costs associated with staff orientation/training and mentoring.

It's time the RFA acknowledges what we have learned and what the data and new generation of candidates are telling us. The vast majority are interested in volunteering, not to serve their community, but to serve their need to become educated in pursuit of a career in fire or emergency medical services. The data also indicates that there is a misperception amongst volunteer candidates seeking immediate gratification through full-time employment. Many enter the free training period only to discover it is more complicated than they thought or not what they perceived.



By no means does this analysis minimize the exemplary effort and commitment that 24% of the volunteers make. The RFA has also been blessed with a select few who have made serving their community a life-long commitment; unfortunately, most of these special servants have or will retire soon.

Many factors drive the drop-out rate. For example, the time demand to successfully volunteer as a firefighter is not

conducive to meeting their personal economic and financial needs. Whereas, in today's economy, a young working family requires two or more paychecks to meet their needs and volunteering for their local community, requires sacrificing work/family time or pursuit of other goals. The good-ole-days that produced the life-long community service minded volunteers in our organization are gone. Instead, we attract a volunteer force that wants to explore their options of a career in the fire service, and without any investment of their own money ("no skin in the game"), it's too easy to walk away.

***Based on the findings, it is recommended that the RFA revise its volunteer program as follows:***

#### **NON-CREDENTIALLED VOLUNTEER PROGRAM:**

It is recommended that the RFA modify the volunteer program to require the non-credentialed candidate(s) to pay expenses associated with their training as outlined in Table A (page 17). Also, we would loan the candidate gear (Uniform/PPE) by holding a deposit until the completion of training. After successful completion of fire academy training, the candidate would be awarded sponsorship for emergency medical training and bear any associated costs. The candidate who fulfills their commit can recover their educational expenses upon completion of one year of non-probationary credentialed service to the taxpayers. (See Table A)

#### **CREDENTIALLED VOLUNTEER-RESIDENT PROGRAM:**

The RFA Resident/volunteer program is intended to prepare credentialed candidates for a career in fire and emergency medical services. The minimum qualifications for the Resident Program are Firefighter I - EMT; Red card and EVIP qualifications are preferred. Orientation and Thurston County certification are required within the first 30 days.

The program is planned to be a competitive process with a maximum number of nine positions. After the initial interview and background screening, the successful candidate will be invited to take the entry-level written exam and physical (CPAT) conducted by the National Testing Network/ Fire Team. The testing process applicable to the RFA is paid for by the RFA. A passing score and CPAT certification qualify the candidate to be ranked on a full-time employee hiring list. The Resident list will be used exclusively to fill open career opportunities, including full-time and temporary assignments. The assigned career Lieutenants will conduct Semi-annual evaluations, and a ranking for full-time employment will be updated semi-annually based on performance evaluations, activity, and training compliance. Successful Resident/volunteers will be assigned to a shift for a 14-hour duration, every third day, and awarded one k-day per month (average 126 hours/month). The resident/volunteer will be vetted and supervised by career firefighter personnel.

#### **ADMINISTRATIVE AND SUPPORT VOLUNTEERS:**

The RFA should always be a place of acceptance for those community-minded volunteers who are committed to serving and supporting their local emergency service system. The RFA currently has numerous opportunities to serve in administrative, public outreach, and logistics support functions.

#### **COMMUNITY-NEIGHBORHOOD VOLUNTEER PROGRAM:**

The concept that there may be elements of firefighting that could be accomplished by a community group to fulfill the needs in their immediate community, was formed from the relationship built with Weyerhaeuser who has indicated their willingness to "Gift" the fire department property on the corner of the Mima Road tree farm. Weyerhaeuser principals also expressed interest in allowing their employees to volunteer to serve the neighborhood's needs.

The concept also supports the understanding that the RFA cannot prevent property owners from protecting their property.

The "community fire brigade" would be implemented to support response areas that are currently experiencing response time averages in the 12-20 minute range and where there is little or no opportunity to improve upon the response time within the next five years.

The strategic elements include requiring the commitment and development of the community fire brigade-team before the RFA allocates resources. Training would be limited to Red card, EVIP and first aid. Response requirements will be limited to their immediate neighborhood, which should improve sustainability.





If a community can develop interest, consideration would be given to provide training to the interested community members. Utilizing existing volunteer stations or in the case of Mima-Gate, building a small apparatus staging facility, and locating existing apparatus or work to acquire small, versatile pumper/tender unit(s) that can also be used in a wildfire capacity and is rated to meet ISO pumper rating standards in the future should be considered.



### **DRONE VOLUNTEER PROGRAM:**

A goal to develop a drone program is in the planning phase. The use of drones is becoming more common in today's emergency services, for example, drones can be utilized for scouting or sizing-up wildfire, flood, hazardous material, and confined space, MVA, and disaster incidents. Drones can also be deployed for purposes of search and rescue and water rescue. Drones can gather valuable information for pre-incident/fire and post-incident analysis. Drones can also deliver emergency equipment such as AED to remote areas. A plan to develop FAA certified operators, and establish policies and procedures will precede the acquisition of a training drone.

### ***Goals & Objectives:***

1. Modify the RFA Volunteer program and develop a program that recognizes the changing generational and economic environment.
2. Develop a (non-credentialed) sponsorship program that requires the candidate to pay for their initial training, but reimburses volunteers who fulfill their service commitment to the taxpayers.
3. Recruit FFI & EMT certified candidates to eliminate the costly "free training ground" conditions.
4. Establish an ongoing hiring list of candidates (9 residents) that have attained site-specific training and have the opportunity to be turn-key.
5. Grandfather current RFA Volunteers and maintain current volunteer nominal stipend and benefits and recruit administrative and support volunteers.
6. Consider the development of a community/neighborhood volunteer program that provides RFA resources to communities that are committed to serving their immediate community's (limited) emergency response needs.
7. Develop FAA certified drone operators, develop policies and procedures, and acquire a training drone.

Table A: Volunteer Program Revision(s)

<b>VOLUNTEER – RESIDENT PROGRAM(S)</b>	<b>NON-CREDENTIALLED (TRADITIONAL VOLUNTEER)</b>	<b>CREDENTIALLED (RESIDENT VOLUNTEER)</b>
<b>FIRE ACADEMY - TRAINING FEE</b>	TC Fire Academy – Candidate Fee approximately \$1650 plus books	Firefighter I- EMT- EVIP Required Minimum qualification
<b>PPE EXPENSE</b>	Bunker Gear – \$500 deposit if in stock or fee of 50% of new PPE	RFA issued
<b>UNIFORM EXPENSE</b>	Uniform – \$200 deposit	RFA issued
<b>EMT TRAINING FEE</b>	TC Medic One – EMT (sponsorship only)	Firefighter I- TC-EMT- EVIP Required Minimum qualification
<b>RED CARD TRAINING FEE</b>	Sponsorship only	RFA paid- required within 1 <sup>st</sup> year
<b>EVIP</b>	Required after FFI-EMT - Candidate paid	RFA Paid
<b>CPAT</b>	Not Required – Candidate Paid Candidate must pass RFA specific physical fitness test	Required post acceptance/interview/background– Must pass – Passing score required for reimbursement
<b>NTN</b>	Not Required – Candidate Paid	Required post acceptance/interview/background– Must pass – Passing score required for reimbursement
<b>BACKGROUND SCREENING</b>	RFA paid upon application	RFA paid upon application
<b>EMPLOYMENT ELIGIBILITY</b>	None	<ul style="list-style-type: none"> <li>Yes – Residents will be exclusive hiring list and will be ranked semi-annually. (max 5 to Chief Interview for FTE opening)</li> <li>Eligible for Temporary FF &amp; other PT positions</li> </ul>
<b>INTERVIEW</b>	Yes – Volunteer Advisory Board	Yes – *Labor designated interview panel
<b>NOMINAL STIPEND</b>	\$132 per month average after training (FFI-EMT) completed	\$348 per month average Upon completion of testing & orientation - 30 days
<b>TUITION OR TRAINING REIMBURSEMENT</b>	None	\$5000 maximum per year
<b>OTHER REIMBURSEMENT</b>	\$600 upon FFI certification and active membership (WA. State) \$1050 upon 1 year non-probationary active responder membership.	Position required training
<b>SCHEDULE - AVERAGE HOURS (ACTIVE SERVICE CREDIT)</b>	<ul style="list-style-type: none"> <li>48 hours per month average</li> <li>Every 9<sup>th</sup> day</li> <li>May trade shifts</li> </ul>	<ul style="list-style-type: none"> <li>126 hours per month average</li> <li>1730-0730 every 3<sup>rd</sup> day</li> <li>1 k-day every 27 days</li> <li>May trade shifts with shift commander authorization (not to exceed safety limit)</li> </ul>
<b>Patient Transport-Shift</b>	\$25 per patient transport	\$50 per patient transport

\*An interview panel selected by the labor union will interview, accept or reject application, manage and evaluate candidates to ensure the candidates are properly vetted.

\*\*In the event of a career firefighter opening, Resident/volunteer candidates will undergo a final chief's interview.

## OPERATIONS MANAGEMENT

### OPERATIONS-RESPONSE MANAGEMENT



The RFA's ability to sustain service level is dependent upon our ability to maintain staffing levels, and our ability to substantially improve emergency service delivery is wholly reliant on our ability to add emergency responder personnel in the future. It's also important to understand that at some point as incident volume increases, status quo staffing will not sustain service level/response time. 23% of the time when the RFA has deployed resources to one incident, a second incident will occur. Given the RFA deployment plan and dependent upon the incident type, that means that the RFA may have limited or no resources available when two incidents co-occur. The present response data illustrates the impacts of this reality. As the incident volume increases, the effects will degrade our ability to maintain the service level.

Lack of additional funding limits our opportunities to enhance services during this planning period; however, the RFA should consider all options of cost-neutral modification and developing partnerships that can help maintain service level to fulfill the commitment made (“Maintain service levels”) to the taxpayer. Some cost-neutral changes regarding the deployment of resources and development of partnerships to sustain response times may provide opportunity to prevent service delivery decline and are examined on the following pages.

District	Single Incident	2 Incidents	3 Incidents	4 Incidents	5 Incidents	6 or More
TFD	75%	22%	3%	< 1%	< 1%	-
OFD	49%	34%	13%	3%	1%	< 1%
LFD3	41%	35%	16%	5%	1%	< 1%
EOFD	90%	9%	< 1%	< 1%	< 1%	-
WTRFA	72%	23%	4%	1%	< 1%	-
MBLFD	86%	12%	1%	< 1%	< 1%	-
<b>Overall</b>	<b>11%</b>	<b>21%</b>	<b>23%</b>	<b>19%</b>	<b>12%</b>	<b>13%</b>

**PARAMEDIC/FIREFIGHTER RESOURCE DEVELOPMENT:**

Taxpayers expect that when an emergency occurs, all available resources they are paying for will be deployed (as needed) to save lives and property. In reality, the paramedic unit resources that RFA taxpayers are funding (during the majority of incident types) remain behind in the station, or at best respond as rehab assistance. In every other jurisdiction where firefighter/paramedics are stationed, they respond as a firefighting resource. In the past, the medic unit managers have rejected a proposal to allow "their paramedics" to provide RFA fire suppression support. The last discussion with medic unit management regarding

utilizing the paramedics in a fire suppression capacity was in early 2019; at that time, it was expressed that because the RFA operated two-person engine companies, they had some safety concerns.

The RFA should continue the attempt to remedy this situation with medic unit management by proposing that during structure fire incidents in the medic units primary zone, they will operate on an RFA four firefighter engine company (2 -RFA FF's and 2 - PM/FF's). This proposal is an improvement from the recognized standard of a three firefighter engine company arrangement and a safety improvement that should eliminate any safety concerns.

**RESPONSE STRATEGY MOVE-UP DEVELOPMENT:**

Primary responder staffing in the southern zone is 2:1 when compared to the northern zones; however, collectively, TCFD11 taxpayers in the northern zone are paying as much as those in the TCFD1 southern zones. When analyzing response times, there have been multiple occurrences where the northern unit (Station 1-2) is deployed on an incident while both Station 1-1 and Station 1-3 are in service. Data indicates that if a second incident occurs in the depleted zone, response times to the northern zones from Station 1-1 or 1-3 are approaching 30 minutes.

The Station 2 zone is the second busiest zone, responding to 30% of the volume as compared to the busiest station 1-1 responding to 31% and station 1-3 to 23% (2019).

It is also notable that the reverse occurs, where both southern units are deployed, and response time from station 1-2 approaches 30 minutes. In either case, it is not reasonable for the RFA to identify a response strategy shortfall without revising the response strategy when possible. Currently, on a limited basis, RFA Shift Commanders are moving units to Maytown to standby until resources return to the depleted zone.

The RFA response strategy – to arrive timely to stop large loss and save lives is rendered ineffective in a 30 minute response time scenario. Move-up of resources to a central location to best achieve the response strategy is recommended.



**TRANSPORT RESOURCE UNIT DEVELOPMENT:**

A proposal was made to labor to consider utilization of the Resident/Volunteer(s) as a "First out transport unit." The idea would be to locate the transport unit in a central location, i.e., Maytown or Scott Lake, and deploy the first-out transport unit along with an engine company from the primary response zone when the Resident/Volunteer operated transport unit is available. This modification could help to maintain resources in the RFA response zones.

- Funding saved from volunteer program modifications could be utilized to increase the Resident-Volunteer stipend.
- At a recent officers' meeting, an interested group formed a committee to explore the options further.

**EMERGENT NEED - RESOURCE DEVELOPMENT:**

As a means of delivering effective response time, properly credentialed career staff are currently responding as a single resource (other than overhead/incident management) or with one career primary responder to deliver basic services to incidents when resources are depleted or out of position. Assigning these credentialed administrative/training personnel to specific locations and developing a response team may help prevent a decline in effective service delivery.

***Goals & Objectives:***

1. Move-up/stand-by procedures should be finalized and implemented to remedy the potential of degrading response times to resource depleted zones.
2. The RFA should seek equal taxpayer benefits similar to other jurisdictions by utilizing cross-trained paramedic/FF personnel to assist in the delivery of the first response-fire attack in their primary RFA response zone.
3. Partner with labor; implement a Resident-Volunteer operated patient transport resource.
4. New practices of placing three firefighters at station 1-3 (no tender) should be modified to place a three/four personnel at station 2.
5. Consider further development of administrative/training personnel response teams.





**INCIDENT/SAFETY MANAGEMENT:**

The Battalion Chief (BC) position is a mix between a first responder, supervisor, and administrator. If performed correctly, the BC role is one of the most demanding positions within the organization. The most effective BCs have a toolbox full of experiences they have acquired from many years on the street, combined with formal training and demonstrated personnel management and leadership skills, and the technical savvy to properly evaluate, document and report. Combine these qualities with the earned trust of their personnel by leading them through various events, tasks and training, and these frontline leaders dictate the organization's application of service excellence, performance, safety, and policy/procedure compliance. In summary, these frontline leaders, in conjunction with their lieutenants, can define the culture of the organization. Determining who these future leaders are will determine the success of the organization for the foreseeable future.

Currently, the RFA assigns a Battalion Chief or Captain as Shift Commander (SC) on each shift except in the case of leave. When an SC leave occurs, the less than desired practice of placing a lieutenant (potentially new) into the position for the shift is the current standard operating procedure. A recommended mid-range objective is to acknowledge the importance of relying on properly trained, street smart/experienced, safety-minded, and supervisory/incident managers on most incidents as needed. The desired outcome is to promote personnel who demonstrate the capacity to perform at the requisite level to Battalion Chief.

As defined in the succession/retention plan, multiple stretch assignment opportunities have or will be assigned to current SC's to give them the opportunity to demonstrate their interest, skills, and abilities to manage to the organization's desired outcome. Accomplishing this goal will fulfill the intent of the ISO/PPC, which recommends having a Chief Officer on all multi-resource/alarm incidents. The cost associated with promotions will balance, by minimizing the current career chief officer overhead standby costs.



**EMERGENCY MEDICAL SERVICES (EMS):**

Capt. L. Dyer directs EMS training and certification management. In recent years, a cadre of responders has taken an interest in attaining OTEP instructor/evaluator credentials as a means of professional development. This interest has greatly improved the RFA's OTEP instructor/evaluator capacity. Non-emergency response program development to reduce unnecessary response and patient transportation and regionalized approach to patient transport is examined below.

**COMMUNITY ASSISTANCE REFERRAL and EDUCATION SERVICES (CARES):**

The Community Assistance Referral, and Education Service (CARES) program is a byproduct of the Affordable Care Act that seeks to care for patient's service needs in-place and avoid the costly services of emergency medical transport and admittance to an emergency department. The program has become popular (if not necessary) amongst fire departments that serve highly populated or large retirement communities. The concept of the RFA adding similar programs was considered in prior strategic plans. The basis of the idea was that the revenue source would surface to make the addition of the program affordable. The RFA did start a process of affiliation with an HMO that expressed interest; however, the relationship never materialized because it's believed that the HMO identified a limited number of patients in our response zone who could benefit. That process of affiliation and outcome negated any further active pursuit.

The addition of an RFA CARES program should be evidenced-based, with a target outcome of reducing emergency medical call volume. Presently, it is assumed that the RFA population density and demographic does not support the addition of the resources necessary to develop the program. However, it may be prudent to study the RFA data to determine the needs and define the threshold and determining indicators/factors that will drive the decision to implement a CARES program. In the interim, the goal is to passively monitor the potential for revenue sources and affiliates.

**REGIONAL PATIENT TRANSPORT PARTNERSHIP:**

Recently multiple (transporting) fire departments in the region expressed interest to meet and discuss potential service improvements by designing a regional patient transport plan. The intent is to discuss coordination of resources to deliver the service with the intended outcome of maximizing the availability of response resources in our respective response jurisdictions.



Presently, there are four fire departments in Thurston transporting and one planning to transport. All fire departments except for Tumwater are transporting. All of the five operate under a mutual aid agreement to some extent. The concept of patient transport regionalization and coordination is that each transporting jurisdiction would allocate a designated transport unit to deliver patient transport in any of the participating jurisdictions.

Essentially, the region would craft an auto-aid agreement for transport services and build a designated transport depth of five

transport units daily. The desired outcome would allow the other response resources to remain response ready inside their respective zones to deliver a primary response in an engine/pumper.

As stated previously, the negative impacts of status quo staffing levels and increased call volume is present in RFA data; these impacts will continue to compound, producing worsening response times and incident outcomes as incident volume increases. Incident volume has increased by nearly 30% over the past ten years and 11.5% in the last five years. Presently, if the RFA is deployed on a single incident, 23% of the time, a second incident will occur before the initial deployment recovers to a response ready status. Given the current economic conditions and the associated growth in the RFA, there is little reason to believe that growth will slow. The transport regionalization concept is another concept presented as a cost-neutral means of sustaining service delivery. However, the partnerships need to be developed while analyzing the data to determine the risk/benefit and likelihood of success.

### ***Goals & Objectives:***

1. Consider partnering with other patient transport fire departments to formulate a regional plan that improves resource availability.
2. Study RFA data and demographics to determine the need for non-emergency medical services and the need to work to educate on the appropriate use of 911-EMS, mitigate over-use of the 911 EMS system, and assist citizens in obtaining necessary medical resources and services.
3. Dependent upon study outcome, consider including a CARES program (Community Assistance Referral and Education Service) as a long-term strategic initiative as supported by Washington State Legislation (RCW 35.21.930). Define CARES funding opportunities to sustain the practice if determined to be beneficial.
4. Develop a Personnel Reporting, SOP and feedback associated with patients demonstrating a need for interaction (frequently identified by multiple calls to 911)
5. MSO conduct EMS field training
6. Develop and publish a monthly Medical Incident Report (MIR) review for QA/QI.





## OPERATIONS TRAINING-SAFETY

Fire training compliance and program management have improved markedly under the direction of Capt. R. Smith. Compliance climbed to 93% in 2019, whereas, in 2016, before appointing a Training Officer, compliance was at 60%. In 2020 additional professional development regarding leadership and personnel management training objectives are examined below; IT/computer training will be identified on an individual basis. The Training Officer role of planning/organizing and managing the training program and delegating fire ground hands-on training to Shift Commanders and Lieutenants is a 2020 focus.

### OFFICER PROFESSIONAL DEVELOPMENT TRAINING:

The fire service is good at preparing officers for fire ground safety and incident management responsibilities, which may be suitable for a smaller organization with limited personnel. However, as an organization grows, so does the personnel supervisory/management requirements. The RFA has focused primarily on incident management and safety training for officers with a limited focus toward professional leadership and personnel management training. The RFA shift commanders are now the frontline personnel managers, responsible for managing the needs of a crew of 10, including themselves. In 2020 a primary training focus is to seek professional training (career Captain and above) in leadership and personnel management. The goal is for the RFA leadership team to train together in personnel management practices. After that, the leadership team will meet and identify RFA specific leadership and personnel management practices. The initial training "High-Performance Leadership Academy" is scheduled for February 25th-28th. Another professional development consideration for officers in 2020 is a specialized computer and IT training.



### *Goals & Objective:*

1. Complete joint training in leadership and personnel management - Captain and above.
2. Establish "Leadership Team Meetings" to refine the RFA leadership and personnel management goals, objectives, and values.

3. Share leadership and personnel management training elements with lieutenants and other supervisors.
4. Consider one-day High-Reliability Officer (HRO) training for all RFA officers 2020.
5. Shift commanders and officers to engage in training ground and classroom activities by monitoring performance/compliance and participating in their shift training activities.
6. SC's conduct monthly safety meetings, document minutes, and attendance.
7. SC's communicate standards and expectations, fulfill shift reporting, documentation and evaluation requirements. Manage to the desired outcome. (stretch assignment)
8. Seek additional BlueCard training opportunities (shift commander certification requirement)



### **PERSONNEL SAFETY- HEALTH & WELLNESS:**

The RFA has a long and well-established safety and health culture.

Successful practices include the implementation of internal and external third-party safety audits every 2-3 years. The process consists of inviting L&I to inspect all of the RFA facilities/apparatus, and policies/procedures. The RFA has held mandatory quarterly safety meetings for nearly 15 years. In recent years the safety program has been managed by Lt. J. Swecker, who has made noticeable improvements in incident reporting and safety investigation/review. Quarterly safety meeting content and policy review have also improved considerably.

In 2019 NFPA 1582 annual physicals and cancer screening were offered to all career and tenured volunteer staff after successfully securing funding from a grant. Unfortunately, only half of the eligible employees and volunteers completed the physical and cancer screening opportunity. An effort to require medical insurance to cover these expenses is also being explored. The RFA should seek to require NFPA 1582 annual physical standards as a means of health monitoring and early recognition of illness/disease. An effort to identify and develop local vendors to provide the NFPA 1582 physical is ongoing. The Governing Board is also working to secure annual funding to offset the costs associated with the annual physical.

### ***Goals & Objective:***

1. Maintain established safety audit practices
2. Seek full compliance of monthly facility safety inspections
3. Implement low & moderate cost best practices for reducing firefighter risk of exposure to carcinogens- "Healthy In, Healthy Out" (Safety Officer- Safety/Operations Committee)
4. Seek funding for higher cost best practices items (grant funding)
5. Establish and document an SOP for NFPA 1582 annual physicals- local vendor and staff procedure(s).
6. Enforce monthly shift safety meetings
7. Consider eliminating quarterly safety meeting; replace with quarterly special training opportunities.
8. Establish NFPA 1582 annual physical and cancer screening vendors; establish employee requirement and insurance billing procedures.

## PUBLIC RELATIONS-EDUCATION-OUTREACH PROGRAM(S):

Many fire departments tout their Public Education and Public Relations (PR) activities. However, if you look deep within, you'll find a passive effort with limited or no resources allocated toward the effort. The RFA's long-standing commitment to develop, improve, and grow a positive image and influence in the community has developed into a cutting-edge public relations programs, under the Director of Capt. L. Dyer, and PR Assistant J. Joslin; the continued development of public relations and outreach remains a fundamental mission of the RFA.



As referenced previously, the success of the RFA funding formula is dependent upon effective emergency response. However, developing a progressive PR and outreach program and proactively engaging the public (that we will not otherwise serve during the year) has and will remain essential to our success. The concept to start educating the public now regarding the fire departments' funding needs should persist.

Delivering public safety education to the community should be a fundamental requirement of all of our public servants. Bringing residents to the fire station for events, being present at community events, and sponsoring meaningful public education/relations activates provides the RFA staff the opportunity to establish a positive image of our people and services, as well as a sense that we care about the public's safety and well-being. Developing an evidence-based public education program that addresses the community's public safety needs is a 2020 objective.

In 2018-2019, the RFA made substantial improvements by publishing a professional newsletter, posters, and videos in-house. Recent efforts to highlight the successes of our emergency services provide the opportunity for social media viewers to understand the complexities and value of their emergency service system.





**PUBLIC RELATIONS-CITIZEN ADVISORY COMMITTEE (CAC):**

Assembling a geographically diverse citizen group to analyze a broad range of conditions has proven successful for the past 15 years. Seeking input and ultimately attaining stakeholder support for services and funding will be essential in the future. It's vital to understand the opinions that developed during the last advisory meeting and work to manage the risk of these becoming the prevailing public opinion:

- “Taxpayers are subsidizing the Chehalis Tribe emergency services”
- “The former TCFD11 (Littlerock) taxpayers are subsidizing the Grand Mound/ Rochester emergency services”

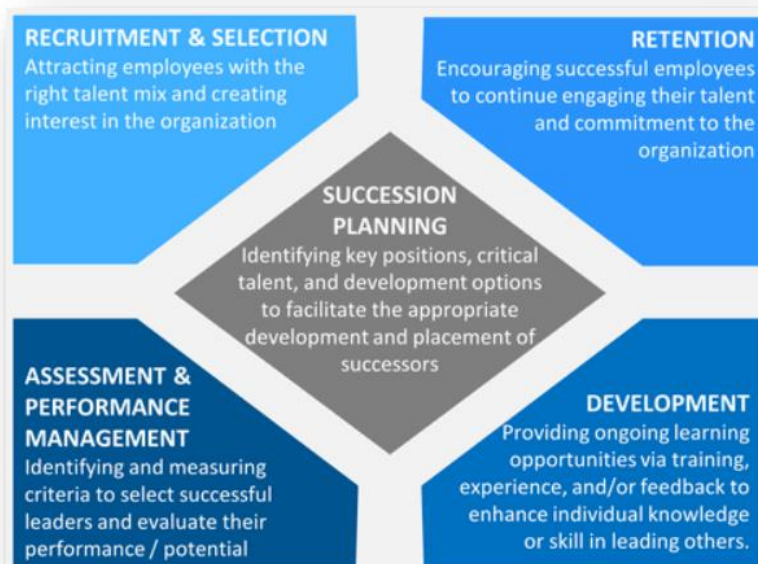
***Goals & Objective:***

1. Promote the department mission, goals & objectives in the community (videos, newsletters, social media)
2. Conduct CAC annual update.
3. Publish a quarterly newsletter & improve newsletter email distribution
4. Improve display poster message presence
5. Develop a Community Risk Reduction Plan (CRR) - Develop the necessary budget to hire assistants or develop a new reliable public education team to deliver the content.
6. Keep RFA in front of the community. Maintain a continuous yet pertinent flow of public engagement.

## SUCCESSION- RETENTION and PROFESSIONAL DEVELOPMENT PLANNING

Over the next 5-10 years, the RFA will experience significant transformation associated with retirement. Retirement from all levels of the organization will occur, from volunteer leadership to middle management to the CEO. The RFA Governing Board has expressed interest in guidance toward formulating and implementing a succession plan.

Succession planning allows organizations to identify and develop internal candidates with a clear objective to fill senior-level positions from within when they become available. In contrast, most mid-level fire service positions are selected through a qualified candidate testing process, and it's important to distinguish between them. An essential practice for the RFA is to define the minimum and desired qualifications for all mid to upper-level management positions. This process should be followed by a long-term professional development plan for employees wishing to advance in the organization.



Presently, the RFA mid to upper- level management positions don't require higher education degrees or nationally recognized certifications such as Executive Fire Officer (EFO). However, the industry educational standards and desired qualifications for mid to upper-level fire service management positions have changed substantially over the past decade. The old way of earning promotions by gaining experience, demonstrating your abilities by working hard, and collecting certifications has been replaced in many fire service organizations with requirements of advanced higher-education degrees and nationally recognized credentials, combined with the demonstrated experience, knowledge, skills and abilities. The RFA should establish a desired timeline of progressing to these new standards by defining professional development standards and establishing required and desired qualifications consistent with industry standards.

For organizations like the RFA, without a long-established professional development plan, the process of filling mid to upper-level positions from within should begin by assigning the identified top candidates projects or tasks (stretch assignments). Stretch assignments are intended to challenge employees by placing them into uncomfortable situations for the employee to gain an understanding of the position requirements and to learn and grow while providing the organization the opportunity to evaluate their skills and abilities to perform to the desired outcome.

As directed by the Governing Board, a process of teaching, delegating, mentoring, and coaching was applied to key personnel in key functions in preparation for upper-level management retirement. An ongoing process of assigning projects or stretch assignments to key personnel has been applied over the

past 1-2 years. Specific projects were assigned to key personnel and, in some cases, attempts to refocus key staff on their current job assignment, and expectations were re-established to observe their ability to improve performance and manage to the organization's desired outcome. In late 2019 a list of stretch assignments was included in personnel annual evaluations. This plan addendum identifies multiple additional stretch assignment opportunities.

**The stretch assignments included:**

- Personnel management/accountability
- Leadership/personnel management
- Training coordination
- Policy development
- Budget development
- Coordinating/leading the outcome of a team/committee
- Public relations program development
- Logistics/Supply management
- Apparatus/ facility management
- Pre-fire planning
- IT program management



**RETENTION and PROFESSIONAL DEVELOPMENT PLAN:**

Often organizations only consider succession in the event of an inevitable retirement; however, it's equally essential for the RFA to develop a Retention Plan to mitigate significant impacts and to prevent the untimely loss of crucial people resulting from other potential causes. Over the past few years, the RFA conducted training to achieve redundancy and depth in critical administrative functions to prevent an unnecessary disruption in the performance of crucial duties (e.g., payroll/vouchers). The RFA should continue this practice by identifying capable staff members and train them to fulfill critical functions.

The RFA should establish an administrative/ non-union employee contract review and seek to remain competitive with other similarly arranged and managed organizations to retain quality/ experienced employees. A process of establishing promotional opportunities, wage/benefits, and contractual terms are recommended to prevent the undesired loss of these key people.

Without question, the RFA has a full talent-pool and talented tenured employees with a life-long service commitment. It's essential to acknowledge that experience and current rank or level of responsibility do not guarantee success at the next level. Waiting on the sidelines is a young talent-pool of employees with a balance of leadership presence, social skill, education, industry-specific experience, technical skill, and abilities to succeed at the next level. It is this talent pool that the RFA should identify and retain while developing their professional experience and skills for the future.

***Goals & Objective:***

1. Define RFA minimum and desired qualification (department-wide)
2. Implement the industry-standard educational requirement timeline
3. Implement professional development plan
4. Implement a non-union retention plan
5. Implement administrative promotional opportunity, competitive wage/benefits, and contractual terms

**FIRE CHIEF SUCCESSION PLAN:**

It is assumed that the Governing Board expressed guidance in succession planning, because (1) they have determined they will promote from within, and (2) more than one viable candidate exists. If those assumptions are incorrect, a retention and professional development plan or external candidate search may be necessary.

It is recommended that the Governing Board conduct a work/planning session and complete an exercise to answer those questions and establish the desired experience/education/qualifications and essential traits that are desired to lead the RFA in the future. Assuming the RFA will promote from within, the Board should identify the top internal candidates and assign stretch assignments. The Board should measure/evaluate candidate performance, experience, education, and qualifications against defined minimums and desired qualifications and experience.

**GOVERNING BOARD EXERCISE:**

1. List minimum and desired qualifications, experience/education, skills, and abilities required for the position.
2. List ideal and essential traits
3. Review and revise the Job Description/ minimum and desired qualifications and essential duties
4. Advertise job opening
5. Solicit interested candidates or headhunt candidates.
6. Require candidates to submit a letter of interest and resume
7. Measure candidate experience, education, and qualifications against desired qualifications
8. Assign candidate "stretch assignments or consider other means of evaluation/interview

**EXAMPLE DESIRED QUALIFICATIONS:**

- Ten years of fire service experience with demonstrated progressive advancement
- Bachelors' degree in Fire Service/Business/Emergency Service Management
- Executive Fire Officer (EFO) Certification
- Demonstrated advanced knowledge of Fire Service Administrative, Operations, and Public Relations Practices, IT/Computer software & systems.
- Visionary planner with the ability to analyze complex data and develop and execute plans by publishing, communicating, delegating, and managing the outcome.
- Demonstrate advanced personnel management knowledge and social awareness



- Demonstrate advanced-expert understanding of industry economics, budget development to make accurate economic decisions to direct the organizations' success properly.
- Demonstrate advanced understanding of junior taxing district funding distinctions & RFA funding needs and outlook.
- Demonstrate history of public outreach efforts and be able to communicate a public relations philosophy and plan.

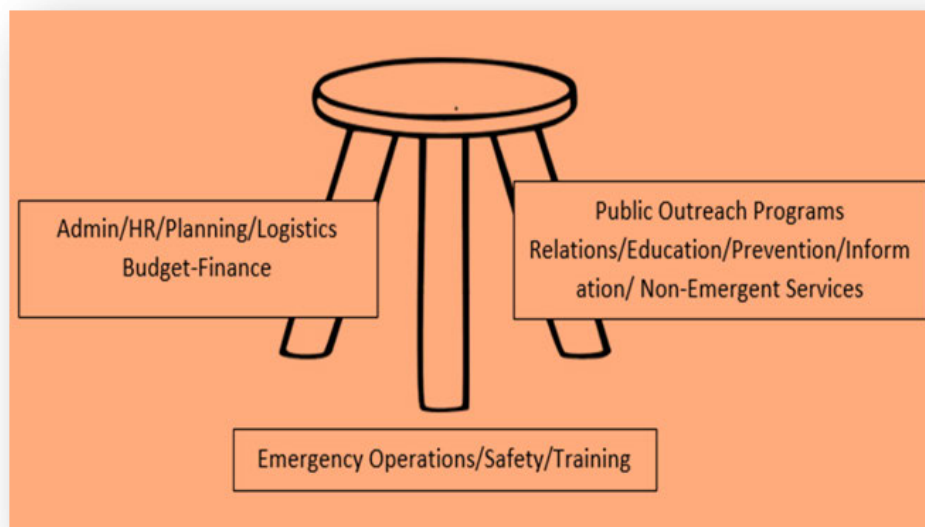
#### EXAMPLE ESSENTIAL ATTRIBUTES/TRAITS:

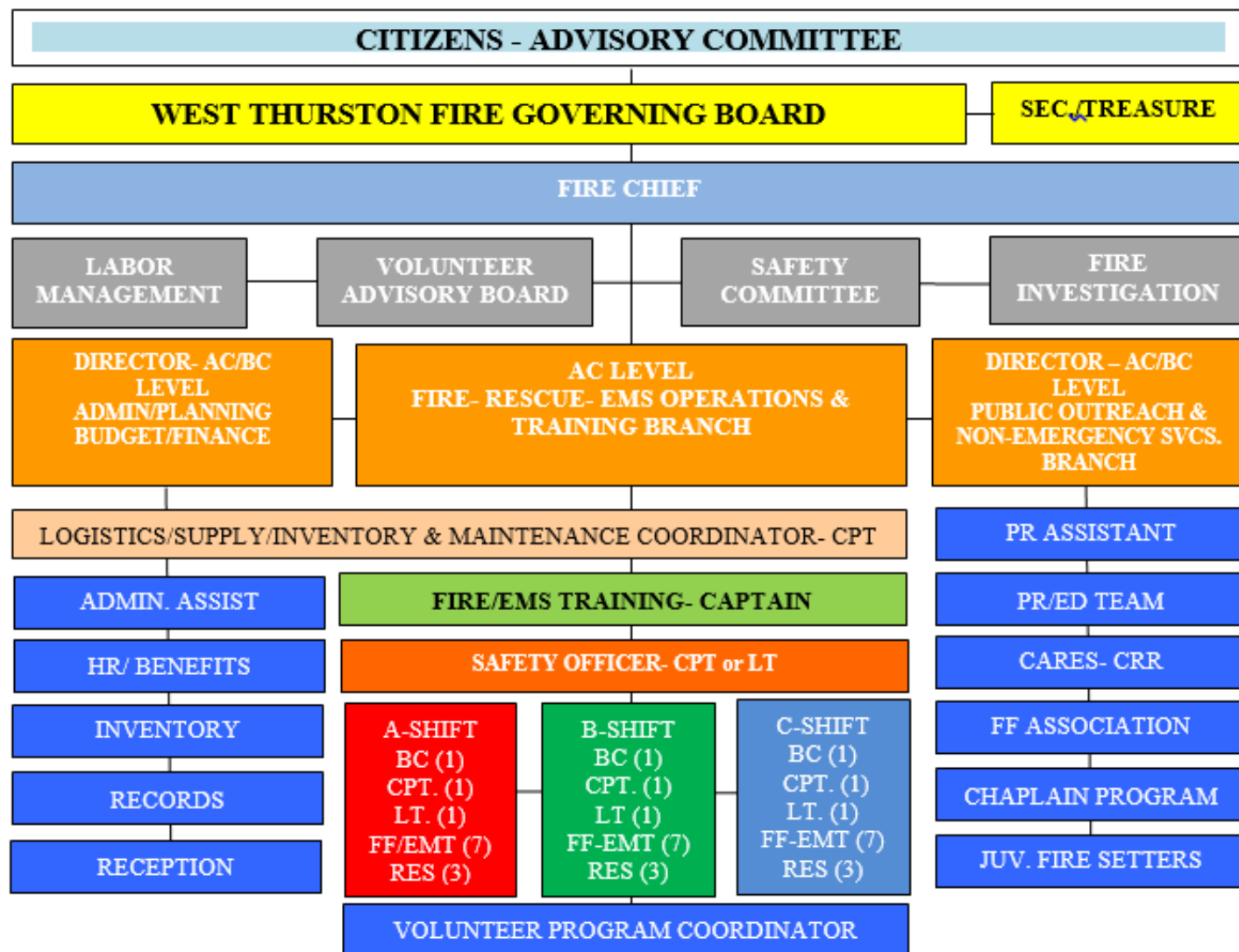
- Self-motivated and accountable
- Leadership presence
- Expert communicator
- Willingness to do and say the hard things, be willing to confront and manage conflict
- Ability to delegate- desire to assign responsibilities and projects and achieve the outcome.
- Demonstrated advocacy for the taxpayer/customer and the workplace/ employee conditions.

## ORGANIZATIONAL STRUCTURE

The Governing Board expressed an interest in developing a traditional organizational structure. A three-legged stool provides an excellent illustration of a system that is at its strongest when all of its interdependent parts work together. Although there are other versions of this concept, the general idea that RFA leadership has implemented is illustrated here. It demonstrates the importance of strong support components to maintain adequate service and programs to meet the overall mission and a focus that strengthens the performance of any fire department. It helps us understand that everything is connected to everything else and that a weakness in any part of the stool makes it ineffective and unable to support the entire mission. The seat of the stool represents the mission of the fire service: "Saving lives and Property."

*The sample organizational chart on the following page is presented as a mid to long-range RFA goal.*



**SAMPLE ORGANIZATIONAL CHART:**



**“COURAGE COMMUNITY COMPASSION”**  
VISION 2020 STRATEGIC PLAN ADDENDUM





## WEST THURSTON REGIONAL FIRE AUTHORITY

Section: Administration – Volunteer Reimbursement

Policy: 1.1012 Version: 7

Effect Date: ~~4/1/19~~ 7/1/2020

Rev. Date: 9/08/2014; 12/08/2014; 03/09/2015; 11/09/15, 1/1/2019

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Applies to: All Volunteers

Policy Administrator: Admin Services Director

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### VOLUNTEER REIMBURSEMENT

#### 1.0 PURPOSE:

1.1 The Governing Board will establish and modify a schedule of reimbursement for volunteer membership and activities.

#### 2.0 POLICY:

2.1 The reimbursement for volunteer personnel is intended to be in compliance with applicable laws and does not represent a wage paid for time spent on behalf of the Department. On an annual basis the Governing Board will review and approve volunteer reimbursement rates and may apply an inflationary factor based upon cost of living and/or adjust shift per-diem rate to the current Washington state meal per-diem rate for Thurston County.

2.2 A volunteer is not eligible for reimbursement credit of any type until they have satisfactorily completed their assigned recruit academy and/or receive volunteer probationary status as determined by the Fire Chief or designee.

2.42 Shift attendance reimbursement rates- will be at the following rates (budget dependent).  
Shifts less than twelve hours will not qualify for reimbursement.

- a) Fully credentialed FF/EMT's will be reimbursed for expenses associated with staffing a WTRFA fire station. Reimbursement will be paid at a rate of ~~2.75 points per hour or \$ \$66.00 per twenty-four (24) hour shift.~~ \$66 for a twenty-four hour shift; or \$33 for less than a full 24-hour shift (shifts less than twelve hours do not qualify for reimbursement.)

b) EMT (only) personnel will be reimbursed 75% of the FF-EMT Rate ~~(2.06 points per hour); (\$49.50 for a twenty-four hour shift; or \$24.75 for less than a full 24-hour shift (shifts less than twelve hours do not qualify for reimbursement.)~~

c) Firefighter (only) personnel will be reimbursed 50% of the FF-EMT ~~(1.38 points per hour); (\$33.00 for a twenty-four hour shift; or \$16.50 for less than a full 24-hour shift (shifts less than twelve hours do not qualify for reimbursement.)~~

d) Administrative volunteers (including Firetones) may accrue 1.38 points per service hour or apply for mileage reimbursement will be reimbursed at 15% of a FF/EMT rate (or \$10.00 per shift) for any non-firefighter/EMS-based activities, such as chaplain calls, event planning, filing and record keeping. Admin shifts less than two hours will not be eligible for reimbursement.

e. Rehab support volunteers will be reimbursed at 25% of a FF/EMT rate (or \$16.50 per 24-hour shift) of standby.

f) Volunteers will receive ~~may apply for annual~~ training incentive ~~point~~ reimbursements of \$5 per training event (drill, safety meeting, in-person or online course) or can apply for ~~or~~ training expense reimbursement up to \$250 dollars for expenses related to travel to Fire Academy and/or EMT training. The Volunteer must complete probationary requirement before being eligible for training reimbursement.

g. Volunteers who participate in department-sponsored events (such as the Santa Breakfast, Fishing Derby, or Egg Hunt) will receive reimbursement of \$10 per event.

h. Volunteers who participate in special events as identified by the Fire Chief or designee (assisting with CPR classes; helping staff county fair booths) will be reimbursed at a pre-defined rate as set by the Fire Chief or designee.

h. Certified EMT volunteer personnel will also be eligible for \$25 per transport.

i. All volunteers will be eligible for annual incentives (paid every December) based on participation level, dependent on available budget. Annual incentives will be reviewed and approved by the Fire Chief or designee.

2.43 On an annual basis the Governing Board will also review and approve volunteer stipends for Volunteer Chief Officers, Volunteer Company Officers and other Operations staff. Monthly stipends for volunteer officers are as follows:

- Deputy Chief \$750
- Battalion Chief \$250

- Captain \$150
- Chaplain \$100
- Lieutenant \$100
- Rehab Coordinator \$100
- Juvenile Fire Prevention Specialist \$100

2.56 Reimbursement payments will be made directly to the volunteer member on a ~~quarterly~~ monthly basis ~~for shift pay, and annually for call back, events and training incentive.~~ Resident volunteers and officer stipends will be reimbursed monthly.

2.67 Firefighter/EMT and Rehab Support volunteers eligible for service credit under the Board for Volunteer Firefighters (BVFF) must log **all** hours using the department's timekeeping system to ensure compliance with department and state policy for meeting minimum compliance standards. Only those shifts meeting the minimums stated above will qualify for reimbursement; however, all hours will be counted towards BVFF service credit.

2.7 IRS W-2 tax forms will be provided to members receiving reimbursement in accordance with IRS rules and deadlines. All volunteers will be responsible for taxes related to earnings.

2.8 Under no circumstances will the aggregate amount of reimbursements to a department volunteer in any given year exceed 20% of the total compensation that the employer would pay to a full-time firefighter for performing comparable services.

### **3.0 RESPONSIBILITY:**

3.1 All Fire Department members are responsible for signing ~~drill~~ training attendance reports and recording all volunteer shift time and events in the Department timekeeping system.

3.2 Reimbursement will be awarded to only WTRFA current members who are in good standing ~~and compliant in training.~~

3.3 The ~~Office Manager~~ Administrative Services Director or designee is responsible for producing all vouchers, required forms and documentation and maintaining records to lawfully conduct the reimbursement program.



**Thurston County Treasurer**  
**May 2020 Statement**  
**West Thurston Regional Fire Authority**  
**Fund 67A0 - W THURSTON RFA GENERAL FUND**

**Cash Activity**

Date	Description	Amount	Notes
05/01/2020	<b>Beginning Cash Balance</b>	<b>\$4,921,902.75</b>	
	<b>Receipts/Deposits/Refunds:</b>		
05/04/2020	District Deposit \$2,043.36 / 6701	2,043.36	
05/04/2020	District Deposit \$326.29 / 6701	326.29	
05/04/2020	District Deposit \$50,245.00 / 6701	50,245.00	
05/05/2020	District Deposit \$476.17 / 6701	476.17	
05/06/2020	Credit Card Deposit \$50.00 / 6701	50.00	
05/06/2020	District Deposit \$4,679.68 / 6701	4,679.68	
05/06/2020	District Deposit \$926.71 / 6701	926.71	
05/07/2020	District Deposit \$4,576.87 / 6701	4,576.87	
05/08/2020	Credit Card Deposit \$100.00 / 6701	100.00	
05/08/2020	District Deposit \$181.38 / 6701	181.38	
05/08/2020	District Deposit \$225.68 / 6701	225.68	
05/11/2020	District Deposit \$248.63 / 6701	248.63	
05/13/2020	District Deposit \$101.80 / 6701	101.80	
05/13/2020	District Deposit \$3,396.07 / 6701	3,396.07	
05/13/2020	District Deposit \$345.03 / 6701	345.03	
05/13/2020	District Deposit \$526.55 / 6701	526.55	
05/13/2020	District Deposit \$831.72 / 6701	831.72	
05/14/2020	District Deposit \$371.59 / 6701	371.59	
05/14/2020	District Deposit \$6,376.82 / 6701	6,376.82	
05/15/2020	District Deposit \$145.82 / 6701	145.82	
05/15/2020	District Deposit \$386.53 / 6701	386.53	
05/15/2020	State Forest - Purchase/Other	439.09	
05/18/2020	District Deposit \$382.77 / 6701	382.77	
05/19/2020	District Deposit \$267.00 / 6701	267.00	
05/19/2020	District Deposit \$39,630.03 / 6701	39,630.03	
05/19/2020	Interest on Tax Refunds	(2.99)	
05/20/2020	District Deposit \$1,006.75 / 6701	1,006.75	
05/20/2020	District Deposit \$2,488.51 / 6701	2,488.51	
05/20/2020	District Deposit \$817.05 / 6701	817.05	
05/26/2020	District Deposit \$14,176.84 / 6701	14,176.84	
05/26/2020	District Deposit \$428.38 / 6701	428.38	
05/27/2020	Credit Card Deposit \$519.45 / 6701	519.45	
05/27/2020	District Deposit \$1,559.46 / 6701	1,559.46	
05/27/2020	District Deposit \$805.18 / 6701	805.18	
05/28/2020	Interest on Tax Refunds	(0.73)	
05/29/2020	District Deposit \$1,078.02 / 6701	1,078.02	
05/29/2020	District Deposit \$12,986.12 / 6701	12,986.12	
05/29/2020	Timber Harvest Tax	29,999.55	
05/31/2020	Tax & Assessment Receipts	437,225.27	
05/31/2020	Interest Paid	6,161.56	
	<b>Total Deposits</b>	<b>\$626,529.01</b>	
	<b>Warrant Issues &amp; Voids/Fees/ACH/Wires:</b>		
05/12/2020	Issued Warrants	(144,270.43)	
05/13/2020	Electronic Disbursement	(5,159.71)	
05/15/2020	Electronic Disbursement	(13,172.15)	
05/29/2020	Electronic Disbursement	(257,449.17)	
	<b>Total Warrants and Electronic Disbursements</b>	<b>(\$420,051.46)</b>	
05/31/2020	<b>Ending Cash Balance</b>	<b>\$5,128,380.30</b>	



**Thurston County Treasurer**  
**May 2020 Statement**  
**West Thurston Regional Fire Authority**  
**Fund 67A0 - W THURSTON RFA GENERAL FUND**

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**Warrant Activity**

<b>05/01/2020</b>	<b>Beginning Warrants Outstanding</b>	<b>\$115,647.84</b>
	Total Warrants Issued	144,270.43
	Total Warrants Redeemed	(143,843.60)
	Total Warrants Voided	-
<b>05/31/2020</b>	<b>Ending Warrants Outstanding</b>	<b>\$116,074.67</b>

**Investment Activity**

<b>05/01/2020</b>	<b>Beginning Interest Receivable</b>	<b>\$13,470.35</b>
	Interest Earned	4,720.07
	Cash Paid	(6,161.56)
<b>05/31/2020</b>	<b>Ending Interest Receivable</b>	<b>\$12,028.86</b>

TCIP Yield (used to calculate interest earnings)	1.14%
LGIP Yield (budget benchmark)	0.47%





**Thurston County Treasurer**  
**May 2020 Statement**  
**West Thurston Regional Fire Authority**  
**Fund 67A1 - W THURSTON RFA BOND DEBT**

### Cash Activity

Date	Description	Amount	Notes
05/01/2020	Beginning Cash Balance	\$812,435.55	
	Receipts/Deposits/Refunds:		
05/15/2020	State Forest - Purchase/Other	45.26	
05/19/2020	Interest on Tax Refunds	(0.59)	
05/28/2020	Interest on Tax Refunds	(0.14)	
05/31/2020	Tax & Assessment Receipts	69,831.18	
05/31/2020	Interest Paid	913.40	
	Total Deposits	\$70,789.11	
	Warrant Issues & Voids/Fees/ACH/Wires:		
	No Activity		
	Total Warrants and Electronic Disbursements	\$0.00	
05/31/2020	Ending Cash Balance	\$883,224.66	

### Warrant Activity

05/01/2020	Beginning Warrants Outstanding	\$0.00
	Total Warrants Issued	-
	Total Warrants Redeemed	-
	Total Warrants Voided	-
05/31/2020	Ending Warrants Outstanding	\$0.00

### Investment Activity

05/01/2020	Beginning Interest Receivable	\$1,911.52
	Interest Earned	785.06
	Cash Paid	(913.40)
05/31/2020	Ending Interest Receivable	\$1,783.18

TCIP Yield (used to calculate interest earnings)	1.14%
LGIP Yield (budget benchmark)	0.47%



**Thurston County Treasurer**  
**May 2020 Statement**  
**West Thurston Regional Fire Authority**  
**Fund 67A3 - W THURSTON RFA CAPITAL PROJ**

### Cash Activity

Date	Description	Amount	Notes
05/01/2020	Beginning Cash Balance	\$0.00	
	Receipts/Deposits/Refunds:		
	No Activity		
	Total Deposits	\$0.00	
	Warrant Issues & Voids/Fees/ACH/Wires:		
	No Activity		
	Total Warrants and Electronic Disbursements	\$0.00	
05/31/2020	Ending Cash Balance	\$0.00	

### Warrant Activity

05/01/2020	Beginning Warrants Outstanding	\$0.00
	Total Warrants Issued	-
	Total Warrants Redeemed	-
	Total Warrants Voided	-
05/31/2020	Ending Warrants Outstanding	\$0.00

### Investment Activity

05/01/2020	Beginning Interest Receivable	\$0.00
	Interest Earned	-
	Cash Paid	-
05/31/2020	Ending Interest Receivable	\$0.00

TCIP Yield (used to calculate interest earnings)	1.14%
LGIP Yield (budget benchmark)	0.47%



**Thurston County Treasurer**  
**May 2020 Statement**  
**West Thurston Regional Fire Authority**  
**Fund 67A4 - W THURSTON RFA RESERVE FUND**

### Cash Activity

Date	Description	Amount	Notes
05/01/2020	Beginning Cash Balance	\$664,525.86	
	Receipts/Deposits/Refunds:		
05/31/2020	Interest Paid	982.36	
	Total Deposits	\$982.36	
	Warrant Issues & Voids/Fees/ACH/Wires:		
	No Activity		
	Total Warrants and Electronic Disbursements	\$0.00	
05/31/2020	Ending Cash Balance	\$665,508.22	

### Warrant Activity

05/01/2020	Beginning Warrants Outstanding	\$0.00
	Total Warrants Issued	-
	Total Warrants Redeemed	-
	Total Warrants Voided	-
05/31/2020	Ending Warrants Outstanding	\$0.00

### Investment Activity

05/01/2020	Beginning Interest Receivable	\$2,259.82
	Interest Earned	640.34
	Cash Paid	(982.36)
05/31/2020	Ending Interest Receivable	\$1,917.80

TCIP Yield (used to calculate interest earnings)	1.14%
LGIP Yield (budget benchmark)	0.47%

**West Thurston Regional Fire Authority  
Budget Report as of:**

**Jun-20**

**50% of Year Expended**

Title	January	February	March	April	May	June	PENDING	YTD Collected / Expended	Total Budget	Budget Remaining	% Rev/Exp
<b>GENERAL FUND</b>											
Beg Bal-Unresv GF 67A0			(923)					(923)	1,151,252	1,151,252	
Beg Bal-Oper Res 67A0								-	2,812,301	2,812,301	
Beg Bal-Wildland Res 67A0	(6,377)							(6,377)	197,957	197,957	
Beg Bal-GEMT Res 67A0			(21,973)					(21,973)	320,879	320,879	
<b>BEGINNING BALANCES</b>	<b>(6,377)</b>	<b>-</b>	<b>(22,896)</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>(29,273)</b>	<b>4,482,389</b>	<b>4,482,389</b>	
Property Tax	2,624	1,420	5,077	1,271	3,770			14,161		(14,161)	
Property Tax-Regular District #1	3,480	41,701	64,490	568,175	130,282			808,129	1,611,841	803,712	
Property Tax-M&O #1 6615	2,329	28,672	45,021	415,334	96,008			587,364	1,185,462	598,098	
Property Tax-Regular District #11	1,335	23,536	61,178	554,029	118,201			758,280	1,581,551	823,272	
Property Tax-M&O #11 6715	709	17,309	44,612	418,173	88,964			569,767	1,235,777	666,010	
Property Tax-M&O	11	(15)	-	-	-			(4)		4	
Sale of Tax Title Property GF	-	-	-	-	-			-		-	
FEMA Grant-Cancer Screenings	-	(1,578)	-	-	-			(1,578)		1,578	
FEMA Grant-Vol R&R	-	10,234	-	-	-			10,234		(10,234)	
COVID-19 Nongrant Assistance				8,527	-						
GEMT	(9,580)	45,107	19,608	34,476	24,956			114,567	262,000	147,434	
State Grant - DNR Wildland	-	-	-	-	6,377			6,377	6,377	0	
State Grant-Dept Of Health	-	-	1,260	-	-			1,260	1,200	(60)	
State Grant-Other	-	-	-	-	-			-		-	
DNR Timber Trust 2 - State Forest	-	104	-	-	439			543		(543)	
DNR PILT NAP/NRCA	-	-	-	-	-			-		-	
Interlocal Grants (incl. Timber Harvest Tax & Medic 1	-	7,374	-	-	69,202			76,576	59,000	(17,576)	
Printing & Duplicating Services	-	5	-	-	-			5		(5)	
Mobilizations	21,898	-	-	-	-			21,898		(21,898)	
Intergov't/Tribal	76,106	-	-	26,106	50,000			152,212	373,139	220,927	
Ambulance & Emer Aid Fees	21,222	21,480	27,586	27,083	26,304			123,674	433,000	309,326	
Other Interest	5,556	3,830	5,552	5,632	6,158			26,728	20,000	(6,728)	
Space & Fac Leases (short and long-term)	5,233	402	720	400	4,546			11,301	49,050	37,749	
Contributions And Donations From Private S	-	-	-	-	-			-		-	
Sale Of Surplus	-	4,153	(304)	-	-			3,849		(3,849)	
Misc Revenue - Incident Cost Recovery	278	1,463	68	26	428			2,263	8,000	5,737	
Misc Revenue - Prior Year	24,493	906	1,364	2	-			26,764		(26,764)	
Misc Revenue - Fuel Tax Refunds	-	472	-	727	-			1,200		(1,200)	
Misc Revenue - Other	6	-	27	-	-			33		(33)	
Other-Sales Tax	(279)	51	397	(1,167)	770			(227)		227	
Sale Of Assets	-	-	-	-	-			-		-	
Insurance Recovery	-	-	-	-	-			-		-	
Transfers In	-	-	-	-	-			-		-	
<b>TOTAL REVENUE</b>	<b>155,422</b>	<b>206,626</b>	<b>276,655</b>	<b>2,058,795</b>	<b>626,404</b>	<b>-</b>		<b>3,315,375</b>	<b>6,826,397</b>	<b>3,511,022</b>	<b>49%</b>
<b>TOTAL FUNDS AVAILABLE</b>									<b>11,308,787</b>	<b>7,993,411</b>	
Admin-Salaries-Commissioner	2,481	2,069	2,453	1,685	1,045	1,408		11,139	27,648	16,509	
Admin-Salaries-Admin	47,400	46,385	43,421	42,087	42,087	42,087		263,468	570,589	307,121	
Admin-Salaries-Temporary Adm	1,313	3,080	2,389	2,125	2,122	1,509		12,538	27,378	14,840	
Admin-Benefits-Commissioner	205	158	188	143	80	126		901	2,232	1,331	
Admin-Benefits-Admin	15,763	15,003	14,884	18,786	12,599	13,281		90,316	226,213	135,897	
Admin-Benefits-Temporary Adm	134	236	183	209	162	115		1,039	2,298	1,259	
Admin-Office & Oper Supplies	891	652	-	752	559	1,105		3,959	3,570	(389)	
Admin-Minor Equip (noninv)	705	609	800	4,784	440	723		8,060	7,344	(716)	
Admin-Small & Attractive Assets (inventoria	-	21,973	-	-	-	-		21,973	31,973	10,000	

Title	January	February	March	April	May	June	PENDING	YTD Collected / Expended	Total Budget	Budget Remaining	% Rev/Exp
Admin-Software	6,393	1,566	546	778	619	8,160		18,061	29,015	10,954	
Admin-Prof Services	17,228	6,376	10,192	9,174	4,525	5,473		52,967	84,064	31,097	
Admin-Communication	60	60	60	60	349	110		698	1,080	382	
Admin-Advertising	-	-	-	-	-	-		-	500	500	
Admin-Insurance	159	-	159	318	159	159		954	74,713	73,759	
Admin-Equipment Maint	275	239	-	234	373	-		1,122	6,140	5,018	
Admin-Misc-Commissioner	112	883	602	139	(125)	-		1,610	9,290	7,680	
Admin-Misc-Admin	605	1,007	594	158	349	84		2,798	6,000	3,202	
Admin-Dues & Membership	3,729	550	-	-	-	-		4,279	11,770	7,491	
Admin-Elections	-	7,992	-	-	-	-		7,992	10,000	2,008	
Suppr-Salaries-Career FF	233,070	225,062	222,695	219,956	217,148	221,387		1,339,317	2,840,220	1,500,903	
Suppr-Salaries-Vol Pts	11,811	3,050	2,895	11,257	3,116	2,913		35,043	136,472	101,429	
Suppr-Salaries-Mobe OT	-	-	-	-	-	-		-	-	-	
Suppr-Salaries-Training OT	778	4,007	3,051	715	-	-		8,552	23,884	15,332	
Suppr-Salaries-COVID 19 OT	-	-	-	12,788	-	-		12,788		(12,788)	
Suppr-Benefits-Career FF	111,104	78,743	79,502	105,470	74,817	77,354		526,990	1,144,958	617,968	
Suppr-Benefits-Volunteer	1,137	374	363	1,002	379	364		3,619	11,880	8,261	
Suppr-Benefits-Mobe OT	221	-	-	-	-	-		221	-	(221)	
Suppr-Benefits-Training OT	12	58	44	66	-	-		180	1,619	1,439	
Suppr-Benefits-COVID 19 OT	-	-	-	835	-	-		835		(835)	
Suppr-Bunker Gear	-	1,108	6,007	7,480	637	55	9,819	25,107	37,200	12,093	
Suppr-Uniforms	795	4,193	1,446	911	4,890	3,422		15,657	15,000	(657)	
Suppr-Rehab Supplies	-	-	-	-	-	-		-	2,500	2,500	
Suppr-COVID 19 PPE Supplies	-	-	-	1,794	-	-		1,794		(1,794)	
Suppr-Small Tools	2,349	713	-	2,427	-	-		5,489	23,000	17,511	
Suppr-Minor Equipment	986	1,057	126	-	764	-	4,016	6,948	28,500	21,552	
Suppr-Health & Wellness Equip	-	659	2,061	1,003	53	36		3,813	5,923	2,110	
Suppr-Small & Attractive Assets (inventoriated)	-	-	1,125	-	-	4,908		6,033		(6,033)	
Suppr-Wildland tools/gear	-	12,601	430	-	-	-		13,031	6,377	(6,654)	
Suppr-Comm/Modems	1,287	1,285	1,185	1,185	1,184	1,088		7,215	19,200	11,985	
Suppr-Advertising	-	-	-	-	-	-		-	500	500	
Medical Costs	-	3,356	(600)	438	-	275		3,469	35,200	31,731	
Medical Costs-COVID 19						50		50		(50)	
Suppr-Insurance	2,280	-	-	-	-	-		2,280	14,657	12,377	
Suppr-Miscellaneous	2,947	332	166	256	(30)	-		3,670	16,600	12,930	
Suppr-Misc-Volunteer	-	-	-	-	-	-		-		-	
Fire Inv-Salaries	338	-	325	-	216	-		878	6,000	5,122	
Fire Inv-Benefits	29	-	25	3	17	-		73	600	527	
Fire Prev-Pub Ed (public)	297	-	60	-	296	-		653	8,100	7,447	
Fire Inv-Professional Svcs	-	-	1,485	(1,470)	300	334		649	8,000	7,351	
Fire Inv-Small & Attractive Assets (inventoriated)	-	-	-	-	-	-		-		-	
Training-Supplies	303	20	522	60	20	20		944	8,000	7,056	
Training-Pub Ed/EMS (dept)	22	425	-	(161)	-	-		286	1,500	1,214	
Training-Travel/Registrations (Fire)	1,800	9,629	941	(100)	-	560		12,830	58,500	45,670	
Training Reimb-Residents	-	-	-	-	-	3,932		3,932	25,000	21,068	
Training-Travel/Registrations (EMS)	80	295	198	(493)	13	-		93	4,000	3,907	
Facilities-Operating Supplies General	359	1,397	350	2,437	1,034	706		6,283	23,750	17,467	
Facilities Station 1-1 Kitchen	-	-	-	-	-	-		-	250	250	
Facilities Station 1-2 Kitchen	-	-	-	-	-	-		-	250	250	
Facilities Station 1-3 Kitchen	-	-	-	-	-	-		-	250	250	
Facilities Station 1-4 Kitchen	-	-	-	-	-	-		-	250	250	
Facilities Station 1-6 Kitchen	-	-	-	-	-	-		-	250	250	
Facilities COVID 19	-	-	-	7,250	(16)	-		7,234		(7,234)	
Facilities-Heating Fuels	-	-	9,516	12,060	-	-		21,576	40,000	18,424	



Title	January	February	March	April	May	June	PENDING	YTD Collected / Expended	Total Budget	Budget Remaining	% Rev/Exp
Facilities-Water	438	358	353	394	332	334		2,209	5,500	3,291	
Facilities-Phone/Cable	1,502	1,201	1,291	1,301	1,300	1,300		7,896	15,800	7,904	
Facilities-Electricity	3,963	4,664	4,664	4,663	4,192	3,541		25,687	42,349	16,662	
Facilities-Garbage	327	348	418	361	360	431		2,244	4,500	2,256	
Facilities-Repairs & Maint	18,923	15,367	11,384	29,529	27,420	(8,510)	16,409	110,523	154,340	43,817	
Vehicle & Equip-Fuel	2,167	3,572	3,098	3,383	1,333	2,084		15,637	50,500	34,863	
Vehicle & Equip-Repairs & Maint	29,863	29,507	17,592	38,205	17,272	17,604	4,639	154,682	225,680	70,998	
Refunds/Fund Bal Adjusts	-	-	-	-	-	-		-	-	-	
Payroll Clearing	(2,510)	(2,528)	(2,511)	5,043	(2,464)	(2,520)		(7,491)	-	7,491	
Payroll Draw Clearing	-	-	-	-	-	-		-	-	-	
Capital Expenditures	-	59,210	26,886	168,975	-	102,386		357,457	426,000	68,543	
Transfers-Out - Other Costs Allocations	-	-	-	-	-	151,917		151,917	173,918	22,001	
<b>TOTAL GF EXPENDITURES/OTHER</b>	<b>524,130</b>	<b>568,900</b>	<b>473,560</b>	<b>720,455</b>	<b>419,926</b>	<b>660,307</b>	<b>34,883</b>	<b>3,402,162</b>	<b>6,778,794</b>	<b>3,376,632</b>	<b>50%</b>
<b>GENERAL FUND ENDING BALANCE</b>	<b>4,142,954</b>	<b>3,780,680</b>	<b>3,583,775</b>	<b>4,922,115</b>	<b>5,128,593</b>	<b>(660,307)</b>			<b>4,529,993</b>		
<b>EMERGENCY RESERVE FUND</b>											
Beg Bal-Emerg Res 67A4	661,240									-	
Other Interest-Emergency Res	838	597	901	949	982			4,268	10,000	5,732	
Property Tax-M&O								-		-	
<b>EMERGENCY RESERVE ENDING BALANCE</b>	<b>662,079</b>	<b>662,676</b>	<b>663,577</b>	<b>664,526</b>	<b>665,508</b>	<b>665,508</b>		<b>4,268</b>	<b>671,240</b>		
<b>BOND DEBT FUND</b>											
Beg Bal-Reserved Debt Srv	455,493										
Property Tax-Bond Debt	2,091	18,048	32,695	294,752	69,831			417,418	844,750	427,332	
Sale of Tax Title Property Debt Svc								-		-	
DNR Timber Trust 2-Debt Svc		11			45			56		(56)	
Interlocal Grants		6,388						6,388		(6,388)	
Other Interest-Debt Srv	844	542	772	799	913			3,869	10,000	6,131	
Transfers In-Debt Svc						151,917		151,917	173,918	22,001	
Debt Svcs-Principal Debt Srv Fund						148,212		148,212	923,212	775,000	
Debt Svc-Interest And Other Debt Srv Fund						3,705		3,705	83,455	79,750	
<b>BOND DEBT ENDING BALANCE</b>	<b>458,428</b>	<b>483,418</b>	<b>516,884</b>	<b>812,436</b>	<b>883,225</b>	<b>883,225</b>		<b>427,731</b>	<b>477,494</b>		



(4) → BOCC → COMM

## COUNTY COMMISSIONERS

John Hutchings  
District One

Gary Edwards  
District Two

Tye Menser  
District Three

## EMERGENCY SERVICES

*Creating Solutions for Our Future*

May 19, 2020

To: County Manager, Ramiro Chavez  
Assistant County Manager, Robin Campbell

From: Emergency Services Director, Kurt Hardin

Digitally signed by Kurt  
Hardin  
Date: 2020.05.19  
22:49:22 -07'00'

Subject: Emergency Services 15 Percent Budget Reduction

This is in response to the May 14, 2020 directive from the Board of County Commissioners (BoCC) directing all departments and offices to prepare budget reduction options in the amount of 15 percent for the time period July 1 – December 31, 2020. The directed reduction amounts to \$130,327 for Emergency Management and \$1,275,872 for Emergency Services/Medic One.

### ***Emergency Services/Medic One Division***

1. The Emergency Services/Medic One Division is a countywide EMS system providing pre-hospital resources for 12 fire agencies; 2 private ambulance companies; and 2 hospitals. Approximately 35,000 911 calls for EMS services occurred in 2019. The 2020 Emergency Services/Medic One budget is funded by the Medic One restricted fund with revenue from a property tax levy. Prior to COVID-19, the Medic One fund had a projected ending balance on December 31, 2021 of \$2.5 million. This was based on the 2020 approved budget and estimated 2021 budget of \$14.37 million.
2. The COVID-19 impact to the Emergency Services/Medic One funding stream is difficult to predict, but, through utilization of the great recession model for property taxes, the projection is for a 5 percent reduction in 2020 property taxes and a 2.5 percent reduction in 2021 property taxes. Part of this projection is based on the Treasurer's report that 85 percent of property taxes were paid as of April 30 even though the property tax deadline was extended to June 1. The combined 2 year estimated revenue loss will require a \$300,000 reduction in the 2020 approved budget and a \$430,000 reduction in the estimated 2021 budget. The Emergency Services/Medic One ending fund balance requires a 2 month operating reserve of \$2.3 million at the end of the fiscal year.
3. The budget reduction option of \$1,275,872 for Emergency Services/Medic One is laid out in Phase I and Phase II listed below. Phase I and Phase II total \$1,274,914 and there is an assumption that interfund rates will reduce by \$958. I strongly recommend only

Emergency Services 15 Percent Budget Reduction  
May 19, 2020

implementing Phase I for the 2020 budget year since the projected ending fund balance, based on the COVID-19 assumptions listed above, is estimated at \$4.36 million with the Phase I option implemented in the 2020 budget.

- a. Emergency Services/Medic One Budget Reductions Phase I, A4-29-03 option is listed below.

- 1) Emergency Services/Medic One Administrative Program. \$46,635
  - a) Office Assistant \$35,135. The Emergency Services/Medic One Office Assistant Senior (OAS) position became vacant in February through a staff retirement, and there is a salary savings through June 30. The recruitment for this position was in progress when the county offices closed due to the Stay Home Stay Healthy order from the Governor. This is a critical position in Emergency Services/Medic One and needs to be filled when the Stay Home Stay Healthy order is lifted. This is a one-time savings and does not carry over to future budget years.
  - b) Administrative non-salary reduction \$11,500. This is office supplies; minor equipment; professional services; and travel. Having FTE positions unfilled allows for a correlating reduction in these areas and this is an ongoing savings.
- 2) Emergency Services/Medic One Basic Life Support (BLS) Program. \$50,600  
The Business Application Technician II (BAT II) position was approved by the BoCC as a new position for inclusion in the current 2019/2020 budget to augment the EMS Information Technology (IT) requirements. This new position was intended to support the EMS IT infrastructure in the county. There are 135 BLS apparatus and 13 Medic Units that utilize IT for medical equipment. Delaying this position will continue the status quo and delay enhancements in the EMS IT infrastructure. The BAT II position is funded ½ FTE in BLS and ½ FTE in ALS. This is a continuing savings until revenue status improves.
- 3) Emergency Services/Medic One Advanced Life Support (ALS) Program. \$132,600
  - a) Salary Reduction \$65,600.
    - The BAT II was approved by the BoCC as a new position for inclusion in the current 2019/2020 budget to augment the EMS Information Technology (IT) requirements. This new position was intended to support the EMS IT infrastructure in the county. There are 135 BLS apparatus and 13 ALS Medic Units that utilize EMS IT for technological support. Delaying this position will continue the status quo and delay enhancements in the EMS IT infrastructure. The BAT II



position is funded ½ FTE in BLS and ½ FTE in ALS. This is an ongoing savings until the revenue flow improves.

- The second item is extra help for surge capacity during high operational requirements. With the COVID-19 response, this amount will not be spent. This is a one time savings.
- b) Travel Reduction \$5,000. Travel in the ALS Program is reduced by 62.5 percent in 2020 and is a one-time savings.
- c) Non-personnel \$62,000. This is a one-time reduction for supplies; uniforms; fuel; and minor equipment that will not be used due to the COVID-19 situation. Fuel prices are lower and EMS call volume was lower in March, April, and May. EMS call volumes are starting to return to normal levels. This is a one-time savings and not expected to continue into future budget years.

4) Emergency Services/Medic One ER&R Program. \$70,000

Emergency Services/Medic One Administrative (MA1) vehicle, \$70,000. MA1 is an Emergency Services/Medic One administrative vehicle used daily for operational requirements and as an EMS response unit for surge capacity during catastrophic incidents. This vehicle was approved by the BoCC in the 2019/2020 budget cycle for replacement and can be deferred until revenue flow improves. Emergency Services/Medic One vehicles are not part of the county ER&R fund.

- b. Emergency Services/Medic One Budget Reduction Phase II, A4-29-04.  
Implementation of Phase II significantly impacts the EMS agencies in Thurston County and the savings rolls back into the Emergency Services/Medic One fund. Implementing Phase II reduces funding to all 12 fire agencies in the county which compounds their lost revenues from the economic downturn.

1) Administrative Program. \$51,000

The professional services are designed to assist with the expansion of EMT initial training for the 12 fire agencies in Thurston County. Currently Emergency Services/Medic One provides two initial EMT courses per year and the demand is much higher. A pilot program is scheduled for implementation in the Fall 2020 course to expand student enrollment through distance learning. This will impact the fire agencies by delaying the increase in course capacity which is needed. The delay in capacity could result in staffing shortages in certain agencies.

2) Advanced Life Support (ALS) Program. \$308,500

- a) Non-personnel \$233,500. This reduction will shift costs to the fire agencies for Paramedic Continuing Medical Education (CME); supplies; uniform replacement; pharmaceuticals; repair of medical equipment; maintenance of medical equipment; and training. This is

- a significant shift of costs from the county to financially strapped fire agencies.
- b) Extra Help \$15,000. The Extra Help provides personnel for surge capability during increased operations or when Emergency Services/Medic One staff are not available. This will limit support for increased operations for the EMS system in Thurston County.
  - c) ALS Contracted Services (fire agencies) \$60,000. This directly reduces support for the three ALS Fire agencies by shifting financial support from the county. The impact could reduce response times to rural areas of the county if Medic units are reduced.
- 3) Basic Life Support (BLS) to fire agencies \$615,579.
- a) Extra Help \$25,000. This is temporary staff that compile the cardiac arrest data and provide analysis on patient outcomes following cardiac arrest response. Analysis includes listening to the entire recorded response from dispatch to arrival at the emergency room. EMS personnel actions are reviewed Quality Improvement process to strive for increased cardiac survival rates. Eliminating this program would see a decline in cardiac arrest survival rates in Thurston County.
  - b) CPR Program \$100,000. This reduction would eliminate the cardiac pulmonary resuscitation (CPR) program which provides training to Thurston County citizens. Studies show a direct correlation between bystander (non-EMS) CPR involvement and cardiac patient outcome. Elimination of this program is likely to reduce cardiac survival rates in Thurston County.
  - c) Other non-personal \$90,500. This would reduce or eliminate equipment replacement/maintenance for fire agencies; patient charting software support; and limit the Medical Program Director oversight for the EMS personnel. The remaining public access defibrillators (PAD) for the Thurston County Sheriff's Office will be delayed to 2022 or later.
  - d) Basic Life Support to Fire Agencies \$400,000. This will reduce funding to the 12 fire agencies for medical supplies and pharmaceuticals, causing another shift in costs to the fire agencies from the county.

### ***Emergency Management Division***

1. The Emergency Management Division provides emergency and disaster preparedness, response, recovery, and mitigation across the county. Emergency Management capabilities primarily rests with the FTEs that prepare and respond to emergencies and disasters. During the recent Nisqually flood in January/February and the COVID-19 pandemic, Emergency Management staff provided fast, effective, and efficient response to residents in Thurston County while coordinating with Tribes and local jurisdictions.



Intent is to preserve capability, especially with an anticipated coronavirus second wave in the Fall. Cutting capability in Emergency Management could have significant impacts for future preparedness and response.

2. The Emergency Management budget is general and federal fund dependent. The federal funding stream appears to be stable through 2022 with no indication of any changes. The general fund portion of Emergency Management is \$1,090,554 and the federal fund portion is \$606,500. The general fund potential reduction is \$83,941 and the federal fund potential reduction is \$46,387. Emergency Management potential reductions are broken into Phases which are listed below.
  - a. Emergency Management Budget Reductions Phase I, A4-29A-04 This is county general fund.
    - 1) Travel \$5,000. The travel budget is recommended to reduce by 91 percent. A portion of this is sustainable.
    - 2) Miscellaneous \$500. This category pays for the copier lease in Emergency Management and there is a potential for savings that is sustainable.
    - 3) Training and conference registration \$3,000. Outside training and conferences are cancelled. Only online training is planned for the rest of the year, and most of this is sustainable.
    - 4) Professional Services \$9,280. This is a savings when the county switched to the Rave notification system and is sustainable. The Rave system is less expensive than the previous system.
    - 5) Shift Fiscal Manager salary to Emergency Services/Medic One \$6,320. Currently, the Department Fiscal Manager salary is split 50/50 between Emergency Management and Emergency Services/Medic One. An analysis showed the split is more 55 percent of the time working on Emergency Services/Medic One fiscal areas and 45 percent of the time working on Emergency Management areas. This is sustainable and able to be absorbed in the Emergency Services/Medic One budget.
  - b. Emergency Management Budget Reductions Phase II, A4-29A-05 is listed below. These positions reduce Emergency Management capability and directly reduce staff. Implementing either of the staff reductions will have a significant impact on preparedness and response for future emergencies. This is county general fund.
    - 1) Realign the Administrative Assistant I (AAI) position to the vacant Office Assistant Senior (OAS) in Emergency Services/Medic One \$37,741. The Emergency Services/Medic One OAS became vacant in February when the incumbent retired. The process to fill the position began immediately and interviews were scheduled in late March before the county offices were closed due to the coronavirus. This position is still critical, and the intent is to complete the hiring process when the county reopens. Moving the AAI position from Emergency Management to Emergency Services/Medic One will save \$37,741 in 2020 and \$75,482 in future budget years. This will

maintain capability for trained personnel for ECC activations but significantly lose capability in day to day operations. I would recommend the AAI position remain in Emergency Management, but not funded, if possible. This allows filling the position if additional federal grant funding becomes available. Emergency Services/Medic One budget assumes the OAS is filled on July 1 and the current AAI salary is within the Emergency Services/Medic One budget line item.

- 2) Curtail the ½ FTE Emergency Management Coordinator project position \$22,100. This project position was funded through December 31, 2020 to assist cities and towns in South County with emergency management requirements and planning. Significant progress has been made with implementation of the Comprehensive Emergency Management Plan (CEMP) with each city or town.
- c. Emergency Management Budget Reductions Phase III, A4-29A-06 is listed below. These are 100 percent federal funds and do not require any matching funds. The funds listed below are from the State Homeland Security Program (SHSP) and unused funds will be returned to the Homeland Security Region 3 for distribution to other jurisdictions. Since these are federal funds, I do not recommend implementing this Phase.
- 1) Thurston Regional Planning Council (TRPC) \$20,000. This is a federal grant that funds the follow on planning efforts from the FEMA Integrated Emergency Management Course (IEMC) held in Ocean Shores in February 2019. The TRPC would utilize the funding to support the establishment of the Thurston Region Disaster Framework.
  - 2) Special Operations Response Team (SORT) \$26,387. The 12 Thurston County fire agencies constitute the SORT and rely on grant funding to purchase specialized equipment. As an example, the SORT was instrumental in the December 2017 train derailment, deploying the equipment for rescue efforts.
3. These are potentially significant impacts to the Emergency Services Department. I have outlined what is hopefully an attempt to create the least amount of pain possible while maintaining capability and essential services. I am available to answer questions or provide additional information.



# WEST THURSTON REGIONAL FIRE AUTHORITY

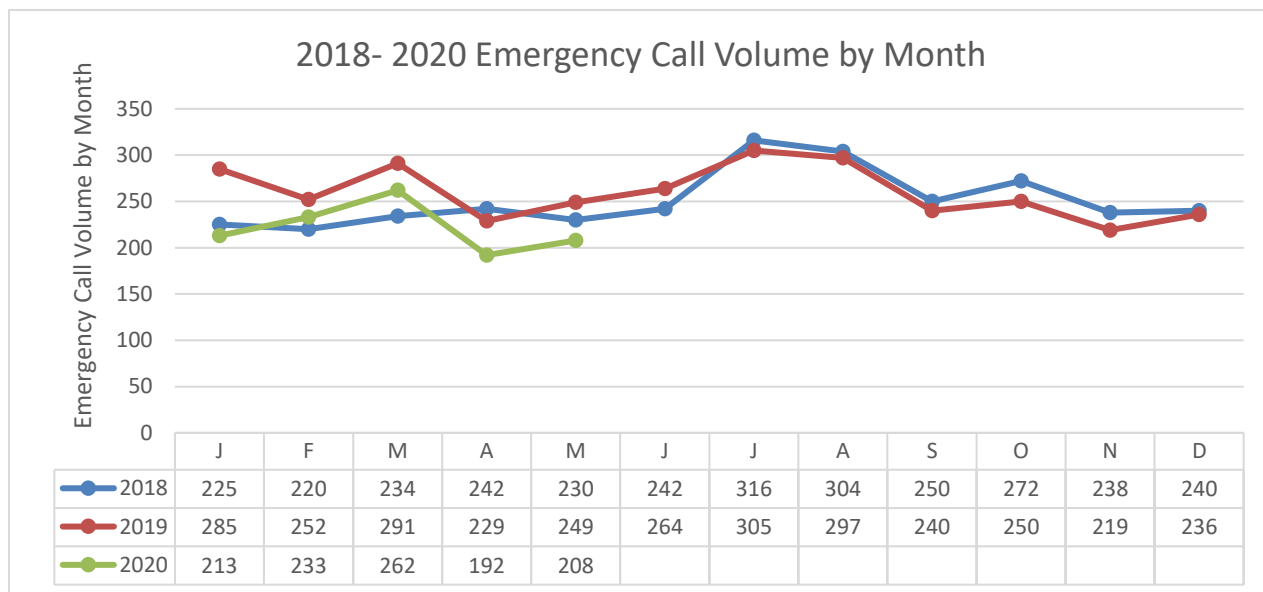
Thurston County Fire Protection District #1, #11 & #14

## CHIEF'S REPORT

Month of Report: May 2020

Annual Alarm Information:

MONTH	CALL VOLUME	EMS RESCUE	FIRE	OTHER	TOTAL VOLUME	MUTUAL AID	WTRFA TRANSPORTS	TOTAL TRANSPORTS
JAN	213	169	03	41	213	11	62	79
FEB	233	179	10	44	233	13	63	84
MAR	262	210	01	51	262	07	63	89
APR	192	147	10	35	192	06	41	65
MAY	208	167	07	34	208	05	52	75
JUN								
JUL								
AUG								
SEP								
OCT								
NOV								
DEC								
YEAR	1108	872	31	205	1108	42	281	392





### **Agreements, Resolutions, Contracts & Leases:**

- Working on request for Public Assistance (RPA) for supplemental assistance for disaster recovery costs
- Chehalis Tribe to resume operations on June 11<sup>th</sup>.

### **Budget & Finance/Planning:**

- We are continuing to monitor the potential loss of revenue impacts from the COVID-19 and seeking funding for COVID related expenses.
- Strategic plan addendum will be reviewed with officers again in June. The plan will be distributed to all staff later this month.

### **Expenditure Planning:**

- Obtaining bids to complete temperature control in the Conex boxes at 1-2 or acquiring a unit that is insulated with temp control. (\$5000)
- To date WTRFA anticipates spending as much as \$15,000 dollars on BSI/PPE equipment/supplies and contingency decontamination plans and \$15,000 on personnel costs. Assuming we don't experience a 2<sup>nd</sup> wave, I don't anticipate significant additional costs.

### **Development Services (New Construction) Tracking**

- N/A

### **Fire Investigation and Fire Loss Reports**

- N/A

### **Grant/Donations/Unanticipated Revenue:**

- A Special Projects Grant from Medic One was submitted by Capt. Dyer for 6 BK Radios, chargers and batteries.

### **Health & Safety Activities (see Safety Officer Report)**

- Lt. Swecker is planning a video safety meeting forum.

### **Accidents, Incidents, and Injury**

- None to report

### **IT/Web Development:**

- Microsoft 10 migration and computer replacement is complete; awaiting Office 365 cutover.

### **Labor Management Report**

- N/A

### **Human Resources/ Personnel/ Man hours served & Internal Affairs/ Labor-Management:**

- N/A





WTRFA CHIEFS REPORT  
MAY 2020

STATION UPTIME REPORT	May 2020
Station 1	100%
Station 2	100%
Station 3	100%
Station 4	2 resident(s)
Station 6	Staffing of 2 = 61%
Career Battalion (Station 6)	100%

Certified Responders- Personnel Count	Man-Hours Worked May 2020
(31) Career-Union	Regular Hours; 5544; Overtime Hours: 139; Sick Leave Hours; 205 (includes paternity and FMLA); Kelly Day Hours: 1152; Vacation Hours 240; Personal Leave: 94; Training OT: 0; Bereavement ; Mob;0,
(26) Volunteer Responders	1273 Regular Hours
(13) PACT	
(04) Residents	267 Regular Hours
(03) Maintenance/Logistics PT	145 Regular Hours

**Legal Issues:**

- Storage Lease Agreement revision

**Policy/ Procedures & Guidelines:**

- 4000 series operations policy/procedure review (Chief Scott & Captain R. Smith)

**Risk Management:**

- WTRFA has issued Phase 2 COVID-19 reopening Guidelines for all-staff

**Action/ Review/ Discussion Items:**

- 

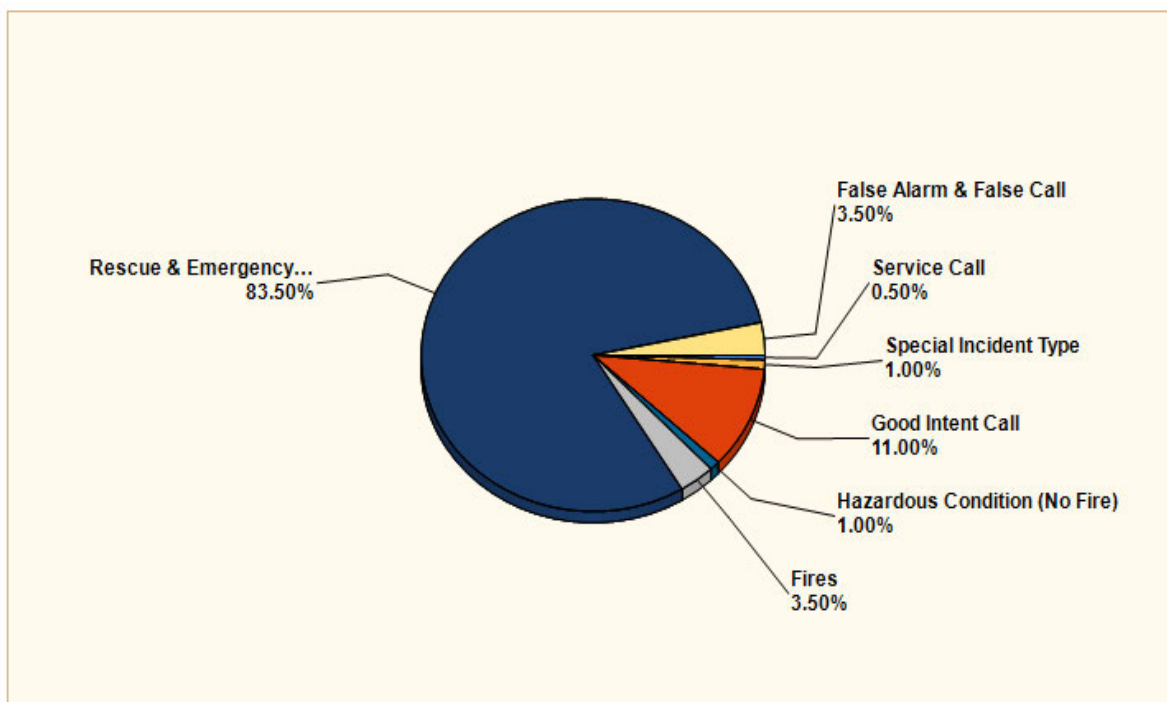
**Public Education/ Public Relations Activities:**



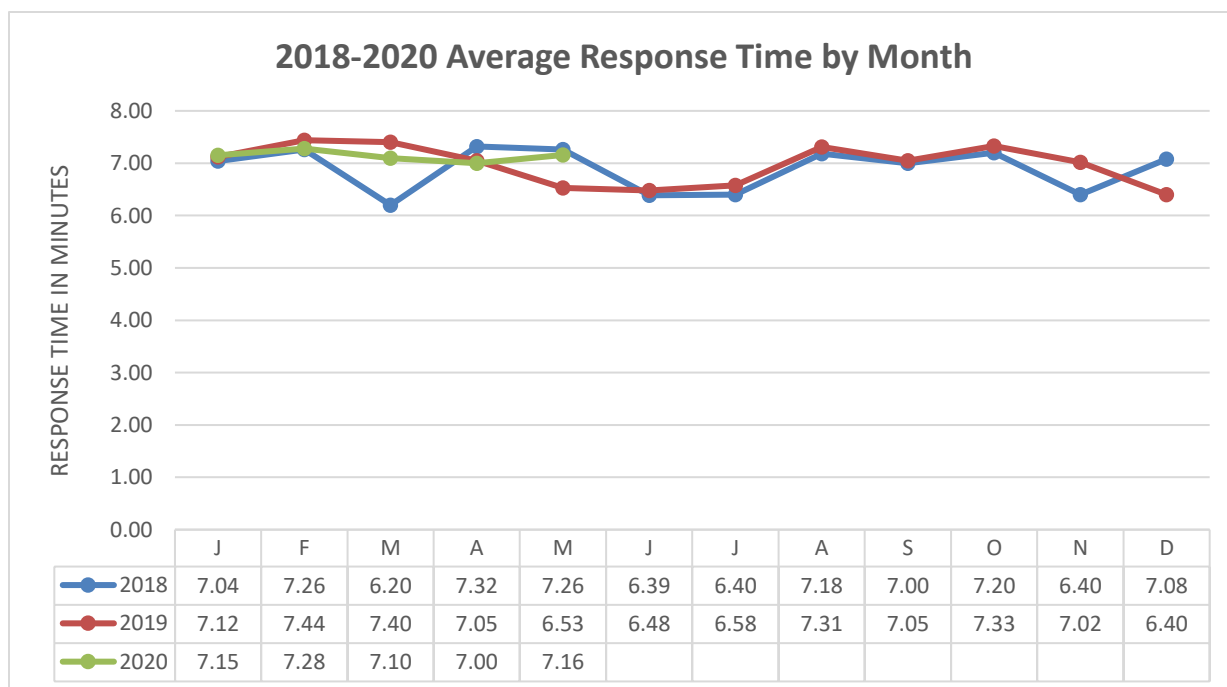


# **West Thurston Type of Emergency Response by Type:**

*ER report #553-Major Incident Types*



**Average Response Time: 7:16 Minutes**  
Initial unit arrival-priority incidents-primary zones





### WTRFA Monthly/ YTD Operations Summary

Description	Monthly Call Volume	YTD Call Volume
EMS/RESCUE	167	872 (78%)
Fire	07	31 (03%)
Other	34	205 (21%)
<b>For Month</b>	<b>208</b>	<b>1108</b>
<b>WT- Transports</b>	<b>52</b>	<b>(31%) of EMS</b>

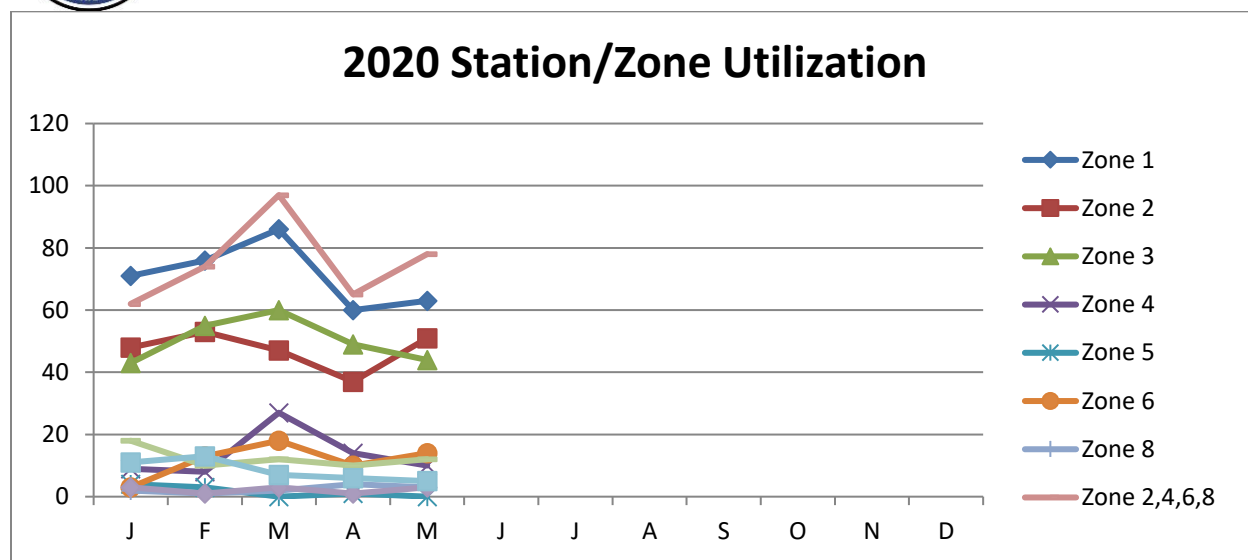
Hospital	Monthly	YTD
SPH	48	212
PHC	23	151
CMC	05	28
MAMC	00	02
Harborview	00	00
GH	00	00
Mary Bridge	00	02
Other	00	00
<b>Total</b>	<b>76</b>	<b>395</b>

Tribal Property	Monthly	YTD
Lucky Eagle (12888)	00	25
Eagles Landing (12840)	00	05
Great Wolf Lodge (20500)	00	11
Fairfield Inn (6223)	00	01
<b>Total</b>	<b>00</b>	<b>WTRFA 42 (4%)</b>

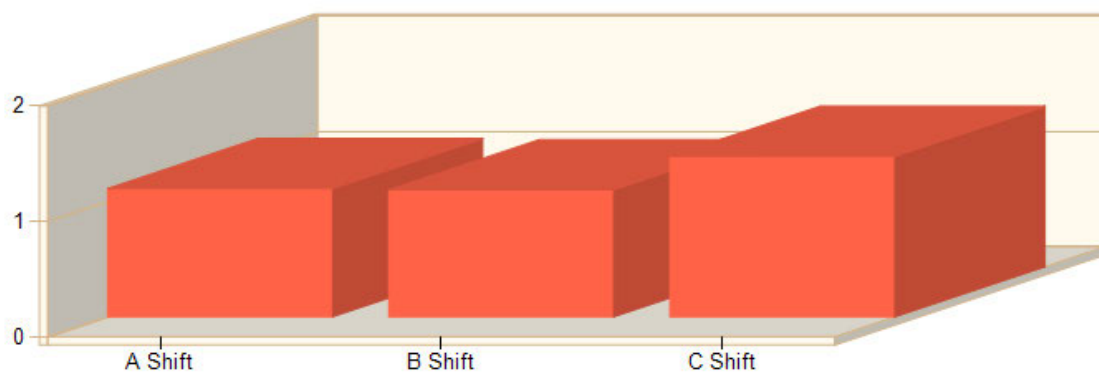
Aid Unit Utilization	Transports For Month	YTD
Aid 1-1 – App 05	12	83
Aid 1-2 – App 06	25	108
Aid 1-3 – App 03	15	86
Aid 1-6 – App 55	00	02
Aid 1-4	00	00
Transported ALS	20	78
Airlift	00	00
Private Ambulance	03	09
Other FD	00	06

Station Zone	Monthly	AVG. Response Time (Month)	*YTD	Percentage YTD
1 – Grand Mound/Sargent	64	6:23	357	32%
2 – Littlerock Rd	53(80)	8:32	239 (378)	21% (34%)
3 – Albany Street	44	6:30	261	24%
4 – Scott Lake- Sta. 1-2	10	8:15	68	6%
5 – Michigan Hill- Sta.1-3	00	0	08	<1%
6 – Maytown Rd.	14	7:33	58	5%
8 – Bordeaux-Sta.1-2	03	10:20	12	01%
I-5 1-1	05	7:40	26	2.3%
I-5 1-2	01	0:00	07	<1%
I-5 1-6	06	9:28	24	2%
Capitol Forest	03	18:24	11	1%
Mutual Aid	05	N/A	42	4%
<b>TOTAL</b>	<b>208</b>	<b>7:16</b>	<b>1108</b>	<b>100%</b>

*Average response time for first arriving unit; does not include Mutual aid, Interstate 5 or Capitol Forest incidents (priority calls-ER report #1605)*



**Average Turnout Time per Shift for Date Range**  
**SHIFT AVERAGE TURNOUT TIME as MM:SS (Dispatch to Enroute)**



**A Shift 1:07- B Shift 1:06- C Shift 1:23**  
Start Date: 05/01/2020 | End Date: 05/31/2020  
Doc Id: 654  
Emergencyreporting

## WTRFA Operations Report:

### Notable Incidents:

- Ongoing COVID-19 Pandemic

### Notable Fire Incidents:

- N/A

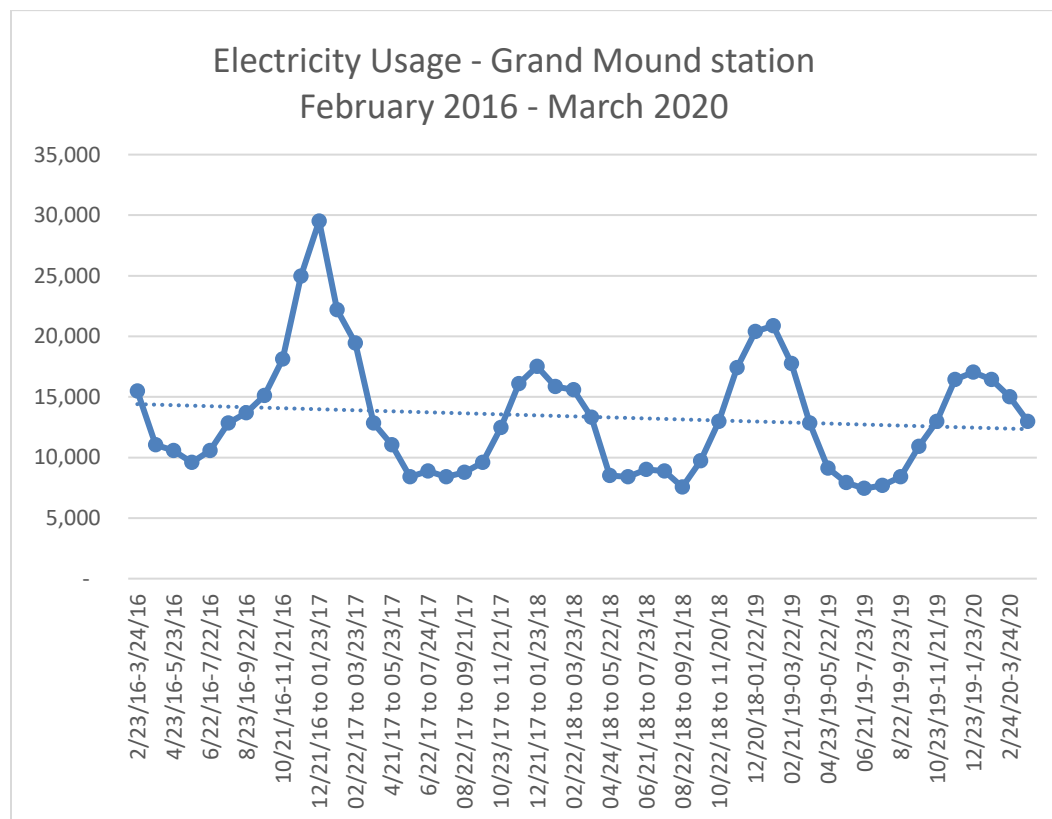


## Project Work Status:

### Sargent Rd Bird Issue:

The facility at Sargent Rd is having a terrible problem with birds building nests in the eaves in a few areas. Last year we attempted to limit access into the eaves with bird deterrents as installed by Cedar Creek crews. These measures proved to be ineffective and we now need to find a solution as the birds (European starlings) have appeared to have multiple spots now they enter through the metal soffits. We have entered into an agreement with Terminix Commercial to address these issues to completely prevent access and clean up what nesting still located on site. The final part is to properly sanitize the areas in the ceiling that the birds had access to.

**Sargent Rd Energy Usage-** PSE reached out to us and indicated that the station is on the correct rate schedule (multiplier of 25) as we show a demand of over 50kw usage for more than a 2 month period. They do have energy advisors that once Covid19 limitations are loosened, we will have them schedule a site visit. We are still seeing a downward trend as compared to the last 5 years. - **Discussion/Monitor.**



**New Brush Unit at Outback Fire Apparatus in UT-** New unit in Utah slated for completion mid-June. We have arranged transportation from Utah to Spokane for its retro-fit of the bumper wildland nozzle. The goal is to have the unit back to us and in-service by July 4<sup>th</sup>. Once it arrives

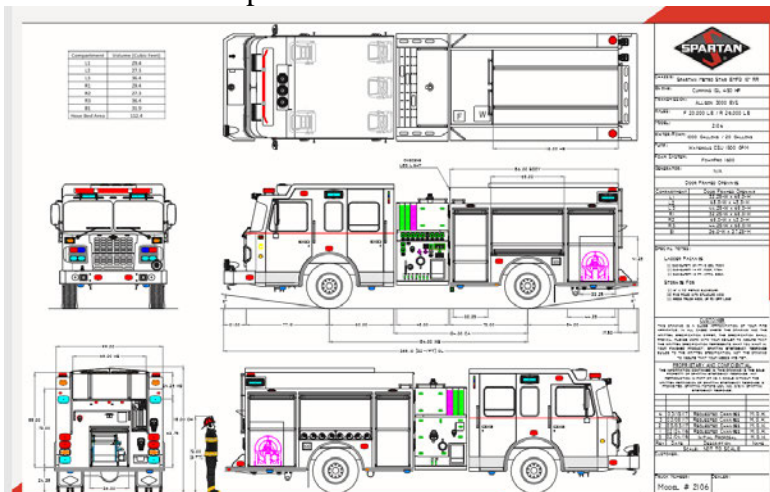


at WTRFA it will need to go to the Olympia Shop for shore power plug, GPS pod, radio install, etc. – **In Progress.**



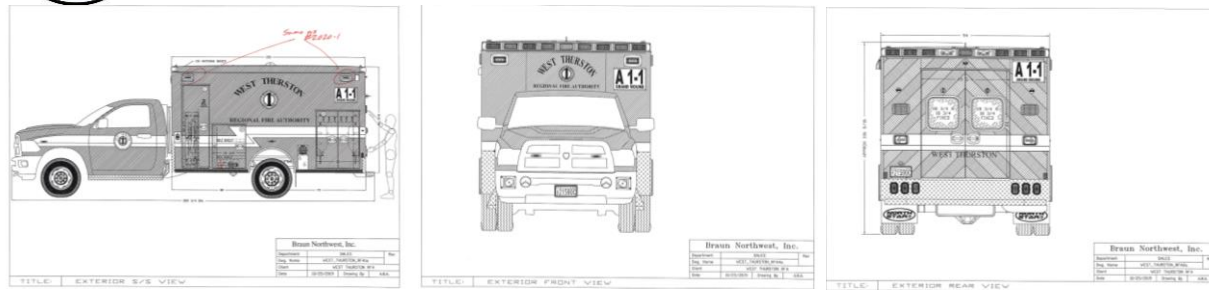
**Brush Unit Retro-Fit with General Fire in Spokane** – All three of our existing units have returned from General Fire in Spokane where retro-fit was done on the bumper monitors and corner sweeps installed. The last unit will be coming from Utah via a stop in Spokane for its equipment addition. – **Partially Complete.**

**New Engine Spec Build with True North/Spartan** – Covid19 restrictions has slowed the process of a bid spec from Spartan as they are working with different parts of their company that have been working remotely. We hope to have some documentation to provide as soon as the next week or so to provide for evaluation and feedback. – **Awaiting Vendor.**



**New Aid Unit Build at Braun NW-** Build on these units is slated to begin June 23rd. Will look at an updated timeline as the month progresses. – **In Progress.**





**Surplus Brush Unit (1-6)** – Olympia Fire has accepted our price listing at \$15,000. They will be picking up the unit on June 10<sup>th</sup>.



### Maytown Water:

Chief K met with Rob from Advanced onsite on May 5<sup>th</sup>. Advanced will move us to the front of their list once we have the area cleared. Commissioner Dahl confirmed he is still available to clear the drill site. **Pending**

**Amateur Radio Project** –Waiting for Mr. Antenna to tour stations and provide quote scheduled for June 4th. **Pending quote.**

- **Station 1-2 Storage:** The proposal is to move the two Conex Boxes from the back to the area between the shed and propane tanks. At least one of the boxes would have temperature controls installed to provide a storage location for disaster supplies, including food. **Pending**

**Facility-To-Do List:** The facility-to-do maintenance and repair Phase I list is 80% complete. CC crews' were under a lay-in and are not rescheduled until July. Chris has finished the cabinet work at station 1-3.

**Station 1-2 Bunker Storage: Completed**

### Training Report:

Training has slowly and cautiously started to rebound in May with a soft start to drill ground activities to include orientation to the newly installed Akron Wildland Monitors on the brush trucks and new Holmatro EVO battery operated extrication tools. We feel with these new tools in place, it substantially improves our capabilities to respond to bread and butter operations. In June we will ease back into somewhat normal hands-on training schedules, albeit may look slightly different at least in the short term. With this in mind, I wanted to take a quick look back



on what we have accomplished for Officer Development this year and where we can continue to improve in the coming months.

As you know, earlier this year Chief level and Captains attended the very beneficial High Performance Leadership Academy which also has the added benefit of continued Coaching and Mentoring sessions that some have taken advantage of. Recently, the Thurston County Training Officers (TCTO) listened to a presentation from Brian Dodge, BC with Kent Regional Fire Authority and Leonard Johnson, Fire Chief with Grays Harbor Fire 2 (the incoming Thurston County Fire 9 Chief) about a hybrid Officer Development Program they collaboratively developed and delivered as a model in Grays Harbor County. This Officer Development Program is a combination of IFSAC Fire Officer 1 & 2 curriculum, has been delivered in Pierce County and as a part of the Captains College program delivered at the Washington Fire Chiefs annual training for the past several years. The program offers flexibility and delivery of soft skills content, e.g. human resources, legal requirements and budgeting components, that I believe is most beneficial to our Lieutenants. IFSAC Certification and testing would be a decision made by our individual agencies. My recommendation would be to offer this to our Officers as optional and could be partially phased in for future development of our officers which I believe compliments the spirit of our 2020 Vision Strategic Plan Addendum. Next month, the TCTO will discuss the possibility of hosting this course in our County in the near future. Once we have vetted the program, this would be a recommended program to our Lieutenants. More to follow next month.

#### May 2020, Monthly Training Report | Prepared by Training Captain, Rob Smith

Completed Training for May	Scheduled Training	Future Planned Training / Not yet Scheduled
<p>Regularly Scheduled <b>Shift, Thursday Night Drills</b> and <b>Saturday Training</b> featuring required training topics and non-required training:</p> <ul style="list-style-type: none"> <li>May 5 – Wildland Refresher Training via ZOOM</li> <li>May 7 – Akron Wildland Monitor Ops Training/Video taping at Station 1-1</li> <li>May 13 – Wildland Refresher Training via ZOOM</li> <li>May 18 – New Extrication Tool Orientation</li> <li>May 19 – New Extrication Tool Orientation</li> <li>May 20 – New Extrication Tool Orientation</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>June 30-July 1 -Rope Rescue Operations Training @TBD (1<sup>st</sup> option)</li> <li>June 17 – B Shift Drill – Engine Company Ops</li> <li>June 18 – C Shift Drill – Engine Company Ops</li> <li>June 25 – A Shift Drill – Engine Company Ops</li> <li>NOTE: The following is a list of planned training at the <i>County</i> level:</li> </ul> <p><b>Q3</b> Pump Academy September 28th - October 2 @Mark Noble Training Center</p> <p>IFSAC Evaluator and SR/TCO      Date TBD</p> <p>Wildland FF2 &amp; FF1 (field day)      Date TBD/St 4-1</p> <p><b>Q4</b></p>	<p>As budget allows (tentative/approximate schedule);</p> <ul style="list-style-type: none"> <li><b>Rehab Unit Training</b> – TBD</li> <li><b>NFPA 1403 Live Fire Training</b> – Mark Noble Training Center - date TBD</li> <li><b>Technical Rescue Training – Rope Rescue Operations Level</b> – Scheduling 2<sup>nd</sup> option for 3Q 2020 with Department SORT Members</li> <li><b>Man v. Machinery</b> – refresher training - pending</li> <li><b>Elevator Rescue</b> – refresher training - pending</li> <li><b>Rescue 42 / Cribbing</b> – refresher training - pending</li> </ul> <p><b>Major / Ongoing Projects</b></p> <ul style="list-style-type: none"> <li><b>Recruit/Retention, PACT Training</b> – in transition from J. Joslin</li> <li><b>Revise PPG Orientation Tests</b> – in progress (pending approval of recommended changes to SOP's)</li> <li><b>SOG Guidelines</b> – in progress (pending approval of recommended changes to SOP's)</li> </ul>



	<p>FF2</p> <p>Date TBD/St. 8-1 Active Shooter Incident Managemen</p> <p>Oct 6&amp;7 Blue Card IC Initial Certification Lab (MNRFTC) Oct 12-14 Fire Officer 1</p> <p>Oct 9-11/St 1-1 Officer Luncheon Date/Location TBD</p>	<ul style="list-style-type: none"> <li>• <b>County HPU Workgroup</b> – Work flow established - complete</li> <li>• <b>Thurston County Training Officers:</b> Coordinate/lead MCO's multiple dates 3<sup>rd</sup>, and 4<sup>th</sup> Q 2020 with all Thurston County Departments in the Cooperative.- in planning</li> <li>• <b>County Mayday SOG Workgroup</b> – SOG – draft complete</li> <li>• <b>Apparatus / Equipment Committee</b> –June - TBD</li> <li>• <b>Training Tower:</b> Reconsider plans – pending</li> <li>• <b>Training Task Books</b> – review and revision – target completion end of 3Q 2020 (revised timeline)</li> </ul>
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**2<sup>nd</sup> Quarter 2020 Training Requirements: Posted**  
**Annual Training Requirements (WAC) 2020: Posted – in progress**



captain lanette dyer

# WEST THURSTON FIRE

ems and public education report



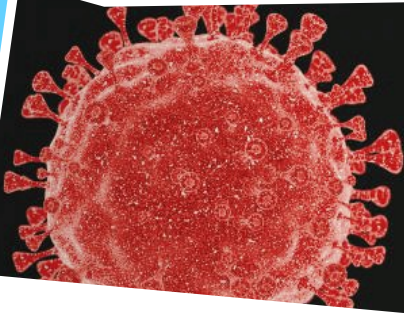
**WTRFA**  
**Citizens**  
**Generosity**

MAY 2020





# SARS-CoV-2



## ***“WHO” named it Covid-19***

Why do the virus and the disease have different names? Viruses, and the diseases they cause, often have different names. For example, HIV is the virus that causes AIDS. People often know the name of a disease, but not the name of the virus that causes it.

There are different processes, and purposes, for naming viruses and diseases.

Viruses are named based on their genetic structure. Virologists (one who study's viruses) and the scientific community that supports this work. This is primarily done by the International Committee on Taxonomy of Viruses (ICTV).

On the other hand, diseases are named to enable discussion on disease prevention, spread, transmissibility, and treatment. Think of this as the “nickname” for the public to assist in education to the masses. So who names human diseases? WHO does! WHO’s (World Health Organization) role is “disease preparedness and response”, (think of them as our Citizen Professor of stuff that can make us sick), so diseases are officially named by WHO.

ICTV announced February 11, 2020 that the name of this new virus was “Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2)”. This name was chosen because the virus is genetically related to the coronavirus responsible for the SARS outbreak of 2003, or maybe they just want to show off how smart they are? While related, the two viruses are different.

WHO then came in and announced “COVID-19” as the name of this new disease on 11 February 2020.

*And that's 'The More You Know'*

- OTEP Begin June 9th
- WTRFA EMS Provider Count 58
- Zero EMS Providers Pending
- Canceled EMT class due to Covid-19  
No word yet on Reschedule
- 4 Volunteers on stand-by to take next EMT class
- All Swede Day and Fishing Derby Canceled- No Reschedule to report

# Parades-The new Party





# Rochester

# High

# School

# Graduation



## Class of 2020

*RSD, in conjunction with the 2020 Senior Parent Committee, has organized a variety of celebrations to honor our seniors!*

**Celebrating the Class of 2020**

## RHS & HEART

**Senior Signs Displayed - June 7**

Drive through downtown Rochester between 10:00 AM - 4:00 PM

**Senior Awards Night - June 9**

Streaming on the RSD Facebook page at 7:00 PM

**Senior Diploma Walks - June 14**

Streaming at <https://vimeo.com/event79095> Graduates will be assigned a short window between 10:30 AM - 4:30 PM

**Senior Parade - June 14**

Parade begins at 5:00 PM. Public viewing at the following parking lots: Grand Mound Elementary, Rochester Primary School & Swede Hall, or along the parade route. See RSD website and Facebook for a map of the route.

**RHS Graduation Ceremony - August 9**

A full in person as circumstances allow, or virtually if necessary.



Community Member continue to lavish WTRFA lots of Thank you's and Care Packages.

*every shift*