



# *2020 Annual Report* **East Jefferson Fire Rescue**

Proudly serving Fire District # 1 in a wide variety of emergencies

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**The mission of East Jefferson Fire Rescue  
is to make our community safer by protecting lives and  
property and caring for the needs of the people we serve. We  
will efficiently and effectively mitigate fire, health and other  
life safety hazards with a prompt, professional and positive  
customer experience.**

*Cover art: East Jefferson Fire Rescue Ambulance returns home after transporting a critical patient to Seattle. Washington State Ferry M/V Suquamish as it enters Eagle Harbor, Bainbridge Island at sunset shared with permission by local photographer Karen Shields of Poulsbo, WA.*



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## *Fire Chief, Bret Black*

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Today's East Jefferson Fire Rescue (EJFR) was established through a series of consolidations which evolved to today's boundaries, also known as Jefferson County Fire District 1 (See page 4.) We are the largest fire and emergency medical service (EMS) provider in Jefferson County. Our history goes back all the way to 1872 when Port Townsend established its' fire department.

Fire Chief, Jim Walkowski managed the EJFR team from late 2017 until his departure in June of 2020 - I joined the team in December, after nearly 27 years in the fire service. I am grateful to be part of the community and privileged to work with such an experienced workforce who serve the community with passion, professionalism, and honor each day.

EJFR's most valuable resource is our human capital, our people. I work alongside 90 well-trained and highly skilled firefighters, fire officers, chief officers, volunteers and administrative staff. Together, we provide high-quality emergency services to more than 21,000 residents within our 68-square-mile response area. Essential to our success is our connection to the community. Most of us reside within the district and began our careers as volunteers. I am convinced it is our connectivity to the community that enables us to provide unrivaled fire and EMS services. Although

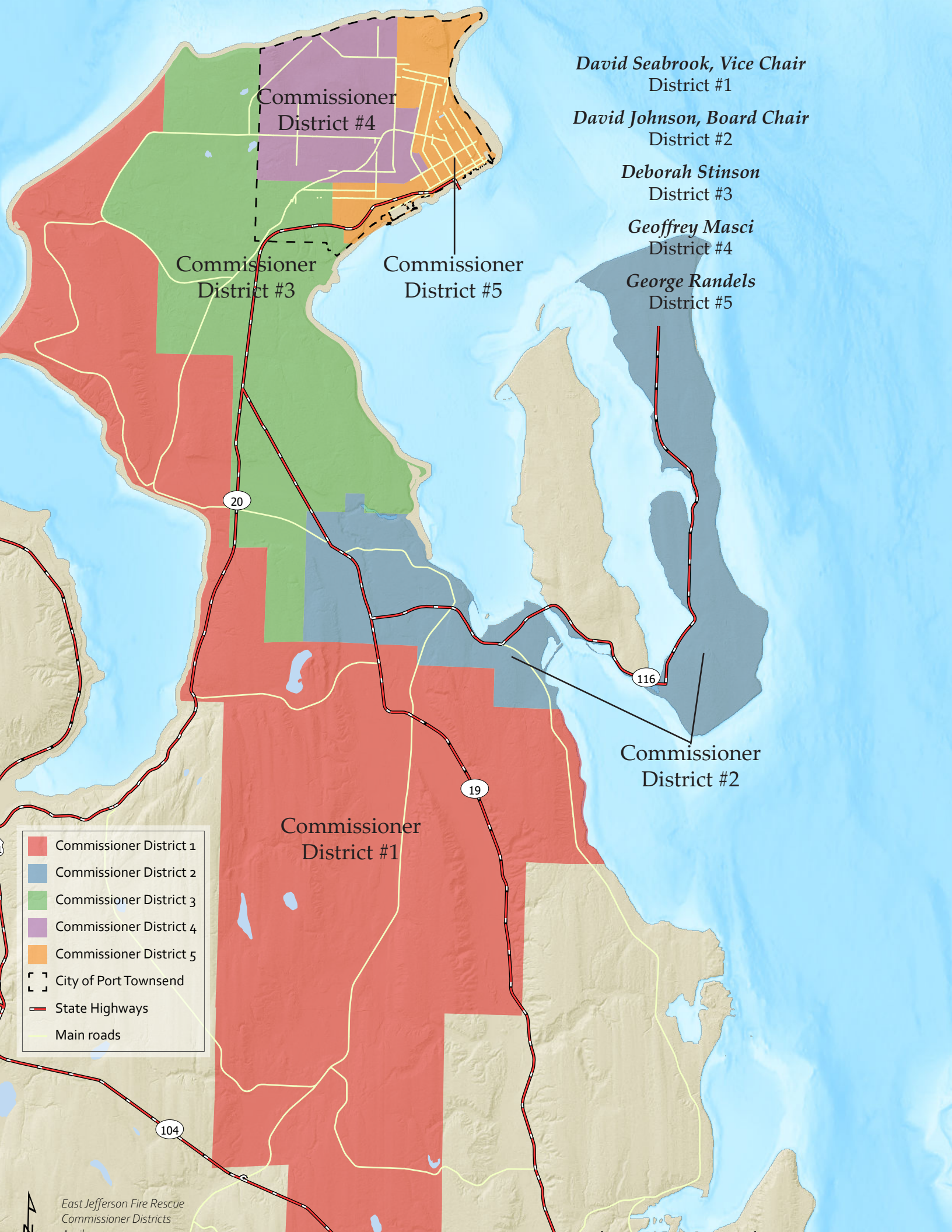
the role of the fire service has changed over the years, our commitment to serving our community remains steadfast.

Our people face enormous risks in the normal course of their duties. Firefighting is an endeavor which resulted in over 60,000 work related injuries in 2019 (NFPA). Delivering EMS also poses risks; more than 21,000 EMS providers experienced on-the-job injuries/illnesses in 2017 (NIOSH). It is important to note that these statistics were pre-COVID. Like fire departments everywhere, EJFR has faced significant challenges managing the COVID-19 Pandemic. In the US, our industry responded to almost a million COVID-19 related incidents in 2020. Despite the risks, EJFR continues to respond to the community's needs. EJFR recognizes the importance of adaptability and continual flexibility to meet the needs of the community.

I am exceptionally proud of our incredibly talented team. I hope their commitment to our mission and values provides you with the same pride and satisfaction I enjoy each day as their new fire chief. Thank you for your continued support which enables East Jefferson Fire Rescue to provide outstanding service within the district and remain the preeminent Fire/EMS provider in the county and region.







Commissioner  
District #4

Commissioner  
District #3

Commissioner  
District #5

Commissioner  
District #1

Commissioner  
District #2

*David Seabrook, Vice Chair*  
District #1

*David Johnson, Board Chair*  
District #2

*Deborah Stinson*  
District #3

*Geoffrey Masci*  
District #4

*George Randels*  
District #5

- Commissioner District 1
- Commissioner District 2
- Commissioner District 3
- Commissioner District 4
- Commissioner District 5
- [ ] City of Port Townsend
- State Highways
- Main roads



# Board of Commissioners



*David Seabrook - Term Expires: 12/31/2025*



*David Johnson - Term Expires: 12/31/2023*



*Deborah Stinson - Term Expires: 12/31/2021*



*Geoffrey Masci - Term Expires: 12/31/2023*



*George Randels - Term Expires: 12/31/2021*

In 2020 EJFR's Board of Commissioners expanded to five with the appointments of Commissioners Geoffrey Masci and George Randels. (Jan. 2020) Later in the year, Commissioner District boundaries were finalized with the county - see page 4.

After the retirement of long-time Commissioner Rich Stapf in August of 2020, Commissioner Deborah Stinson was appointed to fill the Commissioner District three vacancy. Commissioners run for election every six years - once the appointed positions expire Commissioners will need to run for election in order to serve a full six year term.



# 2020 Annual Report



## Administration & Personnel

*Human Capital – our most valuable asset*





# Administration & Personnel

Like so many organizations and businesses, 2020 was a year of changes and adjustments as we navigated multiple challenges.

Due to COVID-19 gathering restrictions and guidance our facilities have been closed to the public since late March of 2020. Administrative staff has functioned remotely and by appointment. Board of Commissioners and other department meetings were held virtually and many trainings and community events were canceled. We look forward to the time when it's safe to reengage with the public in-person.

At a time when leadership was paramount to a successful year, EJFR lost several members to relocation and retirement. Although we feel the loss of expertise, we wish them all well in their next chapter.

## *Personnel Retirements/Relocations*

- Fire Chief, Jim Walkowski - June 2020
- Assistant Chief, Ted Krynski - July 2020
- Commissioner, Rich Stapf - Aug. 2020
- Firefighter, Stuart Macrae - Oct. 2020
- Firefighter/PM, Steven Steele - Dec. 2020

EJFR also experienced promising growth in 2020 - several members were promoted to new positions, appointed or hired.

## *Commissioner Appointments*

- Geoffrey Masci, District 4 - Jan. 2020
- George Randels, District 5 - Jan. 2020
- Deborah Stinson, District 3 - Sept. 2020

## *Promotions*

- Lieutenant/PM Trevor Bergen - Jan. 2020
- Firefighter Scott Pulido was selected to attend PM training - July 2020

## *Hiring*

- EMT Chad Holbrook - Feb. 2020
- EMT Halie Duke - March 2020
- Firefighter Matt Kaldahl - Nov. 2020
- EMT Matt Sheehan - Nov. 2020
- Fire Chief, Bret Black - Dec. 2020

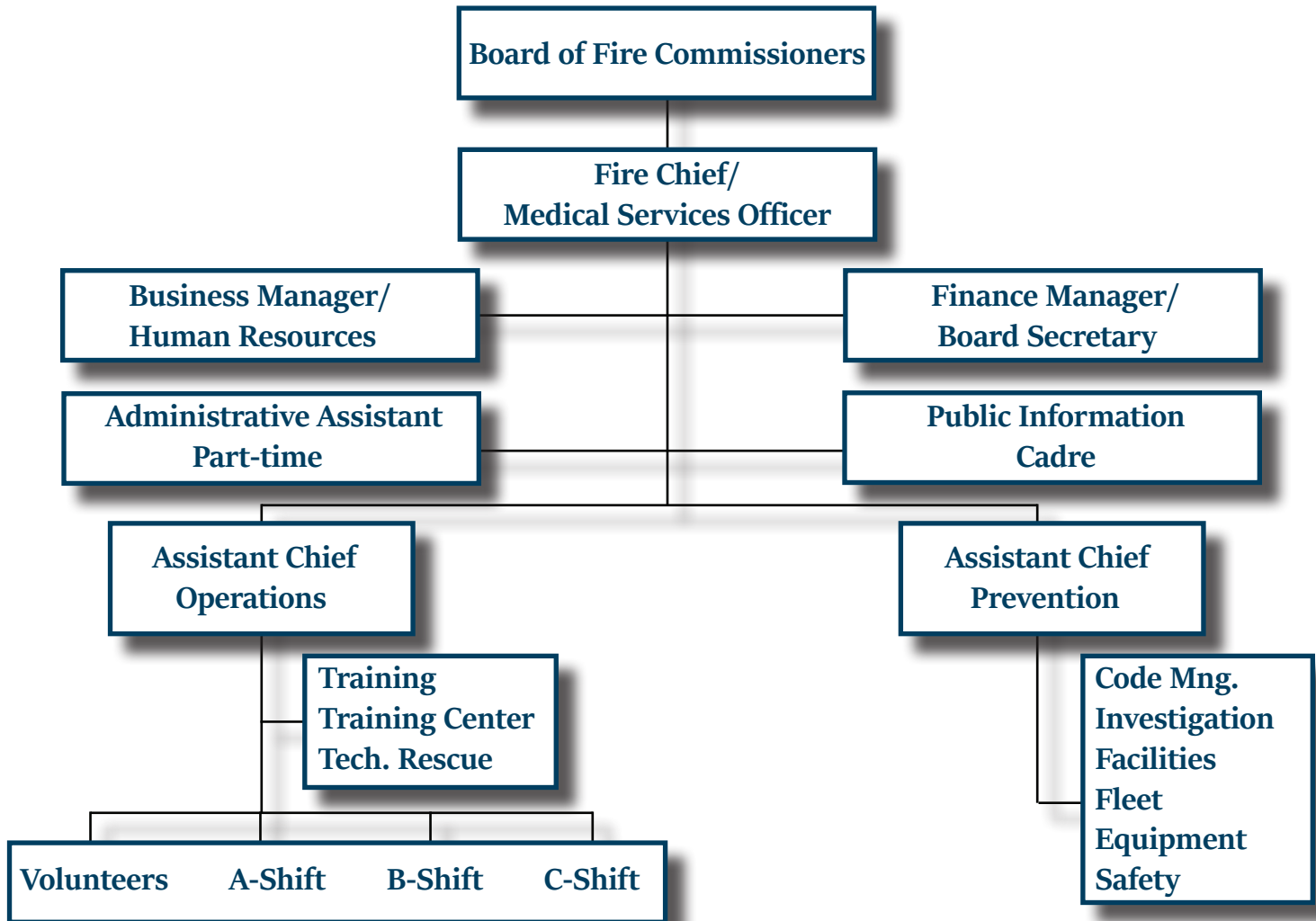
## *Local 2032 Union Officers*

- President, Rick Martin
- Vice President, Caton White
- Secretary/Treasurer, Justin Clouse



Local 2032 Union President, Rick Martin & Vice President, Caton White - Page 7

# Organizational Chart



EJFR Administrative staff consists of a Fire Chief, two Assistant Chiefs, Finance Manager, Human Resource Manager and an Administrative Assistant.

Shortly after former Chief Jim Walkowski's departure (June 2020), EJFR signed an agreement with North Kitsap Fire and Rescue to retain Fire Chief, Dan Smith as an Interim Fire Chief (July - Dec. 2020.) In the absence of a Fire Chief or Interim, Assistant Chief Tracer was assigned to fill the role.

The Administrative Division, under the direction of the Fire Chief, is responsible for human resource services, financial accounting, budgeting, and reporting services; treasury and investment management and risk management. The division also manages debt issuance, legal services, technical services, management of District records

and provides administrative support to the Board of Commissioners and the Fire Chiefs.

From the Administrative office, Assistant Chief Tracer also performs the function of the Jefferson County Fire Marshal, managing prevention, planning, codes and fire investigations.

In addition to administrative duties, the three Fire Chiefs take shifts as the Duty Chief, managing the District.

Each of EJFR's stations are supervised by Lieutenants, with three Lieutenants per shift, in compliance with NFPA 1021.



# *Volunteer Program*

EJFR is proud to carry on the tradition of a strong volunteer program. In 2020 East Jefferson Fire Rescue held two recruitment sessions, one in February and one in November, adding 12 volunteers to our department, for a total of 44.

## *Fire Academy Completions*

- Brady Palmer - Spring 2020

## *EMT Class Graduates - March 2020*

- John Anderson
- Christie Apker
- Chase Gutierrez
- Rich Hill
- Bella Lusk
- Daniel Severin
- Cidney Skirvin
- Shenoa Snyder
- Maddie Wood

Due to COVID-19 risk mitigation, volunteers participated in a limited capacity and “Super Saturday” training was canceled as of March 2020. EJFR Volunteers participated in 905 hours of training despite COVID complications.

EJFR Volunteers continued to participate as volunteer PIO’s, photographers and GIS specialists.

Resident Volunteers continued to serve the department on their regularly scheduled shifts. The purpose of our Volunteer Resident program is to offer apprenticeship-style training which prepares a member for hire, either with our District or another. EJFR hired two from it’s Resident ranks, and one was hired by a neighboring district.

Late in 2020 Lt. Gavin Rogers was assigned the role of Volunteer Coordinator. He will take over the program going into 2021.

## *Station 1-3*

Volunteers Anderson, Coulter, Fleischman and Harte have worked tirelessly to refurbish the Airport station. These volunteers meet each Saturday to work on station improvements, maintenance and drill for emergency response. These members respond with either a water tender or an air-support unit.





# 2020 Annual Report



## Facilities, Fleet & Support Services

*Assistant Chief, Brian Tracer*





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# Support Services

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Assistant Chief, Brian Tracer leads the Fire Prevention, Planning & Investigation division. 2020 was a difficult year for prevention and inspections. COVID-19 restrictions kept EJFR from completing business inspections as well as providing many in-person public education offerings.

## *Prevention*

Fire and EMS prevention encompasses operational pre-planning, inspections, safety and public education. EJFR was able to provide a small offering of programs before gatherings were limited.

### *January - February 2020 Public Education*

EJFR received a grant to fund a *Child Passenger Safety* Technician course - three new certified technicians were added to the County. Twelve car seat inspections were performed for parents and caregivers of Jefferson County - this number is down significantly from previous years.

New *Home-Owner Fire Safety* was presented to Habitat for Humanity residents.

*Chimacum Elementary "Plan Your Escape"* EJFR

Staff and Volunteers returned to the third grade classes to quiz them on their addresses and pre-planned "escape routes" that they created as a homework assignment. Students were tasked with talking to their parents and planning two ways out in the event of a fire.

Chimacum High School *CPR Training* was presented to school staff and administrators.

*EJFR offers these, and other educational programs, such as Fire Extinguisher Training, by request.*

### *May 2020 - EJFR.org*

EJFR launched an updated website to encourage use of on-line educational materials.

## *Inspections*

The Washington State Fire Marshal's Office (SFMFO) has statutory authority to conduct fire and life safety inspections in childcare, health care, and residential care facilities that are applying for a new license or renewal of an existing license through the Department of Children, Youth and Families (DCYF), Department of Social and Health Services (DSHS), or Department of Health (DOH).



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# Facilities

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## *Station 1-1, Chimacum - Wally Westerguard*

**2020 Facility & Maintenance Cost \$19,025.62**

**Anticipated Future Expenditure \$25,000 (paint)**

This station was completed in 2013 and is the newest of EJFR's facilities. The station can house six apparatus and a crew of six.

Currently the station is staffed with two full time firefighters. The crew is responsible for a BLS Ambulance, ALS Ambulance, Brush truck, Engine and Water Tender. The station is home to the departments SCBA breathing apparatus program which allows for SCBA repair and maintenance, air fill compressor and staged high-pressure SCBA air containment. We continue to perform routine maintenance and repairs.

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## *Station 1-2, Marrowstone Island*

**2020 Facility & Maintenance Cost \$40,157.60**

Our Island property currently holds two separate garages on the property that house an Engine, BLS ambulance, and former Fire District #1's antique 1955 Engine.

Because of the age of each building, both garage structures needed some additional maintenance in 2020. The roofs were replaced in 2020 with a metal roof due to visible rot and leaks. The garage doors had been damaged through extended use. All four bay doors and associated hardware were replaced.

The District, in conjunction with the Marrowstone Island Foundation, is currently working to add a third structure to accommodate volunteer crew quarters. The two older structures will be painted at the time the crew quarters are added.

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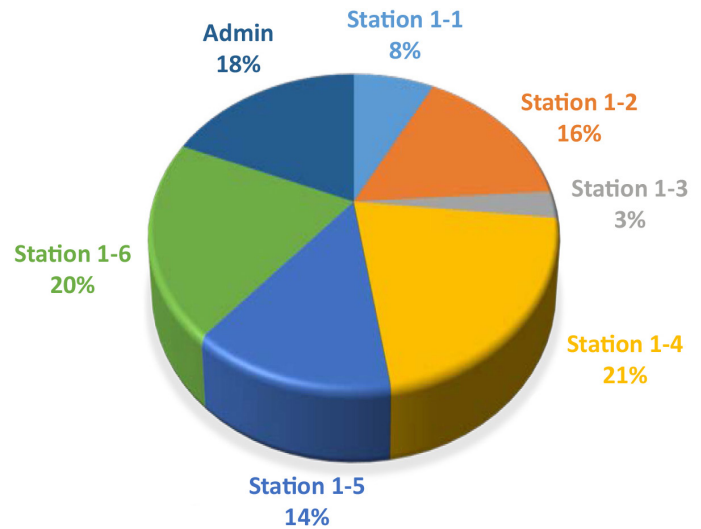
## *Station 1-3, Airport*

**2020 Facility & Maintenance Cost \$6,893.99**

Since the late 1970's this volunteer-staffed fire station has provided fire suppression apparatus to the Jefferson County International Airport. The station has a three bay garage which houses the air support unit, an engine and a water tender. Notably, the station received upgraded garage door openers and remotes. Unfortunately, vandalism was the cause of a small amount of repairs in 2020.

Due to age, the station will need to be repainted

## *Station Cost Comparison*



in 2021. Additionally, the station is in need of a Plymovent apparatus exhaust system.

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## *Station 1-4, Cape George - Ed Wainwright*

**2020 Facility & Maintenance Cost \$51,757.63\***

**\*Reimbursable via COVID PA Grant \$15,047.97**

In 1976 Fire District #6 began using this fire station as its' headquarters. Today, this station is one of the department's volunteer stations. Because of its age, the building was in need of some repair. A new roof was installed in spring of 2020. The station has three apparatus bays and is currently housing an engine and the department's classic 1941 fire engine.

When COVID-19 was declared an emergency, this station was designated as non-congregate housing in case of exposure.

In the future, the station may undergo remodeling to allow for volunteer crew quarters. Similar to Station 1-3, this station is in need of a Plymovent apparatus exhaust system.

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## *Station 1-5, Jacob Miller Rd. - Henry Miller*

**2020 Facility & Maintenance Cost \$33,652.96**

The location of this station lends it to be one of our busiest, fully-staffed stations. The station is staffed with at least two fire fighters that are responsible for an ALS/BLS Ambulance, Engine, Brush Truck and a Marine Asset. In addition, the station has room to house three resident volunteer firefighters or volunteers serving a 24 hour shift. An ALS staffed Ambulance for the Medic-17 inter-facility transport



program also responds from this location.

The five acres of land surrounding the station are home to EJFR’s three story training tower and live fire training box. The facility provides numerous opportunities for EJFR crews to train in many different scenarios. The training grounds are also open to our neighboring agencies through the Westsound Training Consortium.

Because of its age and use, Station 1-5 faces yearly maintenance challenges ranging from bay door repair, septic, gutters, boilers, grounds and security. Upcoming costs will include a new roof and gutters.

**Station 1-6, Uptown**

**2020 Facility & Maintenance Cost \$50,147.66**

East Jefferson Fire Rescue began providing services to the City of Port Townsend in 2006; in 2019 we officially annexed the City into the District. The Uptown fire station is home to four firefighters 24 hours a day. These four are responsible for an ALS Ambulance, BLS Ambulance, Engine, Ladder Truck and a Marine Asset. Local emergency service partners also keep equipment at Station 1-6 in the event of a large-scale emergency.

The station is limited on sleeping quarters for any additional staff. Yearly maintenance challenges range from garage door maintenance and repair, plumbing, elevator maintenance and repair, kitchen appliance repair/replacement and lighting issues.

**Administration, Seton Rd**

**2020 Rental & Maintenance Cost \$46,016.15**

Admin offices are currently located in a commercial rental facility utilizing a five year rental agreement. The department is responsible for some maintenance and cleaning.

**735 Harrison - Port Townsend**

**2020 Facility & Maintenance Cost \$3,577.65\*\***

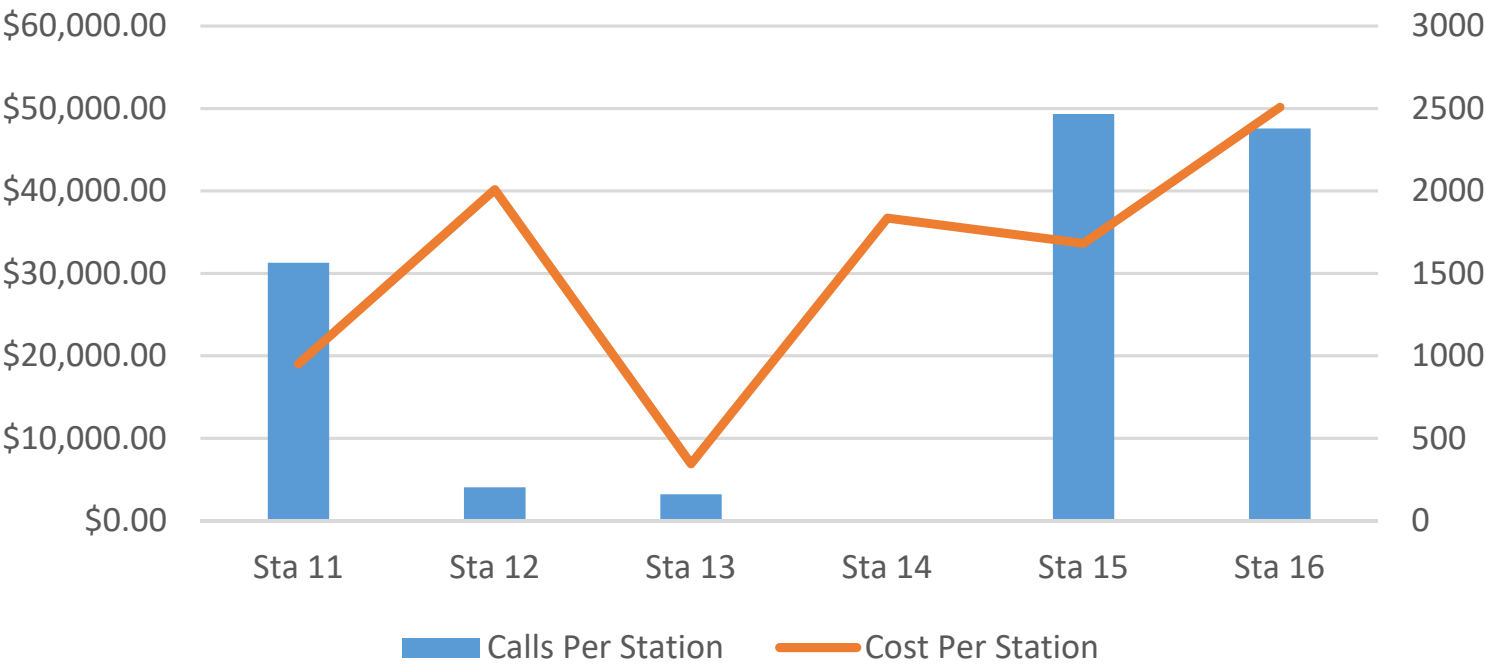
**\*\*Costs are offset by rental income.**

The District owns a residence located behind Station 1-6. The house and the land it sits on was purchased for possible future expansion. Currently, the home is being rented and is under the supervision of a property management firm who oversees the rental agreement, maintenance and repair on behalf of the Department.

**Port Property**

The department owns two vacant parcels, totaling almost 15 acres located on the south east corner of the airport. The property provides space for future growth and necessary structures.

**Facilities Cost vs. Call Volume Comparison**





# 2020 Fleet

Receives WSRB deficiency points	Receives additional WSRB deficiency points
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Year	Apparatus	Maintenance	Est. Replacement Cost	Type
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2008	Brush Truck	\$29	\$200,000	Brush Truck
2005	Brush Truck	\$3,077	\$200,000	Brush Truck

2019	Dodge Pickup	\$13,410	\$70,000	Command
2019	Dodge Pickup	\$13,334	\$70,000	Command
2004	Ford Pickup	\$949	\$70,000	Command

2013	Spartan Fire Engine	\$1,250	\$600,000	Engine
2012	Crimson Fire Engine	\$493	\$600,000	Engine
2012	Crimson Fire Engine	\$10,746	\$600,000	Engine
2000	Pierce Fire Engine	\$1,415	\$600,000	Engine
2000	Ford Fire Truck	\$255	\$600,000	Engine
1988	Sutphen Fire Engine	\$382	\$600,000	Engine

2004	E One Ladder Truck	\$11,849	\$1,500,000	Ladder Truck
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2005	Ford Pickup	\$66	\$15,000	Support Vehicle
1997	International Air truck	\$50	\$200,000	Support Vehicle

2007	Jeep Laredo	\$46	\$15,000	Utility
2007	Ford Expedition	\$52	\$30,000	Utility
2001	Ford Excursion	\$47	\$30,000	Utility
2005	Ford Expedition	\$127	\$30,000	Utility
1999	Chevy Suburban	\$131	\$30,000	Utility
1993	Dodge pickup	\$277	\$15,000	Utility

1993	International Tender	\$329	\$400,000	Water Tender
1993	Simon Duplex Tender	\$6,273	\$400,000	Water Tender
1992	White Tender	\$993	\$400,000	Water Tender

2017	Ford Ambulance 4x4	\$1,407	\$200,000	Ambulance
2017	Ford Ambulance 4x4	\$2,205	\$200,000	Ambulance
2017	Ford Ambulance	\$1,342	\$200,000	Ambulance
2017	Ford Ambulance	\$1,098	\$200,000	Ambulance
2014	Ford Ambulance	\$1,899	\$200,000	Ambulance
2010	Ford Ambulance	\$1,408	\$200,000	Ambulance
2010	Ford Ambulance	\$5,073	\$200,000	Ambulance
2000	Ford Ambulance	\$1,733	\$200,000	Ambulance



EJFR front line fire and specialized apparatus are assigned to three career stations with the rest of our fleet spread throughout the District's volunteer stations. EJFR's fleet of emergency vehicles are serviced and maintained via annual contract with North Kitsap Fire and Rescue. In 2020 the cost of the maintenance contract for labor was \$98,286.00.

The Washington Survey & Ratings Bureau (WSRB) rates the number of capable fire apparatus, inspections, maintenance records and age of the vehicles. Pumpers, ladder trucks, and support vehicles older than 15 years receive deficiency points; apparatus older than 25 years will receive additional deficiency points. The majority of EJFR's emergency vehicles are 15 years or older, and receive significant demerits.

In 2021, EJFR will be developing the Standards of Cover and Strategic Plan, which will produce guidance for vehicle replacement recommendations.

**2005 E-One 95' Platform Ladder Truck: Jan 2020**  
Purchased from Eastside Fire & Rescue, this ladder truck replaces the former 1989 Sutphen. This improves the operational capabilities of the Agency as well as improving WSRB ratings.

Fleet Totals		
Type	Maintenance	Est. Replacement Cost
Fire (parts):	\$65,579	\$7,275,000
EMS (parts):	\$16,166	\$1,600,000
Contract Services (Labor):	\$98,286	
<b>Total:</b>	<b>\$180,031</b>	<b>\$8,875,000</b>





# 2020 Annual Report



## Operations & Training

*Assistant Chief, Pete Brummel*





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# Accomplishments

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## ***Electronic EMS Reporting (ESO): March 2020***

EJFR upgraded to electronic patient data recording with new tablets and a synchronized hospital database. The new software improves patient care reporting and data analysis.

## ***FEMA AFG Award: April 2020***

EJFR was awarded a FEMA grant totaling \$36,000 for a Holmatro EVO Electric Rescue tool set consisting of a spreader, cutter and ram used for vehicle extrications and structural collapse rescue.

## ***"Support Services" Advancement: May 2020***

A dedicated group of volunteers provide specialized service delivery such as Tender and Air Unit deployment to emergency scenes in addition to our staffed fire stations.

## ***Combustible Gas Detectors & Thermal Imaging Cameras: May 2020***

Combustible gas detectors and thermal imaging cameras were purchased with 2019 AFG Grant funds. These replaced obsolete equipment that was over 10 years old.

## ***Entry level Firefighter Testing: June 2020***

EJFR established a career firefighter eligibility list

from our Volunteer, Resident and Single-Role members. The testing process consisted of a written exam, physical capability test and a panel interview.

## ***Single-Resource deployment for Incident Mgmt. Teams: Summer 2020***

Career and volunteer personnel deployed to large-scale wildland complexes throughout the Pacific Northwest. GIS mapping, Finance and Public Information were some of the specializations deployed.

## ***COVID-19 response, resiliency and planning:***

EJFR continues to be a local leader for managing the impact of the pandemic. Our proactive approach to adjusting our operational deployment with PPE, station and equipment decontamination and managing the safety of our personnel allowed for continued service delivery without a significant exposure. Additionally, our administrative staff provided assistance to the County public health and emergency management stakeholders by staffing an Operations Section at Station 1-1.



# Training Highlights

## 2020 Training by Category

- EMS - 17%
- Fire 30%
- Driver/Operator - Apparatus 10%
- Multi-Company Training 34%
- Driver Training & Specialty 9%

Total Shift Personnel = 38  
Total Volunteer Personnel = 52  
Total Volunteer Training Hours = 905  
Total Career Training Hours = 11,969  
Avg Training Hours Career = 314  
Avg Training Hours Volunteer = 17\*

\* COVID-19 Shut down Volunteer Training in 2020

### **Westsound Training Group (WTG):**

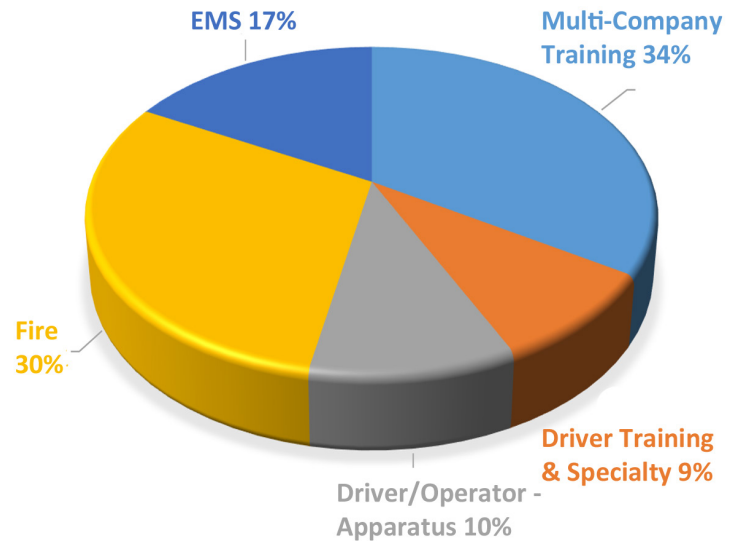
The WTG provides a regional platform for training delivery to East Jefferson Fire Rescue, Port Ludlow Fire & Rescue and North Kitsap Fire & Rescue. WTG hosted the first WTG Regional Resident Firefighter Academy in the spring of 2020. The continued success of regional training benefits all agencies involved and strengthens the WSRB ratings. Thanks to Lt. Trevor Bergen (Academy Coordinator) for providing the professional guidance in delivering an accredited academy for our members.

### **WTG Regional Fire Training Facility:**

Members of the WTG entered into a shared services agreement for the purchase and maintenance of an industry-compliant fire training "burn box". This customized shipping container allows for "live-fire" training burns in a controlled environment. Other than the Washington State Fire Service Training Academy in North Bend, WA, the WTG training facility is the only multi-level training tower with "live fire" (class-A combustibles such as wood pallets) in the Puget Sound region.

### **Outside Agency Rental of WTG Training Facility:**

WTG has promoted the use of the training facility to fire agencies in Kitsap and Clallam counties. Several agencies have rented the facility to



deliver their respective live fire training to crews. WTG charges a nominal rental fee for use of the facility, instructor overhead and consumables, such as pallets.

### **Advanced Vehicle Extrication Class:**

EJFR hosted a regional vehicle extrication class in early 2020, prior to the impact of the pandemic. EJFR members became certified in basic and advanced extrication and stabilization techniques.

### **Ladder Truck Training:**

Specialized training was delivered in three tiers; mechanical and apparatus familiarization, apparatus placement and aerial deployment and tactical and task objectives for a "ladder company" such as roof ventilation, forcible entry and rescue.

### **Qualification Task Books:**

Task books have been developed and assigned to personnel such as Apparatus Driver/Operator, Probationary Firefighter, Resident Firefighter, Single Role/M17 personnel and Acting Company Officer. 4 personnel have qualified for the Acting Company Officer position; a requisite for Lieutenant promotional testing.

***EJFR employees and volunteers participated in 12,874 total training hours in 2020.***



# Calls for Service

In 2020, 71% of our 4,153 calls for service were made up of emergency medical incidents. 12% of the call volume were service calls including broken water pipes, smoke detector battery changes and other non-emergency public assistance. The remaining 17% were fires, rescues, vehicle accidents and good intent. All Fire calls make up roughly 1% of our call volume.

Mutual and Automatic Aid responses happen when EJFR or neighboring fire agencies ask for, or provide assistance on emergency responses outside of their home District. EJFR has pre-established agreements allowing neighboring resources to be utilized on incidents that require additional personnel and equipment, or when call volume exceeds the available resources. Approximately 8% of our call volume involved mutual or automatic aid.

Most of our Mutual Aid agency partners are within Jefferson County, however we may also reach out to Clallam and Kitsap Counties if the need arises. In 2020, EJFR provided mutual aid to Jefferson County Fire Districts as well as Kitsap County and Clallam County.

## EJFR AUTOMATIC & MUTUAL AID GIVEN

March - December 2020

Agency	Type		Total
	Auto	Mutual	
Navy Reg. NW	5	2	7
Dist # 2, 4 & 5	19	34	53
Dist # 3	18	13	31
Other	2	6	8

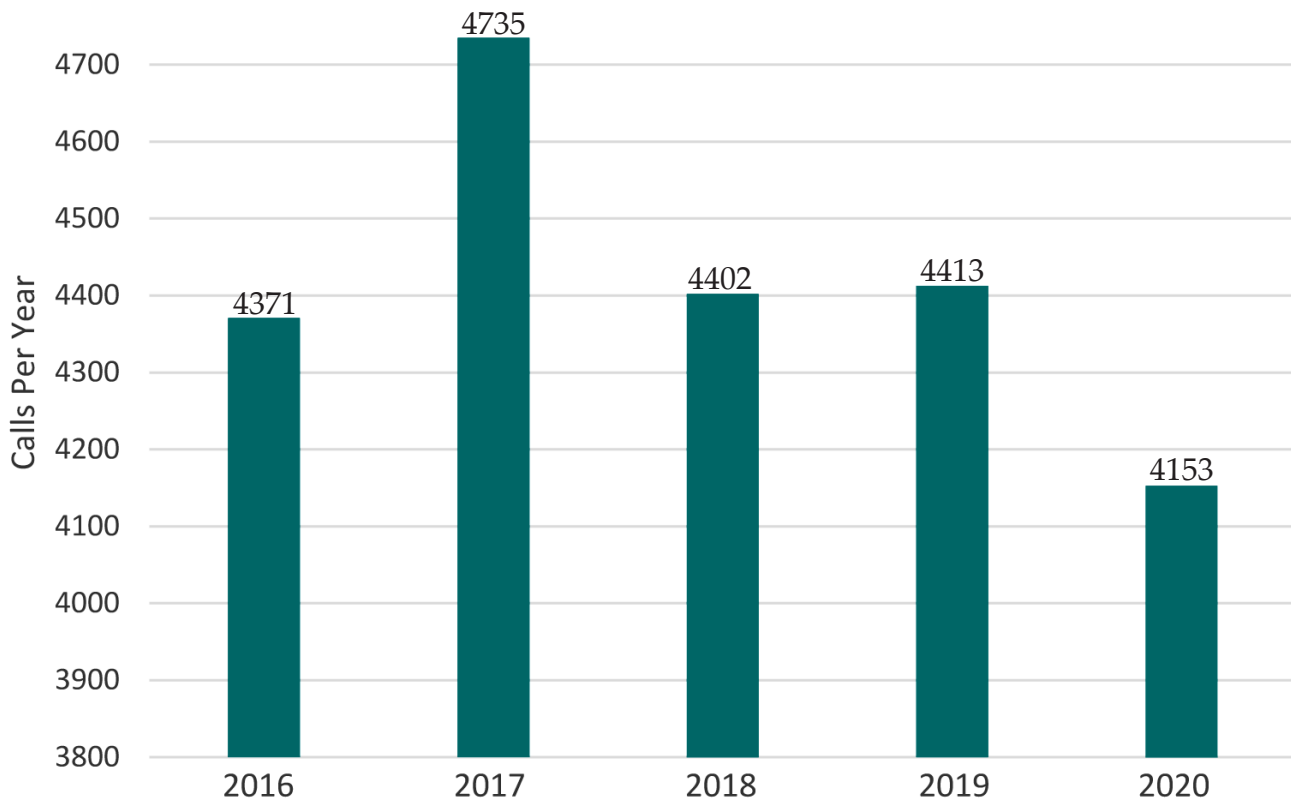
<b>Total</b>	<b>44</b>	<b>55</b>	<b>99</b>
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## EJFR AUTOMATIC & MUTUAL AID RECEIVED

March - December 2020

Agency	Type		Total
	Auto	Mutual	
Navy Reg. NW	67	12	79
Dist # 2, 4 & 5	7	1	8
Dist # 3	18	12	30
Other	18	6	24

<b>Total</b>	<b>110</b>	<b>31</b>	<b>141</b>
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# 2020 Finances

2020 Fire and EMS Budget Overview			
Expenses (Budgeted)	\$9,234,531	Expenses (Actual)	\$8,701,778
Revenue (Budgeted)	\$8,747,095	Revenue (Actual)	\$8,583,564
All Funds Beginning Balance	\$4,934,986	All Funds Ending Balance	\$4,858,926

2020 Expenses	
Legislative (1.97%)	\$171,450
Administration (13.06%)	\$1,136,035
Suppression (27.94%)	\$2,431,381
Prevention/Inspection (.05%)	\$4,107
Training (0.86%)	\$75,178
Facilities/Apparatus Maint (4.70%)	\$408,999
Long Term Debt -Adj (5.96%)	\$518,272
Capital Outlay/Vehicle Fund (2.57%)	\$223,842
Operations (41.96%)	\$3,650,993
Equipment/Apparatus Maint (.94%)	\$81,521

**Total \$8,701,778**

2020 Revenue	
Real & Personal Property (71.96%)	\$6,176,949
City Per Fire Levy (.15%)	\$12,618
Fire Control Services (0.58%)	\$49,581
Other Revenue (12.43%)	\$1,066,885
City EMS Levy Per ILA (.16%)	\$13,927
Transport Fees (14.72%)	\$1,263,604

**Total \$8,583,564**

Financial Services includes financial accounting such as budget preparation, accounts payable, accounts receivable, payroll, annual reporting, treasury and investment management, risk management, internal auditing for compliance, and assisting with strategic forecasting. This area also includes grant management and management of debt issuance and legal services.

## Medic 17 Analysis

In 2019 EJFR launched the Medic 17 Program staffing a dedicated ambulance to handle Inter-Facility Transports (IFT's.) IFT's refer to ambulance transportation from one hospital to another, requiring EMTs/Paramedics to monitor the patient closely during the long trip. EJFR entered into an agreement with Jefferson Healthcare

- then Jefferson General Hospital - in 2007 to institute the IFT program transporting patients from our local hospital to other specialized medical facilities throughout the state. IFTs are beyond the services typically provided by a Fire Department's Fire/EMS 911 mission; however, there are no private IFT providers based within Jefferson County. In hopes of providing better services to the community, EJFR's IFT program was well received by the community and filled the gap when patients needed transportation to a higher level of care.

Unfortunately, the full impact of this program to our 911 response was not predicted. IFTs began to over tax EJFR's primary response mission as Fire/EMS 911 providers when we transported patients



to Silverdale, Seattle and beyond. This would frequently reduce the number of firefighters in the District below safe levels.

To address the negative impacts of long inter-facility transports, the Medic 17 program launched - this program staffs an ambulance during all hours of the day. Medic 17 is staffed with highly qualified EMTs and Paramedics that are assigned transport duties 24/7 and are not part of our minimum Fire/EMS staffing - the job description does not include firefighting duties. However, the Medic 17 personnel often complete the firefighter academy and may be eligible to promote to firefighting positions.

The IFT program relies on the limited revenue collected from insurance and other sources to offset the IFT expenditures. However, when the Medic 17 IFT expenditures are not covered by revenue, it is supplemented by EJFR's Fire/EMS 911 budget. Expenditures exceeded revenue in 2020 due to employee injuries and extended vacancies. When there are unplanned absences, Medic 17 vacancies are filled with overtime from the pool of qualified firefighting personnel that are normally assigned to Fire/EMS 911 duties. EJFR recently updated the minimum job requirements and has begun aggressive recruitment, enticing well qualified candidates to join the program. When Medic 17

is fully staffed, correlating overtime costs will be reduced to a marginal level. EJFR is committed to providing the best service possible balanced against fiscal responsibility. We continue to look for opportunities to better serve the community. Medic 17 was originally envisioned to implement community para-medicine; partnerships are currently being cultivated for this opportunity.

*\*Reimbursement for EMS services can be protracted, often taking 180 days or more. The 2020 revenue is approximate based on previous years.*

2020 M-17 Program Analysis	
<b>Expenses</b>	
Single Role Pay & Benefits + OT	\$488,819.26
Dual Role Backfill & Benefits (OT)	\$136,856.92
Vehicle Op	\$32,840.87
Dispatch	\$15,792.00
EMS Council	\$7,332.00
Billing	\$12,408.00
Ferry	\$5,722.30
<b>Total</b>	<b>\$699,771.35</b>
<b>Revenue</b>	
*M-17 Insurance Payments/GEMT	\$480,000.00
Jefferson Healthcare ILA	\$100,000.00
Ferry Reimbursements	\$5,722.30
<b>Total</b>	<b>\$585,722.30</b>



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## 2021 Goals

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With several new Commissioners and new Fire Chief, 2021 will be marked by analysis of our current capabilities, revealing gaps and establishing benchmarks for service improvement. EJFR will also work to align internal and external communication with our community's risk and refine the appropriate response. These processes are typically referred to as the Standards of Cover (SOC) and Strategic Plan (SP), which will guide our deployment of resources and identify methods and opportunities for improvement. These documents will also guide financial decisions ensuring we are fiscally responsible with our decision making and continue to use our resources wisely. As part of the SOC and SP process we will establish and clearly define the organization's core mission, vision and values, which will also be integrated into how we make future organizational decisions. In compliance with RCW 52.33 and NFPA, the Board of Commissioners, along with the Fire Chief will develop performance measures within our service area.

The Washington State Legislature adopted House Bill 1756 that was further codified into RCW 52.33.030, which requires fire departments across Washington State to measure a fire departments capability to respond to an emergency call for service. A fire departments ability to respond to an emergency call within a certain identified time is commonly referred to as a "performance measure". It requires the evaluation of Board of Fire Commissioner adopted levels of service, deployment (emergency response) delivery methods, and response time objectives on an annual basis. The evaluations are based on data relating to the levels of service, deployment, and the achievement of each response time - these items will be measured and determined during our SOC and Strategic Planning process.

Future annual reports will compare the actual response times or performance measures to nationally recognized standards. When the standards are not met, the fire department is required to explain the predictable consequences of failing to meet the adopted performance measure, and address the steps necessary to correct deficiencies in order to achieve compliance.

Performance measurement in the fire service is important for several reasons. Historically, the fire service has only been able to give citizens an average response time to all emergencies which is not an accurate depiction of service levels received. Specifically for East Jefferson Fire Rescue (EJFR), the arrival of personnel with advanced life support (paramedic) capability before the onset of brain death, and the arrival of adequate fire suppression resources before flash-over is a critical event during the mitigation of an emergency. For these reasons, performance measures, comparable to that of industry standards, relate to the organization and deployment of fire suppression operations, emergency medical operations, and special operations.

The evaluation is intended to provide elected officials and the community with a true picture of how well EJFR is doing in achieving the adopted response objectives. In the future, the EJFR Board of Fire Commissioners will consider a Resolution with the intent and purpose of complying with the law. If approved, the Resolution would include each Performance Measure element, including the establishment of service delivery and response time objectives. The objectives would be developed using recognized standards from the National Fire Protection Association. However, meeting the performance measures will likely require several years to achieve the delivery and response time objectives. For this reason, success will be measured by the successful reduction of response times, and progress towards achieving these objectives.

Several new positions will be established to improve our 911 response capabilities and emergency medical services. The first will be the Medical Services Officer (MSO) who will be charged with training and quality control for all emergency medical services, providing surge capacity when we have major incidents.

The other new positions will be the rank of Battalion Chief - three Battalion Chiefs will each be assigned to a shift and perform command and control functions at major incidents. They will also be charged with the daily operational supervision



of our six stations and personnel.

Due to the added positions of MSO and Battalion Chief, vacancies for firefighter and paramedics will also open - EJFR will be hiring for several entry-level positions in the coming year.

EJFR is preparing to train additional paramedic candidates using the Medic One training program in late 2021. Training and probation of a new paramedic is nearly a two-year process, thus important in continuing to offer advancement opportunities to our employees and volunteers. Future vacancies may be challenging to fill due to limited access to the program.

We continue to focus on the Washington Survey and Rating Bureau (WSRB) Fire Protection Class Rating throughout the service area, which is used to determine insurance rates. The decision to fund these new positions was made intentionally, in anticipation of positively impacting our WSRB rating.

There are four elements to our WSRB rating:

- Emergency Communications (911 dispatch - managed by a third party)
- Water Supply (water systems & hydrants)
- Firefighting Operations (training, personnel, equipment, stations, etc.)

- Fire Safety Control (fire code compliance, fire inspections, public education)

\*Only the last two elements are directly controlled by EJFR.

We will also continue our deliberate recruitment of volunteers which helps our WSRB rating.

2021 will also be marked with open elections for two positions on EJFR's governing Board of commissioners.

The Annual Report is our method of communicating with our elected officials, cooperating fire agencies, most importantly, our community about the quality and quantity of services provided to our customers in 2020. This report also serves as a record of our activities and accomplishments for future reference and comparison.

*East Jefferson Fire Rescue  
Proudly serving Fire District # 1  
in a wide variety of emergencies*

Service Area: 68 square miles

Population Served: 21,103\*

\* WA State OFM 2020 estimate







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*Serving the Communities of*

*Port Townsend   Port Hadlock   Chimacum   Irondale   Kala Point   Cape George   Marrowstone Island*