



**JEFFERSON COUNTY
FIRE PROTECTION DISTRICT NO. 1
(EAST JEFFERSON FIRE RESCUE)**

**BOARD OF COMMISSIONERS
MEETING MINUTES FROM March 17, 2026**

CALL TO ORDER

Board Chair Deborah Stinson called the meeting to order at 3:00 PM at St 6 and virtually via Microsoft Teams app.

COMMISSIONERS & ADMINISTRATIVE STAFF

District 1 Commissioners: Deborah Stinson, Geoff Masci, Dave Seabrook and Jeannie Price. Commissioner Steve Craig was absent.

Admin Staff: Chief Black, Deputy Chief Brummel, Finance Manager Roy Lirio and District Secretary Cray. HR Manager Stewart and MSO Ridgway attended virtually.

1. AGENDA CHANGES – None.

2. CONSENT AGENDA

- Approve Minutes from February 17, 2026, Regular Board Meeting.

Vouchers

- Approve General Fire expenditure warrants dated February 6, 2026, February 17, 2026, February 20, 2026, and March 2, 2026, totaling **\$570,255.69**
- Approve EMS expenditure warrants dated February 6, 2026, February 17, 2026, and March 2, 2026, totaling **\$24,220.46**
- Approve payroll expenditure warrants dated February 19, 2026, and March 4, 2026 totaling **\$872,316.52**

MOTION: Masci moved to approve the consent agenda. Price seconded the motion which carried unanimously.

3. CORRESPONDENCE – Correspondence items in board packet.

4. PUBLIC COMMENT – None.

5. PRESENTATIONS – None.

6. ANNOUNCEMENTS AND ACKNOWLEDGMENTS

A. EJFR Media Spotlight

B. Other Acknowledgments/Announcements – Discussion surrounding the Spark Grant received from Walmart. Administrative Assistant Murray put in for the grant which provides \$950.00 towards the purchase of fire extinguishers for those in need. The funds should cover the cost of 30 extinguishers.

7. STAFF REPORTS – Chief Black highlighted the WSRB press release and notes from the most recent meeting of the workgroup between the Fire Chief's and WSRB. He noted they are making progress. The FIFA IAP is included for awareness only.

Brummel reported Darkhorse and First Due are both set to go live on May 1st. These vendors have been very interactive and have held positive user meetings. The MCI plan is not quite ready. It is

being revised and then sent out to the county and our MPD as well as the Clallam County MPD. This plan covers both Jefferson and Clallam counties.

Finance Director Lirio noted the GEMT overpayment will be corrected with the final settlement process. Two Local Loan resolutions will be presented later in the meeting. The 2025 SAO annual report is included in the packet for board review prior to submission.

Complete staff reports are included in the board packet.

HR Manager Stewart noted the next Found Therapy sessions would be held in Port Townsend on March 27th. Our newly hired firefighter Blake Bentzen is awaiting his physical and should be able to start once passed. Three candidates tested for the Medic One PM slot and while none earned high enough scores to move forward, they are promising for next year.

We currently have one firefighter in the Boston PM program, and he is doing well. Discussion followed regarding the Boston program and how it compares financially to the Medic One program. Costs are lower, but it takes a self-starter to handle the mostly remote learning. Both programs have good results.

8. COMMITTEE/WORKGROUP REPORTS

A. Finance/Budget Committee – No report.

B. Community Risk Reduction Group – No report.

C. Apparatus Committee – No set date yet for delivery of the engines.

D. Facilities Committee – No report.

E. Training Advisory Committee – No meeting held.

9. COMMISSIONER COMMITTEE REPORTS

A. JeffCom Report – Working on a site assessment for a new tower at Station 1.

B. EMS Council – Coming soon to JC, medic units will be carrying blood products, which will require some equipment upgrades. A presentation from the Department of Health focused on our CQI process and expectations for the MPD.

C. Jefferson County Fire Commissioners and Administrative Professionals Association – We had 3 commissioners attend the last meeting. Discussion regarding possible input on the next meetings agenda. Seabrook asked about a proposed District 2/4 ALS ILA. Black stated that we had not been formally noticed on this topic.

10. Local 2032 REPORT – No report.

11. PUBLIC COMMENT - Agenda items only – None.

12. OLD BUSINESS

A. FOCUS 2026 – Black described the purpose and function of the document to be an annual directive document for the year. It is driven by what was budgeted to occur in the given year and will be developed in the 3rd/4th quarters of the prior year. This document is meant to scope and track initiatives from the strategic plan. The annual work plan will be provided along with this to show what occurs monthly within the organization.

B. Deputy Fire Chief Recruitment Update/Schedule – The board reviewed the recruitment schedule and draft announcement which will go live on 3/18/26. The announcement received positive reviews from the Board who also thanked the interviewees for meeting with the consultant.

C. Election Results/Cost Update – Cray presented the precinct breakdown and cost of the election, noting we will see another invoice for the indirect costs from the auditor. Discussion on how to focus any future election information to the lowest passing percentage areas.

13. NEW BUSINESS

A. Policies and SOGs –

Policy 2004 Drug Free Workplace and accompanying SOG 2004a – Black thanked Local 2032 and the management team for their efforts to get to this point, it has been at least a three-year process. He explained that the process has been pulled from the policy and put into the SOG. The union is going to send it out to the members for a vote and once approved it will become an MOU attached to the CBA for this contract only. It will then become part of the next contract. The Board has been given this same draft for review and it will be on the agenda at the next meeting for a vote. There was a discussion on thresholds and citations, and it was stated that our people would not do any collection of samples for our own employees.

Policy 1001 Commissioner Guidelines – Cray pointed out two small corrections in the policy.

MOTION: Seabrook moved to approve Policy 1001 as presented. Masci seconded the motion which passed unanimously.

B. Levy Exempt Properties – Finance Director Lirio gave a short presentation on tax exempt properties within our District. He reviewed the types of properties that are exempt, the legal framework and statutes that must be considered. The board reviewed the list of entities and the suggested next steps to move forward and collect revenue within the legal limits.

Discussion followed regarding a policy on this issue. Lirio suggested a short policy to state that we will follow the laws on this topic and staff will review periodically and report back to the Board.

This policy would be in place prior to approaching any current tax-exempt entities.

C. Resolution 26-02 Transfer of Surplus Property – Black explained that DEM and its Medical Reserve Corps had a need for an enclosed trailer to use as a supply cache for regional emergencies. They have inspected the trailer and stated it would fit this purpose. The resolution and attached bill of sale are handled in a similar way the marine resources Volunteer was surplus and transferred to Brinnon Fire a few years ago. **MOTION:** Masci moved to approve Resolution 26-02 as presented. Price seconded the motion which passed unanimously.

D. Resolution 26-03 Declare Surplus Property – Cray noted the list of items requesting to be surplus includes many IT related electronics and some hose that no longer works with our equipment. **MOTION:** Masci moved to approve Resolution 26-03 as presented. Seabrook seconded the motion which passed unanimously.

E. Local Loan Resolutions 26-04 and 26-05 – Lirio noted that we are getting close to receiving our fire engines and need to get our documentation in order, so we have the funds in place. These resolutions also allow us to be reimbursed for the money we already paid out for an ambulance we have received. **MOTION:** Masci moved to approve Resolution 26-04 as presented. Price seconded the motion which passed unanimously. **MOTION:** Masci moved to approve Resolution 26-05 as presented. Price seconded the motion which passed unanimously.

Recess – Stinson called for a recess at 4:38pm and the meeting resumed at 4:47pm.

F. Strategic Plan 2027 Scoping and Special Meeting – Black gave a presentation outlining the direction received from the previous months Board meeting and soliciting input from staff and Board members.

Some of the input included reviewing the current strategic plan (SP) for progress and accomplishments. Re-seat the SP committee and review the Mission, Vision, Values, and Initiatives. He noted, if there is going to be a community engagement portion, then a 3rd party consultant would be recommended. Some identified items to address included: ensure specialized threats are clearly represented. Include internal and external partners in the process. Expand mitigations for member safety issues and have more commissioner presence on special committees and advisory groups. Specifically, calling out our process for identifying risks and creating an awareness for our citizen Board members.

Black then proposed a “what’s next” work development outline. This included carrying forward any unfinished SP projects, using our newly acquired software and our upcoming community risk analyses to review standards of cover. Adding in refreshed input from our stakeholder group and community engagement to our newly developed plan. This would then be adopted as our 2027-2032 SP.

The board discussed the new software and its capabilities. BC MacDonald was in attendance and spoke to the data we already have loaded into the software and that the information we get out is refined and accessible. The data set is clean, beginning in 2023 so it includes the full District post-merger.

The Board further discussed response times and when/how frequent that info will be dispersed. Seabrook noted that he would like to have input on how response times will be reflected in the annual report. He added that he would really like to see that data, Black asked for the request in writing/email. Stinson noted that we should expect the 2025 times prior to the annual report and quarterly reports to start in June or possibly following the 1st quarter.

Seabrook stated that his request for this review wasn’t to kick off the next SP plan but to look at where we are and consider if anything has changed. Should anything be added based on our community or society? A lot of change is happening. He then passed out a document to the board on operational resilience and his thoughts on holding a special meeting and strategic plan review. He discussed the war in Iran and the possibility of a major global recession.

Masci noted he has less objections to this topic now but has concerns on how much staff time would be affected. Stinson agreed that there are risks but that much of this falls into the realm of Emergency Management. As a multi-agency hub, it would likely be best served at that level. We can’t take our eye off the ball of what we need to do daily.

Seabrook noted that we still need to have appropriate policies in place, and we can play a leadership role. Price agreed with Stinson.

Black expressed his agreement with the document provided and all are priorities in FOCUS 2026. We may need to scope and scale for our organization.

The Board discussed the need for a special meeting and what the goal of that meeting is. Discussion followed. Black recommended the meeting be a starting point to put together a scope of work. Staff will reach out to schedule the meeting.

13. UPCOMING TOPICS/EVENTS – Seabrook stated he would like to add a future agenda item on whether we should record our meetings.

GOOD OF THE ORDER – Masci stated he was gob smacked upon seeing the new room configuration and thanked staff.

ADJOURNMENT

Stinson adjourned the meeting at 6:03pm.

Jefferson County Fire District 1

Deborah Stinson, Chair

Jeannie Price, Vice Chair

Geoffrey Masci, Commissioner

Steve Craig, Commissioner

Dave Seabrook, Commissioner

ATTEST:

Tanya Cray, District Secretary

Port Townsend Paper Mill Remains a Key Economic Force

The Port Townsend Paper Mill continues to stand as one of Jefferson County’s most important economic anchors, according to a 2025 economic impact study commissioned by the Port Townsend Paper Company (PTPC). The analysis confirms that the mill remains a major driver of regional prosperity, supporting hundreds of highwage jobs and generating substantial economic activity throughout the Olympic Peninsula.



The mill employs about 310 workers, including 96 Port Townsend residents, and provides an average annual salary of \$92,600, among the highest wages in the county. It accounts for approximately 40 percent of all manufacturing jobs in Jefferson County, making it a critical source of stable, yearround employment in a region where many industries are seasonal.

The study highlights the mill’s role as a baseindustry employer, meaning it brings outside dollars into the region through the sale of paper, pulp, and containerboard products. This inflow of revenue creates a significant multiplier effect. According to the report, the mill’s operations support additional jobs across transportation, equipment maintenance, contracting, and professional services, and help sustain local businesses that rely on employee spending.

PTPC’s economic footprint extends well beyond its payroll. The study notes that the company’s annual operations generate



hundreds of millions of dollars in regional economic activity, with estimated yearly revenues ranging from \$100 million to \$500 million, depending on market conditions. These operations contribute meaningfully to local and county tax bases, supporting public services, schools, and infrastructure.

The report also emphasizes the mill’s longstanding role

in the community. Operating for nearly a century, PTPC has provided generations of familywage jobs and remains one of the few large industrial employers on the Olympic Peninsula. Its presence continues to stabilize the local economy, particularly during periods of tourism downturn or broader economic uncertainty.

Please read the full Economic Impact Study at www.ptpc.com.

Meet Your Firefighters

by Emily Stewart, EJFR

My name is Kade Wilford, I am 30 years old and local to Port Townsend. I am a US Marine, pilot, wrestling coach, and climber. I am



excited to be a part of EJFR and believe I can be an asset to the community. As a wrestling coach, I enjoy and am committed to lifting up our families and giving kids an opportunity to learn hard lessons through hard work. As a Marine I had the opportunity to be trained in rope and open water rescue. I am looking forward to putting those skills to the best possible use for Jefferson County.

2026 Statistics for East Jefferson Fire Rescue

Effective 01/01/2023 Port Ludlow Fire & Rescue merged with East Jefferson Fire Rescue. Our monthly statistics will now include information for the entire newly combined Fire District.

Communities served include: Port Townsend, Cape George, Kala Point, Marrowstone Is., Port Hadlock, Chimacum, Irondale, Port Ludlow MPR (North and South Bay), Paradise Bay, Beaver Valley, Bridgehaven, Mats Mats, Shine, South Point and other areas located within our boundaries.

February Alarms

Fires	5
Rescue/Emergency Medical	327
Non-Emergency	38
Hazardous Condition	17
Service Call	55
Other	4
Total Alarms	446
February Ambulance Transports	
911 Transports	212
Hospital Requested Transport	4
Non Transports.....	96
CARES Contacts	130



EAST JEFFERSON FIRE RESCUE

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Fire Chief's Monthly Report – March 2026



Training burn in Port Townsend on Umatilla.

Threshold Events

- Several CPR incidents

General Fire Chief Activities and Projects

Firefighter Blake Bentzen's first day was March 30; he will spend several weeks on day shift becoming reoriented with EJFR procedures before his permanent shift assignment. EJFR is now at full firefighter staffing. FC debriefed several FF candidates that were not selected for the vacancy. In preparation for the upcoming Deputy Fire Chief Recruitment, FC Black and the recruiter met with various members of EJFR for input, including union members, admin staff, volunteers, and commissioners.

The Deputy Fire Chief recruitment went live mid-March and will close mid-April. Volunteer coordinator Mike Harte decided to step down from the role but will remain a valued volunteer and assist in the recruitment of his replacement and their orientation, *Thanks Mike!*

Staff consulted at several County meetings related to fireworks regulations and has been asked to present a formal statement of opinion to the BOCC. WSRB/WFC Workgroup met several times as directed by the WA Office of Insurance Commissioner (OIC) preparing for our final meeting for the WSRB Rating Schedule update, (refer to attached notes). FC and DFC attended FIFA World Cup planning meeting. The JC EMS Council is waiting on templates for the development of a CQI procedure which was noted by WADOH, suggesting we prioritize the development of a collaborative quality review process.

Staff prepared for the upcoming special meeting to review strategic planning.

Miscellaneous Activities

FC met with the Training Officer for several ongoing projects and administrative support. DarkHorse implementation continues. Firefighters in Training (FITs) Daniella Sanchez and Cash Holmes continue to perform well at the Kitsap Fire Academy. FC attended the WA Fire Defense Board meeting. FC was a guest on KPTZ along with County partners in support of disaster preparedness. FC attended community breakfast on Marrowstone Island as a guest speaker. Several firefighters have begun the CARES Firefighter training to help with coverage.

Serving the Communities of

Port Townsend Port Hadlock Chimacum Irondale Kala Point Cape George Marrowstone Island
Paradise Bay Shine Bridgehaven Mats Mats Swansonville Port Ludlow Beaver Valley South Point

Standing Meetings/Committees

JeffCo DEM IMT Meeting	BOCC	PT City Manager
PT Police Chief	BHC	JeffCo EMS Council
BHAC (10 th of 1%)	ECHHO	PLEC
JH CQI meeting	WA Fire Defense Board	WSRB Subcommittee
EJFR Safety Committee	Washington Fire Chiefs	REAL Team
WFC Legislative Meeting	JC Wildfire Alliance	2032 Meet and Confer
Olympic Community of Health	Port Ludlow Village Council	JCIA Master Plan Group

Call Statistics			EJFR Responses By Area for March 2026	
	March 25'	March 26'		
Fires	9	9	Mutual Aid Given	18
Rescue/EMS	308	304	City of PT	208
Non Emergency	55	39	GlenCove/Jacob Miller	9
Hazardous Cond.	7	13	Cape George	16
Service Call	55	69	Ocean Grove/Beckett Pt.	0
Other	2	4	Kala Point	10
Total	436	438	Hadlock/Irondale	70
March Transports			Marrowstone Is.	7
911 - Transported		189	South Discovery	3
911 - Non Transport		100	Chimacum	22
CARES Contacts			Oak Bay	0
March Contacts		152	Northern Ludlow	41
			Southern Ludlow	26
			Other/CARES	8

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EMERGENCY COMMUNICATIONS

Final point score for the following items will be determined by calculating a percent deficiency for the item and multiplying the percentage by the points indicated under each item or deducting the points indicated from the point total under each item.

1. COMMUNICATION CENTER **We would like to see having a fully functional backup center come into the grading scale where we would recognize a fully capable backup center and it would reduce points accrued in the comm center section a-d. A percentage can be given for a fully capable backup unmanned and one that is manned. Most dispatch centers have redundancy and can be switched to a sister center with the flip of a switch. Agreed, will work on alternate scoring methodology.**

a. Building Construction, Exposures, and Communicating Openings. Communication centers should be in fire resistive, separate buildings without exposures. Table 4 is to be used as a guide in determining the percentage for this item.

TABLE 4

Arrangements	Type of Construction			
	Fire-Resistive	Non-Combustible	Ordinary Masonry	Wood Frame
Separate building — no exposures, or exposure protected	0%	10%	20%	75%
Separate building and with exposures within 150 feet	5%	15%	25%	85%
Not in separate building and properly cut off	10%	25%	35%	100%
Not in separate building and not properly cut off	20%	35%	50%	100%

For building construction, exposure, or communication openings:

Use 50 Points.

b. Fire Protection. Communication centers must be provided with fire protection. **Systems Approved**

Apply the following percentages for systems not provided or not meeting requirements:

- Portable Fire Extinguishers.....30%
- Automatic Fire Detection, Alarm, and notification.....20%
- Automatic Sprinkler System.....30%

Suppression System for computer and data processing equipment.....20%

For fire protection: Use 30 Points.

c. Security. Communication centers must be provided with security.

Apply the following percentages for security not meeting requirements:

Restricted access.....25%

Self-closing and locking doors.....25%

Bullet-resistant windows.....25%

Restricted parking near center.....25%

For security: Use 10 Points.

d. Emergency Lighting. Communication Centers must be provided with emergency lighting.

Apply the following percentages if emergency lighting does not meet requirements:

Emergency lighting will be immediately placed in service upon a power failure and be independent of the normal power source.....75%

Redundant emergency lighting provided by individual unit equipment in the operations room, communications equipment room and at the generator.25%

For emergency lighting: Use 10 Points.

2. COMMUNICATION CENTER EQUIPMENT

a. Computer Aided Dispatch (CAD) and telephone equipment used in Communication Centers.

Use the following to determine percentages for features not provided:

Basic 911 capability.....20%

Enhanced 911 capability with automatic number identification (ANI) and automatic location identification (ALI).....10%

Wireless Phase I capable.....7%

Wireless Phase II capable.....10%

- Voice over Internet Protocol (VoIP) capable..... 15%
- Backup sever for CAD..... 10% **A lot of stuff is now in the CLOUD, might be better to say backup for CAD or redundancy etc. Yup, Agreed, change accepted.**
- Automatic switchover to backup server.....5%
- Transmitting call information to responders and other communication centers.... 4%
- Units for dispatch are selected and recommended.....5%
- Geographical Information System (GIS).....5%
- Automatic vehicle location.....5% **Many dispatch centers are able to use several methods for closest unit dispatching without it being AVL, this seems like the same as above where units for dispatch are selected and recommended. Agreed, will work on other methods for points.**
- Management Information System.....4% **What is this? Every comm center in WA has this, its referencing technology systems.**

For equipment: Use 70 Points.

b. Recording. Communication Centers must have a voice recorder.

Apply the following percentages for recording not meeting requirements:

- Each incoming line not recorded.....25%
- Each dispatched circuit not recorded.....25%
- Instant playback at each telecommunicator position not provided.....25%
- Date and time not recorded.....25%

For recording: Use 10 Points.

c. Telephone Service. The number of needed telephone lines is shown in Table 5.

TABLE 5

Number of Reserved Phone Lines		Population
Fire	Business	
1	1	<50,000
2	2	50,000–100,000
3	3	100,000–300,000
4	3	>300,000

Note 1. If emergency calls other than fire are received, double the number of needed lines.

For telephone service: Use 20 Points.

Additional lines:

One outgoing-only line must be provided.

One line for receipt of central station alarms must be provided.

Table 5 and criteria are outdated in the VoIP world.....agreed, change accepted

For additional lines: Use 10 Points.

Note 2. Credit for progression of business lines to fire lines should be considered if excess business lines are available.

Note 3. If call information is transmitted through more than one communication center, reduce credit by 50%.

d. Supervision. ~~Instead of supervision can it say Monitoring or remove the word supervision~~
Approved Primary dispatch circuits and devices must be monitored for integrity.

Apply the following percentages for ~~supervision~~ monitoring Approved not meeting requirements:

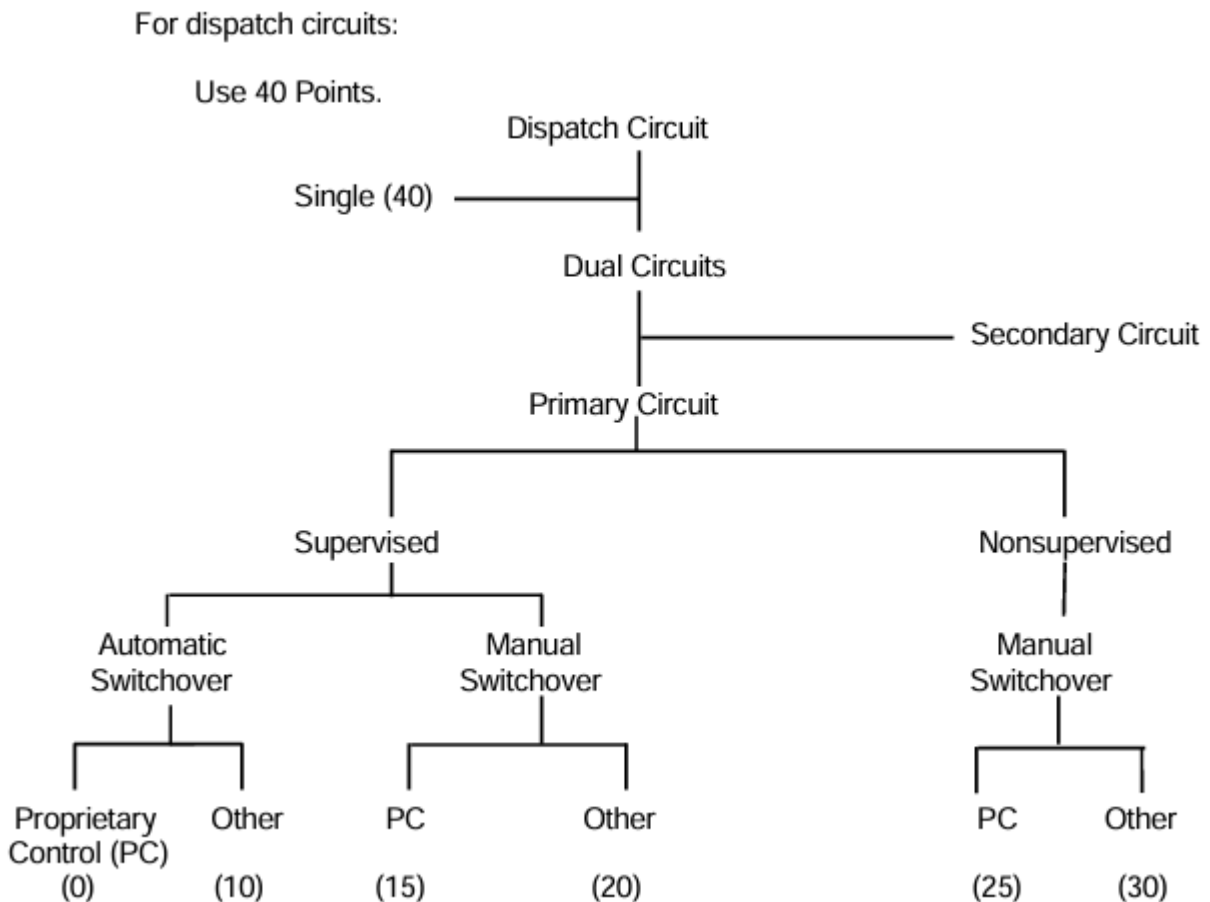
All dispatch circuits, devices, primary and secondary power not supervised
monitored.....80% Approved

Audible and visual trouble signals to telecommunicator not provided.....20% This is outdated to have bells and whistles, in todays world IP based equipment is monitored and alerts IT professionals not dispatchers.
Agreed, will update.

For supervision: Use 20 Points.

e. Dispatch Circuits. The Communication Center must have separate primary and secondary dispatch circuits. The flow chart below can be used as a guide to determine the point score for this item. **This is really outdated in an IP-connected world. There should be some credit provided for redundant methods of communicating alarms that do not involve radio channels or T1 lines between ECC and fire stations. Radio, mobile devices, IP-based station alerts, redundant internet connections at ECC and fire station with automatic failover, etc., together provide a level of resiliency that supervised copper circuits between buildings can never provide. Point deductions should reflect those modern options. Agreed, will change to intent based description.**

For dispatch circuits: Use 40 Points.



f. Emergency Power. Communication Centers must be provided with an emergency power source. **The only power source scored is generator, today there are places able to use battery backup to run their whole center we suggest it be graded on backup power capable**

of running the center for 72 hours regardless of what type generator or battery etc. Will change to NFPA standard for backup power rather than being this specific.

For emergency power: Use 30 points.

Determine final point score by deducting the points for the conditions below from 30 points:

Automatic start generator.....10 points

Manual start generator.....5 points

Batteries system/ UPS.....10 points

Generator testing/maintenance on a weekly basis.....5 points

Generator fuel supply for 72 hours.....5 points

3. TELECOMMUNICATORS

a. Training. Telecommunicators must successfully complete a comprehensive training program prior to active employment. The training program should be a minimum of 480 hours and include both general and specific dispatch procedures. General dispatch procedures should be at least 240 hours, and specific fire dispatch procedures should also be at least 240 hours.

For inadequate initial training: Use 35 Points.

In addition, at least 40 hours of continuing education for each telecommunicator should be administered annually. This amount can be reduced to 30 hours if personnel are certified as Telecommunicator I and to 24 hours if personnel are certified as Telecommunicator II.

State Mil states 24 hours of continuing ed, our group things 48 hours of continuing ed, where did the 40 hours come from? From APCO, will confirm. Change to just APCO

For inadequate continuing education training: Use 15 Points.

b. Number of Telecommunicators on duty. The average number of telecommunicators on duty at all times must meet the requirements of Table 6 below.

TABLE 6

No. of Calls Received per year	No. of Telecommunicators Required	No. of Supervisor Requirements
0–730	1*	0
731–10,000	2	0
10,001–25,000	3	1 ++
25,001–50,000	4	1 ++
50,001–100,000	5	1 ++
100,001–150,000	6	1 ++
150,001–200,000	7	1 ++
200,001–250,000	8	1 ++
250,001–300,000	9	1 ++
Over 300,000 #	10	1 ++

* Communication Centers that provide emergency medical dispatching (EMD) protocols need two telecommunicators on duty.

++ Supervisor is required to be in dispatch room. **Since Supervisor is a job title and description and not a qualification as it may be for fire officers, the strict requirement for a supervisor to be in the room is wasteful in smaller operations. Supervisors may be largely administrative and oversight, not operational. NFPA 1225 persons in comm center familiar with Comm Center Ops. Will change.**

For every additional 87,600 calls per year, one additional telecommunicator is required.

Staffing that is less than required in the above table will be acceptable if data can be provided showing the Communication Center is meeting the call answering and dispatching times set forth by NFPA Standard 1221. **The above chart is hard to discuss given the lack of definition of calls received per year and mention of ECCs that serve all disciplines, not just fire. But the personnel requirements should be replaced by call-handling performance requirements, at minimum. The use of AI and various other technologies allows less dispatchers to handle more calls, judging them on their call handling performance is better than just having bodies. Instead of the number of telecommunicators can the chart be changed to show processing times and percentage met for scores? WSRB does eval performance re: NFPA1221. The table is meant for when the agency does **not** track performance. They will pull out Fire/EMS calls if provided by the center. They will reword to clarify.**

For number of telecommunicators on duty: Use 100 Points.

FIRE SAFETY CONTROL

This section reviews the provisions provided for fire code enforcement, public education, fire investigations, and building code enforcement.

Final point score for the following items will be determined by calculating a percent deficiency for the item and multiplying the percentage by the points indicated under each item.

1. FIRE CODE ENFORCEMENT

a. Fire Marshal. An experienced and certified fire marshal must oversee fire code enforcement. **Why 10 years? ICC Appendix D Can we change points to:**

ICC Fire Marshal Credential with appropriate ICC CE0%

IFSAC Fire Investigator and Inspector, but not FM certified.....25%

ICC Fire Marshal Credential without current ICC CE or not FM certified50%

Fire marshal credit if certified should not matter number of years, if not certified then years of experience can come into play, either or not both. All of the enforcement pieces tied to years is there data that shows they are a better inspector after X amount of years? Can certification trump years? **Agree to rework this and include CE and certification criteria for points.**

Apply the following percentages:

Less than 10 years' of code enforcement experience.....25%

Not certified as a fire marshal.....50%

Less than 16 hours of continuing education per year.....10%

For Fire Marshal staffing: Use 20 Points.

b. Fire Plan Review. Review of plans for fire code compliance must be done by experienced, certified personnel.

Apply the following percentages:

Less than 5 years' experience in plan review.....10%

Not certified as fire plan reviewer.....30%

Certified as a fire plan reviewer..... Shouldn't this be 0% or full credit?10%
If certified number of years shouldn't matter, if not certified then experience can count.
Certification is the higher qualification.

Registered design professional...What is this? Engineer (mechanical or fire protection)
.0%

Less than 16 hours of continuing education per year.....10%
Only 15 hours are required every 3 years to recert per certification classification. Middle
ground from 2019 update. ISO, NFPA are all very different. Seems like double penalty. WSRB
will research and respond.

Insufficient staff levels to ensure comprehensive plan review.....20% How
is this determined? Is there a chart in NFPA 1730? Deleted

For fire plan review: Use 50 Points.

c. Fire Code Inspections. . Fire code compliance inspections must be done by experienced,
certified personnel for new and remodeled buildings.

Apply the following percentages:

Less than 5 years' experience in inspections.....10%

Not certified as a fire inspector.....30%

Again if certified why does years matter? Agreed, pivoting to emphasizing certification over
duration.

Less than 16 hours of continuing education per year.....10%
only 15 hours are required every 3 years to recert per certification classification. agreed,
will review

Insufficient staff levels to ensure comprehensive inspections.....20%
How is this determined, is there a chart? WSRB will remove/delete

For inspections of fire code permits: Use 50 Points.

d. Fire Code Inspections of existing occupancies. Use Table 7 as a guide and apply the
corresponding percentages. A 5-year history will be reviewed. Propose a similar table
based on risk analysis. The risk in schools and other large assemblies is much higher than
other risks, like the coffee shack. I would also like to see some points for self-assessment
programs in between formal FD inspections. The goal is to make businesses safer and the

best way to do this is by getting them involved. Seems a community risk analysis would cover what needs to be done instead of shotgun approach. Based on NFPA, partial incremental points for inspections. Angry chiefs proposed an alternative grading based on CRA. WSRB will consider.

TABLE 7

Frequency of Inspections	Non-certified Inspector	Certified Fire Inspector	Certified Fire Inspector +5 years exp.
No Inspections	100%	100%	100%
One Inspection @ 3 Years	70%	60%	50%
One Inspection @ 2 Years	50%	40%	30%
Annual Inspection	30%	10%	0%

Staffing levels must be sufficient to ensure comprehensive inspections. A maximum of 10 inspections per day per inspector will be used in reviewing staffing levels. If staffing levels are insufficient, increase the percentage from the above table by the product of the percentage and the ratio of the number of deficient inspectors/number of needed inspectors. **Number of inspectors x10x260 days = number of inspections per year? Then is that compared against business licensed or what? WSRB will evaluate**

Inspectors must receive 16 hours of continuing education per year. If training is inadequate, increase the percentage from the above table by 20% times the deficiency in training hours. **This is a double whammy, you already scored continuing ed under c. If it's the same person, its not 32 hours, stays 16 hours if the same person.**

For fire code inspection of existing occupancies:

Use 340 Points.

e. Confidence testing of fire protection systems. Fire protection systems including sprinkler systems, alarm systems, standpipes, private hydrants, suppression systems, restaurant hood and vents, and fire doors must be inspected and tested in accordance with the applicable NFPA standards. **Can these standards be listed and show when and how often? Yes, an appendix will be developed.** A program must be in place to monitor these inspections and ensure deficiencies found with systems are corrected. A 5-year history will be reviewed.

For confidence testing of fire protection:

Use 50 Points.

2. PUBLIC FIRE EDUCATION

Fire safety education must be provided to the general public. Use Tables 8 & 9 and apply the corresponding percentages for children and adult programs. A 5-year history will be reviewed. **Would like to see scored criteria (child vs. adults) based on CRA, not arbitrarily at 45%(youth), 25%(adult). Some communities are heavily adult with few youth to be able to have this many programs. Programs established from CRA count as two but if your CRA doesn't point you to youth prevention you will be docked points. Table 8 and 9 are based on these percentages whereas 5 adult programs is full credit but 5 youth 30% points. WSRB will combine tables children and adult programs will be all one.**

a. Children Programs.

TABLE 8

Number of Programs	Non-certified Educator	Certified Public Educator	Certified Public Educator + 5 years exp.
0	100%	100%	100%
1	90%	75%	70%
2	80%	65%	60%
3	70%	55%	50%
4	60%	45%	40%
5	50%	35%	30%
6	40%	25%	20%
7	35%	20%	15%
8	30%	15%	10%
9	25%	10%	5%
10	20%	5%	0%

Note 1. Examples of programs are as follows. These are not the only programs that may be creditable. Any program that teaches fire safety is eligible. Programs established from a current Community Risk Assessment will be counted as two programs.

Pre-school/Daycare Programs

Elementary School

Jr. High/Middle School Programs
 High School Programs
 Assembly Programs/Fire Drills
 Specific Needs Programs
 Station Tours with Safety Message
 Juvenile Fire-setter Intervention
 Newsletter/Media Information
 Presentations to youth groups
 For children programs:
 Use 45 Points.
 b. Adult Programs.

TABLE 9

Number of Programs	Non-certified Educator	Certified Public Educator	Certified Public Educator + 5 years exp.
0	100%	100%	100%
1	95%	80%	75%
2	60%	45%	40%
3	50%	35%	30%
4	30%	15%	10%
5	20%	5%	0%

Note 2. Examples of Programs are as follows. These are not the only programs that may be creditable. Any program that teaches fire safety is eligible. Programs established from a current Community Risk Reduction analysis will be counted as two programs.

Senior Citizen Education
 Business Education
 Newsletter/Media Information
 Wildland Urban Interface Program
 Smoke Detector Program

Home Safety Inspections

For adult programs: Use 25 Points.

Educators must receive 16 hours of continuing education per year. If training is inadequate, increase the applicable percentages from the above tables by 20% times the deficiency in training hours. The number of programs required up above plus if they are also a fire marshal, investigator or plan review etc may be hard to get all the CE hours, can doing the actual public education count toward hours? ISO is ten hours, WSRB will consider lowering

3. FIRE INVESTIGATIONS

Fire Investigations must be done by experienced, certified personnel to determine the cause and origin of all fires. What is the certification you are looking for? Does undetermined count as a cause, what constitutes a complete investigation? To be clarified in new appendix. Complete investigation is basic cause & origin. Currently we lose points when a Lt. investigates a simple cooking fire confined to the device. Lots of dialogue on this one.

Apply the following percentages for personnel:

Less than 5 years' experience in fire investigations.....20%

Not certified as fire investigator.....20% If certified but less than 5 years shouldn't matter either credit for being certified or credit for time on task. Based on IAAI and ICC, WSRB does prorate this. No change.

Not a commissioned law enforcement officer.....20% Request removal Approved

Less than 16 hours of continuing education per year.....10% NFPA 1033 and NFPA 921. States approx. 40 hours per 5 years this would be around 8 hours per year not 16. Will change to 8 hours per year.

Insufficient staff levels to ensure adequate response20% How determined? Technically couldn't this be passed onto state fire marshal if no staff?

All fires not reported to NFIRS.....2% NERIS? Approved

If all fires are not investigated, increase the percentage from above by the product of the percentage and the ratio of fires not investigated/total number of fires.

For fire investigations: Use 30 Points.

4. BUILDING CODE ENFORCEMENT

Current building codes must be adopted and effectively enforced. The score for this item will be based on the Building Code Classification for the community. **How do we find what our community is classified as? Call WSRB for help.**

Apply the corresponding percentages for the current Building Code Class of the community:

- Class 1..... 0%
- Class 2..... 10%
- Class 3..... 20%
- Class 4..... 30%
- Class 5..... 40%
- Class 6..... 50%
- Class 7..... 60%
- Class 8..... 70%
- Class 9..... 80%
- Class 10 or 99..... 100%

For Building Code Enforcement:

Use 40 Points.

WATER SUPPLY

Minimum Recognized Water Supply. In order to be recognized for grading purposes, a water supply system must be (1) capable of delivering at least 250 gpm for a period of 2 hours at a residual water pressure of 20 psi for fire protection plus consumption at the maximum daily rate, (2) of approved frost-proof design, available for use in all seasons of the year, (3) equipped with hydrants having at least two standard 2-1/2 inch hose outlets, and (4) supplied by pipe not less than 4 inches in diameter.

Storage. Because storage usually fluctuates, the normal daily minimum maintained is the amount that will be considered as available. Because of the decrease in pressure when water is drawn down in standpipes, only the portion of this normal daily minimum storage that can be delivered at the required residual pressure at the point of use will be considered as available.

In determining the credit that can be allowed for storage, it is necessary to calculate the rate of delivery from storage during a specified period; although the amount of storage may be relatively large, the rate of delivery may be limited.

Multiple Systems or Services in One Area. Where there are two or more systems or services supplying the same general area, consideration will be made on the basis of the joint protection provided by all systems or services available.

Consideration of Suction Sources. Where there is a recognized water supply system, utilizing bays, rivers, canals, streams, ponds, wells, cisterns, or other similar sources, available, functional, and acceptable as suction supply for fire department pumpers within the same area, the suction supply may be considered. The credit given for any delivery from a suction supply will not exceed the pumper capacity available. **Can we get more clarification of what you are evaluating here? Looking at bays, rivers canals etc is it a map of drafting locations or how is this evaluated especially for a department on a peninsula surrounded by water. Will clarify and develop standard for partial points, improve definitions. Drafting points can be listed on our maps and we would get hydrant credit!!**

Emergency Supplies. The ability to utilize emergency supplies through connections from other systems or from separate sources, storage, or equipment not normally used will be considered in determining the available water supply. Only emergency supplies that are provided automatically will be considered.

Fire Department Provided Water. Water provided by the fire department to a location that meets the above minimum water supply requirements will be credited. The minimum flow rate of 250 gpm must be obtained within 5 minutes of arrival at a location and must be maintained for the duration of the required fire flow. If the rate of flow can be increased within 15

minutes of arrival at the location and maintained for the duration of the required fire flow, the higher flow rate will be credited.

Travel time for apparatus will be calculated by using the following formula:

$T = 0.65 + 1.7D$, Where T is time in minutes to the nearest tenth of a minute, 0.65 is a vehicle-acceleration constant for the first 0.5 mile traveled, 1.7 is a vehicle-speed constant, and D is the one-way distance traveled.

Final credit flow rate will be the minimum water available for the required duration.

Consumption. The average daily consumption is the average of the total amount of water used each day during a one-year period. The maximum daily consumption is the maximum total amount used during any 24-hour period. (In determining this figure, records for at

least the past 3 years should be studied, but high consumption that will not occur again due to changes in the system or that was caused by unusual operations, such as refilling of a reservoir after cleaning, should not be considered.)

In each case, the actual consumption will be used; where no figure for maximum daily consumption is available, it will be estimated to be at least two times greater than the average daily consumption. The consumption rate considered will be the total maximum daily consumption rate that passes through the pumps, filters, mains, or other facilities being considered.

Where a system is in two or more services, consumption in these services will be considered as the amount that passes through the service in question.

Required Fire Flow. The required fire flow of a building is the amount of water (gpm) needed for firefighting purposes at a building. The determination of this flow depends on the square footage, construction, occupancy, and exposure of buildings.

The required fire flow will be determined using the following formula

$$\text{Required Fire Flow} = 18C(A)^{1/2}$$

C = Construction Class Coefficient

= 1.5 for Construction Class 1 – Frame

= 1.0 for Construction Class 2 – Joisted Masonry

= 0.8 for Construction Class 3 - Noncombustible

= 0.8 for Construction Class 4 – Masonry Noncombustible

= 0.6 for Construction Class 5 – Modified Fire Resistive

= 0.6 for Construction Class 6 – Fire Resistive

A = Total floor area of building measured in square feet. The area shall exclude any basements. For buildings of Construction Class 5 or 6 only count the six largest consecutive floor areas if vertical openings are unprotected. If vertical openings are protected, count only the three largest consecutive floor areas.

Minimum Required Fire Flow using the above formula is 500 gpm and the maximum is 8,000 gpm for Construction Class 1, 2 and 3 and 6,000 gpm for Construction Class 4, 5 and 6.

The Required Fire Flow shall be modified for occupancy and exposure conditions as follows:

Fire Flow adjustment based on occupancy classification:

- C-1 – Noncombustible..... -25%
- C-2 – Slow-burning, limited combustibles..... -15%
- C-3 – Moderate-Burning..... 0%
- C-4 – Free-Burning..... +15%
- C-5 to C-7 – Quick, Intense, Flash-Burning..... +25%

Fire flow adjustment based on structural exposures to the subject building. For buildings that create a risk of exposure, apply the following table to determine the percent increase to the required fire flow.

Distance to Exposure	Size of Exposure	Exposing wall		
		Combustible & -R.1 hour	Noncombustible R 1 hour	Masonry with openings
0 -10 feet	Small	11%	9%	3%
	Medium	12%	11%	5%
	Large	15%	14%	8%
11 – 30 feet	Small	7%	5%	0%
	Medium	8%	7%	2%
	Large	12%	10%	5%
31 – 60 feet	Small	3%	0%	0%
	Medium	4%	3%	0%
	Large	7%	5%	2%

Total percentage increase due to exposure is limited to 50%.

Credit for automatic sprinkler systems installed to NFPA 13 requirements will be up to 75%. Credit for automatic sprinkler systems installed to NFPA 13R requirements will be up to 25%.

Required Fire Flow amount will be round to the nearest 250 gpm. Minimum Required Fire Flow, after all adjustments, is 500 gpm and the maximum is 12,000 gpm. Fire flow duration is 2 hours for Required Fire Flows up to 2,750 gpm, 3 hours for Required Fire Flows of 3,000 to 3,750 gpm and 4 hours for Required Fire Flows of 4,000 gpm and greater.

For residential properties, the Required Fire Flow is 1,000 gpm at 20 psi for a duration of 1 hour. For residential properties protected with a sprinkler system installed to NFPA 13D requirements, the Required Fire Flow is 500 gpm at 20 psi for a duration of 1 hour. For

residential properties larger than 3,600 square feet use the above formula to calculate the Required Fire Flow.

Basic Fire Flow. The basic fire flow is the fifth highest of the required fire flows determined for the community. The Basic Fire Flow is used to set the requirements for applicable items under the Fire Department section of the schedule. **Is this the building in your response areas fire flow and the fifth highest? Yes**

WATER SUPPLY ITEMS TO BE EVALUATED:

Final point score for the following items will be determined by calculating a percent deficiency for the item, converting the percentage to points using Table 2, located in the introduction, and multiplying the points by the point scale indicated under each item.

1. ADEQUACY OF WATER SUPPLY

Water supplies must be sufficient to deliver the required fire flows with consumption at the maximum daily rate. Adequacy of the water supply will be determined by an analysis of the water system, using as primary factors the results of fire flow tests made at locations throughout the community and the capacity of storage, pumps, filters, mains and hydrants. Capacity of suction supplies and water provided by the fire department will also be analyzed where applicable.

For inadequate water supply:

Use 5.00 Point Scale (1,000 point total).

2. HYDRANTS – SIZE, TYPE, AND INSTALLATION

Hydrants must conform to American Water Works Association Standards. Hydrants must have at least 3 outlets: 1 outlet must be a pumper outlet with quick connect fitting and other outlets must be a least 2½-inch nominal size. Connection main must be at least 6 inches in diameter. **With removal of LDH from the FD portion of the schedule can this be changed to a minimum 6” main regardless of if it’s a 2 outlet or 3 outlet with steamer port? 3 port requirement is in the WAC. Non-steamer hydrants with < 3 ports will get credit as hydrant, just not full credit.**

Determine percent of unsatisfactory hydrants based on the following:

Hydrants of inadequate size, less than 6-inch connection to main or inadequate pumper outlet.....90%

For hydrants without quick connect fittings on pumper port.....10%

For unsatisfactory hydrants:

Use .5 Point Scale (100 point total).

3. HYDRANTS – INSPECTION AND CONDITION

Hydrants must be inspected at least annually; inspection must include operational check, and a flow test every 5 years.

Hydrants must be kept in good condition (suitable records of inspections and repairs must be maintained). Hydrants must be painted so that they are conspicuous. There should be no obstruction that could interfere with operation. Improperly located or placed hydrants will be considered as in unsatisfactory condition.

Apply percentage corresponding to conditions listed below:

Inspection Frequency:

Annual.....0%

2 years.....20%

3 years.....40%

4 years.....50%

5 years or more.....70%

Lack of flow tests every 5 years.....15% **Is there any room for software calculations to reduce flow testing or is the flow test used to verify the calculation? The relationship of engineered flow, capacity models vs on the ground work explanation would be good in this section. Some purveyors may be strictly using computer analysis and some only flow testing while others do a mix, what are you looking for? WSRB does accept computer models, will work on better definitions and messaging.**

Hydrants not identified for amount of available water.....5% **Can be on a map in the cab of apparatus not just painted right? WSRB does accept maps and CAD maps for full point, better communication planned.**

Hydrants with obstructions to operation, in poor condition, in need of paint, caps missing, difficult to operate, etc.....10% **How is this determined, drive around and check, lack of annual inspection ?? Deleted!**

For inadequate inspection and/or unsatisfactory condition:

Use 1.0 Point Scale (200 point total).

5. ARRANGEMENT, OPERATION, AND MAINTENANCE OF WATER SYSTEM COMPONENTS

Water system components, including pumps, tanks, reservoirs, mains, and valves, will be evaluated as follows to determine the adequacy of their arrangement, operation, and maintenance. Apply percentage corresponding to conditions listed below for the water system.

a. Arrangement & Operation:

Water sources:

- Water system supplied from multiple water sources, tanks, reservoirs, etc.0%
- Water system supplied from two water sources, tanks, reservoirs, etc. at different location.....10%
- Water system supplied from two water sources, tanks, reservoirs, etc. at same location.....20%
- Water system supplied from single water source, tank, reservoir, etc.....40%

Telemetry system:

- System monitoring and controlling system components with remote control capability.....0%
- System monitoring and controlling system components without remote control capability.....5%
- Basic system with monitoring only10%
- None.....15%

Gravity/Pump systems:

- Water system flow achieved from gravity, no pumps.....0%
- Water system flow dependent on pumps with backup power tested weekly.....10%
- Water system flow dependent on pumps with backup power tested monthly.....20%
- Water system flow dependent on pumps without backup power.....40%

Water system management:

- Certified water distribution manager.....0%
- No certified water distribution manager.....5%

Use .5 Point Scale (100 point total).

b. Maintenance:

Water System Components visit frequency:

Daily..... 0%
Weekly.....10%
Other 25%

Water storage tank or reservoirs internal inspection frequency:

3 year..... 0%
5 year..... 5%
Over 5 year..... 25%

Pressure Regulating, Altitude, Float Control Valves Inspection Frequency:

Monthly0%
Quarterly.....5%
Semi-Annually.....10%
Annually.....15%
Over 1 year25%

Water main control/isolation valve inspection frequency:

10-inch and larger twice per year, all other yearly.....0%
All yearly.....5%
Every 2 years.....10%
Every 3 years.....15%
Every 4 years.....20%
Every 5 years or more.....25%

Use 1.0 Point Scale (200 point total).

April 2026

Operations Report

DC Pete Brummel

Ongoing Goals and Objectives Revised to July 2026

Goal #1: Enhance Operational Resiliency: April Update

Objective 1.1 *Complete MCI Plan for Jefferson & Clallam County*

- EJFR internal comment period has closed. Minor revisions have been made with a focus on the JeffCom response plan. The declaration of an MCI is made in the field, and the response plans will send available resources through auto-aid, mutual aid and then move into the fire mobilization plan (like a wild land resource request).
- ✓ April 22-30, after final vetting at the BC/DC meeting on 4/21 the plan will be sent to external stakeholders (MPD, Quilcene, Brinnon, Disco Bay and Clallam County fire agencies).
- ✓ May 1-May 30, final vetting, formatting and revisions.
- ✓ June 1-30: Disseminate to all stakeholders for regional approval and implementation.

Operations

Goal #2 Build New Prefire Planning: April Update

Objective 2.1 *Update and Create New Pre-Fire Plans with First Due App*

- Inspections Module: CRR Wittenberg is progressing in COPT and working with First Due rep.
- Preplans Module: Lt. Grimm is progressing with transfer of existing preplans. Les have Information and icons will be discussed at 4/21 BC/DC meeting.
- Hydrants Module: All shapefiles have been updated thanks to Director Stewart at Jeffcom. Hydrants are now visible on the mobile app on all iPhone and iPads in apparatus.
- “Responder” Module (replaces Active 911 and Crew Force) In progress and building out the modules such as call-types, permission and more.

Goal #3 Implement New Data Analytics & Prediction Program: March Update

Objective 3.1: Leverage Darkhorse Data Analytics for Data Accuracy and Decision Making

- Working on the last two areas for data migration and that should be complete by end of April.
- We are meeting bi-weekly with customer contact reps to refine our data to reflect response times, performance goals and more

Destructive Training & Live Fire Burn at 1080 Umatilla

Without a doubt, one of the most successful live fire training sessions with an acquired structure. The return on investment was outstanding.

- **Timeline from owner contact to demolition: 8 weeks (start to finish)**
- **Property Site Assessment: 30 hours** (risk/benefit, site characteristics, goals and objectives, planning and logistics)
- **Permitting & Indemnification: 50 hours** (ORCAA permit, COPT permit, PUD, legal agreements for EJFR/ Owner)
- **Site Prep & Incident Action Plan Development: 154 hours** (clearing debris from interior, removal of metal roof, planning and logistics for equipment, supplies, prep interior rooms for live fire, material moving and building props)
- **Training Evolutions (Non-Destructive and Destructive): 432 hours**
 - 108 hours of instructor delivered training modules
 - 324 hours total contact training hours NOT including live burn day
- **Public Education and Engagement: 90 hours** (public information campaign, neighborhood canvassing, KPTZ, PTPD and COPT liaison)
- **Live Burn Day: 240 hours**
 - Planning & Logistics
 - Staffing (Off-Duty, Administrative, Volunteer)
 - Training Content (training objectives and compliance)
 - NFPA 1403 Burn Cadre: 48 hours
 - Crews: 72 hours
 - Overhead: 24 hours
 - Volunteer: 96 hours

Training Content

- PPE, SCBA operation
- Hose handling, fire control, strategies and tactics
- Search and Rescue
- Ventilation methods
- Hand tools, power tools
- ICS
- Water flow calculations and hydrant operations
- Tender operations
- Rehab and Air Unit operations
- Documentation
- Public Education & Community Risk
- Multi-Agency collaboration
- NIMS ICS and Communications (TAC 4)



FINANCIAL REPORT FOR MARCH 2026

Fund Balance March 2026

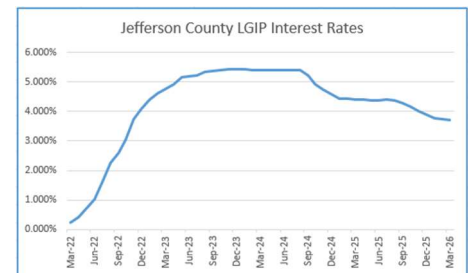
	General	EMS	SubTotal	Fire Capital	EMS Capital	Reserve	Total
Beginning of Year	2,933,128	3,754,003	6,687,131	1,502,032	1,323,584	1,025,144	10,537,891
Change YTD	(1,209,794)	(679,482)	(1,889,275)	13,752	12,100	9,338	(1,854,085)
Ending Fund Balance	1,723,335	3,074,522	4,797,856	1,515,784	1,335,684	1,034,482	8,683,806

Financial Highlights:

I. Fund Balance & Budget Position

The district ended March 2026 with a total fund balance of **\$8,683,806**. Salaries are on pace with budget. Overtime for the first quarter compared to last year is lower as follows mainly due to the addition of PMs Severin and Holbrook.

OT	1Q2026	1Q2025	Diff
FIRE	\$ 95,141	\$ 120,864	
EMS	142,712	181,440	
Total	<u>\$237,854</u>	<u>\$ 302,304</u>	<u>\$ (64,450) -21%</u>



All other revenue and expenditure categories are performing as expected relative to budget.

II. Revenue & Investment Updates

- **LGIP Performance:** The LGIP interest rate continues to decline and for March 2026 was **3.710%**.
- **PILT Correspondence:** EJFR was included in emails between JPUD, JC Assessors Office and two private ISPs where further discussions on the proper characterization (wholesale or retail) of the broadband network directly impacting the amount assessed for PILT. We are monitoring the situation.

III. Capital Spend & Debt Schedule

- COP, 2026 series B, \$2.5m new debt – 6/24/26 closing date. Requested documents submitted.
- Station 2 temporary storage was erected. Total project cost to date as follows:

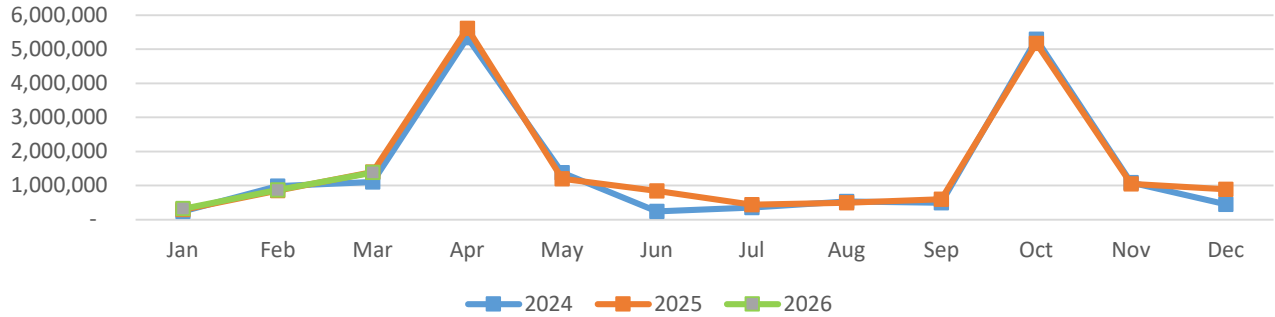
	2025	2026	Total
Jeff Co, Permit	\$ 1,239	\$ -	\$ 1,239
Jeff Co, Plan review	2,022		2,022
Van Ness Construction	43,842		43,842
Coast to Coast	6,549		6,549
EMB Metal Buildings, LLC		36,066	36,066
	<u>\$53,651</u>	<u>\$36,066</u>	<u>\$ 89,717</u>

Original Estimate \$ 110,000

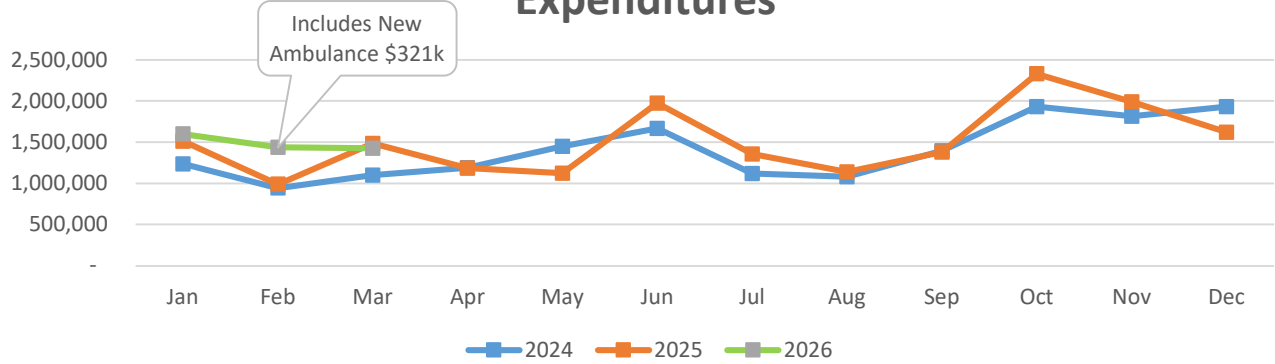
IV. Administrative Highlights

- **Policy/SOG: Levy Exempt Property:** Prepared recommended policy and SOG for Levy Exempt Property. Reviewed Series 6000 Finance policies and SOG and updated several.
- **Apparatus & Vehicles:** Updated CIP Apparatus schedule and Cash forecast with recent plans.

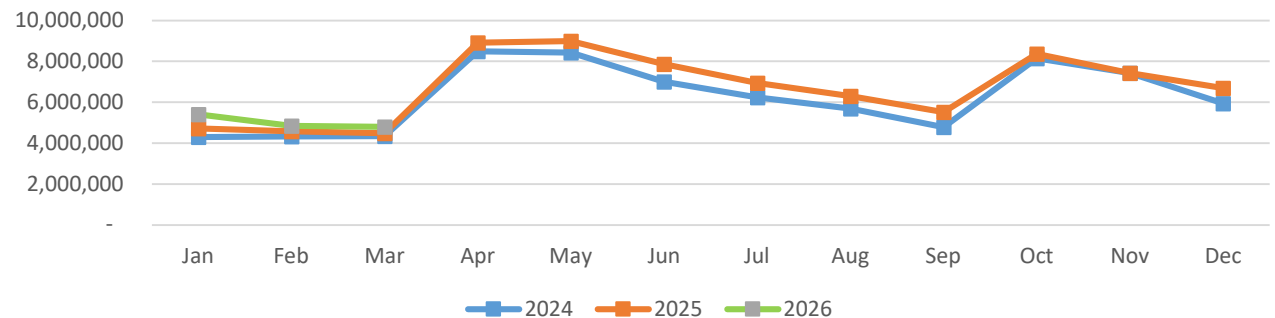
East Jefferson Fire Rescue FIRE General & EMS Funds Revenues



East Jefferson Fire Rescue FIRE General & EMS Funds Expenditures



East Jefferson Fire Rescue FIRE General & EMS Funds Fund Balance



FIRE - 2026 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 08:46:02 Date: 04/06/2026

Page: 1

001 Fire Fund #656001010		Months: 01 To: 03		
Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	10,894,792.00	1,379,903.66	9,514,888.34	87.3%
330	0.00	9,347.17	(9,347.17)	0.0%
390 Debt Proceeds, Trfr-In, & Surplus Equip Sales	2,859,862.00	0.00	2,859,862.00	100.0%
Fund Revenues:	13,754,654.00	1,389,250.83	12,365,403.17	89.9%
Expenditures	Amt Budgeted	Expenditures	Remaining	
210 Administrative	2,224,211.00	531,254.29	1,692,956.71	76.1%
211 Legislative	296,895.00	148,690.32	148,204.68	49.9%
220 Suppression	5,823,393.00	1,266,590.43	4,556,802.57	78.2%
230 Prevention	34,500.00	5,332.58	29,167.42	84.5%
245 Training	157,047.00	8,862.82	148,184.18	94.4%
250 Facilities	429,693.00	77,632.90	352,060.10	81.9%
260 Vehicles & Equipment	472,983.00	138,733.54	334,249.46	70.7%
520 Fire Control	9,438,722.00	2,177,096.88	7,261,625.12	76.9%
590 Debt, Capital, LT Lease & Transfr	4,024,714.00	421,947.46	3,602,766.54	89.5%
Fund Expenditures:	13,463,436.00	2,599,044.34	10,864,391.66	80.7%
Fund Excess/(Deficit):	291,218.00	(1,209,793.51)		

FIRE OT Summary Report

Jefferson Co FPD No. 1

Time: 08:46:22 Date: 04/06/2026

Page: 1

001 Fire Fund #656001010

Months: 01 To: 03

Expenditures	Amt Budgeted	Expenditures	Remaining	
520 Fire Control				
522 20 10 000-0 FF/EMT (40%)	2,951,949.00	725,267.53	2,226,681.47	75.4%
522 20 10 019-0 OVERTIME (40%)	531,592.00	95,141.47	436,450.53	82.1%
220 Suppression	3,483,541.00	820,409.00	2,663,132.00	76.4%
520 Fire Control	3,483,541.00	820,409.00	2,663,132.00	76.4%
Fund Expenditures:	3,483,541.00	820,409.00	2,663,132.00	76.4%
Fund Excess/(Deficit):	(3,483,541.00)	(820,409.00)		

EMS - 2026 BUDGET POSITION

Jefferson Co FPD No. 1

Time: 08:46:39 Date: 04/06/2026

Page: 1

101 EMS Fund #657001100		Months: 01 To: 03		
Revenues	Amt Budgeted	Revenues	Remaining	
300 Revenue	6,338,167.00	1,185,177.93	5,152,989.07	81.3%
Fund Revenues:	6,338,167.00	1,185,177.93	5,152,989.07	81.3%
Expenditures	Amt Budgeted	Expenditures	Remaining	
272 EMS Operations	7,675,740.00	1,814,471.21	5,861,268.79	76.4%
274 EMS Training	86,105.00	10,920.60	75,184.40	87.3%
520 Fire Control	7,761,845.00	1,825,391.81	5,936,453.19	76.5%
590 Debt, Capital, LT Lease & Transfr	229,382.00	39,267.98	190,114.02	82.9%
Fund Expenditures:	7,991,227.00	1,864,659.79	6,126,567.21	76.7%
Fund Excess/(Deficit):	(1,653,060.00)	(679,481.86)		

EMS OT Summary Report

Jefferson Co FPD No. 1

Time: 08:46:57 Date: 04/06/2026

Page: 1

101 EMS Fund #657001100

Months: 01 To: 03

Expenditures	Amt Budgeted	Expenditures	Remaining	
520 Fire Control				
522 72 10 000-1 FF/EMT (60%)	4,427,923.00	1,087,903.14	3,340,019.86	75.4%
522 72 10 019-1 OVERTIME (60%)	797,388.00	142,712.33	654,675.67	82.1%
272 EMS Operations	5,225,311.00	1,230,615.47	3,994,695.53	76.4%
520 Fire Control	5,225,311.00	1,230,615.47	3,994,695.53	76.4%
Fund Expenditures:	5,225,311.00	1,230,615.47	3,994,695.53	76.4%
Fund Excess/(Deficit):	(5,225,311.00)	(1,230,615.47)		

Date Prepared: 4/10/26

Subject: Community Risk Division Report

Prepared By: Robert Wittenberg

<p>Public Education, Events, and Presentations</p>	<p>Events</p> <ul style="list-style-type: none"> • 3/20 Meet with Chief Brummel on Training Burn Messaging • 3/20 Meeting with Organizers regarding Port Ludlow Firewise Presentation • 3/24 Salish Pre School Visits to Station 1 • 3/24 Training Burn Neighborhood Notifications • 3/25 Meet with Chief Black, Chief Brummel, Captain Bergen on Training Burn Logistics • 3/27 Fire Extinguisher Training, Northwest Maritime Center • 3/31 Umatilla Training Burn (all day) • 4/3, 4/7 Salish Coast Life Skills Class Visits • 4/4 Port Townsend Farmer’s Market Booth, Wildfire Assessments, 120 Contacts • 4/11 Kala Point Emergency Expo, Wildfire Presentation and Medic Demonstration
<p>Community Partnerships</p>	<ul style="list-style-type: none"> • 3/16 Meet with City of Port Townsend Communications regarding Training Burn • 3/18 Connectivity Fair Vendor Meeting • 3/25 Meet with Cape George Volunteers for Surplus Hose Donation • 3/27 Youth Networking Event at Connectivity Fair • 4/7 Preparedness Day Meeting
<p>Smoke Alarm Installations</p>	<ul style="list-style-type: none"> • March – No Installations • 2026 Totals – 28 Smoke Alarms Installed, 2 CO Detectors Installed
<p>Plan Review, Inspections, Investigations</p>	<p>Fire Code Inspections (City of Port Townsend)</p> <ul style="list-style-type: none"> • March – 10 Fire Code Inspections Completed • 2026 Total – 70 Fire Code Inspections Completed <p>Citizen Concerns</p> <ul style="list-style-type: none"> • 4/1, 4/3 Key Updates at 7th Haven • 4/1 Port Ludlow Residential Knox Box Installation • 4/2 Downtown Business Consultation on Fire Safety Planning • 4/6 Olympic Condos Key Update • 4/6 Madrona Ridge Complaint on Parking in Front of Hydrants <p>Meetings</p> <ul style="list-style-type: none"> • 3/19, 3/26, 4/2, 4/9 New Development Reviews with City of Port Townsend • 3/17 Fire Aside Configuration Meeting • 3/17, 3/18 Darkhorse Configuration Meeting • 3/20, 4/10 First Due Implementation Meetings • 4/1 Meeting with City at Nor’West Apartments • 4/6 Meeting with City at Bayview Restaurant

	<p>Burn Permit Inspections</p> <ul style="list-style-type: none"> • March – 1 Burn Permit Inspection Completed • 2026 Total – 8 Burn Permits Issued
<p>Public Information Officer (PIO)</p>	<p>Media Releases</p> <ul style="list-style-type: none"> • 3/24 Critical Training Opportunity for EJFR Crews at Acquired Structure Training Burn <p>Media Interviews</p> <ul style="list-style-type: none"> • 3/26 KPTZ Interview with John Mauro on Training Burn/Wildfire Season • 3/31 Peninsula Daily News Interview on Umatilla Training Burn • 4/6 Port Townsend Leader Interview on Chief Brummel Retirement <p>Social Media Posts</p> <ul style="list-style-type: none"> • 3/11 CPR Course Promotion • 3/20 Training Burn Announcement • 3/26 New Ambulance in Service • 3/30, 3/31 Training Burn Notice • 4/1 Training Burn Acknowledgment • 4/2 Deputy Chief Recruitment • 4/8 Pancake Breakfast Promotion • 4/9 Volunteer Coordinator Recruitment <p>Social Media Followers</p> <ul style="list-style-type: none"> • Facebook – 4,053, Up 49 followers • Instagram – 723, up 4 followers <p>Monthly Newsletter</p> <ul style="list-style-type: none"> • 3/12 March Newsletter Published, 131 Sends, 92 Opens (73% Open Rate) • 135 Subscribers
<p>Professional Development</p>	<ul style="list-style-type: none"> • 3/10 – 3/13 Fire Plan Review Course, Marysville, WA • 4/7 Washington Public Fire Educators Board Meeting • 4/8 Washington Public Fire Educators General Meeting
<p>Personal</p>	<ul style="list-style-type: none"> • N/A

Date Prepared: 4/3/26

Subject: Human Resource Report

Prepared By: Emily Stewart

Meetings & Training:	<ul style="list-style-type: none">• 3/3 FF interview question updates• 3/4 HR Mtg x 2• 3/13 Survey promotion• 3/15 Survey promotion• 3/17 Survey promotion
Human Resources	DC Recruitment <ul style="list-style-type: none">• 3/2 GMP on-sire recruitment interviews PM Student Program <ul style="list-style-type: none">• 3/2 Mtg w/ Tammy – test planning• 3/5 PM Student Testing – two candidates completed the process. Employee Wellness <ul style="list-style-type: none">• 3/6 Physical Mtg Pen Col HR Winter 2026 Classes <ul style="list-style-type: none">• Completed MTH146 & BAS330 Entry-Level FF <ul style="list-style-type: none">• Blake Bentzen’s 1st day was 3/30/26. He will be on Day shift for his first few weeks.
Presentations / Tours/Other/Misc	<ul style="list-style-type: none">• 3/11 Training for JC Public Works Road Crew; Heat-related injuries, wildfire smoke safety and fire extinguishers.• 2026 State of the District survey sent• 3/31 Live Burn Photos



EJFR Staff and Volunteers, March 2026

4/26	A SHIFT	B SHIFT	C SHIFT
BC	1-MacDonald	4-Clouse	7-Fletcher
LT	6-Rogers	1-Lueders	1-Kilgore
LT	7-Kauzlarich	5-Gregory	8-Martin
LT	8-Sanders	6-Grimm	2-Dean
LT	3-Morris	7-Chambers	4-Dalrymple
LT	5-Pulido	8-White	3-Carver
PM	4-Whiting	5-Yelaca	2-Spellman
PM	3-Minker	7-Wagner	6-Johnson
PM	6-Rudnick	1-Welander	5-Holbrook
PM		4-Severin	
FF	1-Secondez	2-Kithcart	3-Parker
FF	2-Walker	2-Kinney	3-Sheehan
FF	7-Cordova	3-G.Williams	4-Kaldahl
FF	5-B.Grimm	6-Fairbanks	6-Richter
FF	7-Sviridovich	8-P. Williams	7-Beery
FF	8-Archuleta	8-Boe	1-Chapman
FF	8-Wright	3-Floberg	5-Le
FF	2-Jeske	6-Heydon	2-Wells
FF	5-McGuffey		
FF		Bentzen as of 3/30/26	
Res	Holmes	Sanchez	Wagner
Res	Gardner	Justis	Wilford
Res		Mills	
MSO	FF/PM Ridgway		
Cares	FF/PM Woods		
	Captain Bergen FF/PM		

Admin	
Chief	Black
DC	Brummel
CRM	Wittenberg
DS	Cray
HR	Stewart*
AA	Sanders
AA	Murray*
FT	Lawson
FD	Lirio

Total 9

Volunteer	Position(s)
BERRY	Admin
CHAPMAN	Admin
DAWSON	Admin
DOOLIN	Admin
HORVATH	Admin
KEPLINGER	Admin
KRYSINSKI	Admin

Total 7

GLASCO	EMS
MILLER	EMS
SHORT	EMS

Total 3

Volunteer	Position(s)
BARTON	FF/EMS
BOWE	FF/EMS
COREY	FF/EMS
MCNERTHNEY	FF/EMS
SNYDER	FF/EMS
STEWART	FF/EMS
STONE	FF/EMS
THOMAS	FF/EMS

Total 8

HOLMES	FIT
GARDNER	FIT
SANCHEZ	FIT
JUSTIS	FIT
MILLS	FIT
WAGNER	FIT
WILFORD	FIT

Total 7

ANDERSON	Support/EMS
HARTE	Support/EMS
MOORE	Support/EMS

Total 3

Total EJFR Members
109

Volunteer	Position(s)
BETHEL	Support
COULTER	Support
FLEISCHMAN	Support
FORCE	Support
GLEESON	Support
LUKE	Support
MICHELSON	Support
NATHAN	Support
SMITH	Support
WIECHERT	Support

*EMS Volunteers

Total 10

Commissioner	District
Price	1
Craig	3
Masci	4
Seabrook	2
Stinson	5

Total 5

Total Career FF	57
Total Admin staff	9
Total Volunteers	38
Total Commissioners	5

Staff and Volunteer Survey Summary

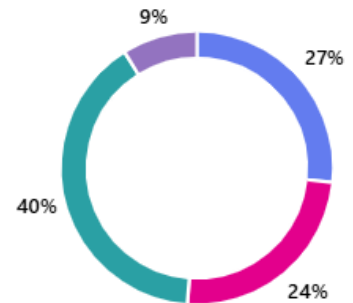
East Jefferson Fire Rescue | March/April 2026 |



Introduction

To support the 2022 strategic planning process, EJFR hired BERK, they utilized a survey to understand staff and volunteer perspectives on EJFR's services, systems, and culture. In early 2024, the survey was opened again and 60 participants responded. The survey was designed to be anonymous to gather candid feedback from staff and volunteers. As we continue to evolve it's important that we check back in and see where we've improved, maintained and what still needs work. For the 2026 iteration 45 members participated.

● Volunteer	12
● Career, non-leadership (i.e., firefighter, paramedic, EMT)	11
● Career, leadership (i.e., lieutenant, assistant chief)	18
● Non-uniformed	4



Survey questions were in multiple choice or ranked preference formats. Respondents were asked about facilities and equipment, changes in the community, service, training and professional development, well-being and compensation, internal communication, culture and morale, and internal and external challenges.

Key Takeaways

Staff and volunteers would like to see older facilities updated.

- EJFR's fleet, equipment and technology generally received neutral-to-positive ratings by staff and volunteers. **60% of respondents rated EJFR's facilities as substandard or needs moderate improvement. The poor rating for facilities is similar to the previous surveys. Fleet ratings have moved in a positive direction since the previous survey.**
- Survey respondents continued to rank **updating older facilities** as the most important potential change to equipment and facilities in 2026. Modernizing equipment and improving station technology also ranked high on this list of priorities.

Staff and volunteers are concerned about population growth and taxpayer fatigue.

- Population growth and taxpayer fatigue surpassed call volume increases for significant changes that staff and volunteers feel require response and planning.

Staff and volunteers generally feel that EJFR is performing well in its core missions of fire suppression and emergency medical services but feel the District could do more to improve specialized services to the public and communicate with the community.

- **91% of respondents feel that our emergency medical services are very good or exceptional.**
- Just 24% of respondents felt that EJFR is doing somewhat or very well in the area of public education and communication in 2022 – in 2024 that percentage rose to 34% - **continuing to trend upward, in 2026 52%** of respondents rated the quality at very good or exceptional.
- Respondents ranked **“provide more training for staff”** as the most important thing EJFR could do to improve its service to the community. “Increasing communications and EJFR visibility within the community” and “strategically enhancing services” were a close second and third initiative. *This did not change from the previous survey.*

Staff and volunteers remained neutral or somewhat dissatisfied with training opportunities, and felt the clarity of career development paths at EJFR could be improved.

- Only 31% of respondents are satisfied with job-related training, down from nearly 60% in 2022.
- Only 29% of respondents are satisfied with the clarity of career development paths at EJFR, this statistic continues to trend downward.

Staff and volunteers feelings of physical and mental health support increased since 2024

- Satisfaction for support of physical and mental health increased by 11% and 17% respectively.

Satisfaction with compensation remains high and continues to trend upward.

- 2022: 37% were somewhat or very dissatisfied with compensation, 21% were neutral, and 29% were somewhat or very satisfied.
2024: 14% were somewhat or very dissatisfied with compensation, 35% were neutral, and 52% were somewhat or very satisfied.

2026: 7.5% were somewhat dissatisfied with compensation, 27.5 were neutral and 65% were somewhat or very satisfied.

Internal communication within the organization remains a challenge

- In rating different types of internal communications within EJFR, respondents rated communications within their shifts most positively, and top-down communications from senior leadership least positively. This is the same result as 2022 and 2024.

Staff and volunteers would recommend employment with EJFR

- **86% of respondents said they probably or definitely would recommend employment at EJFR** to others. This is up from 83% in 2024.
- Only 2.5% of respondents said morale on their shift was probably or definitely not high, this is down from 50% in 2022.

In 2026 we received a variety of additional comments:

- One member would like to see an additional crew added to daily staffing to mitigate employee risk and uphold levels of service. Another suggested a dual medic model, noting that medics are often used as BLS, which is professionally dissatisfying.
- A volunteer requested more communication about upcoming plans, another would like to see more of the BC's during Saturday station/rig checks. The volunteer tender program was complimented but also noted to need structure/organization.
- A career member would like to see more officer communication across shifts as well as a prioritization of training on commonly used skills vs. niche topics.
- A feeling was expressed that leadership focuses more than necessary on external factors such as WSRB.
- Preference was shared for hands on training vs online.
- A feeling that our professional development program has digressed was noted.
- Other areas of priority expressed include disaster planning, training tower and classroom improvement, technology and funding.

In 2024 concerns expressed were varied:

- Two comments addressed the need to address recruitment & retention in both the volunteer program and among employees.
- Two comments addressed needed facility improvements.
- Two comments addressed training, lack of variety and a need to modernize our practices to be more inclusive.
- One respondent would like to see additional office hours.
- One respondent does not trust all of administrative leadership.

- One respondent feels that Administrative and supervisory staff is getting too heavy, without enough employees to respond to calls.
- Internal communication could be improved.

In 2022 Staff and volunteers' biggest concern was about the District's ability to provide interfacility transports while maintaining adequate service levels in core services

- At that time, six open-ended comments identified interfacility transports as an issue causing problems with understaffing, high turnover, or morale, or that it detracts from EJFR's primary mission. Without specifically naming interfacility transports, an additional three comments mentioned "a program," "a division," or an "ancillary" mission that is causing problems.

Date Prepared: 4/10/26

Subject: *Executive Assistant/District Secretary Report*

Prepared By: *Tanya Cray*

<p>Meetings & Events:</p>	<ul style="list-style-type: none"> • 3/2 Meet with DFC Recruiter • 3/3 Darkhorse Mtg • 3/6 On-Site Physicals Mtg • 3/6 Mtg w/ Legal • 3/9 Mtg w/PCG re: GEMT FY24 • 3/17 BOC Meeting • 3/19 WFC Ambulance Webinar
<p>Ongoing Projects/Notable Events</p>	<ul style="list-style-type: none"> • PL Voice Submission • Board Meeting packet preparation. • Documents Purge at Station 7 • GovDeals posting/selling surplus • Board Registration and Travel for Classes
<p>Levy Process Next Steps</p>	<ul style="list-style-type: none"> • Review Process and Precinct Trends – Prep for next time
<p>Ready Rebound Summary of Usage April 1, 2025 - April 1, 2026</p>	<ul style="list-style-type: none"> • Number of Cases: 4 Off Duty, 4 Courtesy (Family) • Open Cases: 1 Off Duty • Appointments Scheduled: 4 Initial, 1 Imaging • Days Saved by Appointments: 54 Initial, 14 Imaging <p>*As a reminder to all members, Ready Rebound isn't only for employees. Family Members, Commissioners and Retirees all can utilize this program.</p>

Month	Activity - pink = DONE!	BOC	Admin	CRR	OPS	TRAINING
January <i>New Years Day</i> <i>MLK Day</i>	W-2's/1099's		x			
	Quarterly payments:		x			
	Set Committee assignments for BOC (finance, facilities etc)	x				
	CRR Week			x		
	Entry-level FF Testing (Jan 29th & Feb 4th)		x			x
	Safety Mtg Q4 2024		x			
	Reflect on Status of Prior Year Plan/Metrics		x			
	Labor Mgmt Mtg - we will schedule in February.		x			
	Volunteer Status letters sent		x			
February <i>President's Day</i>	Internal personnel survey		x			
	Entry-level FF Testing (Feb 4th)		x			
			x			
	New FIT orientation and shift assignments		x			x
March	BVFF Annual Certification Feb/March		x			
	PM Student Testing (3/4)		x			x
	Annual Report Due		x			
April	Prepare & Submit SAO Annual Report	x	x			
	Connectivity Summit (27th-29th)			x		
	Safety Mtg Q1		x			
	SAM renewal		x			
	WFCA Region 9 Training	x	x			
	1st Qtr Vol Payroll		x			
	Labor Mgmt Mtg		x			
	Quarterly Payments		x			
	Volunteer Appreciation Week		x	x		
	Home & Kitchen Tour (MI)		x	x		
	Kala Point Expo			x		
	Red Cards Submitted - maybe early May?		x			
	Pancake Breakfast? Support Union	x	x	x		
May <i>Memorial Day</i> Rhody Fest 14-18th	Annual HIPAA Compliance Plan		x			
	National EMS Week		x	x		
	SAO Annual Report Due		x			
	National Wildfire Awareness Month		x	x		
	Filing Period for open BOC Positions	x	x			
June <i>Juneteenth</i>	Entry-level FF Testing (tentative)		x			
	Marrowstone Strawberry Festival			x		
	Burn Restriction preparations			x		
	Spring WFCA Saturday Seminar	x	x			
	Prepare Volunteer Status letters		x			
	FF/PM Testing (tentative)		x			
July Burning Restricted <i>4th of July</i>	All County Preparedness Day		x	x		
	Quarterly Payments		x			
	Staff Evals - Due by Oct 1st - Completed by 10/30		x			
	2nd Qtr Vol Payroll		x			
	Safety Mtg Q2		x			
	Labor Mgmt mtg		x			
August Burning Restricted	Kick-Off Budget Development	x	x	x	x	x
	Community Opportunity Fair			x		
	JC Fair		x	x	x	
	FIT Interviews/Hiring (tentative)		x	x		
	Review Contracts/Agreements for 2027 Budget		x			
September Burning Restricted <i>Labor Day</i> Wooden Boat Fest PT Film Festival	National Night Out		x	x		
	Budget Work Continued	x	x	x	x	
	9/11 Remembrance		x		x	
October Kinetic Sculpture Race						
	Quarterly Payments		x			
	3rd Qtr Vol Payroll					
	Safety Mtg Q3		x			
	Fire & Rescue Fest - Fire Prevention Week		x	x	x	x
	Service Awards Banquet	x	x			
	Fire Prevention Week		x	x		
	Budget Work Continued	x	x	x	x	x
	WFCA Annual Conference	x	x			
	Labor Mgmt Mtg		x			
November <i>Veterans Day</i>	2nd Volunteer status letters		x			
	Budget Due Nov 30th	x	x			
	Public Hearing	x	x			

<i>Thanksgiving</i>	Open Enrollment begins (health insurance)		x			
<i>Thanksgiving Friday</i>	End of Year HR Updates					
December	4th Qtr Vol Payroll		x			
<i>Christmas</i>	Admin Staff & Commissioner Banquet	x	x			
	Holiday Banquet		x			
	Admin Holiday Party		x			
	Prepare Volunteer pension eligibility letters		x			
	Begin DOH Licensing Application Due 1/31		x			
	Last Accounts Payable run (usually 12/30)		x			

Date: 4/15/2026

Subject: *Battalion Chief 11 Report*

Prepared By: *Jason MacDonald*

BC 11 Administrative Meetings	<ul style="list-style-type: none">• Daily Shift meetings• Once per tour visit to all stations for crew contact and assistance• JeffCom User Group Meeting• Dark Horse on-going bi-monthly• Fire Due• Barry Luke Meeting Stats• Chief Black Tone Stacks and response plans• Admin Kindra regarding NERIS access
BC 11 911 Responses	<ul style="list-style-type: none">• "A" Shift Responses 154• BC11 responded to 19 incidents in the last month• 4 MVC's• 1 Fire Multi Family 7th Haven Apts• 3 CPRs
Continuing Education/ Training	<ul style="list-style-type: none">• A-Shift training 471 hours completed• EMS connect• Ongoing Shift level training and scheduling• Shift Live Fire Training at Station 2• Acquired Structure Live Fire Training Umatilla Ave• Base Station• LifePAk 35 Training
Administrative duties	<ul style="list-style-type: none">• Shift based training oversight and compliance• Staffing and Callbacks• NERIS launch updates• Annual stats to Wittenburg for Annual Report 2025• Darkhorse upload of 2026 data work around• ESO NERIS update causing problems with automated uploads to Dark Horse manual pushes for now.

<p>Planning and ongoing projects</p>	<ul style="list-style-type: none"> • Cross staffing and crewforce (Lt. Kauzlarich/MacD) • Response Plans and Station Assignments (Kauz/MacD) • EJFR Tender Response • CISD SOG Review/Revision • Annual Report Stats • ESO/NERIS Updates • Refine Outlier identification with DarkHorse data 																																			
<p>Program Budgets Update</p>	<table border="1"> <thead> <tr> <th>Program Budget</th> <th>BARS</th> <th>Amount</th> <th>Spent</th> <th>Remaining</th> </tr> </thead> <tbody> <tr> <td>Radios (Kauz)</td> <td>522 20 42 0100</td> <td>\$68,861.00</td> <td>\$0.00</td> <td>\$68,861.00</td> </tr> <tr> <td>SCBA (B. Grimm)</td> <td>522 20 31 0300</td> <td>\$55,300.00</td> <td>\$19,518.56</td> <td>\$35,781.44</td> </tr> <tr> <td>Wildland (Sanders)</td> <td>522 20 35 0650</td> <td>\$19,384.00</td> <td>\$0.00</td> <td>\$19,384.00</td> </tr> <tr> <td>Small Tools (Secondez)</td> <td>522 20 35 0100</td> <td>\$18,512.00</td> <td>\$0.00</td> <td>\$18,512.00</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Program Budget	BARS	Amount	Spent	Remaining	Radios (Kauz)	522 20 42 0100	\$68,861.00	\$0.00	\$68,861.00	SCBA (B. Grimm)	522 20 31 0300	\$55,300.00	\$19,518.56	\$35,781.44	Wildland (Sanders)	522 20 35 0650	\$19,384.00	\$0.00	\$19,384.00	Small Tools (Secondez)	522 20 35 0100	\$18,512.00	\$0.00	\$18,512.00										
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Small Tools (Secondez)	522 20 35 0100	\$18,512.00	\$0.00	\$18,512.00																																

Date: April 5th, 2026

Subject: BC-12 Report

Prepared By: Justin Clouse

BC Administrative Meetings	<ul style="list-style-type: none">• Daily Shift Meetings• At least once per tour visit to each station for crew contact and assistance• IFSAC Testing meeting• Meetings with facility maintenance tech• State IFSAC Technical Advisory Group Meeting
BC 911 Responses	<ul style="list-style-type: none">• Responded to 6 incidents in March.• Established or assumed command of 5 of those incidents.• Was on Comp for 1 1/2 rotations in March.
Continuing Education/ Training	<ul style="list-style-type: none">• Daily Shift level training• EMS Connect• Base Station• Create & Teach Volunteer Tender Drill• Acting Battalion Chief Manual with 1 prospective Acting BC• Research water supply officer taskbook.
Administrative duties	<ul style="list-style-type: none">• Shift based training oversight and compliance• Staffing and callback• Run Shift Training reports• ESO report review• Facility Maintenance program oversight• Driving policy update
Planning and ongoing projects	<ul style="list-style-type: none">• Training Committee• IFSAC Testing Technical Advisory Committee• IFSAC testing- Prep for Kitsap Fall academy• Facility maintenance planning• Station 2 Storage building project

Personal Protective Equipment	<ul style="list-style-type: none"> • Employees fitted, gear ordered and slowly coming in.
Technical Rescue	<ul style="list-style-type: none"> • Nothing
Wellness Program	<ul style="list-style-type: none"> • Nothing
Facilities Maintenance	<ul style="list-style-type: none"> • Station 1- L & I elevator fines issue. • Station 2- Septic inspection, drain field clean up, storage building oversight. • Station 4- Nothing. • Station 5- Septic inspection. • Station 6- Septic inspection. • Station 7- Lighting update. • Station 8- Septic inspection. • Station 9- Septic inspection. • Admin- Nothing.

Program Budget	BARS	Amount	Spent	Remaining
Wellness (Gregory)	522 20 41 0600	\$3,000.00	\$1,822.05	\$1,177.95
Fitness Program (Gregory)	522 72 41 0601	\$3,000.00	\$0.00	\$ 3,000.00
Annual Physicals (Gregory)	522 10 41 0160	\$67,000.00	\$0.00	\$ 67,000.00
Ready Rebound (Kinney)	522 72 41 0601	\$14,000.00	\$3,360.00	\$10,640.00
Hose & Appliances (Kinney)	522 30 35 0100	\$33,000.00	\$0.00	\$ 33,000.00
FF PPE (Lueders)	522 20 20 0609	\$150,822	\$23,736.52	\$127,085.48
Special Ops Rope (White)	522 20 35 0500	\$12,597.00	\$0.00	\$ 12,597.00
Station 6 paint (Lawson)	522 50 48 0100	\$49,543	\$0.00	\$49,543.00
Station 8 siding (Lawson)	594 22 62 0670	\$45,000	\$0.00	\$45,000.00

Date: 4/2/2026

Subject: Battalion Chief 13 Report

Prepared By: Justin Fletcher

BC 13 Administrative Meetings	<ul style="list-style-type: none"> • Daily Shift meetings • Visit each station and collaborate with crews at least once per tour • Contacted sales reps regarding new engine/tender purchase
BC 13 911 Responses	<ul style="list-style-type: none"> • Responded to 15 incidents in March
Continuing Education/ Training	<ul style="list-style-type: none"> • Shift level training (C Shift completed 382 hours of training) • Conducted Quarterly Night Operations • A Shift Live Fire MCO's • 1080 Umitilia Street Training Fire
Administrative Duties	<ul style="list-style-type: none"> • Callbacks for all staffing needs • Scheduling maintenance, repairs and new apparatus builds
Shift Programs	<ul style="list-style-type: none"> • Marine 1 was pulled from the water for its biennial • See Apparatus Report

Program	Program Manager	Budget	Spent	Remaining
Marine Program	Dalrymple	\$36,030.00	\$820.29	\$35,209.71
Apparatus Maintenance	Fletcher	\$260,453.00	\$47,682.29	\$212,770.71
Ladders	Parker	\$500.00	\$-	\$500.00

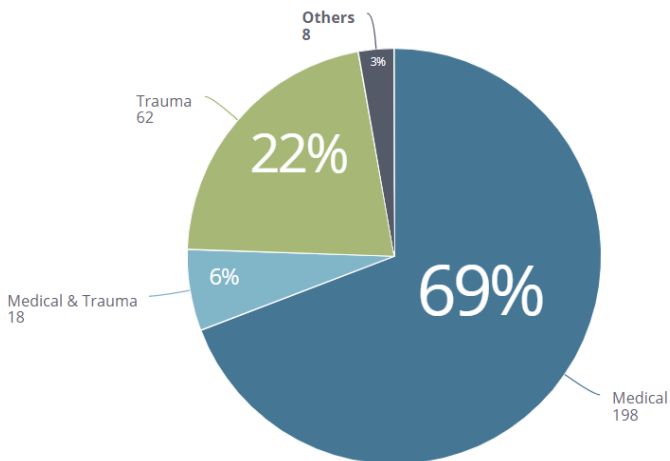
January MSO BOC Report

April 1, 2026

Submitted by: Tammy Ridgway

EMS Calls

- **286 Patient Care Reports**
- **2 Cardiac Arrests 1 with ROSC who has returned home and doing well**
- **3 STEMI 2 from JHC, no TNKase, 1 from the field with no TNKase administered**
- **6 Medivac**



Monthly Overview

- **Leave at home naloxone:** 2 leave at home kits were handed out. We are still working on the QR code to simplify reporting.
- **CPR:** Public CPR with 11 students.
- **Meeting Highlights:** Training committee, Safety Meeting, EMS Council, N wrems and JHC, CARES meeting with FC, CARES Meeting with JHC.
- **Admin Duties:** Paramedic Candidate Testing, Code Stat and run review for some significant calls. NarcBox is again operating at station 7.
- **EMS Training:** Live EMS Connect, LP 35 training/code drill, Trauma drill with A shift at station 2. EJFR hosted a pediatric airway class sponsored by EMS Council with PM Pulido and PM Johnson teaching. We had participants from Jefferson, Clallam and Kitsap counties in attendance.
- **Stryker Update:** LP 35's training is complete and they have been put in service.
- **EMR Class:** EMR class is nearing completion, students have started their required ride time.

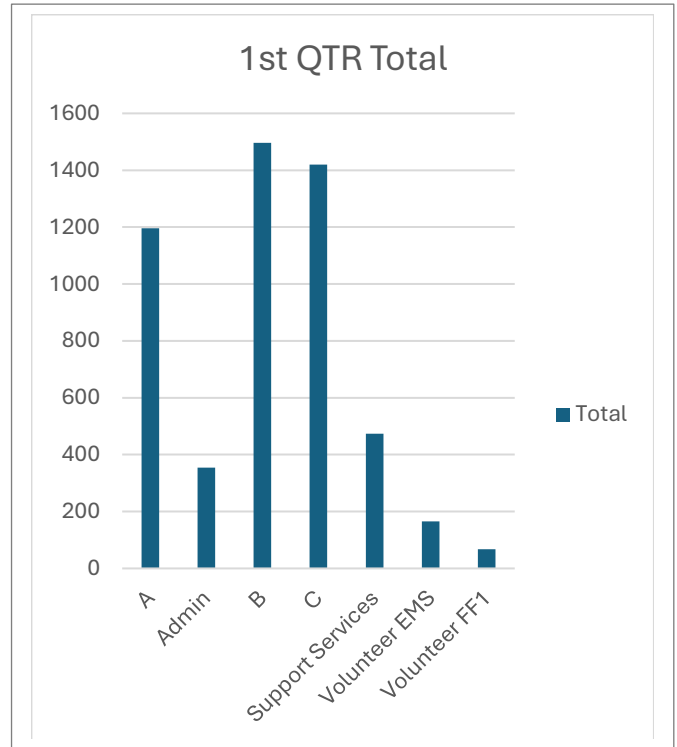


TITLE	BARS #	Budget	Spent	Remaining
EMS Medications	522 72 31 015-1	\$60,000.00	\$10,928.23	\$40,858.49
EMS Supplies	522 72 31 010-1	\$92,575.00	\$6,379.31	\$74,610.86
EMS Equipment	522 72 35010-1	\$99,575.00	\$4,192.45	\$76,998.92
CPR Training Supplies	522 74 45 010-1	\$4,000		
EMS Training/Conferences	522 74 45 020-1	\$20,000.00	\$72.00	\$19,578.00
Required EMS Training	522 74 45 040-1	\$12,500.00	\$622.49	\$10,800.00
DOH EMS Participation Grant	344 04 90 005-1	\$778.00		

February Training Captain Report
March 3rd, 2026
Submitted by: Captain Trevor Bergen

Overview Training Hours:

- **March total hours: 1,892 Hours**
- **Total Hours for 2026: 5,570 Hours**
- **2026 WSRB Training Hours: 3,334 Hours**



Overview:

- **MCO Night Operations:** Completed Multi-Company Operations night training for all three shifts. The scenario involved a single family structure with access and water supply issues, operating under zero-visibility conditions with fire located on the first floor. Training focused on size-up, coordination, communication, and tactical decision-making in low-visibility, high-stress conditions. There was also a planned firefighter “Mayday” that proved to be challenging.
- **A Shift Live Fire:** Conducted Live fire training for A shift. 16 members plus cadre performed class A fire attack and search during the one day burn at our burn box in our tower.
- **Acquired Structure Burn-** Conducted live fire training at acquired structure in Port Townsend. The Multi agency burn went really good resulting in 10 burn evolutions and a successful final burn. Not to mention the multiple days spent training prior to the burn.
- **Upcoming Schedule – March 12-** A Shift Live Fire **March 32-** Acquired Structure **May 4-7-** Rescue System One, **May -**Tree Rescue. **September-** NASBLA Operator class **November/December-** 2026 Chief Stanton Cooke

TITLE	BARS #	Budget	Spent	Remaining
TRAINING EQUIPMENT ST/ME	522 45 35 010-0	\$ 22,000.00	\$	\$ 22,000.00
TRAINING TOWER REPAIRS/MAIN FROM MEMBER FEES	522 45 40 002-0	\$ 14,000.00	\$	\$14,000.00
TRAINING CONFERENCES - CAREER	522 45 40 010-0	\$ 10,000.00	\$	\$ 10,000.00
TRAINING CLASSES - CAREER	522 45 40 050-0	\$ 50,000.00	\$3,400	\$ 46,600.00
TRAINING REGISTRATIONS - VOLUNTEER	522 45 40 060-0	\$ 1,950.00	\$	\$ 1,950.00
TRAINING DUES, SUBSCRIPT/MEMBERSHIP	522 45 49 010-0	\$ 21,500.00	\$1,125.00	\$ 20,375.00
MISCELLANEOUS	522 45 49 020-0	\$ 1,500.00	\$	\$ 1,500.00
VOL EMT TRAINING	522 74 45 025-0	\$ 10,000.00	\$	\$10,000.00
KCFTA FIRE ACADEMY - FIT'S	OT-Training	\$ 50,000.00	\$	\$50,000.00
OVERTIME OT - TRAINING (60/40)	OT-Training	\$ 40,648.00	\$	\$ 40,648.00

Masking up Night MCO



Thermal imager of Firefighter performing rescue



Umatilla Live Fire Group picture



Fake smoke coming from training house

Roof operations Umatilla



A-Shift live fire

Overview

- During the March 2024 BOC meeting the board approved the following financing option moving forward with apparatus purchases

Equip. For Financing	Est. Total Cost	Updated Costs as of 10/2024	Estimates as of 2/2026	Est Delivery Date
2 Fire Engines	\$2,285,000	\$2,190,219	\$2,220,352	TBD: will be notified when it goes to the line, 3-4 months after that Expected in July '26
Brush Truck	\$175,000	\$210,000	\$208,801	In Service Aug '25
Ambulance	\$275,000	\$350,000	\$321,268	Delivered Feb 16th '26
Ambulance Remount		\$185,000	\$214,958	In Service Dec 26 '25
Rescue	\$250,000	postponed	n/a	n/a
	\$2,985,000	\$2,935,219	\$2,963,780	

New Apparatus Updates

- Fire Engines
 - Budgeted for \$1,142,500 each for a total of \$2,285,000
 - In May of '24 the BOC approved the final cost of purchase not to exceed \$2,430,707.00
 - After the third attempt we have received a drawing that will meet all of our needs and we feel satisfied with.
 - Overall length increase of 4"
 - Keep current wheel base
 - Increase compartment space
 - Contract has been signed with True North Emergency Equipment for \$2,107,472.00 equaling \$1,053,736.00 per engine before taxes and delivery

expenses. Price is not final and will fluctuate based off changes during build process.

- Pre-construction meeting was completed Aug 26th-29th and the members that flew back to participate included Chief Black, BC Fletcher, LT Kauzlarich, LT Morris, FF Kinney and FF Richter.
- Due to the recent availability of the current generation of motors for the engines we have signed another change order to go with the “L9” motor vs the “X10”. The horsepower and torque outputs are near identical and the savings that will be received are \$80,257.00 per engine or overall savings of \$160,514. A change order was signed on 11/8/24 confirming the price reduction.
- The new work order stated there was still an 800 day expectancy to receive our engines however, the dealer is optimistic that it will be significantly less time.
- Engine committee has completed the needs list for the new apparatus to total approximately \$225,000. This amount has been added to the ‘25 budget for purchase.
- While Spartan was reviewing the specs it was discovered that not all of the equipment was added in for the new radio system and a \$1,208.00 change order was signed per engine to allow proper completion.
- Signed a change order on 12/5/25 after an engineering meeting with Spartan to clarify somethings and to change some things to be more practical based of recommendations given by Spartan.
- Spoke with the dealer and we are expected to complete a mid-inspection near the end of May, a final inspection near the end of June and be receiving our engines mid to late July.
- Ambulance 4x4
 - Budgeted for \$275,000
 - A contract has been signed with Braun Northwest for the build of a 2025 North Star Ambulance through the HGAC buying Co-op for the purchase price of \$301,925.00.
 - On 1/21 PM Wagner and myself went to Braun Northwest and conducted our prebuild meeting for the new ambulance. They advised us at the time that they currently have our ambulance slated to be completed in April of 2026.
 - The final build specs were submitted to us for review and a change order was signed crediting us back \$7,550.00
 - Inspection and delivery date set with Braun to be 2/16/26
 - An additional change order was signed the day of the final inspection based off some findings during the inspection. This change order amounted to \$1,475.00 totaling \$321,268.50
 - **Update-** New ambulance was placed into service on 3/26
 - Final Report

- Medium Duty Rescue
 - Budgeted for \$250,000
 - A new preliminary ballpark price provided by Braun Northwest puts the Rescue Build at \$245,000- \$255,000 before taxes
 - The purchase of this vehicle has been postponed due to budgetary constraints

- **Additional Items**
 - See decision packet for further investigation into purchasing a new tender/engine combination apparatus.
 - With the help of FF Parker and LT Martin all oxygen lifts have been removed from the ambulances to free up space to fit our new stair chairs that will be distributed within the next month. There was no longer a need for these lifts after the switch from the larger oxygen to a smaller bottle approximately half of the size.
 - Requesting the surplus of International Ambulance EJ736 and the surplus of Jeep Grand Cherokee
 - Rewrote replacement schedule for engines and tenders



DIRECTOR'S REPORT

March 26, 2026

❖ Projects:

- **CAD production upgrade** to version 2025.2 remains scheduled for April 8. Several problems reported during testing have been fixed with updates to the test side since that was upgraded, though we continue to test and have a few issues pending with Tyler support.
- Jeffcom and Pencom continue jointly investigating **cloud-based CAD** systems in hopes of replacing onsite equipment with hosted solutions. The City of Port Angeles last week issued for Pencom, with Jeffcom described as a participating agency, a basic RFI hoping to start supplier conversations that will lead toward finalizing our requirements to procure, jointly or separately, a new CAD system.
- IT continues to work on **extending our IP network to tower sites** over our microwave system and cellular/satellite backup and adding monitoring. Capital funding is in the 2026 budget to complete it, making it possible to deploy the proposed simulcast system refresh early in 2027. This month they extended our network over the microwave system to Maynard, Port Townsend and Coyle (and separately earlier over Starlink and cellular to Octopus). That leaves Teal Lake, which is next on the list; Green Mountain, which is dependent on requesting an IP-over-microwave link from PSE; and Station 1, which currently has no microwave link and no Jeffcom infrastructure.
- IT has installed a replacement **GPS-based time server** at Jeffcom, replacing one that was programmed without expectations of functioning beyond 2025. Computer and network systems are now controlled by the new time server. The master time display in the communications center has also been replaced with one controlled by the time server. The simulcast system at Hadlock will be switched over to the new time server, and then IT will work to replace aged time sources at our remaining tower sites with the new model. The modern devices are \$6000 each, improve reacquisition after rebooting (simulcast sites will be down for five minutes after reboot instead of two hours) and prepare us to install modern radio repeaters in the simulcast refresh.
- IT has refined plans for **refreshing the microwave infrastructure** that connects our simulcast towers now and will remain a primary connection method even with the simulcast-refresh project's IP-connected repeaters. The primary plan is



to license new 11 GHz spectrum and deploy a new microwave network. The modern equipment features radios built in to the tower-mounted antennas, eliminating the current expensive system connecting microwave radios in the building with microwave antennas on the tower. After the new 11 GHz microwave system is deployed and tested, our connections can be switched to it and the legacy microwave system removed. This could happen before or after the simulcast refresh project, depending on fiscal considerations.

- **Multi-factor authentication** is required by federal and state changes to CJIS security requirement, which must be complied with by all law-enforcement users of CAD and CAD-connected systems. Jeffcom is working to test and implement a solution based on our ID badges at a cost of \$5500 annually for Jeffcom computers and employees. The new version of CAD has an MFA option, but we cannot turn it on for individual agencies. Therefore, JCSO and PTPD will need to maintain their own device-level MFA on computers to meet their audit requirements. We may be able to turn on Tyler's MFA for phone and tablet apps (including those of fire personnel with access to CJIS).
- **ESINet connections** for 911 calls remain more vulnerable to fiber outages than our own connections, and the proposed tertiary use of Starlink is still pending.
- Pencom is issuing an RFI on behalf of both agencies to solicit formal information and demonstrations for a replacement cloud-based CAD.
- **Maynard Tower leasing:** The new fifteen-year lease agreement has been executed. We are waiting for NOAA to respond with a final lease agreement before adding them to the site.
- **Port Townsend Tower leasing:** IT continues to work with AT&T and EJFR on the details of adding a cellular lease to this tower, with or without replacement of the tower structure by AT&T.
- Jeffcom and Pencom continue working on joint procurement for **updating emergency medical dispatching** guidebooks from APCO. The formalities involved in the procurement and onboarding processes caused administrative delays, compounded by administrative focus on other projects.

❖ **Budgetary Items:**

- **Current staffing** increased to ten full-time, fully trained communications staff including one supervisor plus three part-time communications officers filling some shifts. We have the third shift (1000-2000) filled some days with supervisor and CO assigned to records and are not treating it as minimum staffing that must be filled on overtime. Part-time COs are working less due to only fulfilling minimum staffing – previously they were collectively filling major gaps in the schedule during staffing shortages but were also electively scheduled above minimum staffing.
- **Recruiting:** We expect to interview candidates soon for an anticipated July start date of our next communications officer trainee.

- **CBA** payroll changes continued with enrollment with Teamsters Retiree's Welfare Trust (though education of employees about qualification and use of that benefit remains lacking). A process and form for wellness reimbursement were developed. These implementation steps remain:
 - ◆ Jeffcom-Teamsters LOA correcting a typo in a currently unused wage step
 - ◆ Development of policy on consecutive-day work shifts
 - ◆ Development of policy on shift-change timing
- **Law-enforcement Records MOUs** have been terminated by JCISO and PTPD effective June 30, but the work may transition to another agency earlier. The long-time Records Specialist worked her last day in the office on February 5. A senior communications officer will work many shifts on records until that work is assumed by another agency, and we moved that CO to a weekday 4/10 schedule to cover more of the operating days of the court system.

❖ **Health, Safety and Quality of Life:**

- **February communications-staff overtime** was 217 hours among nine fulltime communications staff, including 8 hours of scheduled overtime every second week for those working 12-hour shifts (January's was 206.5, December's 101, November's 234).
- **Found Therapy** Services continued sit-in appointments with all shifts. Our therapist has relocated out of the area but returns monthly to maintain our relationship (and similar relationships with other agencies). This transition has worked well so far.

❖ **External Relationships:**

- A **User Group** meeting was held March 17 and attended by representatives from both law and most fire agencies.
 - ◆ Discussed and Jeffcom subsequently revised SOPs for traffic collisions to clarify differences between standard and upgraded incidents to ensure calls get upgraded if additional information gathered over the phone suggests the need for additional fire resources
 - ◆ Briefly discussed MDC 1200 schema and reprogramming radios.
 - ◆ EJFR mentioned their new Dark Horse analysis software for call data.
 - ◆ Discussed reasons for recording starting and ending mileage on transports and methods for doing so.
 - ◆ DBVFR mentioned increasing their CrewForce usage among volunteer responders, for which Jeffcom can help facilitate training.
 - ◆ Discussed testing of the CAD upgrade and schedule for upgrading the production environment April 8.
 - ◆ Discussed the cloud-based CAD being issues by the City of Port Angeles and the need for agency participants to evaluate information received from respondents.

- **World Cup** working group
 - ◆ We expect all public safety telecommunicators in the state to be trained on topics such as personal preparedness, major-event stress, human trafficking, hate crimes and working with foreign consular officials.
 - ◆ I attended a statewide tabletop exercise yesterday.
- Thanked **state legislators** for mostly enacting the proposed increase in the state E911 coordinating office appropriation in the current budget. This will facilitate access to more of the accumulated balance of dedicated 911 funding. The state office will be distributing more funding to communications centers as described above from current funding but is working on significant additional statewide services – notably a statewide call-handling system and a statewide CAD-to-CAD interface. Though the fund balance is dedicated to specific 911-related expenditures by RCW and WAC, it cannot be spent on these services without being appropriated, and appropriations have fallen below receipts for several years. One hiccup was an undesirable carve-out within the appropriate for WSP 911 expenses separate from the established contract between the state office and WSP, which was already similar to contracts the state has with all of us.
- Investigation and procurement of **cloud-based call handling equipment** has become an external issue rather than a Jeffcom project, with the state preparing an RFP for a statewide system. Michael Chamberlain will participate in the state's review of the draft RFP requirements and potentially the evaluation of submitted proposals.

CFS and Call Data: January 1 through March 20, 2026

- **Fire/EMS calls by agency**

Agency	CFS count YTD	CFS count LYTD
EJFR	1239	1200
QFR	125	115
BFD	110	134
DBVFR	30	23
Total	1504	1472

- **Law Enforcement calls by agency**

Agency	CFS count YTD	CFS count LYTD
JCSO	2885	3109
PTPD	1778	1855
Total	4663	4964

- **911 Call Pick-up Time (including test calls and redialing abandoned calls)**

Pick-up Time	Call count YTD	Cum. % YTD	Standard
0-10 sec	3332	99.49	n/a
11-15 sec	13	99.88	90%
16-20 sec	3	99.97	95%
21-40 sec	1	100.00	n/a
41-60 sec	0	100.00	n/a
61-120 sec	0	100.00	n/a
120+ sec	0	100.00	n/a
Total	3349		

- **911 Call Averages**

Metric	YTD Average
Ring time	2.62 sec
Hold time	1.33 sec
Talk time	117.00 sec

- **Non-911 Calls (including test calls)**

Metric	YTD
Number of outgoing calls	1827
Number of incoming calls	3800
0-10 sec pick-up time	99.67%
Average ring time	2.89 sec
Average hold time	3.53 sec
Average talk time	99.63 sec



Looking forward to 2026, EJFR will continue to prioritize the four initiatives within our strategic plan. EJFR remains committed to our primary mission, protecting life and property while delivering compassionate service for our varied community. These initiatives include aligning the community's expectations with our fiscal resources, strengthening and refining our emergency response services, community risk reduction (CRR), and workforce resilience & professional development.

Initiative 1 - Service levels and community expectations align with our fiscal resources

In 2026, we will initiate a series of quarterly town hall events where the community will be informed and engaged. Throughout 2026, staff will prioritize alternative but stable funding sources, pursuing new partnerships and grant funds. An analysis of tax-exempt properties will be developed along with contextual SOP/SOG's. EJFR will continue to decentralize program/project management across the organization, providing program leads with training and administrative support. Specific emphasis will be on "operational precision" to ensure our mission is aligned within the limitations of our fiscal resources. We will finalize the Enterprise Resource Management (CRM) analysis, establishing priorities for optimization of our various digital interfaces, systems and training. EJFR will expand our presence at regional and statewide associations along with specialized workgroups, such as WSRB, which has already provided benefits. A WSRB reassessment will be scheduled in the 4th quarter.

Initiative 2 - Strengthen our core emergency response services

As an industry leader in 911 Fire and EMS responses, EJFR will implement important equipment upgrades to include new ultra-sounds, power-cots, cardiac monitors, and AED's. We will deliver our first Emergency Medical Responder (EMR) course; the credential will increase the number of volunteers certified to respond to EMS events, while lowering continuing education requirements. Digital and analytical platforms such as FIRSTDUE & DARKHORSE will be procured and integrated to further optimize our 911 resources and forecast 911 growth and demand. These efforts will create a rolling 10-year roadmap for organizational growth, facility/fleet planning, update our Standards of Cover, and reinforce a culture of perpetual modernization within the organization. EJFR will also purchase new rescue gear, hose, nozzles and specialized equipment to better equip our people for various missions.

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

We will undergo a formal Community Risk Analysis (CRA) in 2026, which will refine and focus our efforts to mitigate risks to our community, directing new initiatives and grant opportunities. The CRA will also help guide the development of priorities for the 2027 – 2032 strategic plan. EJFR will seat two new committees, the Training Advisory Committee (TAC) and Facility



Advisory Committee (FAC). New software will support fire/life safety inspections, pre-fire plans and other CRR initiatives. Wildfire assessments and smoke detector programs will be expanded and supported by new software. Public CPR and law enforcement AED training programs are also being expanded. Our disaster plans & continuity of operations procedures will be updated.

Initiative 4 - Enhance our workforce resilience and development

EJFR will continue enhancements to our workforce resilience and professional development programs. The 2026 training budget was increased to fund specialized training, enhancing our rope rescue and marine operations. Funds will also support live-fire training mandates, outside vocational courses and professional development activities. EJFR will continue to support annual physicals, health screenings and mental health resilience initiatives. We will meet industry standards for replacement and cleaning of our firefighting protective gear with the addition of a new gear extractor and an expanded inventory of firefighter bunker gear.

Facilities/Infrastructure/Fleet

These 2026 projects have overlapping priorities cited throughout our strategic plan and corresponding initiatives. EJFR will implement upgrades to our communications, facility repairs, fleet, and disaster preparedness procedures, including a long-term schedule for major facility maintenance and systems upgrades.

Implementation

Going forward, EJFR will track the progress of these activities using the following tables.

Initiative 1-- Service levels and community expectations align with our fiscal resources

Activity	Duration	Initiated	Completed	Notes
Program/Project Management	Ongoing	1/1/26	Perpetual	TC, RL, BB regularly meet with leads to support their projects and assist with procurement processes.
Agency Partnerships	Ongoing	1/1/26	Perpetual	At various levels, staff and commissioners integrate with partners such as WSRB, WFCA, WFA, EMS Counsel, etc.
Enterprise Resource Management (ERM)	3-4 months	11/1/25		Establish priorities for optimization of our various digital interfaces, systems and training Dr. Speser is lead.
WSRB Assessment	3-4 months	10/1/26		Lead TBA
Pursue alternative funding for specialized programs and training, (formerly SP 3.5)	Ongoing	1/1/26	Perpetual	Includes funds for CARES, risk reduction, health and wellness. EJFR requested funds from KP HOA for new ALS manikin, 4/1/26.



Initiative 2 - Strengthen our core emergency response services

Activity	Duration	Initiated	Completed	Notes
Ultrasounds	1-3 months	1/1/26		MSO is working on this now.
Power-cots, cardiac monitors and AED upgrades	1-4 months	1/1/26		MSO is working on this now. New cardiac monitors in service, 4/1/26.
Emergency Medical Responder (EMR) course	3-4 months	2/1/25		MSO is teaching the class.
Analytics – DarkHorse and FirstDue	3-6 months	1/1/26		DFC and BC MacDonald are the leads. Data is populated, staff is rule setting and verifying data.
Rescue gear, hose, nozzle misc. equipment.	3-6 months			Various staff and leads

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

Activity	Duration	Initiated	Completed	Notes and Deliverables
Community Risk Assessment (CRA)	3-4 months	Tentatively Q2		CRM is the lead. Soliciting proposals from FirstDue and DarkHorse, 4/1/26.
Training Advisory Committee (TAC)	Ongoing	1/1/26	1/26 first meeting	Training Officer is the lead. They will meet 3-4 times per year. Met 4/13/26.
Life Safety Inspections and Pre-fire Plans	Ongoing	1/1/26	Perpetual	CRM is the lead. Life safety inspections within PT are well underway. Pre-fire plans are waiting on new software implementation. Implementation FirstDue, 4/1/26.
Home Wildfire Assessments and Smoke Detector Installs	Ongoing	Ongoing	Perpetual	CRM is the lead, new hardware has been procured and we are adding members to both teams.
Public CPR and Law AED Training	Ongoing	Ongoing		Increasing the number of CPR classes. L.E AED training is yet to be scheduled.
EJFR Disaster Procedures and Continuity of Operations	3-6 months	Summer		CRM and FC are the leads.

Initiative 4 - Enhance our workforce resilience and development

Activity	Duration	Initiated	Completed	Notes
Rope Rescue Training	1 month	May 4-7		DFC is the lead (formerly under SP 3)
Boat Operator Training	1 month	Fall		TO is the lead (formerly under SP 3)
Live Fire Training	1 day	3/31/26	3/31/26	TO is the lead (formerly under SP 3)
Physicals and Health Screenings	1 month			Cray & Stewart are the leads, usually schedule in Q3.
Mental Health Resilience	Ongoing	2/1/26		Stewart and BC MacDonald are the leads, training throughout the year, CISM as needed.
Enhance professional development practices				BB, Stewart, Cray and TO will collaborate.



Facilities/Infrastructure/Fleet

Activity	Duration	Initiated	Completed	Notes
Starlink – alternate connectivity at all facilities	1-3 months	4/1/26		Stewart is the lead. Station 7 is complete. Station 6 and Admin are next.
Exterior Siding & Painting				BC Clouse is the lead
Storage Building at Station 2	6 months	9/1/25		BC Clouse is the lead. Exterior shell installed, 4/10/26. Electrical & insulation is pending.
Energy Efficiency Upgrade	Ongoing	3/1/26		BC Clouse is the lead, new LED bulbs installed at Seton Office using rebates. New bulb and fixture update at Admin.
Two new Engines	24 months	9/2024		BC Fletcher is the lead, TBD in Q3.
Braun Ambulance	4 months	11/2025	4/1/26	BC Fletcher is the lead, being upfitted. In-service 4/1/26.
Extractor and FF PPE				DFC Brummel is the lead
Establish Facility Advisory Meeting (FAC)	Ongoing	4/1/26		BC Clouse will be the lead, will include FC Black, MT Lawson, FD Lirio. Priorities: facility maintenance schedule, facility needs assessment, and facility systems upgrade cycle. Admin and Facilities are developing inspection form and process, 4/15/26.