

RESOLUTION NO. 02102021-01

**A RESOLUTION** of the Board of Commissioners of North County Regional Fire Authority adopting the performance policy, standards, and objectives outlined in WAC 52.33 as North County Regional Fire Authority's emergency resource deployment and response time objectives.

**WHEREAS, North County Regional Fire Authority** is legally established as a fire department through Title 52 RCW and the North County Regional Fire Authority Service Plan to provide certain emergency medical, fire and rescue services; and,

**WHEREAS, North County Regional Fire Authority** serves Snohomish County Fire District No. 18 and Snohomish County Fire District No. 14; and,

**WHEREAS, North County Regional Fire Authority** has a mission statement and goals and objectives to guide the organization in providing fire and medical services to our community; and,

**WHEREAS, North County Regional Fire Authority** has a basic organizational structure which may include the elected officials, Chiefs, Officers, Firefighters/EMTs, Firefighters/Paramedics; and,

**WHEREAS, North County Regional Fire Authority** has a certain number of members now and in the future who perform the tasks required to accomplish our response objectives; and,

**WHEREAS, North County Regional Fire Authority** is required by state law to establish turnout and response time goals for the first arriving Basic Life Support, Advanced Life Support and Fire Engine responses to fire suppression calls and response time goals for a full alarm assignment for Fire Engine responses to fire suppression calls; and,

**WHEREAS, North County Regional Fire Authority** has evaluated the elements identified in WAC 52.33 and included those provisions deemed appropriate in the Department's emergency service delivery; and,

**WHEREAS, North County Regional Fire Authority** has developed written response coverage objectives required to comply with an applicable provision of WAC 52.33.

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Commissioners for North County Regional Fire Authority hereby adopts the attached response coverage document as the North County Regional Fire Authority's official policy for determining emergency medical, fire, and rescue resource deployment; and,

**BE IT FURTHER RESOLVED**, that the attached response coverage document officially defines the North County Regional Fire Authority's written policies and procedures that establish the distribution and concentration of fixed and mobile resources of the department; and,

**ADOPTED** by the Board of Commissioners of the North County Regional Fire Authority at a regularly scheduled meeting held Wednesday, February 10, 2021.

DocuSigned by:  
*Greg Oakes*  
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Greg Oakes, Board Chair

DocuSigned by:  
*Larry Longley*  
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Larry Longley, Vice Chair

DocuSigned by:  
*Judy Williams*  
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Judy Williams, Commissioner

DocuSigned by:  
*Rob Johnson*  
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Rob Johnson, Commissioner

DocuSigned by:  
*Janet Iverson*  
4682FBFCBD224ED...  
Jan Iverson, Commissioner

DocuSigned by:  
*Ric Cade*  
B029533583054A8...  
Ric Cade, Commissioner

Attest:

DocuSigned by:  
*Katie Casey*  
426E14579521410...  
Katie Casey, Board Secretary

**CERTIFICATION**

I, the undersigned, Board of Secretary of North County Regional Fire Authority, hereby certify as follows:

The attached copy of Resolution No. 02102021-01

1. (The "Resolution") is a full, true, and correct copy of the Resolution duly adopted at a regularly scheduled meeting of the Board of Fire Commissioners held on Wednesday, February 10, 2021, as for the Resolution appears in the minute books of North County Regional Fire Authority and the Resolution is now in full force and effect.
2. A quorum of the members of the Board of Fire Commissioners was present throughout the meeting and a majority of those members present voted in the proper manner for the adoption of the Resolution.

**IN WITNESS WHEREOF**, I have hereunto set my hand on the 10<sup>th</sup> day of February 2021.

DocuSigned by:  
*Katie Casey*  
426E14579521410...  
Katie Casey, Board Secretary

## I. Policy Statements

The North County Regional Fire Authority has existed as a regional fire service authority within the State of Washington since January 1, 2008. The Fire Authority was organized under the tenants of Title 52 of the RCW's with the legal formation of the North County Regional Fire Authority, also known as North County Fire/EMS, mandated by the vote of the people on May 15, 2007.

The North County Regional Fire Authority provides services to one hundred and ten (110) square miles in rural Washington State within Snohomish County. In particular, the North County Regional Fire Authority serves within the former boundaries of Snohomish County Fire District No. 14, Snohomish County Fire District No. 18, and the City of Stanwood.

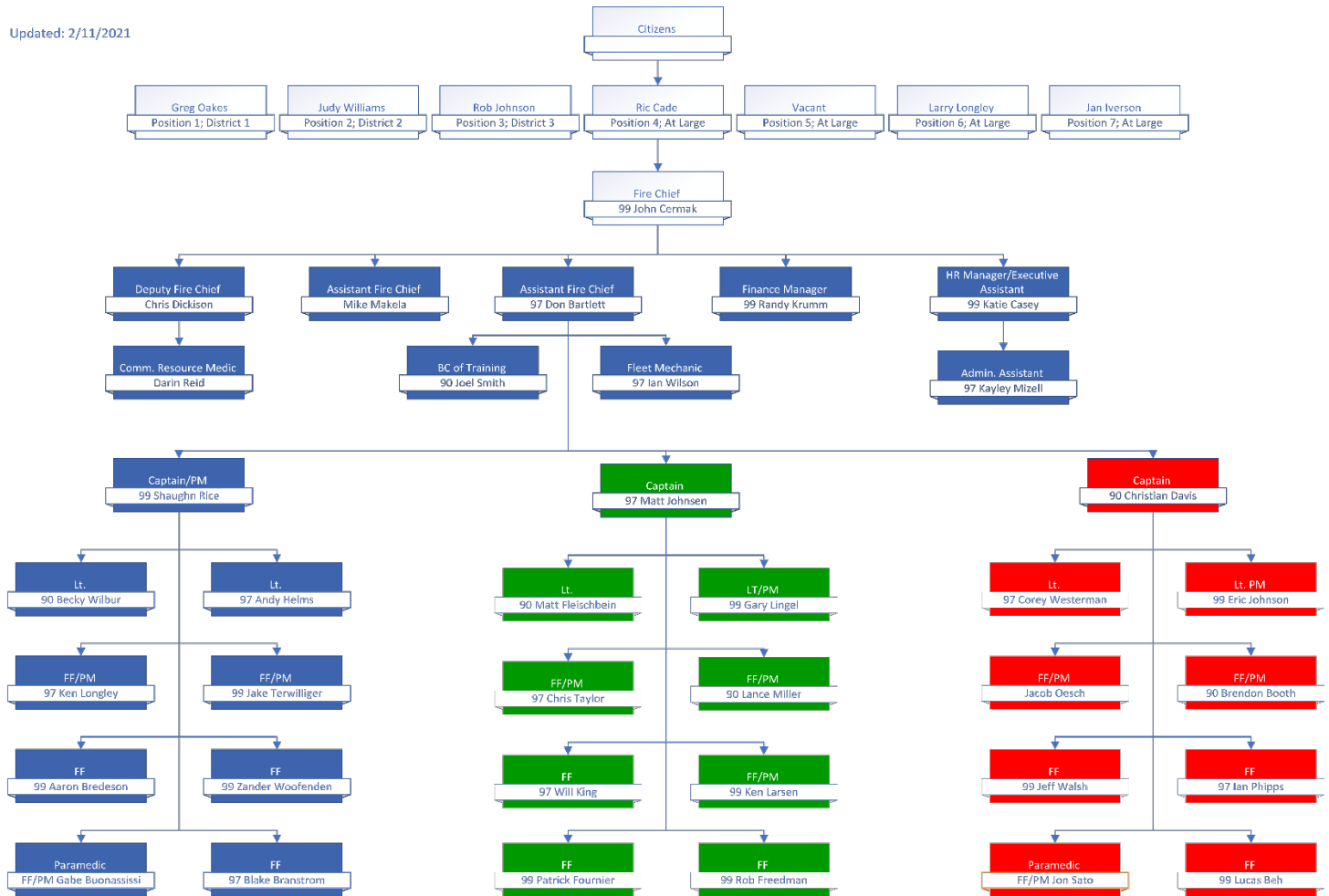
The services provided by the North County Regional Fire Authority are broken down into the categories shown below as retrieved from the New World Server. The information below depicts the "un-filtered" type and number of dispatched incidents, calls for service, etc. The "filtered number has removed duplicate entries, discrepancies, outliers, etc.

- Total Calls for 2020: 3802
- Total Calls after removal duplicates, erroneous entries, etc. 3738

| Incident Count By Alarm Type                         |               |            |            |            |            |            |            |            |            |            |            |            |             |              |
|--|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|--------------|
| 2020   |               |            |            |            |            |            |            |            |            |            |            |            |             |              |
| Alarm Date.Calendar                                  | Calendar 2020 |            |            |            |            |            |            |            |            |            |            |            |             |              |
| FDID   | 31D30         |            |            |            |            |            |            |            |            |            |            |            |             |              |
| Incident Count                                       | Column Labels |            |            |            |            |            |            |            |            |            |            |            |             |              |
| Row Labels   | January       | February   | March      | April      | May        | June       | July       | August     | September  | October    | November   | December   | Grand Total |              |
| AID - Generic Aid/EMS                                |               |            |            |            |            |            |            |            | 1          |            |            |            |             | 1            |
| BLS - Basic Life Support Code Response               | 91            | 99         | 74         | 65         | 95         | 104        | 79         | 109        | 97         | 91         | 71         | 87         |             | 1,062        |
| BLSN - Basic Life Support Non-Code Response          | 53            | 37         | 53         | 38         | 40         | 41         | 39         | 41         | 41         | 34         | 38         | 35         |             | 490          |
| COA - Carbon Monoxide Alarm                          | 1             | 3          | 1          |            | 1          | 1          | 1          |            | 2          |            |            |            |             | 10           |
| COAM - Carbon Monoxide Alarm Medic Criteria          | 1             |            |            |            |            |            |            |            |            | 1          |            |            |             | 2            |
| CRP - Community Resource Paramedic                   | 3             |            |            | 10         |            | 2          | 2          | 4          |            | 2          |            |            |             | 23           |
| FAC - Fire Alarm Commercial                          | 14            | 2          | 3          | 4          | 3          | 1          | 6          | 5          | 4          | 14         | 4          | 5          |             | 65           |
| FAR - Fire Alarm Residential                         | 7             | 4          | 4          | 4          | 2          | 5          | 3          | 5          | 6          | 5          | 4          | 9          |             | 58           |
| FAS - Fire Alarm Sprinkler Waterflow                 | 1             | 2          |            |            |            |            |            |            | 3          |            |            |            |             | 6            |
| FB - Fire Brush, Grass Or Wildland Fire              | 1             | 1          | 1          | 10         | 1          | 4          | 3          | 2          | 4          | 1          |            | 1          |             | 29           |
| FC - Fire Commercial Response                        |               | 1          | 1          |            | 1          | 2          |            | 1          |            | 1          |            | 3          |             | 10           |
| FCC - Fire Commercial Confirmed                      | 2             | 1          | 1          |            |            |            |            | 1          |            | 2          |            | 1          |             | 8            |
| FIRE - Generic Fire Call                             | 3             |            | 1          | 2          | 2          |            | 2          |            | 2          |            | 1          | 2          |             | 15           |
| FR - Fire Residential Full Response                  | 6             | 4          | 3          | 2          |            |            | 6          | 2          | 4          | 1          | 1          | 5          |             | 34           |
| FRC - Fire Residential Confirmed                     | 1             | 1          | 4          | 1          | 5          | 4          | 1          | 3          | 1          | 1          | 2          | 4          |             | 28           |
| FS - Fire Single Engine Response                     | 14            | 11         | 11         | 8          | 7          | 11         | 9          | 7          | 6          | 9          | 9          | 6          |             | 108          |
| FTU - Fire Type Unknown                              | 2             | 2          | 2          | 3          | 1          | 3          | 1          | 1          | 4          |            |            | 1          |             | 20           |
| GLI - Gas Leak Inside Structure                      | 1             |            |            |            |            | 2          |            | 1          |            | 1          |            | 1          |             | 6            |
| GLO - Gas Leak Outside Structure                     |               | 1          |            |            |            | 1          |            |            | 2          |            |            | 1          |             | 5            |
| HZ - HAZMAT  |               | 1          |            |            |            |            |            | 1          |            |            |            |            |             | 2            |
| MAA - Mutual Aid ALS                                 | 7             | 2          | 2          | 2          | 1          | 2          | 10         | 2          | 2          | 4          | 3          |            |             | 37           |
| MAB - Mutual Aid BLS                                 | 2             |            |            |            | 1          | 1          | 1          |            | 1          |            | 2          | 1          |             | 9            |
| MAF - Mutual Aid Fire                                | 2             |            |            |            | 1          | 2          |            |            | 1          | 1          | 1          |            |             | 8            |
| MED - Medic Response                                 | 116           | 115        | 131        | 89         | 95         | 85         | 95         | 96         | 110        | 94         | 109        | 95         |             | 1,230        |
| MEDX - Upgraded Medic Response                       | 6             | 1          | 7          | 4          | 5          | 7          | 13         | 4          | 7          | 7          | 5          | 7          |             | 73           |
| MU - Move Up   | 1             | 1          |            |            |            |            | 1          |            |            |            | 1          | 1          |             | 5            |
| MVC - Motor Vehicle Collision                        | 7             | 8          | 1          | 1          | 2          | 7          | 4          | 6          | 4          | 6          | 7          | 2          |             | 55           |
| MVCE - Motor Vehicle Collision Entrapment            | 3             | 2          | 2          | 3          | 1          | 1          | 1          |            | 1          |            |            | 3          |             | 17           |
| MVCF - Motor Vehicle Collision Fire                  |               |            |            |            |            |            |            |            |            |            | 1          |            |             | 1            |
| MVCM - Motor Vehicle Collision Medic                 | 4             | 3          | 3          | 5          | 5          | 4          | 4          | 7          | 6          | 3          | 1          | 4          |             | 49           |
| MVCN - Motor Vehicle Collision Non Code Response     | 12            | 8          | 1          | 7          | 4          | 5          | 3          | 5          | 2          | 9          |            | 6          |             | 62           |
| MVCP - Motor Vehicle Collision Pedestrian/Bike Medic | 1             | 1          | 1          | 1          |            | 2          |            | 1          | 3          | 2          | 1          | 2          |             | 15           |
| RESA - Technical Rescue - High/Low Angle             |               |            |            | 1          |            | 1          |            |            |            |            |            |            |             | 2            |
| RESSW - Technical Rescue Water-River/Swift Water     |               | 2          |            |            | 1          |            |            |            |            |            |            |            |             | 3            |
| RESWA - Technical Rescue Water-Surface Water         |               | 1          | 1          |            |            |            |            | 1          |            |            | 1          |            |             | 4            |
| SC - Service Call                                    | 27            | 20         | 21         | 15         | 23         | 13         | 12         | 15         | 29         | 25         | 29         | 18         |             | 247          |
| Unknown  |               |            |            |            |            |            | 1          |            | 1          |            |            |            |             | 2            |
| Unknown  |               |            |            | 1          |            |            |            |            |            |            |            |            |             | 1            |
| <b>Grand Total</b>                                   | <b>389</b>    | <b>334</b> | <b>329</b> | <b>276</b> | <b>297</b> | <b>309</b> | <b>299</b> | <b>321</b> | <b>343</b> | <b>314</b> | <b>291</b> | <b>300</b> |             | <b>3,802</b> |

The North County Regional Fire Authority operates under a chain-of-command which has been established by the six (6) members of the Board of Fire Commissioners, who are elected to represent the public they serve. The chain of command or organizational chart is shown below as Appendix A:

Updated: 2/11/2021



In 2020, the North County Regional Fire Authority employed twenty-eight (28) full-time employees, thirty to forty-one (30-41) part-time employees, two (2) Administrative support staff, and two (2) volunteers. The total number of personnel by their assigned areas of responsibility is as follows:

Number of Employees:

- Chief Officers 4 Chief, Operations Chief, CRR/Prevention Chief (.5), MSA Chief (.5), Training Battalion Chief (Part of Local)
- Career Firefighters (L4033) 28
- Part Time 30
- Volunteer Firefighters 02
- Administrative Support 02
- Total Staff 66 (Varies with number of Part-Time Personnel.)

The number of fire department employees we are striving for in 2021-22 is 90 (Based on SAFER & Arlington merger).

- Chief Officers 4 Chief, Operations Assistant Chief, Community Risk Reduction/Prevention Chief (.5), Deputy Chief, Medical Services Administrator (.5 Arlington), Training Battalion Chief
- Career Firefighters (L4033) 28 (Anticipate applying for SAFER grant positions in.)
- Part-Time 40 (Goal number depends upon a pool of applicants and recruiting availability)
- Volunteer Firefighters 02
- Administrative Support 02
- Total Staff 76

\*AFD merge would include 1 Chief Officer, 1 Administrative Data Analyst, & 67 FTE & PTE staff.

## II. Response Standards

2020's Standard of Cover report is the first report that is utilizing the Snohomish County Data Group's vetted data set. This data set has been vetted by representatives from numerous Snohomish County agencies. This has been done to ensure each organization has access to data that is consistent & correct.

The following information is based upon Priority 1-3 responses (Emergent) and has also been filtered for anomalous data (Outliers) such as exorbitantly long times, NULL entries, no times, etc. Each data set is based upon a 50% overage of the times stated by the report (ie: 2:00 uses 3:00 or less, 10:00 uses 15:00 or less, etc.).

### 1) Turnout Time (Calculated from priority 1-3 responses).

#### **Turnout Time Standard:**

The North County Regional Fire Authority has adopted a turnout time standard of one hundred and twenty (120) seconds (2:00) 90% of the time.

#### **Actual Department Comparison for the Year 2020:**

The North County Regional Fire met the turnout time objective (at the 90<sup>th</sup> percentile) for EMS & Fire-related incidents 87.9% of the time. *The average turnout time was one minute, eighteen seconds (1:18) overall.*

### 2) Arrival of 1<sup>st</sup> Arriving Engine Company at Fire Suppression Incident (Calculated from priority 1-3 responses.)

#### **Response Time Standard:**

The North County Regional Fire Authority has adopted a response/travel time standard of ten (10) minutes for the first fire engine to arrive when responding to a fire suppression incident 90% of the time.

#### **Actual Department Comparison for the Year 2020:**

The North County Regional Fire Authority met the response time objective 89% of the time at the 90<sup>th</sup> percentile. *The average response time was eight minutes, eighteen seconds (8:18) overall.*

### 3) Deployment of full first alarm assignment at a fire suppression incident (Calculated from priority 1-3 responses.)

#### **Response Time Standard for Full 1<sup>st</sup> Alarm Response:**

The North County Regional Fire Authority has adopted a response/travel time standard of fifteen (15) minutes to deploy the first full alarm assignment when responding to a fire suppression incident 90% of the time.

The North County Regional Fire Authority's first full alarm assignment to a fire suppression response is 2 engines, 2 tenders, and 1 Command Officer.

**Actual Department Comparison for the Year 2020:**

The North County Regional Fire Authority met the response time objective 90.2% of the time. The Fire Authority's *The average response time was nine minutes, thirty-seven seconds (9:37) overall.*

**4) Arrival of First Responder or higher-level capability at an emergency medical incident (Calculated from priority 1-3 responses)**

**Response Time Standard:**

The North County Regional Fire Authority has adopted a response/travel time standard of ten (10) minutes for the arrival of the first emergency medical unit with two (2) Emergency Medical Technicians 90% of the time.

**Actual Department Comparison for the Year 2020:**

The North County Regional Fire Authority met the response time objective 90% of the time. *The average response time was seven minutes (7:00) overall.*

**5) Arrival of Advanced Life Support unit at an emergency medical incident (Calculated from priority 1-3 responses)**

**Response Time Standard:**

The North County Regional Fire Authority has adopted a response/travel time standard of twelve (12) minutes for the arrival of an ALS unit with one (1) paramedic and one (1) Emergency Medical Technician 90% of the time.

**Actual Department Comparison for the Year 2020:**

The North County Regional Fire Authority met the response time objective 90% of the time. *The average response time was seven minutes, twenty-seven seconds (7:27) overall.*

**6) Arrival of Hazardous Materials trained and equipped Technicians (Calculated from priority 1-3 responses)**

**Response Time Standard:**

The North County Regional Fire Authority Firefighters are trained to Operations Level for response to hazardous materials incidents and supports the Snohomish County Regional Haz-Mat Team who is responsible for hazardous materials incidents within the North County Regional Fire Authority. The North County Regional Fire Authority's response time standard for operational level Firefighters is the same as a fire suppression call, a response/travel time standard of ten (10) minutes for the first unit to arrive when responding to a hazardous material incident 90% of the time.

**Actual Department Comparison for the Year 2020:**

The North County Regional Fire Authority met the response time objective 81.8% of the time. *The average response time was nine minutes, twenty-four seconds (9:24) overall.*

## 7) Arrival of Marine Rescue trained and equipped Firefighters (Calculated from priority 1-3 responses)

### Response Time Standard:

The North County Regional Fire Authority has adopted a response/travel time standard of fifteen (15) minutes for the arrival first fire engine when responding to a marine rescue incident 90% of the time.

### Actual Department Comparison for the Year 2020:

The North County Regional Fire Authority met the response time objective 50% of the time. *The average response time was nineteen minutes, twenty-seven seconds (19:27) overall. – Two responses indicated for 2020.*

## III. Predictable Results

2020 has been an extremely challenging year. With the outbreak of the COVID-19 Pandemic in the first weeks of March, many things seemed to change overnight: response times, training, patient contact procedures, and an increase in response times due to levels of PPE that were required to be donned, and many other aspects of typical day to day business had to be conducted in new ways and with new methods unlike any time in recent memory. Overall call volume did drop by approximately 550-600 compared to 2019's numbers.

Even with the challenges due to COVID, NCRFA was able to continue to deliver quality emergency services and excellent patient care, all while maintaining a high degree of safety for our responders. During 2020, although we did have a few instances of quarantine for precaution/safety, no NCRFA personnel contracted the virus.

## IV. Plan of Action

As of January 01, 2021, the Fire Authority met the 2020 90<sup>th</sup> percentile response time objectives at a high percentage rate (Between 90.2% & 87.9%) with the exception of Marine response at 50% (Two calls for 2020).

Relating to responses goals, it should be noted that there were some contributing factors in 2020 such as increased COVID PPE response requirements for all personnel, new patient contact procedures to allow for responder safety, and more a comprehensive & vetted data set that provides the highest level of accuracy that we have had access to utilize to date.

With the completion of this report & these findings, one of the goals for 2021 will be to maintain and improve 90<sup>th</sup> percentile objectives.

In retrospect, although we did not make 100% of the 90<sup>th</sup> percentile times, we can be proud of both the percentile times as well as the average times that the crews achieved. It does reflect upon the continued growth the organization has been gaining as each year goes by.

Moving forward, NCRFA continues to plan for the necessary assets, personnel, & infrastructure to not only maintain but ideally stay ahead of the growth that the area has been experiencing. Although call volumes were down for the year, construction of new homes, a new multi-million dollar high school, and other projects have allowed for the continued flow of people moving into the area. Even with all of this, property values have continued to rise.

Through a challenging year the following items were completed and/or implemented:

- In service of two new Pierce Fire apparatus; E-99 & E-90 (Tender-Engine)
- In service of two new ambulance units (One completely new, one re-mount)
- Continued assembly of custom brush rig unit.
- Creation of an all-new Fleet Maintenance Division
- The successful hiring of a full-time Fleet Mechanic (I. Wilson)
- Initiation of developing the 32 acres for the training facility, future station 96, Fleet Maintenance Shop, etc.

- Heavily increased emphasis on (Quality) training overall;
  - a. Types of training.
  - b. Identification of strongest areas of need.
  - c. Improved documentation & tracking of training.
- The hiring of a Project Manager/Grant writer/General Administrative Assistant
- The hiring of three additional line firefighters (J.Sato, G. Buonassissi, L. Beh).
- The initiation of a drive-through mass vaccination site/sites for delivery of COVID 19 vaccines.

As of the composition of this report, great progress has been achieved throughout 2020 regarding the proposed merger with the City of Arlington Fire Department. The vote to move forward will take place on Tuesday, February 9<sup>th</sup>, 2021. Many hours have been dedicated to the furthering of this necessary process by Chiefs Cermak & Kraski, NCRFA Commission members, City of Arlington delegates, & both organizations' personnel groups. Assuming this measure passes, 2021 promises to be a very exciting, busy year with much to do to include integrating both personnel groups into one, effectively doubling the workforce, implementation of an updated organizational structure, expansion of the existing NCRFA Board of Commissioners, combining of labor groups, etc.

With or without the possible merger, NCRFA is committed to continuing to move forward with its cultural creation & growth, interpersonal & professional relationships, training, leadership education, as well as the continual drive to provide the best services possible to our community.