ANNUAL REPORT

PUGET SOUND REGIONAL FIRE AUTHORITY

2023

2023 ANNUAL REPORT

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OUR GUIDING PRINCIPLES

Mapping our goals to our vision.

PURPOSE

Professionally and compassionately helping people.

VISION

To be a trusted resource for building safe and healthy communities.

MISSION

To provide effective and sustainable services that meet the needs of a changing community with the resources entrusted to us.

CORE VALUES

Integrity

We believe in holding ourselves accountable for our actions and living our shared values.

Innovation

We believe in continuous improvement through collaboration.

Inclusion

We believe in the strength diversity brings to our organization and communities.

Service

We believe in exceeding the needs of our communities through exceptional customer service and leadership.

PROGRAMS & SERVICES

Fire Suppression/EMS

FD CARES
(non-emergent response)

Hazardous Materials Response

High / Low-Angle Rescue

Trench Rescue

Swiftwater / Stillwater Rescue

Emergency Management

Training

Fire Inspections and Permitting

Community Relations

From the Fire Chief

BRIAN CARSON
FIRE CHIEF

Puget Sound Regional Fire Authority exists to serve. Our purpose statement is rather simple: "professionally and compassionately helping people." That remained true throughout 2023, even as the organization saw continued growth and a significant increase in workload. On January 1 2023, the City of Tukwila began a contract for service with Puget Sound Fire. Our service area grew to 17 stations, covering five cities and two fire districts in south King County. In August, the citizens of Tukwila voted for full annexation to Puget Sound Fire, further placing their trust in our organization. The new partnership brought more than 60 additional firefighters into the organization, a consolidation made much easier by a number of existing partnerships, including a common training division and frequent automatic aid responses.

The 'new' organization, with approximately 450 total employees, went right to work. Support divisions were kept busy outfitting personnel, standardizing equipment and onboarding new staff. Throughout it all, our members continued to accomplish our most important strategic goal, "meeting the community's need for service." Operations crews saw their busiest year in the organization's history, responding to more than 45,000 calls for service. These requests included the FD CARES team, and contacts made by our nurses and social workers led to additional case management, and more successful outcomes for those we serve.

The strength of Puget Sound Fire continues to be our people, and their commitment to our shared mission, vision and values. The service they provide is grounded in those values: integrity, innovation, inclusion, and service. Throughout the organization, our staff and operations crews sought ways to be connected to our communities. You likely saw Puget Sound Fire at concerts in the park, high school graduations, car shows, and holiday events. We seek to be an active partner in our communities, and we are proud to be stakeholders in the health, safety, and vibrancy of those communities.

Looking ahead to 2024, Puget Sound Fire is poised for continuous improvement. As a Commission on Fire Accreditation International (CFAI) accredited fire agency, one of just six in Washington State, we are tasked with re-accreditation every five years. For Puget Sound Fire, the cycle is due in spring of the coming year, and a new Strategic Plan will accompany that work. Additionally, a substantial upgrade of all business capabilities was initiated in 2023 and will continue in 2024. We will always seek to be efficient and transparent stewards of the funds we are entrusted with.

The future is full of both challenges and great opportunity. The women and men of Puget Sound Fire embrace the tasks before us, and move in to 2024 with great optimism. We enjoy incredible support and vision from our governance board, now 12 members strong. And the labor management relationship with Puget Sound Firefighters Local 1747 is based on shared goals and organizational excellence. We will always seek to exceed your expectations! It is genuinely an honor to serve our communities with compassion, humility and professionalism.

Thank you,

Brian Carson, Fire Chief
Puget Sound Regional Fire Authority

The Governance Board

In 2023, the Puget Sound Fire Governance Board was comprised of three Kent City Council members, three Fire District 37 Commissioners, one non-voting Advisory Board Member from the City of Covington, one non-voting Advisory Board Member from the City of SeaTac, one non-voting Advisory Board Member from the City of Tukwila, and one non-voting member from the King County Fire District #43 Board of Commissioners. Regular meetings are scheduled for the first and third Wednesday of each month at 5:30 p.m. and beginning January 2024 will be held at 20811 84th Ave S, Suite 111, Kent WA 98032. In 2023, the following members served our community as Governance Board members:

Les Thomas – Chairperson
City of Kent

Allan Barrie – Board Member
Fire District #37

Lloyd Holman – Board Member
Fire District #37

Bill Boyce – Board Member
City of Kent

Toni Trouter – Board Member
City of Kent

Margaret Harto – Vice Chairperson
Fire District #37

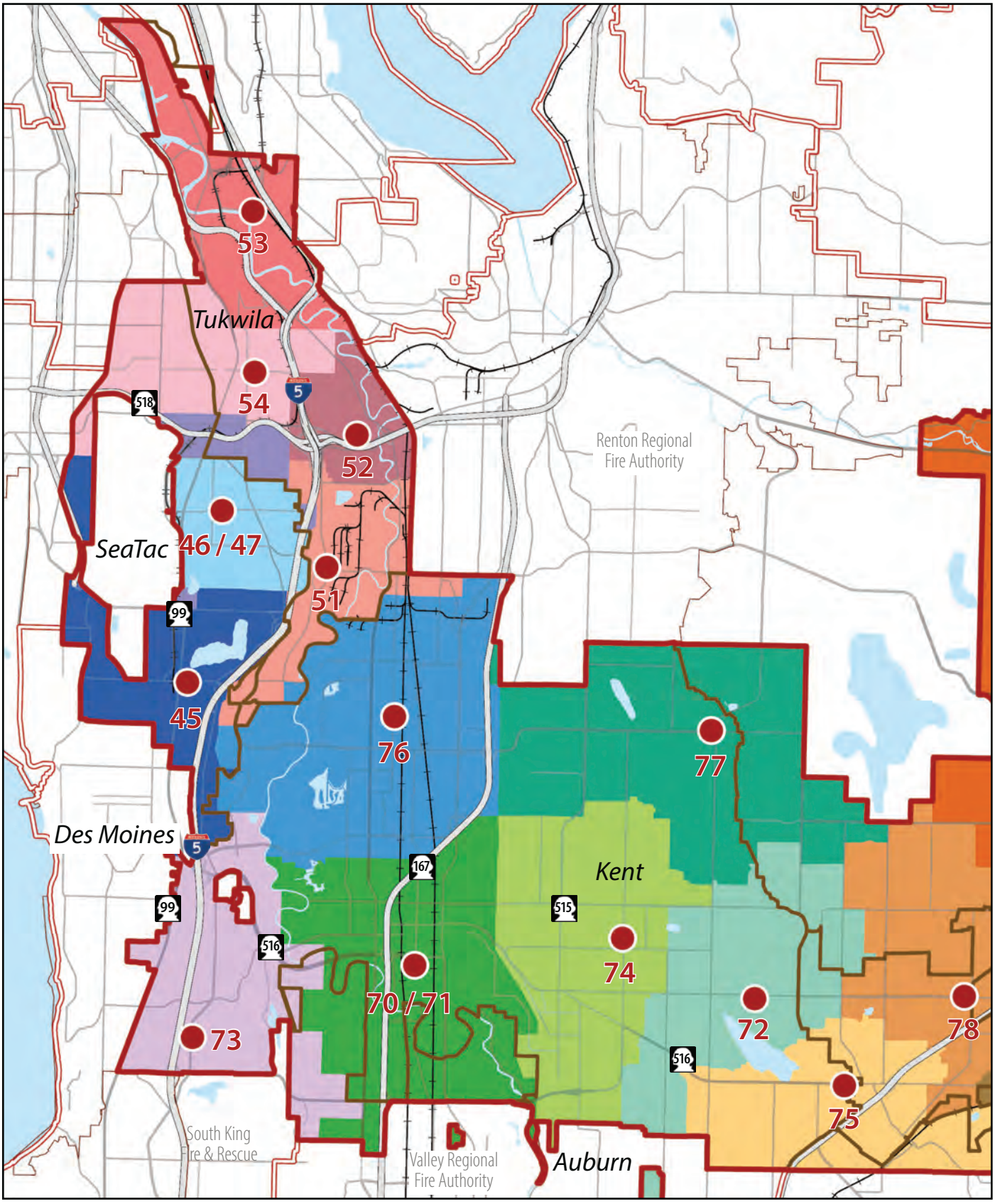
Jake Simpson – Advisory Member
City of SeaTac

Sean Smith – Advisory Member
City of Covington

Thomas McLeod – Advisory Member
City of Tukwila

John Herbert – Advisory Member
Fire District #43

Response Area



Station 74 HQ
24611 116 Ave SE
Kent, WA 98030

Station 45
3011 S 200 St.
SeaTac, WA 98198

Station 46/47
3521 S 170 St.
SeaTac, WA 98188

Station 51
17951 Southcenter Pkwy
Tukwila, WA 98188

Station 52
15447 65th Ave S
Tukwila, WA 98188

Station 53
4202 S 115th St.
Tukwila, WA 98168

Station 54
4237 South 144th St.
Tukwila, WA 98168

Station 70/71
504 W Crow St.
Kent, WA 98032

Station 72
25620 140 Ave SE
Kent, WA 98042

Station 73
26512 Military Rd S
Kent, WA 98032

Station 75
15635 SE 272nd St.
Kent, WA 98042

Station 76
20676 72nd Ave S
Kent, WA 98032

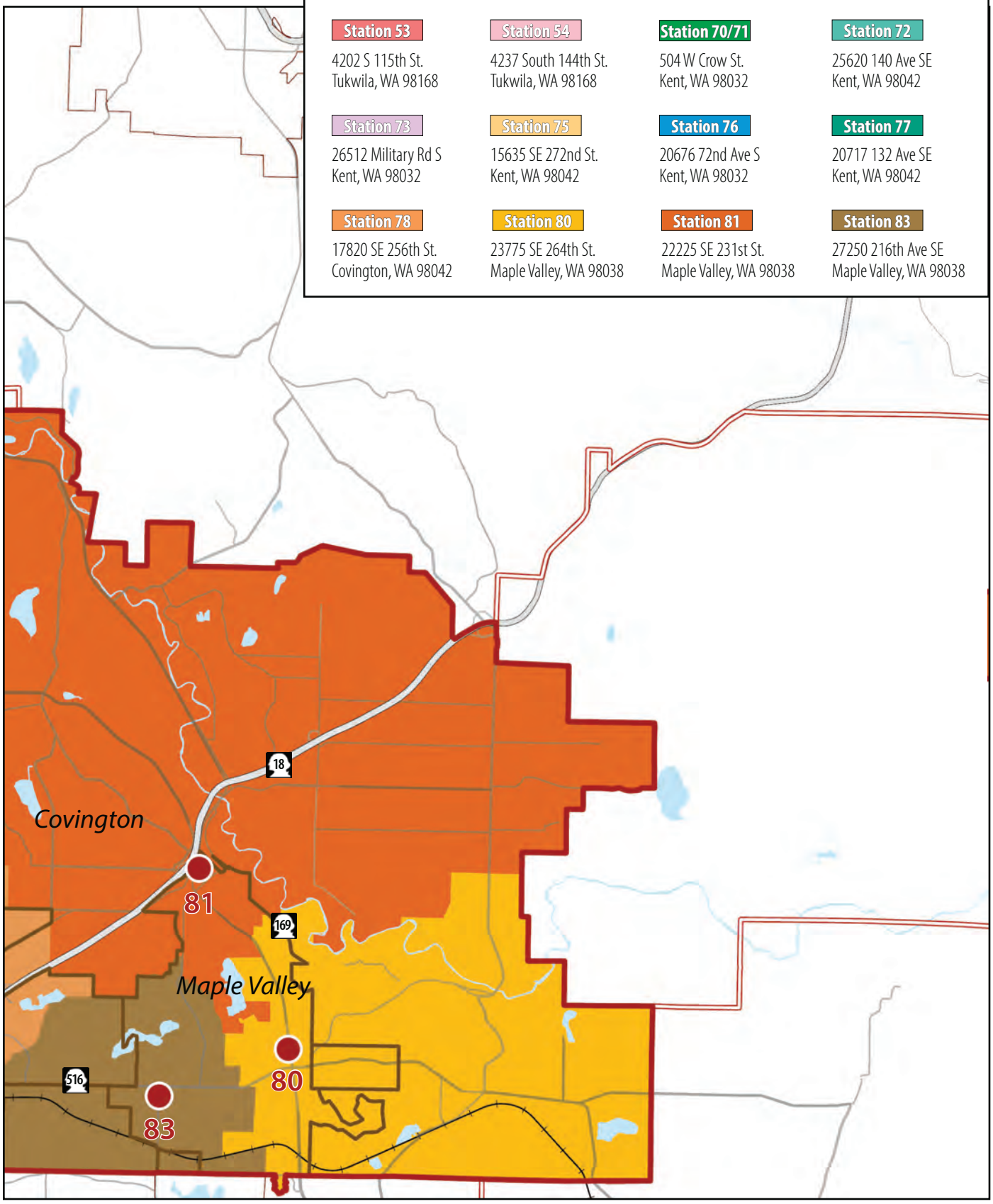
Station 77
20717 132 Ave SE
Kent, WA 98042

Station 78
17820 SE 256th St.
Covington, WA 98042

Station 80
23775 SE 264th St.
Maple Valley, WA 98038

Station 81
22225 SE 231st St.
Maple Valley, WA 98038

Station 83
27250 216th Ave SE
Maple Valley, WA 98038



Fire Station Apparatus Profile

As of January, 2024

Station 45

Battalion Chief 345
Engine 345

Station 46/47

Engine 347
Ladder 346
FD CARES 346

Station 51

Ladder 351

Station 52

Battalion Chief 352
Engine 352

Station 53

Engine 353
Rescue Boat 353

Station 54

Engine 354

Station 71

Engine 371
Engine 471
Heavy Rescue 307
Aid 371

Station 72

Engine 372
Rescue Boat 372
ATV 375

Station 73

Engine 373
Foam Trailer 373
(Zone 3 asset)

Station 74

District Chief 307
Engine 374
Ladder 374
FD CARES 374
Air Rig 374

Station 75

Quint 375
HAZMAT/Decon 375
Tender 375

Station 76

Quint 376
HAZMAT 376
Vehicle Maintenance

Station 77

Engine 377

Station 78

Engine 378
Brush 378
Tender 378

Station 80

Engine 380
ATV 380

Station 81

Battalion Chief 381
Engine 381
Brush 381
Tender 381

Station 83

Engine 383

STRATEGIC GOAL #1

Meet the community's need for service.

The Puget Sound Regional Fire Authority (Puget Sound Fire) serves the diverse population in the cities of Covington, Kent, Maple Valley, SeaTac, Tukwila, and King County Fire Districts #37 and #43, covering 118 square miles. Our resident population is approximately 265,000 in all jurisdictions. We respond to all requests for service and emergencies 24/7/365.

Fiscal Stability

Puget Sound Fire is committed to the communities we serve, and that commitment includes outstanding stewardship of the public funds we are entrusted with. We will always seek economic efficiency and full financial transparency.

Funding for the annexed areas of Puget Sound Fire is provided by a two-part system. The first part is a property tax at the rate of $1.00 per $1,000 of assessed valuation. The second component is the Fire Benefit Charge (FBC), which is based primarily on the size and use of a structure. The FBC can constitute no more than 60% of a regional fire authority's annual operating budget. For 2023, Puget Sound Fire's FBC represented 42% of the annual budget for the annexed service area.

Funding for Puget Sound Fire in contracted cities is received directly from those communities based on projected costs. Those costs are 'trued-up' quarterly to ensure accountability.

We would like to thank you for your continued support and trust in Puget Sound Fire.

Operations

Fire, EMS, Hazardous Materials, and Specialty Rescue responses make up the foundation of what we do.

In 2023, Puget Sound Fire responded to:

45,068 Total Incidents

30,448 EMS Incidents

2,255 Fire Incidents

329 Hazmat Responses

232 Specialty Rescue Responses

Operations Accomplishments (2023)

- Worked with HR to complete one captain, one battalion chief, and two engineer promotional exams.
- Promoted one district chief to the newly formed position Deputy Chief of Operations.
- Promoted one battalion chief to the rank of district chief.
- Promoted one captain to the rank of battalion chief.
- Promoted six fire fighters/engineers to the rank of captain.
- Promoted 19 firefighters to the rank of engineer.
- Cross training and integration of Tukwila Fire Department into Puget Sound Fire.
- Deployed Tender and Type 1 fire engine to support fire operations in eastern Washington.
- 273 fire fighters completed wildland urban interface refresher training.
- Received two Type III fire engines designed to assist with fire protection in the wildland urban interface.
- Received one skeeter brush truck designed to assist with fire protection in wildland urban areas.

Operations Goals (2024)

- Increase staffing to place part time aid car to a full 24 hours.
- Increase staffing to have four personnel assigned to L374 and L346.
- Increase staffing for FD CARES.
- Placing in service five new Type 1 fire engines.
- Placing in service two new Type 3 fire engines.
- Place in service two new skeeter brush trucks.

Emergency Management

Through interlocal agreements, Puget Sound Fire Emergency Management provides services to the cities of Covington, Kent, and SeaTac. The office provides programs in all five phases of emergency management: prevention, preparedness, mitigation, response, and recovery.

Emergency Management Programs

- Community Emergency Response Teams (CERT)
- Disaster preparedness education for community groups
- Disaster plan development, implementation and maintenance
- Emergency Operations Center (EOC) development and support
- Grants management

Emergency Management Accomplishments (2023)

- Improved City EOC functionality through procedure updates, staff identification and training.
- Implemented a Puget Sound Emergency Radio Network (PSERN) radio upgrade.
- Updated Comprehensive Emergency Management Plans (CEMPs) for the City of SeaTac.
- Coordinated regional amateur radio interoperability and communication.
- Established a Disaster Planning Team for Puget Sound Fire.
- Practiced Windshield Surveys during the "Great Shakeout" exercise.

Emergency Management Goals (2024)

1. Puget Sound Fire Disaster Planning

- Review and update Continuity of Operations Plan (COOP) / Continuity of Government (COG) documents for all divisions.
- Continue development of the Puget Sound Fire Disaster Planning Team.
- Update the Hazardous Materials Emergency Response Plan.
- Establish location for Puget Sound Fire's EOC.

2. EOC/DOC Functionality

- Identify and update Emergency Communications Center (ECC) staffing and Department Operations Center (DOC) managers.
- Identify alternate DOC locations.
- Host in-person regional collaboration meeting for Amateur Radio (HAM) teams.

3. Plans Review

- Comprehensive Emergency Management Plans (CEMP)
- Continuity of Operations Plans/Continuity of Government (COOP/COG)
- Hazard Mitigation Plans and Debris Management Plan
- Emergency Management Performance Grant (EMPG) management

4. Training

- Community Emergency Response Team (CERT)
- ECC and DOC training
- Incident Command System (ICS) 300 and 400
- Great Shakeout/Windshield Survey exercise
- PSERN radio training

Fire Prevention

The Fire Prevention Division provides development, business, and investigative services to our contract cities. The primary goals of these services are to reduce the risk of fires, property loss, business loss, and promote life safety for our residents and businesses through education, engineering, and enforcement of regulations. By reducing the risk, we limit the occurrence of these potentially catastrophic loss events.

Development Services

Economic and development activities within our jurisdiction are vital to the quality of life of our communities. We support this growth by ensuring that projects meet the minimum codes and regulations for safety. We achieved this through thorough review and inspection of both new and redevelopment projects that are submitted through the city's permit centers.

Development services include:

- Review of construction documents
- Review of land use documents
- Inspection of new construction and tenant improvements
- Tracking of annual fire protection system testing.

Business Services

Our business community is one of the most diverse in the region. The community includes neighborhood business complexes, manufacturing, industrial, and several large aerospace companies. We support these sectors through inspection, permitting, and consultation services to ensure that they are safe and resilient.

Business services include:

- Business license inspections
- Annual business inspections
- Issuance of operational fire permits
- Fire code complaint investigations

Fire Investigation Services

Puget Sound Fire investigations include three full-time fire origin and cause investigators and two split-duty investigators who cover calls 24 hours a day. The origin and cause of fires are key to understanding the chain of events that lead to fire and loss. The Fire Investigation Unit works in partnership with the Kent Police Department, Tukwila Police Department, King County Sheriff's Office, and the Bureau of Alcohol, Tobacco, Firearms and Explosives. The team works closely with police detectives as well as patrol officers to build comprehensive and detailed case files which include criminal and non-criminal cases.

In 2023, this team investigated **172 fires** covering the jurisdictions of Kent, Covington, SeaTac, and Tukwila. These included **49 incendiary fires**, **63 accidental fires**, **59 undetermined cause fires**, and **one explosion**.

FD CARES
CONNECTING COMMUNITIES TO CARE

FD CARES Regionalization and Expansion of Services

Puget Sound Fire continues to meet our community's need for service by expanding the Fire Department Community Assistance, Referral, and Education System (FD CARES) throughout the region. FD CARES currently covers the jurisdictions of Puget Sound Fire, Renton Regional Fire Authority, Enumclaw Fire Department, Skyway Fire Department, and Kent Police Department. This regional approach allows for economies of scale for all departments involved.

FD CARES is able to provide enhanced services to our community members who do not need emergent care, however, rely heavily on the 911 emergency system for day-to-day care. The FD CARES approach allows our emergency services units to remain in service to handle high-priority calls.

Each FD CARES unit is staffed by a registered nurse (RN) and a social worker. Most community members that our FD CARES team works with have complex medical and social needs. The RN is able to help navigate the community member's complex medical needs with their care providers, while our social workers are able to help with issues such as housing and food insecurities, drug and alcohol rehabilitation, and behavioral and mental health issues.

In 2023, Puget Sound Fire's FD CARES program began providing direct service to the Kent Police Department to help community members who would benefit from the FD CARES team assistance. Their focus was on community members who would not usually require a fire department response but had frequent encounters with local law enforcement.

FD CARES is staffed by nine registered nurses, nine social workers, one intake care coordinator, a uniformed captain, and a contracted program medical director, as well as a substance use disorder specialist.

2,388 Low-Acuity Responses

In 2023, FD CARES…

- Responded to 2,388 calls for service.
- Made hundreds of follow-up phone calls with community members.
- Provided blood draws for firefighter cancer research.
- Administered more than 110 flu vaccines at the Senior Wellness Fair in Kent.
- Participated in drug awareness training in local school districts.

Significant Call - August 1

On Tuesday, August 1, 2023, Puget Sound Fire was dispatched at 5:15 pm to a residential fire in the 21200 block of 94th Place South, in Kent. While responding to this incident, Valley Communications was receiving numerous calls reporting a fire in the area. The fire had grown so large in a small amount of time that smoke was visible to residents as far away as the west hill of Kent, and the Cities of SeaTac and Tukwila. At the time the fire was dispatched, the temperature was approximately 80 degrees, with a wind speed of approximately 12 miles per hour and wind gusts upwards of 20 miles per hour.

Firefighters arrived and the multi-car two-story garage fully engulfed in fire. The garage was attached to a large two-story house. Firefighters also encountered numerous spot fires from the radiant heat, across the street from the burning garage. Due to the number of resources needed to control and extinguish the fire and spot fires, and for firefighter safety, a second alarm was dispatched, bringing additional needed resources to the scene. It took firefighters more than an hour to extinguish the fire and spot fires. Firefighters spent the next two hours extinguishing hot spots and monitoring the properties across the street from the fire to ensure none of the spot fires reignited. Assisting Puget Sound Fire on this incident was Renton Regional Fire Authority, King County Medic One, Kent Police, and the Zone 3 Fire Cadets. The cause of the fire was determined to be accidental and there were no injuries to the residents or firefighters. Given August's high temperatures, the dry conditions, and the wind speed and wind gusts, firefighters and command officers did an amazing job of limiting fire damage to the garage and some landscaping across the street from the garage.

This was the second fire that firefighters responded to on August 1. Earlier that day, firefighters responded to a deck fire in the 9500 block of 221st Place. Firefighters extinguished this fire in approximately 15 minutes and limited the damage to the deck and the house siding. No damage occurred to the interior of the house.

STRATEGIC GOAL #2
Connect with our community.

Public Education

Public Education facilitates and provides community engagements for residents to learn safety and fire prevention before an emergency occurs – strategies proven to prevent injuries and save lives. At many events, a public educator works alongside operational fire personnel to teach aspects of fire safety, fire prevention, and public health training.

Public Education Goals (2023)

- Develop ways to better serve the hearing impaired.
- Train senior citizens living in apartment buildings on safety topics.
- Support local businesses by offering safety classes and electronic forms.
- Develop a catalogue of virtual classes.
- Develop data analytics to measure public education effectiveness.

Public Education Accomplishments (2023)

- Continued public education fire/safety classes.
- Taught CPR/first aid classes for businesses and special groups.
- Represented the department at 113 community engagements.
- Conducted 15 emergency evacuation drills and fire extinguisher training.
- Attended 23 senior population life safety events.
- Taught 16 hours of fire-stopper intervention.
- Developed foundation for data analytics to view the effectiveness.
- Provided smoke alarm/evacuation planning to families with special needs requirements.

Public Education Goals (2024)

- Implement "IMPACT Driving" program in all high schools.
- Present the "Gift of Life" program at two high schools.
- Continue to build a presence in the schools in all five of our school districts.
- Partner with the Chamber of Commerce to build a new business contact list.
- Collaborate with code enforcement to revamp the curriculum for evacuation and extinguisher training for businesses.
- Provide a visual depiction of community engagement events.
- Continue to automate the community engagement process.

Public Information Officer (PIO)

The PIO acts as the liaison between the media and the department.

PIO Accomplishments (2023)

- Responded to numerous incidents ranging from structure fires to trench and river rescues.
- Served as Chair of the Zone 3 PIO program.
- Represented Zone 3 PIOs within the King County Fire Chiefs Association.
- Assisted with coordinating the county-wide roll-out of Heart Month CPR Media Event.
- Coordinated two recruit academy graduation ceremonies.
- Assisted with coordination of eight firefighter memorial services in Washington and Montana.
- Coordinated National Nurse's Week recognition for nurses working in south King County hospitals.
- Conducted refresher training for Zone 3 battalion and acting battalion chiefs.
- Conducted media interviews on heat related emergencies and preventing wildland urban interface fires.

PIO Goals (2024)

- Continue to respond to emergency incidents.
- Conduct refresher training for Zone 3 battalion and acting battalion chiefs.
- Increase the number of non-emergency related social media posts that are shared with the community.

Union Outreach (Local 1747)

Our firefighters contribute to the community through financial assistance, volunteering at events, and sponsorships. The board of the union's nonprofit charitable foundation has voted to change the name from Kent Firefighters Foundation to Puget Sound Firefighters Foundation, reflecting a similar name change by the local itself. Applications at the state and federal level to formally change the charity's name are pending; there may be references to both names in informal use and on promotional material, but the organization is the same.

Union Outreach Accomplishments (2023)

- Participation and monetary support for the City of SeaTac Annual Easter egg hunt.
- 13th Annual Scholarship Program: $1,000 scholarships were awarded to three high school students within our service area.
- Local 1747 annual golf tournament raised $3,000 toward funding Foundation projects.
- Monetary donation to Vine Maple Place to assist families experiencing homelessness.
- Monetary donation to the Rotary club of SeaTac – Tukwila, for the back-to-school program providing supplies, backpacks, clothing for students.
- Monetary donations to youth sports programs in the cities we serve.
- Annual support at Camp Eyabsut by participating in the Chili Cook-off and providing one lunch for the campers and volunteer staff. Camp Eyabsut is a summer camp for youth burn survivors.
- Pink t-shirt campaign: supporting those fighting cancer.

Union Outreach Accomplishments (2023) *(Continued)*

- Sponsored and participated in serving lunches at our senior centers in Kent, Maple Valley, SeaTac, and Tukwila.
- Sponsored four life jacket loaner stations providing upkeep of signage and ongoing availability of life jackets at the following locations:
    - SeaTac - Angle Lake Park
    - Maple Valley - Pipe Lake at Cherokee Bay
    - Maple Valley – Lake Wilderness at the boat launch, public beach, and private beach!
- Support our Troops t-shirt campaign: supporting those who protect our freedoms, and our own members who served or still serve in the military.
- Annual retirees' celebration to thank our retirees who have served the communities and our membership.
- Do the Right Thing program continued helping people by providing things such as a needed shelter, grocery gift cards, donation to help with transportation needs etc.
- Holiday programs:
    - Toys for Joy – provided toys for kids throughout our service area by partnering with the Kent Food Bank, City of SeaTac, and City of Tukwila.
    - The Jerry Woods Holiday Engines collected food and monetary donations that provided support to the Maple Valley Food Bank and Covington Storehouse.
    - Partnered with the Tukwila Police Department in the annual Shop with a Cop Program.
    - Provided 26 families from throughout our service area with holiday baskets consisting of food, essential clothing items and toys for kids.
    - Thank you to all the citizens and community business partners that donated toys, food and funds! Together we helped many people in our community!

STRATEGIC GOAL #3

Develop organizational sustainability and resiliency.

Accreditation

In 2023, the Performance Measurement Division implemented significant changes to our accreditation process. These changes include a complete rewrite of our Community Risk Assessment and Standards of Cover in a new on-line format, a new Risk Assessment method, and two new analysis processes to measure the performance of our Operations Division. A team goal is the building of new automated data collection and reporting tools to better support accreditation. Staff from throughout the organization provided information to fulfill the requirements to maintain accreditation through the Commission on Fire Accreditation International (CFAI).

A new "Reliability" strategy, a metric required for the re-accreditation process, was debuted and has already been used for two non-accreditation related projects. Development of our new Strategic Plan started in 2023 with the goal to align the timing of the Strategic Plan updates with the accreditation schedule. Puget Sound Fire is applying in Spring of 2024 to re-certify for another five years of accreditation. Our commitment to providing exceptional service to the community and continuing to be a trusted partner with various community agencies and groups remains a guiding principle in pursuit of another accreditation term.

STRATEGIC GOAL #3

Develop organizational sustainability and resiliency.

Finance

The Finance Division handles all financial activity of Puget Sound Fire, including accounts payable, accounts receivable, budget development, financial reporting, payroll, and providing audited financial statements.

Finance Goals and Accomplishments (2023)

- Our accounts payable goal for 2023 was to find more efficient methods to handle their workload. Staff attended the Tyler Connect conference to learn about best practices and to connect with others using our Munis Financial system. They also have a goal to have all invoice input into the Munis system within one week of receipt.
- Our division took on billing and receipting for our Fire Prevention Mobile program. As part of that program, we started Tyler Payments, where we could receive credit card payments. The Tyler payments system is up and running. The Fire Prevention Mobile program is working, but we are continuing to look at ways for more efficiency with that program.
- In 2023, our goal was to create a budget that was more comprehensive, and financial statements that align more closely with the budget. As part of this goal, we are preparing a budget book which gives more explanation and transparency to our budget. That goal will continue in 2024.
- Our payroll group goals included gaining more understanding of the Munis system, especially warnings received during payroll processing. Another goal was to become more familiar with Tyler Communities, which gives the team another resource to search when there are system issues.
- Our last major goal was to have move our bank and cash reconciliation process into Munis. This has been a challenge in 2023 after we separated from King County. This work will continue in 2024.

The Finance team is looking forward to more challenges and opportunities in 2024:

- We plan to separate the Maple Valley bookkeeping from the RFA books. This will involve researching, selecting, and implementing a new accounting system for Maple Valley.
- Our accounts payable group is moving our payments to an ACH system. Our goal is to write fewer and fewer warrants and move fully into electronic payments.
- Our payroll team intends to receive certification through PayrollOrg (formerly the American Payroll Association). This will involve additional classes through PayrollOrg.
- We want to move our salary and benefit budget into Munis, using fewer Excel sheets and relying more on our ERP system (Enterprise).

Budget

Puget Sound Fire is a special purpose local government agency that provides fire protection and medical emergency responses to the general public. Puget Sound Fire uses the general fund as the primary operating fund for the organization. Puget Sound Fire is audited annually by the Office of the Washington State Auditor.

- 41% **ILAs** (Suppression, Garage, EM)
- 31.9% **Taxes** (Property, EMS Levy, Other)
- 22.55% **Fire Benefit Charge**
- 4.55% **Other Revenue** (Leases, TriMed, SKCFTC, Interest)

- 61.5% **Salaries**
- 16.6% **Benefits**
- 9.6% **Services**
- 7.6% **Transfers to Capital Fund**
- 4.7% **Goods**

Human Resources

Human Resources is dedicated to reinforcing Puget Sound Fire's culture of outstanding service and exceptional performance by embracing inclusive and welcoming practices. We are committed to partnering with our leaders to recruit and develop a diverse, engaged workforce, provide superb benefit and compensation programs, and foster a safe and healthy work environment with a focus on employee engagement and retention.

Main functions of Human Resources

- Talent management through recruitment, selection, and retention
- Compensation and benefits
- Labor and employee relations
- Maintaining compliance with HR-related laws, policies, etc.
- Organizational training

Human Resources Accomplishments (2023)

- Set up recruitment module in ERP system to provide for collection of applicant materials to hiring and notifications within the system.
- Completed negotiations for a three-year successor agreement with the Mechanics bargaining unit.

Human Resources Goals (2024)

- First cohort of Management Fundamentals, 3-day, in-person course for 25 employees.
- Diversity, Equity, Inclusion and Belonging (DEIB) committee to assess current state, evaluate needs and develop initiatives to move us forward.
- Negotiate successor collective bargaining agreements for Firefighters/Captains and Battalion Chiefs/District and Division Chiefs.
- Implement surveys for new hire and exiting employees.
- Review untapped ERP capabilities to enhance Human Resources functions in order to lessen manual processes.

Puget Sound Fire regularly participates in multiple job fairs, including King County's diversity and recruitment workshops.

Information Technology

The Information Technology (IT) department is responsible for technological innovation and risk mitigation for the agency, while also identifying, supporting, and providing technology solutions and expert services in both a business and operations capacity.

IT is designed to provide best level support in technical, infrastructure, application, and data support services. Technical support handles workstations, resolves technical issues, troubleshoots, and maintains IT systems. Infrastructure services manages servers, mobility, connectivity, and system reliability. Applications services maintains and optimizes business applications. Data support focuses on data management, analysis, and aiding decision-making processes.

Information Technology Accomplishments (2023)

- Successfully completed the integration of Tukwila fire systems, ensuring a smooth migration and enhanced operational efficiency.
- Transitioned to a ruggedized ESO platform, guaranteeing robust, always-on data collection for critical fire-side operations.
- Executed Phase 2 of the station Wi-Fi upgrade, significantly improving wireless access and reliability across all locations.
- Implemented cutting-edge mobile connectivity systems in fire apparatus, enhancing communication and response capabilities.
- Diligently fulfilled the computer life cycle management for all fire stations, ensuring up-to-date and efficient technology use.
- Upgraded and fortified critical applications and infrastructure components, boosting performance and security.
- Deployed a cloud-based business continuity and disaster recovery solution, fortifying the agency against potential disruptions.

Information Technology Goals (2024)

- Organize agency file systems and implement a cloud-based storage solution for improved data accessibility and management.
- Establish a data engineering analytics group and adopt a modern cloud system, enhancing agency decision-making with data insights.
- Implement redundant communication circuits to significantly increase system availability and uptime.
- Enhance the functionality and capabilities of the agency's Enterprise Resource Planning (ERP), streamlining business services for greater efficiency.
- Update essential network communication components, ensuring advanced support, connectivity, and security.
- Standardize and ruggedize technology in fire apparatus, ensuring durability and consistency in critical operations equipment.
- Adopt private cellular network technology, paving the way for more robust, secure, and reliable internal communication channels.

Performance Measurement

Performance Management (PM) is a mix of GIS experts, data analysts, and fire fighters who combine to provide analysis and reports to support data-informed decision making throughout Puget Sound Fire. The team provides routine reports on incidents and emergency response as well as custom reports on demand. The PM group produces the required reports to support accreditation and continuously improves the reporting process. This group also has the primary responsibility for the database used to administer the Fire Benefit Charge.

Performance Measurement Accomplishments (2023)

- Started development of a Fire Benefit Charge database for the newly annexed City of Tukwila.
- Provided analysis and recommendations based on response data for the four newly-annexed fire stations in the City of Tukwila.
- Partnered with several leading fire organizations to improve the Fire Benefit Charge process.
- Adopted a new reliability strategy for accreditation, impact fees, and unit/station coverage evaluations.
- Updated the ESO records management system (RMS) to streamline report entry and provide more accurate and efficient data reporting.
- Developed a database combining multiple reporting systems into a single incident reports database.
- Developed reporting tools for new incident risk assessment strategy to streamline reports required for accreditation.
- Completed full review of deployment model and updated more than 40 changes.
- Updated chief dispatch protocols.
- Completed rewrite of our Community Risk Assessment and Standards of Cover documents.
- Supported our Fire Benefit Charge partner agencies while new staffing was set up for their respective organizations.
- Assisted the City of Tukwila with all data needs for their annexation effort.
- Orchestrated the configuration and launch of the "Live Zone 3 Ops Map" to be viewed and accessed by all fire crews via Tablet Command across the entire zone.
- Completed closest unit analysis to update first due areas for Tukwila and surrounding stations, and updated station orders for area response districts.
- Added existing Tukwila site plans into the Live Zone 3 Ops Map.
- Provided additional ArcGIS Online access for the fire chiefs, Fire Prevention, FD CARES, Fleet, and incoming Tukwila crews.
- Updated the department burn map permitted areas.
- Launched PreFire plan data collection efforts across all department fire stations and within Fire Prevention, to include training, field maps configuration and the PreFire plan manager.
- Supported the KCFD #43 Levy by providing analysis and maps of the proposed new stations 84 and 87.
- Continued analysis to support the purchase of the new Station 70 location.

Performance Measurement Accomplishments (2023) *(Continued)*

- Developed an on-line community engagement survey using Survey123.
- Completed station optimization analysis for Enumclaw Fire Department, exploring at least four different scenarios to facilitate the department's determination of where to put a new fire station(s).
- Prepared an FD CARES department map and an on-line mapping application to support the FD CARES response and administrative operations.
- Defined battalion chief response areas across the zone and provided printed and on-line maps.
- Conducted density analysis for zone-wide rescue incidents and prepared heat maps to demonstrate rescue incident distribution across the zone.
- Updated the South King County Fire Training Consortium (SKCFTC) coverage maps and provided additional 'map test' maps for use by the training consortium.
- Provided GIS support as part of an Incident Management Team (IMT) on incidents in eastern Washington.
- Updated windshield survey route maps for Tukwila and surrounding stations to be used during the annual Great Shake Out exercise and potential response needs.
- Migrated the Community Risk Analysis and Standard of Cover, as part of the 2024 accreditation review, into an on-line GIS platform to illustrate geographic components of the department and present elements in a modern application.

Performance Measurement Goals (2024)

- Adopt new project management process based on recommendations from consultant's assessment.
- Undergo new business transformation to better serve the community.
- Analyze and evaluate moving accreditation process to a central hub.
- Improve user experience for the ESO report management system.
- Identify manual processes that are prime for moving to automation.

Fire Garage

The Fire Garage performs maintenance and repairs on fire apparatus and support vehicles. This service is provided to nine fire departments in the south King County area. There are five repair facilities located in partner agencies. These facilities are supported by a mobile repair truck. The Fire Garage is fully staffed with 18 mechanics, three supervisors, three parts room specialists, and an administrative assistant. Puget Sound Fire is a designated Pierce Fleet Customer, and all vehicle purchases including fire apparatus and staff vehicles are done through the Fire Garage.

Fire Garage Accomplishments (2023)

- Purchased five new replacement fire engines as well as two new wildland urban interface fire engines commonly known as Type 3 engines.
- Purchased two more wildland brush trucks known as Type 5 engines. This is being done to address the ever-increasing threat of wildland fires.

Fire Garage Accomplishments (2023) *(Continued)*

- Implemented a green vehicle initiative and purchased seven electric vehicles to replace aging gas-powered staff vehicles.
- Completed 1,447 work orders for vehicle repairs totaling 16,849 labor hours.
- The parts room completed more than 4,000 purchase orders for parts to keep apparatus in service.

Logistics

In 2023, Puget Sound Fire's Logistics unit was a fully-integrated supply chain providing procurement, facilitating maintenance and repair, inventory, receiving, asset management, surplus, distribution, and customer service.

Procurement is working to modernize procurement policies while streamlining processes, provide transparency and centralize purchasing functions across the organization. With training and education, procurement is responsible for purchasing supplies and equipment, bids, managing cooperative agreements/memberships, contract compliance and federal grant spending compliance.

Our warehouse stocks supplies and some equipment for 17 fire stations. We are responsible for tracking and distributing where the supplies and equipment are sent. Our courier's route includes 17 fire stations, 4 worksites, 7+ vendors and more than 12 hospitals. Logistics provides essential support functions to all divisions of Puget Sound Fire. Logistics supports many programs/divisions throughout the department through purchasing, asset tracking, contracts, maintenance, warranty and more.

Logistics Accomplishments (2023)

- Established new five-year bunker gear contract.
- Recruit Academy 16/17: Sized 46 potential recruits for academies (includes alternates).
- Created 2,066 purchase orders.
- Added more than 300 inventory items to the system for tracking.
- Rolled out universal fit ballistic vests to all first line apparatus.
- Two members attended 2023 Tyler Connect user conference.

Logistics Goals (2024)

- Inventory controls in the warehouse - get apparatus inventory/equipment added to the system.
- Implement work order asset management for PPE and EMS equipment.
- Have each member attend professional development/training.
- Formalize centralized purchasing process.
- Implement inventory cycle counts.

Facilities

The Facilities division conducts asset preservation for Puget Sound Fire's 17 fire stations and numerous support buildings. This is completed with a proactive approach of a strong preventative maintenance program to reduce costly repairs. We also prioritize maintenance requests to ensure mission critical requests are completed so the crews can respond to emergency incidents.

Facilities and Property Management Accomplishments (2023)

- Completed 1,030 maintenance requests.
- Completed 33 project requests.
- Completed annual Plymovent preventative maintenance.
- Completed annual apparatus bay door preventative maintenance.
- Completed required annual backflow prevention device testing.
- Completed required annual fire alarm confidence testing.
- Completed required annual fire protection sprinkler system confidence testing.
- Completed required annual fire extinguisher inspections.

Facilities Projects

- Completed Community Relations office space tenant improvement.
- Completed Fire Prevention office space reconfiguration.
- Completed governance board dias room at the 84th Avenue Business Park.
- Station 81 bunker gear storage room.
- Parking lot sealcoating at Station 80 and 75 – part of asset preservation.
- Completed all station security assessments. Working on implementing suggestions.

Facilities Goals (2024)

- Continue assisting the Fitness Committee with exercise room upgrades.
- Continue office space tenant improvements at the 84th Avenue Business Park.
- Continue with implementing components of the security assessment from all stations.
- Complete preventative maintenance on HVAC equipment, exhaust extraction equipment, and apparatus bay doors.

Training

The South King County Fire Training Consortium (SKCFTC) is in its 14th year pioneering Unified Training for Regional Excellence. The vision of the SKCFTC is to unify and enhance regional training that improves operational consistency by implementing industry best practices and creating a shared culture of excellence.

In 2023, the training consortium was responsible for training more than 1,200 firefighters and paramedics from 15 fire agencies in King County. It completed two recruit academies, teaching Puget Sound Fire new recruits the best practices of our department and the region. After an intensive 22-week process which includes learning fire ground operations and initial Emergency Medical Technician training, recruits are ready to join the ranks in the Operations Division and respond as part of a team to requests for service in the area.

In addition to the initial recruit training, the SKCFTC provides Puget Sound Fire personnel training in the following areas:

- Incident Management (Incident Command System)
- Emergency Medical Technician ongoing training
- Multi-Company Operations
- Fire Apparatus Driving and Engineer Operations
- Truck Company Operations
- Wildland Firefighting
- Awareness, Operations, and Technician level Technical Rescue training in the following areas:
  - Rope Rescue
  - Confined Space Rescue
  - Trench Rescue
  - Structural Collapse Rescue
  - Rescue Boat Operator
  - Rescue Swimmer
  - Swiftwater Rescue
  - Hazardous Materials Response

To ensure all Puget Sound Fire crews stay proficient and ready to serve the community, the SKCFTC also provides on-going professional development training to our current and future leaders. Puget Sound Fire personnel documented more than **100,000 hours of training** in 2023.

Crisis Intervention / Chaplaincy

The Crisis Intervention/Chaplaincy Program provides chaplains who respond at the request of fire units to assist people after experiencing a traumatic event such as the death of a loved one. Our chaplains provide care, comfort, and compassion supporting the emotional needs of the situation. Our Crisis Intervention/Chaplaincy Program includes five chaplains who are on call 24 hours a day, seven days a week and provide services to Puget Sound Fire, the Kent Police Department, and Renton Regional Fire Authority. **This program would not exist without the dedication of our volunteers.**

Chaplain Activities

Our chaplains do more than respond to calls for service when requested by crews. All our chaplains participate in ride-alongs with Kent Police Department and do station visits to Puget Sound Fire and Renton RFA Fire Stations. They also participate in department related activities.

In 2023, our chaplains responded to 497 calls for service, spending 981 hours on scenes. That included 56 calls to assist seven other agencies in the South King County area.

STRATEGIC GOAL #4

Promote the wellness & professional growth of our team.

Health and Safety

In 2023, the department created the position of Health and Safety Division Chief as part of the continuing recognition of the importance of health and safety for its employees. This position will be responsible to coordinate all the programs that address health and safety for the department. In July, John Gallup was promoted to Division Chief and given the assignment of Health and Safety Chief. Many of the programs have existed but were not coordinated by one position. Currently these programs are including the Safety Committee, Equipment Safety Compliance, Peer Support Team, Peer Fitness Committee, Mentorship Program, Annual Medical Evaluation Program, Fire Fighter Cancer Cohort Study, Behavioral Health Program, and the Wellness Committee. The position is in the Operations Division and works directly for the Deputy Chief of Operations. Division Chief Gallup also monitors all major emergency calls and is available to respond to serve as an Incident Safety Officer.

Safety

For 2023, meetings of the committee were changed from quarterly to monthly to facilitate timeliness of addressing safety concerns. The committee is working with the IT division to develop on-line near-miss and safety concern reporting. In addition, they are working to make injury and accident reporting more user friendly. The department also participated in a program by Drexel University to analyze and improve the safety culture of the department. This work will continue forward into following years but promises to improve the culture of the department toward safety and reduce injuries and accidents.

Equipment Safety Compliance

Health and Safety is working with Logistics and Strategic Planning to ensure safety compliance of equipment, clothing, and apparatus purchases. Of note, Health and Safety addressed the potential exposure concerns regarding structural PPE and uniforms. This also includes how our gear is cleaned. Our department is working at the state level with both the WSCFF and WFCA to determine the risk level and what options are available to us.

Peer Support Team

The department has maintained a Peer Support Team for several years and in many ways pioneered its use within the state. Originally started by Chaplain Pat Ellis, the program has grown and matured over the years. Currently the team consists of over 100 members with the goal of one Peer Support Team member for every 4-7 employees and represents uniformed employees, both on shift assignment and day shift along with civilian employees. The Team is also looking to incorporate family and retired member representation. Peer Support is a team of individuals who have taken on the responsibility of practicing affirmed healthy habits in and out of the fire service workplace, while also looking out for and supporting others when it comes to behavioral health and potentially stressful circumstances associated with the fire service. Peer Support has been put in place due to constant exposure to high stress circumstances that have a history of causing mental health injuries.

Peer Support Team *(Continued)*

2023 has brought about many positive changes for the team. First of which was changing the deployment model used for providing peer support for potentially traumatic calls that on-shift personnel respond to. Each shift has a Shift Lead, and each battalion has a Battalion Lead. When a potentially traumatic call is encountered, these leads work with the other team members who are on shift and help coordinate on-shift decompression breaks and defusing sessions with personnel if needed.

This last year has brought a significant amount of attention and resources towards Peer Support and its role in relation to mental health and a person's overall well-being by:

- Focusing our aim and clarifying our role in our organization and how to best serve our members.
- Advocating for behavioral fitness by teaching, encouraging, and practicing verified healthy habits at home and in the workplace given our specific contexts.
- Tasking our peers with modeling that behavior and at the same time looking out for those around them who may be going through stressful situations; ones that may call for extra support.

By modeling our Peer Support practice after the IAFF's "healthy in, healthy out" approach we hope that our team members will receive as much as they willingly give. Our unofficial motto is, *"healthier out than when we came in."* In 2023, our Peers reached out more than 1,800 times for both incident and non-incident related circumstances, coordinated over 30 decompression breaks for fire crews and led approximately 20 defusing after more significant incidents.

Another new and encouraging development is a regionalized and collaborative effort of Peer Support Teams in South King County. The goal is to bring about consistency between the different department teams making it easier to provide support across department boundary lines. Peer Support Teams aim to cultivate more resilient organizations that are well prepared for the impacts of the job while taking care of those who may get overwhelmed or injured in service to our communities.

Mentorship

A pilot program for mentorship was started in 2023 by Chief Conroy. This pilot program focused on providing mentorship to recruit fire fighters starting before academy and continuing during. Because of the success of this program, mentorship has now been adopted and will be expanded to cover the additional ranks of the uniformed staff. A mentorship committee has been formed and is led by Captain Eric Dunkley. The program is continuing the mentorship for recruit fire fighters and expanding it to engineers and captains.

Wellness Committee

The department formed a wellness committee near the end of 2023. The primary work of this committee presently is assessing our current annual physical program and recommending changes. It will also serve to allow employee voices to be heard as the committee makes recommendations. Eventually, this committee will provide the needed oversight and development for all the health and wellness programs in the department.

Annual Medical Evaluation

The department continued its annual medical evaluation program and expanded its cancer screening efforts. All employees were again offered a medical evaluation which included ultrasound scans of major abdominal organs, heart, thyroid, and carotid arteries. 247 members took advantage of the medicals in 2023. Along with recommending and encouraging all employees to participate in cancer screening through their primary care provider, the department partnered with the Grail company and offered their Galleri test to all employees. The Galleri test is a multi-cancer early detection screening test that can detect 50 types of cancers with a 99.5% specificity rate and predict the cancer signal origin, all with a simple blood draw. Early detection is the key to having access to the best treatment options. Many retired fire fighters and family members took advantage of this cancer screening blood test as well.

Fire Fighter Cancer Cohort Study (FFCCS)

Through grant funding the FFCCS was founded in 2016. The study provides a national framework to collect and integrate fire fighter epidemiological surveys, bio markers and exposure data focused on carcinogenic exposures, health effects and prevention in partnership with the fire service. The long-term goal is to follow 10,000 fire fighters from multiple departments across the country over a 30-year period *(Source: FFCCS mission documents)*.

Our department partnered with the FFCCS in 2021. Engineer Caitlin St. Clair took on the role of Liaison and expanded it to include all the area fire departments that participate in our joint fire fighter academy and Training Consortium. Analysis of data already indicates that this will be a profound and impactful study. By understanding the impacts of a career in the fire service we can identify how to limit or eliminate the negative health effects.

Behavioral Health Program

To help off-set the impacts of a fire fighter career on the individual, the department will develop and provide resiliency training as a layer of protection for the fire fighters. This will be based on the concept of the different dimensions of wellness and how it addresses the person comprehensively. Portions have been under development in 2023 and will launch in 2024.

The department will be partnering with The Counseling Team International, TCTI, to provide access to short term counseling services. TCTI will identify, verify first responder counseling experience and train mental health counselors in our area to be available within 96 hours to meet in person with a fire fighter who makes a request. They also provide a 24-7 crisis line should a fire fighter need help immediately.

The department will also be bringing in a sleep class specifically developed to help fire fighters with interrupted sleep improve their sleep quality. Sleep deprivation has been identified as a major component of poor cardiovascular health, increased occurrence of cancers and adverse mental health. Fire fighters because of the nature of their job are routinely sleep deprived.

2023 RETIREES

We extend our sincere gratitude to the following individuals for their ***combined 473 years of service!***

Matthew Morris – Fire Chief
5 YEARS

Terry McCartin – Captain
43 YEARS

John Lytle – Captain
36 YEARS

Eric Pedersen – Captain
36 YEARS

Kurt Self – Captain
35 YEARS

Steve Parsons – Engineer
35 YEARS

Jeff Bingaman – Captain
34 YEARS

Greg Johnson – Engineer
34 YEARS

Travis Butcher – Engineer
33 YEARS

James Medema – Engineer
33 YEARS

Rick Fetherston – Captain
32 YEARS

David Little – Engineer
32 YEARS

Brian Schoonhoven – Engineer
32 YEARS

Brian Lucero – Captain
27 YEARS

Nikki Smith – Engineer
23 YEARS

Wilbur Lee
Fire Apparatus Mechanic
3 YEARS

WELCOME TO PUGET SOUND FIRE

2023 New Hires

In 2023, Puget Sound Fire hired several new firefighters and support staff. These new department members are a welcome addition to our team.

Civilian Employees

Our civilian support staff are critical for the operation of Puget Sound Fire.

Name	Position	Division
Aaren Kvale	Fire Apparatus Mechanic	Fire Garage
Brelynn Boyce	Public Educator	Community Relations
Christian Rojas-Kramer	Admin I	Fire Administration
Daniel Kulikowski	Fire Apparatus Mechanic	Fire Garage
Derek Gjertsen	Facilities Manager	Facilities
Emily Gardner	Human Resource Analyst	Human Resources
James Ferguson	Auto Technician	Fire Garage
Kassandra Morgan	Community Social Worker	FD CARES
Keith Fryer	Technical Support Specialist II	Information Technology
Keoki Chee	Parts Assistant	Fire Garage
Luke Connolly	Community Social Worker	FD CARES
Margaret Burdick	Human Resource Analyst	Human Resources
Michael Smith	Fire Apparatus Mechanic	Fire Garage
Moriah Miller	Volunteer Chaplain	Health and Safety
Nathan Wood	Tech Support Specialist II	Information Technology
Olivia Holt	Admin I	Fire Training
Teri Smith	Human Resources Director	Human Resources

2023 New Hires — Continued

Probationary Firefighters

2023 brought several new firefighters into our organization due to retirements and vacancies to be filled. The following completed the academy and have joined the ranks of the suppression division.

Aaron Henry	Ethan Blechschmidt	Joseph Giron
Aaron Mochizuki	Ethan Keyser	Levi Nicholas
Adam Long	Ethan Correa	Michael De La Torre
Alan Arneson	Fiona Morgan	Ridge Quitoriano
Astrid Martinez	Hunter Smith	Sarah Hiegel
Carlos Montemayor	Isaiah Brown	Sebastian deBont
Chancellor Konig	Joanna Ferraud-McKittrick	Tanner Woelber
Colton Richards	Jordan Peterson-Scotter	Valeria Pinos Aguirre
Daniel Jones	Jose Perez-Coria	

Promotions

In 2023, there were several promotions for uniformed as well as civilian staff. Congratulations to all who were promoted!

Leadership Promotions

Brian Carson	Promoted to Fire Chief
Daniel Conroy	Promoted to Assistant Chief
Rick Cox	Promoted to Deputy Chief
Sean Penwell	Promoted to Deputy Chief
John Gallup	Promoted to Division Chief
Jason Konieczka	Promoted to District Chief
Steve Wysocki	Promoted to Information Technology Director

Battalion Chief Promotions

Patrick Smith		

Captain Promotions

Ben Rasmussen	Brian Keaveny	Cody Boyd
Blake Gorle	Brody Faire	Jeromy Waddell

Promotions — Continued

Engineer Promotions

Andrew Cox	Gary Merrell	Marika Muesegades
Andrew Davis	Gordon Lerman	Michael Soler
Austin Burton	Jeremy Wood	Mitchell Shoudy
Brooke Robinson	Joseph Walker	Ryan Buelow
Deshainte Slaughter	Joshua Kraght	Tyler Hanson
Emily Depauw	Kameron Banister	
Ewan Robson	Kyle Wade	

Civilian Promotions

Ben Clemente	Promoted to Application Administrator I
Kristen Rodal	Promoted to Human Resources Coordinator
Morgan DeHan	Promoted to Mechanic Supervisor
Sean Green	Promoted to Mechanic Supervisor

Awards and Recognitions

Puget Sound Fire recognized several individuals for their excellence in 2023 during our annual awards ceremony. These awards cover several different categories and are voted on by peers as well as input from the executive staff.

Officer of the Year

Given to an individual who embodies those characteristics and skills which exemplify excellence in leadership and an individual who exemplifies characteristics and attitudes that promote and nurture excellence in team and department. The recipient for 2023 was **Captain Bill Rodal**.

Firefighter of the Year

Given to an individual who embodies those characteristics and skills which exemplify excellence in Firefighting and Emergency Medical services, and an individual who exemplifies characteristics and attitudes that promote and nurture excellence in team and department. The recipient for 2023 was **Engineer Pierce Beigh**.

Awards and Recognitions — Continued

Employee of the Year

Given to a civilian department member who consistently and with a high degree of excellence, exemplifies the best of the organization in actions and attitude and an individual who exemplifies characteristics and attitudes that promote and nurture excellence in team and department. The recipient for 2023 was **FD CARES Lead Nurse, Daniel Henriquez**.

Medal of Valor

Given to an individual who distinguishes themselves by conspicuous bravery involving other persons actually present, where extreme personal danger is involved. The recipient for 2023 was **Engineer Colin Ferris**.

Distinguished Service Award

The Distinguished Service Award is given to An individual who exhibits unusual thoughtfulness, conscientiousness, determination, and initiative in the performance of duty over a period of time, and who's action brings honor and distinction to the department. Three members of our department were chosen by their peers for this award: **Division Chief Jon Napier, Operations Analyst Kelley Jensen, and Captain Bill Rodal**.

Awards and Recognitions — Continued

Unit Citation – Valor

The Unit Citation - Valor is given to individuals, company, or team showing exemplary service and professionalism while demonstrating heroism or performing a heroic act in the service of others. The units that received this honor were:

Engine 373 – Captain Christian Clausnitzer, Engineer Chase Johnson, Firefighter Jose Perez-Coria
Rescue 307 – Captain Mike DeGooyer, Engineer Joe Walker, Engineer Alex Riedo, Engineer Aaron Boyce
Rescue 307 – Captain Zachary Dean, Engineer Corey Mish, Engineer Tim Buban
Rescue 307 – Captain Jeff Greene, Engineer Jordan McClain, Engineer Colin Ferris
Ladder 374 – Captain Adam Downs, Engineer Greg Johnson, Firefighter Phil Herron

Unit Citation

The Unit Citation is given to individuals, company, or team showing exemplary service and professionalism while demonstrating a strong commitment to excellence and dedication. The units that received this honor were:

Rescue 307 – Captain Jeff Greene, Engineer Colin Feris, Engineer Blake Gorle
Ladder 346 – Captain Art Weichbrodt, Engineer Beau Wilkins, Engineer Rey Mills
Ladder 351 – Captain Mark Morales, Engineer Matt Fink, Engineer Scott Aguilar