



Snohomish County Chiefs' Association
General Membership
11:30 a.m.
November 7, 2023

PRESENT:

Dave Kraski
Jim Haverfield
Eric Andrews
Keith Strotz

Vice President North County Fire
Secretary/Treasurer Snohomish County FPD 17
Medium Agency Director Snohomish County FPD 19
Small Agency Director Snohomish County FPD 26

Brian Murphy
Julia Tesch
Joel Johnson
Mike Calvert
Dave DeMarco
Paul Gagnon
Bill Dane
Jennett Nielson
Ned Vander Pol
Glen Albright
John Cermak
Dr. Ryan Keay
Andie Burton
Kurt Mills
Terry Peterson
Dara Salmon
Eric Smith
Don Waller
Christine Montagne-Heike
James Reinhardt
Ryan Shaughnessy
Rob Fisher
Vince Reed
Lisa Defenbaugh
John Chalfant
Bob Eastman
Joe Hughes
Shaughn Maxwell
Dave Ruddell

BERK Consulting
BERK Consulting
Darrington FPD 24
Everett Fire
Everett Fire
Everett Fire
Granite Falls FD17
Marysville Fire
Marysville Fire
Mukilteo Fire
North County Fire
Snohomish County MPD/SCEMS
Sno911
Sno911
Sno911
Snohomish County DEM (SCDEM)
SCDEM
Snohomish County FPD 4
Snohomish County FPD 4
Snohomish County FPD 15 (Tulalip)
Snohomish County FPD 15 (Tulalip)
SRFR
SRFR
South King County Fire
South County Fire
South County Fire
South County Fire
South County Fire
South County Fire

Call to Order Meeting called to order at 11:29 hours.

- A. Adopt / Adjust Agenda** No changes or additions to the agenda.
- B. Minutes**
- **Discussion:** No discussion.
 - **Action: Motion** by Chief Eastman to approve the minutes of the October 2, 2023, meeting. **Seconded** by Chief Cermak. **Approved** unanimously.
- C. Treasurer's Report**

- **Discussion:** Chief Haverfield did not have a formal report but mentioned that no assessments for the Nurse Navigator program have been sent out yet. Assessments will start in January.

D. Old Business

- 1. County Evacuation Plan Correspondence with DEM** (attached)
- 2. SnoCo DEM Evacuation Planning Update** (Chief Andrews & Dara Salmon) County wide evacuation plans are being developed but are primarily based on the assumption that Highway 2 will be impassable. The plans need updating to include more common evacuation and shelter-in-place scenarios. All stakeholders (Fire Chiefs, Sheriffs, Public Works Crews, WSP, WADOT, etc.) need to be included in the discussion of when and how to evacuate. SCFCA sent a letter (attached) outlining the group's concerns and preferences regarding who should be authorized to designate evacuation zones. Once the DEM has completed the draft of its plan, it will be brought before the SCFCA for review and input. The version currently available is not the most up to date nor is it operation focused. Thanks to Dara and Chief Andrews for their work on this issue.
- 3. Nominations for role of SCFCA President** (Chief Hots) Chief Hots was involved in fighting a fire and could not oversee nominations. This topic will be revisited at the next meeting.

E. New Business

- 1. Women in Fire** (Lisa Defenbaugh) The Women in Fire is a recruitment and general fire career awareness program currently implemented in King County. Snohomish County statistics show that in Snohomish County only 6% of the fire force is female, less than 1% of officers are female, and there are no female chief officers. Bringing the program to Snohomish County should help diversify the work force. It is an extremely popular program in King County, accepting only 32 applicants last year, while turning away over 100 applicants. Jenny Shin has developed the program. It is a 2-day program including both Fire and EMS hands-on skills, CPAT use, fire tools, and CPR skills. The program is offered twice a year in King County. The proposal is to begin offering the program once a year in Snohomish County. SRFR has budgeted to pay for the first program. Jessica Hanna (jessica.hanna@srfr.org) will oversee the first Snohomish County program, tentatively scheduled for April in Shoreline. The Chiefs' association is being asked to support and advocate for the program by specifically:
 - + Working with Jessica to develop a formal application process (online screening).
 - + Helping secure facilities and dates with easy access and parking for future programs.
 - + Budgeting to pay OT to the mentors and instructors in the program (about a 25-hour commitment per mentor/instructor involving 5 hours of preparation on a Friday and 10 hours of instruction on both the following Saturday and Sunday).
 - + Encourage current female FF to become instructors for the program.
- 2. SNO911/BERK Study Final Presentation** (Brian Murphy, Julia Tesch) A printed copy of the presentation is included as an attachment.

Discussion (1): The report and its recommendations were drafted after surveying the 20+ Snohomish County service providers, the SCFCA Executive Board and looking at best practices in neighboring counties. Three main challenges were identified: (1) Lack of support from EMS Agency (2) Widely varying approaches to Fire Training (3) Inconsistent pool of diverse applicants. BERK's recommendations center around developing a shared vision for the agencies in the county, specifically to focus on: (1) Sharing responsibility for helping SCEMS become more effective, initially by hiring an interim director to oversee the program; (2) Developing consistent training requirements across the county; and (3) Coordinating recruitment to ensure a shared pool of diverse applicants. Once these initial steps are taken, agencies could work on coordination of other endeavors such as equipment purchases, budgeting priorities, and officer training. SCEMS would benefit from a Governance Task Force to give an opportunity for all stakeholders to have input. Fire Chiefs would still be primary decision makers in this model and agencies would need to craft ILAs with SCEMS. Based on the data gathered, BERK has 5 Recommendations for the group:

- (1) Accept the BERK Report;
- (2) Adopt the SCEMS 2024 Budget;
- (3) Hire an Interim Director for SCEMS;
- (4) Plan a short-term governance model involving the director and agency representatives; and
- (5) Recommend steps #1-4 to the SNO911 Board.

Action: Chief Andrews made a **motion** to accept the BERK Report as presented. The motion was **seconded** by Chief Cermak and **passed** unanimously.

Discussion (2): SCEMS is forecasting ~\$140,000 carryover in the budget which is recommended to be kept as a reserve balance. Planned expenses would include: the interim director's salary of ~\$144,000, ~\$20,000 for a contract with a governance facilitator, Salary for the 3 current PT Staff to include a 5.4% COLA, and a \$30,000 contingency fund. This would all be funded through EMS assessments.

Action: Chief Andrews made a **motion** to adopt the 2024 SCEMS budget as presented. The motion was **seconded** by Chief DeMarco and **passed** unanimously.

Discussion (3): There were questions about the responsibilities that would be assigned to the interim director, the length of their contract, and whether the E-Board had a candidate already in mind for the position. The director would be tasked with the day-to-day operations of SCEMS and make monthly reports to the Fire Chiefs. SNO911 would hold the contract as SCEMS would be based at their facility. The E Board revealed they have retired chief Scott Dorsey in mind for the position.

Action: Chief Eastman made a **motion** to request the SNO911 Board extend a 1099 contract to Scott Dorsey to be the interim director of Snohomish County EMS and reimburse him up to \$144,000 per year through the end of 2024 with the ability to modify

or terminate the contract at will. The motion was **seconded** by Chief Andrews. The Initial round of voting was interrupted with a point of order to determine the maximum number of votes allowed per agency. Chief Andrews reviewed the bylaws and shared that only 3 votes per agency can be counted. A second show of hands recorded 19 AYE votes , 3 NAY votes and zero ABSTENTIONS. The motion **passed**.

Discussion (4): There was discussion about the number and type of representatives that should be included in the governance task force for SCEMS. Representation was requested to include at least 3 chiefs - one each for the small, medium, and large fire districts, someone from the EMS Trauma Board, 2 representatives from the SNO911 Board and a Commissioner or other elected official from participating agencies.

Action: Chief DeMarco made a **motion** to recommend formation of a Governance Task Force comprised of representatives from small, medium, and large fire agencies, the EMS Trauma Board, the SNO911 Board and other elected officials from participating agencies to work with the interim EMS director. The motion was **seconded** by Chief Cermak and **passed** unanimously.

Discussion (5): Since SNO911 will hold the SCEMS contract, their Board will also need to adopt the BERK recommendations.

Action: Chief Waller made a **motion** to formally request the SNO911 Board participate in a temporary governance task force for SCEMS by adopting the BERK recommendations and appointing an interim director for the agency. The motion was **seconded** by Chief Lundquist and **passed** unanimously.

3. **County Mid/High-Rise Tactical Operations SOG** (BC Fischer & DC Chalfant A printed copy of the SOG is included as an attachment.

Discussion: Snohomish County continues to grow, and we are seeing more mid- & high-rise construction (hospitals, casinos, condos, etc.) Given the number of FF required to handle a md-rise or high-rise incident (90 - 100) combatting these scenarios must be a collaborative effort of county agencies. South County crafted a document for SOG in 2019 after attending a training conference in Florida. The Fire TAC committee has seen the SOG and recommends adopting the South County document as a working document for Snohomish County providing Pre-Fire and Back Fill plans are added to it and discussions with Fire Marshals and Prevention Officers are included to Address safety and code issues.

Action: Chief Andrews made a **motion** to recommend adoption of the South County SOG as a SCFCA document with the additions of Pre-Fire and Backfill planning and input from Fire Marshals and Fire Prevention Officers about safety and code issues. The motion was **seconded** by Chief Cermak and **passed** unanimously.

F. **Reports**

1. **DEM/Incident Management** Eric Smith - *Homeland Security Program Analyst*) Eric Smith distributed a flyer with a QR code survey to collect data on Snohomish County

Firefighting, SAR, and Hazardous Material Funding. A copy of the flyer is attached to the minutes - 1 survey per agency please.

2. **Sno911** *Kurt Mills* - No additional reporting/discussion apart from the BERK Report.
3. **Fire Commissioners** *Don Waller* - No new information
4. **Fire Marshal** *Lori Burke* (Absent)
5. **Fire TAC** *Eric Andrews* - IMS procedures are being updated.
6. **Legislative** *Shaughn Maxwell* - No report.
7. **Fire Prevention** *Shawneri Guzman* (Absent)
8. **EMS** *Roger Vares* (Absent)
9. **Training Consortium** *John Cermak* - No report.
10. **Training Officers/Safety** *Troy Elmore* (Absent)
11. **Special Ops** *Dave Ruddell* - No report.
12. **Policy / Procedure Review Committee** *Eric Andrews*
13. **Washington State Fire Chiefs** *Michael McConnell*

G. Announcements/Good of the Order

1. March 22 - 24 will be the 10-year anniversary of the Oso Mudslide. All first responders are invited to gather for the memorial dedication - more specific information will follow - contact Joel Johnson jjohnson@darringtonfire.org
2. Providence nurses will go on strike the week of 11/13/23. There will be replacement nurses hired, and there should be minimal impact on provision of service, although all units should be aware 0600-0700 is a transition hour. Hospital updates will come through Susan Bjorling and the mailing list. Zoom invites will be issued if the need arises.

H. Adjournment Motion to adjourn proposed by Chief Cermak; **seconded** by Chief Eastman and approved unanimously.

The meeting adjourned at 1320 hours.

Minutes prepared and submitted by:
Christine Montagne-Heike- Snohomish Fire District 4

Next Meeting:
December 4, 2023

1130 hours
Shawn O'Donnell's

Attachments:

DEM Letter
BERK Study
Hazmat Survey
Mid-and-High-Rise Guides

DRAFT



Snohomish County Fire Chiefs' Association

"Progressive Fire Protection Through Cooperation"

Established 1970

12425 Meridian Ave S, Everett 98208

P: (425) 551-1270 F: (425) 551-1273

Officers

President

Chief Thad Hovis

Vice-President

DC Dave Kraski

Treasurer

Chief Jim Haverfield

Immediate Past President

Chief Travis Hots

Directors

Large Agencies

Chief Kevin O'Brien

Medium Agencies

Chief Eric Andrews

Small Agencies

Chief Keith Strotz

Liaisons

Legislative

AC Shaughn Maxwell

Fire Commissioners

Chief Don Waller

Training/Safety Officers

Captain Shaughn Rice

Special Operations

BC David Ruddell

EMS Council

Chief Dennis Fenstermaker

Fire Prevention

Shawneri Guzman

Washington Fire Chiefs

Chief Kevin O'Brien

Policy/Procedure Committee Chair

Chief Eric Andrews

SN0911 Fire Tac

Chief Eric Andrews

Thad Hovis, President
Dave Kraski, Vice President
Snohomish County Fire Chiefs' Association

Lucia Schmit, Director
Snohomish County Department of Emergency Management

October 18, 2023

Dear Lucia,

The Snohomish County Fire Chiefs' Association (SCFCA) is writing you to request additional dialogue on a topic related to the safety and well-being of Snohomish County residents. Our intention is to clarify the issue of authority concerning the designation of evacuation zones during emergencies.

This subject has gained the SCFCA's attention while reviewing the evacuation plan issued by the Snohomish County Department of Emergency Management (DEM). This critical issue of authority to designate evacuation zones surfaced at the Bolt Creek Fire incident in 2022. It is the SCFCA's belief that establishing a clear and shared understanding on this topic is critical to prevent any future potential disputes or miscommunication which could have dire consequences at future county incidents.

In many Washington State counties, it is accepted and often legally recognized that the Sheriff's office holds the responsibility to designate evacuation zones. This perspective primarily arises from the belief that the enforcement of evacuation zones is inherently a law enforcement matter. We acknowledge and respect the integral role that Snohomish County law enforcement agencies play in the evacuation process, especially when enforcing the exclusionary aspects of evacuation orders. However, the SCFCA's membership believes that the responsibility for establishing the boundaries of evacuation zones should rest with those working within the Incident Management System (ICS) structure, specifically, the Incident Command Officer (ICO).

As you are aware, the ICS framework is designed to be adaptable to the unique demands of each incident. In some instances, this may involve the appointment of a "Unified Command," where multiple ICOS are designated. Our position is that the ICO, or the designated ICOS in cases of Unified Command, should possess the authority to determine evacuation zones. This approach aligns with the principles of the ICS, which emphasize unity of command and efficient decision-making. We believe that adopting this approach will lead to a more coordinated and effective response at emergencies, including but not limited to fire incidents, hazardous materials incidents, and law enforcement events.

We would appreciate the opportunity to engage in constructive stakeholder conversations regarding this subject matter. DEM and SCFCA share a common goal to ensure and protect the well-being of the communities we serve within our county. A

clear understanding of the authority and process for designating evacuation zones will support our common goal and is essential to avoid confusion and delays when minutes and seconds count during an evacuation.

SCFCA's Executive Board looks forward to your response and any discussions that arise from this communication.

Sincerely,

Thad Hovis

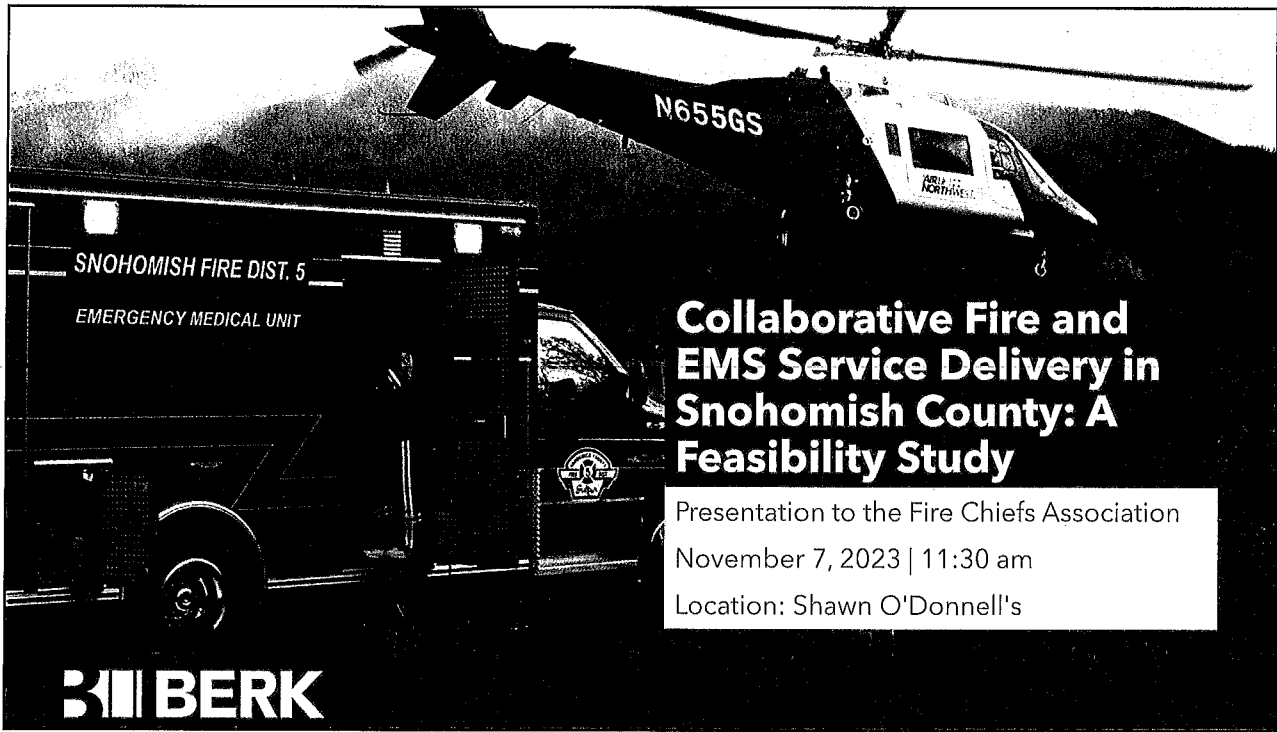
[Thad Hovis \(Oct 18, 2023 16:46 PDT\)](#)

Thad Hovis
President

Dave Kraski

[Dave Kraski \(Oct 25, 2023 11:59 PDT\)](#)

Dave Kraski



Collaborative Fire and EMS Service Delivery in Snohomish County: A Feasibility Study

Presentation to the Fire Chiefs Association
 November 7, 2023 | 11:30 am
 Location: Shawn O'Donnell's

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CONSULTANT INTRODUCTIONS



Brian Murphy
 Project Manager
 & Lead Facilitator



Julia Tesch
 Co-Facilitator
 & Analyst

Our role as consultants

- Serve as process guides, facilitators, and objective analysts.
- Create opportunities for safe and productive input from stakeholders.
- Facilitate decision-making and strategy setting.




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TODAY'S MEETING



- **Objective:** Review and adopt BERK's final report
- **Agenda:**
 - Project Recap
 - Summary of Input
 - Recommendations Overview
 - Organizational Structure



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PROJECT RECAP



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CONTEXT AND DESIRED OUTCOMES AS STATED AT PROJECT ONSET

Context

- Rapid growth and fiscal constraints are straining fire/EMS providers in Snohomish County
- There are opportunities to strengthen the efficiency and effectiveness of fire/EMS service delivery in Snohomish County through greater cooperation among providers



Desired Outcomes for this Phase

- Shared understanding of the current state
- Consensus around a long-term vision for fire/EMS provision in Snohomish County, including:
 - Risks and areas of concern
 - Planning for the future

Potential future phase of work: Implementation planning for functions we identify for collaboration: identifying potential governance and decision-making structures; cost-sharing and funding models; and implementation steps



PROJECT APPROACH

Engage Snohomish County Fire/EMS providers and key partners

- Stakeholder interviews
- Fire Chiefs E-Board engagement
- Workshop with all fire and EMS stakeholders in the county on September 20, 2023

Peer review

- Identify learnings from models elsewhere

Role of the E-Board has been to:

- Provide input into the process
 - Represent the diversity of perspectives in the county
- Review findings and identify key takeaways



SUMMARY OF INPUT



CURRENT STATE OVERVIEW

- 20+ providers deliver fire and EMS services in Snohomish County with differences in communities and resources
 - **Community differences:** population size and density
 - **Agency differences:** deployment model (full-time career, part-time, all-volunteer) and local EMS levy
- Increasing coordination and interdependence, particularly given mutual aid agreements and borderless dispatch for some calls
 - Independent agencies and some collaborative bodies operate as a de facto, but not well-coordinated, "system"

Provider	Pop (2020 OFM)
South Snohomish County RFA	270,367
Snohomish Regional Fire & Rescue	176,499
Everett Fire Department	112,300
Marysville RFA	86,517
North County RFA	45,864
District #4	29,723
Mukilteo Fire Department	21,560
District #17 (Granite Falls, inc'l Dist. #23)	14,770
District #21 (Arlington rural)	9,358
District #5 (Sultan)	9,292
District #15 (Tulalip Bay)	5,177
District #22 (Getchell)	5,275
District #26/#28 (Sky Valley/Gold Bar)	5,565
District #19 (Silvana)	3,554
District #24 (Darrington)	3,330
District #16 (Lake Roesinger)	3,112
District #25 (Osso)	955
District #27 (Hat Island)	89
Paine Field/Airport Fire	0



WHAT WE HEARD: HIGH-LEVEL INTERVIEW FINDINGS

- Consensus that interagency collaboration has improved significantly in recent years and should continue to increase
- 3 primary focus areas:
 - 1. EMS system**
 - 2. Fire training**
 - 3. Recruitment**
- Barriers: differences within the county create legitimate challenges and concern with "egos"
- Guiding principle that should guide collaboration: "focus on the customer"
- Over the long-term, some level of agency consolidation is likely



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PROBLEM STATEMENTS

EMS SYSTEM

- External forces place significant pressure on EMS service delivery
 - Increasing population
 - Changing demographics and social conditions
 - Resource constraints
- Little centralized capacity to help providers learn, adapt, or coordinate standardized EMS service delivery models
- Differences in training approaches lead to differences in response approaches, hindering collaboration
- Many stakeholders do not see SCEMS to be effective in its role, though note recent improvements
 - Lack of clarity about SCEMS's role and some duplication in effort between SCEMS and providers
- A few large providers provide a significant proportion of funding to SCEMS
 - Risk should these providers choose to pull their support



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PROBLEM STATEMENTS CONTINUED

FIRE TRAINING

- Differences in training approaches at different training groups lead to differences in response approaches, hindering collaboration
- Firefighters who move between providers may be required to take duplicative training

RECRUITMENT

- Members at smaller providers often move laterally to larger providers, which typically offer career positions with higher wages
 - Occurring increasingly quickly after a member starts work at smaller provider, hindering smaller providers' ability to receive a return on their investment in recruiting and training these individuals
- Members who make these moves typically go through basic training at both organizations



Sample engagement activity from all-stakeholder workshop to develop recommendations

Draft Vision for a Desired Future
Do you agree with the draft vision for a desired future? (See slide 16.)

Disagree	Could agree pending significant changes	Agree with or w/ minor changes

RECOMMENDATIONS OVERVIEW



LONG-TERM, HIGH-LEVEL VISION

Greater coordination, alignment, and collaboration strengthens individual agencies, countywide systems for fire and EMS service delivery, and the development of personnel.

Key Attributes

1. **EMS:** Effective and efficient support for providers' EMS functions contributes to a high level of EMS care in the county
2. **Training:** Countywide alignment in training establishes a foundation for greater collaboration
3. **Recruitment:** Collaborative recruitment mitigates staffing challenges

Outcomes

- Improved service for customers
- Seamless operations
- Excellence in training
- Positive experiences for personnel
- Efficient use of resources



COLLABORATIVE FUNCTIONS OF THE LONG-TERM STATE

EMS

- Coordinate EMS training
- Track recertification (opt-in)
- Coordinate between the Fire Chiefs Association and the MPD and SCEMS council
- Provide admin support to the MPD and SCEMS council regarding their legally required duties

Training

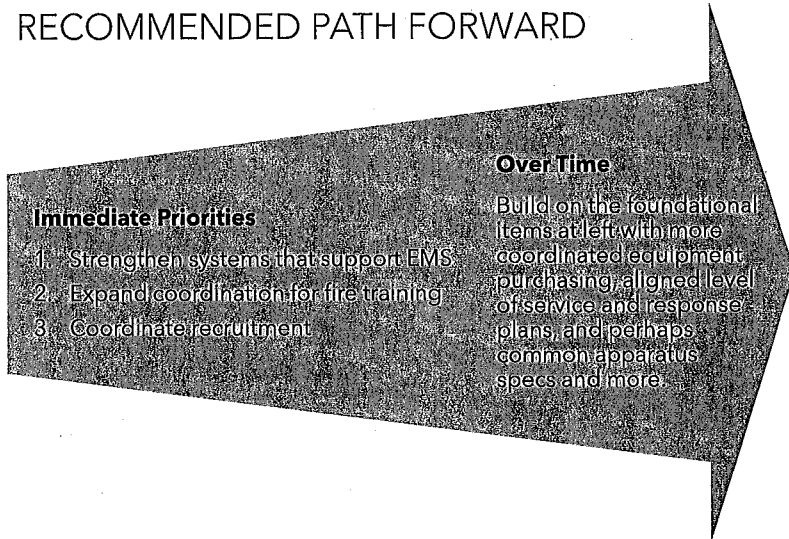
- Coordinate across separate training consortiums
- Maintain countywide training parameters

Recruitment

- Coordinate a countywide recruitment platform



RECOMMENDED PATH FORWARD



Long-Term Vision

Greater alignment and collaboration leads to:

- Improved service for customers
- Seamless operations
- Excellence in training
- Positive experiences for personnel
- Efficient use of resources



RECOMMENDED IMMEDIATE NEXT STEPS

1. Hire an interim director for SCEMS to facilitate immediate improvement and report status updates to the Fire Chiefs
 - Maintain SCEMS as an independent organization until governance issues are determined
2. Convene stakeholders (see right) in a task force to determine the governance structure for the EMS function

Potential EMS Governance Task Force Stakeholders

- Snohomish County Fire Chiefs Association E-Board
- Snohomish County EMS/TC Council
- Sno911 Board and staff
- MPD
- SCEMS interim director
- Consultant support



MID- TO LONG-TERM RECOMMENDATIONS: PRIORITY 1. STRENGTHEN THE SYSTEMS THAT SUPPORT EMS

The Vision

Effective and efficient support for providers' EMS functions contributes to a high level of EMS care in the county

- Some countywide services and some opt-in functions
- Centralized data collection and continuous learning informs protocol development and ongoing provider education to meet the highest standards and evolving best practices

Recommendations

- A. Rebuild and restructure SCEMS to be an effective organization:
 - i. Integrate countywide EMS functions into Sno911 as an EMS Department and dissolve the formal SCEMS organization
 - ii. Establish a strong permanent leadership role for the EMS Department with alignment with the Fire Chiefs Association
 - iii. Establish clear roles and responsibilities for the organization and Board
 - iv. Develop a strategic plan, including service commitments and performance measures
 - v. In the long-term, consider incorporating delegate physicians into the EMS Department structure
- B. Initially focus the roles of EMS Department, SCEMS Council, and the MPD on:
 - i. Conduct QA/QI that ties to protocol development and ongoing training
 - Develop protocols based on countywide data analysis
 - Develop content for ongoing training
 - Opt-in: track recertifications
 - ii. Coordinate the establishment of EMT training standards and training delivery

- Notes:**
- Increased coordination will require additional base funding
 - Some services would be offered as opt-in



MID- TO LONG-TERM RECOMMENDATIONS: PRIORITY 2. EXPAND COORDINATION FOR FIRE TRAINING

The Vision

Countywide alignment in training establishes a foundation for greater collaboration

- All members are part of a countywide training system and have access to excellent training and career development opportunities
- Some logistical aspects of training continue to differ based on the provider deployment model and culture

Recommendations

- A. Establish a committee under the Fire Chiefs to develop training parameters for FF 1 and FF 2 training in line with IFSAC standards
- B. Deliver training through multiple venues, with transferable credit between venues
 - Coordinate timing of training delivery
 - Use IFSAC evaluators during testing
- C. Full-time providers offer opt-in training opportunities for members countywide
- D. Providers continue to provide "finishing" training for culture-building and skill refinement



MID- TO LONG-TERM RECOMMENDATIONS: PRIORITY 3. COORDINATE RECRUITMENT

The Vision

Collaborative recruitment mitigates staffing challenges created by a rapidly growing community

- There is a strong pipeline of volunteer, part-time, and full-time career opportunities across agencies
- Provider competition and lateral moves continue to be part of a natural career progression for individuals

Recommendations

- A. Full-time providers raise awareness of employment opportunities at part-time providers
- B. After building out standardized FF 1 training, coordinate recruitment countywide, including a shared recruitment timeline and a single recruitment platform with a shared pool (or full-time, part-time, and volunteer pools) of candidates
- C. Accommodate part-time and volunteer work across agencies as possible.



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MID- TO LONG-TERM RECOMMENDATIONS: PRIORITY 4. ADVANCE OTHER COLLABORATIVE EFFORTS (AS FEASIBLE)

- A. Coordinate equipment purchasing
- B. Offer additional shared learning opportunities, including officer training
- C. Implement an opt-in shared community paramedicine program
- D. Coordinate participation in paramedic training programs
- E. Continue conversations about how to further the improvements offered by borderless dispatch




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[Redacted]

ORGANIZATIONAL STRUCTURE

[Redacted]


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[Redacted]

ORGANIZATIONAL STRUCTURE OVERVIEW

<p>Criteria</p> <ul style="list-style-type: none"> ▪ Clear hierarchy of decision-making ▪ Alignment of funding and decision-making ▪ Adequate organizational structure to support the long-term vision 	<p>Givens</p> <ul style="list-style-type: none"> ▪ Adherence to State law ▪ Agencies maintain independence around decision-making for hiring/firing, equipment/apparatus purchasing, operations
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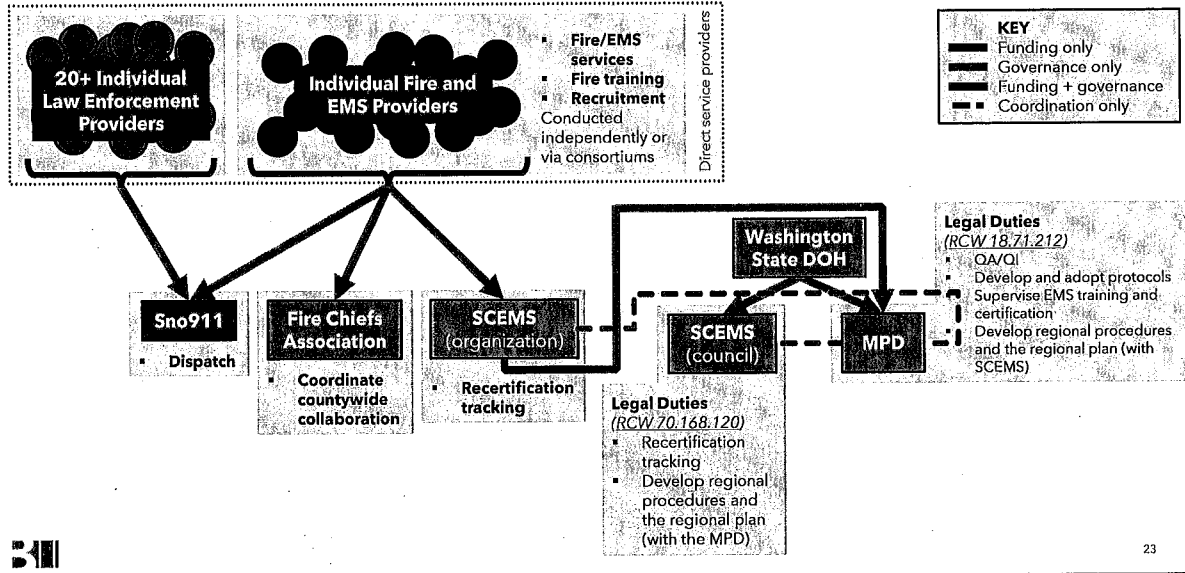
Notes

- Our focus for org structure: EMS
- Training and recruitment: in mid-term, continue work within existing agencies and consortia. Long-term org structures TBD.


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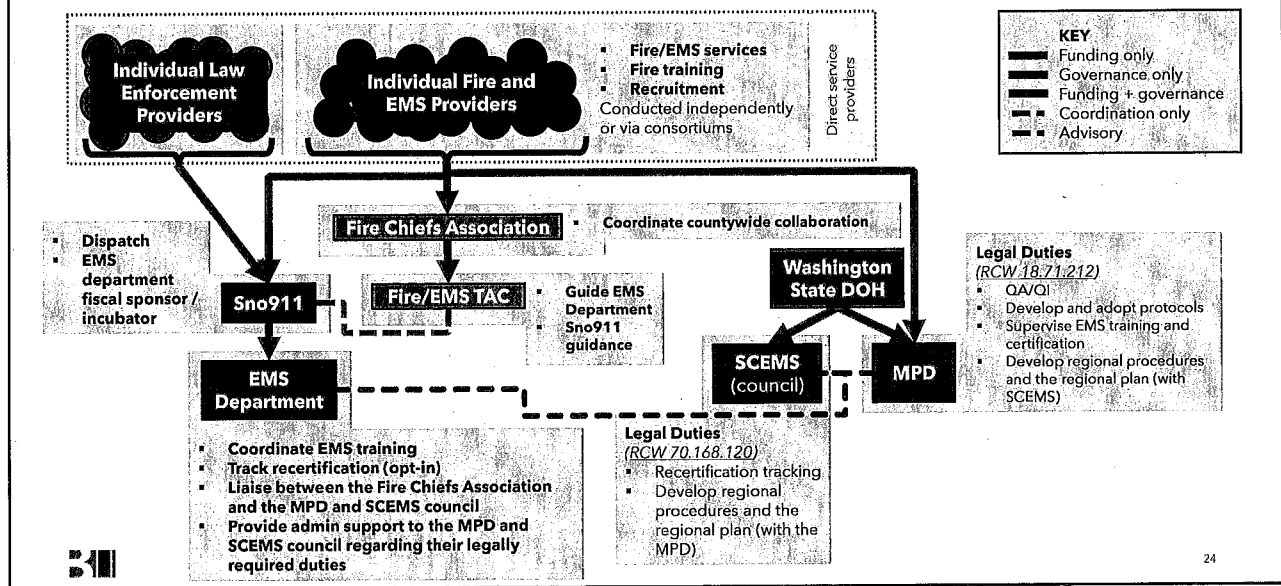
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CURRENT STATE



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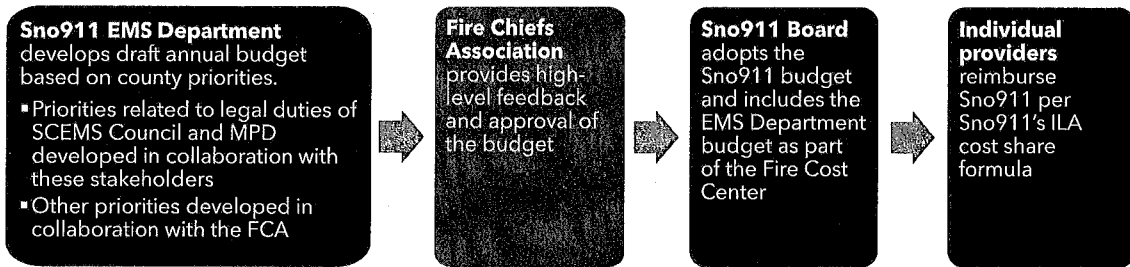
RECOMMENDED HOME FOR EMS FUNCTIONS: SNO911



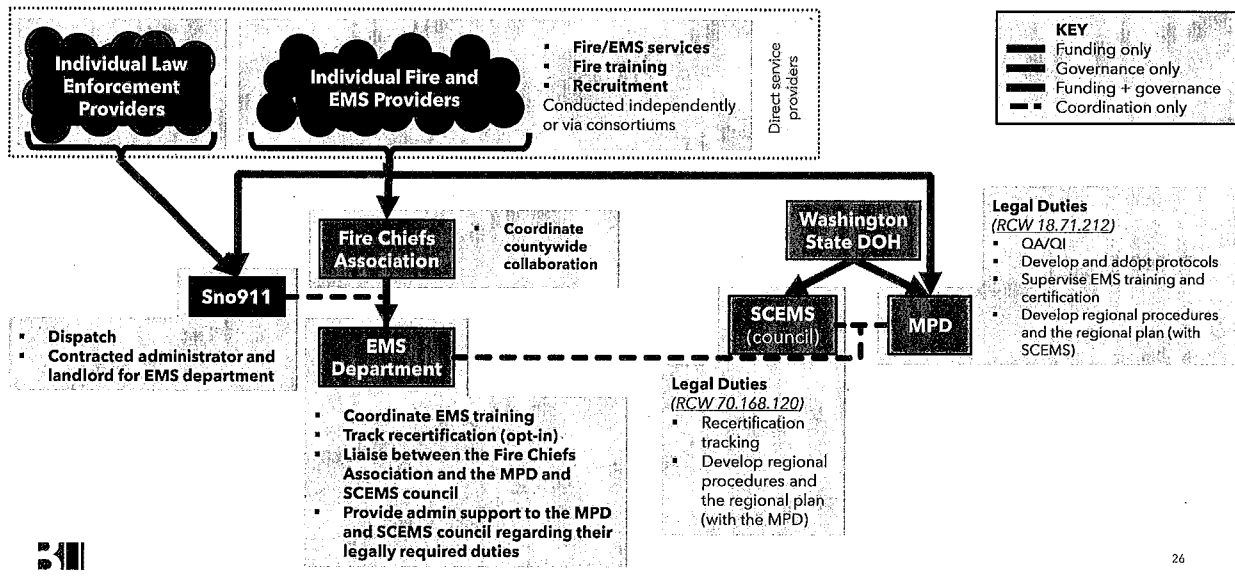
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EXAMPLE SNO911 EMS DEPARTMENT BUDGET DEVELOPMENT


- FCA has decision-making authority about the substantive components of the Sno911 EMS Department budget
- ILA language between Sno911 and the FCA can address potential conflicts between what the FCA recommends and what the SNO911 Board approves



RECOMMENDED HOME FOR EMS FUNCTIONS: SCFCA



QUESTIONS?



27

Snohomish County Firefighting, SAR and Hazardous Material Funding Survey

Firefighting Funding Survey



Funding Abbreviations

Local Funding

This would be any funding provided by taxes, service agreements, contracts or reimbursements.

State Funding

Any funding provided by State revenue sources including any state grants, service contracts funded by the state, reimbursements for state sponsored health care medical transports or services.

Federal SHSP

The SHSP (State and Homeland Security Program Grant) is a federal grant supplied by FEMA for counter terrorism activities including most commonly; USAR, Marine rescue and interdiction, and some technical rescue trainings/equipment. These grants are awarded to individual organizations through Homeland Security Region 1 applications administered by Snohomish County DEM.

Federal Seattle UASI

The UASI (Urban Area Security Initiative Grant) is a federal grant supplied by FEMA for counter terrorism activities including most commonly; USAR, Marine rescue and interdiction, and some technical rescue trainings/equipment. This grant provides structural collapse training administered through Seattle Fire Department annually as well as equipment for urban Search and Rescue to the county. It is administered through the Seattle UASI Firefighting Subcommittee.

Federal EMPG

The EMPG (Emergency Management Program Grant) is a federal grant supplied by FEMA for general emergency management activities. It is administered to counties on behalf of FEMA through the State.

Federal THSGP

The THSGP (Tribal Homeland Security Grant Program) is a federal grant supplied by FEMA for counter terrorism activities awarded directly to tribes by FEMA. It is not available to non-tribal agencies unless those agencies provide services to tribal partners and have received grants passed through tribal governments.

Federal OPSG

The OPSG (Operation Stone Garden Grant) is a federal grant supplied by FEMA for counter terrorism activities awarded directly port security agencies and counties adjacent to borders or containing maritime points of entry to the United States. It is administered through the state on behalf of FEMA.

Snohomish County Mid-Rise/High-Rise Standard Operating Guidelines

Page 1 of 13

Purpose:

Establish a response procedure that will allow fire department personnel to operate at a mid-rise/high-rise fire safely and effectively; and to establish responsibility and assignment guidelines for personnel responding to a mid-rise/high-rise incident.

Overview:

Until determined unnecessary by the IC, a mid-rise/high-rise evolution, and tactics, will be initiated and announced by the first-in company at all mid-rise/high-rise incidents.

The tactics described herein will form the basic guidelines for mid-rise/high-rise operating procedures but shall not relieve department personnel of the responsibility for exercising initiative and independent judgment when conditions warrant. While the tasks defined in this procedure must be accomplished and/or addressed in most mid-rise/high-rise responses, it must be understood that the Incident Commander (IC) may alter the pre-designated tasks at any time to better manage the incident. For example:

1. Pre-designated tasks for a Ladder Company may be assigned to an Engine Company.
2. The IC could alter the flow of units to the floor above the fire floor based on additional fire floor needs in the initial stages of the incident.

The tactics outlined in this Standard Operating Guideline (SOG) will assist in safe and effective firefighting. However, it must be recognized that there are no substitutes for an effective pre-fire program and training. To take advantage of the building fire protection systems, and anticipate problem areas, officers must know their buildings and train personnel accordingly. Furthermore, each member of a fire company must understand their responsibilities at an incident, as well as the basic responsibilities at each level of the operational chain of command.

Definitions:

High-Rise Building: Buildings 8 stories and above.

Mid-Rise Buildings: Buildings between 5 and 7 stories.

Command Post: Operating location for the Incident Commander.

Attack Stairs: The stairway designated for fire crews to access the fire floor. This stairway should have roof access, if possible, to aid in ventilation. These stairs may be contaminated by opening the fire floor door, so care must be taken to ensure that there are no occupants using this stairway.

Evacuation Stairs: The stairway(s) designated for the evacuation of occupants. Care should be taken to not introduce fire gases, smoke, and heat into this stairway.

Level I: Level I is not applicable for working fires in the mid-rise/high-rise application (pre-alarm assignments).

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Level II: Level II procedures are used for greater alarm assignments. It is a centralized location, adjacent to the incident scene where later arriving resources will assemble. Level II should be close enough to the incident scene to provide timely access but located in an area that is out of the way and not exposed to the incident's hazards. Greater Alarm Units shall be dispatched to a Level II location on a different radio frequency from the hazard zone frequency, as designated by the dispatch agency.

Lobby Control: Personnel responsible for providing direction to incoming units as to the safest means of accessing Staging. Also responsible for taking control of elevators, building systems and intercom systems.

Staging: A designated area under the direction of a Staging Area Manager where resources are ready for immediate assignment by the IC. It is an established area for the controlled management of personnel and equipment. In mid-rise/high-rise situations, staging shall normally be located two (2) floors below the fire floor, unless otherwise determined by the IC.

Stairwell Support Unit/Group: Designated to ferry equipment back and forth to crews working on the floors above.

Evacuation Group Supervisor: Responsible for managing the movement of building occupants through designated evacuation route(s) to a safe location.

Low Pressure Water Supply Buildings: Buildings are initially pumped at 150 psi when the FDC is not labeled with the fire pump system pressure. If necessary to pump the system, drivers should pump at calculated rooftop pressure plus fire flow and friction loss, until determining the presence or absence of a fire pump in the building. If a fire pump is present and operating, the driver should reduce pressure to 25 psi below the system pressure to allow for the fire pump to operate as designed.

Tactical Objectives:

1. Identify and announce occupancy as a mid-rise/high-rise. Mid-rise/high-rise plan will be implemented.
2. Determine and announce Attack and Evacuation stairways.
3. Confine and extinguish the fire.
4. Evacuate and/or rescue any immediately threatened occupants. Consider shelter in place for occupants remote from the seat of the fire.
5. Manage the spread of heat and smoke through horizontal ventilation, pressurization of stairwells, (minimum 2 PPV per stairway), and/or control of HVAC systems.
6. Rescue/evacuate, treat, and transport injured occupants to definitive care.

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Procedures:

Company Assignments

During **Mid-Rise** firefighting operations, the firefighting resources of six (6) Engine companies, three (3) ladder companies, four (4) Aid/Medic units, one (1) Technical Rescue unit or one (1) additional RIC unit (Engine), one (1) MSO, and three (4) Battalion Chiefs. All other dispatched units, beyond the first alarm assignment, will respond to Level II (separate TAC) and await assignment (2nd alarm and greater). Reference tool job assignments. (Appendix A).

For **High-Rise** operations, the firefighting resources of seven (7) Engine companies, three (3) ladder companies, five (5) Aid/Medic units, one (1) Technical Rescue unit or one (1) additional RIC unit (Engine), one (1) MSO, and three (4) Battalion Chiefs shall be dispatched as a first alarm assignment to begin initial operations. (Appendix B)

All arriving units shall announce their assignment upon arrival to avoid missing or duplicating duties.

**Examples: "Engine 63 on scene assuming 3rd Engine Assignment- Fire Floor",
"Ladder 14 approaching, assuming 2nd Ladder Assignment- Floor Above"**

Command shall confirm or alter all assignments over the radio on the tactical frequency.

First arriving Fire Company (Engine or Ladder)

1. Transmit an initial radio report to incoming companies and initiate action to establish command and control of the incident. The initial size-up should designate the building as a mid-rise/high-rise building, including the number of floors and type of occupancy. If fire or smoke is visible, or reported by building occupants, the first arriving officer **will** call for additional resources (2nd alarm) and establish the command structure for the incident. If/when additional resources are requested, the location of Level II shall be provided to SNOCOM, (Request Separate TAC) by the first arriving Battalion Chief.
2. Indicate the means of accessing the fire floor(s) in alarm (i.e., "Ascending stairwell number two"). Or in High-rise (i.e., "Ascending in elevator one").
3. Investigate and provide the Follow-Up Report for the fire floor.
4. Establish and announce the location of the Attack Stairwell. It is important to note that a Fire Attack Stairwell should be designated only after investigation of the fire floor. Fire location and stairwell access will determine the best stairwell for fire attack. When a ladder company is immediately available, the ladder company should assume investigation duties and engine company personnel should prepare for fire attack in the stairwell on the fire floor, or the floor below the fire. Allow the first Ladder Company to bypass the first Engine in this instance (assuming first Engine was first due, and first Ladder followed).

Second arriving Engine Company

1. Establish a water supply and supply the standpipe and/or sprinkler connection.
2. Establish Lobby Control and indicate location to the IC.
3. Utilize Lobby Control Check List (Appendix E), and High-Rise Elevator Check List (Appendix D).
4. Perform any functions directed by the Incident Commander.

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Third arriving Engine Company

1. Assist the investigation/attack team on the fire floor.

Fourth arriving Engine Company

1. Report to floor above the fire (with second due Ladder Company, or as directed) for fire control and search.
2. Confirm an adequate water supply to the fire floor prior to proceeding above.

Fifth arriving Engine Company or Technical Rescue Unit

1. Establish Scene RIC.
2. Report one floor below fire.

Sixth arriving Engine Company

1. Top floor down search to protect in place, evacuate, or combination of both based on incident needs. Coordinate with Evacuation Group Supervisor if/when the position of Evacuation Group Supervisor is assigned.
2. Ventilation of fire stairwell coordinated with Fire Floor Division.
3. Ventilation and air monitoring above the fire floor.

Seventh arriving Engine

1. Report to Staging.

Eighth arriving Engine Company (High-Rise Response)

1. Report to Staging.

First arriving Ladder Company

1. Support the investigation/fire attack company on the Fire floor.
2. Aerial operations.
3. Search and Rescue.
4. Ventilation.

Second arriving Ladder Company (Assume first Ladder responsibilities, if first Ladder is operating exterior, and announce)

1. Report to floor above Fire floor. Confirm adequate water supply to fire floor prior to proceeding above.
2. Check for extension and report to IC.
3. Search and Rescue.

Third arriving Ladder Company

1. Top floor down search to protect in place, evacuate, or combination of both based on incident needs. Coordinate with Evacuation Group Supervisor if/when this position is assigned.
2. Ventilation of fire stairwell coordinated with Fire Floor Division.
3. Ventilation and air monitoring above the fire floor.

First arriving Battalion Chief

1. Perform standard Command transfer process. Initiate the steps necessary as outlined in mid-rise/high-rise Command Tactical Checklist. (Appendix C)
2. Confirm Unit Assignments. Examples: I understand that E-11 is on floor 2, operating as 3rd Engine Company, L-14 is operating on floor 3 as 2nd Ladder.

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Second arriving Battalion Chief

1. Establish a Division on or below the fire floor to coordinate interior operations; or other Command Staff position as assigned by the IC.

Third arriving Battalion Chief

1. Consideration of tactical assignments: Division Supervisor for exposure floor, Evacuation Group Supervisor, Lobby/Systems.
2. Assist IC as the Command Aide or as assigned by the I.C.

Fourth Arriving Battalion Chief

1. Assist IC as the Command Aide or as assigned by the I.C.
2. Consideration of tactical assignments: Division Supervisor for exposure floor, Evacuation Group Supervisor, Lobby/Systems.

Duty Chief (response dictated by local jurisdiction)

1. Assist IC as Senior Advisor or Command Post Aide.
2. Assume Command Staff position or tactical assignment as assigned by the I.C.

Medical Services Officer (MSO)

1. Establish Medical Group/Rehab on staging floor, or 1 floor below staging due to limited space.
2. Perform a victim/injury analysis.
 - Set up a treatment location if needed and request resources depending on the number of victims.
 - Coordinate with IC to establish transport corridor if needed.
3. If there are no patient management needs, report to the staging floor to oversee Medical/Rehab.

First arriving Aid or Medic Unit

1. Support the first arriving engine company (on the fire floor) unless otherwise directed.

Second arriving Aid or Medic Unit

1. Establish Staging two floors below the fire floor; or as directed by the IC.

Third arriving Aid or Medic Unit

Mid-Rise.

1. Report to staging floor assigned to medical group; or as directed by the IC.

High-Rise

1. The third arriving Medic/Aid unit will report to Lobby Control and function as elevator operators.

Fourth arriving Aid or Medic Unit

Mid-Rise

1. Assigned to Medical/Rehab Group, set up in lobby area to receive patients and establish a transport corridor.
2. If no patients, report to staging floor for medical/rehab or as directed by the IC.

High-Rise

1. The fourth arriving Aid/Medic unit will report to staging for medical/rehab two floors below the fire floor, or as directed by the IC.

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Fifth arriving Aid or Medic Unit (High-Rise Response)

1. The Fifth arriving Aid/Medic unit will report to Lobby for medical and establish a transport corridor.
2. If no patients, report to staging two floors below the fire floor or as directed by the IC.

First arriving Air Unit

1. Position apparatus as close as possible to the main entry point and drop off full bottles inside of lobby or main entry point. Fill and shuttle bottles to lobby.

Water Supply

Procedure for Low Pressure Buildings:

1. The engine at the FDC (2nd due Engine per plan) will connect to the FDC and tie tight or lay a reverse from the FDC to the nearest fire hydrant.
2. Initially supply the FDC at 150 psi, if not labeled with a pump pressure. To adjust pump calculations, pump to the roof top height of the building and adjust for fire flows and friction loss. Reference your pump chart for multi-story and/or sprinkler operations.
 - a. If the FDC is labeled with a pump pressure, supply the FDC at 25 psi less than the pump pressure to allow the fire pump to operate.
3. Support both the sprinkler system and the standpipe system when present.
4. Buildings equipped with fire pumps and pressure reducing valves (PRV's) on standpipe outlets:
 - The supply lines shall be charged to the building's system pressure posted at the FDC whenever a fire is confirmed or when firefighters are making a fire attack using the standpipe system.
 - Pump operators shall be alert to provide pressure and volume to the standpipe in the event the building fire pump becomes inadequate.

Fire Attack

Standpipe Bag and contents:

Standpipe bag:

<u>QTY</u>	<u>Description</u>
1	In-line pressure gauge
1	45-degree elbow with drain plug
1	2½ single gate
2	2 ½ Spanner wrenches
1	2 ½ Female to 1 ½ female Adaptor (extend hose off nozzle/bale)
1	Roll of white medical tape
5	Magnetic door stops or other door wedges.
1	10-Inch vise grip

Engine Company Hose Bundles consist of a total of 150' 2.5" or 2.25" hose along with a smooth bore 1 1/8-inch tip nozzle (**or department designated smooth bore nozzle**). Reference tool job assignments. (Appendix A).

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Buildings below eight (8) floors are considered 'walk-ups' and elevators will not be used during initial operations. The use of tenant hose lines should be limited but may be utilized at any time when their use could expedite extinguishment. They will not, however, be routinely used as a substitute for fire department attack hose and equipment.

IC's shall assign companies to the floor, or floors, above the fire floor for exposure protection, search and rescue, and ventilation as required; **ensuring first an adequate water supply, and fire control initiated to the fire floor.**

Lobby Control

The function of Lobby Control is controlling key building systems.

Lobby Control has the following responsibilities:

1. Retrieve keys from Knox box if not already done.
2. Access the fire control room to confirm the fire location at the alarm panel.
3. Assist in monitoring the Attack Stairs and the Evacuation Stairs by sending runners to assess stairway conditions.
4. Recall and control all elevators.
5. Evacuate occupants from elevators and lobby.
6. Lobby Control personnel shall brief ascending suppression personnel of Attack/Evacuation stairwell locations, staging floor layout and where to report upon arrival to the staging floor.
7. Elevator operators are assigned to Lobby Control.

High-Rise Elevator Use

1. An elevator operator will be assigned to an elevator that is to be used, as soon as possible. This member will be held accountable for operation of the elevator throughout the emergency incident.
2. Before operating the elevator, the hoist way shall be checked for visible smoke, fire, or water utilizing a flashlight and periodically thereafter by the car operator. If even the slightest amount of smoke, fire, or water is visible in the hoist way, all elevator operations will be stopped immediately, and the elevators shut off (when possible).
3. When operating the elevator for the first time during an incident, the elevator operator shall operate the car no more than five (5) floors at a time while progressing to the staging floor. During the elevator's initial operation, and periodically thereafter, the elevator shall be checked to confirm that the fire service mode of the elevator is operating properly. This includes checking the elevator for: erratic movements, proper function of the "call cancel" button, and correct operation of the elevator doors.
4. No more than six (6) firefighters or personnel may ride in any elevator due to weight limitations.
5. Use two (2) elevators when possible. Elevator No. One (1) will generally be used to take personnel and equipment "up". This elevator shall then return to the floor designated as LOBBY CONTROL. Elevator No. Two (2) will generally be used to take personnel and equipment "down". This elevator shall return to the STAGING floor for assignment. In this way, full and empty bottles remain separate, and an elevator will be available on the staging floor and at the lobby control designation.
6. The elevator operator will generally not stand or wait in the elevator or in the entrance to the elevator while the elevator is not being utilized. This will help prevent

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- the operator from becoming trapped if the elevator were to malfunction.
7. Elevator operators shall be equipped with a portable radio, noting that the operator may need to step out of the elevator car to transmit effectively. The radio designator will be assigned: Elevator one, Elevator two, etc.
 8. Each elevator operator shall be equipped with a breathing apparatus, water extinguisher, flashlight, forcible entry tool, and a sound powered handset.
 9. All "up" passengers shall be equipped with SCBA in the standby position.
 10. All firefighters and equipment shall be delivered to the staging floor.
 11. Elevators not in use by the Fire Department should be shut down at their recall floor utilizing the controller "ON/OFF" switch located in the fire control room when applicable.
 12. Before utilizing elevators, the fire service Phase I and Phase II key switches (located in the fire control room and/or the lobby) shall be placed in the "on" (recall) position.
 13. At any significant incident involving high-rise buildings, elevator repair personnel shall be called to the scene as soon as possible.

Stairwell Support Unit

1. If an elevator or standpipe failure occurs during a fire operation or is determined that the elevators are not safe, a stairwell support group will be activated by the IC or his/her designee.
2. In the event of elevator failure or the inability to use elevators safely, the stairwell support group shall transport equipment from the floor of Fire Department access to Staging via the stairwell. Members will be assigned specific floors: one firefighter for every two floors or, staff permitting, one firefighter for every floor. Members will normally transport equipment on their assigned floor, in relay fashion.
3. In the event of standpipe failure, a stairwell support unit or group will establish a secondary water supply system.

Communication methods available for use in mid-rise/high-rise incidents may include:

The initial TAC channel, or other requested TAC channel, will be used by firefighting forces. If problems are encountered with radio communications, personnel shall follow alternate procedures for communications, i.e., voice powered phones, the Simplex channels, or face to face communications may be required.

Due to the likelihood that more than one frequency will be utilized; it is highly recommended that division/group supervisors bring two radios with extra batteries.

Efforts should be made by Company Officers and Division/Group Supervisors to conduct communications face-to-face, if/when possible, rather than via portable radio. This will improve communications and cut down on radio traffic. Other communication methods are:

1. Building emergency telephone system:
Some buildings are equipped with emergency phone systems that link the stairways and elevators with the buildings control center. If possible, this system will be used to establish communications between the command post and the fire floors, staging floors, etc.
2. Domestic Phone System:
Due to the numerous domestic telephones on all floors of mid/high-rise buildings, this should be considered a primary communications system. Phone numbers on critical floors will be distributed by elevator operators. Once the phone number links are established between critical locations and the command post, communications

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should be kept as short as possible to better keep the lines open.

3. Public address system:

In most cases, these voice communication systems are designed to give guidance to building occupants. These systems have limited capabilities and should normally be used to direct evacuation procedures.

4. Messengers:

The elevator operators can be utilized as necessary for transmitting messages from floor to floor, staging to lobby, etc.

Building Systems Ventilation

The IC or Lobby Control will consult emergency plans, building engineers and building fire safety directors for information regarding smoke removal methods.

Many mid-rise/high-rise buildings built under the most recent codes are equipped with stairwell pressurization systems to minimize the amount of smoke entering these vertical shafts. Every effort should be made to maintain the integrity of these systems. Keep unnecessary stairway and elevator doors closed to maintain pressurization of these shafts.

The IC shall consider using portable fans (PPV) if the building system does not pressurize stairways, or the buildings systems are not operational. Minimum two per stairway.

Consider flow path concerns with PPV use.

Some buildings may be equipped with tempered glass windows for smoke control. These windows are identified with a three (3) inch orange dot on the glass and should be considered only in the case where positive pressure and building systems are not adequate. When ventilation requirements will be satisfied by removal of a limited number of windows, the tempered windows shall be removed first. Tempered glass removal is less hazardous than plate glass removal.

Ventilation by Window Removal

Serious fires in most buildings may require horizontal ventilation by window removal. This operation shall be coordinated by the IC as follows:

1. If time permits, the removal of a plate glass window will be preceded by covering the window with tape to reduce the amount of glass that falls.
2. Hose lines shall be placed on the floors above the fire floor for exposure protection before window removal commences.
3. Street level areas shall be cleared.
4. Fire floor extinguishment efforts shall be adjusted so that the hose teams will be protected from possible hostile fire event due to the sudden introduction of oxygen onto the fire floor. **Flow path!**
5. Rescue and evacuation plans shall remain flexible in anticipation of probable smoke travel changes caused by window removal.
6. Every attempt should be made to remove windows on the leeward side of buildings first. This tactic reduces the possibility of spreading smoke and fire in the structure.

Mechanical Smoke Removal

Newer buildings may have mechanical smoke removal systems. There are many variations of arrangements and functions, and each building should be individually preplanned. The system will generally have a "Fire Mode" and a "Purge Mode." It is important for all companies to be familiar with mid/high rise buildings in their jurisdiction and know if they

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have smoke removal systems.

In *Fire Mode* the main building exhaust fan is running and the air handler for the fire floor is off. This is an automatic function activated by the alarm system.

In *Purge Mode* the main building exhaust supply fans and the floor air handlers are all running. This is a manual function which must be activated from the fire control room. Purging provides fresh air to the fire area and can accelerate fire growth. For this reason, it should only be accomplished after the fire is controlled, or with charged hose lines in place. Good communication should be established between the control room and the fire floor so that purging can be curtailed if adverse conditions develop.

Purging rate can be increased by opening doors from pressurized stairways and by removing ceiling tiles.

Level II

A Level II Area should be established early in the incident to facilitate organized deployment of personnel and apparatus. Most mid-rise/high-rise buildings have limited access and parking.

Keep in mind the following:

The IC does not need to assign a "Level II Area Manager" when first establishing a Level II location.

- Generally established by the first arriving company officer of the second alarm assignment.
- Generally requires a minimum of 3 personnel to facilitate.
 - Officer- Level II (Area Manager), radio designator is "Level II".
 - Driver - manages parking of apparatus.
 - Firefighter - Directs crew to staging and confirms tool job assignments.
- Apparatus will be shut down and wheels chocked.
- Similar resources should be grouped by their functional use.
- Task Forces and Strike Teams should be positioned as a unit.
- Guidelines for vehicle parking:
 - Engines require about 15' X 35' parking area.
 - Park apparatus at a 45-degree angle to reduce accidents and minimize road requirements.
 - Utilize parking lots when vacant and available.
 - Park aerial apparatus so that ladders and equipment can be removed.
 - Allow adequate access and, if necessary, turnarounds should be at least 80' diameter.
 - Apparatus in Level II must be arranged and ready to depart for assignment.

Staging

In mid-rise/high-rise buildings the staging area will normally be located at least two floors below the fire floor. This location may be adjusted as the incident conditions dictate.

The Staging Area Manager, radio designator is "Staging", (2nd Aid/Medic Unit per tool/job assignments) shall ensure that written records are kept, recording staffing assignments, equipment inventories, time in, time out, destination/assignment, and status. The Staging Area Manager is responsible for the check-in of all incoming resources and deployment of

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resources as assigned or requested.

All companies reporting to Staging shall bring extra equipment to the staging floor to establish an equipment supply. When companies are transferred from Level II to Staging, they will bring spare SCBA bottles and 2.25" or 2.5" hose, or as directed by the IC.

Each company will report to the Staging Area Manager and give the unit's status. Example: "Engine 7 reporting for assignment," "Engine 71 reporting to Rehab from the fire floor," etc. No resources shall leave Staging without an assignment, and without being logged out by the Staging Area Manager.

The staging floor will be divided into an equipment area, personnel area, and a Medical/Rehab area. These areas will normally be in rooms away from hallways and elevator foyers, which are high traffic areas and need to be kept clear.

Personnel area

- Stay together.
- Hydrate.
- Check equipment.
- Monitor fire talk groups.
- Receive briefing on fire conditions, tactical objectives, and other company locations including RIC.

Equipment area

- Located on the staging floor and close to the Attack Stairwell.
- Leave your equipment here to keep the staging floor clear.
- Don't come to Staging empty handed. Bring the following as assigned or directed:
 - SCBA Bottles
 - Hose Bundles
 - Standpipe Bag
 - Forcible Entry Tools / Irons
 - TIC
 - Power Tools
 - Ventilation Fans
 - Salvage Equipment
 - BLS Kits
 - Spare Radios and Batteries
 - Portable lights and Extension Cords

Medical

- A Medical Group shall be established on the staging floor (2 floors below fire floor) utilizing the first arriving MSO. Rehab/Medical Group may need to be located one floor below staging due to space limitations on the staging floor and the need to separate crews ready for assignment from those in need of rehab.

Evacuation Guidelines

1. Consider evacuation plans in the building's emergency operation manual when making evacuation decisions. Do not override predetermined movement of building occupants unless necessary.

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2. Utilize public address systems, when available, to keep tenants informed.
3. Realize that evacuation operations may extend well past fire extinguishment due to continued presence of smoke.
4. The IC may wish to assign a Group Supervisor or Branch Director to rescue and evacuation responsibilities.
5. Evacuees will require close supervision as they leave the building, so they will not be injured by falling glass, or disrupt ground level fire department operations.
6. If possible, confine firefighting activity to one stairway, leaving the other one(s) relatively smoke-free and therefore more effective for evacuation.
7. Utilize building floor wardens as much as possible for assistance in evacuation, and to account for building occupants.
8. Evacuate the fire floor, floor(s) above, and the two floors below the fire to facilitate fire department operations.
9. If you find stairways clogged with occupants, they may be detoured to an area of safe refuge (uninvolved floor) to clear the stairway for firefighting activity.
10. The number of fire department personnel required for partial evacuation will be much less than for total evacuation which will leave more personnel for fire extinguishment, etc.
11. Occupants more than two floors below the fire should be safe but will need reassurance. Attention should be directed to those above the floor who are in more immediate danger.
12. Mark floors searched by placing a 12-inch strip of tape on the stairway side of the stairway door adjacent to the doorknob. However, be aware that tenants may move back into the searched areas.
13. When an evacuation stairwell has been identified, and if resources are available, a fire company should be assigned to monitor the evacuation stairwell.

Incident Safety

A dedicated Incident Safety Officer and/or Division Aides should be considered early in the incident.

Glass, or other objects, falling from upper floors of a mid-rise/high-rise building can cause serious injury to personnel and damage equipment. To minimize the effects of this problem the following precautions will be taken:

1. Clear the area around the building a minimum of 200 feet in all directions.
2. All personnel required to enter the 200-foot zone shall wear full protective clothing.
3. Ventilation of upper floors, by breaking glass, will be coordinated with the IC to ensure that ground level areas have been cleared. If possible, break glass on the leeward side of the building before taking out windows on the windward side.
4. Members separated from their units shall report to a Division Supervisor, or Staging, if in the building, and to Level II if operating outside the building. The Staging or Level II manager shall immediately contact the IC and report members separated from their units.
5. Locked doors should be unlocked to facilitate ingress and egress by fire department personnel during the event without delay. Close doors as needed to preserve flow path. Consider magnetic stops from the standpipe bag, or utilize tape as needed to ensure access to all doors.
6. All members shall carry a roll of one (1) inch medical tape in their bunker coats. Tape has many uses in a high-rise building, such as marking searched areas, taping door locks, etc.

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REFERENCES

- Snohomish County Fire Chiefs Incident Management System Policy
- High Rise Firefighting Strategy and Tactics by Vincent Dunn
- Elevator Safety & Rescue by Captain D. Beste
- Firefighting Operations in High-Rise and Standpipe Equipped Buildings: David M. McGrail
- High Rise Buildings, What to know before you go by Mike Terpa

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Appendix A – Mid-Rise Tool Job Assignments**

Mid-Rise Tool & Job Assignments ENGINE / TECHNICAL RESCUE

APPARATUS	OFFICER	DRIVER	MIC 1	BATT CHIEF
1st Engine Fire Floor	50' 2.25" Hose TIC Knox Keys Consider Water Can	50' 2.25" Hose Standpipe Kit	50' 2.25" Hose Irons	1st Battalion IC MSO Med/Rehab Group
2nd Engine Lobby Control	RIC Bag to Lobby TIC Knox Keys	Establish Water Supply Standpipe/Sprinkler	Assist Driver w/ Hook-up Irons to Lobby Assist Lobby Control	2nd Battalion Fire Floor
3rd Engine Fire Floor	Same as 1st Engine	Same as 1st Engine	Same as 1st Engine	3rd Battalion Exposure Floor / Command Post
4th Engine Floor Above Fire	Same as 1st Engine	Same as 1st Engine	Same as 1st Engine	4th Battalion Exposure Floor / Command Post
5th Engine/TR† Floor Below Fire	RIC Compliment Spare Bottles	RIC Compliment Spare Bottles	RIC Compliment Spare Bottles	† RIC Consider Using Elevator (IC Approval)
6th Engine* Top Floor	50' 2.25" Hose to Staging TIC RIC Bag	50' 2.25" Hose to Staging Spare Bottles to Staging	50' 2.25" Hose to Staging Irons	* 6th Engine / 3rd Ladder coordinate vent of attack stairwell
7th Engine Staging 2 Floors Below Fire	Same as 1st Engine	Same as 1st Engine	Same as 1st Engine	



TOP FLOOR: 6th Engine, 3rd Ladder
Top down search & vent of attack stairs

EXPOSURE: 4th Engine,
2nd Ladder, 3rd BC

FIRE FLOOR: 1st & 3rd Engine,
1st Ladder, 1st Aid/Medic, 2nd BC

5th Engine/TR (Scene RIC)

STAGING: 2nd & 3rd Aid/Medic, 7th Engine
MEDICAL/REHAB GROUP: MSO

LOBBY CONTROL: 2nd Engine
MEDICAL: 4th Aid/Medic

If the 1st Ladder is needed for exterior aerial ops then the 2nd Ladder will assume interior functions & tool assignment from the 1st Ladder. 3rd Ladder assumes 2nd due Ladder functions & tool assignments

Additional alarms repeat tool assignments of the 1st alarm unless directed by IC.

All units bring spare radio & TIC batteries

Recommend air monitor for gases above fire floors

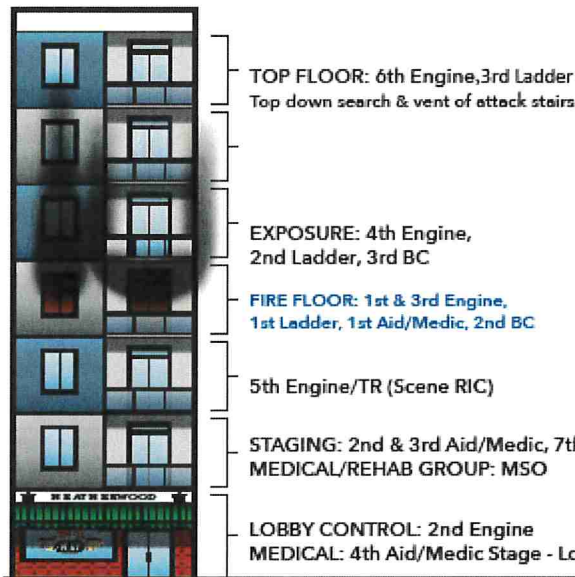
OUTSIDE THE IDLH

2nd Engine Driver	1st Battalion Chief
Air Unit	4th Battalion Chief
4th Aid/Medic - Lobby	

**Snohomish County Mid-Rise/High-Rise
Standard Operating Guidelines
Appendix A – Mid-Rise Tool Job Assignments**

Mid-Rise Tool & Job Assignments LADDER / EMS

APPARATUS	OFFICER	DRIVER	MIC 1	BATT CHIEF
1st Ladder Fire Floor	TIC Hook Knox Keys Spare Bottles to Staging	PPV to Lobby Hydraulic Door Opener Spare Bottles to Staging	Irons Water Can	1st Battalion IC MSO Med/Rehab Group
2nd Ladder Floor Above Fire	TIC Hook Knox Keys RIC Bag to Staging	PPV to Lobby / Attack Stair Hydraulic Door Opener Spare Bottles to Staging	Irons Water Can	2nd Battalion Fire Floor
3rd Ladder* Top Floor	Same as 1st Ladder	Same as 1st Ladder	Same as 1st Ladder	3rd Battalion Exposure Floor / Command Post
1st Aid/Medic Fire Floor	Irons Spare Bottles to Staging	Spare Bottles to Staging	Spare Bottles to Staging	4th Battalion Exposure Floor / Command Post
2nd Aid/Medic Staging Manager 2 Floors Below Fire Floor	IMS Board/Vest 1st & 2nd EMS Kits	Irons Spare Bottles to Staging	Spare Bottles to Staging	* 3rd Ladder / 6th Engine Coordinate Vent of Attack Stairwell
3rd Aid/Medic Medical / Staging Floor	EMS Kits Spare Bottles to Staging	Spare Bottles to Staging	Spare Bottles to Staging	3rd & 4th Aid/Medic work for Medical Group
4th Aid/Medic Medical / Lobby	EMS Kits Spare Bottles to Lobby	Gurney to Lobby Spare Bottles to Lobby	Spare Bottles to Lobby	



If the 1st Ladder is needed for exterior aerial ops then the 2nd Ladder will assume interior functions & tool assignment from the 1st Ladder. 3rd Ladder assumes 2nd due Ladder functions & tool assignments

Additional alarms repeat tool assignments of the 1st alarm unless directed by IC.

All units bring spare radio & TIC batteries

Recommend air monitor for gases above fire floors

OUTSIDE THE IDLH

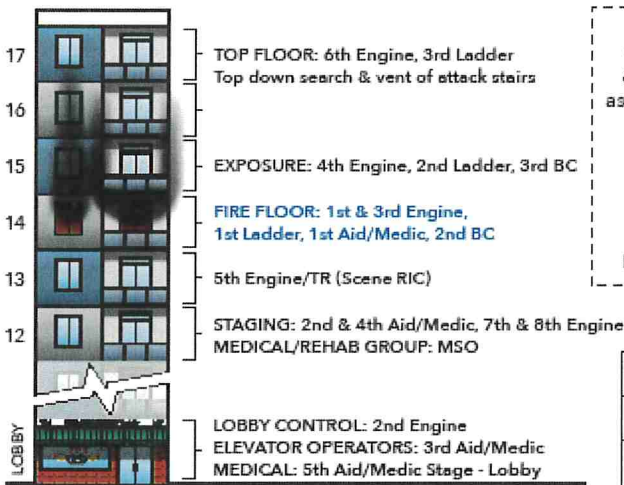
2nd Engine Driver	1st Battalion Chief
Air Unit	4th Battalion Chief
4th Aid/Medic - Lobby	

Snohomish County Mid-Rise/High-Rise Standard Operating Guidelines

Appendix B – High-Rise Tool Job Assignments

High-Rise Tool & Job Assignments ENGINE / TECHNICAL RESCUE

APPARATUS	OFFICER	DRIVER	MIC 1	BATT CHIEF
1st Engine Fire Floor	50' 2.25" Hose TIC Knox Keys Consider Water Can	50' 2.25" Hose Standpipe Kit	50' 2.25" Hose Irons	1st Battalion IC MSO Med/Rehab Group
2nd Engine Lobby Control	RIC Bag to Lobby TIC Knox Keys	Supply Standpipe/ Sprinkler (FDC)	Assist Driver w/Hook-Up Irons to Lobby Assist Lobby Control	2nd Battalion Fire Floor
3rd Engine Fire Floor	50' 2.25" Hose TIC Knox Keys	50' 2.25" Hose Standpipe Kit	50' 2.25" Hose Irons	3rd Battalion Exposure Floor / Command Post
4th Engine Floor Above Fire	Same as 1st Engine	Same as 1st Engine	Same as 1st Engine	4th Battalion Exposure Floor / Command Post
5th Engine/TR[†] Floor Below Fire	RIC Compliment Spare Bottles	RIC Compliment Spare Bottles	RIC Compliment Spare Bottles	[†] RIC Consider Using Elevator (IC Approval)
6th Engine* Top Floor	50' 2.25" Hose to Staging TIC RIC Bag to Staging	PPV Spare Bottles	50' 2.25" Hose to Staging Irons	* 6th Engine / 3rd Ladder coordinate vent of attack stairwell
7th Engine Staging Floor	Same as 1st Engine	Same as 1st Engine	Same as 1st Engine	
8th Engine Staging Floor	TIC Spare Bottles	Irons Spare Bottles	50' 2.25" Hose Spare Bottles	



If the 1st Ladder is needed for exterior aerial ops then the 2nd Ladder will assume interior functions & tool assignment from the 1st Ladder. 3rd Ladder assumes 2nd due Ladder functions & tool assignments

Additional alarms repeat tool assignments of the 1st alarm unless directed by IC.

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Recommend air monitor for gases above fire floors

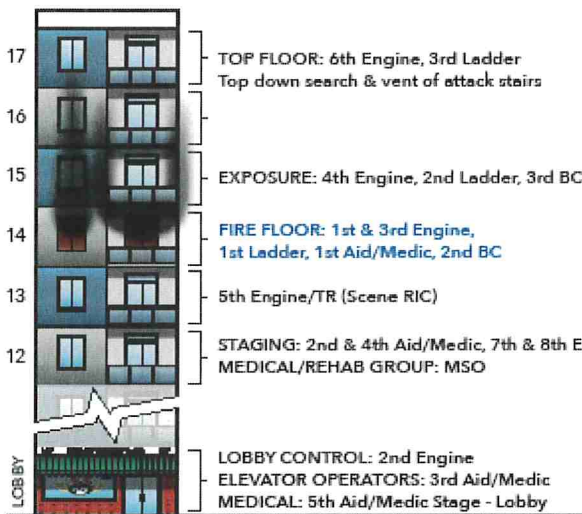
OUTSIDE THE IDLH

2nd Engine Driver	1st Battalion Chief
5th Aid/Medic - Lobby	4th Battalion Chief
Air Unit	

**Snohomish County Mid-Rise/High-Rise
Standard Operating Guidelines
Appendix B – High-Rise Tool Job Assignments**

High-Rise Tool & Job Assignments LADDER / EMS

APPARATUS	OFFICER	DRIVER	MIC 1	BATT CHIEF
1st Ladder Fire Floor	TIC Hook Knox Keys Spare Bottles to Staging	PPV to Lobby Hydraulic Door Opener Spare Bottles to Staging	Irons Water Can	1st Battalion IC MSO Med/Rehab Group
2nd Ladder Floor Above Fire	TIC Hook Knox Keys RIC Bag to Staging	PPV to Lobby/Attack Stairs Hydraulic Door Opener Spare Bottles to Staging	Irons Water Can	2nd Battalion Fire Floor
3rd Ladder* Top Floor	Same as 1st Ladder	Same as 1st Ladder	Same as 1st Ladder	3rd Battalion Exposure Floor / Command Post
1st Aid/Medic Fire Floor	Irons Spare Bottles to Staging	Spare Bottles to Staging	Spare Bottles to Staging	4th Battalion Exposure Floor / Command Post
2nd Aid/Medic Staging MGR 2 Floors Below Fire Floor	IMS Board/Vest 1st & 2nd EMS Kits	Irons Spare Bottles to Staging	Spare Bottles to Staging	
3rd Aid/Medic Elevator Controls	Irons Water Can	Irons Water Can	Spare Bottles to Lobby	* 3rd Ladder / 6th Engine Coordinate Vent of Attack Stairwell
4th Aid/Medic Medical / Staging Floor	EMS Kits Spare Bottles to Staging	Spare Bottles to Staging	Spare Bottles to Staging	4th & 5th Aid/Medic work for Medical Group
5th Aid/Medic Medical / Lobby	EMS Kits Spare Bottles to Lobby	Gurney to Lobby Spare Bottles to Lobby	Spare Bottles to Lobby	



If the 1st Ladder is needed for exterior aerial ops then the 2nd Ladder will assume interior functions & tool assignment from the 1st Ladder. 3rd Ladder assumes 2nd due Ladder functions & tool assignments

Additional alarms repeat tool assignments of the 1st alarm unless directed by IC.

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Recommend air monitor for gases above fire floors

OUTSIDE THE IDLH

2nd Engine Driver	1st Battalion Chief
5th Aid/Medic - Lobby	4th Battalion Chief
Air Unit	

Snohomish County Mid-Rise/High-Rise Standard Operating Guidelines

Appendix C- High-Rise/Mid-Rise IC Check List

Immediate Actions items:

- Initiate/Assume Command and Name
- Confirm Unit Assignments
- Confirm CP Location and Strategy
- Confirm Working Fire and Utility Package (PSE if necessary)
- Consider Traffic Control
- Consider Scene Safety Officer, and/or Division Aides
- Designate Attack & Evacuation Stairway

Priority assignments and locations:

Attack	Level II
Lobby	Medical
Staging	RIC

Key Considerations:

- Additional Resources
- Command/tactical channels
- Branch Directors (Upper, Middle, Lower/Support Branches)
- Collapse Zones
- CP aide, Division/Branch/Medical/RIC aide
- Evacuation Group Supervisor
- Exposure Protection
- Salvage
- Ensure ICS command functions staffed
- Contact Building Supervisor/Engineer/Responsible Party
- Consult Building Emergency Plan & Evacuation Directives
- Pre-Fire Plan
- Call elevator service company to the scene

Snohomish County Mid-Rise/High-Rise Standard Operating Guidelines

Appendix D- High Rise Elevator Operations Check List

Required Equipment:

- SCBA, Flashlight
- Portable Radio and Spare Battery
- Water Extinguisher
- Forcible Entry Tool
- Sound-Powdered Handset and/or Building Firefighter Phone (red phone)

Elevator Operations:

- Designate each operator as Elevator #1, Elevator #2
- Phase I- recall all building elevators done from FCC and elevator lobby
- Phase II- From inside elevator car
- Switch Key to "On" and ensure DOOR OPEN and DOOR CLOSE
- Check hoistway for smoke and water
- Max 6 Firefighters may ride elevator
- On initial ascent, stop every 5 floors and check for proper elevator operation
- Periodically check for proper elevator operation, call cancel button and doors
- Exit 3 floors below reported fire floor
- Make sure elevator doors are fully open
- Turn elevator key to "Hold" and remove key

Snohomish County Mid-Rise/High-Rise Standard Operating Guidelines

Appendix E- Lobby Control Check List

- Retrieve Keys from Knox Box if not already done and/or FCC room (issue keys)
- Access FCC to confirm fire location and monitor Building Systems, status of pressurization (stairwells, elevators, floors)

- Assign, monitor, and control of elevators (recall elevators)
- Brief and track ascending personnel of Attack/Evacuation stairwell locations, staging floor, and where to report
- Control stairways and direction of building occupants to proper exits
- Use Public Address system to alert occupants
- Use of Firefighter Phones (red phones) as supplemental means of communication with firefighting crews
- Interface with buildings Responsible Party and/or Building Engineer – Consult on use of HVAC and Fire Pump systems