

11JAN22 – Fire Commissioner Meeting

Dec 2021 Operations Report San Juan Island Fire and Rescue

2021 Annual Performance Review Prepared for Chief Norvin Collins by Assistant Chief Noel Monin

Operations Performance December 2021

Incidents-72	Avg Reaction Time-01:36	Smells, Bells, Helps Reaction Time-1:49
EMS 67%	EMS Reaction Time (300)-1:32	
Fire 33%	Fire & HAZ Reaction Time (100/400)-1:05	

December minimum staffing was met

Operations activity was limited with observed holidays and weather challenges

Commercial burn permit program is established and fleshed out – utilizes existing technology to coordinate with county

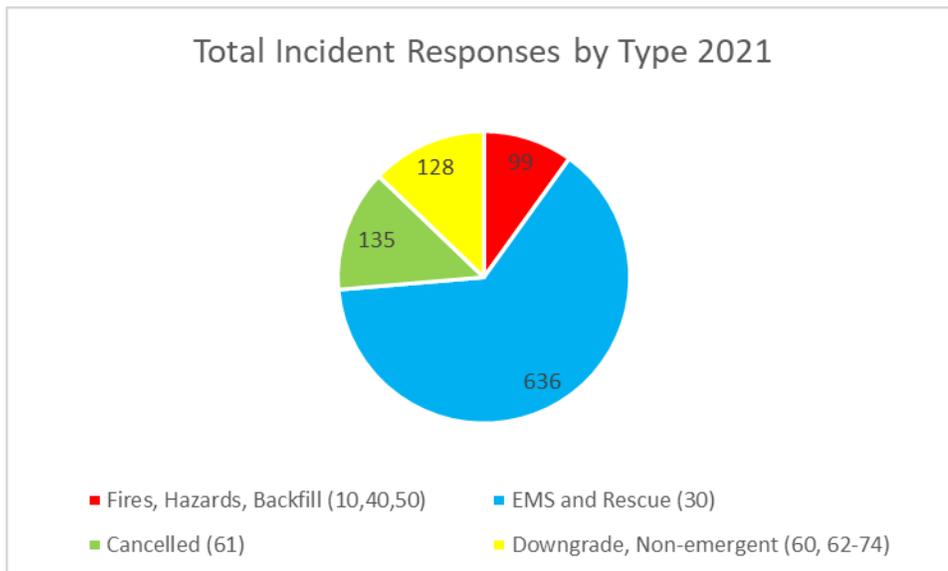
Volunteer Firefighter recruit academy current roster is 10 recruits

Staffing adjustments and opportunities are planned to continue deployment and services model

Year 2021 Performance Highlights:

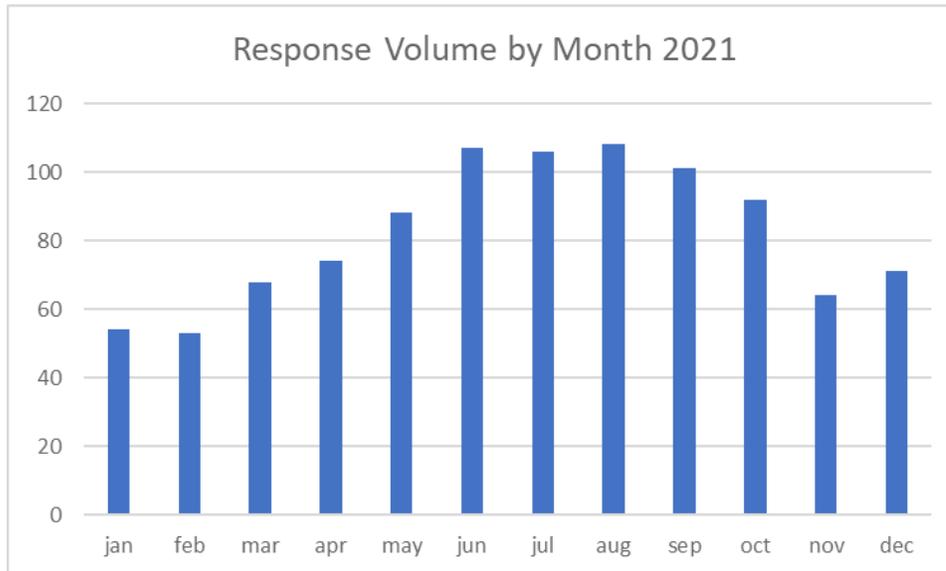
<u>Busiest Day (Aug)</u>	<u>6 Mo High (Jun-Nov)</u>	<u>6 Mo Low (Dec-May)</u>	<u>1-Year Vol (Jan-Dec)</u>
Incidents-10	Incidents-606	Incidents-393	Incidents-999
EMS 60%	EMS 63%	EMS 63%	EMS 63%
Fire 40%	Fire 37%	Fire 37%	Fire 37%
	~3.32 per day	~2.15 per day	~2.74 per day

There were 999 total responses documented in 2021. 64% were attributed to Emergency Medical and Rescue Services at 636 total responses. 13% were attributed to downgraded and/or non-emergency (smells, bells, helps) type services at 128 total responses. 10% were attributed to Fire and other all-hazard responses as well as backfill requests at 99 total responses. 13% of total responses resulted in cancelation or stand down events aka at 135 total responses.



Response volumes for the year emphasize the correlation between seasonal population increases and 911 calls. The busiest 6-month period was May through October, which averaged over 3 calls per day at 606 total calls. Note that there were 10 calls in a single 24-hour shift in August. Several events occurred throughout the year where response-ready resources were strained due to multiple calls occurring simultaneously. Particularly, structure and wildland fires

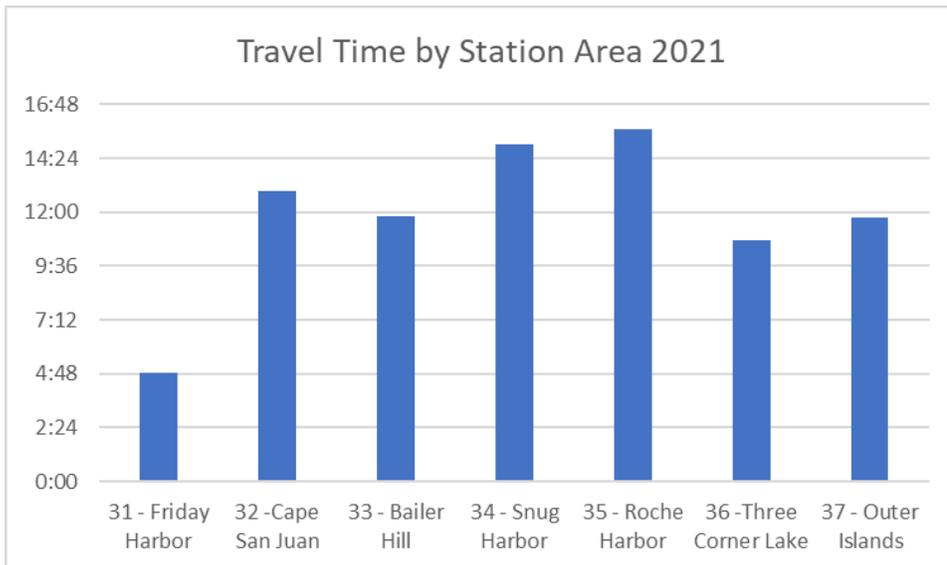
cause the largest strain on resource availability which is expected because they are labor and resource intensive extended operations. Appropriate staffing models help to ensure the system will function under strain. We maintain success at meeting these peak demands and occasional extended events because of a dedicated volunteer and career staff who live on the island and commit to serving this community when it needs them most.



Reaction and travel times showed improvement year over year. 2020 (6mo) data shows a 1:49 reaction time vs 1:41 for 2021 for a 7.5% improvement. Total travel time was 8:32 vs. 7:43 respectively totaling a 10% improvement. Aside from station assignment, reaction time is the only performance component of emergency response that the emergency services system has control over which is why we emphasize the importance of saving seconds. When it really matters, seconds make a difference. The success in achieving excellent reaction times is due in large part to our shift coverage deployment model and the efforts of our responders, both career and volunteer, who maintain 24/7 readiness at the Fire Station and ensure backfill coverage when needed. We continue to hold our shift crew to the 90 second reaction time benchmark. In addition, we continue to add additional responsibilities and activities outside of the Station which puts the response crew out in the community and thereby improves reaction times.

Travel time improvements will improve services to the community. Outer island response areas pose a significant challenge to consistent response times. A combination of dispatching inconsistencies, fracturing of some services within district, marine response complexities, travel times, and beach landing logistics make our current outer island response a very unpredictable response time outcome which Fire District 3 has identified. Vessel location and sufficient staffing combined with individual island beach landing logistical planning are the two primary areas to improve travel times. Now that the outer islands are part of the Fire District, efforts to improve services and confront preventable problems will happen in the coming months and years.

Station 35 (Roche Harbor) is our greatest opportunity for improving overall emergency services. 2021 6-month peak call volume saw 67 responses, 42% Fire and 58% EMS respectively. Average response time for all calls was 15:26 with 26 of the total calls measured in the 16:00-29:59 range. Station 34 (Snug Harbor), while posing much fewer total calls, is showing similar travel time challenges. Focused volunteer recruitment combined with seasonal deployment adjustments will improve emergency services outcomes, particularly for the Roche Harbor area, but also the adjoining areas of outer islands, Snug Harbor, and even Station 36 (Three Corner).



Conclusion:

Under guidance from the Board and direction from the Chief, Fire District operations continues to identify and address strengths, weakness, opportunities, and threats to the overall emergency services provided to this community. The largest threats to improving overall emergency services for the community are external, those that the Fire District has no control over. It is important the community understands that fractured emergency services costs more and provides less. In essence the community pays a high cost for more risk, which is unfortunate. Efforts to improve external influences has gone poorly for decades. Affecting change will require certain formal agreements as a process rather than the traditional and less effective personality driven agreements. The recent levy election outcome combined with unfettered political posturing is very difficult to navigate when operating an emergency services delivery system. Addressing these external threats will need to be accomplished through review of existing and/or non-existing agreements and fixing outcomes, proactive public relations and communication, and stemming the local politicizing of basic and essential government services.

The greatest opportunities to improve emergency services are internal, those that the Fire District can control. Under state law, governance and administration of local Fire Districts is broad, which is a strength for the organization given the local challenges. Data-driven improvements will continue to ensure effective emergency services are provided to the community. We know a combination of target staffing improvements and maintaining an active volunteer roster, combined with appropriate resources and scalable deployment models will provide excellent services. Foreseeable strengths lie in our flexibility and vision as guided under our mission and ethos. Current projects include: volunteer firefighter and EMT recruiting, building upon our marine response plan, planned seasonal staffing deployment, outer-island logistical resource improvements, pursuit of grants and other funding opportunities, ongoing collaboration with the county Fire Defense Board, and maintenance of existing formal agreements at the local, state, and national levels. The community is assured that the Fire District will continue to do everything within statute to ensure that effective emergency services are delivered no matter where, when, and how it needs us to respond.

