

**APPLICATION
FOR TEXT AMENDMENT
TO PIERCE COUNTY COMPREHENSIVE PLAN**

A Text Amendment is a proposed change or revision to the policies of the Comprehensive Plan text.

Applications will not be accepted in the following community plan areas as they are currently under an update process:

- Frederickson Community Plan
- Mid-County Community Plan
- Parkland-Spanaway-Midland Communities Plan
- South Hill Community Plan

Please refer to the [Community Plans update webpage](#).

NOTE: An application must be completed for all proposed amendments, whether initiated by the County Council, County Executive, or a city or town with jurisdiction in Pierce County. No application is considered officially initiated until: 1) the Executive forwards the application to the County Council for inclusion in the Council resolution initiating amendments; 2) a city or town forwards the application to the County Council for inclusion in the Council resolution initiating amendments; or 3) the County Council includes the application in the resolution initiating amendments. It is the applicant's responsibility to provide the completed application and to check on the status of the request. If you want a city or town to initiate an amendment, you need to work directly with the city or town. See the handout [Guidelines for Submitting Applications for Amendments to the Pierce County Comprehensive Plan](#) for additional information.

The deadline to submit an application is 4:00 p.m., **July 31, 2020**. Complete all the blanks in this application form. A letter or report in lieu of this application will not be accepted. However, reports, photos or other materials may be submitted to support your application.

A \$3,000.00 fee for each Comprehensive Plan amendment is required. Whether a request to initiate an amendment is made to the County Executive or County Council, a non-refundable submittal fee of \$500.00 is required at time of application. If the Council approves to initiate the amendment, the remaining \$2,500.00 fee shall be required within ten (10) working days after the amendment is initiated by the County Council. If an applicant fails to pay the required fee, staff will be unable to proceed with the review of an application(s), and this will result in the expiration and cancellation of an application(s).

For additional information, contact Pierce County Planning and Public Works, Long Range Planning Division, by phone at (253) 798-3736 or by email at Jessica.Nappi@piercecountywa.gov.

Applicant: Central Pierce Fire & Rescue, Attn: Fire Chief Daniel Olson
Address: PO Box 940
City/State/Zip Code: Spanaway, WA 98387
Phone: (253) 345-1258
E-mail Address: Dolson@centralpiercefir.org

Agent: Chmelik Sitkin & Davis, P.S. Attn: Jon Sitkin
Address: 1500 Railroad Avenue
City/State/Zip Code: Bellingham, WA 98225
Phone: (360) 671-1796
E-mail Address: jsitkin@chmelik.com

DESCRIPTION OF AMENDMENT:

1. General description of proposal:

See Attached

2. Write text as it currently appears in the Comprehensive Plan (include element/chapter and Pierce County Code citation):

See Attached

3. Write proposed amendment (if new, indicate the proposed location by specifying the document, page number, and location on the page):

See Attached

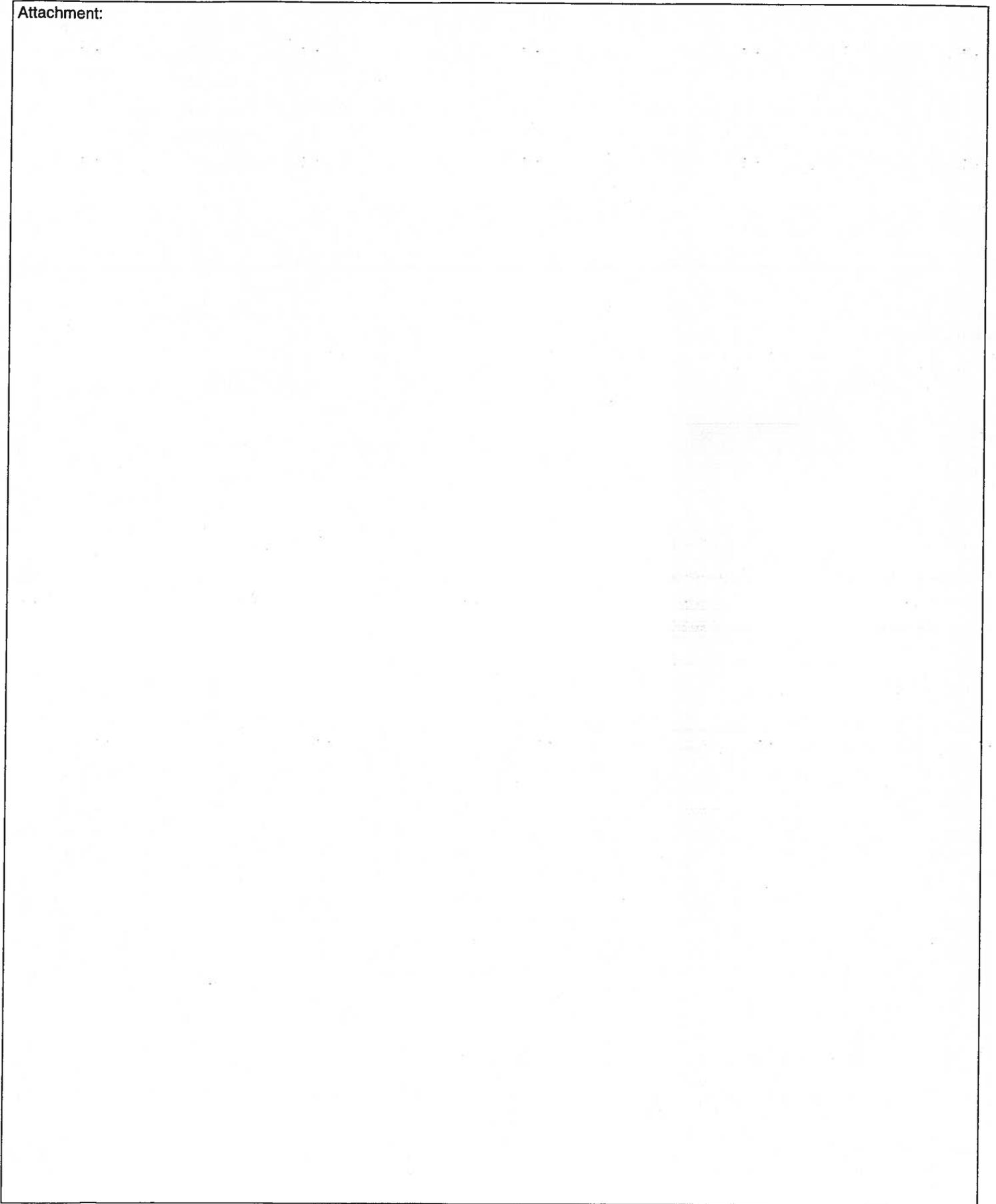
4. Why is the text amendment needed and being proposed?

See Attached

Attach additional sheets if necessary.

Additional Page

Attachment:



July 30, 2020

SUBMITTED VIA PALS ONLINE PORTAL

Pierce County Council
930 Tacoma Avenue South
10th Floor, Room 1046
Tacoma, WA 98402

Re: Central Pierce Fire & Rescue Application for Text Amendments to Pierce County Comprehensive Plan and Implementing Development Regulations

Our Client: Central Pierce Fire & Rescue (the “District”)

Dear Honorable Council Members:

As advised by Ms. Jessica Gwilt¹, on behalf of Central Pierce Fire and Rescue (the “District”), please accept this Application for Text Amendment to the Pierce County Comprehensive Plan related to the incorporation of the District’s Capital Facility Plan (“CFP”) and the associated implementing Pierce County Development Regulations. The proposed text amendments to the Development Regulations are submitted pursuant to Pierce County Code Chapter 2.03.

Applicant:	Central Pierce Fire & Rescue: Fire Chief Dan Olson
Address:	Post Office Box 940
City/State/Zip Code:	Spanaway, WA 98387
Phone:	(253) 345-1258
E-mail Address:	DOlson@Centralpiercefir.org

Agent:	Chmelik Sitkin & Davis, P.S.: Jon Sitkin
Address:	1500 Railroad Avenue
City/State/Zip Code:	Bellingham, WA 98225
Phone:	(360) 671-1796
E-mail Address:	jsitkin@chmelik.com

¹ See June 30, 2020 email to J. Sitkin with copies to Dan Cardwell and Jessica Nappi, attached hereto as **Exhibit 1**.

Description of Amendment:

1. General Description of Proposal:

The District requests the Pierce County Council (the “County Council”) amend the Pierce County Comprehensive Plan (“Comprehensive Plan”) and the associated implementing Pierce County Development Regulations (“Regulations”)² to:

A. Comprehensive Plan Text Changes:

(i) Incorporate by reference the District’s CFP into the Comprehensive Plan in appropriate and applicable locations, such as the Land Use Element, Housing Element, and Capital Facilities Element;

(ii) Update the Comprehensive Plan text to include fire districts in the Comprehensive Plan provisions addressing impact fees;

(iii) Add language to the Land Use, Capital Facilities and Housing Chapters to address the adoption and implementation of fire protection standards, such as the Residential Fire Protection Standards (“RFPS”), throughout the County³

B. Development Regulation Text Amendments:

(iv) Amend Chapter 4A of the Pierce County Code to provide for the Fire and Emergency Response Impact Fees, which may require adopting a new section PCC 4A.40;

(v) Amend the Pierce County Code, Chapter 17C to add the RFPS; and

(vi) Amend the Pierce County Code, Chapter 18J so that the RFPS apply not only to the Graham Community (existing at PCC 18J.80.060.B), but also apply to the Frederickson Community (PCC18A.22), Mid-County Community (18J.70), Parkland-Spanaway-Midland Communities (18J.30) and South Hill Community (PCC 18J.50).⁴

² Identified locations in the Comprehensive Plan and/or Regulations for the proposed amendments are not intended to be the limit of the locations or chapters where the proposed amendment(s) are appropriately or best suited. This District anticipates that County staff would proactively engage with the District to refine this application after initiation.

³ This proposal may be modified or withdrawn depending on the actions of the County Council on the proposed Community Plans and associated Development Regulations pending before the County Council.

⁴ This proposal may be modified or withdrawn depending on the actions of the County Council on the proposed Amendment B (v) above, or the proposed Community Plans and associated Development Regulations pending before the County Council.

Attached hereto as **Exhibit 2** and incorporated with this Application is a letter sent to County Council dated June 22, 2020 that further describes the reasons for the proposal and includes copies of the District's CFP with the District Board of Commissioner's adopting resolution, the District's SEPA DNS on the District's CFP, and the proposed RFPS.

2. Write text as it currently appears in the Comprehensive Plan (include element/chapter and Pierce County Code citation)⁵:

See Current Comprehensive Plan Language attached hereto as **Exhibit 3**.

3. Write proposed amendment (if new, indicate the proposed location by specifying the document, page number, and location on the page):

See Proposed Amendments to Comprehensive Plan Language attached hereto as **Exhibit 4**. The Proposed Amendments include the adoption of the District's CFP in the County Comprehensive Plan. A copy of the District's CFP is Exhibit A to the June 22, 2020 letter attached hereto as **Exhibit 2**.

4. Why is the text amendment needed and being proposed?

A paramount concern of local governments is to protect public health and safety. The County Council identifies "public safety" in its "Big Idea" as a foundational value of the Comprehensive Plan. The above-proposed text amendments, along with the adoption of corresponding regulations in the County Code, can facilitate that public safety is preserved, or at least fire and emergency response services are maintained at existing levels of service while supporting new development. These proposed text amendments are specifically drafted to implement the proposed amendments to the Comprehensive Plan.

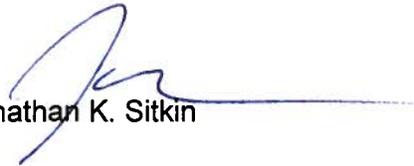
The text amendments and Council's adoption of the District's CFP are necessary to satisfy the Growth Management Act's ("GMA") requirement that the County identify and forecast the future needs of public facilities and services. See RCW 36.70A.070. The current Comprehensive Plan lacks a capital facility plan for fire and emergency response services. It is incumbent on the County Council to adopt the proposed text amendments and incorporate by reference the CFP to cure the current Comprehensive Plan's omission of provisions ensuring that adequate fire protection and emergency medical services are provided concurrent with new development.

⁵ The location of this language here are initial proposals. There may be additional and/or more appropriate locations in the Comprehensive Plan for this language. The District proposes that this more detailed review occur collaboratively with the County staff after this Application has been filed.

Thank you for your consideration.

Sincerely,

CHMELIK SITKIN & DAVIS P.S.


Jonathan K. Sitkin

TDS/kab
Cc: Client

EXHIBIT 1

CSD - Kimberly Barnhill

From: CSD - Tim Schermetzler
Sent: Thursday, July 30, 2020 11:05 AM
To: CSD - Kimberly Barnhill
Subject: FW: Pierce County Community Plan Updates
Attachments: 2021_TEXT_APPL_202005131801155610.pdf; 2021_CPA_Guidelines05132020_202005131800409515.pdf

From: Jessica Gwilt <jessica.gwilt@piercecountywa.gov>
Sent: Tuesday, June 30, 2020 11:31 AM
To: CSD - Jon Sitkin <jsitkin@Chmelik.com>; Daniel Olson <DOlson@Centralpiercefire.org>
Cc: Dan Cardwell <dan.cardwell@piercecountywa.gov>; Jessica Nappi <jessica.nappi@piercecountywa.gov>
Subject: Pierce County Community Plan Updates

Mr. Sitkin and Chief Olson,

Due to the countywide impacts of the proposed Fire and Emergency Services policies that are in the draft changes to the Comprehensive Plan, there is a concern about meeting our noticing requirements since the changes affect areas outside the four community plans and we only sent notice for changes within those four plan areas. (Note: the policies are duplicated in each community plan, these are not considered countywide and meet noticing requirements).

I wanted to let you know about another process coming available that is a more appropriate avenue to request the Comprehensive Plan changes with countywide impacts. Participating in that process would not limit you from continuing to participate in the Community Plan updates process, it just expands your options.

You may request countywide policy changes through our formal Comprehensive Plan amendment process that occurs every other year, with the next cycle beginning this summer and ending in spring/summer 2021. The application period begins July 1, 2020 and ends July 31, 2020 and there is an associated fee. Guidelines, the text amendment application, and more information about the process are currently available on the Comprehensive Plan Amendment website.

For more information about the Comprehensive Plan amendments process please contact the project manager: Jessica Nappi, Senior Planner at Jessica.nappi@piercecountywa.gov and 253-798-2389. I've been coordinating with her to get you this information and she ready to help if you have questions.

I'll be on vacation starting around 1pm Tuesday, June 29 and will return the morning of Tuesday July 7, but I wanted to make sure you got this information ahead of July 1. If you have immediate questions related to the Community Plan updates process while I'm away that Jessica can't answer, Dan Cardwell is available this Thursday through Monday at dan.cardwell@piercecountywa.gov and 253-798-7039. If it's not immediate, just leave me a message and I will get back to you when I return.

I also want to add that Planning Commission will have a special meeting via Zoom on July 7 and will discuss your last request to them for clarification on their recommendation. Contact Jennifer O'Shaughnessy for details at jennifer.oshaughnessy@piercecountywa.gov.

Thank you for your continued patience while navigating this process,

Jessica A. Gwilt

Senior Planner | Long Range Planning

EXHIBIT 2

June 22, 2020

SENT VIA EMAIL AND REGULAR MAIL

pccouncil@piercencountywa.gov
Pierce County Council
930 Tacoma Avenue South
Room 1046
Tacoma, WA 98402

Re: Central Pierce Fire & Rescue Comments on Proposed Update to Frederickson, Mid-County, Parkland-Spanaway-Midland, and South Hill Community Plan and Pierce County Comprehensive Plan and Development Regulations (collectively the “Updates”)

Our Client: Central Pierce Fire & Rescue (herein referred to as the “District”)

Honorable Council Members:

As with any first responder, Central Pierce Fire & Rescue (the “District”) is expected to respond timely and at a level of service to provide lifesaving fire and emergency responses. Often, as with the development fostered as a direct result of the proposed Updates, there is the unintended consequence of adversely affecting the District’s ability to maintain the pre-existing level of service (“LOS”) to the *existing* community’s need for basic and advanced life support services, and other fire and emergency services.

Recognizing this need, the Pierce County Planning Commission recommended that the County Council adopt the District’s Capital Facility Plan (referred to herein as the “District’s CFP” and attached hereto as part of *Exhibit A*) as part of the County’s Comprehensive Plan¹, the Community Plans², and that the County Council implement the District’s CFP through the addition of Fire Impact Fees to the County’s existing impact fee ordinance³.

Pierce County’s Comprehensive Plan and the Updates must satisfy all of the requirements of the Growth Management Act (“GMA”), which must include a capital facility element that provides for the implementation of the full land use plan by showing how public facilities and services will

¹ See Page 2 of 19 of Planning Commission Summary of Recommendations- Comprehensive Plan (March 12, 2020).

² See for example, recommended Goal CF-17 in Planning Commission recommendation related to Frederickson Community Plan update.

³ See Page 2 of 19 of Planning Commission Summary of Recommendations- Comprehensive Plan (March 12, 2020).

be provided for at the population and densities envisioned in the plan at the adopted levels of services. See RCW 36.70A.070. ⁴ The County's Comprehensive Plan lacks a capital facility plan for fire and emergency response services, and none exists for the Updates.

CENTRAL PIERCE FIRE & RESCUE CAPITAL FACILITY PLAN

The District's Capital Facility Plan and the Board of Commissioners Resolution ("Resolution") Adopting the District's CFP, prepared at the recommendation of the Pierce County Planning department, is attached hereto as *Exhibit A*.

The elected Board of Commissioners of the District commissioned an outside consulting firm⁵ to prepare a draft Capital Facility Plan in compliance with the requirements of the GMA, and specifically RCW 36.70A.070(3) as it relates to the District's ability to provide and maintain existing LOS to the District's residents and businesses⁶.

The District's Board of Commissioners requests that Pierce County include the District's CFP as part of the Community Plan updates and as part of the County's Comprehensive Plan. In addition, the Board has asked that the County adopt an Impact Fee Ordinance for fire and emergency response services assessing the Fire Impact Fees on new development as set forth in the CFP, and adopt as part of the applicable development regulations the Residential Fire Protection Standards ("RFPS"), attached hereto as *Exhibit B*, and incorporated by reference.

DISTRICT AND AREA BACKGROUND

Today, the District is called upon to provide both fire suppression response, emergency medical response and first response care (Basic Life Support (BLS) and Advanced Life Support (ALS) first response and transport), rescues, as well as response to hazardous materials incidents, wildfire incidents, public service requests, and other demands. Full time paid personnel will respond from their assigned station or field work location when they are available. Response times vary depending on the location of the incident in relation to the location of the response crew. Responses for emergency medical care, again, vary depending on the incident type and location. For most medical emergencies, the minimal response for ALS events will be a medic unit and fire engine staffed with 5 paid personnel including 1-2 paramedics. The minimal response for BLS events is one fire engine with EMT trained fire response personnel.

Development that is likely to occur as a result of the updates and associated development regulations will cause an upsurge in population, traffic, and other effects, which in turn creates an escalated demand for service and adversely impacts timely response services. These additional demands on service will cause an increase in the utilization of Fire District facilities,

⁴ Public services specifically include "fire protection and suppression" and "other governmental services"- such as emergency response services. See RCW 36.70A.070 (20). In addition, WAC 365-196-320(1) includes fire protection services as urban services. Further, public facilities are synonymous with capital facilities owned by public entities. See *West Seattle Defense Fund v. Seattle*, CPSCMHB Case # 94-3-0016, FDO April 4, 1995. See Also, *Wilma et al v. Stevens County*, EWGMHB, Case No. 06-1-0009c FDO, March 12, 2007 at 16.

⁵ Maul Foster Alongi ("MFA").

⁶ The entire District lies within Pierce County.

apparatus, and equipment. Currently, the District has an apparatus replacement plan based on *current* utilization reflective of *existing* demands.

Current residents should not bear the burden of replacement of apparatus and other capital sooner than the current scheduled replacement plan. With the projected increase in utilization and demands on service and capital due to the development proposed in the Updates, District capital replacement planning requires mechanisms to accommodate increased usage, resulting in additional mileage, and wear and tear on Fire District apparatus and other capital. This update and analysis are part of the District's CFP. The District does not have sufficient mechanisms or funds to subsidize growth. Present available tax revenue is necessary to fund normal operations without growth. The two most common and appropriate means for financing the purchase of apparatus and equipment are board of fire commissioner approved debt, or voter approved debt. Commission approved debt must be repaid with funds accrued through regular property taxation. Taking revenues from operational funds to pay off debt would result in the District not being able to fund the necessary increases in predicted operational expenditures, such as increases in staffing, all resulting from the development that is likely to occur as a result of the Updates.

Further, should apparatus not be available to the District to respond, or the response time reflect a marked increase (i.e. slower to respond to a medical emergency), and/or should apparatus inspections reflect abnormal wear or late replacement, the current insurance rating could be increased. Such increases mean a direct impact to the property owner as the premium for fire insurance will increase commensurate with the increase in insurance rating. It may also lead to significant insurance cost increases to any project proponent and/or landowner upon occupancy. These impacts to the citizens, residents and businesses should be part of the Comprehensive Plan and Community Plan update review process.

The existing conditions within the District do not meet the District established service level objectives for fire response. As reported in the District's 2017 annual report of service level objectives, the District is not meeting the response time goal for any category other than the full first alarm assignment at a fire suppression incident, where the response time is within 12 – 14 minutes on average with a goal of 16 minutes. The National Fire Protection Association ("NFPA") level of service for an urban area is a 4 – 6-minute response 90% of the time. This is measured from tires leaving the station to the first unit responding to the scene. Presently, under this measure, the District fails to meet this level of service. The proposed urban environment with the apparent densification (zero lot line, building heights, etc. combined with additional traffic), further compromises the District's ability to meet the applicable levels of service. All other areas are out of compliance with the level of service goal, including the arrival of fire units for emergency medical services, arrival of advanced life support, and arrival of the first engine at fire suppression incidents, are below standard.

When faced with the prospect of the added growth contemplated by the Community Plan updates, and other growth planned or proposed within the District, the District expressed its concerns to the County Planning staff that it would not be able to maintain its current levels of service to existing residents and absorb the new growth under existing and future revenues. Following this discussion, the County Planning Staff recommended that the District prepare a GMA compliant Capital Facility Plan, which it did.

PREPARATION OF CAPITAL FACILITY PLAN

In preparation of the draft CFP for District staff review, Maul Foster engaged the County Planning department for background data and information related to historic and future growth within the District's boundaries, which includes the areas proposed for rezoning in the Community Plan.

After preparation of the draft CFP, District staff provided a copy of the draft plan and later met with County officials and community groups, including representatives of the building industry and realtors' associations, to receive comments on the draft CFP. Following receipt of those comments, the draft CFP was revised once again. District staff prepared a SEPA Checklist and requested the District's SEPA Responsible Official to prepare a SEPA threshold determination. The District's SEPA Responsible Official issued a Determination of Non-Significance (DNS) and circulated that determination to a variety of agencies and stakeholders, including the Pierce County Planning Department, and representatives of the Pierce County building industry and realtors' associations. No comments were received in response to the DNS, and the DNS was not appealed.

The District's Board of Commissioners also called for a public hearing on the draft CFP, even though such a public hearing was not required by law. Notice of the public hearing was published in the Tacoma News Tribune and by other means. Written and verbal comments were received. After the close of the public hearing, the written comment period remained open. At the next regularly scheduled meeting of the District's Board of Commissioners following the public hearing, the Board unanimously adopted the CFP and the attached resolution.

GMA REQUIREMENTS RELATED TO CAPITAL FACILITY PLANS AND COMPREHENSIVE PLAN

The District's CFP includes the following as required by the GMA (See RCW 36.07A.070 (3), and WAC 365-196-145, among other provisions):

- (1) Analysis of the District's ability to provide fire and emergency response throughout the District upon the development of the projects that would be allowed under the updates and associated development regulations through the 20-year planning period;
- (2) The capital, operational and financial requirements for the development of the projects that would be allowed under the updates and associated development regulations;
- (3) A review of the District's operational and financial ability to continue to provide the applicable level of service, including fire response, emergency medical response, and transport services, not only to the development of the projects that would be allowed under the updates and associated development regulations, but to all residents and taxpayers of the District after development of the project. This includes the existing deficiencies, and future added demands on service and capital caused by the development of the projects that would be allowed under the updates and associated

development regulations, as well as the opportunities that exist to either mitigate or fund those added demands of service from public funding sources and other means, including impact and/or other mitigation fees if necessary; and

(4) The appropriate mitigation measures.

COUNTY COMPREHENSIVE PLAN AND RELATED PLANNING DOCUMENTS

The County's Comprehensive Planning Documents contain goals and policies seeking to ensure that adequate facilities and services are in place to serve development. The following is an example, but not a comprehensive list, of the goals and policies that already exist supporting the District's interest, and request, and the Planning Commission recommendation.

Pierce County Vision Statement

1. The Vision Statement sets the following goals (emphasis added):
 - a. **"Adequate infrastructure and services will be available prior to or concurrent with actual need."** See Page D-12 of Frederickson Plan.⁷
 - b. **"The challenge to the community is not to stop growth, but to control and plan for growth to occur in a manner which will have beneficial impacts on the community. This plan is premised on the idea that through proper management of growth, the community can avoid, minimize, or mitigate many existing and future problems."** See Page D-13 of Frederickson Plan.
 - c. **"Achievement of the goals of the plan will help ensure that a high-quality living environment exists in the community."** See Page D-13 of Frederickson Plan.
 - d. **"Failure to appropriately plan for this growth will undoubtedly contribute to further declines in the quality of life experienced by those who live and work in the community."** See Page D-19 of Frederickson Plan.

The District and its elected board of commissioners agree with and support this vision. The District believes that the basis for zoning, and the public's health, safety, and welfare are of primary importance. However, the first step must be to assure that the Comprehensive Planning documents and development regulations adequately ensure that necessary emergency and fire response services are in place when the development occurs to maintain pre-existing levels of service. These services provided by the District include emergency medical response, BLS and ALS response and transport services, as well as fire response and suppression with adequate water supply.

⁷ Similar goals and policies exist in the other Community Plans.

SUPPORTIVE PROPOSED GOALS AND POLICIES

A goal of Facilities and Service Element (Chapter 6) **"Addresses infrastructure and services needed to support the proposed land use growth and development, and potential partnerships and sources for funding opportunities."** See Page D-35 of the Frederickson Plan (emphasis added). This chapter recognizes the high rate of growth impact on public facilities and services, and the resulting deficiencies on services and facilities caused by new growth. See Page D-140 of the Fredrickson Plan. Like schools, parks, roads, sewer and water systems, the fire and emergency response systems and facilities are experiencing similar deficiencies. The plan recognizes that the citizens' demand that the goals of the proposed plan, including the assurance of the necessary safety services, are protected and assured through policies and regulations. See Page D-76 of the Frederickson Plan.

The proposed plan expressly recognizes that the County's planning policies and development regulations are vital to public safety and assuring a desirable place to live.

"Residents of Frederickson want to better define the community and help to ensure that it remains a desirable place to live as it continues to grow in the future. The community plan enacts measures to ensure future development will contribute to visual and functional amenities. **The goals of the community plan are accomplished through policies, regulations, and design standards.** However, adoption of the community plan will not result in immediate change. Significant and lasting change will occur over time." D-76 of Frederickson Plan (emphasis added).

However, without inclusion of the District's CFP in the Community Plans and the County's Comprehensive Plan, the Facilities and Service Element (Chapter 6) does not address the impact to fire and emergency services. Absent the District's CFP, there are no functional policies or action plans to assure that there are adequate fire and emergency response systems and facilities in place to serve the demands of new growth. Absent the District's CFP, the Community Plan fails to analyze the existing fire and emergency response facilities and services in the planning areas. Parks, stormwater, roads, potable water, and sanitary sewer are all addressed in detail, but not existing fire and emergency response facilities and services. The only discussion of fire and emergency response in the Comprehensive Plan is on one half of one page on pages 3-6. The Community Plans can and are required to include goals and policies and establish regulations that assure adequate fire and emergency response facilities and services in the planning areas for current and future development. RCW 36.70A.030. This can be met by incorporating the District's CFP as recommended by the County's Planning commission.

CONCERNS REGARDING UPDATES WITHOUT DISTRICT'S CAPITAL FACILITY PLAN

There are basic fundamental flaws with a high-density urban environment that is .5-mile-wide and approximately 25 miles long. The District's capacity to sustain increased capital and

operational costs to maintain current levels of service will be significantly compromised with the addition of this urban environment without adoption and implementation of the District's CFP and Fire Impact Fees as recommended by the County Planning Commission.

Increased traffic resulting from new development can adversely affect response times if not planned in a coordinated manner with the District over the entire planning period. The proposed plans call for high density in the area of the major intersections at the Town Center with lower, more moderate density for urban single and higher family residential areas in the outer areas of the planning area. Multi-family housing will be located along major traffic corridors near commercially zoned lands. These new loads on traffic and associated new growth can significantly affect District response and transport time to existing and future residents, affect station location planning, and affect facility resource planning.

SUMMARY OF DISTRICT CAPITAL FACILITY PLAN

The District's CFP sets forth the financing plan for maintaining existing levels of service but is dependent upon the County adoption of the District's CFP and implementation of Fire Impact Fees.

The District's CFP identifies the District's capital facility needs over the initial six-year period from 2019 through 2026. The \$35.2 million in capital facilities needed to maintain the current level of service is combined with the \$12.7 million needed to support new growth, for a total capital facility need of \$48.0 million over six years. About 80 percent of this total, or \$38.4 million, is the result of a new station needed to maintain the existing levels of service and accommodate increased demand as a result of growth through 2026.

Based on the projected capital facility needs, the District requires additional revenue beyond the projected and planned General Obligation bond and other existing revenue sources to fund capital improvements necessitated by new growth just to maintain existing levels of service over the planning period. However, pursuant to this plan, new development would bear only a portion of the capital costs of maintaining existing levels of service. Not all elements of capital facilities needed to support new growth would be borne by the new development, as those already living and working in the service area benefit from District services.

Accordingly, the District urges Pierce County to adopt a Fire Impact Fee ordinance, as it has for schools, parks, and traffic so that the impact of new growth and development can be proportionately assigned to developments causing demand for services. The District's CFP sets forth a Fire Impact Fee in which developers would not be required to fund the cure of any existing deficiencies, and the existing residents and businesses would not be required to subsidize growth or experience a drop in the existing LOS. The Fire Impact Fees recommended by the District are set forth in the table below. Based on projected single-family, multifamily, and commercial development in the service area, impact fees at an estimated \$3.2 million would support station and apparatus investments proportional to the estimated growth-caused increased incident volume over the next six years. This equals 6.8 percent of the total estimated capital facility costs during the six-year planning period.

Table 10: Impact Fee Estimate

Use Type	6 Year CF Need from Growth	2026 Emergency Responses	Share of Responses 2026	Response Share Cost	Estimated Unit Growth 2019-2026	Cost per Unit
Column Number	1	2	3	4	5	6
Residential (Unit)						
Single Family	\$3,238,000	16,898	59%	\$1,920,893	6,497	\$296
Multifamily	\$3,238,000	4,046	14%	\$459,869	3,137	\$147
Business (Square Foot)						
Health Care, Detention & Correction	\$3,238,000	4,164	15%	\$473,288	464,724	\$1.02
Assembly	\$3,238,000	942	3%	\$107,083	282,363	\$0.38
Office	\$3,238,000	1,054	4%	\$119,802	87,363	\$1.37
Retail	\$3,238,000	302	1%	\$34,376	534,742	\$0.06
Manufacturing, Industrial, and Warehousing	\$3,238,000	1,079	4%	\$122,688	23,287,880	\$0.01

One of the advantages of Pierce County adopting the District's CFP and the Fire Impact Fees set forth therein, is that there is a predictable and efficient system for all parties as to allocating the cost and impacts of new growth to the new development. If the District's CFP is not adopted as part of the Community Plans, the Comprehensive Plan, and implemented by adding Fire Impact Fees, the District is left to use the SEPA process in the form of SEPA comments and if necessary, permit and approval challenges to development that do not provide such mitigation, as is now occurring.

RESIDENTIAL FIRE PROTECTION STANDARDS

District staff and the development community have met and come to an understanding and consensus regarding proposed Residential Fire Protection Standards ("RFPS"), attached hereto as *Exhibit B*, for inclusion in the Development Regulations. RFPS are critical regulations for life safety in the design, construction, and occupancy of a residence. These basic life safety regulations must be included in the Community Plan Area Design Standards and Guidelines for Frederickson⁸, Mid-County⁹, Parkland-Spanaway-Midland¹⁰, and South Hill¹¹. Similar regulations and supporting policies have been included in the Graham Community Plan Area Design Standards and Guidelines¹², and the Graham Community Plan.

⁸ Pierce County Code (PCC) 18J.60.

⁹ PCC 18J.70.

¹⁰ PCC 18J.30.

¹¹ PCC 18J.050.

¹² See Graham Community Plan Area Design Standards and Guidelines, Design Objective – Residential Fire Protection Standards, PCC 18J.80.060.B.

These RFPS allow fire and rescue equipment and personnel adequate access to conduct operations in order to confine fire spread to the occupancy of origin to minimize the loss of life and protect homes. For residential occupancies in commercial buildings, the objective is to allow fire and rescue equipment and personnel adequate access to conduct operations and confine fire spread to the occupancy of origin to minimize the loss of life and protect buildings up to 75 feet high.

It is our understanding that the Planning Commission had, as part of its action related to the Development Regulations, included as part of its recommendation the proposed RFPS. These RFPS were included as part of my March 3, 2020 letter submitted to the Planning Commission and reviewed with the Planning Commission during the Planning Commission public hearings/meetings.

Since that time, District Officials identified that the RFPS were not included in the Pierce County Planning Commission Table of Actions. Pierce County Planning advised the District staff that they were not specifically excluded, but because no Planning Commission member specifically asked to have the RFPS specifically listed, the RFPS are not proceeding to the Pierce County Council for consideration. The District does not believe that the Planning Commission intended to exclude these critical life safety considerations that were the result of negotiations and agreements between the building community and the District.

The District requests that the County Council include the RFPS as development regulations applicable to the areas of the four Community Plans, and for public safety throughout the District and Pierce County.

RECOMMENDATIONS

As previously stated, the District is all about public safety; the District is NOT anti-growth.

The District requests that the County Council incorporate the District's CFP into its Comprehensive Plan, the Community Plans, and implement these plans by adoption of the RFPS and Fire Impact fees contemporaneously with the adoption of the updated Community Plans and implementing regulations.¹³

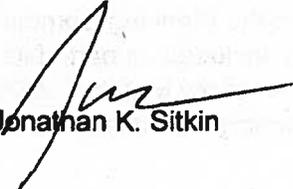
The Community Plans should include environmental policy language directing review of the impacts of development on the Fire and Emergency Response services during the SEPA review process, including the impact of development on Fire and Emergency Response services' capital facilities.

Thank you for your attention to this matter.

¹³ This is consistent with the proposed Plan in relation to parks, which calls for user fees, new revenue generated for parks (D-161), and payment of fees in lieu of park land dedication (D-162). The same approach can and must be taken in regard to emergency and fire response services.

Sincerely,

CHMELIK SITKIN & DAVIS P.S.


Jonathan K. Sitkin

JKS/kab

Encl.

Cc: Client

D. Hanberg (via email; dennis.hanberg@piercecountywa.gov)

D. Cardwell (via email; dan.cardwell@co.pierce.wa.us)

EXHIBIT A

CENTRAL PIERCE FIRE & RESCUE

RESOLUTION NO. 20-03

**A RESOLUTION OF THE BOARD OF FIRE COMMISSIONERS OF CENTRAL
PIERCE FIRE & RESCUE ADOPTING A CAPITAL FACILITIES PLAN AND
MITIGATION FEE SCHEDULE**

WHEREAS, Central Pierce Fire & Rescue (the "District") is the designated provider of fire protection, fire suppression, and emergency medical response services ("Services") within the boundaries of the District, including nearly all of the communities of Frederickson, Mid-County, Parkland-Spanaway-Midland and South Hill within the Pierce County Urban Growth Area ("UGA"), and the City of Puyallup; and

WHEREAS, the District is not able to provide these Services at an urban level in a manner consistent with urban levels of service as established at National Fire Protection Association ("NFPA") standards; and

WHEREAS, the District has advised the Pierce County Planning staff that the District lacks the financial resources and funding sources to provide and maintain urban levels of service or to have the facilities necessary to provide the Services at urban levels to the urban areas of the District, including the UGA; and

WHEREAS, pursuant to RCW 36.70A.470, it is the County's obligation to initiate and to amend the County Comprehensive Plan and any associated changes to the County zoning code and related maps when the County is aware of any errors or changed circumstances in the existing Comprehensive Plans and Subarea Plans, such as the inability of the District to provide the Services at urban levels, and lacks the necessary facilities to provide the Services at urban levels; and

WHEREAS, the District, at the recommendation of the Pierce County Planning staff, retained a consultant to prepare a draft Capital Facilities Plan (the "Plan" or "CFP") in compliance with the requirements of the Growth Management Act ("GMA") pursuant to RCW 36.70A.070; and

WHEREAS, the Plan assessed existing capital facilities and identified needed capital facilities, including new, upgraded, improved or replacement facilities necessary to allow the District to have adequate facilities to provide, maintain and increase the level of services to the future development within the District, and to the urban areas within the District and the UGA in particular, at levels of service consistent with NFPA standards, such as NFPA 1710 and/or NFPA 1720, utilizing the population forecasts and allocation provided by Pierce County and proposed in the Four Community Plan and the associated Pierce County Planning draft Environmental Impact Statement for the Frederickson, Mid-County, Parkland-Spanaway-Midland and South Hill community plan updates on April 5, 2019 ("Draft EIS"); and

WHEREAS, during the development of the Plan, the District staff presented a preliminary draft of the Plan to the Pierce County planning department staff, and representatives

of the local building industry association and the realtors' association to review the draft Plan, and received comments from both organizations as well as County staff, and revised the preliminary draft Plan based upon those comments, resulting in the draft Plan dated January 22, 2020 (the " CPFR CFP 2020 Draft Plan"); and

WHEREAS, on January 22, 2020, the 2020 Draft Plan was submitted to the District SEPA responsible official for review as a non-project SEPA review, and the District SEPA Official issued a Determination of Non-Significance on January 23, 2020; and

WHEREAS, the District Commission set a public hearing for February 3, 2020 to receive public comment on the CPFR CFP - 2020 Draft Plan and provided for the opportunity to submit written comments to the Commission in advance of the public hearing, with notice of the public hearing provided in the following manner:

- Tacoma News Tribune
- Central Pierce Fire & Rescue website
- Posted at Meeting Location – 17520 22nd Ave E, Tacoma, WA 98445

and

WHEREAS, the District Commission conducted a public hearing on February 3, 2020 where it received six verbal comments, and three written comments; and

WHEREAS, after receipt of comments, and following the first public hearing, the District staff made minor revisions and clarifications to the draft Capital Facilities Plan and presented the final proposed Plan to the Commission for adoption on February 10, 2020; and

WHEREAS, the GMA includes the goal to "ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards"; and

WHEREAS, the District's capital facilities planning process would ideally result in an interlocal agreement between the County and the District to provide for the collection by the County and distribution to the District of the appropriate capital facilities mitigation fee as a condition of development approval, thus providing the capital funds necessary for the construction of facilities necessary to enable the District to provide urban levels of service to the UGA at national standards; and

WHEREAS, due to statutory limitations on revenue generation for the District, in order to implement the District's Plan and financial plan therein, additional revenue is required from Pierce County or a third party, and the District's impact/mitigation fee schedule in the Plan provides for an impact or mitigation fee to be assessed on development to mitigate impacts caused by the new development on the Services to be used for future required capital facilities necessary to maintain the pre-existing level of service, with such fees allocated on a proportional basis, and based upon the principals of allocation of costs related to the impacts to capital facilities that are reasonably necessary as a direct result of the development and the need for urban levels of services, and excluding costs necessary to cure existing capital facility deficiencies.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION FOR CENTRAL PIERCE FIRE & RESCUE TO TAKE THE FOLLOWING ACTIONS:

1. The Commission adopts the Capital Facilities Plan as set forth in Exhibit "A" attached hereto as its Capital Facility Plan.

AND TO TAKE THE FOLLOWING FURTHER ACTIONS:

2. The District Commission directs the District Fire Chief to forward the District's Capital Facilities Plan to Pierce County with the request that the County include this Capital Facility Plan in the Pierce County Comprehensive Plan and that it be part of the Pierce County Frederickson, Mid-County, Parkland-Spanaway-Midland and South Hill community plans.

3. The District Commission requests that the County adopt an Impact Fee Ordinance pursuant to RCW 82.02 et seq., implementing the impact fees identified in the Plan, similar to what the County has done in regard to schools.

4. The District Commission requests that prior to the County's adoption of an impact fee ordinance implementing the District's Capital Facility Plan, that the Pierce County SEPA Official implement this Capital Facility Plan through the County's SEPA policies for all development within the District, and that the County include the mitigation fee identified in the Capital Facility Plan, in lieu of a developer's construction of facilities for the District, as a condition of development in order to provide for and ensure the adequacy of public facilities and services for new development, as well as the achievement of concurrency.

PASSED BY THE BOARD OF FIRE COMMISSIONERS OF CENTRAL PIERCE FIRE & RESCUE ON THE 07 DAY OF February, 2020.

Matthew Holm, Commissioner

Bob Willis
Bob Willis, Commissioner

Bill Eckroth
Bill Eckroth, Commissioner

Steve Stringfellow
Steve Stringfellow, Commissioner

Rich Coleman
Rich Coleman, Commissioner

ATTEST:

Tanya Robacker
Tanya Robacker, District Secretary

CAPITAL FACILITY PLAN



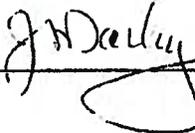
Prepared for
CENTRAL PIERCE FIRE & RESCUE
January 2020
Project No. 1835.01.01

Prepared by
Maul Foster & Alongi, Inc.
2815 2nd Ave Suite 540, Seattle, WA 98121

**CAPITAL FACILITY PLAN
CENTRAL PIERCE FIRE & RESCUE**

*The material and data in this plan were prepared
under the supervision and direction of the undersigned.*

MAUL FOSTER & ALONGI, INC.



**Jim Darling
Principal**



**Matt Hoffman
Senior Planner**

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ACRONYMS AND ABBREVIATIONS

ALS	Advanced Life Support
BLS	Basic Life Support
CPFR	Central Pierce Fire & Rescue
DEIS	Draft Environmental Impact Statement
EIS	Environmental Impact Statement
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ERF	Equipment Replacement Fund
FBC	Fire Benefit Charge
GEMT	Ground Emergency Medical Transportation
GMA	Growth Management Act
GO	General Obligation
LID	Local Improvement District
OFM	Washington State Office of Financial Management
Plan	Capital Facility Plan
PSRC	Puget Sound Regional Council
RCW	Revised Code of Washington
SEPA	State Environmental Policy Act
SqFt	Square Feet
WAC	Washington Administrative Code

EXECUTIVE SUMMARY

This Capital Facility Plan (Plan) is a planning document covering a 20-year period, with the primary financial focus on the initial six-year period from 2020 to 2026. This Plan is designed to fulfill the Washington State Growth Management Act Capital Facilities requirement as identified in Revised Code of Washington 36.70A.070.

Central Pierce Fire & Rescue (CPFR) is a multiservice organization with services and programs tailored to meet the needs of communities in the county, including fire suppression, emergency medical services (EMS), technical rescue, hazardous material mitigation, and public information and education. The CPFR service area totals 84 square miles and encompasses the City of Puyallup and portions of unincorporated Pierce County. This Plan builds on CPFR's 2018 Strategic Plan, which crafted a mission and vision for the organization and outlined key goals. CPFR's mission statement is to "effectively respond, continuously improve, compassionately serve."

CPFR contends that growth will affect service levels and existing capital facilities will be impacted by the increased call volume, resulting in quicker degradation of services. Not all elements of capital facilities needed to support new growth should be borne by new development, as those already living and working in the service area benefit from CPFR. This Plan will expand on how CPFR will allocate capital facility costs to growth.

Current Conditions

The population of the service area has steadily increased, with an estimated 27,200 people moving into the area between 2010 and 2019. This represents a 1.4 percent average annual increase during the ten-year period. For comparison, Washington State's population grew at a rate of 1.3 percent per year during that same period. In 2019, of the approximately 225,450 residents in the service area, 183,880—or 82 percent—lived in unincorporated Pierce County. The remainder of the population resides in the City of Puyallup.

According to Washington State Office of Financial Management (OFM) estimates, there are about 85,950 housing units in the service area. Sixty-two thousand single-family housing units account for nearly 60 percent of the land in the service area, whereas roughly 22,500 multifamily units occupy only four percent of the service area land area. Nearly 8,000 housing units have been added to the area since 2010 and approximately 30 percent of those units were multifamily developments consisting of three or more units.

In 2018, CPFR responded to 29,481 incidents. On average about 50 percent of incidents were at single-family residences. Multifamily developments and retirement homes combined (Health Care, Detention) comprise an additional 24 percent of calls. The other major driver of incident numbers is the number of occurrences outside in public settings such as streets and parks. Calls to these areas account for 15 percent of all calls. Taken together, these land uses, which are driven directly by population growth, account for 87 percent of all high-risk incidents.

CPFR is meeting or is near the target response time objectives for fire-suppression incidents; however, the actual times for emergency medical incidents are slower than the response time objective. In response to these metrics, CPFR will conduct an EMS Systems study in 2020 to provide a thorough review of all portions of CPFR's EMS system and provide strategic recommendations as to how it can best meet the current and future goals. Growth will impact service levels for CPFR, and existing capital facilities will be impacted by the increased call volume, resulting in quicker degradation of services.

Resource Inventory

CPFR employs 274 uniformed personnel, all of whom are trained as firefighters. Of these, 195 are certified as emergency medical technicians (EMTs) and 79 are paramedics. These highly trained individuals must continually educate themselves in the techniques, dangers, and advancing technologies within the scope of the services they provide.

CPFR currently has 11 staffed fire stations strategically located throughout the district. Each station is staffed 24 hours a day with professional firefighter/EMTs and paramedics. Emergency response apparatus include 16 total engines, three ladders, two battalion chiefs, 12 medic units, and two low acuity aid units. In addition to these frontline response apparatuses, CPFR has a fleet of staff, support and special operations vehicle and equipment detailed in the Plan.

In order to maintain the serviceability of its equipment, CPFR has an equipment replacement plan that is updated annually to plan for the equipment replacement fund (ERF). The cost of replacing these vehicles and equipment over the next six years is anticipated to be \$35.2 million.

Land Use Projections and Analysis

The population in CPFR's service area is expected to grow by about 30,700 by 2040. However, the rate of population growth since 2010 has exceeded the Puget Sound Regional Council's (PSRC) projections. If this historic growth rate continues, then the service area could grow by as many as 59,700 people by 2040. The CPFR service area is also projected to experience significant job growth based on PSRC projections from 2017. It is anticipated that between 2014 and 2040, over 26,500 new jobs will have been added to the local economy. This represents a 30 percent increase.

Pierce County is currently considering zoning changes that could increase population and jobs in the CPFR service area above and beyond the growth anticipated by the PSRC projections. Based on the county's analysis of alternatives, the proposed zoning changes could add as many as 3,425 households to the CPFR service area beyond current estimates.

The Plan modeled the impact of new housing units and business growth on the demand for fire, emergency response and rescue service to determine the additional capital facilities needed as a result of growth. Over the six-year planning period, one suppression unit, one medical unit, and 8,400 square feet of new station will be needed to service growth, at a cost of \$12.7 million. The proposed rezones are anticipated to have little impact over the initial six years but will increase the long-term capital facility's needs.

Capital Facility Plan

The Plan identifies CPFR's capital facility needs over the initial six-year period from 2020 through 2025. The \$35.2 million in capital facilities needed to maintain the current level of service is combined with the \$12.7 million needed to support new growth, for a total capital facility need of \$48.0 million over six years. About 80 percent of this total, or \$38.4 million, is the result of a new station need to maintain existing level of service and accommodate increased demand as a result of growth for 2025.

CPFR anticipates using three main sources to fund these capital needs over the six-year planning period. The first source is the ERF. These revenues include levy funds, fire benefit charges, transport fees, ground emergency medical transport fees, and grants. Currently the ERF is funded at an average of \$2 million per year, with an expected annual average of roughly \$4 million over the next 20 years. This source of funds will support capital investments anticipated between 2020 and 2023.

The second source for the Plan is general obligation (GO) bonds. CPFR intends to put a GO bond on the ballot in 2024 for an estimated \$80.7 million that will project out ten years of capital facility expense for major capital facility costs. This source will support capital investments in 2024 through the end of this Plan's six-year time horizon to 2034. Current bond payoff estimates indicate that CPFR will have 88 percent of its bonding capacity available, or \$206 million, available to it in 2024. Should the voters approve a 10-year GO Bond for \$80.7 million CPFR would still have approximately 54 percent of its bonding capacity remaining. It is CPFR's policy to maintain at least 50 percent of its bonding capacity.

Finally, based on the projected capital facility needs, CPFR requires additional revenue beyond projected and planned GO bond and other existing revenue sources to fund capital improvements necessitated by new growth just to maintain existing levels of service over the planning period. However, pursuant to this plan, new development would bear only a portion of the capital costs of maintaining levels of service. Not all elements of capital facilities needed to support new growth would be borne by the new development, as those already living and working in the service area benefit from CPFR services.

CPFR urges Pierce County to adopt fire impact fee ordinances, as it has for schools, parks and traffic so that the impact of new growth and development can be proportionately assigned to developments causing demand for services. Based on projected single-family, multifamily, and commercial development in the service area, impact fees at an estimated \$3.2 million would support station and apparatus investments proportional to the estimated growth-caused increased incident volume over the next six years. This equals 6.8 percent of the total estimated capital facility costs during the six-year planning period.

Over the past 12 months, CPFR has been an active stakeholder during the County's rezoning process. This includes regular attendance at county planning commission meetings, direct meetings with the County Fire Marshall, briefings with the building industry and realtors, and direct written comments to the County during the draft environmental impact statement comment period.

1 INTRODUCTION

This Capital Facility Plan (Plan) is a planning document covering a 20-year period, with the primary financial focus on the initial six-year period from 2020 through 2025. This Plan is designed to fulfill the Washington State Growth Management Act (GMA) Capital Facilities requirement as identified in Revised Code of Washington (RCW) 36.70A.070, which defines a capital facility plan as:

- (a) An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities;
- (b) A forecast of the future needs for such capital facilities;
- (c) The proposed locations and capacities of expanded or new capital facilities;
- (d) At least a six-year plan that will finance such capital facilities within project funding capacities that clearly identifies sources of public money for such purposes; and
- (e) A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan with the capital facilities plan element are coordinated and consistent.

The GMA requires that the Plan identify the location and cost of the facilities and the sources of revenue that will be used to fund the facilities needed to support development that is expected to occur during the next six years. The Plan must be financially feasible; in other words, dependable revenue sources must equal or exceed anticipated costs.

CPFR operates as an integrated system. As an integrated system, CPFR's service area operates as one system; its stations may respond to incidents in county-designated rural and urban areas based on which station can respond the quickest based on then existing real time operational demands. Because stations may respond to incidents along an urban corridor or center as well as in rural areas, this plan utilizes urban levels of service standards.

This Plan provides an overview of the existing facilities and equipment for Central Pierce Fire & Rescue (CPFR). It also estimates the needs of CPFR over the next 20 years and provides a six-year plan to finance near-term future capital improvements from 2020 to 2026. CPFR defines capital assets per Policy 339, Property Management as:

- Land;
- Buildings or permanent structures with a cost/value of \$100,000 or more;
- Equipment and furnishings totaling \$5,000 or more;
- Improvements to buildings totaling \$100,000 or \$5,000 in equipment improvements that add value by lengthening useful life or increase the asset's ability to provide service;
- Permanent improvements to land such as fences, parking lots, or retaining walls totaling \$5,000 or more, and

- Intangible items such as computer software totaling \$5,000 or more.

For purposes of this Plan, capital improvements are defined as real estate, structures, or collective equipment purchases anticipated to cost over \$20,000 and having an expected useful life of at least five years. This Plan's definition of capital improvements is set at higher a monetary cost than CPFR property management Policy 339 so that only significant capital improvements needs are included to maintain existing level of service.

1.1 CPFR Overview

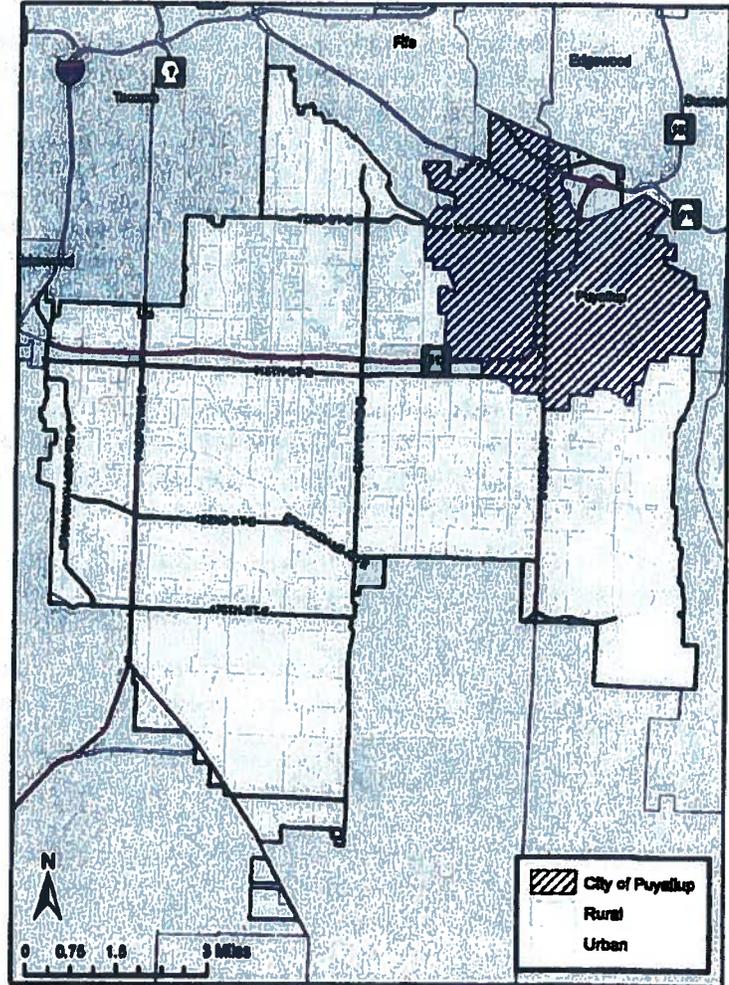
CPFR is a multiservice organization with services and programs tailored to meet the needs of the communities, including:

- Fire suppression;
- EMS;
- Technical rescue;
- Hazardous materials mitigation; and
- Public information and education.

CPFR operates as a legally organized fire protection district under RCW Title 52 and is governed by a five-member Board of Fire Commissioners. The service area was once served by six individual fire departments, five fire districts, and the City of Puyallup Fire Department. In 1996 the fire commissioners realized that by consolidating these departments they would eliminate duplication and provide the communities with more efficient emergency services. The City of Puyallup Fire Department joined CPFR in 2009.

CPFR's service area is in central Pierce County. Figure 1 shows that the service area encompasses the City of Puyallup and portions of unincorporated Pierce County. The service area is bifurcated by State Route 512 (SR 512), a four-lane state-maintained freeway, and

Figure 1: CPFR Service Area



includes three principal north/south arterial corridors: Pacific Avenue South (SR 7), Canyon Road East, and South Meridian (SR 161). The cities of Tacoma, Lakewood, Edgewood, and Sumner, as well as Joint Base Lewis-McChord, border the service area.

The service area covers approximately 84 square miles with a total population of approximately 225,450 people (Washington State Office of Financial Management [OFM], 2019). This equates to a population density of approximately 2,680 people per square mile in the service area.

About 65 square miles, or 77 percent, of the CPFR service area is designated “urban” by Pierce County, with 19 square miles or 23 percent designated as “rural” (Pierce County, 2019c). In 2014, approximately 86 percent of the CPFR service area population lived in urban areas and 14 percent lived in rural areas (Puget Sound Regional Council [PSRC], 2017). The population density in the urban areas is 2,620 people per square mile, with 1,400 people per square mile in the rural areas (PSRC, 2017). The county’s rural and urban area designations are depicted on Figure 1.

CPFR serves over 4,500 businesses and industries in the service area and is also home to the Good Samaritan hospital campus; the Pierce College and Pacific Lutheran University campuses; and 59 schools, including 33 elementary schools, 15 junior high/middle schools, eight high schools, and three alternative schools. Commercial development is increasing. Over the past five years, the service area has had 2.2 million square feet of new warehousing, distribution, and manufacturing space developed, mainly in the Fredrickson Industrial Center located south of 176th Street SE. Additionally, nearly 1 million square feet of health-care-related space, which includes approximately 675 new retirement home units, has also been developed. Nearly 500,000 square feet of new retail and office space has also been developed over this period.

1.2 CPFR Mission and Goals

In response to the increasing urbanization in the district, CPFR approved a strategic plan that crafted a mission and vision for the organization and established key goals (CPFR, 2018b). CPFR’s mission statement is to “effectively respond, continuously improve, compassionately serve.” CPFR’s vision is to be an organization that is:

- Dedicated to internal and external customer service
- Committed to professional development
- Innovative and adaptable
- Determined to meet or exceed industry best practices
- Supporting of a culture of health, wellness, and safety
- Committed to systems and processes that are consistent and that provide accountability
- Financially sustainable

2 LEVEL-OF-SERVICE OBJECTIVE

The Washington State Fire Departments-Performance Measures (RCW 52.33) encourages and establishes policies for fire protection districts to set performance measures for response time objectives.

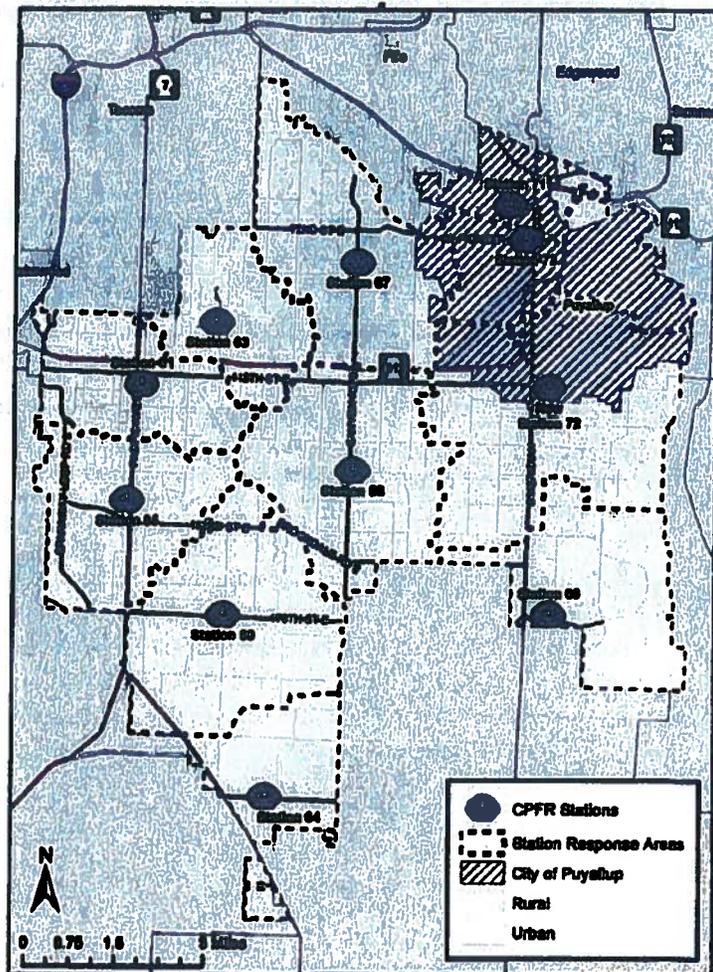
The arrival of first responders with automatic external defibrillator capability before the onset of brain death, and the arrival of adequate fire-suppression resources before flash-over are critical events in mitigation of an emergency and are in the public's best interest. Therefore, fire districts must address the reporting and accountability of these performance measures.

Medical Emergencies / Cardiac arrest. According to the American Heart Association, irreversible brain death begins within four to six minutes after cardiac arrest.

Fire Suppression / Flashover. The national average time for a fire to generate enough heat to ignite the contents of a room and cause flashover is eight minutes or less (UL Firefighter Safety Research Institute, 2005). When a flashover occurs, the fire rapidly spreads into adjoining rooms, possibly causing a dramatic increase in occupant injury and/or death. In addition, the property dollar-loss may increase because of the greater fire spread.

Per RCW 52.33, CPFR established response time objectives that the Commission has adopted as

Figure 2: CPFR Station Response Areas



goals (CPFR, 2018a). Table 1 below shows the current adopted response time objectives by incident type.

Figure 2 shows the CPFR stations and corresponding station response areas overlain on the urban and rural areas of the service area. This figure and the data in Section 3 illustrate why CPFR's response time objectives shown in Table 1 have been established to meet more stringent urban standard response times. As described in the introduction of this Plan, CPFR operates as an integrated system. Because stations may respond to incidents along an urban corridor or center as well as in rural areas, this plan utilizes urban levels of service standards.

Table 1: Response Time Objectives by Major Service Component

Incident Type	Response Time Objective
Turnout time: Priority response for all calls	2:00
Response time: Emergency Medical Incident, priority response	
BLS travel time for first arriving unit with first responder or higher medical training	7:15
ALS travel time for first arriving unit with paramedic	6:00
Response time: Fire Suppression	
Travel time first arriving engine company	6:35
Travel time for having full first alarm assignment on scene	16:00
Response time: Hazardous Materials Incident	
Travel time for first arriving unit with operations-level-trained person or higher	9:00
Travel time for first arriving unit with hazardous-materials level "A" technician	20:00
Response time: Special Rescue (Special Ops) Incident	
Travel time for first arriving unit with special operations technician	10:30

Data Source: CPFR, 2019.

Full First Alarm Assignment: The total number and type of response units and personnel assigned to mitigate an emergency. The number and type of units is determined by the probable size and complexity of occurrence and a task analysis of the resources needed to mitigate the emergency.

Turnout time: From the unit's receipt of notification of the emergency until the unit departs the station.

BLS = Basic Life Support.

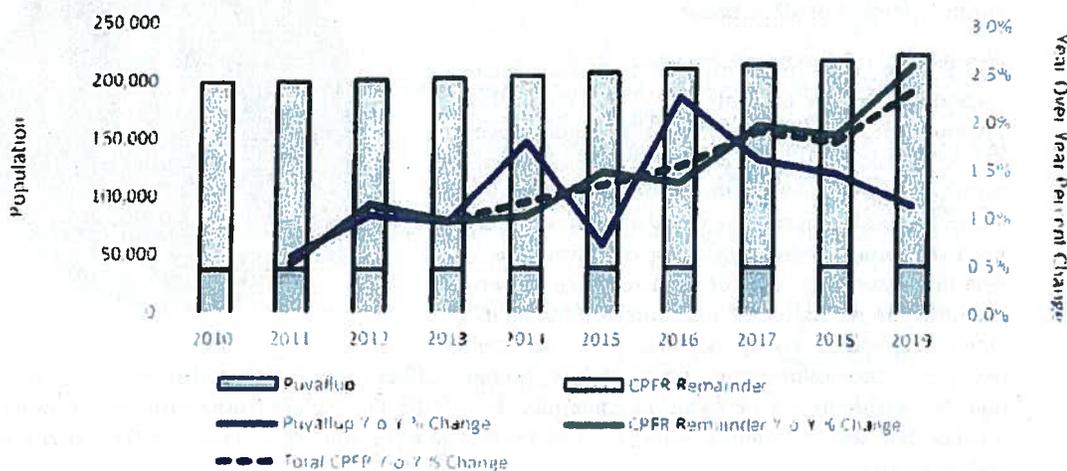
ALS = Advanced Life Support.

3 CURRENT CONDITIONS

3.1 Population

CPFR's service area was home to approximately 225,450 residents as of 2019 (OFM, 2019). The population of the service area has steadily increased, with an estimated 27,200 people moving into the area between 2010 and 2019. This represents a 1.4 percent average annual increase during the ten-year period. As shown in Figure 3, the year-over-year population growth rate of change has steadily increased, reaching its highest annual rate of 2.3 percent in 2019. This figure also shows that most of the population in the CPFR service area resides in unincorporated Pierce County. In 2019, of the approximately 225,450 residents in the service area, 183,880, or 82 percent, lived in unincorporated Pierce County. The remainder of the population resides in the City of Puyallup.

Figure 3: CPFR Service Area Population Trends



Data Source: OFM, 2019.

Unincorporated Pierce County continues to outpace growth in the incorporated areas of the county. Between 2010 and 2019, unincorporated Pierce County grew by approximately 42,000 people, or 1.4 percent per year, while the incorporated areas grew by approximately 35,000 people, or 1 percent per year. For comparison, Washington State's population grew at a rate of 1.3 percent per year during that same period (OFM, 2019).

According to OFM estimates, there are about 85,950 housing units in the service area (OFM, 2019). This closely correlates with the estimated 84,500 residential housing units found in the Pierce County Assessor's 2019 database. The Pierce County Assessor's figure is used in this Plan because it allows this analysis to evaluate trends in the service area more precisely. Land occupied by the approximately 62,000 single-family housing units accounts for nearly 60 percent of the land in the service area, whereas the roughly 22,500 multifamily units occupy only four percent of the service area land area.

Nearly 8,000 housing units have been added to the area since 2010, and approximately 30 percent of those units were multifamily developments consisting of three or more units (Pierce County Assessor, 2019).

3.2 Incident Volume and Response Times

In 2018, CPFR responded to 29,481 incidents with the highest volume of response incidents occurring between 8:00 a.m. and 10:00 p.m. Station area 61 had the highest number of incidents in 2018—over 4,000 incidents in all. Stations 65, 66, and 73 had the next-highest number of incidents, each having between 3,200 and 3,300 incidents in 2018. Heat maps illustrating the density of emergency medical services (EMS) and fire/other incidents that occurred in 2018 within the service area are included in Appendix A.

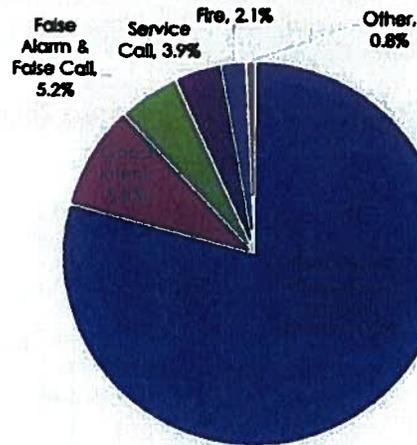
As shown in Figure 4, 79 percent of incidents in 2018 were a result of rescue and EMS needs. There were 616 fire response incidents, representing about 2 percent of all responses.

CPFR uses two main metrics to assess their response time for each station. The first is the turnout time, or the time interval that begins when the emergency response facilities and emergency response unit's notification process begins by either an audible alarm or a visual annunciation or both, and ends at the beginning of travel time.¹ The target turnout time for each response is two minutes for all high-risk incidents, or incidents where expedient emergency response reduces damage to the environment, property loss, human suffering, disability, and mortality. A full list of high-risk incidents can be found in Appendix B. In 2018, the actual turnout time for all stations was quicker than the two-minute objective. The average turnout time for all calls in 2018 was one minute and 58 seconds.²

The second metric is the response time. The response time begins when the unit is en route to the emergency incident and ends when the unit arrives on the scene. CPFR has identified target response time based on the type of incident.

Table 2 shows the response time reporting for high-risk incidents in 2018. CPFR is at or near target objectives for fire-suppression incidents; however, the actual response times for emergency medical incidents are slower than the response time objective. In response to these metrics, CPFR will conduct an EMS Systems study in 2020 to provide a thorough review of all portions of CPFR's EMS system and provide strategic recommendations as to how it can best meet the current and future goals.

Figure 4: 2018 Incidents by Type



¹ NFPA 1710 3.3.64.8.

² Actual turnout times reflect the 90th percentile of responses.

Table 2: 2018 Response Time Reporting by Incident Type (High-Risk Incidents)

Incident Type	Number of Incidents	Response Time Objective	Actual Response Time*
Fire-Suppression Incident			
First arriving engine company	35	6:35	7:13
Full first alarm assignment on scene	32	16:00	10:28
Emergency Medical Incident			
BLS: first arriving unit with first responder or higher medical training	3,207	7:15	9:06
ALS: first arriving unit with paramedic	6,188	6:00	10:38
Special Rescue Incident			
First arriving unit with special operations technician	1	10:30	11:19

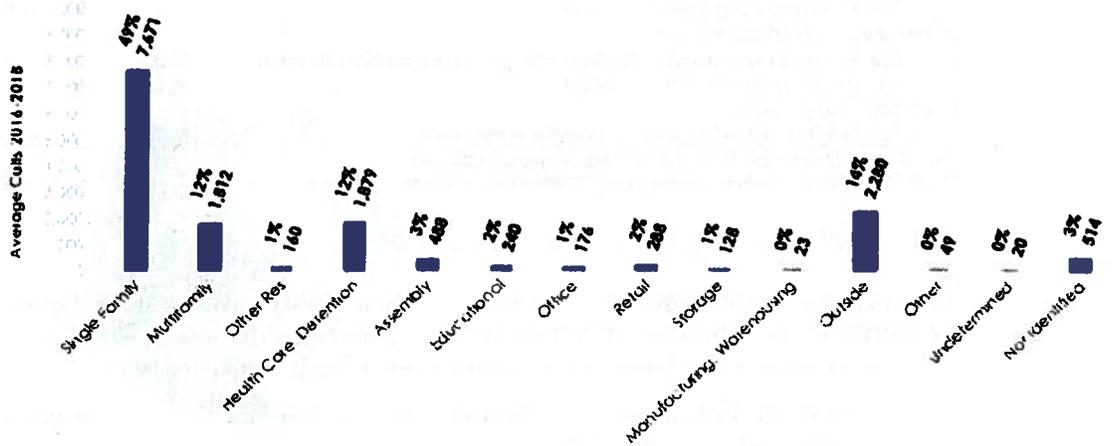
*Actual response times reflect the 90th percentile of responses.
Times highlighted in red exceeded the established performance objectives.

3.3 Incidents by Land Use Category

Another perspective on how CPFR responds to incidents is where incidents occur. Figure 5 illustrates the distribution of high-risk incidents over the three years from 2016 through 2018. This chart shows:

- On average about 50 percent of incidents were at single-family residences.
- Multifamily development and retirement homes combined (Health Care, Detention) comprise an additional 24 percent of calls.
- The other major driver of incident numbers is the number of occurrences outside in public settings such as streets and parks. Calls to these areas account for 15 percent of all calls.
- Taken together, these land uses, which are driven directly by population growth, account for 87 percent of all high-risk incidents.

Figure 5: 2016-2018 Distribution and Average Annual Count of High-Risk Incidents by Land Use Category



3.4 Revenue Sources

The law allows fire districts a range of potential funding sources for new capital facilities. The following section summarizes sources that are likely to support this Plan, as well as sources that are authorized but not currently used. Figure 6 shows the 2019 budget revenue for CPFR by current funding source.

3.4.1 Current Funding Sources

Levies—Property taxes are the primary source of revenue for CPFR. CPFR collects at a tax rate of \$1.00 per \$1,000 of assessed value for fire levies and an additional maximum tax rate of \$0.50 per \$1,000 of assessed value for EMS levies.

Washington State law limits the increase in property taxes by individual taxing districts to 1 percent per year, plus tax revenue generated by new construction (RCW 84.55). Voter approval is required to exceed the 1 percent annual increase.

CPFR's 2019 budgeted revenues from levies are \$31 million. The projected revenue from levies is estimated to be \$38 million in 2020 and is anticipated to increase steadily to \$48 million by the end of 2025 or at a compounded annual growth rate of 4.3 percent.

CPFR's property tax forecast assumes a lid lift (regular) in 2025 and a lid lift (EMS) in 2022, as well as revenue from new construction, based on the historical pace of development.

Fire Benefit Charges—Fire benefit charges (FBCs) for fire districts are authorized by RCW 52.18, with voter approval needed every six years. The next renewal vote for CPFR is in Spring 2022. It is a charge reasonably proportioned to the benefit received by a residential or commercial property from the provision of fire service. It can be used in lieu of the fifty-cent Ad Valorem tax authorized by RCW 52.16.160 (often called the "third fifty-cents"). The aggregate amount of the FBCs in any one year cannot exceed an amount equal to 60 percent of the operating budget for the year in which the benefit charge is to be collected. CPFR has traditionally been in the 33 to 35 percent range of total operating budget using the FBC.

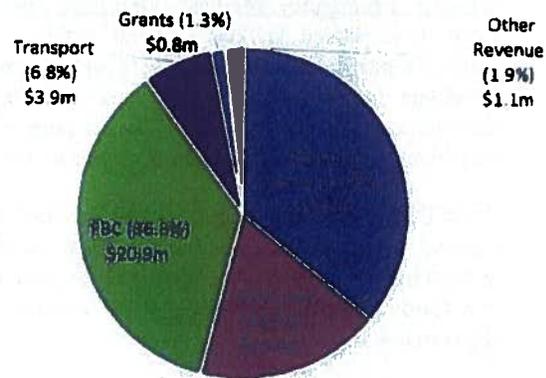
CPFR's 2019 budgeted revenues from FBCs are estimated to be \$20.9 million. The projected total revenues are estimated to be \$22.6 million in 2020 and are anticipated to increase steadily to \$26.2 million by the end of 2025.

CPFR Transport fees—CPFR transports over 12,000 patients to area hospitals annually. Patients and their insurance companies are billed for this service, based on severity. These fees are returned to the general fund as revenue.

CPFR's 2019 budgeted revenues from transport fees are estimated to be \$3.9 million. The projected total revenues for 2020 are estimated at \$4 million and are anticipated to increase steadily to \$4.2 million by the end of 2025.

Grants—Grants are dependent on availability of federal and state funding sources, such as funding from the Federal Emergency Management Agency. Because of the uncertainty associated with grant

Figure 6: 2019 Budget Revenue



applications, only a small portion of the financing plan relies on grants as a source of funding. CPFR has been successful through the years in securing federal funding, both for special projects and to hire firefighters. CPFR will continue to apply for special need/equipment grants on an annual basis.

CPFR utilized approximately \$780,000 in grant funds in 2019 and is expected to have \$315,000 in grant funding in 2020.

Ground Emergency Medical Transportation—During the 2015 session, the Washington State Legislature passed HB2007, which authorized the Ground Emergency Medical Transportation (GEMT) payment program. This program provides supplemental cost-based payments to eligible providers that render GEMT services to Medicaid enrollees. CPFR receives federal funds to increase the payment per transport for Medicaid patients. While this will be an annual revenue, the amount will vary based on Medicaid patient numbers and reimbursable amounts set by the federal government.

GEMT generated approximately \$15.2 million in revenue in 2019. A large portion of revenue in 2019 consists of retroactive one-time payments. Revenues from GEMT payments are projected to be \$5.7 million in 2020 and are anticipated to increase to \$6.8 million by the end of 2025. A large portion of this funding source is earmarked to address service-level gaps in 2020 and 2021 and fund new apparatuses and stations.

General Obligation Bond—Per RCW 52.16.80, fire protection districts may incur general indebtedness for capital purposes and to issue general obligation (GO) bonds. This debt may be used for the purchase of capital facilities, provided that the district indebtedness does not exceed three-fourths of one percent of the taxable value of all property in the district. CPFR's last successful bond campaign, for \$39.8 million, was in 2013. For 2020, CPFR projects \$173 million in bonding capacity.

Current bond payoff estimates indicate that CPFR will have 88 percent of its bonding capacity available, or \$206 million, available to it in 2024. Should the voters approve a 10-year GO Bond for \$80.7 million CPFR would still have approximately 54 percent of its bonding capacity remaining. It is CPFR's policy to maintain at least 50 percent of its bonding capacity.

OTHER AVAILABLE FUNDS

Reserves—CPFR's accumulated budget surpluses from previous years makes up its reserves. As of January 2019, CPFR's reserve balance was \$5.4 million. The projected reserve balance is estimated to be \$2.3 million in 2020, increasing steadily to \$9.5 million by the end of 2025 because of the service areas' increasing assessed values. In addition to the reserve balance, CPFR maintains a minimum cash flow reserve of \$9 million and an operating reserve of \$3 million. A portion of these funds is set aside each year to cover any significant unforeseen expenses or shortfalls, with the remainder available for investment in programs or capital improvements.

3.4.2 Authorized but Currently Not Used Funding Sources

Excess Levies—Excess levies are voter-approved property taxes allowed by the Washington State Constitution and statutes in addition to the three fifty-cent (\$1.50 total) Ad Valorem tax levies authorized by RCW 52.16.130, RCW 52.16.140, and RCW 52.16.160. These are more commonly

known as M&O Levies. Historically, CPFR has avoided excess levies because they are limited to a two- to six-year term and do not provide a sustained and predictable revenue stream.

Impact Fees—Pierce County and the City of Puyallup currently do not have fire impact fee ordinances to allow collection of impact fees for new developments pursuant to RCW 82.02.050–100. House Bill 1080, enacted in 2009, broadened the definition of “public facilities” to include all fire protection facilities, rather than only facilities within jurisdictions that are not part of a fire district. Impact fees are designed so that new developments pay their proportionate share of the cost of new facilities needed to serve growth.

Impact fees are assessed by a local general-purpose government (City or County), not a special purpose district, such as a fire district, school district or water/sewer district. The County and/or City must adopt an impact fee ordinance providing for the assessment of impact fees. The impact fee must be identified in the City or County’s Capital Facility Element and financing plan of that government’s Comprehensive Plan. See RCW 36.70A.070(c). The Capital Facility Plan must conform to the GMA and must identify existing deficiencies in facility capacity for current development, capacity of existing facilities available for new development, and additional facility capacity needed for new development. RCW 82.02.050(4), RCW 82.02.060(7), and RCW 82.02.070(2). The City or County may adopt or incorporate by reference the special purpose district capital facility plan. The Capital Facility Plan must be GMA compliant. RCW 36.70A.070(3).

Fire Mitigation Fees—A fire district may request mitigation fees pursuant to RCW 82.02.020 (voluntary agreements) and/or RCW 43.21C.060 (State Environmental Policy Act [SEPA] mitigation) during SEPA review of non-exempt projects. However, these mechanisms do not effectively capture the incremental impacts to Fire/EMS services. SEPA review also exempts many smaller-scale development proposals submitted to local governments.

Local Improvement Districts—Local Improvement Districts (LIDs) are authorized by RCW 52.20 to finance capital improvements. LIDs may or may not involve the sale of bonds, but usually do include annual assessments payable by benefited property owners in the improvement area. A large percentage of the benefiting property owners must agree to the establishment of the LID.

4 2018 RESOURCE INVENTORY

CPFR currently has 11 staffed fire stations strategically located throughout the district. Each station is staffed 24 hours a day with professional firefighter/ emergency medical technicians (EMTs) and paramedics. Emergency response apparatuses include 16 total engines (11 are front line engines and five are reserve), three ladders (two front line and one for reserve), two battalion chiefs, 12 medic units (eight front line units and four reserve), and two low-acuity aid units. Each front line unit is staffed as follows: engine/ladder companies are staffed with three personnel, medic and low-acuity units are staffed with two personnel, and each battalion chief unit is staffed with one battalion chief.

In addition to their roles in fire suppression, technical rescue, and hazardous materials mitigation, CPFR's firefighters are certified EMTs and paramedics, providing basic and ALS medical intervention. CPFR also provides emergency medical transports to area hospitals as patients' conditions indicate. To provide these services to their response area, CPFR employs 274 uniformed personnel, all of whom are trained as firefighters. Of these 274 firefighters, 195 are certified as EMTs and 79 are paramedics. These highly trained individuals must continually educate themselves in the techniques, dangers, and advancing technologies within the scope of the services they provide.

The stations, staff, and equipment are summarized below, with additional details provided in Appendix C.

4.1 Stations

CPFR has 11 staffed fire stations, two unstaffed stations, and five facilities for training and maintenance. Table 3 shows the size and age of each station and other buildings.

Table 3: CPFR Station Summary

Station	Location	Year Built/ Remodeled	Condition	Square Footage	Beds	Bays	Acres	
Staffed Fire Stations								
Station 60	17520 22nd Ave E	2013	Excellent	19,498	6	4	4.5	
Station 61	100 114th St S	1968	Fair/Poor	14,250	14	4	1.1	
Station 63	1704 97th St E	2015	Excellent	8,378	6	3	1.5	
Station 64	3421 224th St E	1985	Good	6,590	5	2	7.0	
Station 65	301 146th St S	2006	Excellent	9,880	8	4	1.1	
Station 67	8005 Canyon Rd E	2007	Good	10,334	8	4	4.0	
Station 68	5401 136th St E	2006	Good	10,500	7	4	1.9	
Station 69	17210 110th Ave E	1985	Good	9,400	5	3	2.6	
Station 71*	902 7th St NW	1992	Good	13,635	7	2	2.1	
Station 72	3809 5th St SE	2019	Excellent	17,674	12	5	2.0	
Station 73*	311 West Pioneer	1968	Fair	5,000	6	2	0.7	
				Staffed Station Total	125,139	84	37	28.5
Other Stations								
Station 62	1410 Brookdale Rd E	1986	Fair	3,530	2	0	0.8	
Station 70	Puyallup Fair Grounds	1969	Good	1,028	2	0	N/A	
				Other Station Total	4,558	4	0	0.8
Other Facilities								

Station	Location	Year Built/ Remodeled	Condition	Square Footage	Beds	Bays	Acres
Station 66— Logistics	9813 128th St E	1984	Poor	10,000	7	5	2.2
Maintenance Shop 69	17210 110th Ave E	1985	Fair	6,963	-	4	-
Classroom 67	8005 Canyon Rd E	1974	Poor	3,600	-	2	-
Training Tower 67	8119 Canyon Rd E	1987	Poor	8,232	-	-	-
Classroom 60	17520 22nd Ave E	2017	Excellent	1,456	-	-	-
Training Tower 60	17520 22nd Ave E	2017	Excellent	5,600	-	-	-
Other Facilities Total				35,851	7	11	2.2

*Facilities are owned by the City of Puyallup.

4.2 Apparatus

The front line apparatuses used to support CPFR's mission are summarized in Table 4. Apparatuses are vehicles used by CPFR for incident response. The types of apparatus include engines, ladders, battalion chief vehicles, and support rigs for fire responses as well as medic units and low-acuity aid units, brush trucks, and rescue boats.

Table 4: Current Apparatus Inventory Summary

Type	Purchase Year	Life (years)	Type	Purchase Year	Life (years)
SUPPRESSION			MEDIC		
Engines			Medic Units		
E18-1	2018	10	M19-1	2019	7
E18-2	2018	10	M19-2	2019	7
E18-3	2018	10	M19-3	2019	7
E18-4	2018	10	M19-4	2019	7
E18-5	2018	10	M17-1	2017	7
E18-6	2018	10	M17-2	2017	7
E18-7	2018	10	M17-3	2017	7
E18-8	2018	10	M15-1	2015	7
E15-1	2015	10	Low-Acuity Aid Units		
E04-1	2004	10	M19-5	2019	7
E03-1	2003	10	M19-6	2019	7
Ladders			OTHER APPARATUS		
L12-1	2012	10	Brush Trucks		
LT07-1 KME Tiller	2007	10	BT16-1 Brush Truck	2017	15
Battalion Chief Vehicles			BT16-2 Brush Truck	2017	15
Battalion Chief 1	2017	10	Pickup/Brush 69	2002	15
Battalion Chief 2	2017	10	Rescue Boats		
Support Rigs			WC17-1 Zodiac	2017	15
A104-01 Air Light Rig w/fill station	2004	25	MK2 Grand Boat		
WT17-1 Water Tender Pierce	2017	25	WC 07-1 MARK II / Inflate Boat PUY	2007	20
81-1 R61 Heavy Rescue	1981	25			

CPFR maintains reserve apparatuses in addition to those listed in Table 4. These vehicles are used when front line vehicles are down for maintenance, or they may be used on an as-needed basis. Once

an apparatus has surpassed its frontline lifespan outlined above, it is often used as a reserve unit. CPFR determines the average expected life of each apparatus based on guidance from National Fire Protection Association guidance (NFPA, 2016) and regular assessment of each apparatus. Reserve apparatuses are not on a replacement schedule. CPFR purchased three new engines for delivery in 2020 and purchased two ladder trucks for delivery in 2021. These are replacement apparatuses.

4.3 Equipment

Equipment includes staff and support vehicles, mobile equipment, special operations equipment, fire-suppression gear, breathing air systems, technology, and radio equipment. Table 5 summarizes CPFR's equipment, purchase year, and lifespan.

Table 5: Current Equipment Inventory Summary

Type	Purch Year	Life (years)	Type	Purch Year	Life (years)
Staff/Support Vehicles			Other Mobile Equipment		
614 - BC Ops, Explorer	2015	12	FL 88-1 (Clark) Forklift @ 60	1988	15
615 - Fire Chief, Impala	2014	12	Training Tower		
616 - AC Trng, Explorer	2015	12	FL 93-1 (Nissan) Forklift at	1993	15
617 - AC Ops, Explorer	2016	12	Training Center		
618 - AC EMS, Explorer	2016	12	FL 80-1 (Alice Chalm) Forklift at	1980	15
619 - AC Logistics, Explorer	2017	12	Shop		
FM17-1	2017	12	FL 96-01 (Crown) Forklift in	1996	15
FM17-2	2017	12	Central Stores		
643 - DFM, F15 PU	2006	12	SP 02-1 Skid-Mounted Pump	2016	15
644 - Captain Logistics, F15 PU	2006	12	Extrication Tools (Hydraulic	2016	8
645 - AC H&S, Explorer	2017	12	Rescue)		
646 - AC P&E, Explorer	2017	12	Spec Ops		
649 - IT, Transit	2015	20	16-1 Mahindra	2016	15
SC18-1 DC Admin, Chev 1500	2018	12	16-2 Mahindra	2016	15
SC18-2 Capt Ford Explorer	2018	12	98-1 Fac Maint Mgr	1998	20
SC18-3 DC Ops Ford Explorer	2018	12	IUZ/CS042/WNPR		
650 - Pool Car, SUV	2004	12	Station Breathing Air Systems		
656 - Shop Truck	2001	20	Training Center Compressor/Fill	2011	15
RV17-1 Runner Van-Mercedes	2017	7	Station		
683 - Capt EMS, Explorer	2015	12	Technology		
846 - Pool, SUV	2003	12	Admin Portables/Desktops	2016	7
854 - Pickup (F350)	2008	15	Copiers	2013	7
Fire Suppression			IT Infrastructure (switches,	2016	7
SCBA Packs, Bottles and	2016	15	servers)		
Masks			Accounting Software	2017	7
Bullard Thermal Imager	2017	7	Storage Array	2017	5
			Fuel Delivery System	2019	20
			Station Alerting System	2018	20
			Radios and Batteries	2016	10

4.4 Replacement Schedule

In order to maintain the serviceability of its equipment, CPFR has an equipment replacement plan that is updated annually and adopted each year by the Commission as part of the budget process. CPFR's 20-year plan estimates the number of apparatuses and equipment that require replacement

and projects future costs based on the replacement schedule. The equipment replacement plan does not consider station renovations or replacement; however, this Plan accounts for needed investments in station renovation and replacement. Table 6 summarizes the equipment replacement plan, including the estimated costs for planned station renovation and replacement. The detailed six-year equipment replacement plan can be found in Appendix D.

Table 6: Six Year (2020 to 2026) Equipment Replacement Plan Summary

	COUNT				COST			
	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total
New - Modeled (current zoning)								
Apparatus								
Suppression	0	11	15	26	\$0	\$11,643,000	\$23,344,000	\$34,987,000
Medic	6	5	15	26	\$2,411,000	\$2,835,000	\$12,439,000	\$17,685,000
Other	1	1	3	5	\$202,000	\$31,000	\$597,000	\$830,000
Other Vehicles and Equipment								
Support Vehicles	6	12	14	32	\$440,000	\$955,000	\$1,538,000	\$2,933,000
Equipment	--	--	--	--	\$3,164,000	\$4,545,000	\$13,242,000	\$20,951,000
Station & Support Buildings Remodel/Replacement								
Facilities	3	6	0	9	\$29,023,000	\$10,685,000	\$0	\$39,708,000
TOTAL:					\$35,240,000	\$30,694,000	\$51,160,000	\$117,094,000

The station facilities and associated cost estimates included in Table 6 are needed to maintain current levels of service. The facilities that will need improvements over the next ten years are listed as follows:

6-yr Period (2020 to 2026)

- Training Building (2021) on 60 drill ground
- Station 61 replacement (2025)
- Logistics center (2025)

Mid-Term (2026 to 2030)

- Stations 64 & 69 remodel (2027)
- Station 65 remodel (2027)
- Station 67 remodel (2027)
- Station 68 remodel (2028)
- Station 71 remodel (2028)
- Station 60 remodel (2028)

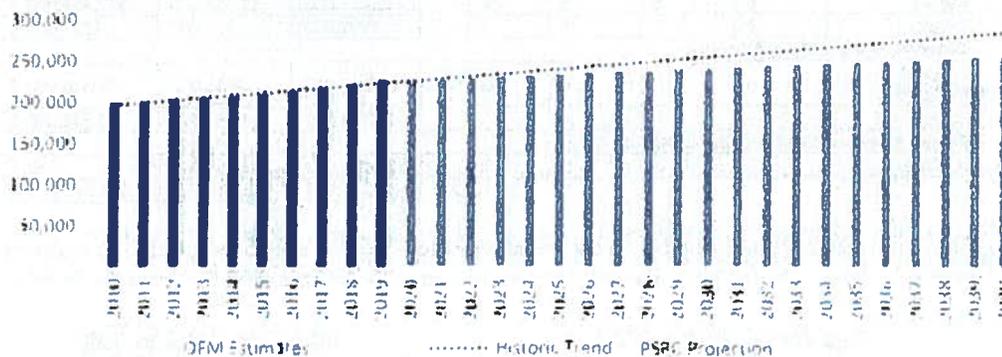
Station 73 will be constructed and will be completed in 2022. This station is funded by the voter-approved 2013 GO bond and GEMT one-time funding.

5 LAND USE PROJECTIONS AND ANALYSIS

5.1 Population

The population of the CPFR is expected to grow by about 30,700 by 2040 (PSRC, 2017). However, the rate of population growth since 2010 has exceeded the PSRC's projections. If this historic growth rate continues, then the service area could grow by as many as 59,700 people by 2040. Figure 7 illustrates the projected population growth trends.

Figure 7: CPFR Service Area Population Growth Estimates

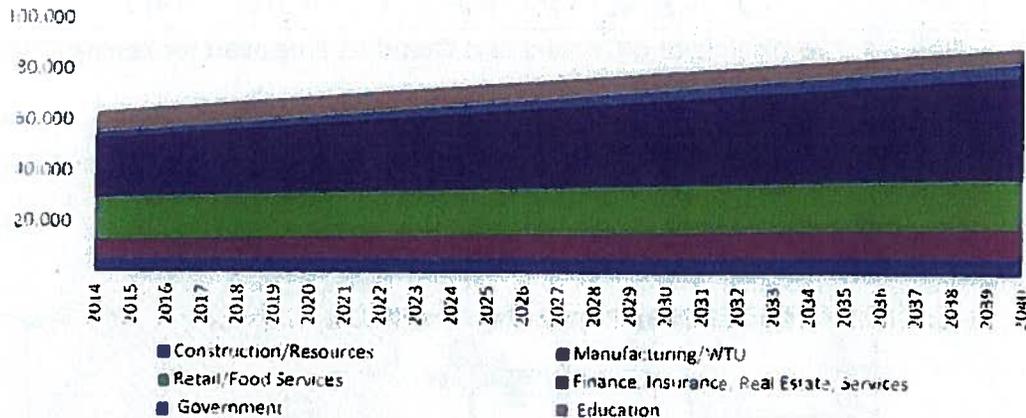


Data Source: OFM, 2019; PSRC, 2017

5.2 Employment Growth

Based on PSRC (2017) projections, CPFR's service area is projected to experience significant job growth. It is anticipated that over 26,500 new jobs will be added to the local economy between 2014 and 2040 (Figure 8). This represents a 30 percent increase. Much of this growth is a result of finance, insurance, real estate, and service sector employment, which is anticipated to increase by 42 percent, adding 17,000 jobs. The manufacturing and government sectors are also expected to experience strong growth, increasing by 38 and 55 percent, respectively, by 2040.

Figure 8: CPFR Service Area Estimated Employment Growth



Data Source: PSRC, 2017

5.3 Pierce County Community Plan Zoning Changes

Pierce County is currently considering zoning changes that could increase population and jobs in the CPFR service area above and beyond the growth anticipated by the PSRC projections (Pierce County, 2019a). The proposed zoning changes are the result of amendments to the community plans for the Fredrickson, Mid-County, South Hill, and Parkland-Spanaway-Midland neighborhoods. These zoning changes are particularly relevant to CPFR capital facilities needs because almost all of the area that would be rezoned is located in the CPFR service area.

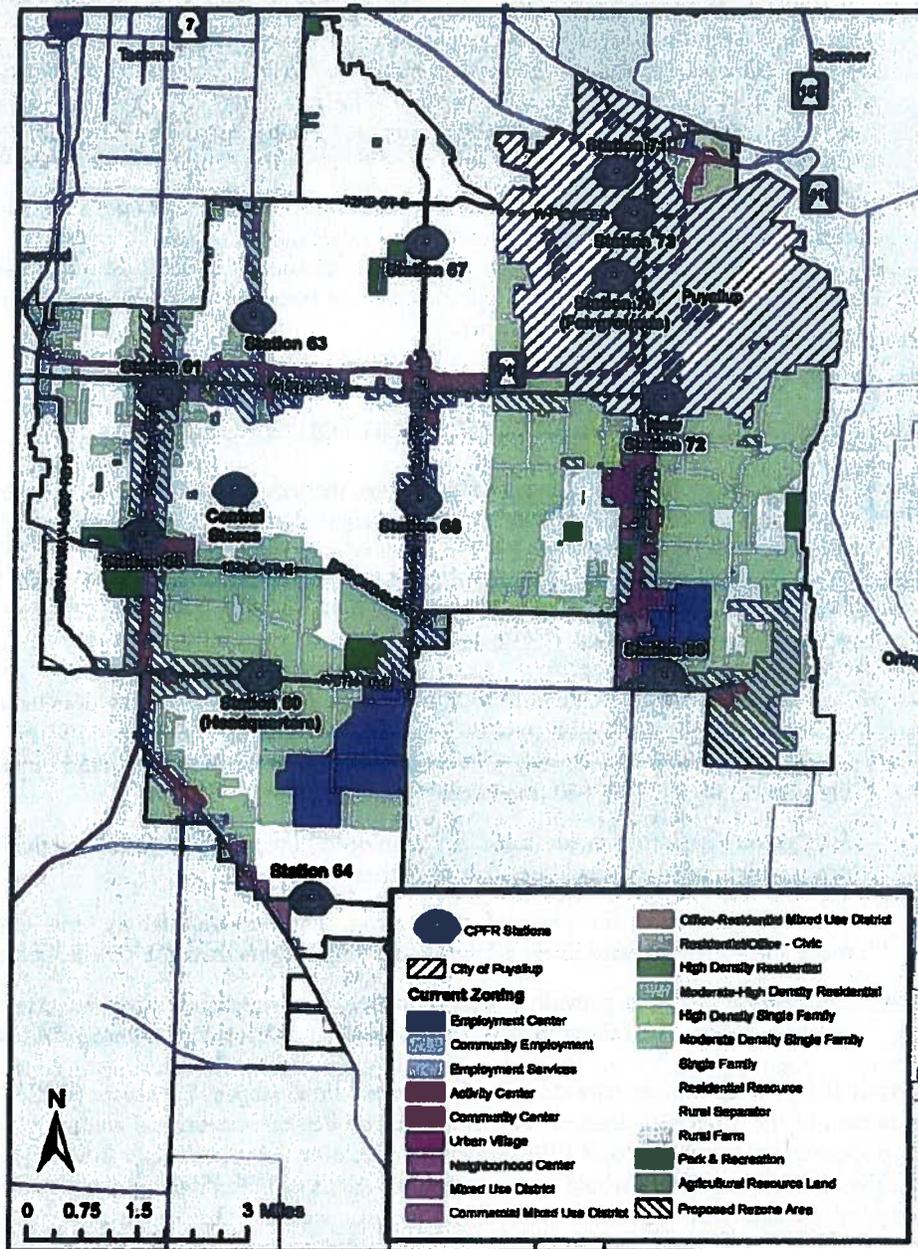
The proposed rezones would implement four new center and corridor zoning designations:

- *Towne Centers* focus on allowing a mix of high-density housing, jobs, and services. They are intended to be walkable and transit-oriented.
- *Employment Corridors* provide areas for employers, including office and industrial. No new housing development would be allowed in these areas.
- *Urban Corridors* allow for a mix of commercial, civic, and multifamily uses. These zones are more auto-oriented, with lower allowable building heights than the Towne Centers.
- *Neighborhood Corridors* provide a transition between higher-intensity uses and single-family neighborhoods. They allow for a mix of housing and small-scale commercial and civic uses.

In April 2019, Pierce County released a Draft Environmental Impact Statement (DEIS) that assessed the impact of the proposed changes. The DEIS had limited discussion and analysis of the impact of the proposed zoning changes on CPFR services. It does note that the changes in allowed development intensity and building height would create a need for additional fire district personnel and equipment. Several of the alternatives outlined in the DEIS increase traffic in the fire district, creating a negative

impact on response times. Figure 9 illustrates the proposed locations of the zoning changes in the service area.

Figure 9: Fire Districts and Centers and Corridors Proposed for Zoning Changes



As noted previously in this Plan, the CPFR is an integrated system (see Figure 2). The station that can respond most quickly to a reported incident will answer that call even if the incident is not in its response area.

Potential impacts to CPFR's response times from the rezone proposals include:

- **Increased Demand for Fire Services:** Pierce County's DEIS for the community plan updates estimates that the zoning changes could lead to an additional 3,425 households or an additional 9,000 people in the area by 2040 (Pierce County, 2019a).³ This represents a 34 percent increase over PSRC population estimates for the area. More people in the CPFR service area will lead to more response incidents and staffing and equipment needs.

The DEIS does not quantify the impact of the proposed policy changes on employment. It assumes that any increase in employment resulting from the zoning changes would be within the margin of error of existing employment projections. The DEIS also speculates that additional employment in the area could reduce traffic volumes in the area by reducing the distance that households travel to work.

- **Roadway Congestion and Level of Service:** In addition to estimating the increased demand for fire services as a result of population growth, the DEIS models the impact of growth on roadway congestion. As a part of this analysis, Pierce County projected where new housing units are likely to be built, the number of new trips generated, and the impact of planned roadway improvement projects.

Based on the DEIS, congestion on major arterials in the CPFR service area is expected to increase by 2040. Projected traffic volumes would exceed the road's level of service including on sections of 160th Street East, Canyon Road East, Pioneer Way East, and Spanaway Loop Road South (Pierce County, 2019a, p. 103).⁴ Increases in traffic congestion will negatively impact emergency response times.

The DEIS includes mitigation measures to alleviate projected traffic congestion including those funded by traffic impact fees. Pierce County's 2020-2025 Transportation Improvement Program includes several capacity improvement projects planned for the CPFR service area that may help to alleviate traffic (Pierce County, 2019b).

5.4 Capital Facility Needs Based on Growth Estimates

Based on future growth estimates in the service area and response time objectives described above, CPFR will need one new suppression apparatus, one additional medic unit, and 8,400 square feet of new station building area over six years, from 2020 to 2026. This anticipates the construction of Station 66. These estimates are in addition to the equipment replacement plan and facilities needs identified by CPFR to preserve current response times. In addition to station construction, all of the associated

³ According to 2013-17 American Community Survey five-year estimates. The average household size in Pierce County is 2.64 persons.

⁴ See Table 3-18 of Pierce County's DEIS. Each route referenced is anticipated to exceed the volume to service concurrency threshold of 1.0 by 2040 under both the no action alternative and alternative 2. Alternative 2 adds 3,426 additional housing units and results in a 1.4% increase in traffic volumes.

resources, special equipment, and tools needed to perform its mission from these sites are required and are factored into all current cost estimates.

To arrive at these estimates, the incidents by land use were used to create an index that estimated the number of additional incidents that likely will occur as growth continues. Based on the number of incidents, suppression, medic and new station facilities were estimated. The methodology for this approach is described further in Appendix E. This analysis was augmented with the practical knowledge of CPFR's near-term needs and available funding sources.

This Plan also considers future growth under a scenario in which Pierce County adopts the corridors and centers zoning amendments that allow for additional residential and commercial development capacity. Under this scenario, CPFR assumes that growth in the centers and corridors will occur at a pace similar to the pace currently expected without the rezone through 2025. This lag is assumed because developers will need time to respond to these code changes and because, for projects to be feasible, real estate market fundamentals needed to support new development at this denser scale will have to improve. For the years beyond 2025, as development occurs at or near the allowed scale, the county has projected that up to 3,425 new housing units could be supported in rezoned areas of the CPFR service area through 2040 (Pierce County, 2019a, p. 103).

Based on these assumptions, CPFR will need the same number of apparatuses and station square footage over the six years between 2020 and 2026 to support its current response times. It is anticipated that, between 2026 and 2040, CPFR will need one additional suppression apparatus, one additional medic unit, and approximately 10,000 more square feet of station area to support the added demand caused by proposed rezone. This new square footage in the out years would be tied directly to new growth and would be needed to maintain current levels of service.

Table 7 below summarizes CPFR's projected capital facility needs from 2020 to 2040 based on future growth projections. This table shows the count of needs by planning period; the six-year period from 2020 to 2026, the four-year mid-term period from 2026 to 2030, and the ten-year long-term period from 2030 to 2040. It provides the count of suppression units, medic units, and new stations needed, along with the estimated costs. Finally, this table shows two development scenarios of needs driven by growth under the current zoning and the capital facility needs under a scenario with an approved corridors and centers zoning.

Table 7: Projected Capital Facility Needs Based on Growth Estimates

	COUNT				COST			
	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total
New (current zoning)								
Apparatus								
Suppression	1	1	4	6	\$1,681,000	\$1,765,000	\$8,364,000	\$11,810,000
Medic	1	1	4	6	\$624,000	\$655,000	\$3,106,000	\$4,385,000
Stations								
Facilities (SqFt)	8,400 1 station	5,000	36,625	80,025	\$10,408,000	\$6,443,000	\$82,002,000	\$98,853,000
TOTAL:					\$12,713,000	\$8,863,000	\$93,472,000	\$115,048,000

	COUNT				COST			
	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total	6-yr Period 2020 to 2026	Mid-Term 2026 to 2030	Long-Term 2030 to 2040	Total
New (with proposed centers and corridors zoning)								
Apparatus								
Suppression	1	1	5	7	\$1,681,000	\$1,765,000	\$11,692,000	\$15,138,000
Medic	1	1	5	7	\$624,000	\$655,000	\$5,359,000	\$6,638,000
Stations								
Facilities (SqFt)	8,400 1 station	5,000	46,625	60,025	\$10,408,000	\$6,443,000	\$88,969,000	\$105,820,000
TOTAL:					\$12,713,000	\$8,863,000	\$106,020,000	\$127,596,000

Appendix D provides cost estimates and year of delivery/construction for the apparatuses and three proposed stations for the six-year period from 2020 to 2026. These cost estimates include all equipment needed to make the planned new Station 66 fully functional. This station will be located near the southern area of Meridian Avenue in the service area.

It should be noted that the medic unit apparatus count may be adjusted in 2020. CPFR will be conducting a study to assess more effective approaches to reaching medical emergency incidents. This could involve acquiring more medic units, new types of units, or a combination of both. The current projected needs assume that current level of services will be maintained.

6 CAPITAL FACILITY PLANNING

6.1 Introduction

This section identifies CPFR's capital facility needs over the six-year period from 2020 through 2025. The financing plan that follows focuses on the identified six-year capital facility needs detailed in Appendix D. Table 8 summarizes the six-year needs and places these costs into (1) costs of maintaining the current level of service without new growth and (2) costs of supporting new growth in the service resulting from the county's proposed new zoning, as development occurs. Costs associated with the first category can be described as maintenance and replacement capital expenditures while the second category are new facilities and related apparatus needed to support the demands created by growth. Both categories assume that current levels of service are maintained.

Table 8: Six-Year Capital Facility Needs Summary

	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	TOTAL
(1) CAPITAL FACILITIES NEEDED TO MAINTAIN LEVEL OF SERVICE <i>(Maintain current levels of service)</i>							
Apparatus							
Suppression	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medic	\$0	\$0	\$444,000	\$0	\$1,467,000	\$500,000	\$2,411,000
Other Apparatus	\$0	\$0	\$0	\$0	\$0	\$202,000	\$202,000
Stations (Remodel, Replacement, & New Support Buildings)							
Stations	\$0	\$1,040,000	\$0	\$0	\$0	\$27,983,000	\$29,023,000
Other Capital Needs							
Support Vehicles	\$170,000	\$154,000	\$63,000	\$50,000	\$0	\$0	\$437,000
Equipment	\$681,000	\$389,000	\$226,000	\$636,000	\$1,044,000	\$189,000	\$3,165,000
TOTAL (1):	\$851,000	\$1,585,000	\$733,000	\$686,000	\$2,511,000	\$28,874,000	\$35,240,000
(2) CAPITAL FACILITIES NEEDED TO SUPPORT NEW GROWTH WITH PROPOSED NEW ZONING <i>(Maintain current levels of service)</i>							
Apparatus							
Suppression	\$0	\$0	\$0	\$0	\$0	\$1,681,000	\$1,681,000
Medic	\$0	\$0	\$0	\$0	\$0	\$624,000	\$624,000
Stations							
Stations	\$0	\$0	\$0	\$0	\$0	\$10,408,000	\$10,408,000
TOTAL (2):	\$0	\$0	\$0	\$0	\$0	\$12,713,000	\$12,713,000
(1) + (2) CAPITAL FACILITIES NEEDED TO MAINTAIN & SUPPORT NEW GROWTH							
Apparatus	\$0	\$0	\$444,000	\$0	\$1,467,000	\$3,007,000	\$4,918,000
Stations	\$0	\$1,040,000	\$0	\$0	\$0	\$38,391,000	\$39,431,000
Other Capital	\$851,000	\$545,000	\$289,000	\$686,000	\$1,044,000	\$189,000	\$3,604,000
TOTAL (1) + (2):	\$851,000	\$1,585,000	\$733,000	\$686,000	\$2,511,000	\$41,897,000	\$47,953,000

The allocation of these costs appropriated to new development assumes that new development will drive additional incidents. Using the land use development modeling to estimate future growth in the service area, CPFR estimates a 6.8 percent increase in incidents, i.e., more than 2,000 additional incidents, between 2020 and 2026 attributable to growth.

Growth will impact service levels for CPFR, and existing capital facilities will be impacted by the increased call volume, resulting in quicker degradation of services. Not all elements of capital facilities needed to support new growth should be borne by the new development, as those already living and working in the service area benefit from CPFR. The six-year capital facility plan described below will expand on how CPFR will allocate capital facility costs to growth.

6.2 Six-Year Capital Facility Plan

The capital facilities needed to maintain level of service are estimated to cost \$35.2 million over the next six years. The capital facilities needed to support new growth are estimated to cost \$12.7 million over the next six years. In total, the CPFR anticipates capital facility costs at \$47.9 million.

The six-year capital facility plan will be supported with GO bonds, grant funds, CPFR revenues, and, in part, impact and/or mitigation fees. Table 9 summarizes the allocation of costs between impact fees and other sources. The schedule of items and the year in which the cost is anticipated to occur are detailed in Appendix D. The 6.8 percent allocation rate to support capital costs associated with new growth is applied to all capital facilities listed in Appendix D. Note that the capital facility cost increase in Year 6 is due to the planned construction of a new Station 66.

Table 9: Six-Year Capital Facility Allocation

Allocation	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Total
(1) CAPITAL FACILITIES NEEDED TO MAINTAIN LEVEL OF SERVICE							
Impact Fee or Mitigation Fee	\$78,000	\$95,000	\$40,000	\$40,000	\$176,000	\$1,950,000	\$2,379,000
Other Sources	\$1,075,000	\$1,324,000	\$565,000	\$568,000	\$2,433,000	\$26,895,000	\$32,860,000
(2) CAPITAL FACILITIES NEEDED TO SUPPORT NEW GROWTH							
Impact Fee or Mitigation Fee	\$0	\$0	\$0	\$0	\$0	\$859,000	\$859,000
Other Sources	\$0	\$0	\$0	\$0	\$0	\$11,854,000	\$11,864,000
(1) + (2) CAPITAL FACILITIES NEEDED TO MAINTAIN & SUPPORT NEW GROWTH							
Impact Fee or Mitigation Fee	\$78,000	\$95,000	\$40,000	\$40,000	\$176,000	\$2,809,000	\$3,238,000
Other Sources	\$1,075,000	\$1,324,000	\$565,000	\$568,000	\$2,433,000	\$38,749,000	\$44,714,000

6.2.1 Existing Revenue Sources Funding

The primary funding source for the \$44.7 million identified in the other sources row in Table 9 are GO bonds and CPFR revenues that comprise its equipment replacement fund (ERF). GO Bonds can support investment in facilities and apparatus, but not in equipment or fleet vehicles. Other sources of operating revenue include the FBC, transport fees, GEMT fees, grants, and levy funds. Currently the ERF is funded at an average of \$2 million per year. For 2020 through 2023, CPFR has planned for these costs in its ERF.

CPFR is concluding a \$39 million issuance from 2013 that was used to construct Stations 60, 63, and 72, a large part of the planned Station 73, and modernization of 60 training facilities. It is expected that this bond will be paid off by the end of 2035. CPFR intends to place a GO bond on the ballot in

2024 for an estimated \$80.7 million that will project out ten years for major capital facility costs. Appendix F details CPFR's 20-year funding plan and shows how this estimate is derived.

As noted in Section 3.4.1, CPFR may bond up to three-quarters of one percent of the total assessed value in the service area. CPFR estimates that by 2024 it will have up to \$206 million in GO bond funding that could be accessed, or nearly 90 percent of its total debt capacity.

Financing an \$80.7 million GO bond in 2024 would require voter approval, and the district's excess levy rate would increase. The current GO bond levy rate is 0.09 per \$1,000 of assessed value or a fraction of CPFR's overall levy and levy equivalent of \$2.32.

6.2.2 Mitigation or Impact Fees

A special district such as CPFR may collect SEPA mitigation fees or GMA impact fees. SEPA mitigation fees are established as part of a specific environmental review process, either at a project-level review (most typical) or as part of a Planned Action Environmental Impact Statement (EIS) process completed by a city or county. This would result in a planned action ordinance that outlines the required mitigation for that specific area, possibly including a mitigation fee for something that was analyzed in the Planned Action EIS—for example, mitigation fees associated with the new growth for fire, emergency response and rescue service. Additionally, mitigation fees through SEPA can be imposed only by the lead agency's responsible official on a case by case basis. While CPFR can recommend mitigation fees to the lead agency, it would have to appeal their decision if these fees were not imposed.

Impact fees are one-time charges assessed by a local government against a new development project to help pay for new or expanded public facilities that will directly address the increased demand for services created by that development. RCW 82.02.050 - .110 and Washington Administrative Code (WAC) 365-196-850 authorize counties, cities, and towns planning under the GMA to impose impact fees for public needs, including fire-protection facilities. Impact fees may be imposed only for "system improvements"—public capital facilities in a local government's capital facilities plan that are designed to provide service to the community at large (not private facilities), that are reasonably related to the new development, and that will benefit the new development (WAC 365-196-850). Impact fees cannot exceed a proportionate share of the cost of the system improvements, and municipalities must have additional funding sources and may not rely solely on impact fees to fund the improvements (RCW 82.02.050).

Based on the projected capital facility needs and available existing and projected revenue sources, CPFR urges the County to adopt fire impact fee ordinances, as it has for schools, parks and traffic so that the impact of new growth and development can be proportionately assigned to the developers creating the new growth. Based on projected single family, multifamily, and commercial development in the service area, impact fees would support new apparatus investments estimated to reach \$3.2 million over the next six years.

Table 10 depicts how impact fees were estimated using CPFR response data and estimated growth by land use. The total six-year capital facility need as a result of growth (column 1) is multiplied by the share of emergency responses projected to be generate by each land use category in 2026 (column 3). This total is then divided by the projected unit growth (column 5) for each between 2019 and 2026 to

arrive at the cost Per unit impact fee amount (column 6). The fees are structured below rates observed in other local jurisdictions (summarized in Appendix G). For a new single-family home, the fee would be \$300 per unit. For a multifamily project, the fee would be \$150 per unit, and the fee for commercial space would range from \$0.01 per square foot for industrial and warehouse space to \$1.37 per square foot for new office space.

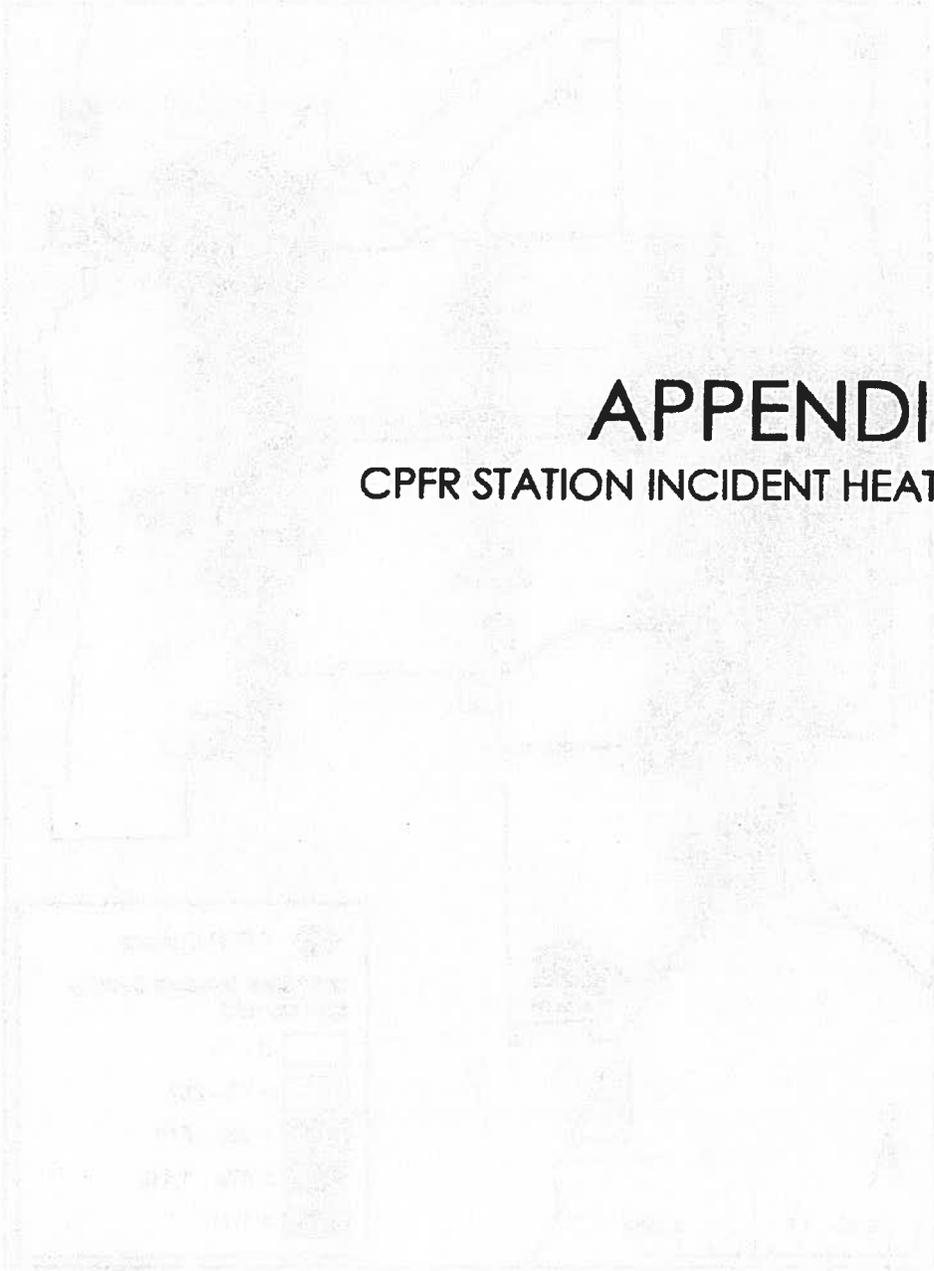
Table 10: Impact Fee Estimate

Use Type	4 Year CF Need from Growth	2024 Emergency Responses	Share of Responses 2024	Response Share Cost	Estimated Unit Growth 2019-2024	Cost per Unit
Column Number	1	2	3	4	5	6
Residential (Unit)						
Single Family	\$3,238,000	16,898	59%	\$1,920,893	6,497	\$296
Multifamily	\$3,238,000	4,044	14%	\$459,869	3,137	\$147
Business (Square Foot)						
Health Care, Detention & Correction	\$3,238,000	4,164	15%	\$473,288	464,724	\$1.02
Assembly	\$3,238,000	942	3%	\$107,083	282,363	\$0.38
Office	\$3,238,000	1,054	4%	\$119,802	87,363	\$1.37
Retail	\$3,238,000	302	1%	\$34,376	534,742	\$0.06
Manufacturing, Industrial, and Warehousing	\$3,238,000	1,079	4%	\$122,688	23,287,880	\$0.01

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CPFR STATION SALES RECORD HEAT MAP

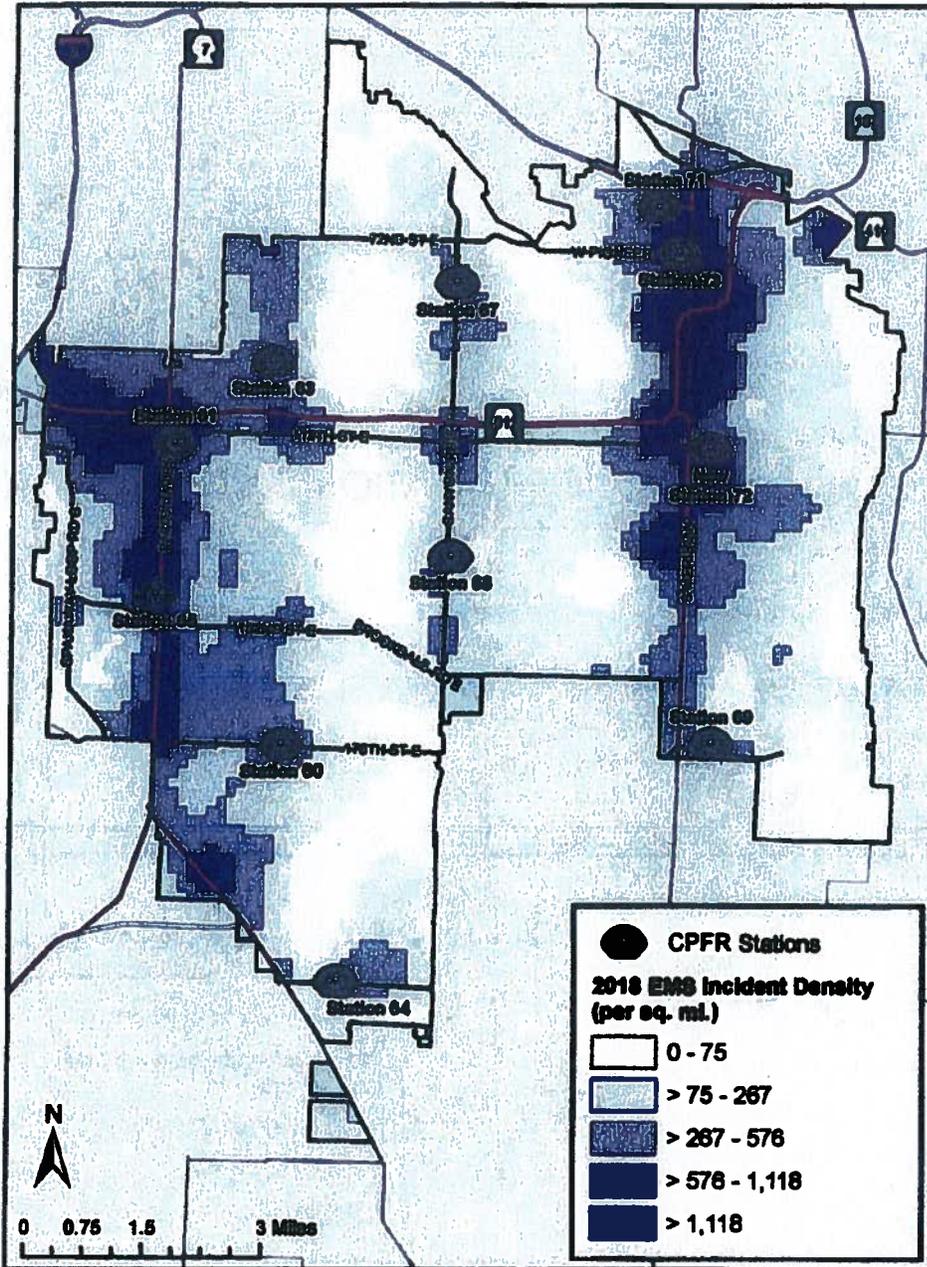


APPENDIX A

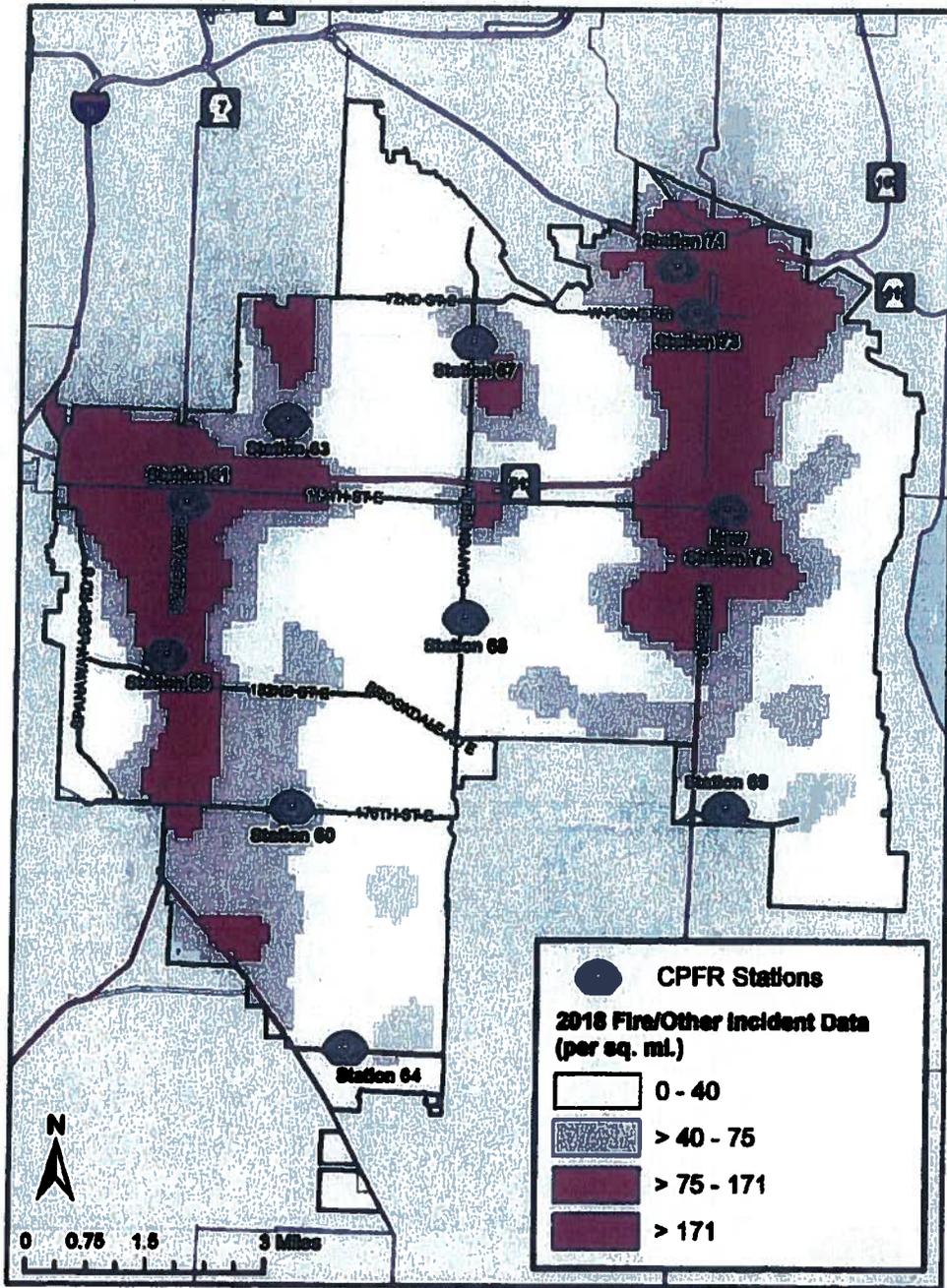
CPFR STATION INCIDENT HEAT MAPS

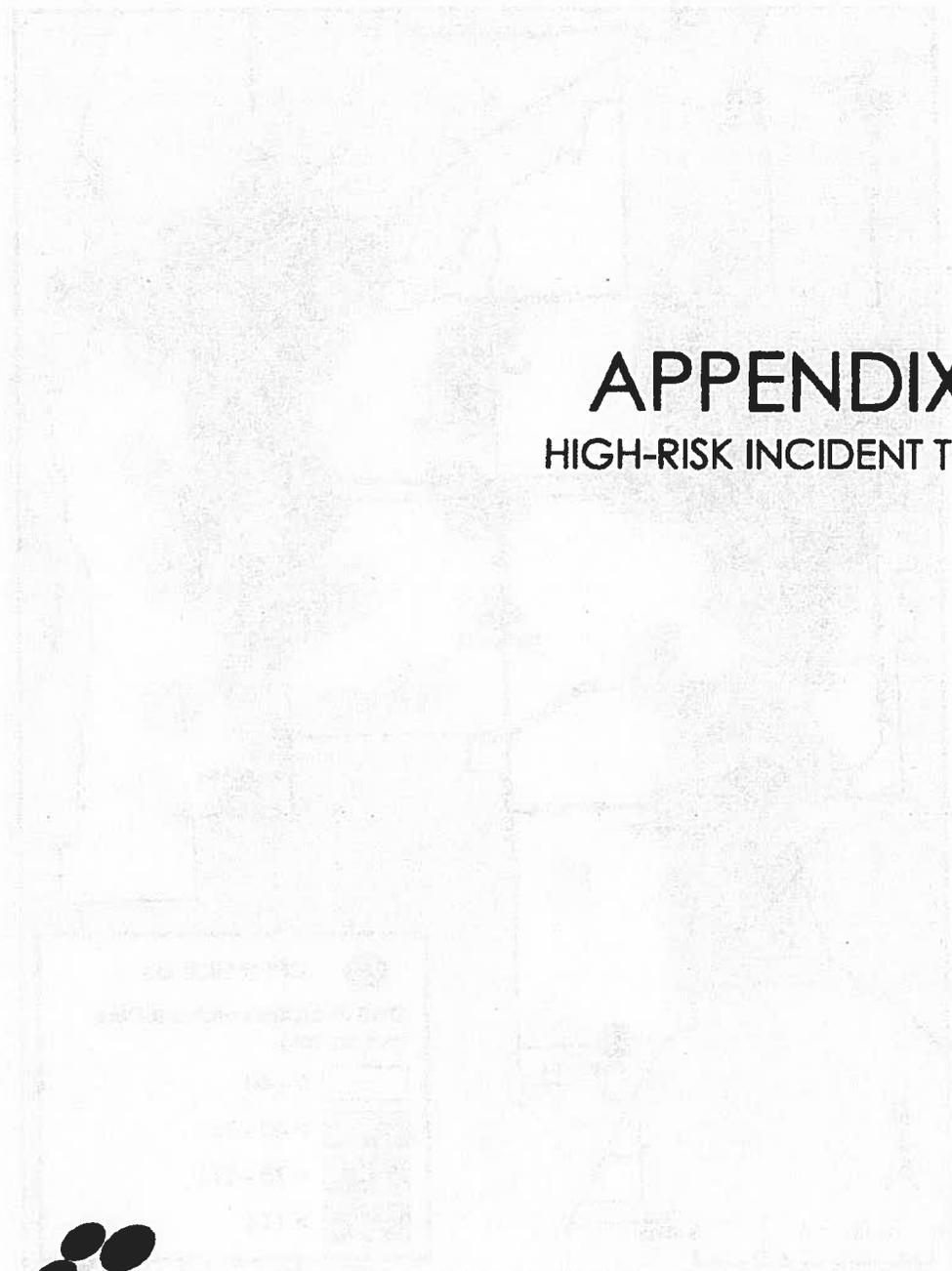


CPFR STATION EMS INCIDENT HEAT MAP



CPFR STATION FIRE INCIDENT HEAT MAP





APPENDIX B

HIGH-RISK INCIDENT TYPES



#	Type Description	#	Type Description
1	ALS - ABDOMINAL PAIN	47	COMMERCIAL STRUCTURE FIRE WITH ENTRAPMENT
2	ALS - ALLERGIC REACTION	48	CONFINED-SPACE RESCUE
3	ALS - ALTERED LOC	49	CONFIRMED PLANE CRASH
4	ALS - Assault Multiple Patients	50	Cerebrovascular Accident
5	ALS - Assault Multiple Patients Violent	51	Dock Fire
6	ALS - Assault Victim	52	ENTRAPMENT
7	ALS - Assault Violent Patient	53	Extrication Rescue
8	ALS - BACK PAIN	54	FREIGHT TRAIN FIRE OR DERAILMENT
9	ALS - BURN PATIENT	55	HEAVY RESCUE
10	ALS - DIABETIC PROBLEM	56	High-Angle Rescue
11	ALS - EXPOSURE PATIENT	57	High Life Hazard Structure Fire
12	ALS - FALL PATIENT	58	High Life Hazard Structure Fire with Entrapment
13	ALS - Head Pain	59	HIGH- OR LOW-ANGLE RESCUE
14	ALS - HEART PROBLEM	60	HIGH-RISE FIRE
15	ALS - HEMORRHAGE	61	HIGH-RISE FIRE WITH ENTRAPMENT
16	ALS - MOTOR VEHICLE ACCIDENT	62	High-Rise Structure Fire
17	ALS - Motor Vehicle Accident Multiple Patients	63	High-Rise Structure Fire with Entrapment
18	ALS - MOTOR VEHICLE ACCIDENT WITH ENTRAPMENT	64	Ice Rescue
19	ALS - Multiple Burn Patients	65	LARGE PLANE CRASH
20	ALS - MULTIPLE EXPOSURE PATIENTS	66	LARGE VAPOR LEAK
21	ALS - MULTIPLE PATIENT MOTOR VEHICLE ACCIDENT	67	LARGE VEHICLE FIRE WITH ENTRAPMENT
22	ALS - MULTIPLE PATIENT TRAUMA	68	LARGE VEHICLE FIRE WITH EXPOSURE
23	ALS - Multiple Trauma Patients	69	MAJOR HAZMAT INCIDENT
24	ALS - OB EMERGENCY	70	Marina Fire
25	ALS - Overdose	71	Mass Casualty Incident
26	ALS - Overdose Violent Patient	72	Military Plane Crash
27	ALS - OVERDOSE WITH VIOLENT PATIENT	73	PASSENGER TRAIN FIRE OR DERAILMENT
28	ALS - POSSIBLE STROKE	74	PERSON ILL - SPECIAL RESPONSE
29	ALS - PSYCHIATRIC PROBLEM	75	Person III Special Response
30	ALS - PSYCHIATRIC PROBLEM WITH VIOLENT PATIENT	76	Pool Rescue
31	ALS - Psychological Problem Violent Patient	77	Railroad Emergency Major
32	ALS - Respiratory Distress	78	RESIDENTIAL FIRE WITH ENTRAPMENT
33	ALS - SEIZURE	79	RESIDENTIAL GARAGE FIRE
34	ALS - TRAUMA PATIENT	80	RESIDENTIAL STRUCTURE FIRE
35	ALS - TRAUMA PATIENT WITH ENTRAPMENT	81	Residential Structure Fire with Entrapment
36	ALS - TRAUMA WITH VIOLENCE	82	Ship Fire
37	ALS - UNCONSCIOUS PERSON	83	SHIP FIRE ON A LAKE
38	ALS - ASSAULT	84	SHIP FIRE ON A TRAILER WITH EXPOSURE
39	APARTMENT FIRE	85	SHIP FIRE ON A TRAILER
40	APARTMENT FIRE WITH ENTRAPMENT	86	Ship Fire on Puget Sound
41	BLS - TRAUMA PATIENT WITH ENTRAPMENT	87	SMOKE IN A COM STRUCT
42	CARDIAC ARREST	88	Smoke in a Commercial Structure
43	Chimney Fire	89	SMOKE IN A RES STRUCT
44	Commercial Structure Fire	90	SMOKE ODOR IN A COMMERCIAL STRUCTURE
45	Commercial Structure Fire with Entrapment	91	Structural Collapse Rescue
46	COMMERCIAL STRUCTURE FIRE	92	STRUCTURE COLLAPSE

#	Type Description
93	Swift Water Rescue
94	TANKER TRUCK FIRE
95	Trench Rescue
93	Swift Water Rescue
97	VEHICLE FIRE WITH ENTRAPMENT
98	VEHICLE FIRE WITH EXPOSURE
99	Water Rescue
100	WATER RESCUE - POOL
101	WATER RESCUE ON A LAKE
102	WATER RESCUE ON LAKE TAPPS
103	WATER RESCUE ON PUGET SOUND
104	BLS - MOTOR VEHICLE ACCIDENT WITH ENTRAPMENT
105	EMERGENCY LANDING
106	HAZMAT INCIDENT
107	PLANE CRASH
108	Railroad Emergency
109	STANDARD HAZMAT INCIDENT - FIRE
110	VAPOR LEAK

APPENDIX C

CPFR STATION PROFILES



17830 22nd Avenue East, Tacoma, WA 98443
Parcel Number: 0215270012



Building Information	
Year Built (Remodeled):	1975 (2012)
Station Condition:	Excellent
Total Square Footage:	19,488
Number of Bays:	4
Beds Available:	6
Land Area:	4.5 acres

NOTE: The station operates one fire engine and one paramedic unit. A utility vehicle, rehab vehicle and brush truck are available as needed. A training tower and classroom are on site.

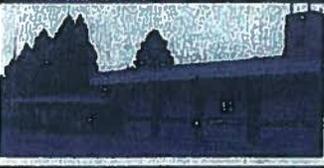
Puyallup Fair Grounds
Parcel Number: N/A



Building Information	
Year Built (Remodeled):	1969
Station Condition:	Good
Total Square Footage:	1,028
Number of Bays:	0
Beds Available:	2
Land Area:	N/A

NOTE: Located at the Washington State Fairgrounds. The activity at the fairgrounds dictates the staffing hours, as well as, which units will be staffed. Available units include one engine, two paramedic units, and on large crowd days, two

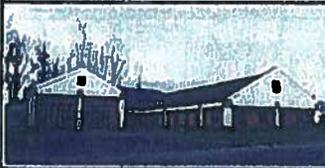
300 13th Street South, Tacoma, WA 98444
Parcel Number: 220004001



Building Information	
Year Built (Remodeled):	1968 (1985)
Station Condition:	Fair
Total Square Footage:	14,250
Number of Bays:	4
Beds Available:	14
Land Area:	1.1 acres

NOTE: This station houses administrative offices for the Battalion Chiefs. The station operates one fire engine, one ladder truck, one paramedic unit and a command (Battalion Chief) vehicle. A special operations (Rescue) vehicle is stored at this station.

502 7th Street NW, Puyallup 98371
Parcel Number: 720000477



Building Information	
Year Built (Remodeled):	1992
Station Condition:	Good
Total Square Footage:	12,635
Number of Bays:	2
Beds Available:	7
Land Area:	2.1 acres

NOTE: The station operates with one ladder truck, one paramedic unit, a special operations rescue unit and a marine rescue unit. Public Education, Prevention, Inspection and Investigation offices are on-site and are opened during business hours. The property is owned by the City of Puyallup.

1420 Breckinridge Road East, Tacoma 98448
Parcel Number: 021512001



Building Information	
Year Built (Remodeled):	2008
Station Condition:	Fair
Total Square Footage:	3,530
Number of Bays:	0
Beds Available:	2
Land Area:	0.8 acres

NOTE: Currently used to store and manage supplies. CPRF may use this station again, but it needs replacement.

3800 9th St SE, Puyallup
Parcel Number: 0419100134



Building Information	
Year Built (Remodeled):	2019
Station Condition:	Excellent
Total Square Footage:	17,674
Number of Bays:	5
Beds Available:	12
Land Area:	2.0 acres

NOTE: --

1200 6th St E, Tacoma Wa. 98444
Parcel Number: 720004001



Building Information	
Year Built (Remodeled):	2015
Station Condition:	Excellent
Total Square Footage:	8,378
Number of Bays:	3
Beds Available:	6
Land Area:	1.5 acres

NOTE: This station operates one fire engine and one paramedic unit.

211 West Pioneer, Puyallup 98371
Parcel Number: 520502007



Building Information	
Year Built (Remodeled):	1988
Station Condition:	Fair
Total Square Footage:	5,000
Number of Bays:	2
Beds Available:	6
Land Area:	0.7 acres

NOTE: The building is primarily operated by the Puyallup Police Department, but Fire and EMS personnel operates one engine out of this station. The property is owned by the City of Puyallup.

3423 23rd Street East, Spanaway 98377
Parcel Number: 020214001



Building Information	
Year Built (Remodeled):	2005
Station Condition:	Good
Total Square Footage:	6,880
Number of Bays:	2
Beds Available:	5
Land Area:	7.0 acres

NOTE: This station operates one fire engine.

Fire Station 601 - South Hill Englewood
5013 12th Street East, Puyallup 98373
Parcel Number: 420002000



Building Information	
Year Built (Remodeled):	1977 (2004)
Station Condition:	Poor
Total Square Footage:	10,000
Classroom Area:	3,784
Tower Area:	6,205
Number of Bays:	4

NOTE: --

303 148th Street South, Tacoma WA 98444
Parcel Number: 0430020413



Building Information	
Year Built (Remodeled):	2006
Station Condition:	Excellent
Total Square Footage:	9,880
Number of Bays:	4
Beds Available:	8
Land Area:	1.1 acres

NOTE: This station operates one fire engine and one paramedic unit. A water rescue unit is available as needed. This station also houses the PCSORT (Pierce County Special Operations Team) unit which is utilized throughout the County for

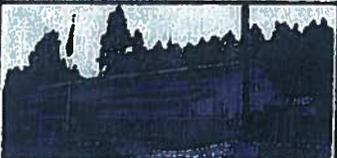
Station 61 Fire Maintenance/Shop
17230 130th Avenue East, Puyallup WA 98374
Parcel Number: 0430020419



Building Information	
Year Built (Remodeled):	1985
Station Condition:	Fair
Total Square Footage:	6,963
Classroom Area:	0
Tower Area:	0
Number of Bays:	0

NOTE: --

1005 Canyon Road East, Puyallup, WA 98371
Parcel Number: 0430010013



Building Information	
Year Built (Remodeled):	2007
Station Condition:	Good
Total Square Footage:	10,834
Number of Bays:	4
Beds Available:	8
Land Area:	4.0 acres

NOTE: This station operates one fire engine, one paramedic unit, one water tender and the Medical Services Officer vehicle. Adjacent to this station is our Training Division office and the training tower.

Station 97 Training Support Building
3119 Canyon Road East, Puyallup WA 98371
Parcel Number: 0430010013



Building Information	
Year Built (Remodeled):	1974
Station Condition:	Poor
Total Square Footage:	3,600
Classroom Area:	3,600
Tower Area:	0
Number of Bays:	0

NOTE: --

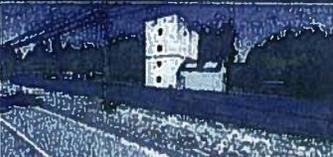
9401 126th Street East, Puyallup WA 98373
Parcel Number: 0430020419



Building Information	
Year Built (Remodeled):	2005
Station Condition:	Good
Total Square Footage:	10,500
Number of Bays:	4
Beds Available:	7
Land Area:	1.9 acres

NOTE: This station operates one fire engine and one part-time paramedic unit.

Station 07 Training Tower
3119 Canyon Road East, Puyallup WA 98371
Parcel Number: 0430010013



Building Information	
Year Built (Remodeled):	1987
Station Condition:	Poor
Total Square Footage:	8,252
Classroom Area:	0
Tower Area:	8,252
Number of Bays:	0

NOTE: --

17230 130th Avenue East, Puyallup WA 98374
Parcel Number: 0430020419



Building Information	
Year Built (Remodeled):	1985
Station Condition:	Good
Total Square Footage:	9,400
Number of Bays:	3
Beds Available:	5
Land Area:	2.6 acres

NOTE: This station operates one fire engine. The station also houses our hazardous materials unit and a brush truck. The vehicle maintenance shop is located next to the station.

Station 61 Training Tower and Classroom
17230 130th Avenue East, Tacoma, WA 98445
Parcel Number: 0430020419



Building Information	
Year Built (Remodeled):	2017
Station Condition:	Excellent
Total Square Footage:	7,056
Classroom Area:	1,406
Tower Area:	5,650
Number of Bays:	0

NOTE: --

Detailed 6-Year Capital Facilities Costs (2020 through 2025)

Category	Type	Description	Purchase Year	Cost	Fee Portion	Other Sources Portion
GRAND TOTAL:				\$47,952,000	\$3,288,000	\$44,714,000
Apparatus			TOTAL:	\$2,613,000	\$177,000	\$2,436,000
Medic	Medic Units	M15-1	2022	\$444,000	\$30,000	\$414,000
	Medic Units	M17-1	2024	\$489,000	\$33,000	\$456,000
	Medic Units	M17-2	2024	\$489,000	\$33,000	\$456,000
	Medic Units	M17-3	2024	\$489,000	\$33,000	\$456,000
	Low Acuity Aid	M19-5	2025	\$250,000	\$17,000	\$233,000
	Low Acuity Aid	M19-66	2025	\$250,000	\$17,000	\$233,000
Other	Brush	652 - Pickup/Brush 69	2025	\$202,000	\$14,000	\$188,000

Other Vehicles and Equipment			TOTAL:	\$3,603,000	\$241,000	\$3,362,000
Support	Staff	643 - DFM F15 PU	2020	\$57,000	\$4,000	\$53,000
Vehicles	Staff	644 - Captain Logistics, F15 PU	2020	\$57,000	\$4,000	\$53,000
	Staff	846 - Pool SUV	2020	\$56,000	\$4,000	\$52,000
	Staff	656 - Shop Truck	2021	\$156,000	\$11,000	\$145,000
	Staff	RV17-1 Runner Van-Mercedes	2022	\$63,000	\$4,000	\$59,000
	Staff	854 - Pickup (F350) - Facilities	2023	\$30,000	\$3,000	\$27,000
Equipment	Mobile	Forklifts (FL 88-1, FL 93-1, and FL 96-01)	2021	\$492,000	\$33,000	\$459,000
	Mobile	Extrication Tools (Hydraulic Rescue)	2024	\$465,000	\$31,000	\$434,000
	Tech	Admin portables/desktops	2020-2025	\$774,000	\$52,000	\$722,000
	Tech	IT Infrastructure (Switches,ups,servers)	2020-2025	\$359,000	\$24,000	\$335,000
	Tech	Storage Array	2022	\$37,000	\$2,000	\$35,000
	Tech	Acctg Software Replacement	2024	\$250,000	\$17,000	\$233,000
	Suppression	Bullard Thermal Imager	2024	\$140,000	\$9,000	\$131,000
	Wellness	Cardio Equipmt	2021	\$151,000	\$10,000	\$141,000
	EMS	Lead Defib-Engines and Defib-Medic Unit	2020	\$49,000	\$3,000	\$46,000
	shop	Lifts (Portable)	2023	\$447,000	\$30,000	\$417,000

Station & Support Buildings Remodel/Replacement			TOTAL:	\$29,023,000	\$1,961,000	\$27,062,000
Facilities	Station	Station 61	2025	\$21,900,000	\$1,480,000	\$20,420,000
	Support	Training Building on 60 drill ground	2021	\$1,040,000	\$70,000	\$970,000
	Support	Logistics Center	2025	\$6,083,000	\$411,000	\$5,672,000

New Apparatus			TOTAL:	\$2,385,000	\$166,000	\$2,149,000
Suppression	Engine	New Engine; Station 66	2025	\$1,481,000	\$114,000	\$1,567,000
Medic	Medic Units	New Medic Unit; Station 66	2025	\$624,000	\$42,000	\$582,000

New Stations			TOTAL:	\$10,408,000	\$703,000	\$9,705,000
Facilities	Station	New Station 66	2025	\$10,408,000	\$703,000	\$9,705,000

Category	Item	Quantity	Unit	Value	Notes
Facility

Vehicle

APPENDIX E

NEW FACILITY AND VEHICLE NEED METHODOLOGY



Significant growth in the CPFR service area is anticipated. The analysis undertaken for the CPFR Capital Facilities Plan (the Plan) seeks to quantify the pace of growth anticipated in the area and its impact on the need for new emergency response facilities and vehicles. The output of the analysis described below helped to inform the facility and vehicle needs identified in the Plan.

Development Projection

Pierce County Assessor data were used to estimate the historical trends in development across different land use types from 2008 to 2018, based on the year in which the structure was built. For example, between 2008 and 2018 an estimated 6,480 single-family and duplex housing units and about 103,000 square feet of office uses were added to CPFR's service area, representing an annual growth rate of 1.0 and 0.5 percent respectively. These historical development trends serve as the basis for projecting new development to 2040.

Emergency Unit Responses, Equipment, and Station Square Footage

To assess CPFR's current level of service, this analysis relies on the number of annual unit responses and the equipment available to meet this demand for services in 2018. A single emergency incident can generate multiple unit responses. For example, multiple fire engines and medical units may be dispatched to a large fire. In 2018, CPFR had 16,580 priority 1 and 2 fire-suppression unit responses and 14,500 priority 1 and 2 medical unit responses. These overall unit responses were broken down by the property use categories assigned to each incident. To service this demand, CPFR had 12 active fire-suppression apparatuses, eight medical apparatuses, 43,700 station square feet dedicated to fire response, and about 30,000 station square feet dedicated to medical response.

Base Analysis

The development projections and unit response data were broken down into seven land use categories, including single-family housing; multifamily housing; office; and healthcare, detention, and correction uses. Given the unit response volumes and the number of equipment and station areas available to respond in 2018, ratios were created to reflect CPFR's current level of services. For example, CPFR had one fire-suppression unit response for every 7.6 single-family housing units in the service area, and one fire-suppression apparatus for every 1,280 suppression unit responses generated from single-family housing units.

These ratios were used to estimate the number of new unit responses generated by new development for each land use type and the additional number of apparatuses needed to service the new demand. For example, it is anticipated that 18,560 new single-family units will be added to the service area by 2040. These new units are projected to generate an additional 2,450 fire-suppression unit responses between 2019 and 2040 and necessitate two new fire-suppression apparatuses and about 7,000 square feet of new station area to meet this new demand. A similar analysis was completed for all seven land use types for both fire-suppression and medical unit responses.

Analysis of Impact of Proposed Zoning Changes

Pierce County's initial analysis of the zoning changes that would result from the Fredrickson, Mid-County, South Hill, and Parkland-Spanaway-Midland community plan updates estimates that as many as 3,425 additional households could be added to the area by 2040. The base analysis described above was repeated to model the impact of these new households on new emergency service facility and vehicle needs. It was assumed that the zoning changes would slightly increase the pace of development in the CPFR service area, beginning in 2022.

APPENDIX F

20-YEAR FUNDING SCHEDULE



20-year Schedule by Funding Source

TOTAL	GO Bond Period	Cost Category	Min. Maint.	Max. Growth	Impact		SWP		BOND		Bond Total	Bond Change
					Annual Total	Peak	Assessment	Other	Assessment	Facilities		
1	2020 1-4 years		\$794,845		\$794,845	\$88,488			\$794,845			
2	2021 1-4 years		\$1,018,738		\$1,018,738	\$88,712	\$888,728	\$794,839	\$1,881,852			
3	2022 1-4 years		\$784,779		\$784,779	\$88,888	\$413,888	\$888,888	\$784,784			
4	2023 1-4 years		\$782,891		\$782,891	\$91,891		\$711,888	\$711,888			
5	2024 1-4 years	2024	\$2,942,888		\$2,942,888	\$178,888	\$88,414	\$1,888,788	\$1,984,184	\$1,888,888	\$1,888,888	\$1,888,888
6	2025 1-4 years	2024	\$28,878,887	\$12,713,488	\$41,592,375	\$2,888,887	\$148,884	\$188,411	\$28,878,887	\$2,888,878	\$28,787,788	\$28,491,888
7	2026 7-10 years	2024	\$4,871,388	\$8,888,888	\$13,760,276	\$878,878	\$183,128	\$2,788,888	\$2,888,778	\$2,888,888	\$8,887,887	\$8,107,388
8	2027 7-10 years	2024	\$8,888,788		\$8,888,788	\$888,788	\$88,488	\$478,488	\$843,888	\$1,381,488	\$8,128,148	\$7,438,888
9	2028 7-10 years	2024	\$12,488,787		\$12,488,787	\$1,488,888	\$471,887	\$1,188,184	\$1,888,178	\$8,888,141	\$12,777,478	\$8,888,888
10	2029 7-10 years	2024	\$2,881,488		\$2,881,488	\$174,481	\$88,888	\$878,888	\$788,878	\$1,887,878	\$1,887,878	\$78,788,814
11	2030 11-30 year	2024	\$2,882,888		\$2,882,888	\$188,181	\$112,882	\$444,818	\$888,881	\$2,148,884	\$2,148,884	\$2,878,487
12	2031 11-30 year	2024	\$8,811,488		\$8,811,488	\$884,487	\$247,447	\$3,377,444	\$8,888,411	\$4,771,888	\$4,771,888	\$7,888,417
13	2032 11-30 year	2024	\$2,388,888		\$2,388,888	\$232,848	\$88,818	\$1,188,848	\$1,888,788	\$1,888,184	\$1,888,184	\$78,888,871
14	2033 11-30 year	2024	\$1,888,887		\$1,888,887	\$188,128	\$78,788	\$288,714	\$888,888	\$1,844,888	\$1,844,888	\$88,888,871
15	2034 11-30 year	2024	\$1,888,887	\$28,321,884	\$29,210,771	\$2,514,482	\$241,811	\$884,884	\$288,814	\$4,878,888	\$28,888,444	\$24,178,884
16	2035 11-30 year	2024	\$288,877	\$28,734,888	\$29,023,765	\$2,237,828	\$178,884	\$288,888	\$384,888	\$3,288,888	\$27,821,817	\$24,227,888
17	2036 11-30 year	2024	\$8,882,782		\$8,882,782	\$411,821	\$48,884	\$4,882,888	\$4,882,888	\$778,122	\$778,122	\$88,388,788
18	2037 11-30 year	2024	\$228,488	\$28,418,514	\$28,646,992	\$1,778,788	\$218,888	\$282,848	\$371,887	\$4,188,887	\$18,888,488	\$23,888,778
19	2038 11-30 year	2024	\$21,473,848		\$21,473,848	\$1,488,784	\$888,438	\$1,384,488	\$2,387,822	\$17,738,173	\$17,738,173	\$18,888,488
20	2039 11-30 year	2024	\$3,378,891		\$3,378,891	\$228,148	\$84,818	\$1,282,428	\$1,247,828	\$1,881,847	\$1,881,847	\$18,888,488

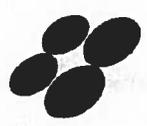
20-year Schedule by Cost Category

TOTAL	Facilities	Supplies	Supplies	Supplies	Supplies	Misc	Misc	Other App	Other App	Support	Vehicles	Equipment		Equipment		Equipment		Equipment		Equipment	
												Mobile	Truck	Truck	Truck	Truck	Truck	Truck	Truck	Truck	Truck
1	2020 1-4 years											\$178,488	\$178,488								
2	2021 1-4 years	\$1,488,888										\$88,888	\$88,888	\$88,888							
3	2022 1-4 years											\$88,888	\$88,888	\$88,888							
4	2023 1-4 years											\$88,888	\$88,888	\$88,888							
5	2024 1-4 years											\$88,888	\$88,888	\$88,888							
6	2025 1-4 years	\$28,878,887	\$1,888,887									\$88,888	\$88,888	\$88,888							
7	2026 7-10 years	\$8,888,888	\$1,788,888									\$88,888	\$88,888	\$88,888							
8	2027 7-10 years	\$12,488,887	\$1,888,887									\$88,888	\$88,888	\$88,888							
9	2028 7-10 years	\$18,888,887	\$1,888,887									\$88,888	\$88,888	\$88,888							
10	2029 7-10 years	\$2,881,488	\$1,888,887									\$88,888	\$88,888	\$88,888							
11	2030 11-30 year	\$2,882,888	\$1,888,887									\$88,888	\$88,888	\$88,888							
12	2031 11-30 year	\$8,811,488	\$1,888,887									\$88,888	\$88,888	\$88,888							
13	2032 11-30 year	\$2,388,888	\$1,888,887									\$88,888	\$88,888	\$88,888							
14	2033 11-30 year	\$1,888,887	\$1,888,887									\$88,888	\$88,888	\$88,888							
15	2034 11-30 year	\$28,321,884	\$2,888,887									\$88,888	\$88,888	\$88,888							
16	2035 11-30 year	\$28,734,888	\$2,737,887									\$88,888	\$88,888	\$88,888							
17	2036 11-30 year	\$8,882,782	\$1,888,887									\$88,888	\$88,888	\$88,888							
18	2037 11-30 year	\$228,488	\$2,888,887									\$88,888	\$88,888	\$88,888							
19	2038 11-30 year	\$21,473,848	\$2,888,887									\$88,888	\$88,888	\$88,888							
20	2039 11-30 year	\$3,378,891	\$2,888,887									\$88,888	\$88,888	\$88,888							

APPENDIX G

FIRE IMPACT FEE PRECEDENTS POLICIES

City	Policy Description	Fee Structure
City of Los Angeles	Fire Impact Fee for new residential units	\$1,500 per unit
City of San Francisco	Fire Impact Fee for new commercial buildings	\$2,000 per square foot
City of San Diego	Fire Impact Fee for new multi-family units	\$1,200 per unit
City of San Jose	Fire Impact Fee for new office buildings	\$1,800 per square foot
City of San Antonio	Fire Impact Fee for new retail centers	\$1,000 per square foot
City of Austin	Fire Impact Fee for new industrial facilities	\$2,500 per square foot



INTRODUCTION

RCW 82.02.050 allows cities and counties to collect impact fees to fund public facilities system improvements, including fire-protection facilities, that are needed as a result of new development. Impact fees cannot exceed the proportionate share of the cost of system improvements that are a result of new development. Funds can be collected and spent only on public facilities needs addressed in an adopted capital facilities element of a comprehensive land use plan.

FEE STRUCTURE

This section examines other cities' and counties' code to better understand how other jurisdictions have implemented fire impact fees. The most common way of structuring impact fees is to charge a per housing unit and/or per square foot of new construction rate. Fire impact fees for new housing units ranged from \$121 to \$2,259 for new single-family units and \$205 to \$2,062 for new multifamily units. Fees for commercial development were similarly varied, ranging from \$0.02 per square foot for new manufacturing in Redmond to \$5.60 per square foot for certain types of commercial development that pose an elevated emergency response risk in Shoreline (see table below).

Fire Impact Fee Comparison Table

Jurisdiction	Residential Fee	Commercial Fee
Thurston County	\$0.36 per square foot for all new development	
City of DuPont	\$941 per unit	\$2,697 per acre
City of Tukwila	Single-family: \$1,683 per unit Multifamily: \$2,062 per unit	Office: \$0.78 per SF Retail: \$2.05 per SF Industrial: \$0.17 per SF
City of Shoreline	Single-family: \$2,259 per unit Multifamily: \$1,957 per unit	Commercial 1: \$2.79 per SF Commercial 2: \$1.79 per SF Commercial 3: \$5.60 per SF
City of Redmond	Single-family: \$121 per unit Mobile/Manufactured Homes: \$145 per Unit Multifamily: \$205 per unit Residential Suites: \$103 per suite	Office: \$0.17 per SF Retail Trade: \$0.20 per SF Manufacturing: \$0.02 per SF

The ordinances often reference the adopted capital facilities plan on which the fees are based, with some providing a detailed explanation of how the fee is determined. For example, in DuPont the fire impact fees are calculated based on the following assumptions (from DuPont Municipal Code Chapter 26.05 Impact Fees):

- Total fire service capital facilities need for the period 2004 through 2009 as identified in the city of DuPont capital facilities plan equals \$5,410,000.
- Allocation of the \$5,410,000 is divided as 50 percent residential responsibility and 50 percent commercial/industrial responsibility.

- The 2004 population of the city of DuPont is 4,425, or 52 percent of the estimated 2009 population of 8,500. Population growth will account for 48 percent of the total 2009 population.
- Population growth between 2004 and 2009 will be housed in approximately 1,380 new dwelling units.
 - Residential Impact Fee Formula Per New Dwelling Unit
 $(\$2,705,000 \times 0.48) + 1,380 = \940.87 per dwelling unit
- There are 1,003 acres of commercial/industrial zoned land in the city of DuPont south of Sequelitchew Village, excluding environmentally sensitive areas, streets, and the Consent Decree Area Golf Course.
 - Commercial/Industrial Impact Fee Formula
 $\$2,705,000 + 1,003 \text{ acres} = \$2,696.91$ per acre

The City of Shoreline's approach is similar to that of DuPont, but capital and equipment costs (C&E) are divided between residential and commercial uses, based on their respective annual share of emergency responses (Res/Com Share in table below). The rates are also adjusted for each proposed use, based on an index of the emergency response shares, usage factors, and effective response force requirements (Measure of Impact of Development in table below). This is intended to reflect the proportionate impact of each type of development on system needs relative to single-family housing (Residential 1).

Dwell Type	System Value Cost	Fire Share Cost	Res/Com Share	Res/Com Split	Proposed Development 2010 - 2032	Cost Per Unit	Minimum of Capacity by Development	Adjustment	Impact & DIO Contribution Fee Amount
Residential									
Residential 1 (Low Risk)	\$11,217,424	\$11,217,424	6%	\$1,326,086	5,000 units	\$2,705.31	100%	-20%	\$2,164.25 per dwelling unit
Residential 2 (High Risk)	\$11,217,424	\$11,217,424	6%	\$1,326,086	5,000 units	\$2,705.31	6%	20%	\$2,947.41 per dwelling unit
Commercial/Industrial									
Commercial 1 (Low Risk)	\$11,217,424	\$11,217,424	30%	\$3,365,227	1,000 acres	\$3,365.23	6%	-30%	\$2,555.66 per acre
Commercial 2 (High Risk)	\$11,217,424	\$11,217,424	30%	\$3,365,227	1,000 acres	\$3,365.23	6%	30%	\$4,065.71 per acre
Commercial 3 (High Risk)	\$11,217,424	\$11,217,424	30%	\$3,365,227	1,000 acres	\$3,365.23	6%	30%	\$4,065.71 per acre

Shoreline Fire Department, Draft Capital Improvement Plan 2018-2037, City of Shoreline City Council Staff Report: 2017, <http://www.ci.shoreline.wa.us/splash/attachments/esh/annual/staffreports/2017/staffreport1/2017-8.pdf> (accessed December 3, 2019).

The fire impact fee ordinances also outline administrative processes of assessment and collection of the fee, appeal, credits and refunds. Because Pierce County currently collects parks, schools, and traffic impact fees, many of the administrative processes for fee collection are already outlined in Pierce County Code Title 4A: Impact Fees. Each impact fee has its own chapter that includes the purpose of the fee, the relevant capital facilities plan section, the service area where the fee will be collected, the methods used to determine the fee amount, and the fee schedule.

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EXHIBIT B

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One- and Two- Family Dwellings

Design Objective – Residential Fire Protection Standards Design residential developments to allow fire and rescue equipment and personnel adequate access to conduct operations in order to confine fire spread to the occupancy of origin to minimize the loss of life and protect homes.

1. All residential occupancies meeting the above criteria shall be built to the requirements of the International Residential Code.
2. When setbacks are greater than 10 feet, PCC 17C.60.160 shall be followed for fire flow.
3. When setbacks are 5 feet to 10 feet as measure from the concrete foundation wall to the property line, the following shall apply in addition to PCC 17C.60.160: For two story or higher units, Bedroom egress /rescue windows shall not be on the sides of the home.
4. When a setback distance is less than 5 feet as measure from the concrete foundation wall to the property line, all conditions from above and the all of the following shall apply;
 - A. Side yard walls shall have a fire resistive rating of a minimum of a one-hour fire rating meeting all the requirements of IRC Table R302.1(1) and Table R302.1(2).
 - B. Sprinkler systems that, at a minimum, meets NFPA 13D or 13R specifications.
 - C. Roof shall be fire resistive materials (Class A or B or better rating), not wood or shake shingles to roof homes.
 - D. The only allowable projection or penetration into the 5-foot setback requirement is;
 1. Not more than Twelve-inch eaves.
 2. The necessary distance required to install a gas fireplace not to exceed 2 feet, this shall include direct vents and gas piping when it is black iron or copper.
 3. Propane tanks are not allowed in the 5-foot setback.
5. Deviations from county road standards that deal with width, grade, turnaround or other access requirements that impact fire department access/ingress and operations shall require fire sprinkler system in all buildings and approval of the Pierce County Fire Marshal and Fire District Fire Chief or designee.
6. These rules supersede all variances or administrative or discretionary approvals like PUD, PDD and CUP, all variation must be approved by the Pierce County Fire Marshal and Fire District Fire Chief or designee.

R occupancies - three or more dwelling units and townhomes

Design Objective – Residential Fire Protection Standards Design residential occupancies in commercial buildings to allow fire and rescue equipment and personnel adequate access to conduct operations and confine fire spread to the occupancy of origin to minimize the loss of life and protect buildings up to 75 feet.

1. All residential occupancies meeting the above criteria shall be built to the requirements of the International Building Code.
2. Attic shall be provided with not less than one-hour draft stops that follow the party wall line unless fire sprinklered per NFPA. When IBC identifies a higher rating for draft stops IBC shall be followed.
3. Landscaping shall be designed so that it does not allow for fire spread. All vegetation shall be limited to 4' height within 10' of the building.
4. All deviations from county road standards or access requirements that impact fire department access/ingress and operations shall require fire sprinkler system in all buildings and approval of the Pierce County Fire Marshal and Fire District Fire Chief or designee.
5. These rules supersede all variances or administrative or discretionary approvals like PUD, PDD and CUP, all variation must be approved by the Pierce County Fire Marshal and Fire District Fire Chief or designee.

All sections identified above, that are fire code related items, shall sunset if/after they have been adopted into Pierce County Code 17C.60 with the approval of the Fire Marshal and the Fire Chief.

EXHIBIT 3

EXHIBIT 3

CURRENT COMPREHENSIVE PLAN LANGUAGE

Chapter 2: Land Use Element

Page 2-14 | Goal LU-9.7

LU-9.7 Proposed UGA expansion areas should be approved only if the proposing jurisdiction provides an analysis of:

LU-9.7.1 The underutilized lands, consistent with the Pierce County Buildable Lands program methodology, within its existing municipal boundaries and affiliated UGAs, and evidence of implementation strategies in place or being pursued to densify the underdeveloped lands;

LU-9.7.2 Housing goals or policies in place to encourage housing for all economic segments of the community; and

LU-9.7.3 How the proposal is consistent and reasonable with the jurisdiction's adopted comprehensive plan.

Page 2-29 | Goal LU-27

GOAL LU-27 Urban level facilities and services must be provided prior to or concurrent with development.

LU-27.1 These services include, but are not limited to, water, adequate sewage treatment, surface water management, and roads, where appropriate.

LU-27.2 Other types of services could include schools, sidewalks, bicycle paths, trails, parks and recreation.

Chapter 3: Capital Facilities Element

Page 3-5 | Goal CF-2

GOAL CF-2 Prepare and maintain a financially feasible six-year schedule of capital improvements in a Capital Facilities Plan.

CF-2.1 Use the Capital Facilities Plan, Six-Year Transportation Improvement Plan, Unified Sewer Plan, Coordinated Water System Plan, Surface Water Management Plan, and the Rivers Flood Hazard Management Plan to determine the existing and proposed availability of infrastructure for new areas for residential, commercial, and industrial growth.

CF-2.1.1 The absence of a Capital Facilities Plan for a school district under the County's CFP does not limit the Hearing Examiner's authority, if any, to review the impact from residential development on schools while reviewing applications for land developments.

CF-2.2 Establish and update level of service (LOS) standards for applicable capital facilities in the CFP.

Page 3-5 | Goal CF-8 Funding – Policy CF-8.8

CF-8.8 – Use Impact fees for schools, parks, and roads.

Page 3-6 | Emergency Response – Fire

Fire

Goal CF-14 Support fire districts' efforts to:

CF-14.1 Respond to the increasing demand for service;

CF-14.2 Establish a team to provide rescue operations in cooperation with other agencies; and

CF-14.3 Promote the use of volunteers for emergency service and public health and safety training.

Goal CF-15 Provide support services to the fire districts.

Goal CF-16 Communicate with fire district regarding design of new developments and the layout of water system plans.

Chapter 9: Housing Element

Page 9-12 | Goal H-2 – New Housing

GOAL H-2 Encourage the development of new housing within the Urban Growth Areas where facilities and services exist or are planned.

H-2.1 Increase density in communities with existing infrastructure.

H-2.2 Allow for accessory dwelling units, cottage housing, and Katrina cottages to reduce housing costs for residents.

H-2.3 Redevelop properties where infrastructure exists.

H-2.3.1 Ensure that housing structures do not exceed infrastructure capabilities.

H-2.3.2 Identify County surplus property that could be used for developments that provide for affordable housing.

H-2.3.3 Develop a process for disposing of County surplus properties for affordable housing purposes.

GOAL H-12 Reuse the existing housing stock to help meet the housing demand.

H-12.1 Explore and identify opportunities to reutilize and redevelop existing parcels where rehabilitation of existing buildings is not cost-effective.

H-12.2 Review regulatory restrictions prohibiting rehabilitation of existing housing stock.

H-12.3 Develop and implement rehabilitation programs and opportunities to reuse existing housing stock.

EXHIBIT 4

EXHIBIT 4

PROPOSED AMENDMENTS TO COMPREHENSIVE PLAN LANGUAGE

Note: Underlined words signify proposed addition and ~~strike-through~~ words signify deletions.

- A. Add** “Central Pierce Fire & Rescue Capital Facilities Plan” to table identifying related documents.

Page 1-12 | Introduction – Related Documents

Element	Document
Capital Facilities	<ul style="list-style-type: none"> ▪ Capital Facilities Plan ▪ School District Facility Plans ▪ Fire District Facility Plans <ul style="list-style-type: none"> ➤ <u>Central Pierce Fire & Rescue Capital Facilities Plan as adopted by Central Pierce Fire and Rescue Board of Commissioners</u> ▪ Pierce County Library 2030: Summary Report

B. Amend Chapter 2: Land Use Element

- 1. Amended** Goals and Policies: Page 2-14 | Goal LU-9.7

GOAL LU-9.7 Proposed UGA expansion areas should be approved only if the proposing jurisdiction provides an analysis of:

LU-9.7.1 The underutilized lands, consistent with the Pierce County Buildable Lands program methodology, within its existing municipal boundaries and affiliated UGAs, and evidence of implementation strategies in place or being pursued to densify the underdeveloped lands;

LU-9.7.2 Housing goals or policies in place to encourage housing for all economic segments of the community; ~~and~~

LU-9.7.3 How the proposal is consistent and reasonable with the jurisdiction’s adopted comprehensive plan; and

LU-9.7.4 How the proposal is consistent with and reasonably capable of being accomplished within the capital facilities plan for the fire districts serving the proposed UGA expansion areas.

- 2. Amended** Goals and Policies: Page 2-29 | Goal LU-27

GOAL LU-27 Urban level facilities and services must be provided prior to or concurrent with development.

LU-27.1 These services include, but are not limited to, water, adequate sewage treatment, surface water management, and roads, where appropriate.

LU-27.2 Other types of services could include schools, fire protection and emergency medical response services, sidewalks, bicycle paths, trails, parks and recreation.

3. **New Goals and Policy** to be inserted in the following locations: Page 2-24 | Compact Urban Communities; Page 2-27 | Urban Residential; Page 2-32 | Urban Commercial; Page 2-37 | Urban Industrial; Page 2-41 | Other Urban Land Designations

Note: The existing Comprehensive Plan does not have a general category applicable to all urban land use designations in the Comprehensive Plan. Accordingly, the District proposes the addition of the below new subsection to each of the urban land use designations listed above.

Fire and Emergency Medical Services Level of Service

GOAL: Coordinate application review with fire districts of all comprehensive plan amendments, including any long-term growth trend projections, to evaluate potential impacts of growth on fire and emergency response services to enable planning between governments.

GOAL: Coordinate application review with fire districts in initial phases (pre-application and post-application and prior to State Environmental Protection Act review) on all new development proposals to assure appropriate provisions for public safety are provided by the developer, including the prevention of a decrease in existing levels of service, and including assessment of impact fees and/or permit mitigation conditions to offset these impacts and ensure urban levels of service can be maintained.

Policy: The absence of a capital facilities plan for a fire district under the County's CFP does not limit County staff's or the Hearing Examiner's authority, if any, to review the impacts from new development on fire districts and the existing district's level of service while reviewing applications for land developments.

Policy: Level of service standards in the Comprehensive Plan and Community Plans, if any, shall be consistent with the level of service standards adopted by fire districts' capital facilities plan.

GOAL: In collaboration with the fire districts, develop fire protection standards for all commercial, industrial and residential development in urban areas, including, but not limited to, use of fire retardant building materials, emergency vehicle access, building setbacks, sprinklering, and landscaping.

Policy: Fire protection standards are to be in conformance with International Building, Residential and Fire Code standards, but may also include alternatives recommended by the County Fire Marshal and/or fire districts or be based on accepted standards from the National Fire Protection Association ("NFPA").

C. Amend Chapter 3: Capital Facilities Element

1. Amended and New Goals and Policy: Page 3-2 | Goal CF-2 – Policy CF-2.1

GOAL CF-2 Prepare and maintain a financially feasible six-year schedule of capital improvements in a Capital Facilities Plan.

CF-2.1 Use the Capital Facilities Plan, Six-Year Transportation Improvement Plan, Unified Sewer Plan, Coordinated Water System Plan, Surface Water Management Plan, and the Rivers Flood Hazard Management Plan, and the Capital Facility Plans of Special Purpose Districts to determine the existing and proposed availability of infrastructure for new areas for residential, commercial, and industrial growth.

CF-2.1.1 The absence of a Capital Facilities Plan for a school district under the County's CFP does not limit the Hearing Examiner's authority, if any, to review the impact from residential development on schools while reviewing applications for land developments.

CF-2.1.2 The absence of a capital facilities plan for a fire district under the County's CFP does not limit County staff's or the Hearing Examiner's authority, if any, to review the impacts from new development on fire districts and the existing district's level of service while reviewing applications for land developments.

CF-2.2 Establish and update level of service (LOS) standards for applicable capital facilities in the CFP.

2. New Goals and Policy: Page 3-3 | Table 3-A: Level of Service Standards for Capital Facilities

Add a new row on the table for Fire and EMS Capital Facilities.

Capital Facility	Levels of Service
Schools	As determined by Individual School Districts
<u>Fire and EMS</u>	<u>As determined by the fire districts' capital facility plans.</u>

3. Amended Policy: Page 3-5 | Goal CF-8 Funding – Policy CF-8.8

Policy CF-8.8 Use Impact fees for schools, fire districts, parks, and roads.

4. Amended Goals and Policies: Page 3-6 | Emergency Response – Fire

Fire Protection and Emergency Medical Services

Goal CF-14 Support fire districts' efforts to:

CF-14.1 Respond to the increasing demand for service;

CF-14.2 Establish a team to provide rescue operations in cooperation with other agencies; and

CF-14.3 Promote the use of volunteers for emergency service and public health and safety training.

Goal CF-15 Provide support services to the fire districts.

Goal CF-16 Communicate with fire district regarding design of new developments and the layout of water system plans.

Goal CF-17 Coordinate project review, land use planning and development regulations with fire districts in the pre-application and post application stages, prior to State Environmental Protection Act review, to ensure consistency with the fire districts' capital facility planning and provide adequate fire protection and emergency medical response facilities concurrent with new development and community needs, including proposed developments' impacts on the District's existing level of service.

CF-17.1 Pierce County should employ a variety of strategies to support fire districts' ability to provide adequate facilities and apparatus, including, but not limited to, impact fees and project specific mitigation.

CF-17.2 Facilitate the collection of impact fees for fire protection and emergency medical service facilities through the County Code.

CF-17.3 Impact fees, as provided for under RCW 82.02, shall be considered as a means to assure that new development pays its share of the cost of improvements associated with new growth and equitably contributes to the overall financing of capital improvements. Impact fees directly assign a proportionate share of the cost of new development to those who will benefit from capital improvements.

Goal CF-18 In coordination with the fire districts, facilitate the adoption of fire protection standards for all commercial, industrial, and residential development in Community Plan updates and the County Code.

CF-18.1: Fire protection standards are to be in conformance with International Fire Code standards, but may also include alternatives recommended by the County Fire Marshal or fire districts or be based on accepted standards from the National Fire Protection Association ("NFPA") or other similar organization.

D. Amend Chapter 9: Housing Element

1. Amended Goals and Policies: Page 9-12 | Goal H-2 – New Housing

GOAL H-2 Encourage the development of new housing within the Urban Growth Areas where facilities and services exist or are planned.

H-2.1 Increase density in communities with existing infrastructure.

H-2.1.1 Consideration of existing infrastructure includes, but is not limited to, fire protection and emergency medical service facilities, apparatus, and equipment.

H-2.1.2 Ensure development of new housing avoids or mitigates any impacts to the existing level of service for fire protection and emergency medical response services.

H-2.2 Allow for accessory dwelling units, cottage housing, and Katrina cottages to reduce housing costs for residents.

H-2.3 Redevelop properties where infrastructure exists.

H-2.3.1 Ensure that housing structures do not exceed infrastructure capabilities.

H-2.3.2 Identify County surplus property that could be used for developments that provide for affordable housing.

H-2.3.3 Develop a process for disposing of County surplus properties for affordable housing purposes.

H-2.4 Encourage replacement of older homes, which are generally more prone to fire damage due to older electrical and heating systems and lack of fire protections, with new homes that incorporate the Residential Fire Protection Standards.

2. **Amended** Goals and Policies: Page 9-14 | Goal H-12 – Existing Housing Stock

GOAL H-12 Reuse the existing housing stock to help meet the housing demand.

H-12.1 Explore and identify opportunities to reutilize and redevelop existing parcels where rehabilitation of existing buildings is not cost-effective.

H-12.2 Review regulatory restrictions prohibiting rehabilitation of existing housing stock.

H-12.3 Develop and implement rehabilitation programs and opportunities to reuse existing housing stock.

H-12.4 Encourage rehabilitation of older homes, which lack fire protections and are generally more prone to fire damage due to fire, by replacing older electrical and heating systems and making other improvements that incorporate the Residential Fire Protection Standards.