



2022 Annual Report

SERVICE WITH EXCELLENCE

MESSAGE FROM CHIEF BROOKS



Thank you for taking the opportunity to explore our Annual Report and learn more about the activities of Lacey Fire District 3 (LFD3) over the course of 2022. I am thankful to report that over the course of the year our team was finally able to begin shifting our focus beyond the impacts of the pandemic and to reengage more actively in our community.

During the first and second quarters of the year LFD3 hosted the South Sound Regional Recruit Academy during which we were able to train 24 career firefighter EMTs and Paramedics. Twelve of these new firefighters joined our team and the other half began serving in several of our partner agencies throughout Thurston County. While the training process required a massive investment of time and energy by a large cadre of instructors, everyone who participated agreed that the resulting experience was top notch and well worth the investment.

The LFD3 Leadership Team also underwent several changes throughout 2022 as we worked to evaluate the needs of each Division and make certain we have the correct leaders, structures, and processes in place to keep pace with our rapid growth. We promoted three new Assistant Chiefs to lead the EMS, Logistics and Training Divisions while also adding key support positions to our Human Resources and Logistics Teams. Our Support Services Division, which was newly formed in late 2021, made a profound impact on many aspects of our team during 2022. First, they were able to intervene with key individuals and organizations following an evaluation of our highest utilizers of emergency services, which resulted in the identification of more appropriate and necessary resources in many cases and a reduction in responses by over 35% to some of our most frequented addresses as those residents were able to have their needs met in other non-emergent ways. Next, the Support Services team was also able to provide enhanced training and support to our personnel to make sure they are better equipped for both the personal and professional challenges they face.

Another highlight of 2022 was our ability to reestablish our public education and outreach activities. We were finally able to welcome the community in for an open house and tour of the still relatively new Station 34. The event was extremely well attended and gave those in attendance the opportunity to visit our new inflatable Fire Safety House, get their pictures made with Sparky the Fire Dog, and hopefully get some valuable information about how to make their homes and families safer. We were also thrilled that our firefighters were finally able to return to the Elementary School classrooms during October's Fire Prevention Month in partnership with the North Thurston Public Schools.

Lastly, we continued to work through the remaining elements of our Capital Facilities and Equipment Plan throughout 2022. Most notably we were able to complete the design and bidding phases of our Vehicle Repair Facility expansion project. We were pleased to award the construction contract to a local company here in Thurston County: Christensen Inc., General Contractors. Their team is already underway with the project and we anticipate completion by the end of 2023. This facility provides regional maintenance and repair services to approximately ten different agencies across Thurston and Mason counties and maintains a combined fleet of over 300 vehicles and specialty equipment.

That's just a quick overview of the action-packed last year. Please don't hesitate to reach out if you have any questions about these or any other items related to LFD3. Thanks again for checking in with our team and it's truly an honor and a pleasure to serve you!

Mission: Service with Excellence

Vision: To be trusted professionals in our community and experts in our field who specialize in emergency preparedness, prevention and response

Values:

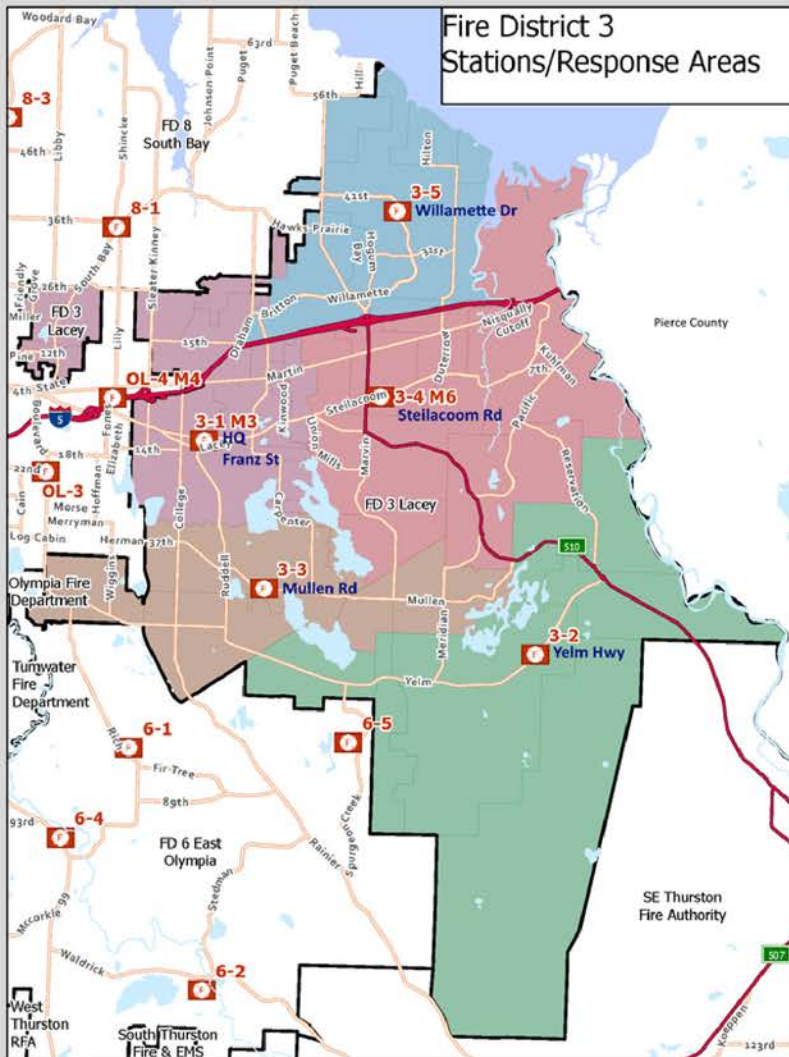
- Competence - To effectively handle whatever challenge we face
- Character - To preserve our integrity and the public's trust
- Courage - To do what's right, no matter what
- Compassion - For everyone we encounter without prejudice
- Camaraderie - To respect and support every member of our team

Guiding Principles:

- Teamwork is what sustains us. Nothing important is accomplished alone and no one succeeds in isolation.
- Leadership is a commitment and mindset, not a title or position.
 - Our leaders are accessible and accountable, guiding others in a trustworthy and disciplined manner with clearly defined expectations that are predictably consistent and fair.
- Decisions we make must stand up under inevitable scrutiny; could you confidently read out it the newspaper?
 - If there is a policy, follow it; if it doesn't match best practices then say something.
 - If there's not a policy but a known past or best practice exists, rely on it.
 - If there's no policy or practice to follow and you have discretionary time, then seek the guidance of your peers or leaders; THEN take a lead role in developing the needed policy or guide.
 - If there is no policy, practice, or discretionary time, use your training and experience to make the best decision you can; THEN share your experience so the next person will have a guide to follow.
- Life-long learning is what prepares us for our future. Every day MUST BE a Learning Day and should be conducted as if lives depend on its success, because they do.
- Mistakes are inevitable. Without them, we would never learn the wrong way to do something. Just don't waste the experience by hiding or repeating a mistake.

LACEY FIRE DISTRICT 3 OVERVIEW

Lacey Fire District 3 was formed in 1949. The current boundaries include the Nisqually River to the East, the City of Olympia to the West, Fire District 8 to the North and Fire District 6 and Joint Base Lewis McCord to the South. Within the District boundaries are the City of Lacey and the Nisqually Indian Reservation. These boundaries encompass about 70 square miles and 105,650 people (TRPC.org).



Lacey Fire District protects an assessed valuation of more than \$20.6 billion, which includes a mix of residential and commercial occupancies as well as agricultural and undeveloped wildland. The District holds a Class 3 rating from the Washington Survey and Rating Bureau throughout most of the District area.

Services are provided throughout the District from four 24-hour staffed stations strategically located throughout the community. A fifth volunteer station maintains a type 1 fire engine. Olympic Ambulance also leases part of this space for their ambulance crews.

Additionally, the District provides paramedic services throughout the southeast portions of the county from a facility in Yelm.



STRATEGIC PLAN OVERVIEW

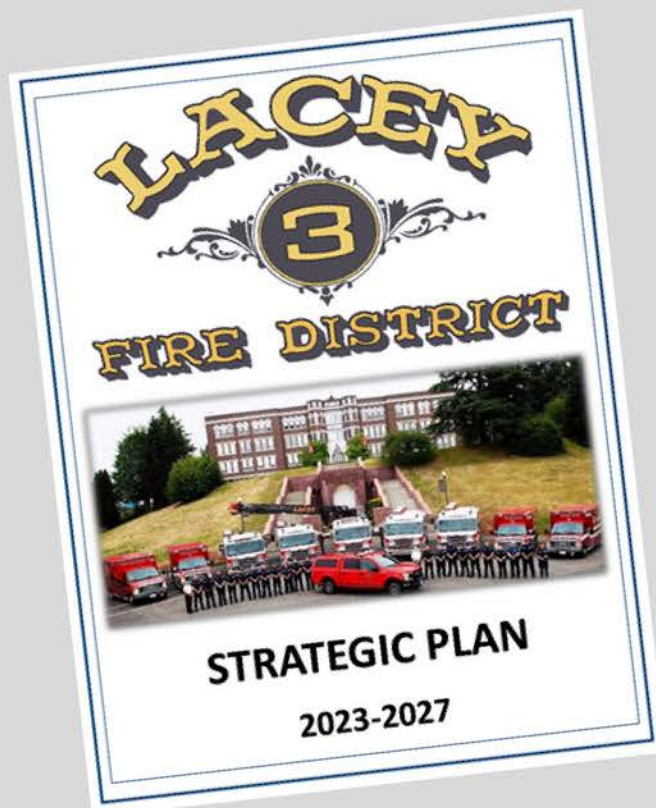
During 2022, a District Strategic Plan for 2023-2027 was assembled with the goal to set the course for the future of Lacey Fire District 3. Facilitated by our Support Services team, multiple sessions enlisting input from numerous Lacey Fire members assisted to determine priorities and identify goals and objectives, and guide the eventual content of the plan. Through this process, three strategic priorities were identified as areas of focus to best serve our citizens over the next four years.

The first strategic priority is to enhance our community service and outreach efforts. The objectives toward achieving the goal are to refine our service in order to best meet the needs of our citizens and visitors to the District, and to seek out opportunities to educate our community concerning public safety, use of 911, resources for seniors, disaster preparedness, fire prevention and personal health and wellness.

Strategic priority two focuses on staffing, retention and growth. The objectives associated with this goal include the development and refinement of hiring processes, and to proactively anticipate future facility and equipment needs both that maintain pace with the forecasted growth of the District. This priority focuses on meeting the emotional, mental and physical health and safety needs of our members, so they can best serve our community.

The third strategic priority focuses on leadership development and succession planning. The goal is be sure leaders at every level of the organization are trained to effectively lead and mentor the next generation of emergency responders and administrative staff. Efforts will be placed on standardizing training and officer development opportunities, providing continuing education for better preparation in filling future leadership needs.

Copies of the Strategic Plan 2023-2027 are available upon request at info@laceyfire.com or by downloading [here](#).



LEADERSHIP & STAFFING

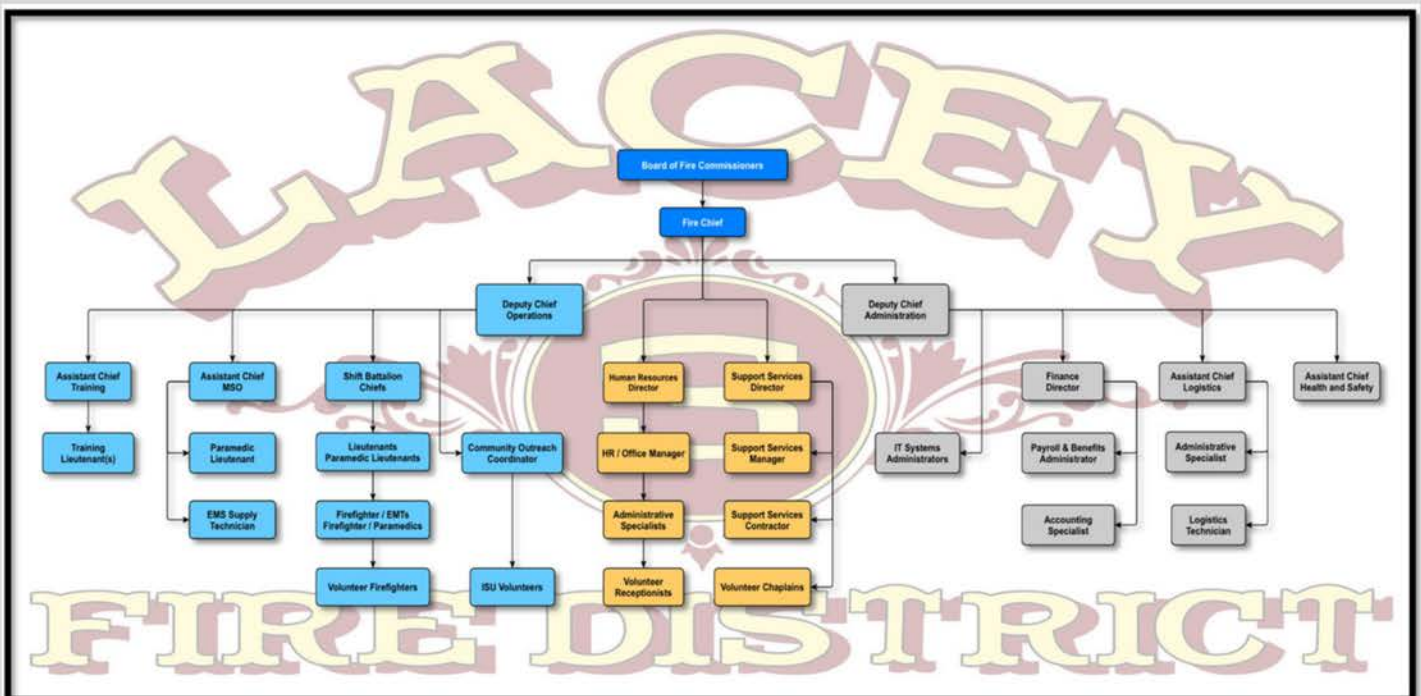
The District is governed by an elected five-member Board of Fire Commissioners. The District operates as a combination agency, with both career and volunteer members. In 2022, the District had 136 career members, and approximately 22 volunteers filling various roles in operations, administration and support functions, to fulfill the LFD3 mission.



Fire Commissioners (from left to right):
Sylvia Roberts, Liberty Hetzler, Melissa Gamble,
Rick Kelling and Frank Kirkbride.



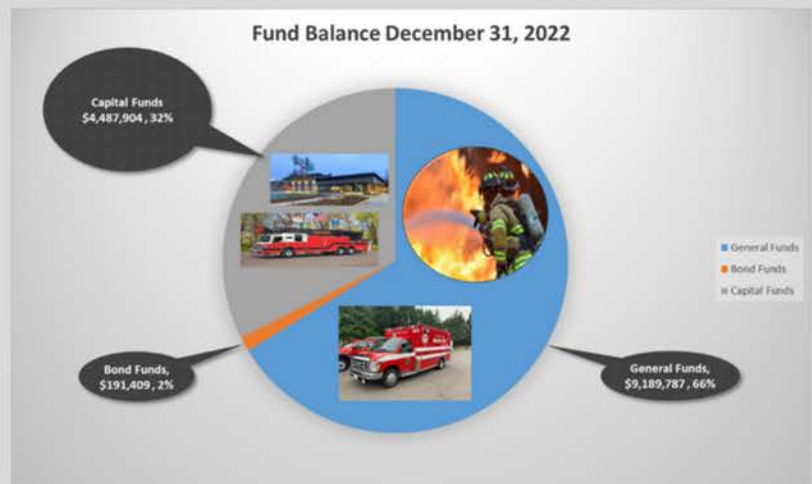
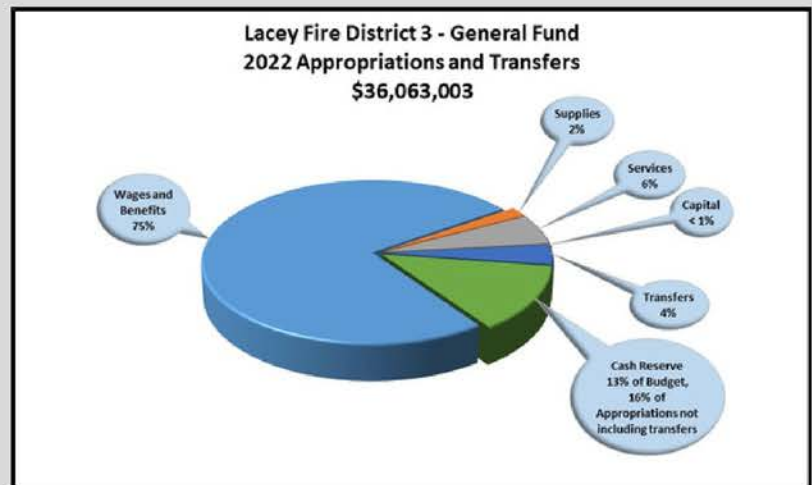
Fire Chief Steve Brooks (center) is supported by
the leadership of Deputy Chief of Administration
Michael Cerovski (left) and Deputy Chief of
Operations Jennifer Schmidt (right).



BUDGET & FINANCE

The 2022 General Fund Operating budget for the District was \$36.06 million which included an operating reserve of approximately two months, based on state auditor's "best financial practices".

The District's Fire, Rescue and Paramedic services are funded primarily through property taxes and contracts. Property taxes represented 62% of the District's annual revenue. Paramedic (Advance Life Saving) services in Thurston County are coordinated through a central administrative office, Thurston County Medic One (TCMO), which contracts with Lacey Fire District 3 to operate three of the seven Medic Units in the County. The District's agreement with TCMO covers approximately 80% of the costs of providing those services, through the countywide EMS levy.

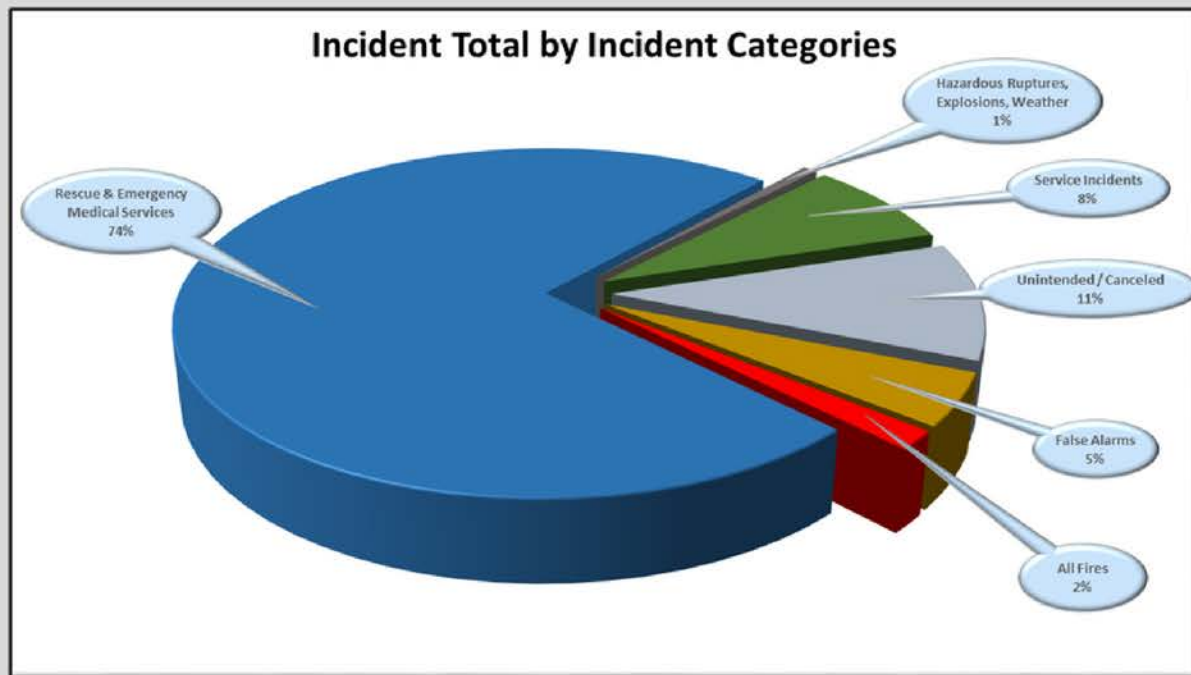


Additional ways the District funds its services is through intergovernmental agreements. The District currently has agreements for vehicle maintenance, training, water rescue and special operations and rescue (SORT). Crews mobilized outside of the District for wildland fire services are funded primarily through the WA State Department of Natural Resources or WA State Patrol. The District also contracts with Tribal, County, and other State agencies to cover the costs of providing services to tax exempt properties. In 2022 due to Covid-19, the District was able to seek disaster relief funds from FEMA for some of the many costs associated with the pandemic.

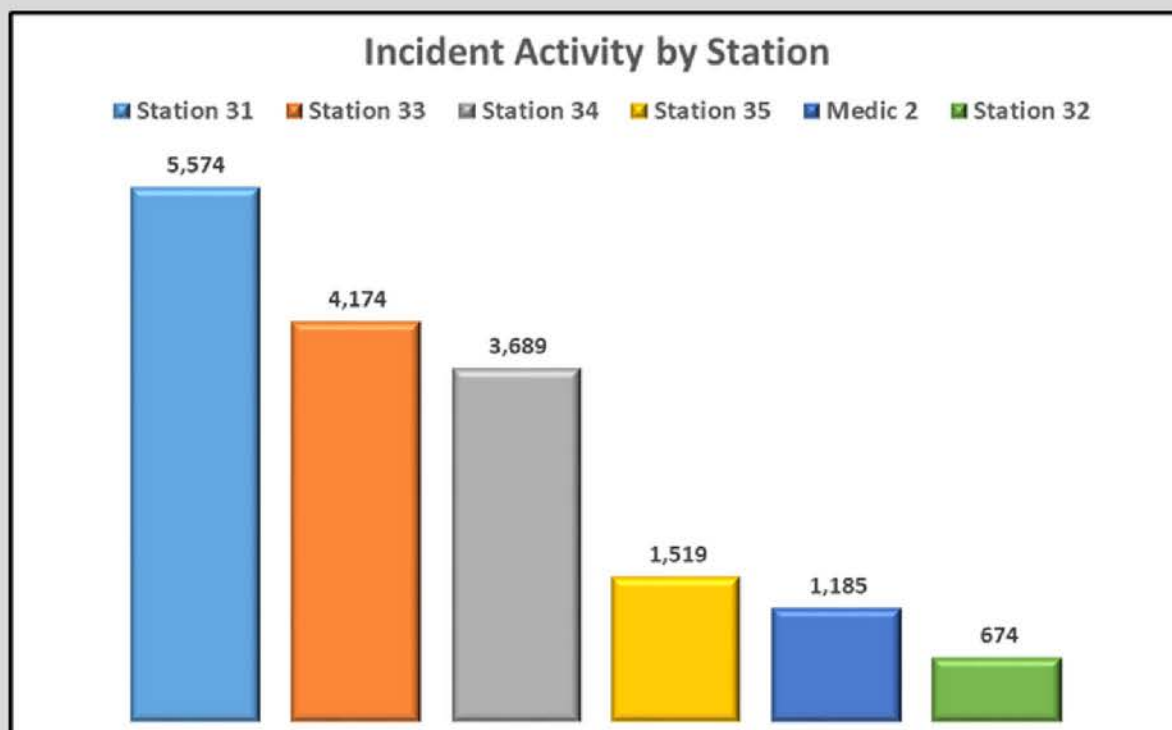
The Finance Office for the District is responsible for fiscal management, annual fiscal auditing, asset tracking, budget planning, and fiscal forecasting. Finance ensures that the District is compliant to state and federal purchasing, procurement and budgeting requirements. Finance is also responsible for accounts receivable, accounts payable, payroll and benefits management and coordination.

Finance is a great resource for District planning for future growth and expansion. Finance plays a role with our financial forecasting to identify funding needs for added responder and support resources for the District. Finance is staffed with three employees, a Payroll and Benefits Administrator, Finance Specialist and Finance Director. Debby Archer has been with the District since 2016, Patty Quimby has been with the District since 2019 and Dale Hough has been with the District since 2017. Accomplishments for 2022 include a successful 2021 financial audit, and work toward migration of the current finance system to cloud platform.

RESPONSE OVERVIEW



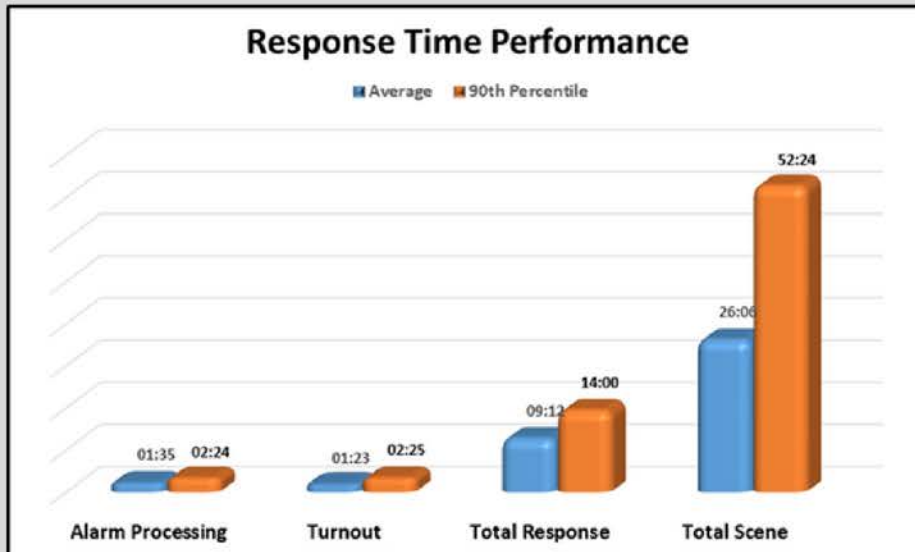
In 2022 the District responded to 16,822 calls for assistance. Many incident types require the response of more than one apparatus to resolve an incident or emergency. The total number of responses in 2022 was 21,793. The graph below show responses by station area. Station 32 is a volunteer station and receives support from the closest staffed station.



RESPONSE OVERVIEW

Our average response time varies by station area; stations with 24-hour staffing have faster response times. Response time is the time segment from dispatch to arrival on scene.

The graph below indicates response time performance broken into four categories:



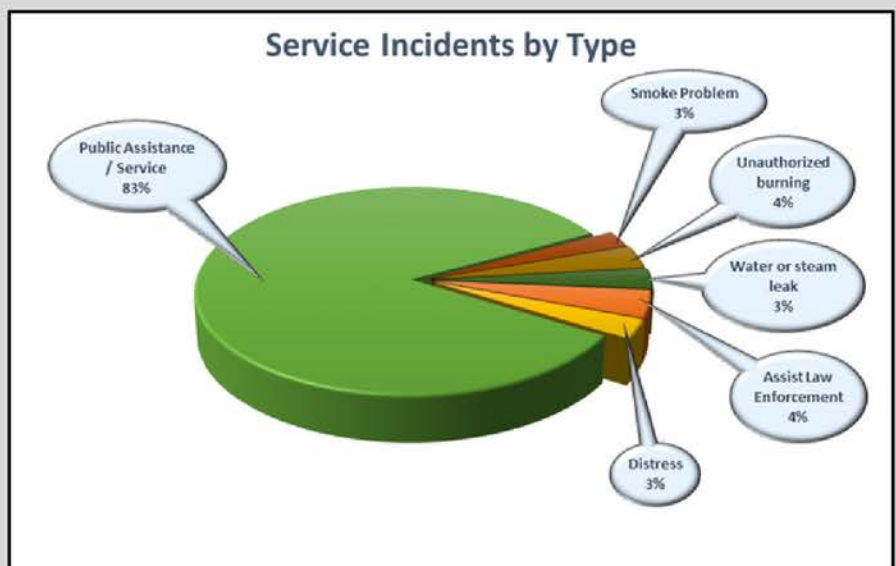
- Alarm Processing time indicates the time it takes to receive and process a 911 call for service.
- Turnout time represents the time that it takes firefighters to don the required personal protective equipment and begin their response to the emergency incident.
- Total Response time represents the total response from a 911 call to arrival of the first responder at the incident scene.
- Total Scene time accounts for the total scene time that responders are working on the incident, representing the first arriving responder until the last responder departs the scene.

Also represented is the preferred 90th percentile analysis of the data.

SERVICE INCIDENTS

Service incidents account for the 2nd most prevalent request for help. They comprise a wide range of types of assistance needed by citizens, including uninjured patient assists, water leaks or other water related problems, unauthorized burning, and assistance to law enforcement or other governmental agencies.

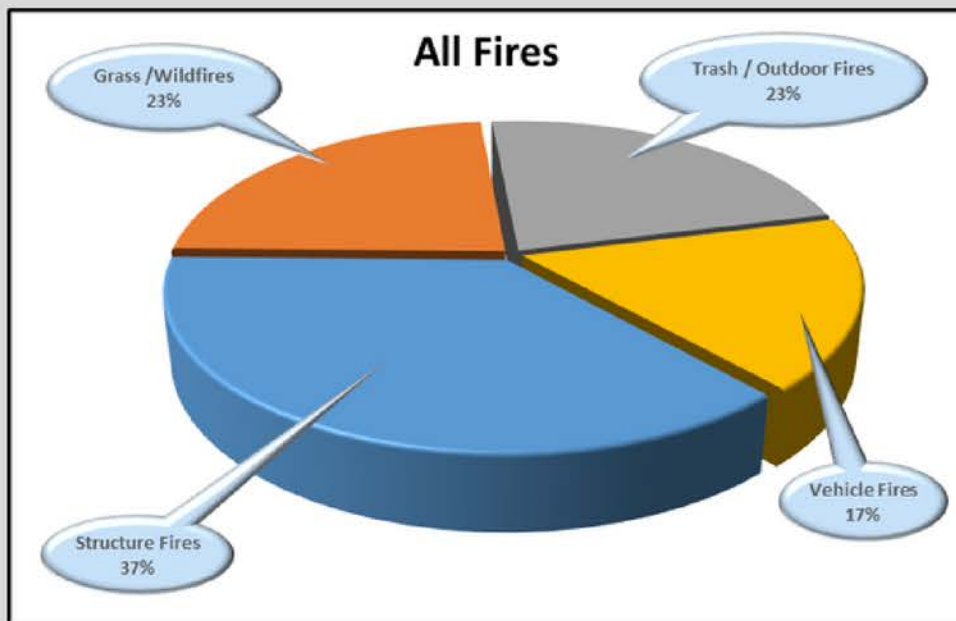
In 2022, the District responded to 1,343 service calls. Across the District public assistance accounted for approximately 83% of all service calls.



COMMUNITY FIRE REPORT

In 2022, the District responded to 284 fire related incidents.

Fire responses include both residential and commercial buildings, other structure fires, chimney fires, vehicle fires, wildland fires and other types of fires such as dumpster fires or stove top fires that are kept confined to the stove top.



There were 105 fires in structures in 2022. Brush, grass, or wildland fires account for 66 incidents. There were 64 trash or outdoor fires, and 49 fires involving a vehicle.

EMERGENCY MEDICAL RESPONSE

The District provides both advanced life support (ALS) and basic life support (BLS) services. Medical incidents in 2022 totaled 12,422 and represent 75% of the total incident activity. Typically, the distribution of BLS to ALS services is approximately 60% BLS and 40% ALS.

For many BLS calls, a single engine company comprised of three to four firefighter/EMTs will respond to provide aid. ALS calls, which require higher medical attention will dispatch a medic unit consisting of two paramedic firefighters, with support provided by a BLS crew to render additional assistance.



In partnership with Thurston County Medic One, Lacey Fire District 3 is one of three fire service agencies in Thurston County that provides advanced life support paramedic services throughout the county.

The District supports three units staffed by paramedics: Medic 3, at Station 31, Medic 6 housed at Station 34, and Medic 2 which covers all of the southeast areas of the county from a standalone facility in the City of Yelm.

LOGISTICS

The Logistics Office for the District is responsible for facilities, fleet, equipment and personal protective equipment (PPE) for our firefighters. Logistics is involved in the maintenance, upkeep and management of our stations, apparatus and equipment needs for the District. Logistics collaborates with the Vehicle Repair Facility for our fleet's mechanical services. In 2022, Logistics has been active with the design and construction planning project for our Vehicle Repair Facility Expansion.



In 2022, Logistics worked with vendors to place procurement orders for new staff vehicles, a new type 1 fire engine, an aid unit chassis and an Incident Support Unit.

Logistics is led by Assistant Chief Chris Frost, who previously served as a Firefighter and Lieutenant since 1999. His team is supported by Logistics Technician, Moses Klaassen and Logistics Specialist Lianne Fejeran.

INFORMATION TECHNOLOGY

Information Technology provides technology services for the District, including computer device management, mobile data terminals on apparatus, cellular phones and modems, station emergency alerting for incident response, software and application development and maintenance, cyber security management and AV communication systems like our classrooms and virtual meeting platforms.

The LFD3 IT team has been working on the design and implementation of several projects in 2022 including a migration to an updated financial software, an added human resources management software, and a new email management system. The team has also migrated our cellular phone system to the First Net network for emergency responders. Information Technology is staffed with two IT Systems Administrators, Ryan Parsons and Kim Bellows.

SUPPORT SERVICES

Support Services serves to provide assistance and resources both for internal members and for citizens in need. Staffed by Director Chris Gorman and Manager Jordyn Craig, their 2022 efforts focused on establishing relationships in long-term care facilities, an area in which high and repeated 911 calls originate. Their work educating facility staff on proper use of 911 calls resulted in profound call volume changes.



The team worked closely with city and county mobilization outreach teams for mental health referrals primarily with the houseless population in the community. Additionally, Support Services oversees the District Chaplain program, provides mental and behavioral support to our members, and coordinates an extensive family support program to help meet the unique needs that arise in our members' lives.

TRAINING

For a second consecutive year, South Sound Recruit Academy was coordinated, conducted and hosted by the District. It was attended by 12 new LFD3 recruits, plus an additional 12 recruits representing partner agencies. The 2022 Academy hosted a significantly larger class than the previous year to support the District growing need to training new operations personnel.



The Training Division also conducted or facilitated training for:

- Driver-Operator Academy for second year Firefighters as part of their prescribed second-year studies.
- Rope rescue training for members who serve on the county SORT (Special Operations Rescue Team)
- Rapid Entry Rescue Swimmer (RERS) team completed Swift water training
- Officer Development Training to better equip our first-line supervisors
- Heavy Vehicle Stabilization Training



The Training Division transitioned leadership during 2022 with the promotion of Assistant Chief Jason Berman. The Division is supported by Lieutenants Jake Hunter and Chris Ross, as well as numerous members supporting additional training efforts.

HEALTH & SAFETY

Health and Safety provides internal services to District employees that ensure the safety and health of our staff during incident response, training activity and daily work activities. Firefighters are involved in a physically demanding profession that requires physical strength and endurance. Firefighter risk to occupational disease such as cancer and heart disease are also legitimate threats to our workforce. Firefighters are also exposed to highly charged emotional incidents that take a toll on behavioral health and wellness.



The Health and Safety office is committed to identifying solutions that prepare for, prevent and mitigate physical and emotional impacts that our first responders face every day. Efforts of this office included federal and state review and compliance; and the addition of a peer support network for first responders.

This newly reorganized staff position is led by Assistant Chief, Hillory Flowers. Chief Flowers has been with the District since 2006 and previously serviced as Paramedic Firefighter and Paramedic Lieutenant.

COMMUNITY OUTREACH

The ease of pandemic restrictions enabled multiple opportunities to reengage in community outreach efforts. A few of our highlighted activities include:



Station 34 Open House featured station tours, inflatable fire safety house, and fun with Sparky the Fire Dog.



Truck 31 crews participation at Lacey Fun Fair, was one of several community events LFD3 was able to engage with citizens.



October's Fire Prevention Month provided safety education for all Kindergarten, 1st and 2nd graders in 17 schools.

HUMAN RESOURCES

Activity in HR was robust throughout 2022. Over the course of the year, Human Resources touched all aspect of hiring 22 new personnel both in operations and administrative positions. LFD3 bid retirement wishes to 6 members; with overall employee growth of 10%

Additionally HR developed and hosted an in-house promotional assessment center, which included the coordination of internal members and outside agencies for 10 promotional candidates for the position of Paramedic Lieutenant.



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LACEY
3
FIRE DISTRICT



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