



2023 Annual Report



SERVICE WITH EXCELLENCE

MESSAGE FROM CHIEF BROOKS



Thank you for taking a few minutes to review our 2023 Annual Report and explore the activities of the Lacey Fire District (LFD) over the past year. It was another record year in which our crews responded to over 17,000 requests for service through the 911 system. This equates to about fifty times each day that one of our units is responding somewhere across our seventy square mile service area.

During the first half of the year, LFD hosted another round of the South Sound Regional Recruit Academy where over 80 instructors worked to train new career firefighter EMTs and Paramedics for multiple agencies. Several of these new firefighters joined our team while the remainder began in partner agencies throughout Thurston County. This regional approach to recruit training has set a new standard for quality and greatly enhanced our ability to recruit, train and retain new career firefighters.

The addition of these new firefighters allowed us to add an additional response unit to the fleet in order to keep pace with our continued growth. Aid Unit 34, a former reserve unit, was refurbished and staffed mid-year at our Steilacoom Rd. Station. It was able to individually respond to well over 2,000 emergency medical incidents in the most rapidly growing east side of our response area. While we did see our call responses increase for the year, the tremendous ongoing work of our Support Services Division continued to have a significant impact on reducing the rate of growth and addressing situations where either individuals or facilities needed to secure alternative support and resources. It is estimated that their team's work reduced our overall responses by as much as 2,000 incidents over the course of the year. Their efforts to provide resources and education extend well beyond our District's boundaries and they are now providing support and consultation statewide.

I want to take a moment and offer a special thank you to our entire community for the very strong support we received for the restoration of our regular property tax levy during the August Primary Election in 2023. Since the District's operations are almost exclusively funded by property taxes, this was a critical element for our success in keeping pace with community growth. The additional revenue provided has already allowed us to hire more firefighters who will both backfill planned retirements while also allowing us to plan for adding another medical response unit to our busiest station area over the next year. We are extremely grateful for the showing of support and our entire team is fully committed to remaining good stewards of the resources you have provided.

I am also very excited to share that the major expansion of our regional Vehicle Repair Facility, which provides the preventative maintenance and repairs for nine different agencies and over 300 vehicles in our region, is nearing completion. This expansion project was one of the major milestones in our adopted Capital Facilities and Equipment Plan and we are thankful to have it wrapping up so our talented team of mechanics and support staff will have the space and equipment they desperately need. Look for an announced ribbon cutting and grand opening of the new facility in the very near future!

I could easily go on about many other exciting events that occurred over the course of 2023, but I will stop there and let you explore the remainder of our Annual Report. Please don't hesitate to reach out if you have any questions about the LFD team or activities. Thanks again for checking in 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.

A detailed map of Fire District 3 showing its various response areas. The district is divided into several color-coded zones: blue for Willamette Dr, red for Steilacoom Rd, green for Yelm Hwy, brown for Mullen Rd, and tan for other areas. Major roads like I-5, SR 510, and SR 507 are shown. Neighboring jurisdictions include Pierce County to the north, SE Thurston Fire Authority to the east, and South Thurston Fire & EMS to the south. Various fire stations are marked with icons and numbers, such as 8-3, 8-1, OL-4 M4, 3-1 M3 HQ, 3-3, 6-1, 6-4, 6-2, 3-5, 3-4 M6, 3-2, and 6-5. Other labels include 'FD 8 South Bay', 'FD 3 Lacey', 'Olympia Fire Department', 'Tumwater Fire Department', and 'South Thurston Fire & EMS'. Water bodies like Woodard Bay and Puget Sound are also visible.

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



STRATEGIC PLAN PROGRESS

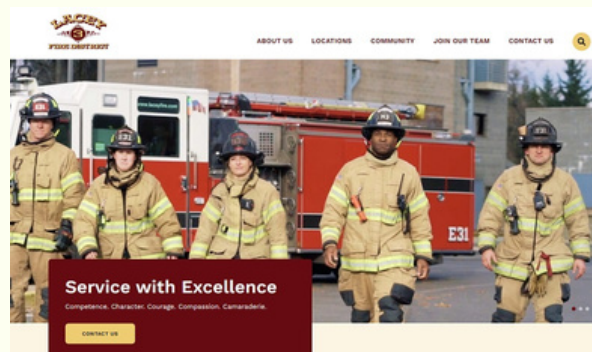
The District Strategic Plan for 2023-2027 was assembled with the goal to set the course for the future of Lacey Fire District. Through this process, the three strategic priorities were identified as areas of focus to best serve our citizens over the next four years are community service and outreach efforts, staffing retention and growth, and leadership development and succession planning.

As a tool to track progress of items and priorities in the strategic plan, this organizational chart provides visual representation and assists to track accomplishments and upcoming focus areas by year and quarter. Quarterly updates keeps information and progress available in real time.

LFD3 Organizational Plan			
	2023	2024	2025
Q1		☐ Additional Station(s) Planning ☐ Academy Start (12 FFs) ☐ 2nd BC Planning ☐ Community Risk Reduction (CRR) Division Planning ☐ IT Enterprise Analysis ☐ VRF Completion ☐ Rebranding Implementation	☐ 2nd BC Implementation ☐ Academy Start (8 FFs) ☐ New Fleet Arrival: 2nd BC Rig ☐ Begin Accreditation Analysis
Q2	☒ 2nd PMLT Implementation ☒ LT Testing Process ☒ HR Staffing Review ☒ Website Redesign Implementation	☐ 75th Anniversary (April) ☐ Labor Contract Negotiations ☐ CRR Division Established ☐ Station 31 & 33 Remodel Planning	☐ New Fleet Arrival: E31
Q3	☒ Levy Restoration ☒ AU34 Staffed Full-Time ☒ Station 31 Remodel Planning ☐ New HR Management Software ☐ Logistics Enterprise Analysis ☒ Admin Wage & Benefit Analysis	☐ 2nd BC Promotion & Lt. Backfill ☐ AU31 Staffed Full-Time ☐ Logistics Enterprise Analysis ☐ Member Recognition Event	☐ New Fleet Arrival: ISU
Q4	☒ BC Testing Process ☒ New Apparatus Order: AU, 2nd BC ☒ 12 Firefighters-Start Hiring Process ☒ WSRB Site Visit ☒ Reception/HR Restructure	☐ Firefighter Hiring Process (up to 8) ☐ Adopt New Labor Contract ☐ TCMO Contract Negotiations	☐ New Fleet Arrival: 2 Aid Units ☐ Hiring Process: 4 FFs ☐ Heavy Apparatus Replacement Order



Paramedic Lieutenant promotions:
Tyler Byers, Brandon Faust,
Brandon Dawson and Justin Frank



New website home page

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 2023, the District had 135 career members, and approximately 13 volunteers filling various roles in operations, administration and support functions, to fulfill the LFD3 mission.

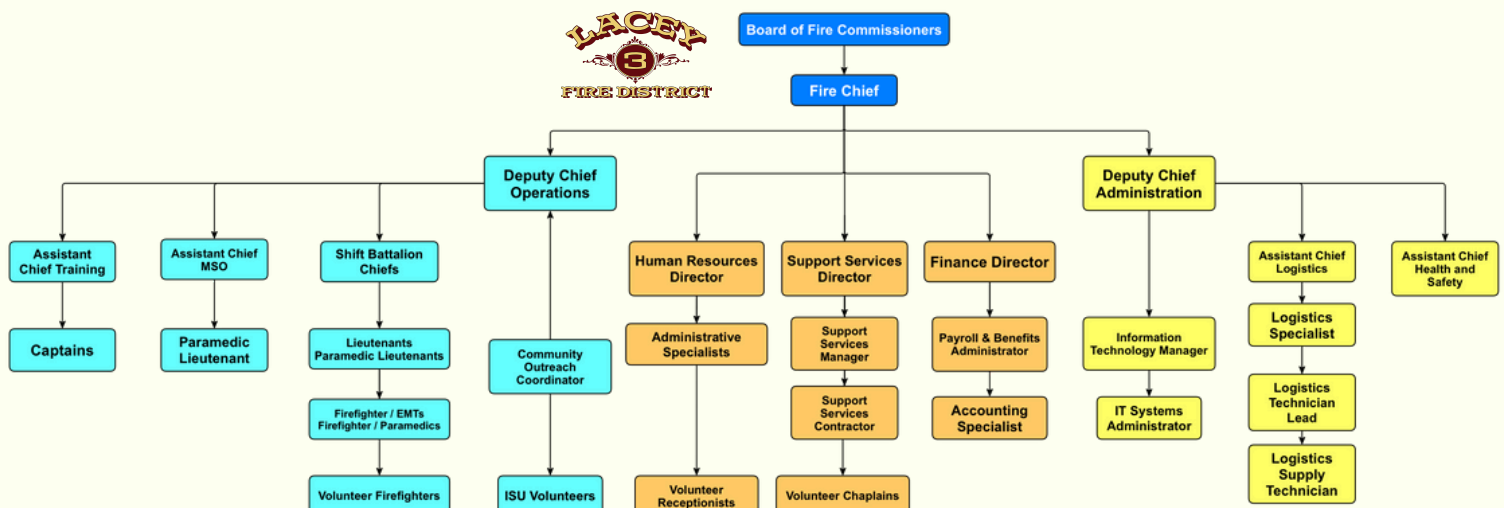


Fire Commissioners (from left to right): Frank Kirkbride, Liberty Hetzler, Sylvia Roberts, Melissa Gamble and Rick Kelling.



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).

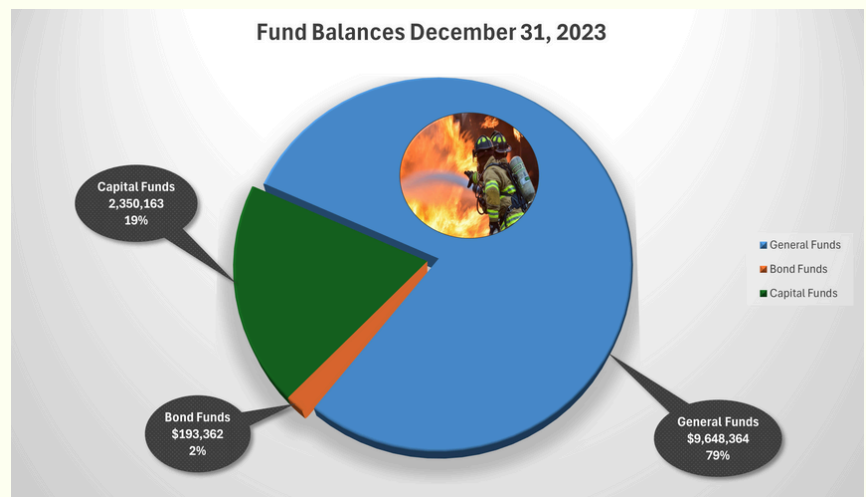
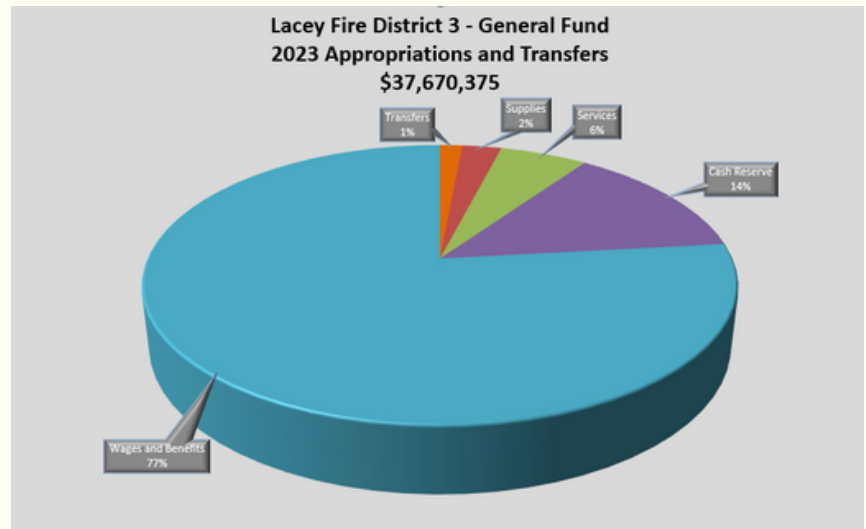
Additional leadership positions in the District are comprised of represented personnel including shift Battalion Chiefs and Assistant Chiefs of Health & Safety, Logistics, Medical Services and Training. Administrative leaders include Directors of Finance, Support Services and Human Resources. Each division is supported by a variety of operations and administrative roles and responsibilities that round out the District's membership.



BUDGET & FINANCE

The 2023 General Fund Operating budget for the District was \$37.67 million which included an operating reserve of approximately two months, based on state auditor's "best financial practices".

The District's Fire, Rescue, and Emergency Medical Services are funded primarily through property taxes. The District received approximately \$24 million in property tax revenue in 2023. This represents about 78% of total revenue received for the year. Paramedic (Advance Life Saving) services in Thurston County are coordinated through a central administrative office, Thurston County Medic One. Thurston County Medic One contracts with Lacey Fire District 3 to operate three of the seven Medic Units in the County. The District's agreement with Thurston County Medic One covers approximately 80% of the costs of providing those services through the countywide EMS levy.

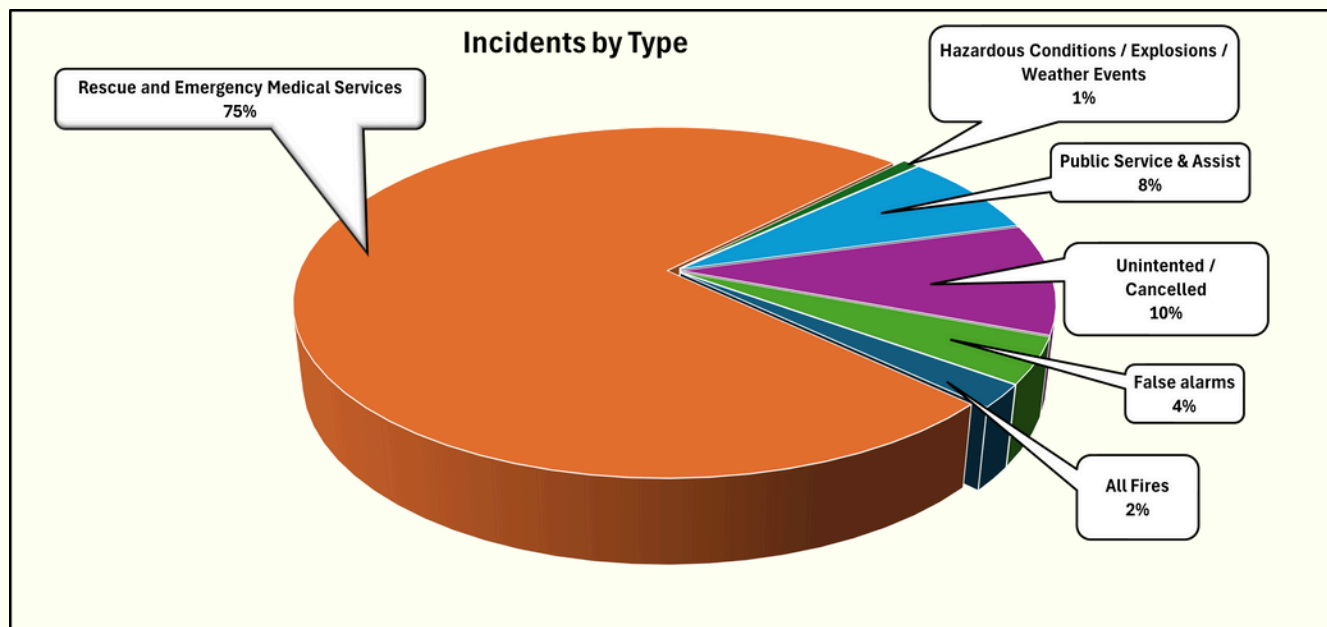


Additional ways the District funds its services is through intergovernmental agreements. The District currently has agreements for vehicle maintenance, training, water rescue and special operations and rescue (SORT). Crews mobilized outside of the District for wildland fire services are funded primarily 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.

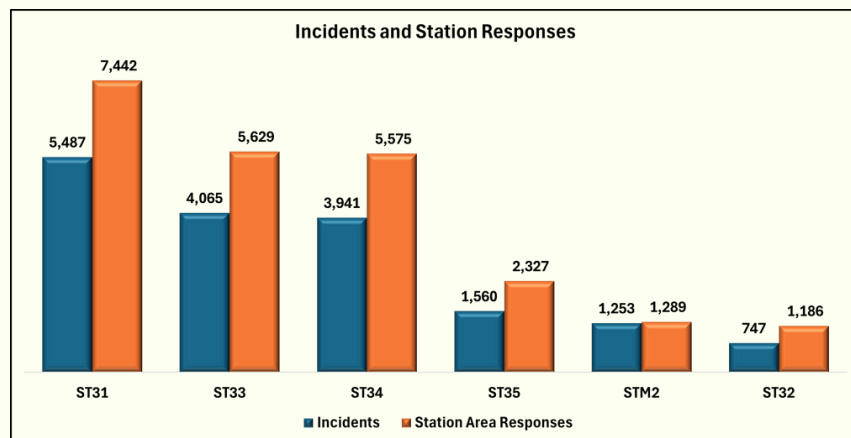
The Finance Department for the District is responsible for fiscal management, annual fiscal auditing, asset tracking, budget planning and fiscal forecasting. Finance ensures that the District is compliant with state and federal purchasing, procurement, and budgeting requirements. Finance is also responsible for accounts receivable, accounts payable, payroll and benefits management and coordination. Finance staff provide assistance in District financial forecasting to identify funding needs for added responder and support resources for the District. In 2023 Finance Director Dale Hough, who was with the district since 2017, prepared for retirement at the year's end and transition to a new Director in 2024.

The highlights of 2023 include the successful completion of the 2022 financial audit by the Washington State Auditor. In addition, the Finance team assisted with the coordination and billing for 16 separate wildland fire mobilizations. Goals for 2024 include a full review and utilization of the District's financial system and an increased engagement of District members and divisions in the budget development process.

RESPONSE OVERVIEW



In 2023 the District responded to 17,053 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 2023 was 23,448.

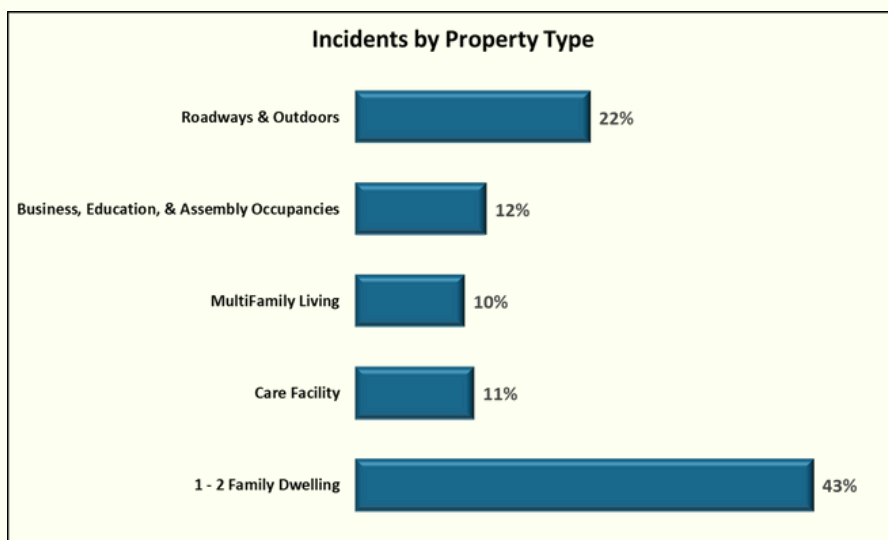


Incident response represents the number of incidents generated for a given station area.

Station responses represents the number of units that respond to a specific incident.

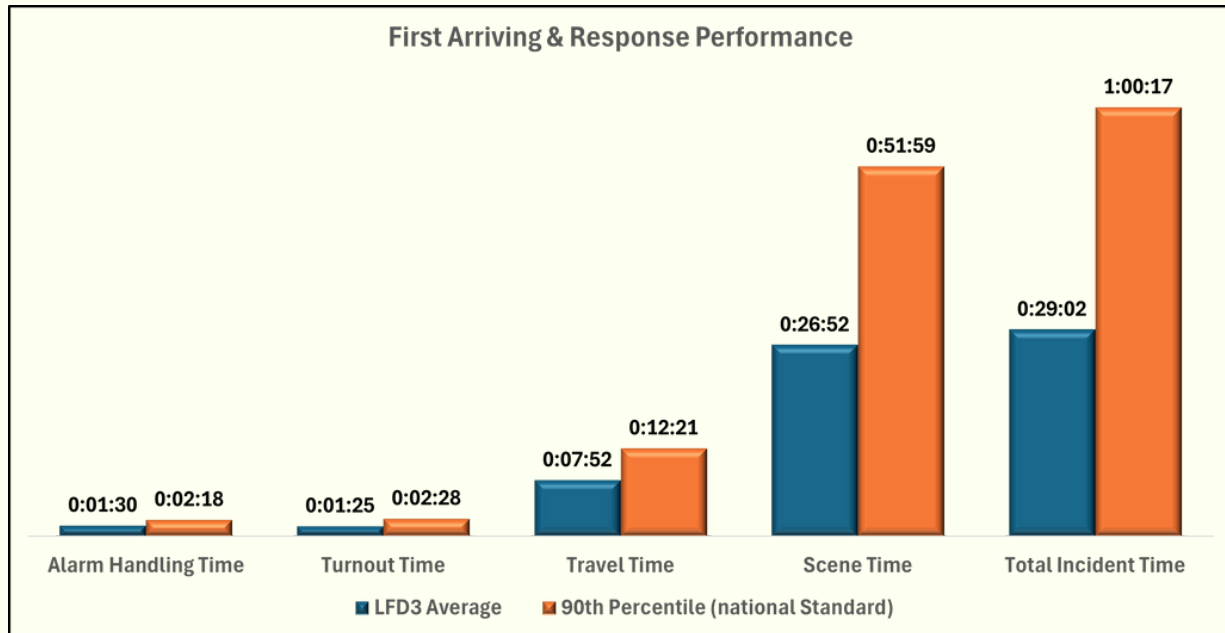
There are more station responses than incidents because it requires the response of multiple units.

Response by property type is a distribution of incident response by property type. 43% of District incident response occurs in single family and 2 family (duplex) homes.



RESPONSE OVERVIEW

Incident response performance begins with dispatch receiving the 911 call, and ends with our travel time to the incident scene.



Performance Benchmarks

Alarm Handling Time Benchmark: 64 seconds, 90th Percentile (NFPA 1221).

Turnout Time Benchmark: 60 seconds, 90th percentile for EMS Response. 80 seconds, 90th percentile for fires and special operations (NFPA 1710).

Travel Time: 240 Seconds, 90th Percentile for first arriving emergency responder to a fire suppression or rescue incident.

Total Response Time: Includes alarm processing, turnout, and travel times. Maximum total response is 650 seconds (10m:50s), 90th percentile (NFPA 1710).

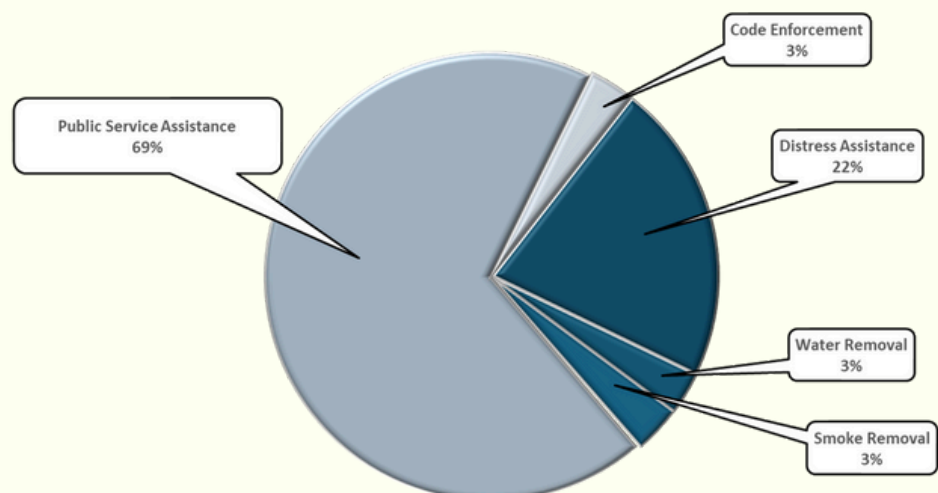
Total Scene Time: 90th percentile time units committed to emergency response. No benchmark or target time by standard. Illustrates Unit Reliability.

**All times should be for EMERGENT RESPONSE. (reference emergent versus non-emergent response within ESO (NFIRS).*

***Note Average response time in each performance gauge for comparison*

SERVICE INCIDENTS

Service Incidents Breakdown



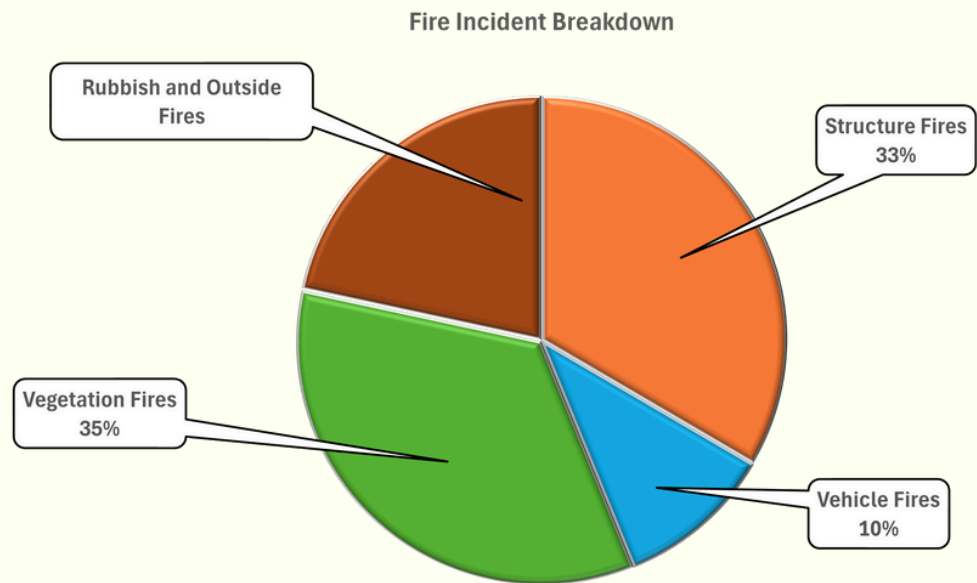
Service incidents account for the 2nd most prevalent request for help. They comprise a wide range of types of assistance needed by citizens, including uninjured patient assists, water leaks or other water related problems, unauthorized burning, and assistance to law enforcement or other governmental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

In 2023, the District responded to 1,296 service incidents total. Across the District, public assistance accounted for approximately 69% of all service incidents.

COMMUNITY FIRE REPORT

In 2023, the District responded to 356 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.



EMERGENCY MEDICAL RESPONSE

The District provides both advanced life support (ALS) and basic life support (BLS) services. Medical incidents in 2023 totaled 12,810 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 Division is responsible for facilities, fleet, equipment and personal protective equipment (PPE) for our firefighters. Logistics is involved in the maintenance, upkeep and management of stations, apparatus and equipment needs for the District. Logistics collaborates with the Vehicle Repair Facility for our fleets mechanical services. In 2023, Logistics has been active with the design and construction planning project for our Vehicle Repair Facility Expansion.

The District placed into service Aid Unit 34. This unit is a remount from a previous aid unit, and was placed onto a 2023 Ford F550 4x4 Chassis. In 2023, the District placed orders for two new aid units that will be on the same Ford F550 4x4 chassis. The Aid Unit is a critical apparatus that responds to lower acuity emergencies in an effort to reduce response activity on our large pumper apparatus across the District. This also keeps these apparatus available for critical emergencies that require fire pumps, water, hose and ladders.



Also in 2023, The District engaged with a local vendor to build the District's 2nd generation Incident Support Unit (ISU). The ISU responds to all structure fire emergencies and provides rehabilitation supplies such as food and water, and equipment rehabilitation for emergency response equipment. This new unit is scheduled to arrive in 2025.



*New logo and
patch design*

Another area of focus by the Logistics team was finding improvements to uniforms as well as structural personal protective equipment. The Logistics Division developed an implementation plan to change our structural PPE to match the latest technology of personal protective equipment. This change in specification will take approximately four years to transition PPE for all response personnel. Logistics also began efforts to transition the District's 'branding'. All uniforms, logo wear and apparatus markings will be the same across the District in 2024.

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 LFD IT team focused on a few major technology enhancements in 2023. MS365 for Outlook, file storage, and other key business solutions was implemented. IT also focused on safety and security measures for the District's technology infrastructure that will carry into 2024 before final completion. Daily work performance to support the nearly 150 District employees including service tickets, hardware and software support and business support analysis has steadily increased in the past few years with reliance on remote computing and use of software systems to ensure that our District mission is successful.

SUPPORT SERVICES

Support Services serves to provide assistance and resources both for internal members and for citizens in need. A primary area of focus for the Support Services team has been to establish relationships in long term care facilities, an area in which high and repeated 911 calls originate. The team's work educating facility staff on proper use of 911 calls resulted in profound call volume reduction.

Also of note, the dynamic and unique value this team provides in 911 call mitigation has many other area fire service agencies requesting training to establish their own programs. Thus far, they have provided guidance to more than a dozen other departments.

In 2023 the Support Services team visited 126 homes in the community in provide assistance in connecting citizens to resources deemed more appropriate than a 911 call. Visits increased by 15% from the previous year. The team, including volunteer chaplains, responded to 57 calls for support.

Internally, the team provided resiliency training to crews and for the South Sound Recruit Academy members, and assistance and resources to members and their families, including counseling referrals when necessary.



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. Firefighting is a physically demanding profession that requires physical strength and endurance. Firefighters' 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 collaborated with Logistics in 2023 for an awarded State Labor and Industries Grant for an industrial equipment washer. This 'pack washer' cleans self-contained breathing apparatus, air cylinders, helmets and other tools and equipment after a fire. This grant is a focus of contaminant reduction efforts and where possible, reducing exposure to carcinogens in the workplace after a fire. The HSO also coordinated live fire training for all District firefighters in late 2023. Over the course of five days, all of our responder personnel took part in several live fire simulations held at the East Olympia Fire Department Training Facility in Thurston County. This is part of our ongoing training curriculum to ensure we are compliant to best practices in firefighting and local and state requirements and national standards for structural firefighting.

TRAINING

2023 was another busy year for the Training Division. Keeping pace with the growing District has necessitated the need to implement new programs in addition to managing and maintaining established programs. Highlights of the Training Division's accomplishments include:

- Lead agency for the coordination of the South Sound Recruit Academy ushered in 17 new firefighters throughout the county
- South Sound Pump Academy provided the necessary training for 36 new drivers in the county
- In-District Live Fire training for 100 members
- Continuing education for Paramedics, EMTs and EMS system
- Special Operations Rescue Team support and training for rope rescue, structural collapse, confined space and trench rescue
- Brush fires and wildland season training and education
- Rapid Entry Water rescue exercises
- Joint Apprenticeship Training Committee (JATC) management for firefighters' first three years



COMMUNITY OUTREACH

Lacey Fire personnel provided a robust year of public education, prevention and community outreach activities. Some highlights include:

Our inflatable fire safety house was a prominent attraction at the City of Lacey's Spring Fun Fair and annual 3rd of July event.



Lacey Fire personnel were fully involved in organizing and hosting the 2nd Capital Metro Fire Girls Camp in August. More than 30 young women, ages 14-18, participated in this 2-day event designed to encourage campers to rise to challenges and reach new limits utilizing skills that firefighters use everyday on the job.



Additional outreach activities included:

- Neighborhood smoke alarms installation event in partnership with American Red Cross
- October's Fire Prevention Month provided safety education for all Kindergarten, 1st and 2nd graders in 17 schools
- Participation in annual National Night Out gatherings, Thurston County Fair and other community events
- Conducted station tours for scouts and community groups
- Santa Mobile rounds in December



HUMAN RESOURCES

Organizational growth kept the HR Division in overdrive throughout 2023. Over the course of the year Human Resources touched all aspect of hiring 18 new personnel in operations, administrative and volunteer positions, including six entry-level firefighters, six Lieutenant promotions, two lateral Firefighters, one administrative and three volunteer positions. LFD3 bid retirement wishes to four members.

In addition HR hosted a record of four in-house promotional assessment centers; one each for Lieutenant, Training Division Captain/Lieutenant, Assistant Chief of Training and Battalion Chief.



Sharie Peterson promotes to Paramedic Lieutenant.



New recruits participate in swearing in ceremony during Board of Commissioners meeting.

SERVICE WITH EXCELLENCE



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