

2024 Annual Report



SERVICE WITH EXCELLENCE

MESSAGE FROM THE FIRE CHIEF



Steve Brooks,
Fire Chief 2012-2024

Thanks for checking in to read the Fire District's 2024 Annual Report. It is candidly a bittersweet opportunity for me to offer my final remarks about District updates and activities as I retire from the role of Fire Chief and have the privilege of handing over the reins to the very capable leadership of Chief Jennifer Schmidt.

In addition to our ongoing efforts focused on succession planning and a seamless transition in leadership, there were many other significant milestones achieved throughout 2024. Our responders reached yet another record for 911 incidents as we moved ever closer to the 18,000 mark. To help keep pace with the growing need for response personnel, the fourth annual South Sound Recruit Academy successfully kicked off in January and trained a record 35 new recruit firefighter/EMTs and paramedics who are now serving in multiple agencies across Thurston County.

Another key focus area in the first quarter of the year was the final planning for the District's 75th Anniversary. The culmination of that work was a wonderful community celebration on April 2nd, the same day that voters overwhelmingly approved the formation of the Fire District in 1949. Thanks to all of you who joined us for this wonderful recognition event!

The District celebrated the tremendous careers of several members who elected to retire during the year and also got the opportunity to welcome even more new members to the team. Many of these changes and introductions will be highlighted elsewhere in the Annual Report, but I wanted to offer my personal thanks to all those retirees and say welcome to the newest members!

The final agency accomplishment I am excited to highlight from the past year is the completion of the Vehicle Repair Facility expansion. This project doubled the size and capacity of the shop and will allow their team to keep pace with the needs of a steadily growing fleet. We are extremely grateful for this partnership with the Olympia Fire Department which provides maintenance and repair services to ten different public safety agencies across the region.

I want to close my remarks by saying what an honor it has been to serve this community over the past 20 years. I am so humbled by the overwhelming support the District has continually received during my tenure as your Fire Chief. I am very excited for the bright future I know lies ahead and I hope to remain involved as an active citizen and community volunteer. Thank 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

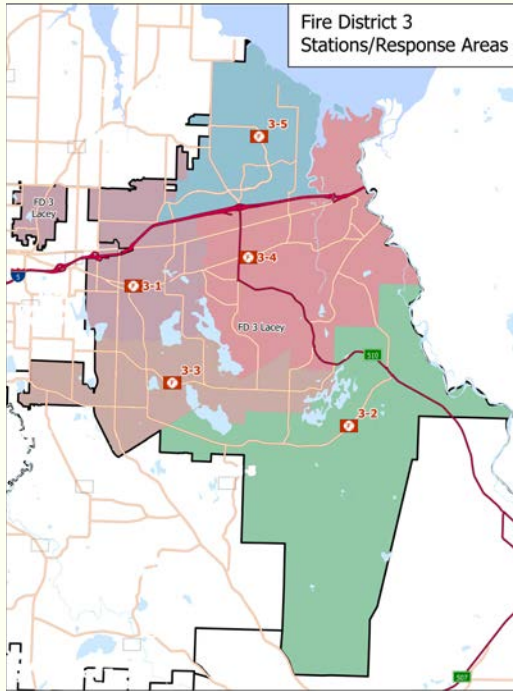
Guiding Principles:

- 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. The District is the exclusive service provider to the City of Lacey and the Nisqually Indian Reservation. These boundaries encompass about 70 square miles and 109,800 people (TRPC.org).



Lacey Fire District protects an assessed valuation of more than \$21.9 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. Station 32, the fifth site that previously serviced as a resident volunteer station, is slated for 24-hour fulltime staffing by career members in 2025.

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			
	2024	2025	2026
Q1	☒ Academy Start (12 FFs) ☒ CRR Division Planning ☒ IT Enterprise Analysis ☒ Rebranding Implementation	☒ Fire Chief Transition ☒ Member Recognition Event ☒ Station 32 Staffed ☒ SSRA Academy Starts (7 FFs) ☐ Training Captain Process/Onboarding ☐ Capital Facilities & Equipment Plan Updates ☐ Station 33 Remodel Planning ☐ Tribal Discussions - Queimuth Village	☐ New Fleet Arrival - E31 ☐ SSRA Academy Starts (4-8 FFs) ☐ Additional CRR Staffing Build out
Q2	☒ 75th Anniversary (April) ☒ Labor Contract Negotiations ☒ CRR Division Established ☒ 2nd BC Planning ☒ VRF Completion ☒ Station 31 & 35 Remodel Planning	☐ 2nd BC Implementation ☐ TCMO Contract Negotiations ☐ Business Analyst Onboarding ☐ Emergency Preparedness Planning ☐ Develop Data Analytics Software ☐ CRR Buildout: Captain Process ☐ Recruitment: Multi-Media Professional	☐ Accreditation Agency Application
Q3	☒ ID BC & LT Promotional Candidates ☒ 2nd BC Planning ☒ Lateral FF Hiring Process (up to 4) ☒ DC Ops Backfill Process ☒ HR Mgmt Software Implementation	☐ New Fleet Arrival: ISU & Aid Units ☐ Finalize TCMO Contract ☐ Stations 31 & 33 Remodel Work ☐ Develop Creative A/V Studio Plan ☐ Lateral FF Hiring (up to 4) ☐ Potential Regional Lateral Academy	☐ Member Recognition Event (family event)
Q4	☒ Entry-Level FF Hiring Process (8-12) ☒ Adopt New Labor Contract ☒ Additional Station(s) Planning ☒ DC Ops Position Filled ☒ Station 32 Facility Preparations	☐ Entry Level FF Hiring Process ☐ Accreditation Analysis ☐ LifeScan Physicals ☐ New Station 32 Design Process ☐ Recruitment: HR Generalist	☐ Entry Level FF Hiring Process

updated February 2025

CELEBRATING OUR HISTORY



On April 2, 2024, Lacey Fire District celebrated its 75th anniversary of service to the Lacey community. Exactly 75 years prior, on April 2, 1949, the department was formally established as Thurston County Fire District 3. To commemorate turning three quarters of a century, the District held an celebratory event, providing a platform to highlight the history, evolution and accomplishments of the department.

The day began at former Station 31, now the site of Pope John Paul II High School, to commemorate the 50 years (from 1954-2004) the structure served as the district's headquarters and main fire station. With some of the building's infrastructure still unchanged, interested citizens gleaned some history about the old station and department alumni were able reminisce while touring the structure. On the property's grounds, a complement of antique fire apparatus from Lacey Fire and partner agencies were on display. Lacey Fire District's 1924 Ford Model T fire truck served as the showcase vehicle, which other than seeing the pavement for this event, resides in the lobby of Station 31.



Midpoint in the celebration, the fleet of antiques departed former Station 31 and processed down the short stretch of Pacific Avenue. The procession served as the segue to kick off an open house at the current Station 31, the second phase of the day's festivities. A crowd of citizens were on site on Franz Street to welcome in the rigs and to make a grand start of the open house. In and outside of the station a mix of activities, old photos and apparatus were on display for all ages to enjoy. A highlight of the event was a short talk by Lacey Fire historian Paul R. Webb, author of *History of Lacey Fire Department: The First Decade*.

With the added good fortune of a 70-degree April day, former and current District members, and citizens young and old participated to make this celebration an event to remember.



Station 31, circa 1968

LEADERSHIP & STAFFING

The District is governed by an elected five-member Board of Fire Commissioners. The District operates with 160 career members, and is support by a small cadre of volunteers that serve in incident support and chaplain roles to fulfill the LFD3 mission.



2024 Chief Officers: Fire Chief Steve Brooks (center), Deputy Chief of Administration Michael Cerovski (left) and Deputy Chief of Operations Jennifer Schmidt (right).

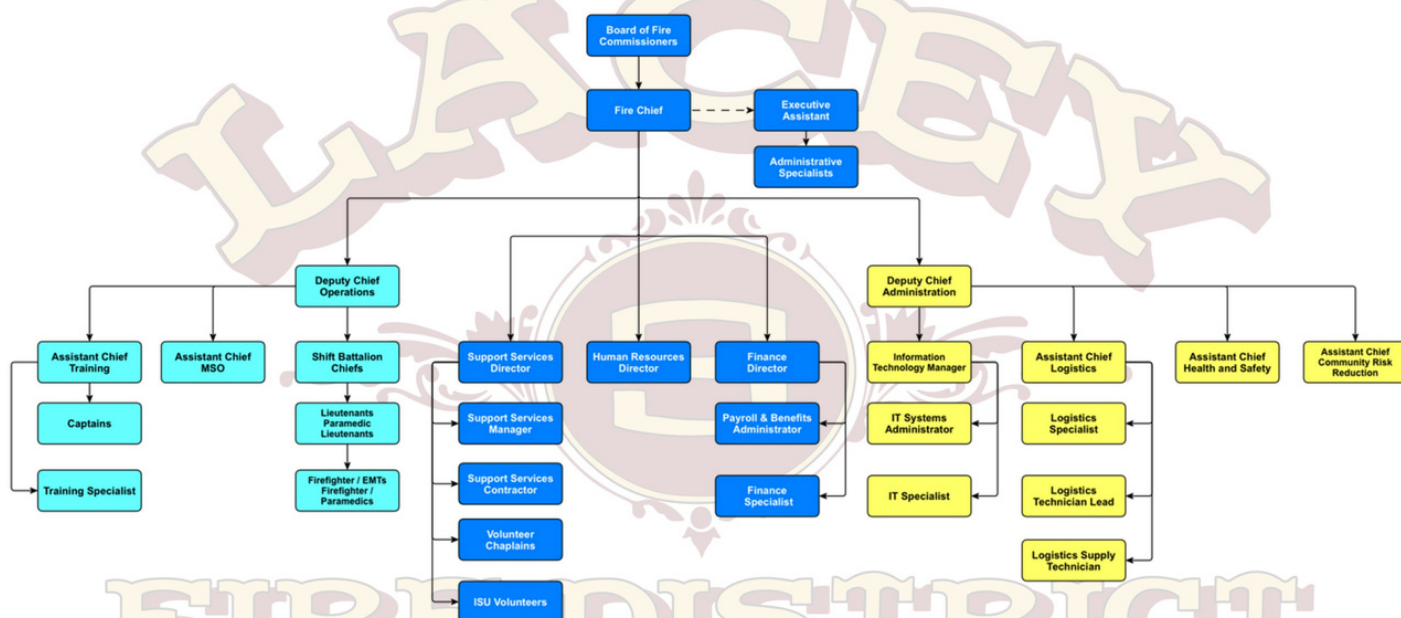


Fire Commissioners (from left to right): Frank Kirkbride, Liberty Hetzler, Sylvia Roberts, Melissa Gamble and Rick Kelling.

In preparation for 2025 leadership changes with the retirement of Chief Brooks, Deputy Chief Jennifer Schmidt was chosen as his successor. Chris Patti was recruited to fill the position of Deputy Chief of Operations, and Michael Cerovski continues his role as Deputy Chief of Administration.



Additional leadership positions in the District are comprised of represented personnel including shift Battalion Chiefs and Assistant Chiefs of Health & Safety, Logistics, Medical Services, Training, and Community Risk Reduction. 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.



The 2024 General Fund Operating budget for the District was \$45.37 million. This included an operating reserve of approximately two months, as prescribed by the state auditor's "best financial practices."

The District's Fire, Rescue, and Emergency Medical Services (EMS) are funded primarily through property taxes. The District received approximately \$30.2 million in property tax revenue in 2024. This represents about 81% 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.

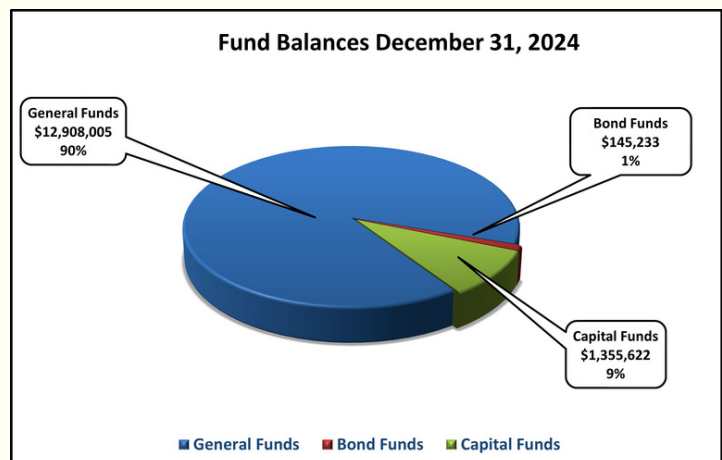
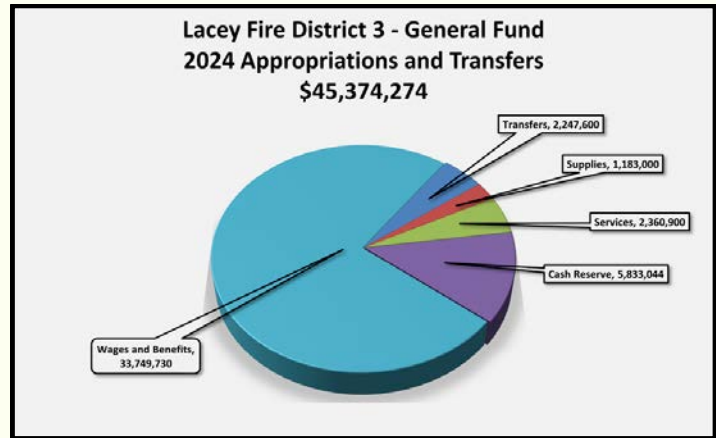
Additional ways the District funds its services is through intergovernmental agreements. The District currently has agreements for vehicle maintenance, training, water rescue and special operations and rescue (SORT). Crews mobilized outside of the District for wildland fire services are funded primarily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

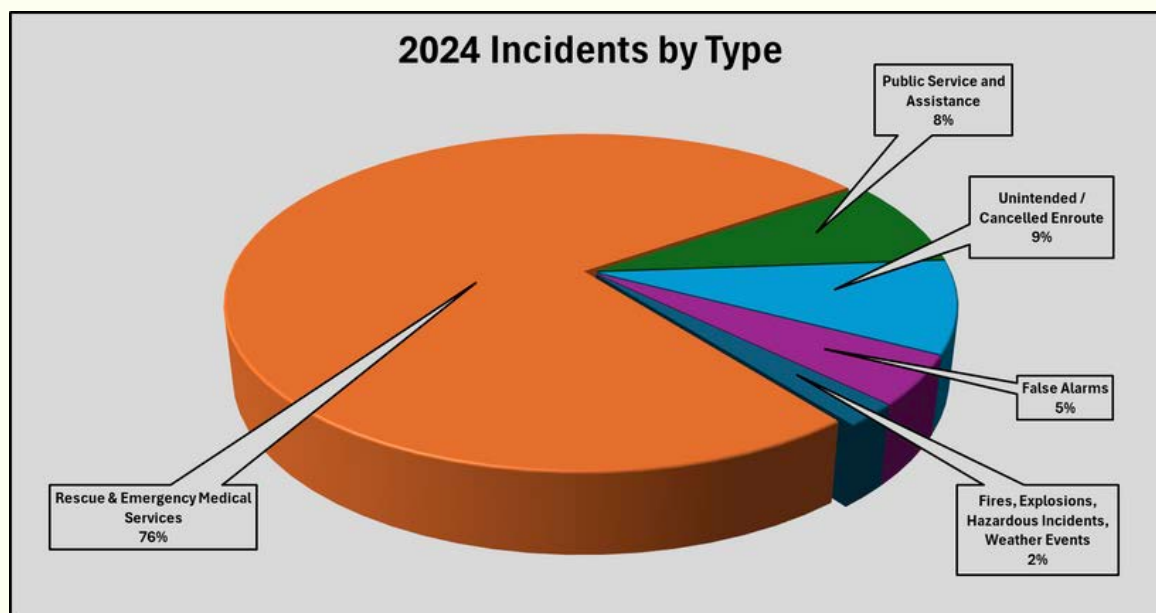
Highlights of 2024 include the following:

- The District welcomed new Finance Director Brandon Kirkwood, who previously served in the public sector as the Chief Accountant for Pierce County.
- Successful completion of the 2023 financial and accountability audits by the Washington State Auditor with clean results and no reportable issues.
- Successful coordination of the 2024 budget review and 2025 budget development process with District Administrative and Operational Division leads.
- Increased utilization of the District's financial system for reporting and daily processes.

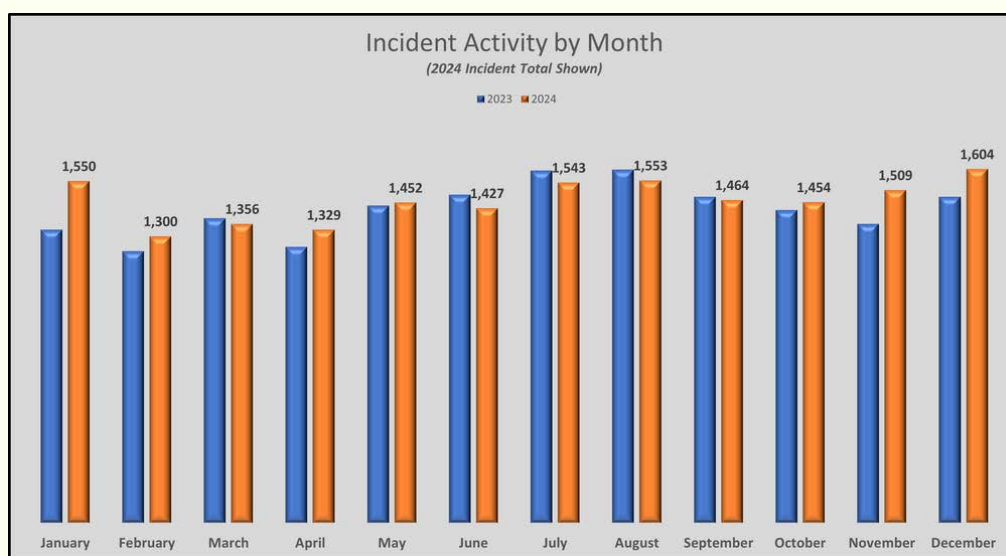
Goals for 2025 include the developing additional automated processes or reports to assist with payroll processing, AP/AR processing, and budget development.



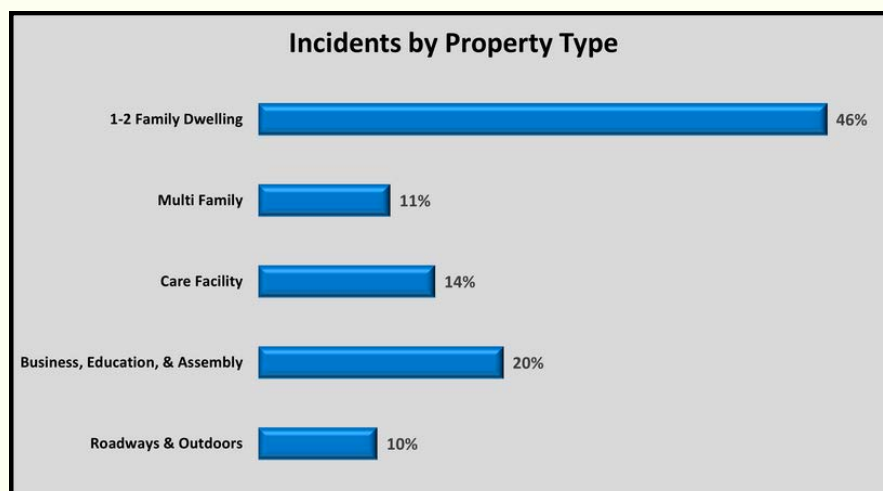
RESPONSE OVERVIEW



In 2024 the District responded to 17,541 calls for assistance.

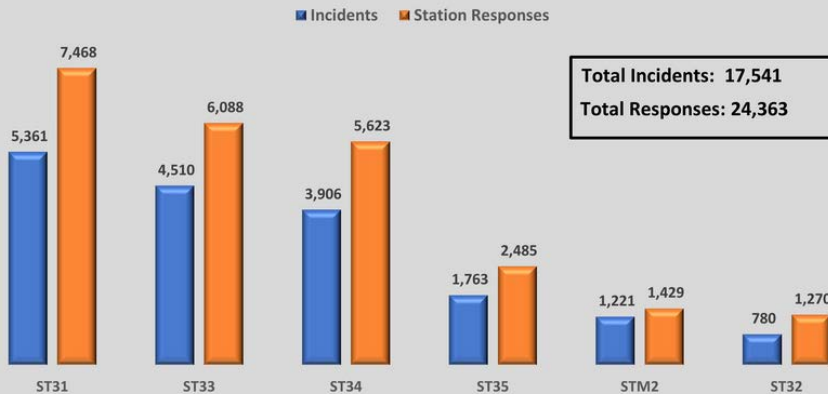


Response by property type is a distribution of incident response by property type. 46% of District incident response occurs in single family and 2 family (duplex) homes.



RESPONSE OVERVIEW

Incident and Station Response Analysis



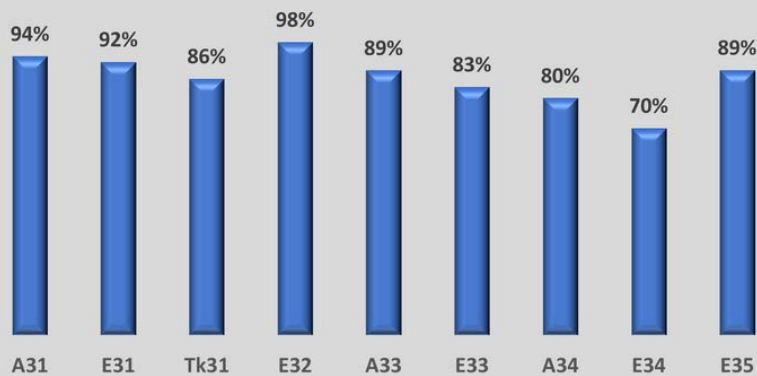
The total number of responses in 2024 was 24,363. Many incident types require the response of more than one apparatus to resolve an incident or emergency.

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

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

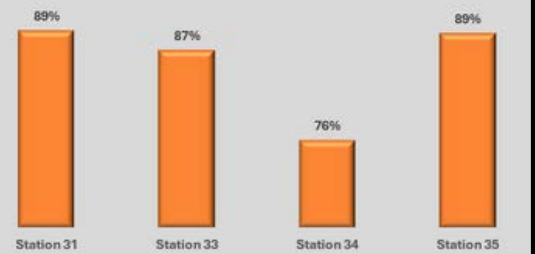
There are more station responses than incidents because many incidents require more than a single unit response.

Unit Reliability by Response Area



Unit reliability refers to the *availability* of the unit to respond to incidents within that station response area.

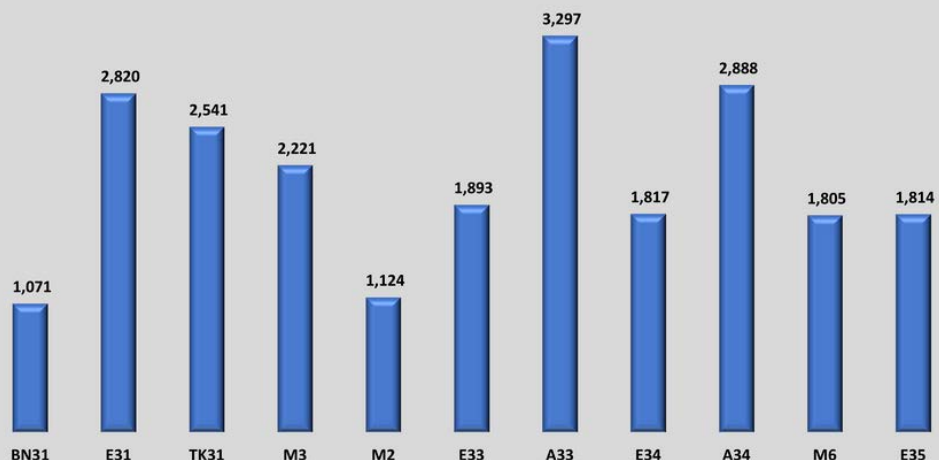
Station Reliability



Station reliability refers to the station's *capacity* to respond to incidents within that station response area.

Note: Station 32 is not evaluated by this metric because the station was unstaffed in 2024.

Primary Unit Incident Response

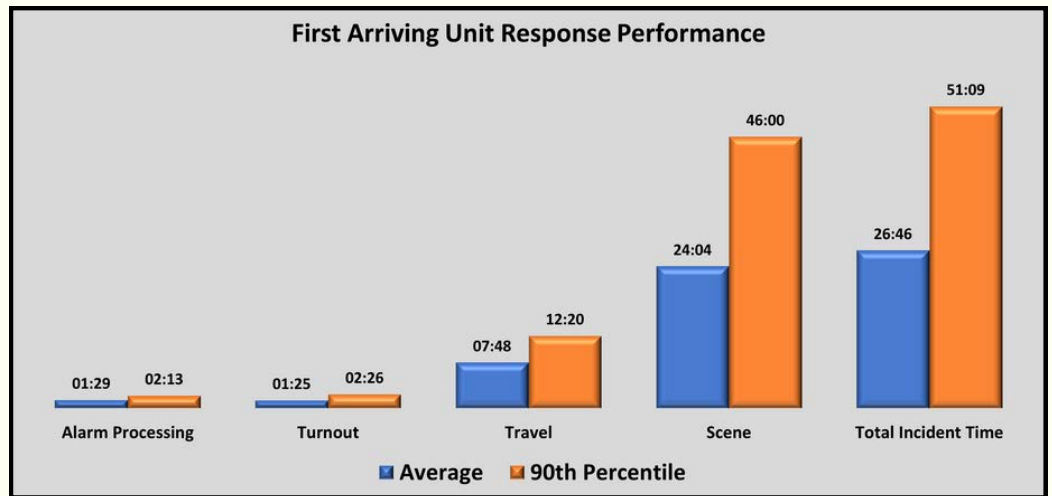


Primary unit incident response refers to number of incidents each unit responded to in 2024.

RESPONSE OVERVIEW

Response time performance relates to the amount of time it takes for the Fire District to arrive at the scene of emergency, from the time we are notified of an emergency response until the time that we arrive at the emergency.

The times represented in this table demonstrate the average and 90th percentile summaries for the alarm processing (Dispatch center), and the Fire District's total response time (initial notification to arrival). The District's total response time includes our turnout time (how rapidly we prepare to depart the station) and our travel time to that emergency.

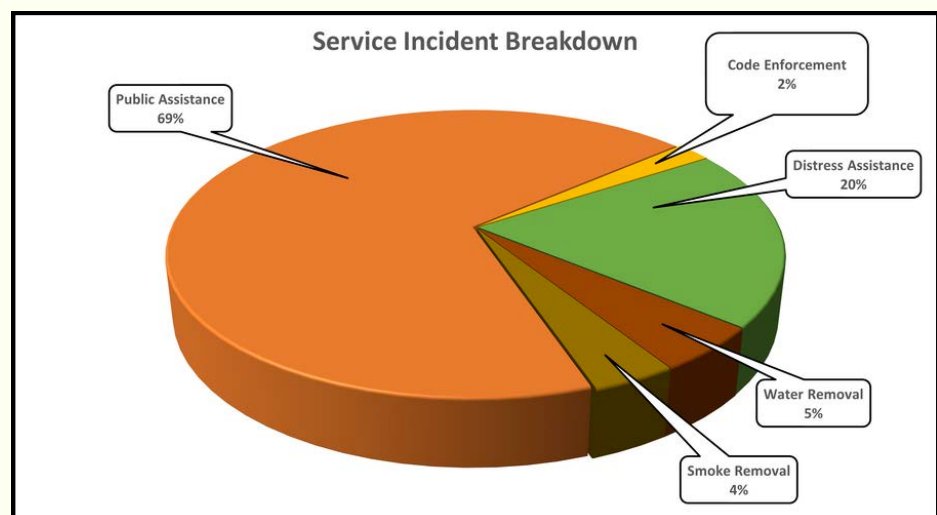


Our average total response time is 9:13 and our 90th percentile total response time is 14:46.

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

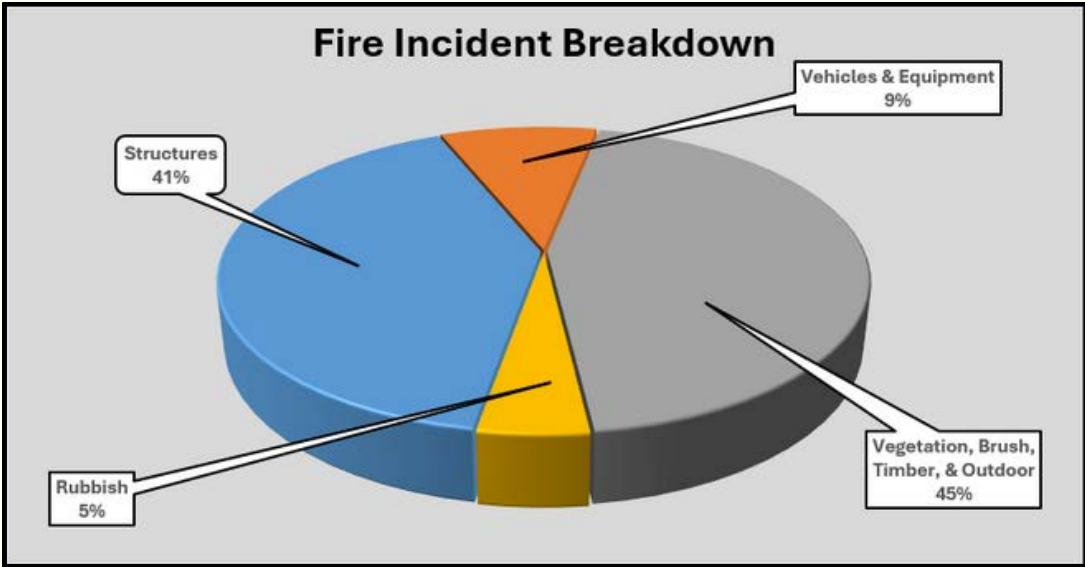
Service incidents are comprised of a wide range of types of assistance needed by citizens. These include uninjured patient assists, water leaks or other water related problems, unauthorized burning, and assistance to law enforcement or other governmental agencies.



In 2024, the District responded to 1,481 service incidents total. Of those, public assistance accounted for approximately 69% of all service incidents.

In 2024, the District responded to 256 fire related incidents.

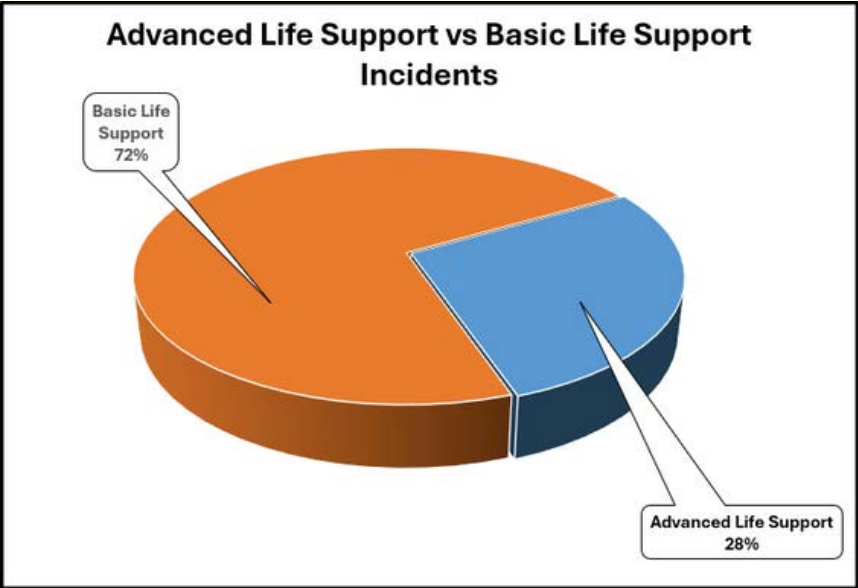
Fire responses include both residential and commercial buildings, other structure fires, chimney fires, vehicle fires, wildland fires and other types of fires such as dumpster fires or stove top fires that are kept confined to the stove top.



EMERGENCY MEDICAL RESPONSE

The District provides both advanced life support (ALS) and basic life support (BLS) services. Medical incidents in 2024 totaled 13,335 and represent 75% of the total incident activity. Of the total rescue/EMS incidents responded to in 2024, 41% involved no patient transport to a facility.

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.

HUMAN RESOURCES

The functions of the HR Division include recruitment, personnel succession planning, labor law regulations and compliance and performance evaluation management. The team experienced a busy 2024 in keeping pace with organizational growth. Recruitment for entry-level Firefighter/EMT positions attracted more than 240 applicants, for an eventual hiring of seven positions. HR also managed the hiring of four lateral Firefighter/EMTs, three internal promotions, six leadership and administrative positions, and four volunteers.

2024 PERSONNEL HIGHLIGHTS

Retirements

Fire Chief Steve Brooks
Assistant Chief Karen Weiss
Lieutenants:
Kelly Perry
Craig Richards
Paramedic/FFs:
Brett Jackson
John Casey

Promotions

Assistant Chief Community Risk Reduction
Jason Roberts
Training Captain Cherie Leyva
Lieutenants:
Matt Conklin
Kyle Landwehrle
Kevin Perry

New Members

Finance Director Brandon Kirkwood

Deputy Chief of Operations Chris Patti

Assistant Chief of Medical Services
Michael Hughes

Administrative Specialists
Heather Patti
Taylor Kruse

IT Specialist Chris Shannon

Lateral FF/EMTs

Danny Muno
Ricky Alvarez
Brandon Espinoza
Cody North

Entry-level FF/EMTs

Chase Lamoreaux
Dylan Harn
Jonathan Wagner
Jonathan Burghardt
Nicholas Wynn
Keith Yates
Brandon Mullins
CJ Beard
Lee Aguon
Dalton Land
Kiana Sullenburger
Luke Schilter

Volunteers

David Coffman
Eric Donner
Jamie Gallagher
Bridgett Siegman



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 fleet's mechanical services. The Logistics Division team includes the leadership of the Assistant Chief, and staffing with a Logistics Technician Lead, a Logistics Specialist, and Supply Technician.



Some of the more extensive project undertaken by the Logistics team in 2024 include: Station 31 improvements including the updating of building mechanical systems, including a new electronic message board, and a new roof. Station 32 was updated in 2024 to accommodate 24-hour staffing beginning in 2025.

Logistics completed PPE inspections and provided updated uniforms for staff. New radios were issued across the District with the enhancement of the county-wide radio project. Underwriters Laboratory (UL) Aerial ladder and ground ladder testing was completed, and 26,100 feet of hose was tested.

The District purchased a surplus bus from North Thurston Public Schools. The bus is used to transport recruits to and from training during the fire academy. We additionally took delivery of Battalion 34, and a variety of staff vehicles that were due replacement.

Engine 32 was updated in preparation for 24/7 staffing.



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 continues to result in incident response reduction.

In 2024 the Support Services provided advocacy and case management in 121 homes.

Internally, the team continues to provide regular resiliency training and support to District members and their families, as well as education and resources for recruit firefighters in the South Sound Recruit Academy (SSRA).

The team's innovative work to reshape the use of 911 for emergencies has positioned them in the forefront with other fire service agencies as subject matter experts. They have had the privilege to share the District's Support Services mission at conferences in Washington State and beyond.



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' 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 following were accomplished in 2024:

- Supported South Sound Recruit Academy (SSRA) with lead EMT instruction. Provided dual role during Medical Services Officer (MSO) vacancy by supporting SSRA as lead EMT instruction.
- Procurement of one additional pack washer from a Washington State Labor and Industries grant. Pack washers clean 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.
- Delivered a lifting class to focused on musculoskeletal injury reduction training for all first responders.
- Expanded the peer fitness program through the expansion of three additional certified trainers.
- Enhanced the Peer support program through county-wide training and rollout of an mobile app for access to peer support members and other mental health resources.

TRAINING

The Training Division provides entry-level and advanced fire, rescue, and EMS training for District members. Under the leadership of the Assistant Chief of Training, the team consists of three officers who specialize in EMS and fire training delivery. The division is supported by an administrative specialist. 2024 proved to be another busy year keeping pace with the growing District. Highlights of the Training Division's accomplishments include:

- Lead agency for the coordination of the South Sound Recruit Academy (SSRA), ushered in 35 new firefighters throughout the county, including incorporating a credentialed EMT course to the Academy
- Developed and implemented a 40-hour Truck Academy to train and qualify 12 members
- Development of 40-hour Rope Course to bolster special operations needs
- Conducted three Pump Academies qualifying 14 new apparatus drivers
- Revamped water rescue program to include annual swift water, static water and boat training
- Continuing education for Paramedics, EMTs and EMS system
- Ushered new lateral hire Firefighters through a District-specific six week training program
- Joint Apprenticeship Training Committee (JATC) management for firefighters' first three years



COMMUNITY RISK REDUCTION

The Community Risk Division (CRR) was created in July 2024 with the goal of reducing the risk to our community through business safety inspections, fire investigations, and public education. Below are some highlights of these efforts during 2024:

CRR Division partnered with administration, volunteers, and emergency response staff to deliver over 110 individual public outreach requests for the second half of the year. These events included meeting with homeowner associations, career fairs, safety presentation, school fire safety programs, the Senior Safe at Home Program and more. CRR has worked with the Lacey Firefighter Charity to update the Speedy Spotter sign program, to better identify private residences with high visibility address signs.



CRR began a reboot of annual business safety inspections for the District by investing in the partnerships of our local jurisdictions, the City of Lacey and Thurston County. The goal of this program is to develop a reliable inspection program that can contribute to a reevaluation of the District's Washington Survey and Ratings Bureau's (WSRB) Public Protection Classification (PPC). In addition, the CRR Division is focused on pre-incident planning efforts, to prepare our Operations Workforce (emergency responders) with information about access, egress, fire detection, and fire protection systems in multi-family occupancies, and businesses in our community.

Fire investigations are an important element of a risk reduction program. Fire Investigations for fires that we cannot prevent through prevention efforts and education, can help us prepare for and prevent future fire risks in our community. It is also important that the District find ways to help victims of fires in their homes and businesses so that they can better react to these difficult situations and rebuild their homes and businesses faster. A key ingredient to these efforts is ensuring our fire investigators are prepared to provide the best expertise and support of our community when a fire loss occurs. The CRR Division has spent 2024 reviewing and revising our policies, practices and training programs for the District's Fire Investigators. We are also collaborating with our law enforcement partners so that we are more prepared to address illegal and/or criminal fire activity.

INFORMATION TECHNOLOGY

Lacey Fire District 3's Information Technology (IT) Division was established in 2016 with the objective of creating in-house IT dedicated to addressing the complex technological needs of a public safety organization. In its beginning, the Division was staff of one full time employee. Nine years later, the Division has grown to meet the technology needs of the District with three personnel: an IT Manager, Systems Administrator, and IT Specialist.

The IT division manages Help Desk requests, hardware and software procurement and management, technology project implementation. Technology programs are a core service resource for the District. IT supports over 190 workstations, laptops, servers, mobile and mobile devices across the five fire stations and the District's training facility. The District has been a innovative partner within Thurston County, which has lead to the support and collaboration of our emergency response paging system, reporting system, training programs, and cyber security efforts across many other Thurston County fire response agencies.

IT provides a variety of support functions specific to technological services. Those include:

- Technical Support
- Emergency Response Technology
- Network Management
- Cybersecurity
- System Administration
- IT Strategy and Planning
- Project Management

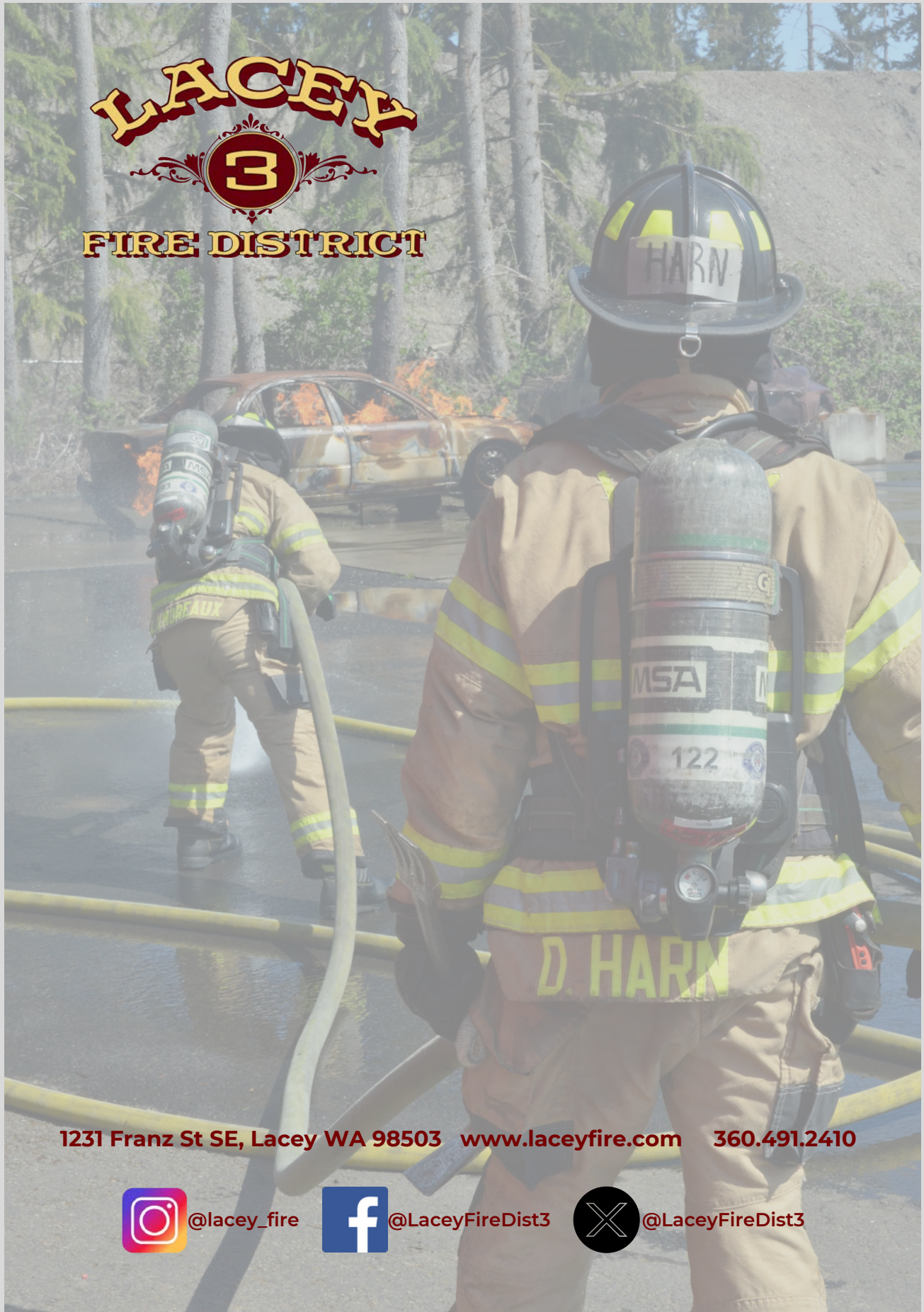
Projects, Improvements, and Efficiencies in 2024:

- Station 32 Rollout - readiness for 24/7 staffing in 2025
- Station Incident Response Notification Alerting enhancements
- Procurement of a new Supply Chain Management Software and Service Ticket Software
- Network Improvements for all fire stations



SERVICE WITH EXCELLENCE

LACEY
3
FIRE DISTRICT



1231 Franz St SE, Lacey WA 98503 www.laceyfire.com 360.491.2410



@lacey_fire



@LaceyFireDist3



@LaceyFireDist3