



# Clallam County Fire District 3

Motto: *Serve, Respect, Prevent & Protect*

## 2018 Fire District Annual Report



October 8, 2018

## Table of Contents

<b>Subject Area</b>	<b>Page</b>
About Fire District 3 .....	1
District Overview .....	2
District Administration .....	3
Finance .....	4
Operations & Training .....	5
Logistics .....	6
Planning & Community Risk Reduction .....	7
Health & Safety.....	8
Incident Data.....	9

## List of Tables

<b>Table</b>	<b>Page</b>
Table 1: Revenue Statement.....	4
Table 2: Expenditures Statement .....	5
Table 3: Summary of Work-Related Injuries & Illnesses.....	8
Table 4: Calls for Service Incident Summary.....	9
Table 5: Turnout Time Summary.....	9
Table 6: Response Time Summary (Priority Incidents).....	9
Table 7: Response Time Summary (Non-Priority Incidents) .....	10
Table 8: Effective Response Force Summary (Fire Incidents) .....	10
Table 9: Effective Response Force Summary (EMS Incidents) .....	10
Table 10: Special Operations Response Time Summary .....	10

## About Fire District 3

**Preface** – Clallam County Fire District 3 provides a variety of services to the City of Sequim, the surrounding area from east of Diamond Point to Deer Park, and is an essential mutual-aid resource to neighboring communities throughout the region. To fulfill its mission of service, the District maintains a cadre of highly dedicated volunteer and career members who are always ready to serve the community’s citizens with compassion and professionalism.

**Mission Statement:** Clallam County Fire District 3 is dedicated to excellence in serving, educating, and protecting our community through emergency medical services, fire suppression, and public education.

### Vision Statements:

- We will be progressive trend setters in responding to the needs of our customers.
- We will plan for the anticipated change in the community.
- We will be respected and enthusiastically supported by our community which views us with pride, respect, and confidence.
- We will create a work environment where each member respects, understands, and cooperates to meet our stated goal.
- We encourage regional services that can be offered throughout the Olympic Peninsula.
- We are committed to a culture of mental and physical fitness to prepare our members for the changes and challenges of the job.
- We will develop visionary goals with community and government leaders for the future of the Fire District.
- We will continually seek opportunities to exceed the expectations of our customers.



### Value Statements – We Value:

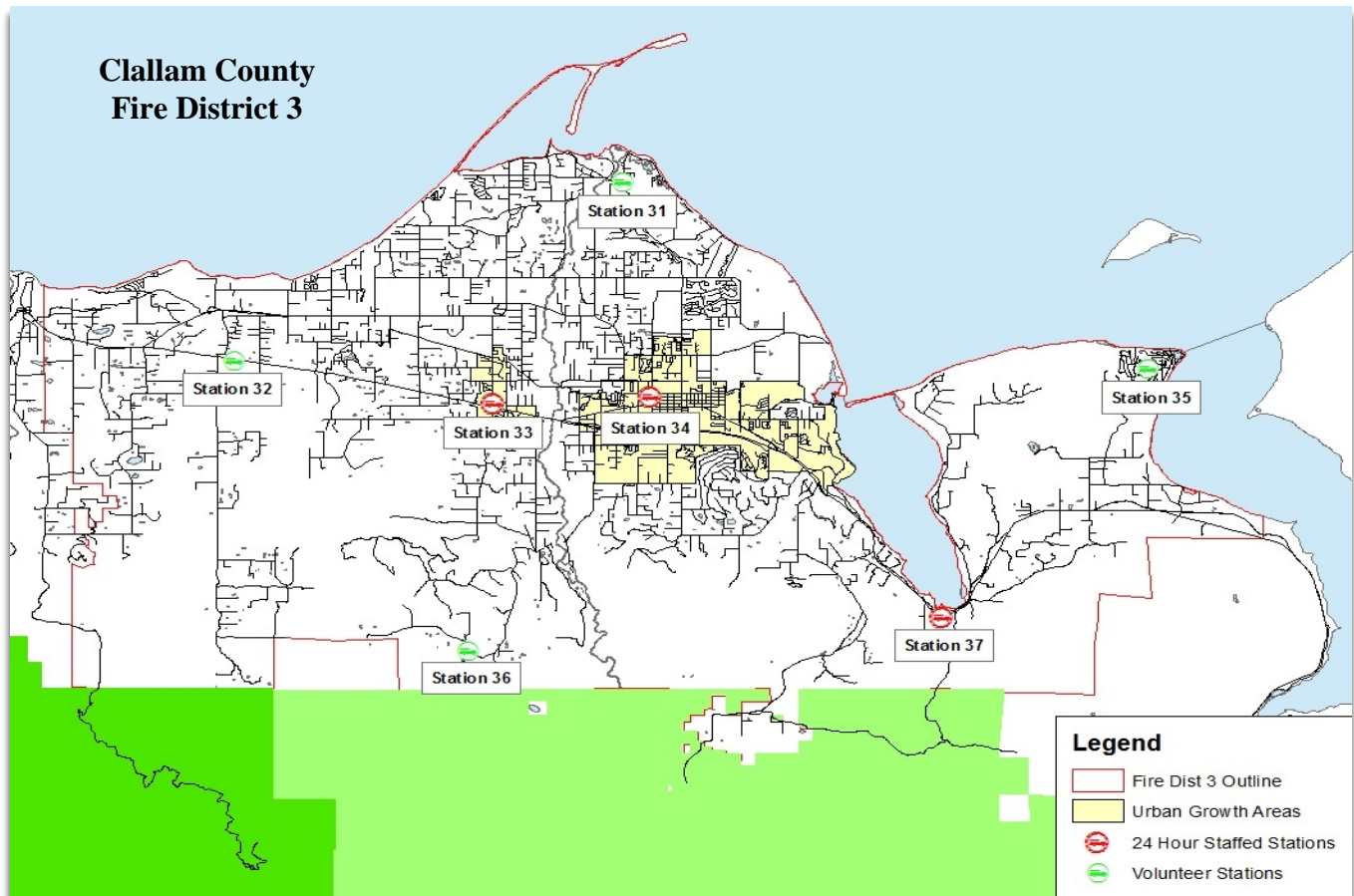
- Our privilege & responsibility as a public service agency
- Excellence, honesty, respect, and teamwork
- Personal and professional discipline and development
- Clear communication through the chain of command
- History and Tradition of the fire service

**Motto:** The District’s Mission, Vision, and Values are summarized within the following motto:

**Serve,      Respect,      Prevent,      Protect**

## District Overview

The Fire District, located in the eastern portion of Clallam County, includes the Gardiner community portion of Jefferson County. District 3 is the largest fire and emergency services provider in Clallam County. The District provides fire, rescue, and EMS response services to an approximately 142 square mile service area, protecting an estimated 34,000 citizens.



The District responds to all types of fires, medical and rescue related emergencies from six fire stations distributed throughout the District. Three of these stations are staffed 24 hours a day, seven days a week, with a combination of on-duty career members that are supplemented by on-call volunteers. The other three stations are staffed exclusively with on-call volunteers. On-duty career firefighters work 24 hour shifts at Station 37 (Blyn), Station 33 (Carlsborg), and Station 34 (Sequim). Volunteers typically respond when called upon from home, work, or where ever they happen to be within the community.



The District responded to 7,421 requests for service in 2018. EMS service requests account for 85% of that total number, with 70% of those being Basic Life Support (BLS) and 30% of them classified as Advanced Life Support (ALS). Fire related calls accounted for about 4% of total, with the balance being a variety of false, unintentional, and cancelled calls.

The District is governed by a Board of three Fire Commissioners, elected for staggered 6-year terms. The Commissioners serve at large to represent the District’s entire service area equally, rather than being assigned to provide geographic representation.

The District employs 46 fulltime employees who are classified as follows:

- 4 Chief Officers
- 3 Administrative Support positions
- 1 Fire Code Inspector
- 4 Maintenance and Mechanics
- 4 Captains (*All 4 are Paramedics*)
- 6 Lieutenants (*1 is an EMT and 5 are Paramedics*)
- 24 Firefighters (*9 are EMT’s and 15 are Paramedics*)

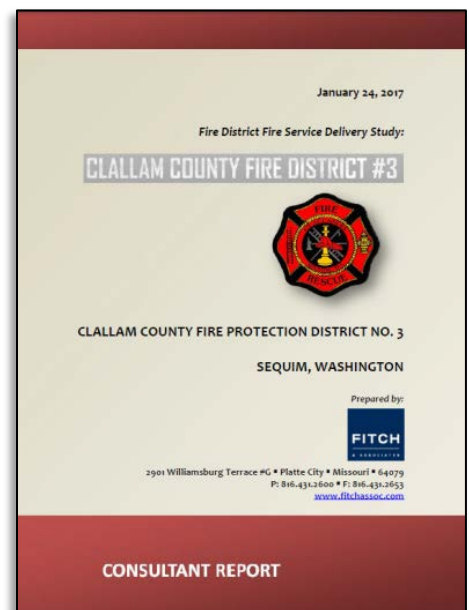


**District Administration**

The focus in 2018 for the administrative and management team was to improve the District’s long-term financial health and security through developing partnerships with other organizations; evaluating recommendations from the 2017 Service Delivery Study; and Lifting the General Levy rate, by resetting it back to the previous \$1.50 per \$1,000 levy rate.

**Interlocal Agreement with the City of Sequim** – The District and the City of Sequim worked persistently throughout the year to develop an interlocal agreement to facilitate collaborative efforts on multiple fronts. The agreement included;

- The District to provide vehicle repair, maintenance, and outfitting services beyond the City’s resource capability.
- The City and District to jointly develop and train Community Emergency Response Teams within the City.
- The City and District to jointly operate an Emergency Operation/Agency Command Center
- The City and District to jointly administrate and fund Emergency Management Training.



**Service Delivery Study Recommendations Accomplished** – The District continued to evaluate the Service Delivery Study recommendations. Many of the recommendations were addressed including;

- Implementation of a Learning Management System (LMS) to improve access, quality and consistency of training.
- Hiring of a Volunteer/Training Coordinator through a four-year FEMA grant program.
- Delivery of dedicated training to entire shifts through backfilled staffing.
- Partnered with the City of Sequim to begin discussions with Olympic Medical Center about upgrading their emergency medical facility capabilities in Sequim

**Sustainable Funding – General Levy Lid Lift** – During its consideration to accept a federal grant to provide supplemental funding to hire additional staffing, the District closely examined long-term revenue and expense forecasts. These forecasts demonstrated that without the support of increased revenue, the District would be required by the end of 2019; to deficit spend using limited reserves in order to sustain currently levels of service. These reserves would only sustain deficit spending until mid-2022, at which time the District would be forced to make programmatic service level cuts. With the community support, the District was able to pass a \$0.24 General Levy Lid Lift. That lid lift along with the other revenue sources should sustain the current level of service for at least the next ten years.

## Finance

**Revenue** – The County Treasurer acts as an agent to collect property tax levied on behalf of the District. In 2018 the District’s Regular levy rate was \$1.256 per \$1,000 of assessed value. Based on the assessed valuation of \$4,693,971,025, this generated \$5,894,375 of Regular levy revenue. The EMS levy rate was \$.471 per \$1,000 of assessed value. Based on the assessed valuation of \$4,733,039,733, the 2018 EMS levy generated \$2,230,455 of revenue. A summary of the District’s 2018 revenue is shown below:

<b>Revenue Source</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference</b>	<b>% of Budget</b>
General Property Tax:	5,989,672.96	5,981,208.10	(8,463.86)	99.86%
EMS Property Tax:	2,262,862.59	2,262,123.35	(739.24)	99.97%
Leasehold Excise Tax:	6,300.00	10,176.31	3,876.34	161.53%
Timber Excise Tax:	17,000.00	26,578.62	9,578.62	156.34%
<b>Total Taxes:</b>	<b>8,275,834.55</b>	<b>8,280,086.41</b>	<b>4,251.86</b>	<b>100.05%</b>
Licenses and Permits:	-	-	-	-
State Grant Revenue:	1,300.00	1,222.00	(78.00)	94.00%
Federal Grant Revenue:	39,359.04	29,137.00	(10,222.04)	74.03%
Charge for Services:	125,850.00	410,992.16	285,142.16	326%
Ambulance Services:	101,000.00	128,975.48	27,975.48	127.70%
Miscellaneous:	60,713.60	139,897.81	79,184.21	230.42%
County Timber:	200,000.00	13,429.51	(186,570.49)	6.71%
<b>Total Revenue:</b>	<b>8,804,057.19</b>	<b>\$9,003,740.37</b>	<b>199,683.18</b>	<b>102.27%</b>

**Expense** – The District adopts an annual appropriated budget for the General Fund and the budget constitutes the legal authority for expenditures at that level. The budget is appropriated at the department level. Annual appropriations for these funds lapse at the fiscal year end.

The district maintained a policy of on-going expenses (operational) funded by on-going revenue (new funds, not reserves). The 2018 expense budget totaled \$ 9,008,452 and included \$221,114 for capital projects, which was funded from reserves. The remaining operational budget of \$8,787,338 was well under the anticipated revenue for the year.

The appropriated and actual expenditures for the General Fund, by Department were as follows:

<b>Department</b>	<b>Budget</b>	<b>Actual</b>	<b>Difference</b>	<b>% of Budget</b>
Commissioners:	47,251.03	34,865.07	12,385.96	73.79%
General Administration:	910,808.98	924,190.08	(13,381.10)	101.47%
Volunteers:	202,024.05	242,120.51	(40,096.46)	119.85%
Fire Suppression:	902,527.60	774,905.38	127,622.22	85.86%
Risk Reduction:	281,947.32	274,514.14	7,433.18	97.36%
Emergency Medical:	5,275,655.73	5,099,223.83	176,431.90	96.66%
Tactical EMS:	2,000.00	253.38	1,746.62	12.67%
Wildland:	23,500.00	30,147.06	(6,647.06)	128.29%
Tech Rescue:	12,050.00	8,464.81	3,585.19	70.25%
Haz-Mat:	3,000.00	14.09	2,985.91	0.47%
Emergency Management:	12,500.00	10,080.07	2,419.93	80.64%
Facilities:	616,021.26	609,082.04	6,939.38	98.87%
Vehicles:	498,052.26	468,407.26	29,645.00	94.05%
Capital Expenditures:	221,113.60	182,227.52	38,886.08	82.41%
<b>Total Expenditures:</b>	<b>9,008,451.99</b>	<b>8,685,495.24</b>	<b>349,956.75</b>	<b>96.12%</b>

## Operations & Training

**Personnel Changes** - Two career Firefighter/Paramedics, Casey Sires and Nick Pettit joined the District as new employees. In 2018, eight volunteers either resigned or were removed from membership due to inactivity. New additions included seven firefighters, five firefighter EMTs, one EMT, and an administrative volunteer.

**Volunteer Recruit Academy** – The District’s Volunteer Academy is delivered over a 12-week period using a combination of weeknights Saturdays. The Academy started in January with a combination of recruits from Fire District 3, Fire District 2, and the Port Angeles Fire Department. A total of 23 new volunteer firefighters graduated the three-month Recruit Academy. Graduation requires successfully completing training in firefighting fundamentals, emergency medical services, basic rescue, and hazardous material.

**Live Fire Training** – Forty-four volunteer, explorer, and career members conducted live fire training using a donated residence. Additional live fire training was completed using the District’s car fire prop.

**On-Going Volunteer Training** – Volunteer training included completing a series of online courses to elevate volunteer firefighter training to the Wildland Firefighter II level. This training made additional volunteer members eligible for state-wide mobilization to fight wild fires.



The District also hosted a wildland firefighting field day, attended by approximately 75 wildland firefighters from throughout the region. Several District members were able to initiate and/or get their task books signed off. Medical Services Officer (MSO), Captain Derrell Sharp was the District’s lead for planning and organizing the event.

**Active Shooter/Mass Casualty Drill** – District responders participated in an inter-agency active shooter exercise at Greywolf Elementary to exercise newly developed joint operations protocol. Participation included more than 30 volunteer, explorers, and career members who staffed eight response units used to support the exercise. Olympic Ambulance also participated, with four ambulances. The exercise provided many valuable lessons that supported a productive Post Incident Analysis (PIA). The exercise take away experiences were used to further develop response protocol and will support future training activities and hands on exercises.

## Logistics

In addition to the Logistics Section’s normal duties of vehicle and facility maintenance, the following highlights were accomplished:

**Sewer Connection** – With the Carlsborg sewer extension project complete, the Maintenance Facility and Station 33 were connected to the system.

**Station 32** – Facility staff completed a major refurbishment of the station’s interior. This entailed repairing a roof leak’s water damage, preparing for paint, upgrading heaters and lighting, replacing the flooring, painting, general upgrades, and installing new insulated bay doors.

**Station 34** – The crew area showers and bathrooms were renovated; crew area hallway drywall was repaired and repainted; PPE locker caps were installed; and the weight room was refurbished with drywall repairs and re-textured, fresh paint, lighting upgrades, and matting.

**Phone System Replacement** – A new phone system was installed to replace the District’s obsolete and un-reliable system.

**Ambulance Remount** – The District completed its first remount of an ambulance. The remount process entailed remounting patient care module from an existing ambulance on to a brand new chassis. The process included a complete refurbishment of the patient care module along with several upgrades. This included conversion to LED lighting, several electrical system upgrades, hydraulic rear suspension to raise and lower the back of the ambulance; new rear bumper and diamond plate wear guards, new module flooring, and a complete exterior paint job. Compared to purchasing a comparable replacement, remounting saved approximately \$55,000.



**Grant Status** – The completed its second year of four with the grant funded Volunteer/Training Coordinator position. During 2018, the District received a \$541,033 Assistance to Firefighters (AFG) grant award to replace all of the District’s SCBA, for execution in 2019. The District also submitted an application for the 2018 AFG grant program, seeking funding for radio replacement.

**Rehab Unit** – Mechanics readied a used ambulance donated by Olympic Ambulance for conversion as the District’s mobile rehabilitation unit for deployment to working incidents requiring the need to hydrate, monitor, and sustain the physical ability of firefighters engaged in strenuous physical activity.

In addition to the highlights above, the Logistics Section stayed the course in our efforts to get its house in order, improve efficiency, optimize its use of technology, and incorporate long-range planning principles. Great progress was made again this year, with a huge kudos to all those who contributed.

## Planning & Community Risk Reduction

During 2018 a formal inter-local agreement between the City of Sequim and the Fire District was developed specifically to create a framework to orchestrate how the City and the District would join forces to collaborate response efforts during a catastrophic event. This was a complex process that involved several draft iterations. By the end of 2018 a final draft was ready for adoption by both parties.

**Risk Reduction** – The District’s Fire Code Technician initiated fire and life safety inspection of class B occupancies (Small businesses that assemble less than 50 occupants). Approximately half of these inspections were completed by the end of year. The District also experienced a large increase in building permit applications, tenant modifications, and plans to develop large subdivisions in both the City of Sequim and the County. Reviewing these plans requires a great deal of the Inspector’s time and attention, but provide an invaluable opportunity to assure the District’s risk reduction interests are addressed during the planning and permitting process.



Risk reduction staff worked collaboratively with Clallam and Jefferson County authorities to develop a standardized propane safety information sheet for the propane vendors in both Counties. This sheet explains the collective requirements for each of the jurisdictions as well as distinguishing differences between the jurisdictions. The goal driving this project was to provide local vendors with a cheat sheet of standardized guidelines to ensure new propane system installations were installed correctly.

**Community Emergency Response Teams (CERT)** – Expanding on the formation of ten existing CERT teams, four more teams were formed, trained, and began meeting on a monthly basis. This was the direct product of additional academies conducted throughout the year. The District also continued to actively support individual teams as they met on a monthly basis. The program was also supported with additional training and educational opportunities.

The Diamond Point CERT team facilitated the purchase of a conex box at Fire Station 35 using funds they generated through the sale of Christmas decorations and bake sales. The second of these boxes to be placed within the District, they provide local CERT teams a place to store their equipment, as well as a location to activate a make shift command post if needed. The Diamond Point CERT team took this a step further by equipping their box with an antenna to support use of the amateur radio system if needed.



The CERT program continues to evolve as an invaluable community asset and provides the District with a means to empower segments of the community with greater self-reliance and disaster preparedness capabilities. During 2018, risk reduction staff applied for and received a community grant for \$6,500 from First Federal Bank. These grant proceeds were used throughout the year to outfit 100 CERT members with personal protective equipment (PPE).

**Public Education** – The District presented more than 20 emergency preparedness presentations throughout the community. The District also implemented delivery of Map your Neighborhood (MYN) training. This is a 90 minute course directed at small neighborhoods, specifically to teach them what to do in the first 90 minutes of a disaster and to build a cohesive neighborhood where neighbor assist neighbors. This course was delivered to 35 neighborhoods within the Fire District. The District’s disaster preparedness staff presented a community preparedness presentation at the “Partners in Emergency Preparedness Conference” held in Tacoma. They also remained actively engaged with the local faith-based community, meeting on a monthly basis to continue their development of the community’s disaster preparedness capabilities.

**Health & Safety**

Below is a summary of the reportable workplace injuries and illnesses that occurred during 2018:

<b>Table 3: Summary of Work-Related Injuries &amp; Illnesses</b>			
<b>Total Number of Cases</b>			
Number of Deaths	Number of cases with days away from work	Number of cases with job transfer or restriction	Number of other recordable cases
<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Number of Days</b>			
Number of days away from work: 0		Number of days of job transfer or restriction: 24	
<b>Total Injury &amp; Illness Types</b>			
Injuries:	<b>1</b>	Poisonings:	<b>0</b>
Skin Disorders:	<b>0</b>	Hearing Loss:	<b>0</b>
Respiratory conditions:	<b>0</b>	All other illnesses:	<b>0</b>

## Incident Data

<b>Table 4: Calls for Service Incident Summary</b>			
<b>Incident Type</b>	<b>Number of Incidents by Type</b>	<b>Percentage of Total Incidents by Type</b>	<b>Average Response Time</b>
EMS	6,273	84.04%	0:07:18
False	118	1.58%	0:07:39
Other	23	0.31%	0:01:53
Public Assistance	433	5.80%	0:14:39
Good Intention	477	6.39%	0:09:05
Fire	106	1.42%	0:09:22
Hazardous Materials	34	0.46%	0:10:38
<b>Total:</b>	<b>7,464</b>	<b>100.00%</b>	<b>0:07:32</b>

**2018 Turnout Time** – The District has adopted a day time turnout standard of 60 seconds from 7:00 AM to 10:00 PM and a nighttime turnout standard of 90 seconds from 10:00 PM to 7:00 AM, both of which should be met 90% of the time of all high priority events.

<b>Table 5: Turnout Time Summary</b>		
<b>Turn Out Category</b>	<b>Response Time Goal</b>	<b>Actual Turnout Time</b>
Day	60 Seconds	126 Seconds
Night	90 Seconds	196Seconds

**Response Times** – An estimated 80% of the District’s population is concentrated within a 25 square mile area centrally located within the 142 square mile service area. Therefore, the District has adopted suburban and rural response time standards to differentiate between this blend of suburban and rural population densities. The following tables summarize response times based on this distinction.

**Initial Company (Priority)** – The following table summarizes actual response time performance in relation to the response time goals established for the first arriving unit, both of which should be meet 90% of the time of all priority events.

<b>Table 6: Response Time Summary (Priority Incidents)</b>		
<b>Response Category</b>	<b>Response Time Goal</b>	<b>Actual Response Time</b>
Suburban	6:00 minutes	9:08 Minutes
Rural	14:00 minutes	13:33 Minutes

**Initial Company (Non-Priority)** – The following table summarizes actual response time performance in relation to the response time goals established for the first arriving unit, both of which should be meet 90% of the time of all non-priority events.

<b>Table 7: Response Time Summary (Non-Priority Incidents)</b>		
<b>Response Category</b>	<b>Response Time Goal</b>	<b>Actual Response Time</b>
Suburban	9:00 minutes	9:07 Minutes
Rural	17:00 minutes	15:44 Minutes

**Effective Response Force (Fire)** – The District has established service delivery goals for guiding the deployment of an Effective Response Force. These goals represent the District’s capacity in terms of maintaining sufficient personnel and equipment, strategically distributed and concentrated within the service area, such that an Effective Response Force can reach 90% of the time. An Effective Response Force is based on deploying the number of responder and equipment resources required to initiate the first-response mitigation efforts needed to effectively control the incident.

<b>Table 8: Effective Response Force Summary (Fire Incidents)</b>	
<b>Response Category</b>	<b>Service Level Response Time</b>
Suburban	25 minutes
Rural	30 minutes

<b>Table 9: Effective Response Force Summary (EMS Incidents)</b>	
<b>Response Category</b>	<b>Service Level Response Time</b>
Suburban	19 minutes
Rural	27 minutes

**Special Operations** – The District maintains mutual-aid agreements with partner agencies to assure access to the number of qualified responders and specialized equipment needed to reach 90% of all special operation events within the response times stipulated below, which are from the time of request:

<b>Table 10: Special Operations Response Time Summary</b>		
<b>Special Operations Event Type</b>	<b>Suburban/Rural Response Time Goals</b>	<b>Suburban/Rural Actual Response Times</b>
Hazardous Materials	90/100 minutes	7:18/12:39 minutes
Marine Rescue	30/60 minutes	No Responses
Technical Rescue	30/60 minutes	1 Response (39:30 minutes)
Aircraft Firefighting	10/30 minutes	No Responses
Wildland Firefighting	10/30 minutes	10:10/13:15 minutes

In conclusion, it is with sincere appreciation that the District must acknowledge the tremendous support provided by all the dedicated volunteer members and the career members who serve the community. Their collective efforts are what enable Clallam County Fire District 3 to fulfill its mission following the motto of: Serve, Respect, Prevent & Protect.