



Clallam County Fire District 3

Motto: *Serve, Respect, Prevent & Protect*

2019 Fire District Annual Report



July 20, 2020

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About Fire District 3

Preface – Clallam County Fire District 3 (District) provides a variety of services to the City of Sequim and surrounding area from east of Diamond Point to Deer Park Road in Port Angeles and is an essential mutual-aid resource to neighboring communities throughout the Peninsula. 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 Statement: Service driven through excellence and Innovation

Core Values:

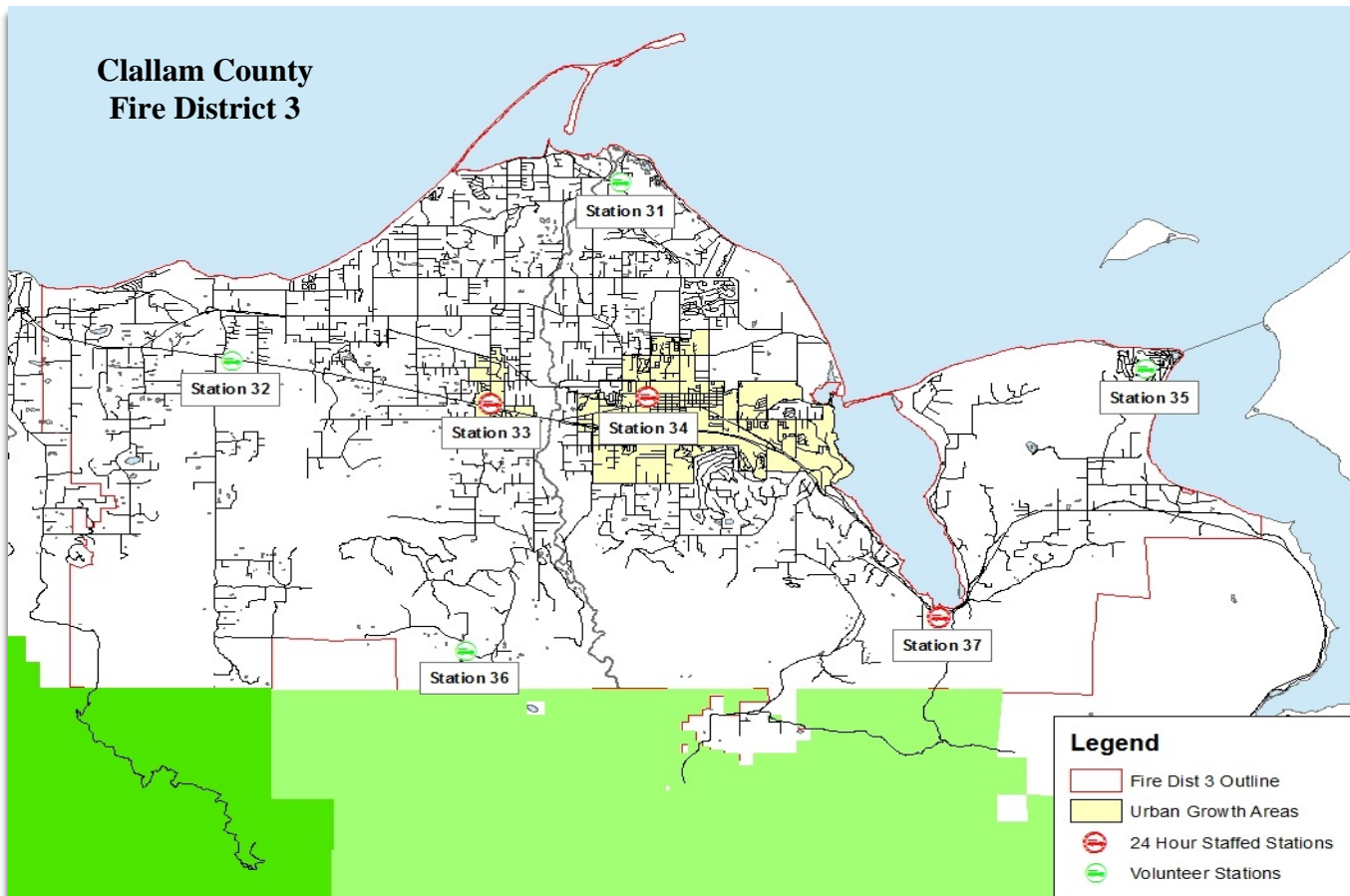
- Unity
- Compassion
- Integrity
- Courage
- Honor



Motto: The District’s Mission, Vision, and Values are summarized within the following motto:
Serve, Respect, Prevent & Protect

District Overview

The District, located in the eastern portion of Clallam County, includes the Gardiner community portion of Jefferson County. The District is the largest fire and emergency services provider in Clallam County; providing fire, rescue, and EMS response services to, approximately, a 142 square mile service area while 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 wherever they happen to be within the community.

The District responded to 7,681 requests for service in 2019. 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 that 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 47 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*)
- 25 Firefighters (*9 are EMT’s and 16 are Paramedics*)

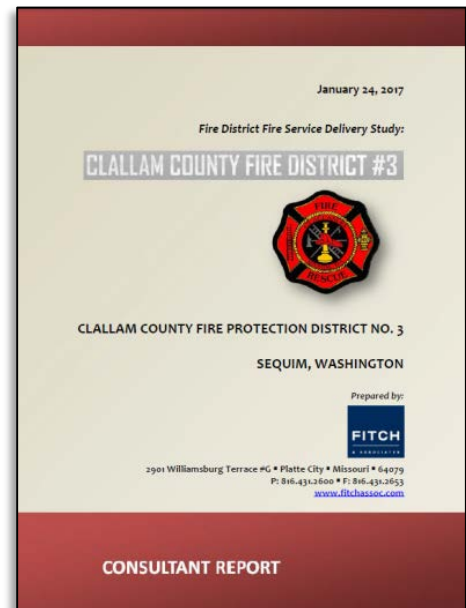


District Administration

The focus in 2019 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 renewing the Emergency Medical Services Levy for an additional 10 years.

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 providing vehicle repair, maintenance, and outfitting services beyond the City’s resource capability.
- The City and District jointly developing and training Community Emergency Response Teams within the City.
- The City and District jointly operating an Emergency Operation/Agency Command Center.
- The City and District jointly administrating and funding Emergency Management Training.



Service Delivery Study Recommendations Accomplished – The District continued to evaluate the Service Delivery Study recommendations. Many recommendations being addressed included:

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

Sustainable Funding – Emergency Medical Services Levy Renewal – The District has assessed an Emergency Medical Services (EMS) Levy as a property tax based revenue source since 2000. The levy has been approved in ten year terms. The levy, approved in 2010, expires on December 31, 2020. If the EMS levy was not renewed before expiration, that revenue (approximately 22% of total revenue) would have been lost. This level of revenue reduction would certainly have led to an inability to maintain current service levels. During the General Election, the District requested the voters renew the \$0.50 per thousand of assessed property value levy rate for an additional 10 years. Voters approved the renewal with a 74% “yes” vote.

Finance

Revenue – The County Treasurer acts as an agent to collect property tax levied on behalf of the District. In 2019, the District’s Regular levy rate was \$1.50 per \$1,000 of assessed value. Based on the assessed valuation of \$5,088,016,949, \$7,632,025 of Regular Levy revenue was generated. The EMS levy rate was \$.451 per \$1,000 of assessed value. Based on the assessed valuation of \$5,126,375,697, the 2019 EMS Levy generated \$2,309,841 of revenue. A summary of the District’s 2019 revenue is shown below:

Revenue Source	Budget	Actual	Difference	% of Budget
General Property Tax:	7,740,967	7,751,076	10,109	100%
EMS Property Tax:	2,323,771	2,354,167	30,396	101%
Leasehold Excise Tax:	7,500	10,193	2,693	136%
Timber Excise Tax:	9,000	36,628	27,628	407%
Total Taxes:	10,081,238	10,152,064	70,826	101%
State Grant Revenue:	1,200	1,266	66	106%
Federal Grant Revenue:	580,495	576,318	(4,177)	99%
Charge for Services:	162,000	161,563	(437)	100%
Ambulance Services:	101,000	110,242	9,242	109%
Miscellaneous:	77,400	164,435	87,035	212%
County Timber:	31,800	38,540	6,740	121%
Total Revenue:	11,035,133	11,204,429	169,296	102%

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 2019 expense budget totaled \$10,564,366 and included \$951,901 for capital projects, which was funded by operational revenue. The total 2019 expenditures budget was well under the anticipated revenue for the year.

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

Table 2: Expenditures Statement				
Department	Budget	Actual	Difference	% of Budget
Commissioners:	109,852	31,298	(78,554)	28%
General Administration:	968,112	854,899	(113,213)	88%
Volunteers:	238,608	247,716	9,108	104%
Fire Suppression:	950,507	938,304	(12,203)	99%
Risk Reduction:	300,575	290,521	(10,054)	97%
Emergency Medical:	5,860,758	5,710,783	(149,975)	97%
Tactical EMS:	2,000	327	(1,673)	16%
Wildland:	19,500	10,896	(8,604)	56%
Tech Rescue:	9,400	4,898	(4,502)	52%
Haz-Mat:	3,000	0	(3,000)	0%
Emergency Management:	14,500	4,239	(10,261)	29%
Facilities:	627,866	570,812	(57,054)	91%
Vehicles:	507,787	506,836	(950)	100%
Capital Expenditures:	951,901	778,344	(173,558)	82%
Total Expenditures:	10,564,366	9,949,873	(614,493)	94%

Operations & Training

Personnel Changes - Three Career Firefighter/Paramedics, Casey Sires, Nick Pettit and Brent Lovell, joined the District as new employees. In 2019, sixteen volunteers either resigned or were removed from membership. New volunteer additions included seven firefighters, three firefighter EMTs, two EMTs, one fire ground support volunteer and one administrative support volunteer.

Volunteer Recruit Academy – The District delivered a recruit class (19-01) over the first four months of 2019. In cooperation with District partners, Clallam 2 Fire - Rescue, Port Angeles Fire Department, Clallam County Fire District 4 and East Jefferson Fire & Rescue, 24 new firefighters graduated in May with their IFSAC Firefighter I and Haz-Mat Awareness Certifications. The second academy of the year (the District normally only has one) was conducted over a 15-week period during September, October,

November and December. Academy classes and drill ground training were on Friday nights, and all-day Saturday and Sunday. Academy partners included the Washington State Patrol Regional Direct Delivery Program, Clallam 2 Fire - Rescue, Port Angeles Fire Department, Clallam County Fire District 4, East Jefferson Fire & Rescue, Clallam County Fire District 1, Quilcene Fire-Rescue and the Discovery Bay Fire Department. A total of 21 new volunteer firefighters graduated the four-month Recruit Academy. The new recruits attained their IFSAC FF 1 and Haz-Mat Awareness Certifications. Graduation required successfully completing training in firefighting fundamentals, emergency medical services, basic rescue, and hazardous material.

Live Fire Training – Over seventy-five combat firefighters, both career and volunteer, conducted multiple live fire trainings. The District’s live burn prop (“burn box”) was utilized, as was Clallam 2 Fire & Rescue’s FireBlast trailer. Additional live fire training was completed using the District’s car fire prop.

On-Going Volunteer Training – Volunteer training included completing weekly drills in all aspects of firefighting including, hose, ladders, tactics, and incident command; as well as a multitude of other subjects.



Active Shooter/Mass Casualty Drill – District responders participated in an inter-agency active shooter exercise at Sequim Middle School to exercise the newly developed Rescue Task Force (RTF) model. The RTF model more closely integrates fire and law enforcement response. Participation included more than 50 volunteers, explorers, and career members who staffed eight response units used to support the exercise. Olympic Ambulance also participated with four staffed 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 protocols 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 during 2019:

City of Sequim – An interlocal agreement was implemented that enables the District’s mechanics to install radios and outfit the City’s Public Works and Police Department vehicles. This further expanded the District’s enterprise program of providing maintenance services to neighboring fire departments and government agencies.

Training Center Classroom – A surplus, two classroom, portable was purchased from Central Kitsap School District and transported to the Training and Operations Center.

Station 33 – The station parking lot was graded and paved.

Station 34 – The classroom was refurbished with new carpet and paint, and outfitted with a new projection screen, whiteboard, tables, and chairs.

Maintenance Facility – Two new water meters were installed. One is to accommodate the new classroom and the second to separate outdoor irrigation from the building. Doing so significantly reduced water consumption rates used to determine sewer billing. Maintenance staff also began the process of remodeling their office, space designed to establish a receiving area for deliveries, and to support ancillary activities supported by the facility.

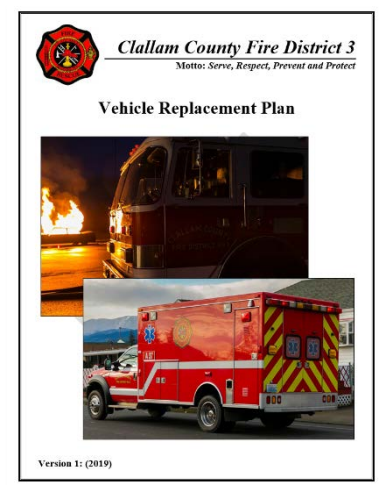
Grant Status – During 2019, the District:

- Entered year three, of four, with the grant funded Volunteer/Training Coordinator position.
- Replaced SCBA's with \$541,033 received from a 2017 Assistance to Firefighters (AFG) grant award.
- Received a 2018 AFG grant award, in the amount of \$321,576, to fund radio replacement during 2020.

Rehab Unit – Mechanics converted an ambulance, donated to the District by Olympic Ambulance, to serve as a mobile rehabilitation unit. This unit is intended for deployment during incidents that require the need to hydrate, monitor, and sustain the physical ability of responders engaged in strenuous physical activity.

Vehicle Replacement – A work group of representative stakeholders developed a series of vehicle assignments, and replacement recommendations, to augment the development of the District's Vehicle Replacement Plan. In accordance with the plan:

- A new 2019 Ford Explorer was placed in service as a motor pool vehicle supporting a broad range of travel such as training, meetings, special events, supply distribution, etc.
- The specifications and contract agreements were finalized to facilitate an ambulance remount. The process entails the complete refurbishment/upgrade of an existing patient care module on to a new chassis.
- A new custom order utility body mounted on a Ford van chassis was outfitted and placed in service as the District's primary facility maintenance vehicle.



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

Planning & Community Risk Reduction

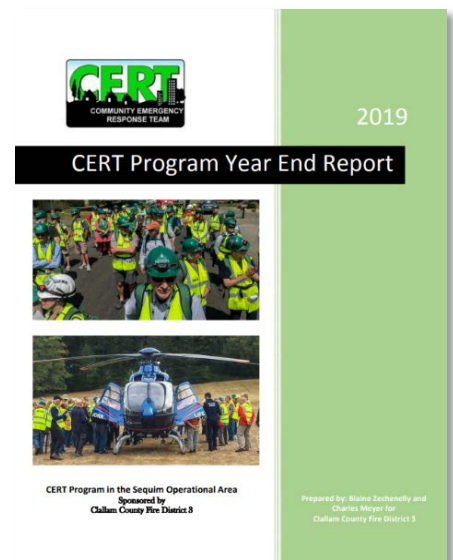
The following list contains highlights regarding Community Risk Reduction. Inspector Jackson had a busy year with all of the development that was occurring around the area.

Some of the more notable items are listed below.

- WSRB rating, pulling together documents.
- Replaced mounting saddles at the Ferrell Gas facility to secure the 30,000-gallon main storage container.
- Worked extensively with the School District to update the fire alarms at Olympic Peninsula Academy and the Middle School.
- Completed a plans review of the new 7 Cedars Hotel.
- PUD solar Farm off of W. Washington St.
- Compliance overview during the Sequim Calvary Church move into 138 W. Washington St.
- Conceptual designs of the proposed MAT Clinic.
- Updating Fire Alarm system at the Vintage apartment complex.

Subdivision Oversight – included 30 duplexes off of Hendricks Rd., a 90-120 lot subdivision at Brownfield/S. Sequim Ave., a 57 lot Subdivision at W. Fir and W Hendrickson, a 50 lot subdivision E. Silberhorn and River Road, and a 213-unit mobile home park at Port Williams and Sequim Dungeness Way.

Community Emergency Response Teams (CERT) – CERT continues to expand in the Sequim operational area. Seven initial CERT academy courses were held in 2019. Two additional teams were started; bringing the total to sixteen teams and growing the organization by 18% over 2018. Teams continued to meet monthly to train and work on skills. Because of the number of individuals involved in CERT (450+ people), the decision was made to create Division Chiefs for CERT to assist with the supervision of the teams and giving team Captains a supervisor to go to if they had questions. Captains and Chiefs met eight times over the course of 2019 to continue to refine the CERT program in the Sequim Operational area. Radio Station KSQM agreed to allow CERT Academy classes to be conducted on its premises, in its presentation room, on a regular and routine basis, free of charge. The room had been recently upgraded to include a large screen television with video-based instruction capabilities. The Providence St. Joseph’s Global Partnerships mission, a branch of the Providence Hospital system, has included the CERT program as an official “partner” eligible to receive occasional access to surplus medical supplies, free of charge, in exchange for volunteer work performed by CERT members who donate their time sorting and processing the surplus materials. Over time, this access will result in well-stocked first aid capabilities being made available to each CERT operational team.





The second Peninsula Daily News (PDN) Emergency Preparedness Guild pullout was created with the assistance of the PDN, Volunteer Blaine Zechenelly and Jim Buck. This Pullout provided information on how individuals can prepare for potential disasters.

Public Information – The District presented twenty-three emergency preparedness presentations throughout the Sequim Operational area. The District continues to meet regularly with the faith –based community regarding building resilience within their congregations. The District continued to support the Map your Neighborhood (MYN) program. In

2019 this program was delivered twenty-eight times to 472 individuals.

The District was heavily involved in Active Shooter training with the Sequim Police Department and Sequim School District. A private vendor was brought in to present to the teachers, parents and students the importance of lockdown and how that system works. All of this culminated into a one-day exercise where an active shooter scenario was exercised at the Sequim Middle school.

Health & Safety

During 2019, the District’s Safety Committee implemented a number of steps to foster a greater role in the prevention of work place accidents and injuries. This effort included developing a Safety Committee Charter to define its mission, establish a series of goals and objectives, identify its customers, expand Committee stakeholder representation, and to establish a series of success indicators to measure the Committee’s effectiveness.

The Safety Committee also implemented a Six-Minutes for Safety program to further enhance the integration of workplace safety into the District’s on-going training programs. The program’s concept is based on delivering short safety messages, on a frequent basis, to provide on-going reminders of subject specific hazards and procedures for mitigating them. Below is a summary of the reportable workplace injuries and illnesses that occurred during 2019:

Six-Minutes for Safety
Public Safety is our Duty
Preventer Safety is our Responsibility
EXERCISE YOUR DUTY

Mounting & Dismounting Fire Apparatus

Reference: *SFO Safety 62, Fire Apparatus Safety*

Mounting and dismounting seems so simple, but doing it safely, requires proper technique.

The Goal: Reduce the risk of preventable injuries when mounting & dismounting fire apparatus.

What Sets the Stage?
As emergency responders, being in a hurry is our nature and is how we are programmed to operate. When dispatched to an emergency, we believe we must immediately hit the ground running upon arrival. This is true, but not at the expense of getting injured. When we arrive already tired, are rushed, get distracted, become fatigued, or our resistance is down, we take short cuts thinking we'll save time and/or energy. When we allow complacency to creep in, we fail to practice proper techniques as a matter of habit. Bad habits replace good habits, which sets the stage by increasing our risk of the preventable injury.

If it's predictable, it's preventable.
It may sound simple, but how we choose to step on and off fire apparatus creates a preventable risk the moment we know this to be true based on the decades of fire service injury statistics. The numbers demonstrate our high degree of vulnerability to sprains and strains, including ankle, knee, and back injuries. Most are minor, but the long-term effects are cumulative, and many can result because debilitating. Our degree of risk increases with age and is compounded when we fail to use the simple techniques known to reduce our level of risk.

Safe Technique – To safely mount & dismount apparatus in a manner that reduces our risk for ankle, knee, and back injuries:

- Maximize three points of contact to provide maximum stability and support to prevent slipping or falling.
- Get a firm grip on rails or handles. Don't use the shoulder or don't's edge as a handhold.
- Don't mount or dismount with objects in hand. Place them in the vehicle and then retrieve them.
- Use extra caution when dismounting on to slippery surfaces during inclement weather.
- Face the vehicle, so your feet are aligned perpendicular to the vehicle as they contact the ground.
- NEVER JUMP!

(12/1/19) Mounting & Dismounting Apparatus Page 1 of 1

Table 3: Summary of Work-Related Injuries & Illnesses

Total Number of Cases			
Number of Deaths	Number of cases with days away from work	Number of cases with job transfer or restriction	Number of other recordable cases
0	1	0	3
Total Number of Days			
Number of days away from work: 1		Number of days of job transfer or restriction: 0	
Total Injury & Illness Types			
Injuries:	3	Poisonings:	0
Skin Disorders:	0	Hearing Loss:	1
Respiratory conditions:	0	All other illnesses:	0

Incident Data

Table 4: Calls for Service Incident Summary			
Incident Type	Number of Incidents by Type	Percentage of Total Incidents by Type	Average Response Time
EMS	6,498	84.60%	0:07:16
False	159	2.07%	0:07:42
Other	21	0.27%	0:00:08
Public Assistance	401	5.22%	0:08:03
Good Intention	483	6.29%	0:08:49
Fire	93	1.21%	0:11:19
Hazardous Materials	26	0.34%	0:08:16
Total:	7,681	100.00%	0:07:24

2019 Turnout Time – The District has adopted a day time, from 7:00 AM to 10:00 PM, turnout standard of 60 seconds and a nighttime, from 10:00 PM to 7:00 AM, turnout standard of 90 seconds; both of which should be met 90% of the time when responding to high priority events.

Table 5: Turnout Time Summary		
Turn Out Category	Response Time Goal	Actual Turnout Time
Day	60 Seconds	145 Seconds
Night	90 Seconds	208 Seconds

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 when responding to high priority events.

Table 6: Response Time Summary (Priority Incidents)		
Response Category	Response Time Goal	Actual Response Time
Suburban	6:00 minutes	7:38 Minutes
Rural	14:00 minutes	12:59 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 when responding to non-priority events.

Table 7: Response Time Summary (Non-Priority Incidents)

Response Category	Response Time Goal	Actual Response Time
Suburban	9:00 minutes	9:15 Minutes
Rural	17:00 minutes	14:38 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. Currently there is no mechanism in place to record and document this metric.

Table 8: Effective Response Force Summary (Fire Incidents)

Response Category	Service Level Response Goal
Suburban	25 minutes
Rural	30 minutes

Table 9: Effective Response Force Summary (EMS Incidents)

Response Category	Service Level Response Goal
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:

Table 10: Special Operations Response Time Summary

Special Operations Event Type	Suburban/Rural Response Time Goals	Suburban/Rural Actual Response Times
Hazardous Materials	90/100 minutes	10:56/13:24 minutes
Marine Rescue	30/60 minutes	No Responses
Technical Rescue	30/60 minutes	No Responses
Aircraft Firefighting	10/30 minutes	No Responses
Wildland Firefighting	10/30 minutes	09:28/09:45 minutes

In conclusion, it is with sincere appreciation that the District must acknowledge the tremendous support provided by all the dedicated volunteer and 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.