

Clallam County Fire District 3



2021 Annual Report



August 3, 2021

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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 the 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 volunteers 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

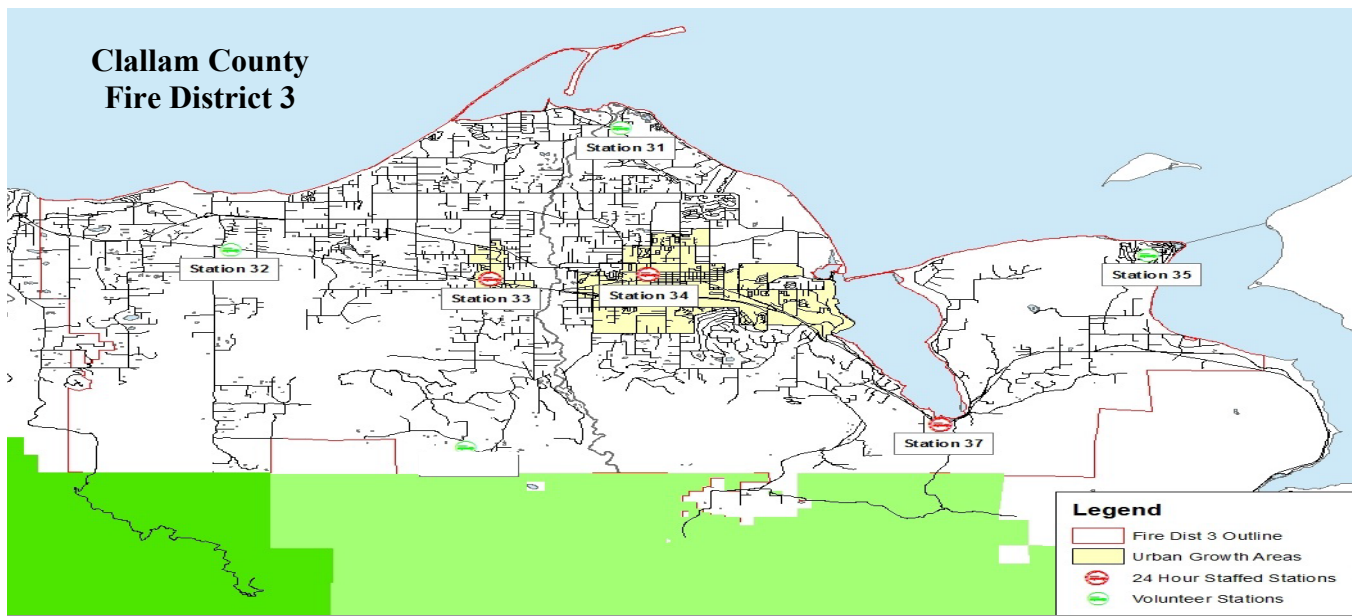
Motto: The District’s Mission, Vision, and Values are summarized within the following motto:

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 approximately 8,400 calls in 2021. Due to an upgrade in the District's Electronic Health Reporting platform, the actual call data is still pending.

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 51 full-time and 3 part-time employees who are classified as follows:

3	Chief Officers
12	Captains
30	Firefighters
1	Finance Manager
2	Administrative Assistants
3	Maintenance Personnel
1	Fire Code Technician (Part-Time)
1	IT (Part-Time)
1	Volunteer Coordinator (Part-Time)

District Administration

Strategic Plan – One of the goals given to the Fire Chief by the Board of Commissioners was to complete a strategic plan. Historically, the District has hired an outside consultant to facilitate and publish the strategic plan. This time the Fire Chief took a new approach which utilized a large pool of internal talent within the District to produce and maintain the plan internally assuring that the plan was the product of the District, not a generic plan modified by a consulting firm.

To accomplish this, the District brought in an instructor to conduct two days of facilitation and training for over 20 District members. This training showed members how to identify the goals of the plan, the structure of a strategic plan, and how to build workgroups to develop the plan. The four workgroups were formed, and team leaders were appointed. The four goals developed were:

- Develop a service delivery model that will allow enhancements to meet community needs.
- Develop internal and external communication procedures that will allow for easy flow through the District and community.
- Develop and implement planning practices that will meet the District's mission.
- Invest in professional development for all members that will allow for growth throughout the fire service.

Reorganization – Today, the District has three full-time staffed stations, St 34 (N. 5th Ave.), St 33 (Carlsborg) and St 37 (Blyn) with nine to twelve on-duty members responding to more than 8,000 annual incidents. Up until 2020, the organizational structure remained a Fire Chief, three Assistant Chiefs, and a Shift Captain who supervised two Lieutenants (one assigned to St 37 and one assigned to

St 33; these Lieutenants supervised one Firefighter each) and an additional four to seven firefighters assigned to Station 34.

The results of a Leadership Survey conducted in early 2020 indicated the lowest scoring areas for global District leadership were in areas related to coaching, counseling, and developing staff. A pattern emerged that indicated many of the supervisory issues resulting from the Shift Captain(s) not being able to effectively supervise the Lieutenants as well as the number of people assigned to them while working from a single station in addition to staffing a primary response unit.

In 2020, an organizational change was made that eliminated an Assistant Chief position, a mechanic and promoted all Lieutenants to Captains. This was done to take the next step to add Shift Battalion Chief's position in early 2023. These enhancements would increase the safety of District members, the efficiency and consistency of District operations, and balance the administrative workload for an organization of this District's size and complexity. This will provide a Shift Commander 24-hours a day who can ensure the entire shift is run efficiently; this will allow the Battalion Chiefs to visit the outlying stations and improve command presence on emergency scenes.

Low Acuity Unit – The District conducted a trial of a “Low Acuity” response unit. The concept is that the District responds to a lot of calls that are not life-threatening. Often, these calls are not urgent, and someone just needs basic help. Previously, the standard was to send a two-person Advanced Life Support (ALS) ambulance to these calls, now, the Low Acuity Unit (LAU) can handle these calls. The LAU is a single-person unit that responds to these calls, this allows the two-person ALS unit to stay available for the truly urgent responses.

The intent is the LAU was to:

1. Result in ALS units increasingly available to respond directly to ALS calls during typical business hours (reliability).
2. Allow 24-hour shift crews to accomplish uninterrupted training more frequently.
3. Increase job satisfaction by sending the right resource to the need.

The LAU is staffed from 07:00-until 17:30 Monday-Thursday, excluding holidays. The Firefighter responds in a staff vehicle with Basic Life Saving (BLS) supplies rather than an ambulance. The types of calls this unit responds to are:

1. BLS-service, service call (other)
2. Illegal burns, smoke complaints
3. Alarm activations with no fire
4. BLS Nursing Home calls.
5. The unit also responds to major incidents such as fires, car wrecks, and CPR calls with the rest of the crew as an extra resource.

Once the six-month trial was complete the Board of Commissioners agreed to the benefit and value of the LAU and it was kept in service for the remainder of the year.

Finance

Revenue – The County Treasurer acts as an agent to collect property tax levied on behalf of the District. In 2021, the District’s General Levy rate was \$1.3457 per \$1,000 of assessed value. Based on the assessed valuation of \$6,028,910,180 the General Levy totaled \$8,113,381. The 2021 EMS levy rate was \$.50 per \$1,000 of assessed value and based on the assessed valuation of \$6,062,618,946, the EMS Levy totaled \$3,031,309. A summary of the District’s 2021 revenue is shown below:

Revenue Source	Budget	Actual	Difference	% of Budget
General Property Tax	\$ 8,196,897	\$ 8,283,114	\$ 86,217	101.1%
EMS Property Tax	\$ 3,043,036	\$ 3,089,524	\$ 46,488	101.5%
Leasehold Excise Tax	\$ 8,000	\$ 12,947	\$ 4,947	161.8%
Timber Excise Tax	\$ 8,000	\$ 25,368	\$ 17,368	317%
Total Taxes	\$ 11,255,933	\$ 11,410,953	\$ 155,020	101.4%
State Grant Revenue	\$ 1,200	\$ 1,260	\$ 60	105.0%
Federal Grant Revenue	\$ 326,710	\$ 370,677	\$ 43,967	113.5%
County Timber	\$ 50,000	\$ 15,728	\$ (34,272)	31.5%
Charges For Services	\$ 66,500	\$ 178,720	\$ 112,220	268.8%
Ambulance Services	\$ 93,860	\$ 176,471	\$ 82,611	188.0%
Miscellaneous	\$ 24,600	\$ 75,870	\$ 51,270	308%
Total Revenue	\$ 11,818,803	\$ 12,229,679	\$ 410,876	103.5%

Expenditures – 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 further appropriated at the department level and annual appropriations for these funds lapse at the fiscal year end.

The District maintains a policy statement that on-going operational expenses are to be funded by on-going revenue (new funds, not reserves). The 2021 expenditure budget totaled \$11,499,470, including \$808,437 for capital projects and was well under the anticipated revenue for the year. In addition, actual expenditures for 2021 were significantly lower than planned, primarily due to the lingering effects of the Covid-19 event.

The appropriated and actual 2021 expenditures for the General Fund, by Department were as follows:

Department	Budget	Actual	Difference	% of Budget
Commissioners	\$ 116,095	\$ 55,627	\$ (60,468)	47.9%
Administration	\$ 1,188,557	\$ 1,066,083	\$ (122,474)	89.7%
Volunteers	\$ 248,266	\$ 204,251	\$ (44,016)	82.3%
Suppression	\$ 1,402,546	\$ 1,262,150	\$ (140,395)	90.0%
Prevention & Risk Reduction	\$ 313,215	\$ 195,127	\$ (118,089)	62.3%
EMS	\$ 6,078,507	\$ 5,867,200	\$ (211,308)	96.5%
Other Response	\$ 28,000	\$ 34,456	\$ 6,456	123.1%
Emergency Mgmt	\$ 25,000	\$ 1,610	\$ (23,390)	6.4%
Facilities	\$ 757,951	\$ 506,404	\$ (251,547)	66.8%
Vehicles	\$ 532,895	\$ 297,232	\$ (235,663)	55.8%
Capital	\$ 808,437	\$ 384,963	\$ (423,474)	47.6%
Total	\$ 11,499,470	\$ 9,875,101	\$ (1,624,369)	85.9%

Grant Status – During 2021, the District:

- Completed the 2016 SAFER Volunteer/Training Coordinator grant, SAFER expenditures totaled \$36,146.
- Completed the 2018 AFG Radio & Pager grant, AFG expenditures totaled \$199,971.
- Received \$120,441 from the FEMA Disaster Public Assistance Grant that reimbursed the District for Covid-19 related expenditures that we incurred in 2020.

Operations & Training

In an effort to implement Battalion Chiefs in 2023, the District promoted all of its Lieutenants to Captains, those members were:



Stef Anderson



Chad Cate



Kolby Konopaski



Joel McKeen



Ryan Tillman



Kevin VanDeWege

Promotions in 2021:



Firefighter EMT Kjel Skov was Promoted to Captain on October 1st, 2021.

Four new members were hired in 2021:



Jaisal White, hired on 4/1/2021 is a Firefighter EMT.



Mike Mingee, hired 7/1/2021 is the Fire Code Technician.



Jeremy Long, hired on 8/1/2021, is a Firefighter Paramedic.



Chase (Ronald) Laubach, hired on 11/1/2021, is a Firefighter Paramedic.

Retirements:



On Tuesday, May 11th, 2021, after 27 years of service to the community of Sequim and the surrounding areas, FF/EMT Jim Whitaker retired.



Volunteer Recruit Academy – The District delivered a Recruit Class (21-1) that started in November 2020 and ended in April 2021. In cooperation with District partners, Clallam 2 Fire - Rescue, Port Angeles Fire Department, Clallam County Fire District 4, and East Jefferson Fire & Rescue.

Records Management System (ESO)– In 2020, the District started researching new Records Management Systems and chose to go with a company called ESO, In May of 2021, staff implemented the new program. This new system allows real-time feedback on patient outcomes and the MSO is working with OMC, Jefferson, and St. Michaels to get this functioning.

Kronos Workforce Telestaff – In late 2021, the District’s scheduling software company was attacked with Ransomware. This put an immediate halt on scheduling operations and staff had to scramble to address this issue with as minimal impact on members as possible. Staff worked collaboratively to figure out backup ways to accomplish this until the company could address its issues and get the platform back up and running. Shortly after the attack, the company did not know the timeframes for getting back online; the District had to assume it could be quite a while. Staff did a great job addressing this and Kronos was back online in early 2022.

Paperless Education Requests – The training division, in an effort to collaborate with administrative staff, simplify processes and streamline communication, implemented an online training education request process. This process was set up through Google forms. This process proved to make education requests more streamlined and increased communication immediately.

Olympic Ambulance – Olympic Ambulance was purchased by a company called “Metro West” in 2021. Historically, the District has had a strong working relationship with Olympic Ambulance and desires to foster this with the new company’s administration; Chief Andrews has been in touch with the vice president and local manager to begin these relationships.

2021 Training – Here is a sample of some of the training offered and attended in 2021:

- Leadership in Supervision Series
- The Art of Reading Smoke and Tactical Decision Making with Phil Jose
- IFSAC Fire Officer 1 and 2
- IFSAC Fire Fighter 1 and 2
- IFSAC Fire Instructor 1 and 2
- Officer Academy
- HazMat On-Scene Incident Command
- Building Construction
- Gracie Tactical

CPR Classes – The District was able to start hosting CPR classes again, after COVID-19, in July of 2021.



Santa Brigade – After a one-year hiatus, due to COVID -19, the Santa Brigade was once again back and running. Instead of the typical travel through local town streets, the Brigade set up at the empty JCPenney’s parking lot and collected donations there. Volunteers who run this event were happy to be back doing great things for the community and the community showed up in droves to support others in need.



Logistics

In addition to the Logistics Section’s normal duties of vehicle and facility maintenance, the following highlights were accomplished during 2021:

Gas Pumps at the Shop – Maintenance Supervisor Tharin Huisman and Administrative Assistant Lori Coleman installed and programmed a new Card Lock system for the gas pumps; this allows members to use unique IDs and Passwords to access fuel and Lori can run reports to ensure that all fuel used is accounted for,

Updating Kitchen – The first phase of the kitchen at the station at 323 N. 5th Ave. has been completed.

Carlsborg Station – Staff completed a remodel of both apparatus bays at this station.

Classroom – Staff completed the installation of a new classroom at the Training Facility in Carlsborg. This classroom is larger than what the District currently had and will allow the District to host larger classes than previously able to.

Annual Testing – Staff completed annual hose, ladder and pump testing.

Public Records Requests – District staff completed a few very large public records requests.

Support Services

The following list contains highlights regarding Support Services:

New Name: Logistics and Risk Reduction are now called “Support Services”.

New Fire Code Technician – The District hired Michael Mingee to fill this role. He started on July 1st, 2021. Some of the tasks he completed in 2021 were:

- Inspecting Childcare Services
- Inspecting all Hotel and Motels
- Inspecting Multi-Family Residences
- Inspected local schools
- Reviewing projects with the City of Sequim and the County

In addition to this position, Mike is also the only certified Fire Investigator in the District, and, in his volunteer role, he assisted PAPD with a series of vehicle fire investigations that needed to be completed.

CERT Update –



Food Drive – CERT assisted the Food Bank in offering Family Holiday Meal Bags over Thanksgiving and Christmas Holidays. They delivered the bags through a “drive-thru” process at Carrie Blake Park; volunteers were on hand to load the food directly into the vehicles with a “no-contact” type of event. The program was supported by the City of Sequim Emergency Management Team as part of the on-going response to the COVID-19 pandemic.

Mass Vaccinations – In late 2021 and into January of 2022, staff and volunteer members started planning for what they believed would be coming soon, Mass Vaccinations. This was started in an effort to lean forward and prepare for what may be to come. These members had learned a lot from the Central Points of Distribution (CPOD) planning that was done when the Food Bank was distributing food care packages.

This planning paid off when Jamestown Family Health Clinic partnered with the City of Sequim, the Fire District, Trinity Methodist Church and the Eastern Clallam Community Emergency Response Teams in mid-January and started the first Mass Vaccination Clinic in Washington State. Citizens were lined up the night before the first event in hopes that they would be able to get the vaccine. On the first day, the clinic was able to vaccinate about 600 citizens. The vaccination clinic procedures were well thought out and the organization was like no other event of this kind; Sequim was truly groundbreaking in its design and many other counties in Washington were looking at Sequim as the model for their upcoming clinics.



Patients would wait in their cars in a line that sometimes spanned over a mile. Once they made it to the front of the line, they were greeted by volunteers who registered them. After registration, they then went on to a nurse who interviewed them regarding their medical history and to determine eligibility. Once vaccinated, through the window of their car, they waited in a staging area for 15 minutes to ensure there were no adverse side effects. In all, the clinic vaccinated about 50,000 citizens and guided about 20,000 cars through their site without incident.



In April of 2021, the need for the Mass Vaccinations Clinic started to dwindle to a number of patients that Jamestown and other local medical agencies could handle in normal medical settings, this allowed the Mass Vaccination Clinic to be shut down. It does not go without saying, that this would have been next to impossible to pull off without the help of many volunteers and Jamestown Medical Staff; we congratulate them on their success!



Celebrating the LAST car through the Sequim Drive-Through Vaccination Clinic!

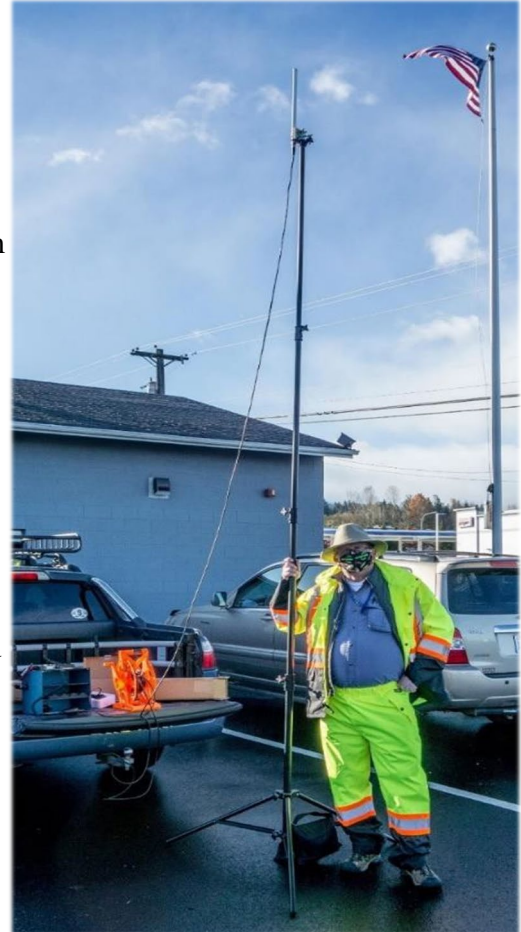
CERT Training – After a long break in classes, due to COVID 19, CERT started classes again in June of 2021.

Communications Drill 10/2/2021

On October 2, 2021, all CERT squads and teams within the Sequim Operational Area gathered in their respective operational areas to conduct an all-teams radio drill. The purpose of the drill was to test the CERT Command and Control architecture on all assigned frequencies. The communications amounted to a simple check-in and response effort, but the drill successfully proved the robustness and reach of the radio networks. As a result, even in the event of a catastrophic failure of telephone and cellular communications on the Peninsula, the CERT radio architecture has proven to be both adequate and able to function as intended.

The graphic shown here illustrates the lines of good radio reception among various points of transmission throughout the Sequim Operational Area. Note, that from atop Bell Hill, CERT communications can successfully reach out to Diamond Point and Gardiner on the Miller Peninsula, and the Sequim Emergency Coordination Center can reach out to Carlsborg and even to Deer Park.

A 13' antenna, together with a 5watt transmitter, located at Clallam Fire 3's Station-based incident command posts, ensure good communications connectivity for CERTs and First Responders.



Health & Safety

In 2021, the District's Safety Committee continued to implement steps to foster a culture of safety within the organization in the prevention of workplace accidents and injuries. Though only required to meet quarterly the committee adopted a monthly meeting schedule that included virtual meetings via zoom due to Covid-19 restrictions. The increased meeting frequency enabled Committee members to identify and address safety issues more efficiently and communicate safety messages more regularly.

The Safety Committee also continues "Safety Briefings" conducted by Safety Committee members at the beginning of volunteer and career training events to enhance the integration of workplace safety into the District's ongoing training programs. John McKenzie provided most volunteer safety briefings, while career committee members lead shift briefings.

Safety Committee members continue to provide updates to the labor body at union meetings and solicit agenda items to address concerns at future committee meetings.

Below is a summary of reportable workplace injuries and illnesses that occurred in 2021:

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(52 days)	0	0
Total Injury & Illness Types			
Injuries:	3	Poisonings:	0
Skin Disorders:	0	Hearing Loss:	0
Respiratory conditions:	0	All other illnesses:	0

Incident Data

Incident data is available at the District's Administration Office and this report will be updated when the date details are finalized

Table 4: Calls for Service Incident Summary

Incident Type	Number of Incidents by Type	Percentage of Total Incidents by Type	Average Response Time
EMS	TBD	TBD	TBD
False	TBD	TBD	TBD
Other	TBD	TBD	TBD
Public Assistance	TBD	TBD	TBD
Good Intention	TBD	TBD	TBD
Fire	TBD	TBD	TBD
Hazardous Materials	TBD	TBD	TBD
Total:	TBD	TBD	TBD

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: 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.