



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11
**WEST THURSTON REGIONAL FIRE
AUTHORITY**

10828 Littlerock Rd SW
Olympia WA 98512
360.352.1614



Board of Fire Commissioners' General Meeting

Monday, January 12, 2026, at 1730 hr.

In-Person: 18720 Sargent Rd SW, Rochester St. 1-1

Zoom virtual meeting link:

<https://us02web.zoom.us/j/81557573777?pwd=3aGrolaqQYzwwaaXCB79Xb030AR3Ua.1>

Meeting ID: 815 5757 3777

Passcode: 242611

- I. CALL TO ORDER**
- II. PLEDGE OF ALLEGIANCE**
- III. ATTENDANCE:**
- IV. ADDITIONS/DELETIONS TO AGENDA:**
- V. PUBLIC COMMENTS/PRESENTATIONS:**
- VI. LABOR MANAGEMENT**
- VII. NEW BUSINESS (ACTION ITEMS)**

ITEM	Page(s)	RESPONSIBLE	OUTCOME
1) Oath of Office – White, Scott, Colleton		Shannon	
2) Expenditures: Accts. Payable \$114,900.57 Payroll \$552,562.90 TOTAL: \$667,463.47 Warrants \$214,756.58 EFTs \$452,706.89	1-8	Shannon	Accept/Reject
3) Meeting Minutes a) November 10, 2025, General Meeting b) December 8, 2025, General Meeting	9-12	Shannon	Accept/Reject
4) Resolution 2026-001 Surplus Various Items	13-16	Shannon	Accept/Reject
5) Policy 4009 Operations – Water Rescue 1 st Review SOG – Water Rescue	17-28	Chief Drake	1 st Review

VIII. UNFINISHED BUSINESS (ACTION ITEMS)

ITEM	Page(s)	RESPONSIBLE	OUTCOME
1)			Accept/Reject

IX. UNFINISHED BUSINESS (NONACTION ITEMS)

ITEM	Page(s)	RESPONSIBLE	OUTCOME
1) Strategic Plan – Final Draft Review	29-53	Chief Drake	Informational

X. COMMUNICATIONS (NONACTION ITEMS)

ITEM	Page(s)	RESPONSIBLE	OUTCOME
1) December 2025 TAP Report	54-58	Shannon	Informational

XI. DEPARTMENT REPORTS

ITEM	Page(s)	RESPONSIBLE	OUTCOME
1) Chief/Safety/Training Reports/Shift	59-72	Chief Drake	Informational
2) Recruit & Retention Coordinator Report	73-74	Andrea Reynoldson	Informational
3) Commissioner Meetings		BOFC	Informational

XII GOOD OF THE ORDER:

XIII ADJOURNMENT:

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 1

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
260101001 1st Security Bank	96	01/12/2026	Claims	6700	177.08	
Invoice # Rcvd Date Due Date Description Amount						
FLUSHMATE 01/06/2026 01/12/2026 1-1 Grand Mound Dorm Toilet Repair Kit					177.08	
260101002 Bigfoot Pest Management LLC	97	01/12/2026	Claims	6700	514.45	20567, 20568, 20562, 20565, 20561
Invoice # Rcvd Date Due Date Description Amount						
20567 01/06/2026 01/12/2026 1-1 Grand Mound Pest Control					102.89	
20568 01/06/2026 01/12/2026 1-2 Littlerock Pest Control					102.89	
20562 01/06/2026 01/12/2026 1-3 Rochester Pest Control					102.89	
20565 01/06/2026 01/12/2026 1-4 Scott Lake Pest Control					102.89	
20561 01/06/2026 01/12/2026 1-6 Maytown Pest Control					102.89	
260101003 Board For Volunteer Firefighters	98	01/12/2026	Claims	6700	1,170.00	2026 Disability & Pension
Invoice # Rcvd Date Due Date Description Amount						
2026 DISABILITY 12/29/2025 01/12/2026 2026 Disability & Pension (correction)					1,170.00	
260101004 Brookfield Group, The NEXTmsp	99	01/12/2026	Claims	6700	732.60	77736
Invoice # Rcvd Date Due Date Description Amount						
77736 01/06/2026 01/12/2026 Voice Over Hosted Svc. (01/01/2026-01/31/2026)					732.60	
260101005 Capital Business Machines Inc	100	01/12/2026	Claims	6700	260.46	302550, 302551, 302549
Invoice # Rcvd Date Due Date Description Amount						
302550 12/18/2025 01/12/2026 1-1 Grand Mound Copies (Nov 2025)					121.45	
302551 12/18/2025 01/12/2026 1-2 Littlerock Copies (Nov 2025)					115.18	
302549 12/18/2025 01/12/2026 1-6 Maytown Copies (Nov 2025)					23.83	
260101006 Carefirst Bluecross Blueshield Payment Administrator	101	01/12/2026	Claims	6700	299.00	253401003173
Invoice # Rcvd Date Due Date Description Amount						
253401003173 12/23/2025 01/12/2026 Harris Medical Premium (Jan 2026)					299.00	
260101007 Cedar Creek Correction Center	102	01/12/2026	Claims	6700	534.76	2512.0061
Invoice # Rcvd Date Due Date Description Amount						
2512.0061 01/07/2026 01/12/2026 Dec 2025 Work Crews					534.76	
260101008 Citi Cards	103	01/12/2026	Claims	6700	6,509.73	
Invoice # Rcvd Date Due Date Description Amount						
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) - Surface Pro Cases					365.30	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Facility Supplies (pumus)					14.61	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Equipment Supplies (4-Cycle					90.72	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Equipment Supplies (2-Cycle					125.60	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 1-6 Maytown Facility Supply					30.94	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Office Supply (label maker					20.45	
AMAZON 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 1-2 Littlerock Facility Supplies					94.11	
CANVA 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 2025 Annual Renewal -					119.99	
COSTCO 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 1-6 Maytown Facility Supplies					164.05	
FITNESS MACHINE 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 1-2 Littlerock Treadmill					537.04	
ITS 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) New Laptop (Morales)					1,385.57	
SEAWESTERN 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Duty Boots (Ruiz)					425.84	
MECONIS 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) FF/EMT Interview Panel Meal					77.87	
BREWERY CITY 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) FF/EMT Interview Panel Meal					106.34	
USPS 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Certified Mail					9.68	
WPSG/FIRE STORE 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Streamlight Flood Lights					967.65	
WIX.COM 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) 2025 Annual Renewal -					474.33	
ZOOM 12/19/2025 01/12/2026 Lost Warrant (Mar 2025) Mnthly communications					17.32	
AMAZON 12/19/2025 01/12/2026 GPS Tracker					92.59	
AMAZON 12/19/2025 01/12/2026 Equipment 2 Cylce & 4 Cycle Fuel					347.69	
COSTCO 12/19/2025 01/12/2026 1-6 Maytown Facility Cache Supplies (creamer,					779.78	
GOOGLE 12/19/2025 01/12/2026 Google Linkedin					43.29	
GOOGLE 12/19/2025 01/12/2026 Refund (disputed charge) Google Linkedin					-43.29	

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time:

10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 2

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
GRINDSTAFF	12/19/2025	01/12/2026	Name Plate for Chehalis Tribe		9.75	
UPS	12/19/2025	01/12/2026	Shipping Return Items to LN Curtis		18.34	
ZOOM	12/19/2025	01/12/2026	Mnthly communications Service		17.32	
CITI BANK	12/19/2025	01/12/2026	Interest		216.85	
260101009 City Of Olympia	104	01/12/2026	Claims	6700	5,613.11	CINV-25-002431
Invoice #	Rcvd Date	Due Date	Description		Amount	
CINV-25-002431	12/18/2025	01/12/2026	A20 A1-6 Check Engine Light Inspection		400.41	
CINV-25-002431	12/18/2025	01/12/2026	A76 A1-2 Check Heating & AC Repairs		4,236.37	
CINV-25-002431	12/18/2025	01/12/2026	A80 T1-14 Pump Test		976.33	
260101010 City Sanitary Inc	105	01/12/2026	Claims	6700	242.28	20593660S188, 20593838S188
Invoice #	Rcvd Date	Due Date	Description		Amount	
20593660S188	01/06/2026	01/12/2026	1-3 Rochester Recycle		31.98	
20593838S188	01/06/2026	01/12/2026	1-1 Grand Mound Recycle		210.30	
260101011 Clearfly	106	01/12/2026	Claims	6700	234.20	778902
Invoice #	Rcvd Date	Due Date	Description		Amount	
778902	01/06/2026	01/12/2026	Jan 2026 SIP Trunk Srvcs		234.20	
260101012 Comcast	107	01/12/2026	Claims	6700	1,389.71	1030
Invoice #	Rcvd Date	Due Date	Description		Amount	
1030	12/29/2025	01/12/2026	1-2 Littlerock Phone/Cable		250.89	
1030	12/29/2025	01/12/2026	1-6 Maytown Phone/Cable		271.93	
1030	12/29/2025	01/12/2026	1-1 Grand Mound Phone/Cable		312.69	
1030	12/29/2025	01/12/2026	1-4 Scott Lake Phone		276.84	
1030	12/29/2025	01/12/2026	1-3 Rochester Phone/Cable		277.36	
260101013 Crystal Springs	108	01/12/2026	Claims	6700	1,105.71	24732674120325, 24732674123125, 24729765120325, 24729765123125, 24708222120325, 24708222123125
Invoice #	Rcvd Date	Due Date	Description		Amount	
24732674120325	01/06/2026	01/12/2026	1-3 Rochester Water (Nov 2025)		89.59	
24732674123125	01/06/2026	01/12/2026	1-3 Rochester Water (Dec 2025)		95.24	
24729765120325	01/06/2026	01/12/2026	1-1 Grand Mound Water (Nov 2025)		173.01	
24729765123125	01/06/2026	01/12/2026	1-1 Grand Mound Water (Dec 2025)		192.62	
24708222120325	01/06/2026	01/12/2026	1-2 Littlerock Water (Nov 2025)		121.28	
24708222120325	01/06/2026	01/12/2026	1-6 Maytown Water (Nov 2025)		77.11	
24708222120325	01/06/2026	01/12/2026	1-4 Scott Lake Water (Nov 2025)		47.18	
24708222123125	01/06/2026	01/12/2026	1-2 Littlerock Water (Dec 2025)		172.80	
24708222123125	01/06/2026	01/12/2026	1-6 Maytown Water (Dec 2025)		89.70	
24708222123125	01/06/2026	01/12/2026	1-4 Scott Lake Water (Dec 2025)		47.18	
260101014 DE Lage Landen	109	01/12/2026	Claims	6700	280.50	
Invoice #	Rcvd Date	Due Date	Description		Amount	
594281043	01/06/2026	01/12/2026	1-2 Littlerock Copier Lease (01/15/26-02/14/26)		280.50	
EFT Department Of Revenue	88	01/12/2026	Claims	6700	108.24	QR4 LET / Leasehold Tax
Invoice #	Rcvd Date	Due Date	Description		Amount	
LET TAX	12/17/2025	01/12/2026	QR4 2025 Leashold Tax		38.52	
EXCISE TAX	12/17/2025	01/12/2026	Glow With Us - glowsticks		69.72	
260101015 East Olympia Fire District No 6	110	01/12/2026	Claims	6700	685.00	00524
Invoice #	Rcvd Date	Due Date	Description		Amount	
00524	12/18/2025	01/12/2026	2026 Annual Air Six Maintenance & Operations		685.00	
260101016 Eric T. Quinn, P.S.	111	01/12/2026	Claims	6700	600.00	2266
Invoice #	Rcvd Date	Due Date	Description		Amount	
2266	01/06/2026	01/12/2026	Legal Srvcs (Dec 2025)		600.00	
260101017 Fidelity Solutions	112	01/12/2026	Claims	6700	8,608.10	2192
Invoice #	Rcvd Date	Due Date	Description		Amount	

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 3

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
	2192	12/18/2025	01/12/2026	1-1	Grand Mound Base Radio Station Install	8,608.10
260101018 First Choice Health Network	113	01/12/2026	Claims	6700	141.12	0130690
Invoice # Rcvd Date Due Date Description Amount						
0130690 01/06/2026 01/12/2026 Jan 2026 EAP Srvc					141.12	
260101019 Home Depot Credit Services	114	01/12/2026	Claims	6700	332.29	5620579, 5211768, 4523508, 8114724, 2622511
Invoice # Rcvd Date Due Date Description Amount						
5620579 12/18/2025 01/12/2026 1-1 Grand Mound Dorm Paint Project (drywall)					41.04	
5211768 12/18/2025 01/12/2026 1-1 Grand Mound Dorm Paint Project					2.09	
4523508 12/18/2025 01/12/2026 1-4 Scott Lake Drainfield Project (heavy duty tarp)					32.89	
8114724 12/18/2025 01/12/2026 1-2 Littlerock Propane Tank					76.54	
2622511 12/18/2025 01/12/2026 Engine Kit Tools					179.73	
260101020 Intelligent Technical Solutions, LLC	115	01/12/2026	Claims	6700	4,338.39	195933
Invoice # Rcvd Date Due Date Description Amount						
195933 12/18/2025 01/12/2026 Dec 2025 IT Srvc					4,338.39	
260101021 Joes Refuse Inc	116	01/12/2026	Claims	6700	180.85	20589971S188, 20590100S188
Invoice # Rcvd Date Due Date Description Amount						
20589971S188 01/06/2026 01/12/2026 1-3 Rochester Refuse					40.06	
20590100S188 01/06/2026 01/12/2026 1-1 Grand Mound Refuse					140.79	
260101022 LN Curtis & Sons Inc	117	01/12/2026	Claims	6700	588.99	1017728, 1025134
Invoice # Rcvd Date Due Date Description Amount						
1017728 12/18/2025 01/12/2026 Name Patches (x10)					116.60	
1025134 12/18/2025 01/12/2026 Stock Service Kit Baqs for Air Samples (x2)					472.39	
260101023 Lincoln Creek Lumber	118	01/12/2026	Claims	6700	32.89	457905, 457906
Invoice # Rcvd Date Due Date Description Amount						
457905 12/18/2025 01/12/2026 1-4 Scott Lake Facility Maintenance (batteries)					15.35	
457906 12/18/2025 01/12/2026 1-4 Scott Lake Facility Maintenance (light bulbs)					17.54	
260101024 Moreno Vincent	119	01/12/2026	Claims	6700	390.00	Refund
Invoice # Rcvd Date Due Date Description Amount						
REFUND 12/22/2025 01/12/2026 Pt. 115-251130125 Refund					390.00	
260101025 Munsell Barbara	120	01/12/2026	Claims	6700	63.00	December
Invoice # Rcvd Date Due Date Description Amount						
DECEMBER 12/18/2025 01/12/2026 Uniform Repairs/Patch Work					63.00	
260101026 Netduty Software LLC	121	01/12/2026	Claims	6700	2,418.48	wthurston-15
Invoice # Rcvd Date Due Date Description Amount						
WTHURSTON-15 12/18/2025 01/12/2026 2026 Annual Time Clock Subscription					2,418.48	
260101027 Northwest Water Systems	122	01/12/2026	Claims	6700	720.46	25-20050, 25-20187, 25-20316
Invoice # Rcvd Date Due Date Description Amount						
25-20050 12/22/2025 01/12/2026 1-1 Grand Mound Water Srvc					212.35	
25-20187 12/22/2025 01/12/2026 1-2 Littlerock Water Srvc					212.35	
25-20316 12/22/2025 01/12/2026 1-6 Maytown Water Srvc & Salt (4 baqs)					295.76	
260101028 Olympia Sheet Metal Inc	123	01/12/2026	Claims	6700	1,732.80	71786
Invoice # Rcvd Date Due Date Description Amount						
71786 12/18/2025 01/12/2026 1-1 Grand Mound Dorm HVAC Leak Test					1,732.80	
260101029 Parr Lumber Company	124	01/12/2026	Claims	6700	135.78	851800, 853842, 847736, 846751, 870816, 879012, 891586
Invoice # Rcvd Date Due Date Description Amount						
851800 12/18/2025 01/12/2026 1-1 Grand Mound Paint & Kitchen Tile Project (caulk,					47.46	

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time: 10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 4

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
	853842	12/18/2025	01/12/2026	1-1 Grand Mound Paint & Kitchen Tile Project (caulk)	4.29	
	847736	12/18/2025	01/12/2026	1-1 Grand Mound Paint & Kitchen Tile Project (trowel,	18.27	
	846751	12/18/2025	01/12/2026	1-2 Littlerock Kitchen Insta Hot Water Unions	3.29	
	870816	12/18/2025	01/12/2026	1-1 Grand Mound Water Faucet hose mender	15.98	
	879012	12/18/2025	01/12/2026	1-2 Littlerock Retired FF Sign Project (eye hooks and	22.47	
	891586	12/18/2025	01/12/2026	Utility Trailer Wire Harnesses	24.02	
260101030 Patraca Linda Ellen	125	01/12/2026	Claims	6700	170.10	Reimbursement
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	REIMBURSEMENT	01/06/2026	01/12/2026	QR4 2025 Mileage Reimbursement	170.10	
260101031 Pioneer Fire And Security Inc	126	01/12/2026	Claims	6700	568.60	18821, 128825, 128823, 128822, 128824
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	128821	12/19/2025	01/12/2026	1-1 Grand Mound QR1 2026 Fire Alarm Monitoring	113.72	
	128825	12/19/2025	01/12/2026	1-2 Littlerock QR1 2026 Fire Alarm Monitoring	113.72	
	128823	12/19/2025	01/12/2026	1-3 Rochester QR1 2026 Fire Alarm Monitoring	113.72	
	128822	12/19/2025	01/12/2026	1-4 Scott Lake QR1 2026 Fire Alarm Monitoring	113.72	
	128824	12/19/2025	01/12/2026	1-6 Maytown QR1 2026 Fire Alarm Monitoring	113.72	
260101032 Propane Northwest	127	01/12/2026	Claims	6700	1,543.72	1519759315, 1520065535
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	1519759315	12/18/2025	01/12/2026	1-1 Grand Mound Storage Building 1 Propane (105.30)	217.04	
	1520065535	12/18/2025	01/12/2026	1-2 Littlerock Propane (653.50 gal)	1,326.68	
260101033 Puget Sound Energy	128	01/12/2026	Claims	6700	4,853.01	
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	200017639499	12/18/2025	01/12/2026	1-1 Grand Mound Bdqt Pymnt Plan Nov 2025	2,115.00	
	220025935044	12/18/2025	01/12/2026	1-2 Littlerock Bdqt Pymnt Plan Dec 2025	817.00	
	220025935051	12/18/2025	01/12/2026	1-4 Scott Lake Bdqt Pymnt Plan Dec 2025	346.00	
	220025935069	12/18/2025	01/12/2026	1-6 Maytown Bdqt Pymnt Plan Nov 2025	859.00	
	220006625754	12/18/2025	01/12/2026	1-7 Old Hwy 99 Nov 2025	149.01	
	220033813829	12/18/2025	01/12/2026	1-3 Rochester Bdqt Pymnt Plan (Dec 2025)	567.00	
260101034 Rochester Water Association	129	01/12/2026	Claims	6700	60.20	100100
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	100100	12/29/2025	01/12/2026	1-3 Rochester Water Srvcs	60.20	
260101035 Scott Lake Maintenance Co C/O OrgSupport	130	01/12/2026	Claims	6700	247.12	2267600
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	2267600	01/06/2026	01/12/2026	1-4 Scott Lake Water	247.12	
260101036 Sea-Western Inc	131	01/12/2026	Claims	6700	3,940.48	49374, 49372, 49383, 49871
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	49374	12/18/2025	01/12/2026	Structural Gloves (x24)	2,093.01	
	49372	12/18/2025	01/12/2026	Structural Boots (x7)	1,513.58	
	49383	12/18/2025	01/12/2026	Structural Boots (x1)	232.41	
	49871	12/18/2025	01/12/2026	Structural Gloves (x1)	101.48	
260101037 Service Saw WorkWears, Inc.	132	01/12/2026	Claims	6700	134.85	329958, 330111
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	329958	01/06/2026	01/12/2026	Chain Saw chains (x4)	97.45	
	330111	01/06/2026	01/12/2026	2 Cycle Fuel	37.40	
260101038 South Sound Radiology	133	01/12/2026	Claims	6700	186.00	ZEEHT3S, ZECAEZQ
	Invoice #	Rcvd Date	Due Date	Description	Amount	
	ZEEHT3S	12/18/2025	01/12/2026	Cpt Code 71046 (Grady Broumley)	93.00	
	ZECAEZQ	12/18/2025	01/12/2026	Cpt Code 71046 (L. Hudson)	93.00	
260101039 Springbrook Holding Company LLC	134	01/12/2026	Claims	6700	7,064.98	INV-B002358

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Time: 10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 5

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
Invoice # Rcvd Date Due Date Description Amount						
INV-B002358	12/18/2025	01/12/2026	2026 Annual Financial/Payroll/User Subscription		7,064.98	
260101040 Stericycle Inc	135	01/12/2026	Claims	6700	65.75	8012990470
Invoice # Rcvd Date Due Date Description Amount						
8012990470	12/29/2025	01/12/2026	1-3 Rochester Hazo Waste		65.75	
260101041 Systems Design West LLC	136	01/12/2026	Claims	6700	2,259.24	20253622
Invoice # Rcvd Date Due Date Description Amount						
20253622	12/18/2025	01/12/2026	Nov 2025 Transports (x83)		2,259.24	
260101042 Targetsolutions LLC	137	01/12/2026	Claims	6700	11,937.91	131529
Invoice # Rcvd Date Due Date Description Amount						
131529	12/18/2025	01/12/2026	2026 Annual Membership Subscription		11,937.91	
260101043 Thurston Co Fire Comm Assoc	138	01/12/2026	Claims	6700	50.00	2026
Invoice # Rcvd Date Due Date Description Amount						
2026	12/18/2025	01/12/2026	2026 Annual Membership Dues		50.00	
260101044 True North Emergency Equipment, Inc	139	01/12/2026	Claims	6700	19,841.41	O06582
Invoice # Rcvd Date Due Date Description Amount						
O06582	12/18/2025	01/12/2026	A22 E1-3 Ladder Rack Arm Repairs		19,841.41	
260101045 Tumwater Printing	140	01/12/2026	Claims	6700	135.35	124472
Invoice # Rcvd Date Due Date Description Amount						
124472	12/18/2025	01/12/2026	Business Cards (Chief Drake x250)		135.35	
260101046 VJ's Bargain Barn Inc.	141	01/12/2026	Claims	6700	20.00	322238
Invoice # Rcvd Date Due Date Description Amount						
322238	12/18/2025	01/12/2026	1-1 Grand Mound Dorm Kitchen Tile		20.00	
260101047 Verizon Wireless	142	01/12/2026	Claims	6700	368.81	6130773488, 6131815505
Invoice # Rcvd Date Due Date Description Amount						
6130773488	12/23/2025	01/12/2026	App Cells		50.89	
6131815505	12/23/2025	01/12/2026	Chief, R/R Cells		78.99	
6131815505	12/23/2025	01/12/2026	BCs/Capt. Cells		158.89	
6131815505	12/23/2025	01/12/2026	Modems		80.04	
260101048 WHA Insurance Agency Inc	143	01/12/2026	Claims	6700	10,134.00	Agent Compensation
Invoice # Rcvd Date Due Date Description Amount						
AGENT COMPENSATION	12/18/2025	01/12/2026	2026 CIAW252645068 Agent Commission		10,134.00	
260101049 Washington Fire Comm Assn	144	01/12/2026	Claims	6700	3,560.00	300002321
Invoice # Rcvd Date Due Date Description Amount						
300002321	01/06/2026	01/12/2026	2026 Annual Membership Dues		3,560.00	
260101050 Wells Fargo Financial Leasing	145	01/12/2026	Claims	6700	160.28	5036932572
Invoice # Rcvd Date Due Date Description Amount						
5036932572	01/06/2026	01/12/2026	1-1 Grand Mound Copier Lease (12/07/25 - 01/06/26)		160.28	
260101051 West Thurston Reg Fire PETTY CASH	146	01/12/2026	Claims	6700	190.25	
Invoice # Rcvd Date Due Date Description Amount						
PETTY CASH	01/06/2026	01/12/2026	Repayment ACH Transaction Fees (Dec2025)		13.00	
DOL	01/06/2026	01/12/2026	Quad & Trailer Licensing		177.25	
260101052 Wilcox & Flegel	147	01/12/2026	Claims	6700	7,195.71	0993092-IN, 0993091-IN, CL00622, 0995672-IN, 0995698-IN, 0998269-IN, 0998312-IN, CL02398
Invoice # Rcvd Date Due Date Description Amount						

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time:

10:46:46 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page: 6

Voucher Claimant	Trans	Date	Type	Acct #	Amount	Memo
0993092-IN	12/18/2025	01/12/2026	1-1 Grand Mound Diesel (345 qal)		1,559.64	
0993091-IN	12/18/2025	01/12/2026	1-2 Littlerock Diesel (170 qal)		768.51	
CL00622	12/18/2025	01/12/2026	A70 SU1-8		34.71	
CL00622	12/18/2025	01/12/2026	A71 STAF-2		11.92	
CL00622	12/18/2025	01/12/2026	A14 SU1-8		94.76	
CL00622	12/18/2025	01/12/2026	A77 BN1-6		229.64	
CL00622	12/18/2025	01/12/2026	A24 BN1		47.74	
CL00622	12/18/2025	01/12/2026	A73 U1-2		99.12	
CL00622	12/18/2025	01/12/2026	A07 E1-7		113.83	
0995672-IN	12/18/2025	01/12/2026	1-1 Grand Mound Diesel (380 qal)		1,509.94	
0995698-IN	12/18/2025	01/12/2026	1-2 Littlerock Diesel (145 qal)		576.17	
0998269-IN	12/18/2025	01/12/2026	1-1 Grand Mound Diesel (245 qal)		977.17	
0998312-IN	12/18/2025	01/12/2026	1-2 Littlerock Diesel (115 qal)		458.68	
CL02398	12/18/2025	01/12/2026	A25 CH1-2q		16.50	
CL02398	12/18/2025	01/12/2026	A77 BN1-6		330.00	
CL02398	12/18/2025	01/12/2026	A24 BN1		49.85	
CL02398	12/18/2025	01/12/2026	A73 U1-2		258.31	
CL02398	12/18/2025	01/12/2026	A07 E1-7		59.22	
260101053 Wilson Parts Corp	148	01/12/2026	Claims	6700	72.82	042792, 043107, 043260, 043112
Invoice #	Rcvd Date	Due Date	Description		Amount	
042792	12/22/2025	01/12/2026	A19 A1-3 Transmission Dip Stick		30.49	
043107	12/22/2025	01/12/2026	A19 A1-3 Transmission Dip Stick		12.53	
043260	12/22/2025	01/12/2026	Return A19 A1-3 Transmission Dip Stick		-30.49	
043112	12/22/2025	01/12/2026	A77 BN1-6 Wiper Blades		60.29	

54 Vouchers:

114,900.57

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time:

10:43:40 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page:

1

Voucher	Claimant	Trans	Date	Type	Acct #	Amount	Memo
260101054	Aflac	149	01/12/2026	Payroll	6700	611.18	
	EFT Employee Paycheck	12	01/14/2026	Payroll	6700	41.56	
260101055	Benefit Solutions Inc-WSCFF	150	01/12/2026	Payroll	6700	15,442.97	
	EFT Employee Paycheck	1	01/15/2026	Payroll	6700	1,528.41	
	EFT Employee Paycheck	51	01/30/2026	Payroll	6700	4,083.48	
	EFT Employee Paycheck	13	01/14/2026	Payroll	6700	415.57	
	EFT Employee Paycheck	52	01/30/2026	Payroll	6700	7,216.03	
	EFT Employee Paycheck	14	01/14/2026	Payroll	6700	178.23	
	EFT Employee Paycheck	15	01/14/2026	Payroll	6700	1,369.42	
	EFT Employee Paycheck	16	01/14/2026	Payroll	6700	175.46	
	EFT Employee Paycheck	17	01/14/2026	Payroll	6700	92.35	
	EFT Employee Paycheck	18	01/14/2026	Payroll	6700	3,156.13	
	EFT Employee Paycheck	53	01/30/2026	Payroll	6700	5,706.73	
	EFT Employee Paycheck	54	01/30/2026	Payroll	6700	5,738.25	
	EFT Employee Paycheck	55	01/30/2026	Payroll	6700	5,319.76	
	EFT Employee Paycheck	56	01/30/2026	Payroll	6700	4,641.26	
	EFT Employee Paycheck	19	01/14/2026	Payroll	6700	292.61	
	EFT Employee Paycheck	57	01/30/2026	Payroll	6700	5,391.11	
	EFT Employee Paycheck	58	01/30/2026	Payroll	6700	7,112.70	
	EFT Department Of Retirement Services Deferred Comp	89	01/12/2026	Payroll	6700	41,296.41	
	EFT Department Of Retirement Systems Retirement	90	01/12/2026	Payroll	6700	44,480.51	
	EFT Department Of The Treasury	91	01/12/2026	Payroll	6700	52,000.57	
	EFT Dept Of Labor & Industries	92	01/12/2026	Payroll	6700	64,667.64	
260101056	Dimartino Associates Brown & Brown of WA, Inc	151	01/12/2026	Payroll	6700	2,836.33	
	EFT Employee Paycheck	20	01/14/2026	Payroll	6700	23.09	
	EFT Employee Paycheck	59	01/30/2026	Payroll	6700	9,778.32	
	EFT Employee Paycheck	21	01/14/2026	Payroll	6700	247.49	
	EFT Employee Paycheck	22	01/14/2026	Payroll	6700	133.91	
	EFT Employment Security Department	93	01/12/2026	Payroll	6700	680.52	
	EFT Employment Security Dept PFMLA - WALTC	94	01/12/2026	Payroll	6700	13,135.59	
	EFT Employee Paycheck	23	01/14/2026	Payroll	6700	23.09	
	EFT Employee Paycheck	2	01/15/2026	Payroll	6700	1,781.86	
	EFT Employee Paycheck	60	01/30/2026	Payroll	6700	4,203.90	
	EFT Employee Paycheck	24	01/14/2026	Payroll	6700	23.09	
	EFT Employee Paycheck	25	01/14/2026	Payroll	6700	23.09	
260101057	GET Program	152	01/12/2026	Payroll	6700	287.00	
	EFT Employee Paycheck	26	01/14/2026	Payroll	6700	96.97	
	EFT Employee Paycheck	3	01/15/2026	Payroll	6700	1,752.54	
	EFT Employee Paycheck	61	01/30/2026	Payroll	6700	4,608.40	
	EFT Employee Paycheck	27	01/14/2026	Payroll	6700	11.09	
260101058	HRA VEBA Trust	153	01/12/2026	Payroll	6700	8,075.00	
	EFT Employee Paycheck	62	01/30/2026	Payroll	6700	2,397.24	
	EFT Employee Paycheck	28	01/14/2026	Payroll	6700	1,673.88	
	EFT Employee Paycheck	29	01/14/2026	Payroll	6700	41.56	
	EFT Employee Paycheck	63	01/30/2026	Payroll	6700	3,768.02	
	EFT Employee Paycheck	64	01/30/2026	Payroll	6700	6,183.32	
	EFT Employee Paycheck	65	01/30/2026	Payroll	6700	6,358.28	
	EFT Employee Paycheck	30	01/14/2026	Payroll	6700	23.09	
	EFT Employee Paycheck	66	01/30/2026	Payroll	6700	5,434.22	
	EFT Employee Paycheck	31	01/14/2026	Payroll	6700	23.09	
260101059	IAFF Local 3825 Treasurer	154	01/12/2026	Payroll	6700	6,753.47	

VOUCHER APPROVAL TRANSMITTAL

West Thurston Regional Fire Authority

Time:

10:43:40 Date: 01/14/2026

01/12/2026 To: 01/12/2026

Page:

2

Voucher	Claimant	Trans	Date	Type	Acct #	Amount	Memo
260101060	IAFF MERP Trust Office	155	01/12/2026	Payroll	6700	2,325.00	
	Benefits Programs Adm BPA						
	EFT Employee Paycheck	32	01/14/2026	Payroll	6700	1,789.45	
	EFT Employee Paycheck	33	01/14/2026	Payroll	6700	23.09	
	EFT Employee Paycheck	67	01/30/2026	Payroll	6700	6,590.10	
	EFT Employee Paycheck	34	01/14/2026	Payroll	6700	2,249.03	
	EFT Employee Paycheck	68	01/30/2026	Payroll	6700	4,874.74	
260101130	Employee Paycheck	35	01/14/2026	Payroll	6700	90.50	
	EFT Employee Paycheck	69	01/30/2026	Payroll	6700	5,384.26	
	EFT Employee Paycheck	36	01/14/2026	Payroll	6700	183.54	
	EFT Employee Paycheck	5	01/15/2026	Payroll	6700	1,065.66	
	EFT Employee Paycheck	70	01/30/2026	Payroll	6700	4,893.34	
	EFT Employee Paycheck	37	01/14/2026	Payroll	6700	138.52	
	EFT Employee Paycheck	71	01/30/2026	Payroll	6700	6,840.52	
	EFT Employee Paycheck	72	01/30/2026	Payroll	6700	8,287.25	
	EFT Employee Paycheck	38	01/14/2026	Payroll	6700	1,232.87	
	EFT Employee Paycheck	6	01/15/2026	Payroll	6700	985.50	
	EFT Employee Paycheck	73	01/30/2026	Payroll	6700	6,439.15	
	EFT Employee Paycheck	7	01/15/2026	Payroll	6700	689.85	
	EFT Employee Paycheck	74	01/30/2026	Payroll	6700	6,424.30	
	EFT Employee Paycheck	75	01/30/2026	Payroll	6700	4,691.21	
	EFT Employee Paycheck	39	01/14/2026	Payroll	6700	96.97	
	EFT Employee Paycheck	40	01/14/2026	Payroll	6700	146.29	
	EFT Employee Paycheck	41	01/14/2026	Payroll	6700	84.70	
	EFT Employee Paycheck	76	01/30/2026	Payroll	6700	4,303.83	
260101137	Employee Paycheck	42	01/14/2026	Payroll	6700	620.76	
	EFT Employee Paycheck	77	01/30/2026	Payroll	6700	5,150.36	
	EFT Employee Paycheck	78	01/30/2026	Payroll	6700	6,937.18	
	EFT Employee Paycheck	43	01/14/2026	Payroll	6700	46.17	
	EFT Employee Paycheck	44	01/14/2026	Payroll	6700	284.43	
	EFT Employee Paycheck	45	01/14/2026	Payroll	6700	585.10	
	EFT Employee Paycheck	79	01/30/2026	Payroll	6700	5,972.53	
	EFT Employee Paycheck	80	01/30/2026	Payroll	6700	6,328.69	
	EFT Employee Paycheck	81	01/30/2026	Payroll	6700	8,740.14	
	EFT Employee Paycheck	46	01/14/2026	Payroll	6700	390.44	
	EFT Employee Paycheck	82	01/30/2026	Payroll	6700	8,243.55	
	EFT Employee Paycheck	8	01/15/2026	Payroll	6700	934.70	
	EFT Employee Paycheck	83	01/30/2026	Payroll	6700	5,501.27	
260101142	Employee Paycheck	47	01/14/2026	Payroll	6700	340.16	
	EFT Employee Paycheck	84	01/30/2026	Payroll	6700	5,810.41	
	EFT Employee Paycheck	85	01/30/2026	Payroll	6700	5,567.74	
260101061	Trusted Plans	156	01/12/2026	Payroll	6700	62,319.88	
	EFT Employee Paycheck	48	01/14/2026	Payroll	6700	849.62	
	EFT Employee Paycheck	86	01/30/2026	Payroll	6700	5,597.36	
	EFT Washington State Support Registry	95	01/12/2026	Payroll	6700	768.66	
260101062	West Thurston Fire - House Funds	157	01/12/2026	Payroll	6700	262.00	
	EFT Employee Paycheck	49	01/14/2026	Payroll	6700	146.29	
97 Vouchers:						552,562.90	



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11
**WEST THURSTON REGIONAL FIRE
AUTHORITY**



10828 Littlerock Rd SW
Olympia WA 98512
360.352.1614

November 10, 2025 – Governing Board Business Meeting at 18720 Sargent Rd SW, Rochester St. 1-1

Call to Order/Attendance: Commissioner Culleton called the meeting to order at 17:30.

Commissioners: Ricks, Scott, Reed, Merryman, White - Excused

Chief: N. Drake

Battalion Chief: R. Stone

Captain: M. Morales (Zoom)

Lieutenants:

Firefighters: S. Dean

Volunteer: Austin Kautz, Reece Calica, Lt. Spiegelberg (Zoom)

Admin: Admin Svcs Director/Secretary S. Hemminger, Recruit & Retention Coord. A. Reynoldson, **Union**

Representative: A. Trautman

Guests: Emily Morales, Roy & Jillian Calica

Additions/Deletions to the Agenda: Chief Drake requests moving Communications item #3 Pre-Fire Plans to the December meeting.

Public Comments/Presentations: Badge Pinning – Reece Calica completed his one-year probation as a volunteer firefighter/EMT.

Labor Management: A. Trautman – Still have one FF/EMT out on long term leave.

New Business:

1. Expenditure Approval –Commissioner Scott moved to approve the total expenditure amount of \$657,617.44. Commissioner Ricks seconded the motion. Roll taken, motion carried 5-0.
2. Meeting Minutes – Commissioner Scott moved to approve the October 13, 2025, meeting minutes with confirmation under Unfinished Business action items #2 that “apparatus fund” means the apparatus replacement fund. Commissioner Merryman seconded the motion. Roll taken, motion carried 5-0.
3. Resolution 2025-006 Budget Approval – Commissioner Ricks moved to approve Resolution 2025-006 Budget Approval for 2026. Commissioner Scott seconded the motion. Roll taken, motion carried 5-0.
Resolution 2025-007 WTRFA Levy Certification – Commissioner Scott moved to approve Resolution 2025-007 WTRFA Levy Certification. Commissioner Ricks seconded the motion. Roll taken, motion carried 5-0.

Unfinished Business (action items): None

Unfinished Business (non-action items): None

Communications:

- Chief Drake gave a presentation on the 2025 MOBE operations.
- Chief Drake gave an update on the Maytown Station water and well issue, still exploring other options.
- Beaver Creek Property update – still waiting on an updated Enviro Study.

Department Reports:

Chief/Training/EMS/Shift Reports: Refer to printed reports.

Recruit & Retention Coordinator Update: Refer to printed report.

Commissioner Reports: Commissioner Ricks reported Medic One is beginning to roll out the new medic units.

Good of the Order: Chief Drake gave an update on the BESS project special use permit was denied by Thurston County; however, they do have an opportunity to appeal the decision.

Adjournment: The board adjourned the meeting at 1833 hours.

Submitted for Board approval by:

Shannon Hemminger, Secretary

Tom Culleton, Board Member

Robert Scott, Board Member

John Ricks, Board Member

Jeff Merryman, Board Member

Mike Reed, Board Member

Chris White, Board Member



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11
**WEST THURSTON REGIONAL FIRE
AUTHORITY**

10828 Littlerock Rd SW
Olympia WA 98512
360.352.1614



December 8, 2025 – Governing Board Business Meeting at 10828 Littlerock Rd SW, Olympia, St. 1-2

Call to Order/Attendance: Commissioner Culleton called the meeting to order at 17:30.

Commissioners: Ricks, Scott, Reed, Merryman, White

Chief: N. Drake

Battalion Chief: R. Stone, E. Smith

Captain: M. Morales (Zoom)

Lieutenants: C. Lyon

Firefighters: R. Lohse, R. Santee (Zoom)

Volunteer: A. Kautz, R. Calica, Lt. J. Spiegelberg

Admin: Admin Svcs Director/Secretary S. Hemminger, Recruit & Retention Coord. A. Reynoldson, Admin Asst. L. Patraca (zoom).

Union Representative: A. Trautman

Guests: Tyler Mason, Linda Shea (Zoom)

Additions/Deletions to the Agenda:

Public Comments/Presentations:

Labor Management: A. Trautman – Still have one FF/EMT out on long term leave.

New Business:

1. Expenditure Approval –Commissioner Ricks moved to approve the total expenditure amount of \$705,514.44. Commissioner Merryman seconded the motion. Roll taken, motion carried 6-0.
2. Meeting Minutes – November 10, 2025, meeting minutes needed correction, presenting at January 12, 2026, meeting for approval.
3. Resolution 2025-008 Misc Surplus – Tabled for additional questions.
4. Policy Revisions – 1004 Service Billings, second review – Commissioner Merryman moved to approve the policy revisions to 1004 Service Billings. Commissioner Reed seconded the motion. Roll taken, motion carried 6-0

Unfinished Business (action items): None

Unfinished Business (non-action items): None

Communications:

1. November TAP report presented in Board Packet
2. Public Surplus review – Board Secretary gave an update on funds received from previous surplus.
3. Beaver Creek Property Update – Environmental Review finally complete, Board Secretary will work on getting permits reissued.
4. Pre-Fire Plans Update – Demonstration of the pre-fire plans software was provided by BC Smith and Lt. Spiegelberg.

Department Reports:

Chief/Training/EMS/Shift Reports: Refer to printed reports.

Recruit & Retention Coordinator Update: Refer to printed report.

Commissioner Reports: Commissioner Ricks reported Medic One paramedics now have ultrasound machines in each unit. Commissioner Scott reported that Tribal meetings are going very well.

Good of the Order:

Adjournment: The board adjourned the meeting at 1842 hours.

Submitted for Board approval by:

Shannon Hemminger, Secretary

Tom Culleton, Board Member

Robert Scott, Board Member

John Ricks, Board Member

Jeff Merryman, Board Member

Mike Reed, Board Member

Chris White, Board Member



THURSTON COUNTY FIRE PROTECTION DISTRICTS 1 & 11
**WEST THURSTON REGIONAL FIRE
AUTHORITY**



10828 Littlerock Rd SW
Olympia WA 98512
360.352.1614

RESOLUTION NO. 2026-001

A RESOLUTION OF THE GOVERNING BOARD OF
THE WEST THURSTON REGIONAL FIRE AUTHORITY
("RFA") DECLARING CERTAIN ITEMS OF PROPERTY
AS SURPLUS AND AUTHORIZING THEIR DISPOSAL

WHEREAS, the "RFA" has certain items which are no longer of use to the "RFA"; and
WHEREAS, it would be appropriate to surplus the property and dispose of it through appropriate sale
or donation, if the property is found to have little or no value.

NOW, THEREFORE, THE WEST THURSTON REGIONAL AUTHORITY GOVERNING BOARD
HEREBY RESOLVES AS FOLLOWS:

Section 1. That the property identified in Exhibit 1, attached hereto and incorporated herein by
reference, is declared to be surplus, and the Fire Chief of the Authority, or designee, is authorized to
dispose of and convey such property through appropriate sale or donation, if the property is found to
have little or no value.

Section 2. That the Fire Chief of the "RFA", or designee, is authorized to implement such
administrative procedures as may be necessary to carry out this directive.

Section 3. That this Resolution shall take effect and be in full force upon passage and signatures
hereon.

Adopted at the Board of Commissioners meeting of the West Thurston Regional Fire Authority this
12th day of January 2026, the following majority of commissioners being present and voting:

**West Thurston Regional Fire Authority
Board of Commissioners**

Tom Culleton, Commissioner

John Ricks, Commissioner

Mike Reed, Commissioner

Robert Scott, Commissioner

Jeff Merryman, Commissioner

Chris White, Commissioner

**EXHIBIT 1 – Surplus Property
Resolution #2026-001**

Item	Serial / Model #	Tag #	Reason	Disposition
Altair 4X MSA Gas Detector	386406	399	unable to locate not found 2024 or 2025 inventory - OOS No Longer Working and not serviceable.	Lost or Missing
Honda Inverter/EU1000 Generator	EZGA1037984	221	unable to locate during 2025 inventory	Lost or Missing
Motec Sump Pump	POS6000A	524	unable to locate not found 2022, 2023, 2024 or 2025 inventory	Lost or Missing
Kestrel Weather Meter	2259782	473	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
Sony A6000 2LK Black Camera	6728188	0420F	unable to locate not found 2022, 2023, 2024 or 2025 inventory	Lost or Missing
HP Probook 650 G5 Laptop	5CG1111ZWT	0500 WTFALT1 1	has windows 10 - no longer compatible for use.	ITS to wipe clean and dispose of
Alexander Mnft. Tri Analyzer TA1500-11	153134	NA	No Longer in Use	To surplus
BK Portable Radio MPH5142A & Charger	3388	NA	No Longer in Use	To surplus
Dell AS501 19.5 in. Monitor (x3)	CN-OGP004-72872-7A4-39PS, CNOG9004-7\2872-7AH-2YUS, CN-DUH837-48-79F-07D6	NA	No Longer in Use	To surplus
Euro Reversible Freestanding Stand Up Double Sided Chalk Board (x2)		NA	No Longer in Use	To surplus
EverReady 6V Portable Flashlights with Batteries (x9)		NA	No Longer in Use	To surplus
Fargo Perona C16 ID Card Printer & badges		NA	No Longer in Use	To surplus
HP P224 21.5 in. Monitor		NA	No Longer in Use	To surplus
Jabro Batteries - Tele power Conditional/Analyzer	TP3501Q	old tag 501	No Longer in Use	To surplus
Motorola AAHTN3000D HD1250 Wall Charger		NA	No Longer in Use	To surplus
Vodavi XTS IP Desk Phone		NA	No Longer in Use	To surplus

USB to Serial Convertor 2.0		NA	No Longer in Use	To surplus
Fire Hose	1 @ 50 ft 5" 4 @ 100 ft 5" 1 @ 25 ft 5" 5 @ 50 ft 2.5" 3 @ 50 ft 3.5"	NA	Failed Testing	To Surplus
Microsoft Surface Pro (5th Gen) 128GB M1796	5455271853	117	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
Microsoft Surface Pro (5th Gen) 128GB M1796	5790781053	119	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
Microsoft Surface Pro (5th Gen) 128GB M1796	9174771853	193	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
HP 255 G7 Tablet	CND039BQY4	486	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
HP Elite 745 G6 Notebook Laptop	5CG9425XSY	444	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
HP Elite 745 G6 Notebook Laptop	5CG9425YJN	456	No Longer in Use/Outdated	Replaced/Retired by ITS Mar 2025
BK P150 Portable Radio (x2)	Unknown	479 508	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
Sigtronics US-67S Radio Module/Mobile Radio	3704039	549	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
Bendix King DMHJ59962R Mobile Radio	1545060	595	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
Microsoft Surface Pro MDT	23445373053	476	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
Elkhart XD Shutoff 2.5 Nozzle	59140	59140	unable to locate not found 2022 or 2023, 2024 or 2025 inventory	Lost or Missing
GE Profile Washing Machine	VS137973B	NA	Broken, replaced with new donated one	Surplus
Alpine Super Sport Tire Chains		NA	No longer used	Surplus
4 Drawer Metal File Cabinet		NA	No longer used	Surplus
Metal Bookshelf (5 shelves)		NA	No longer used	Surplus
Solid Wood Bookshelf (5 shelves)		NA	No longer used	Surplus
Solid Wood Bookshelf (6 shelves)		NA	No longer used	Surplus

Plastic Shelving (x4) (5 shelves)		NA	No longer used	Surplus
Holmatro Airbags (x4)		NA	No longer used	Surplus
2 Drawer Wood File Cabinet		NA	No longer used/broken	To be disposed of
5 Drawer Wood Desk		NA	No longer used/broken	To be disposed of
Amana Heavy Duty Dryer		NA	No longer used/broken	To be disposed of
GE Natualas Dishwasher		NA	No longer used/broken	To be disposed of
Milwaukee Sawzall	A79A507382839	NA	No longer used	Surplus
Streamlight Litebox		old tags 1117 & 599	No longer used	Surplus
Hard Suction Draft Hoses (x14)			No longer used	Surplus
Dell 20 REVF A00 in. Monitor	CN-OG434H-74445-914-GBHF		No longer used/broken	To be disposed of
Lithonia Lighting Fluorescent Gas Tube Ballast (x2) 4'			No longer used	Surplus
Emerson 19" Digital LCD TV	J11941515		No longer used	Surplus

**If value is estimated to exceed \$500, minimum bid must be established and approved by chief.*



WEST THURSTON REGIONAL FIRE AUTHORITY

Section: Operations – Water Rescue

Policy: 1.4009

Effect Date: 1/1/10

Rev. Date: 1/7/2026,

WATER RESCUE

1.0 PURPOSE:

1.1 West Thurston Regional Fire Authority and its members recognize that Emergency Services is inherently dangerous for the first responder. The Department is committed to maintaining the safest possible working environment by training and educating its members in established Policies, Procedures, and Standard Operating Guidelines (SOG).

2.0 POLICY:

2.1 WTRFA will provide/assist in water rescue responses that include static water, swift water, surf, dive, and ice, with members only performing to their level of training and available equipment.

2.2 The highest-ranking Department Officer on-scene shall establish a unified command system and call for *additional Resources (dispatched by CAPCOM) – Lacey FD 3, McLane/Black Lake (Special Rescue Operations Team – SORT) and/or Thurston County Sheriff Dept. Dive Team.*

2.2 It shall be the policy of the Department to restrict entry to any and all Department Members into any unsafe water rescue situation.

2.3 All members who may encounter water rescue activities shall be trained to an awareness level.

2.4 The highest-ranking Department Officer on-scene shall establish a unified command system. The Department Incident Commander (IC) may permit Department personnel to provide / assist water rescue incidents only after evaluating the situation and only under the direct supervision of properly trained and qualified personnel.

2.5 Department members recognize their responsibility to complete mandatory training and shall understand and operate within their level of training and within the established Policies, and shall utilize safety procedures and SOG's as needed.

3.0 Definitions

Mutual aid resources – Thurston County Special Operations Rescue Team (SORT), Thurston County Sheriff's Office (TCSO) dive rescue team, and other specialized capability personnel and agencies.

Rapid entry rescue swimmer (RERS) program, certified by professional association of diving instructors (PADI) – A specific training course/program intended to allow trained members to conduct dives without self-contained underwater breathing apparatus (SCUBA) in specific circumstances for static water only.

Static Water – Water that is essentially not moving, such as ponds, lakes, and retention bases. It may include tidal waters during slack tide.

Swift Water – Water moving at a rate greater than one knot, including rivers and their flooded areas.

Watercraft – Boat and rescue jet skis, also referred to as rescue watercraft (or RWC).

Hot Zone – Working within 10 feet of any water (static or swift water).

Point Last Seen (PLS) – The location identified by witnesses where a victim, who had been on the surface has submerged or was last seen before disappearance. Search efforts for a submerged victim should be initiated at the PLS.

Incident Action Plan – The initial company officer on scene determines hazards, gives a size up, initiates command, and develops/maintains a plan based on tactical priorities (rescue, recovery, assist).

Shore based rescue – Water rescue techniques utilizing reach/throw methods strictly from the shore/bank of the water.

4. GENERAL- All water incidents

4.1 This guideline provides operational guidance for the safe and effective use of personnel and equipment during water rescue operations. This guideline is used in conjunction with NFPA 1670, NFPA 1006 and WAC 296.305.

4.2 All WTRFA line personnel (including but not limited to career personnel), shall be trained to an awareness level at minimum.

4.3 Proper personal protective equipment (PPE) for the activity shall be worn.

4.4 Certified RERS personnel may enter static water without use of a personal flotation device (PFD), helmet, and/or dry suit in accordance with PADI RERS training guidelines.

4.5 Surf rescue incidents will be treated as static water events unless they extend into the mouth of swift water inlets.

4.6 Upon notification of a potential water rescue incident, appropriate resources should be requested; personnel are not required to arrive and verify needs prior to requesting resources.

4.7 Safety

4.7.1 Personal Flotation devices shall be worn whenever:

- Members are working on, over, or along water where the chance of drowning exists, unless it can be shown that conditions are such that flotation would not be achieved.
- Members are riding in, on, and/or driving a watercraft.
- Service as a line tender with a SCUBA
- Exceptions for wearing a PFD are:
 - RERS personnel during training and on emergencies are not required to wear a PFD based on the RERS training and risk assessment.
 - When participating in a supervised swim test.

4.7.2 Water rescue helmets shall be worn:

- By members operating in the hot zone of an ice rescue
- By members operating in the hot zone of a swift water operation
- When directed by a supervisor

4.7.3 Wet suits, dry suits, and similar suits should be considered based on environmental conditions and anticipated length of exposure.

4.8 First Arriving Officer

4.8.1 Perform a verbal size up, to include at minimum:

- Determining the conditions/needs of the rescue – static water, surf, or swift water
- Assessment of number of victims, locations, and injuries, including “point last seen”.

4.8.2 Establish command and announce operational strategy (i.e. investigation, rescue, recovery.)

4.8.3 Initiate appropriate actions, if properly trained and equipped members are available, and/or request resources as needed.

4.8.4 Establish incident zones, only essential and necessary personnel should be allowed in the hot zone.

4.9 Actions that may be conducted by **Operations** level personnel

4.9.1 Initiation of shore based rescue operations, such as throw bags

4.9.2 Provision of assistance to technician and specialist level operations, including entry into static water that is no higher than waist deep, with PFD.

4.10 Actions that may be conducted by **Technical** level personnel

4.10.1 All operations conducted by Operations level personnel

4.10.2 Entry into static water of any depth, with PFD.

4.10.3 May serve as in-boat rescuer from boat based operations

4.11 Operations that may be conducted by the **Specialist** level personnel

4.11.1 All operations conducted by Operations and technical level personnel

4.11.2 Sub surface water operations (RERS)



WEST THURSTON REGIONAL FIRE AUTHORITY

Standard Operating Guideline: Water Rescue

Effect Date: January 6, 2026

Rev. Date:

Purpose

1.1 West Thurston Regional Fire Authority and its members recognize that Emergency Services is inherently dangerous for the first responder. The Department is committed to maintaining the safest possible working environment by training and educating its members in established Policies, Procedures, and Standard Operating Guidelines (SOG).

1.2 This guideline provides operational guidance for the safe and effective use of personnel and equipment during water rescue operations. This guideline is used in conjunction with NFPA 1670, NFPA 1006 and WAC 296.305.

Definitions

Mutual aid resources – Thurston County Special Operations Rescue Team (SORT), Thurston County Sheriff's Office (TCSO) dive rescue team, and other specialized capability personnel and agencies.

Rapid entry rescue swimmer (RERS) program, certified by professional association of diving instructors (PADI) – A specific training course/program intended to allow trained members to conduct dives without self-contained underwater breathing apparatus (SCUBA) in specific circumstances for static water only.

Static Water – Water that is essentially not moving, such as ponds, lakes, and retention bases. It may include tidal waters during slack tide.

Surf – Water affected by tidal currents with wave heights ranging from 1-6 feet.

Swift Water – Water moving at a rate greater than one knot, including rivers and their flooded areas.

Watercraft – Boat and rescue jet skis, also referred to as rescue watercraft (or RWC).

Hot Zone – Working within 10 feet of any water (static or swift water).

Responsibility – WTRFA shall maintain a position and/or area of responsibility for coordination of the water rescue program including training, equipment, and policy/procedures.

Point Last Seen (PLS) – The location identified by witnesses where a victim, who had been on the surface has submerged or was last seen before disappearance. Search efforts for a submerged victim should be initiated at the PLS.

Incident Action Plan – The initial company officer on scene determines hazards, gives a size up, initiates command, and develops/maintains a plan based on tactical priorities (rescue, recovery, assist).

Risk benefit analysis – The ongoing process of analyzing current and potential hazards that may affect the safety of rescuers while weighing their risks against the potential benefit of the exposure.

Shore based rescue – Water rescue techniques utilizing reach/throw methods strictly from the shore/bank of the water.

General- All water incidents

Zones will normally be established for water rescue operations. These include;

- Hot Zone - Water entry operations area, restricted to technician level rescue personnel
- Warm Zone- Within ten (10)feet of water or inside a rescue craft, this zone is for operations and technician level rescue personnel. PFD must be worn.
- Cold Zone - Any area outside the Hot and Warm Zones, this Zone is where support personnel and awareness level responders are located.

Emergency hand and whistle signals will be used during water rescue operations.

A. Hand Signals:

- Distress - one hand extended overhead.
- Okay - one hand on head or hand extended with fingers forming an “O”.
- Move or Swim - two hands extended and pointing to a location or desired direction.
- Eddy Out - wave of both arms and point to the direction of the eddy.
- Need Medical Help - Two arms crossed in front of chest.

B. Whistle Signals:

- 1 Blast – Stop or Attention
- 2 Blasts – Attention upstream or pull boat upstream
- 3 Blasts – Attention downstream or pull boat downstream
- 3 Blasts long and repeated – Emergency or rescue

- Personal protective equipment appropriate to the specific incident will be worn by all personnel. This equipment may include: Personal flotation device (PFD), helmet, cutting device, thermal protection, contamination protection, personal illumination for night operations,. Minimum personal protective equipment within 10 feet of the water is a personal flotation device (PFD).

- An additional flotation device will be carried for victim(s).

- The Incident Commander shall assign a qualified Rescue Technician or Specialist to serve as Rescue Group Leader.

- Rescue Group Leader: Coordinates rescue operations and the associated activities within the “rescue area”. Serves as on-site “competent person”. Reports to the Incident Commander.

- Request a Water Rescue Tech Response through dispatch. Establish a staging area for incoming resources.

- Consider a dive team callout early in the incident.

- Isolate the incident scene to minimize danger. Only essential personnel should be allowed in the rescue area. Request law enforcement assistance as required.

Static Water Rescue Operations

- All personnel dispatched to a water rescue involving static water shall operate only to their level of training and available equipment.
- All on duty rapid rescue swimmers (RERS), no matter their assignment for the day, are available for dispatch to a water rescue.
- At the beginning of each shift, the duty officer shall identify what units and personnel are water rescue capable for rapid entry/sub surface operations.
- The initial company officer shall determine the need for additional resources based on dispatch information, water rescue capable personnel, ad mutual aid resources.

- Any rescue swimmer that is unable to perform their duties during the shift for any reason (ear clearing issues, equipment problem, etc.), shall notify their officer at the beginning of shift.

Operations for first arriving company:

Officer gives size up and initiates command

- Gathers witnesses and information of situation
- Performs hazard assessment

Identifies type of incident (rescue, recovery, search, assistance)

- Over 1 hour = recovery for submerged victims

Determines need for additional resources

- Rescue swimmers from Lacey Fire district 3
- Thurston county dive team (TCSO) if patient is submerged
- Thurston Country Special Operations Rescue Team (SORT)
- ALS/BLS transport

Identify and secure witnesses

- Determine how many victims there are
- Keep witnesses near you and ask them to stay on scene
- Establish point last seen (PLS) of victim and where witness was standing
- Gather victim info (Age, what they were wearing, location of belongings)

Initiate Incident Action Plan (IAP)

- Determine strategy and risk/benefit analysis (reach, throw, row, go)
 - If shore based rescue utilizing reach/throw techniques is not achievable and no watercraft is available, then a specialist rescue swimmer or technician with PFD may be deployed
 - Entry/exit location and method (ladder, boat, shore)
 - Assume/assign rescue swimmer support
 - Initiate tactical action (search, mark PLS, contact/perform rescue)
- RERS may reach into but not enter areas where there is potential for entrapment
 - A water rescue support member must be assigned from the shore to each water rescue to provide a constant account of the swimmer(s) location, communication, and status.
 - RERS Operations are limited 500' from shore or structure when without nearby boat support.

- RERS may enter the water and search subsurface within 1 hour of the known drowning.

Water Rescue Operation Training

Operations Training

1. All rescue personnel and staff assigned to the program will receive initial Awareness and Operations level training.
2. Annually, all members must:
 - a. Review Water Rescue Operations policy
 - b. Deploy throw bags

Technician Training

1. Surface Water Rescue Swimmer (can enter water to effect rescue of a victim who is at the surface, must wear all required PPE)
 - a. Must successfully complete district swim test
 - b. Must successfully complete District water rescue swimmer training
2. Technicians must:
 - a. Annually, complete minimum swim test requirements
 - b. Quarterly, complete skills requirements as outlined in the Water Rescue Program Training Manual

Specialist Training

1. Rapid Entry Rescue Swimmer – PADI RERS certification
2. Specialists must:
 - a. Meet training requirements of certification (RERS)
 - b. Annually, complete minimum PADI RERS swim test requirements
 - c. Quarterly, complete skills requirements as outlined in the Water Rescue Program Training Manual

Swift Water Rescue Operations

All personnel dispatched to a water rescue involving swift water shall operate only to their level of training and available equipment. WTRFA swift water specialist will operate under the appropriate jurisdictional incident management system (IMS).

WTRFA Personnel trained as a swift water specialist may assist on board and may operate mutual aid watercraft, if properly trained and has also attained a Washington State Boaters License.

Officers are responsible for ensuring the use of all appropriate PPE and equipment.

Operations for first arriving company

Officer gives size up and initiates command

- Gathers witnesses and information of situation
- Performs hazard assessment

Identifies type of incident (rescue, recovery, search, assistance)

- Over 1 hour = recovery for submerged victims

Determines needs for additional resources

- Swift water response from Lacey Fire District 3
- Thurston County Dive Team if pt is submerged
- ALS/BLS transport
- Additional manpower
- Thurston County Special Operations Team (SORT)

Identify and secure witnesses

- Determine how many victims there are
- Keep witnesses near you and ask them to stay on scene
- Establish point last seen (PLS) of victim and where witness was standing
- Consider phase 2
- Gather victim info (age, what they were wearing, location of belongings)

Initiate Incident Action Plan (IAP)

- Determine strategy and risk/benefit analysis (reach, throw, row, go)
- Establish upstream/downstream safety

- If shore based rescue techniques are not achievable, other swift-water techniques must be utilized using appropriate personnel and equipment
- Determine Entry/Exit location, river access location(s) and methods
- Initiate/assign tactical action(s) such as rescue, recovery, or assistance.

FLOOD WATER OPERATIONS

Technician Level Personnel -

1. Conduct size-up if not already done.
2. Flood water operations may be conducted in water moving at less than 1 knot. Operations will be conducted according to specific flood conditions.
3. A specific hazard assessment will be done prior to flood water entry. This includes; underwater hazards, debris, fixed hazards such as fences and vegetation and pollutants.
4. Minimum personal protective equipment includes: Personal flotation device (PFD), cutting device, thermal protection (as required), and personal illumination for night operations.

PATIENT CONSIDERATIONS

1. BLS / ALS personnel and equipment should be staged in the Cold Zone. Consider having one unit for every patient and the need for helicopter transportation.
2. Consider and treat for hypothermia, dive related injuries, and hazardous materials exposure if required.
3. Consider spinal immobilization.

TERMINATION OF INCIDENT

1. Rehab all personnel prior to termination.
2. Debrief all personnel on the operation and its outcome.
3. Stage, clean, and inventory all equipment. Report any lost or damaged equipment.
4. File documentation and an incident report.
5. Schedule post incident analysis.

References:

WTRFA Policies 4009 Water Rescue

EXECUTIVE SUMMARY

West Thurston Regional Fire Authority (WTRFA) enters the 2026–2030 planning cycle with a strong record of service, operational resilience, and community trust. Despite significant challenges over the past five years including the 2022 M&O levy failure, leadership transitions, inflationary pressures, rising apparatus and staffing costs, the Authority maintained outstanding emergency response. We have been able to preserve staffing levels, and expanded community outreach and volunteer programs. These accomplishments reflect the dedication of our workforce and their commitment to the communities we serve.

While progress has been substantial, many of WTRFA’s core challenges have persisted for many years. These include structural funding limitations, aging apparatus and facilities, staffing pressures, and increasing service demands across a large and diverse 162-square-mile response area. As population and call volume continue to grow, these pressures will intensify. WTRFA’s future success will depend on securing sustainable revenue, strengthening workforce capacity, modernizing infrastructure, expanding risk-reduction efforts, and preparing for emerging threats particularly wildland fire.

This Strategic Plan establishes a clear path for addressing these needs. First, it prioritizes enhanced emergency response capability through improved deployment, expanded unit availability, robust staffing models, and strengthened mutual aid partnerships. Second, it invests in the people who deliver our services both career and volunteer personnel, through targeted recruitment, leadership development, employee engagement, and wellness initiatives. Third, it outlines a proactive approach to capital planning, including a 20-year apparatus replacement schedule, facility modernization, upgraded training grounds, and comprehensive equipment lifecycle management.

The plan also expands Community Risk Reduction through improved pre-fire planning, increased public education reach, and stronger partnerships across schools, businesses, civic groups, and tribal entities. Recognizing the region’s growing wildland urban interface risk, WTRFA will increase wildfire preparedness through enhanced training, community mitigation programs, targeted fuel-reduction projects, and acquisition of wildland-specific apparatus and equipment.

Finally, the plan reinforces the Authority’s commitment to long-term financial sustainability. Developing a comprehensive financial plan, diversifying revenue sources, increasing grant competitiveness, and modernizing administrative systems will ensure WTRFA remains a stable, efficient, and accountable organization capable of meeting future service demands.

Guided by our mission, vision, and values, this Strategic Plan positions WTRFA to responsibly manage public resources, protect life and property, and deliver the high-quality emergency services our community expects and deserves. Through thoughtful planning, continued investment in our workforce, and strong collaboration with our residents and partners, WTRFA will continue to build a safe, resilient, and well-prepared agency for the years ahead.

OUR FUTURE

Even with the many completed goals from the prior planning period and all our successes, the ongoing primary needs of WTRFA remain similar to the previous planning period. Developing revenue to sustain adequate staffing of well-trained and equipped personnel necessary to safely and efficiently meet or exceed our community's emergency service delivery needs will remain the primary challenge for the foreseeable future.

The past 5 years have brought many challenges but also many successes as we strive to provide outstanding service to the community. As we plan for the future, it is also important to look to our past to see where we have come and what we have accomplished. Many of the same challenges exist today as they did 10 to 20 years ago staffing challenges, apparatus costs, funding challenges, and taxing limitation still exist today and will well into the future. Although we should not forget the past, we need to have our eyes forward on the future and strive to improve services to better serve the community.

Challenges over the past 5 years:

- 2022 M&O Levy Failure
- Leadership retirements / changes
- Cost inflation
- Apparatus failure
- Increase apparatus and equipment costs
- Increase staffing and benefit costs
- Employee turnover and morale
- Decrease of admin staff positions

Successes over the past 5 years:

- Maintain outstanding emergency response
- Federal grant for volunteer recruit and retention coordinator
- Expand volunteer firefighter program
- Made deep budget cuts in 2023
- Increase community outreach and education
- Maintain responder staffing levels

LIST of past plan misses

OUR MISSION

It shall be the mission of West Thurston Regional Fire Authority to develop, operate and manage resources granted by the people of the region to preserve lives and property in our communities by providing services directed toward prevention, management and mitigation of fire, emergency medical, rescue, and disaster incidents.

OUR VISION

To be recognized by our community as an agency that is responsive to the community's needs and concerns, we must be a model of excellence in providing services through education, prevention and mitigation in addition to fostering an environment of involvement, trust and cohesion: West Thurston should be a community service leader.

OUR VALUES

<i>Stewardship:</i>	We will always choose selflessness over self interest.
<i>Accountability:</i>	We stand ready to prove we do what we say. We will be accountable to the organization and our individual actions.
<i>Integrity:</i>	We value honesty (we will always tell the truth), a high work ethic, and adherence to our policies, procedures and guidelines.
<i>Efficiency:</i>	We will manage and direct our resources for maximum service impact and effectiveness.
<i>Leadership:</i>	We will be a customer-centered organization that others want to emulate.
<i>Change:</i>	We will always promote public service over self-service.
<i>Teamwork:</i>	We value cooperation and collaboration among colleagues and community members. We will pursue mutually beneficial partnerships.
<i>Responsiveness:</i>	We will respond to the needs of the community appropriately, and in a timely manner.
<i>Employees:</i>	We honor those serving closest to the public as our most valuable asset.

OUR MOTTO

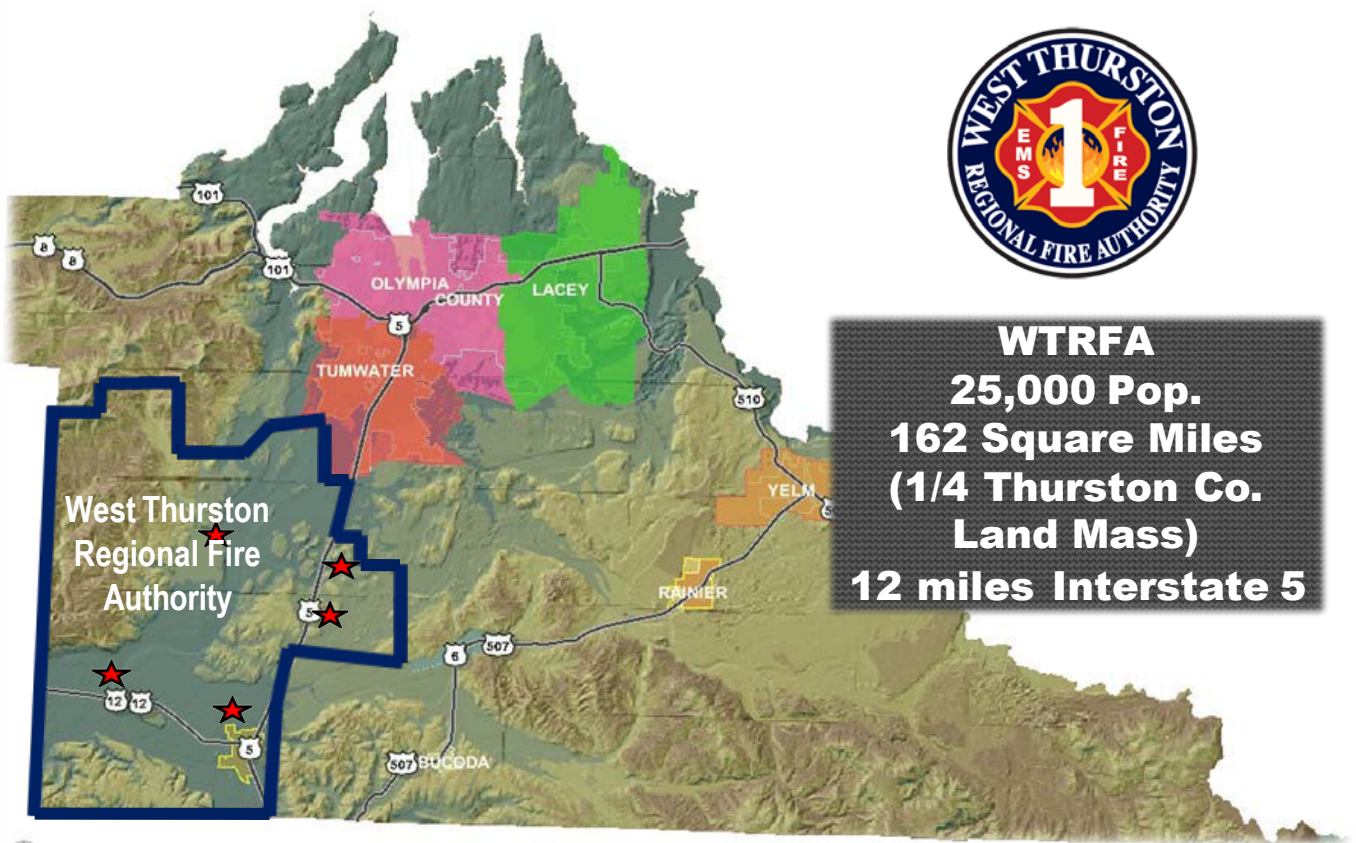
“Saving Lives & Property’ - Protecting our community’s-greatest assets”

AGENCY PROFILE

West Thurston Regional Fire Authority (WTRFA) is in the southwest corner of Thurston County south of Tumwater, Washington. The 162 square mile response zone stretches approximately twelve miles east and west along Interstate 5 from the city limits of Tumwater to the Lewis County line. The West Thurston RFA delivers comprehensive emergency services including fire protection, rescue and emergency medical services, and patient transport.

The West Thurston RFA serves approximately 25,000 residents from five fire stations. The communities served include Bordeaux, Delphi, Gate, Grand Mound, Littlerock, Maytown, Michigan Hill, Rochester and Scott Lake.

The sprawling, 162 square mile service area includes industrial, commercial, residential, tribal and forestland. Our combination department consists of around 85 professional responders and support staff who answer the call for help over three thousand times each year. This includes 31 Career Firefighter/EMTs, 40 Volunteer Firefighter/EMTs, 5 Career Admin/Support, and 10 Support Volunteers.



WTRFA ORGANIZATIONAL STRUCTURE AND GOVERNANCE

History:

The voters authorized the formation of West Thurston Regional Fire Authority (WTRFA) in November 2009. Initially established under an inter-local agreement on January 1, 2010, the RFA was formally established January 1, 2011. The RFA began as a partnership between Thurston County Fire District 1 and Thurston County Fire District 11. The goal of the alliance was to maximize efficiencies and improve service delivery to the citizens of the region.

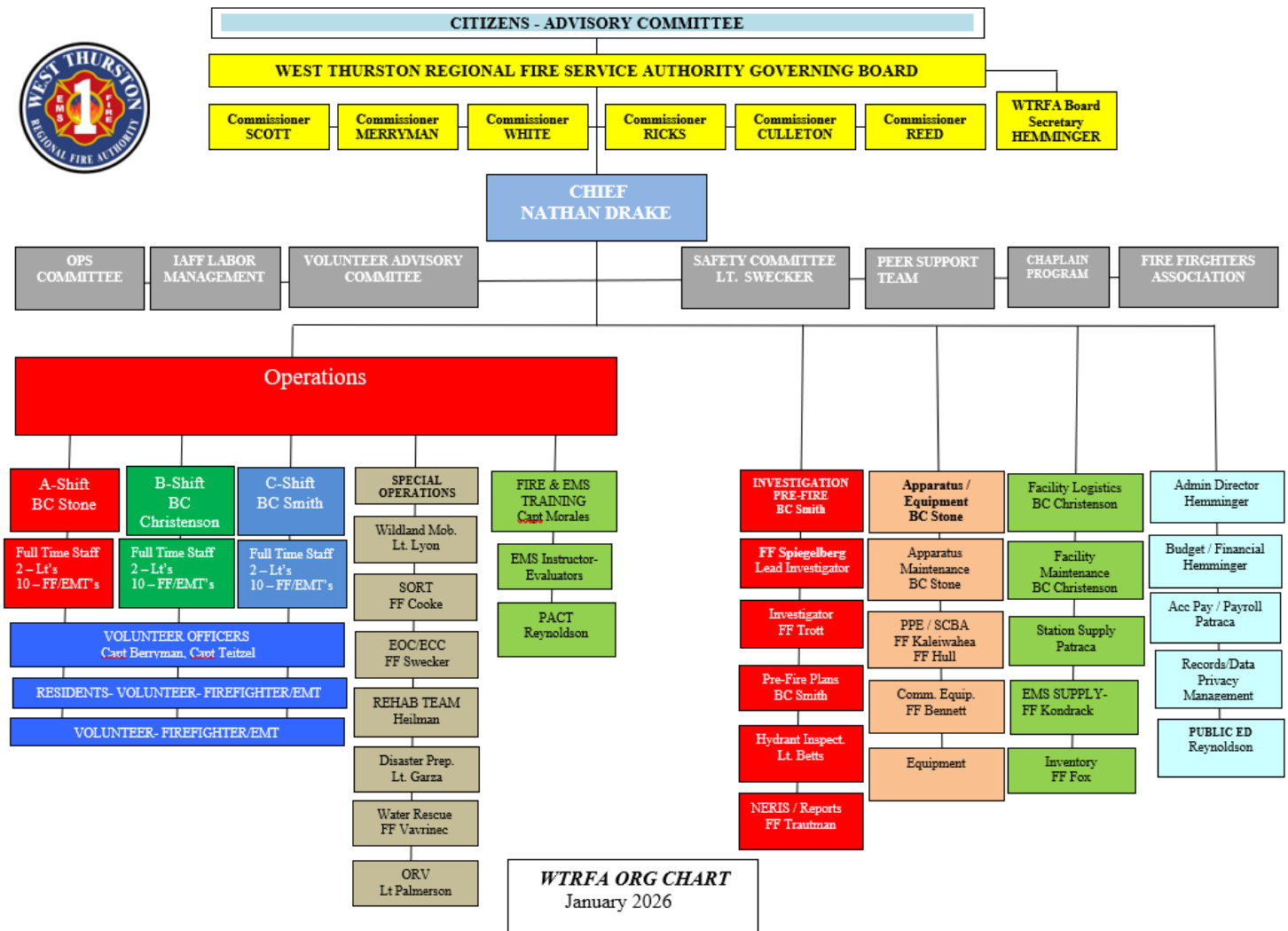
The RFA Governance Board reflects public interests, protects the agency from undesirable external interference, establishes policies and budgets for providing services, and interprets the agency's activities for its constituency. The Governance Board appoints the Fire Chief to develop policy proposals and execute policy as approved by the board. The Fire Chief is responsible for the management of service delivery through an organized system of planning, budgeting, staffing, directing, coordinating and evaluating. The agency administration is entrusted with the assets of the RFA and charged with upholding its mission and programs to ensure compliance with laws and regulations.

West Thurston Governance Board Members (2025):

The Governance Board has established monthly public meetings (2nd Monday of each month). Also, additional workshops, annual governance and administration planning and budgeting sessions are held.

ADD Pic of BOFC

WTRFA ORGANIZATIONAL CHART



S.W.O.T Analysis (Strengths, Weaknesses, Opportunities, Threats)

Strengths

- Strong community trust and long-standing reputation for reliable service.
- Highly skilled and dedicated workforce with diverse experience.
- Effective wildland firefighting capability with strong partnerships.
- Active involvement in regional mutual aid and cooperative response systems.
- Progressive EMS delivery model and commitment to high-performance care.
- Strong prevention, safety, and community outreach programs.

Weaknesses

- Limited staffing strains response capacity during peak demand.
- Aging apparatus and facilities requiring significant capital investment.
- Insufficient administrative staffing to meet growing operational and regulatory demands.
- Geographic coverage challenges across a large and diverse service area.
- Recruitment and retention pressures in a competitive labor environment.
- Retirement of senior staff

Opportunities

- Increase participation in Wildfire Ready Neighbor
- Increase grant application to find alternative funding sources.
- Working with partners to expand shared resources and funding.
- Partnering with Chehalis Tribe for alternative funding and community events.
- Changes in WSRB rating to decrease insurance hazard rates for some residents.

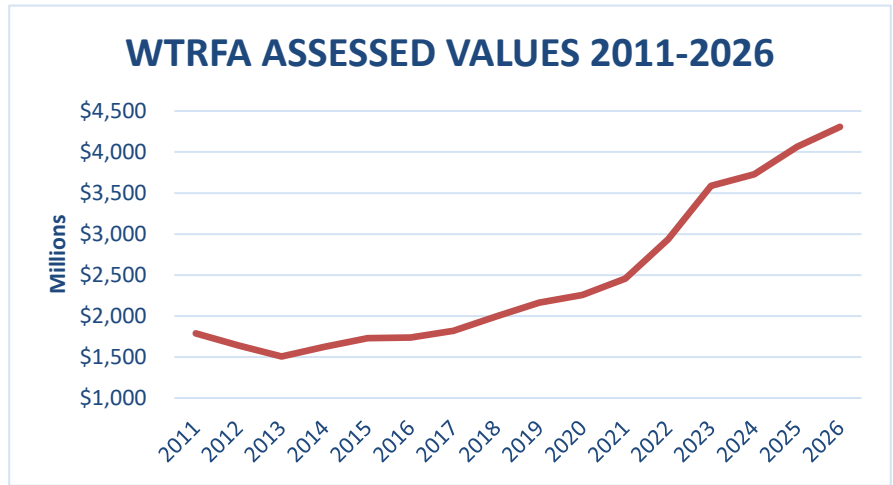
Threats

- Inflation increases pressure on budget with unsupported cost increases.
- Challenges with staffing levels, retention, or burnout, especially during high-demand periods.
- Reliant on excess levies to fund apparatus replacement and other critical needs.
- Annexation of property by City of Tumwater
- Annexation of property by Chehalis Tribe

ECONOMIC FACTORS and FORECAST

Background & Analysis:

Over the past 10 years, WTRFA has seen several factors that affect our overall financial position. In 2022 WTRFA failed to pass a maintenance and operations (M&O) levy. This failure resulted in a 37% decrease in WTRFA 2023 tax revenue with major budget cuts and cost cutting measures needed. In 2023 voters approved a levy lid lift that restored the fire levy to \$1.50 per \$1000 and helped relieve some of the funding in 2024 that were lost in 2023.

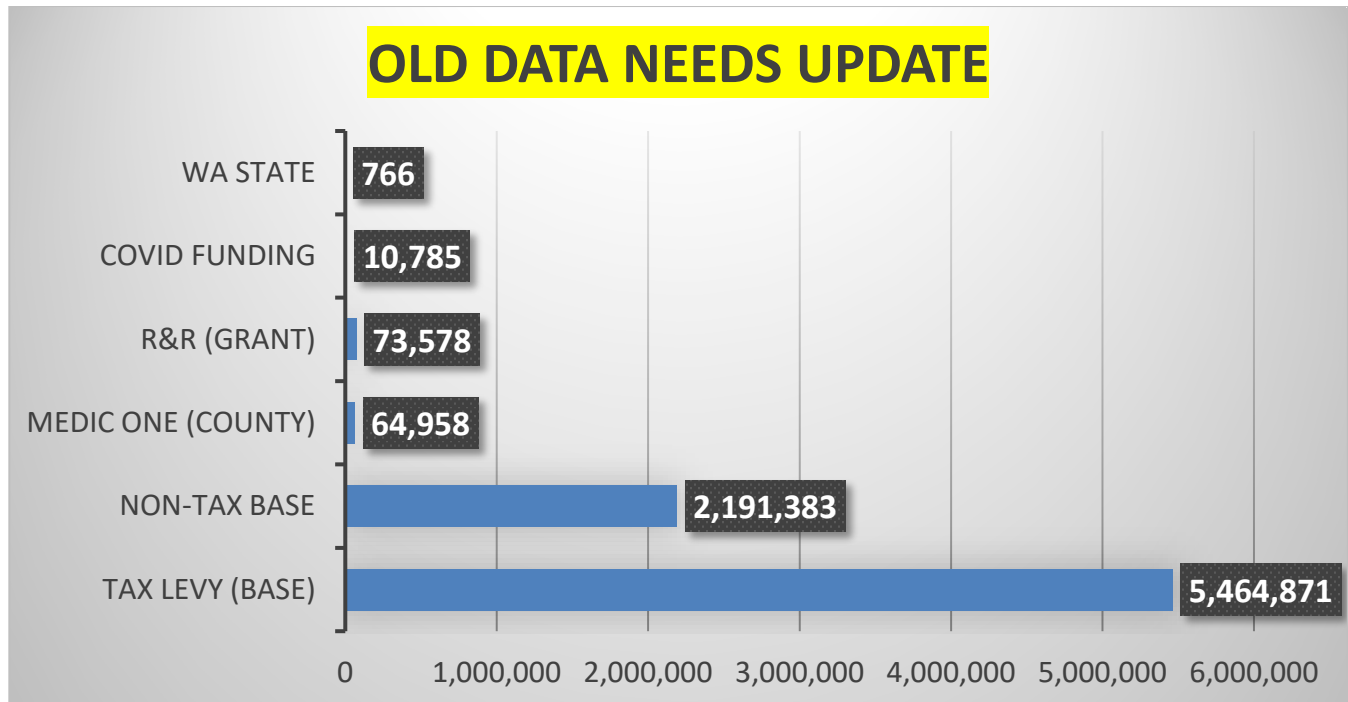


Tax Revenue:

As a RFA we are funded primarily by local property tax levies. The normal fire levy limited to \$1.50 per \$1,000 of assess valuation with a 1% annual property tax increase limit. Due to this 1% increase limitation the RFA must periodically receive voter approval for a “lid lift” to restore to the \$1.50 limit. This limitation in fire department funding structure leaves fire departments such as WTRFA reliant on alternative funding mechanisms and additional tax revenue. Therefore, barring a successful legislative funding formula change, it will be necessary for WTRFA to rely on excess levy revenue to sustain any service level improvements.

Other tax revenue options for Fire Authorities include: (all require a supermajority of voter approval - 60%)

- Bonds: These are long-term funding for capital projects (facility and/or equipment) that the taxpayers payoff over an extended period of time.
- Maintenance and Operation (M&O) Levy: This is a property tax levy for a set amount over a certain amount of time. It is based on a \$1,000 of assess value (\$0.20 per \$1,000).
 - RFA can only run a single year M&O or run as two separate fire districts (TCFD1 and TCFD11) for a multiyear M&O.
- Fire Benefit Charge: This is a fee-based tax, based on the size, type, and risk of a property, not its assessed value. It is calculated using a formula involving the total square footage of structures multiplied by various factors and is collected with property taxes.



Other Revenue:

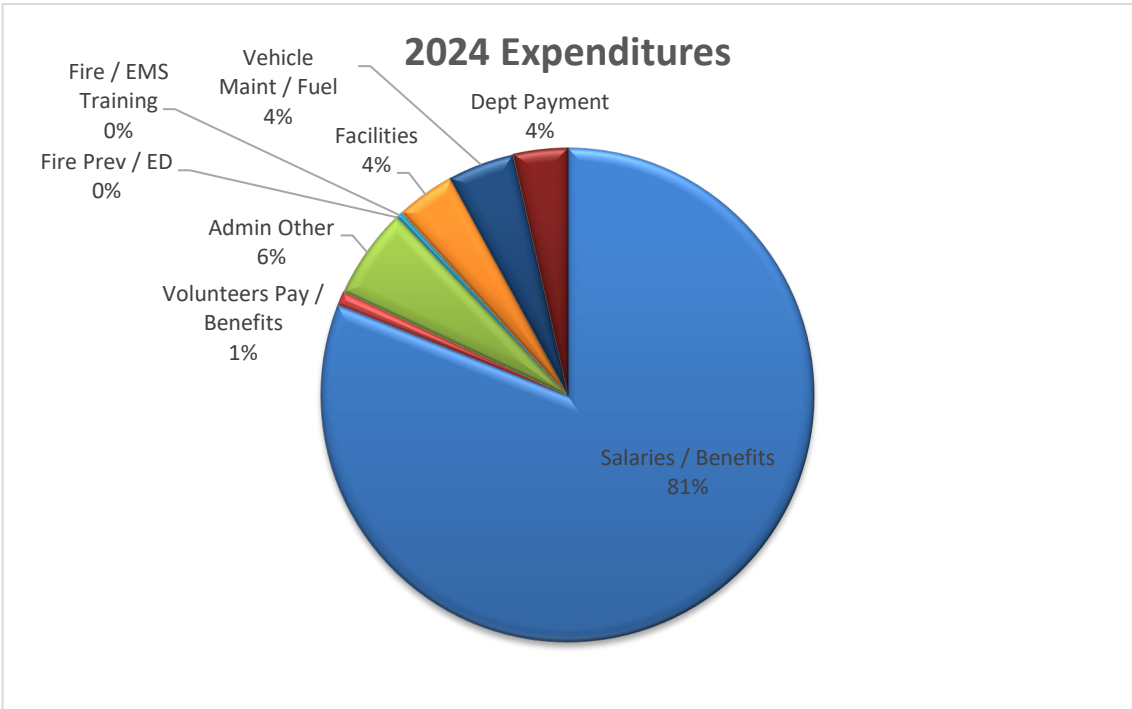
As mentioned above WTRFA is primarily funded by local property tax levies that make up about 70% of total revenue. The other 30% is from the funding sources including: Ground Emergency Medical Transportation (GEMT) fund, transport billing, service contracts / agreements, grants, wildland mobilization and Thurston County Medic One.

These other funding sources are dependent on other funding sources and thus may not be guaranteed or change over time. For example, GEMT and transport billing may change drastically dependent on federal funding of the program and changes to Medicare. There are still opportunities to improve non-tax revenue funding such as with grant programs and enhancing partnerships.

Year	Assessed Value	Assessed Value %(+/-)	Total Tax Revenue	Tax Revenue Percent (+/-)
2017	\$1,820,568,883		\$2,719,848	
2018	\$1,993,219,874	9.48%	\$4,776,433	75.61%
2019	\$2,164,947,731	8.62%	\$5,120,481	7.20%
2020	\$2,254,929,725	4.16%	\$6,439,093	25.75%
2021	\$2,454,947,298	8.87%	\$6,024,019	-6.45%
2022	\$2,937,063,109	19.64%	\$6,106,171	1.36%
2023	\$3,587,028,331	22.13%	\$3,795,961	-37.83%
2024	\$3,727,624,585	3.92%	\$5,464,871	43.97%
2025	\$4,062,642,449	8.99%	\$6,077,629	11.21%
2026	\$4,307,181,472	6.02%	\$6,458,971	6.27%

Expenditures:

After enduring a \$2.1 million dollar revenue reduction in 2023, resulting from the failure of a M&O levy in 2022, WTRFA acted quickly to make a 37% cut to the 2023 budget. While attempts were made to limit effects on emergency response some were felt as both Station 1-3 (Rochester) and Station 1-6 (Maytown) were shut down for a few months. Since 2023 WTRFA has worked hard to ensure our spending is transparent, in line with community’s needs and expectations. As with members of our community we have also seen the negative impacts of inflation on our budget, as costs over the last few years have risen exponentially. This has taken a toll on our budget and affected our long-term planning. Additional funding mechanism are needed for apparatus replacements, facility repairs and maintaining appropriate staffing levels.



NEED EDIT

CAPITAL FUNDING

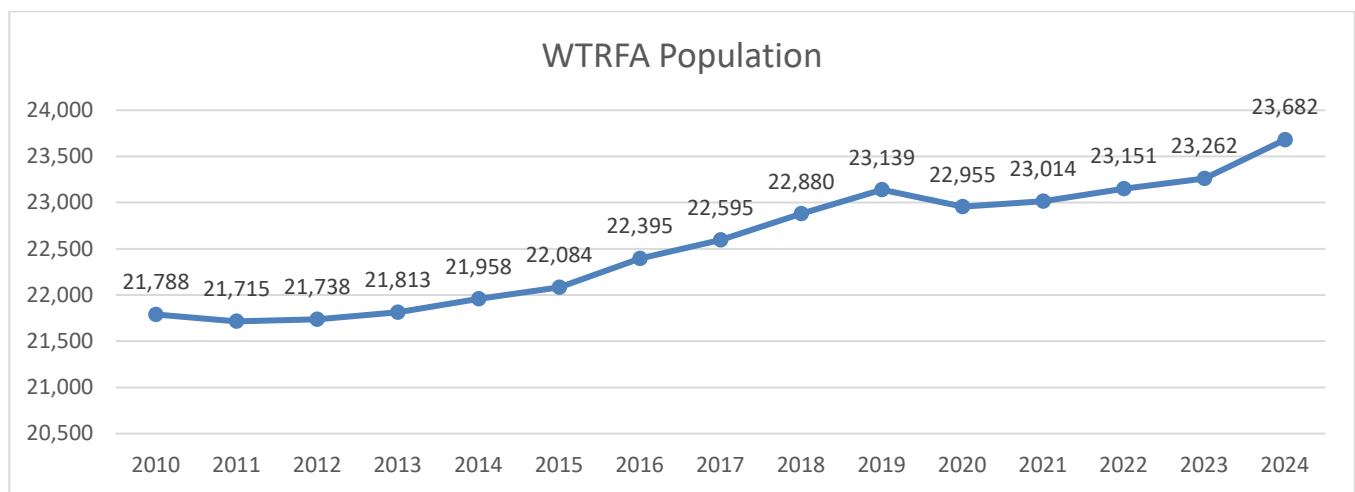
Both Fire Districts 1 and 11 have paid off Capital Bonds as of 2025. For any capital improvements, a bond or M&O proposition must be considered as current revenue doesn't support funding for such improvements. The determining factors defining which funding mechanisms to use and how much will be necessary, will be determined by the funding needs, assessed value and voters willingness to support such measures. Therefore, the concept of capital projects here is limited as it is reliant on additional funding as current carryover and the general fund is unable to accomplish the defined objectives.

As illustrated in the apparatus replacement plan, there are more needs than revenue to meet these needs. When considering apparatus replacement, it's important to apply the holistic approach. For example, the projected WSRB PC grade impacts for purchasing a new pumper verse replacing other unit types (Aid, Brush, Battalion, Tender).

The same is true when looking at future facility needs and staffing stations. As the saying goes "New fire trucks and fire stations don't deliver service, people do." The primary need for capital funding (2026-2030) is to upgrade and replace apparatus and repair existing facility infrastructure.

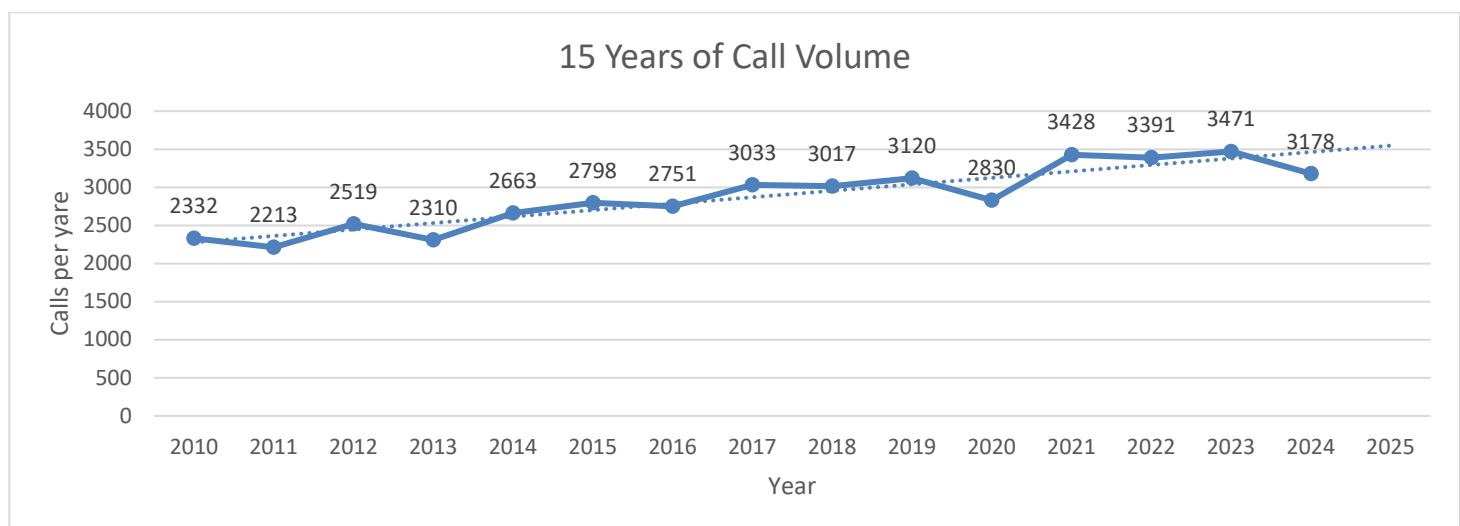
WTRFA Community and Response Data

Over the last 10 years WTRFA has seen an increase in call volume and area population. During this same time WTRFA has kept up with increased demand and found ways to improve emergency services for the community. With the largest response area of any Fire Department within Thurston County (162 sq mi) WTRFA covers a variety of demographics from remote forest land and farmland to suburban and well-developed areas. We have seen our communities grow with more residential and commercial development. WTRFA has seen an increase in population of over 7% over the last 10 years with ongoing development every year.



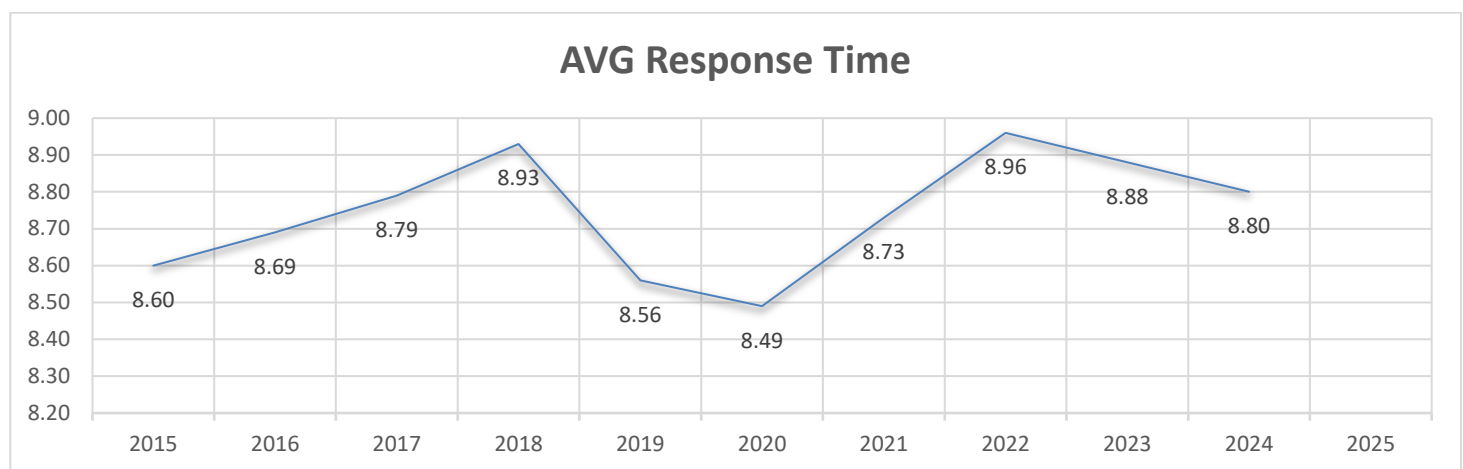
*Population data from Washington Office of Financial Management

With an increase in population, we also have seen an increase in response volume. Over the last 10 years WTRFA has seen an increase of over 13% with an average of over 3,100 responses per year. This increase in response puts a burden on fire department resources and staff.

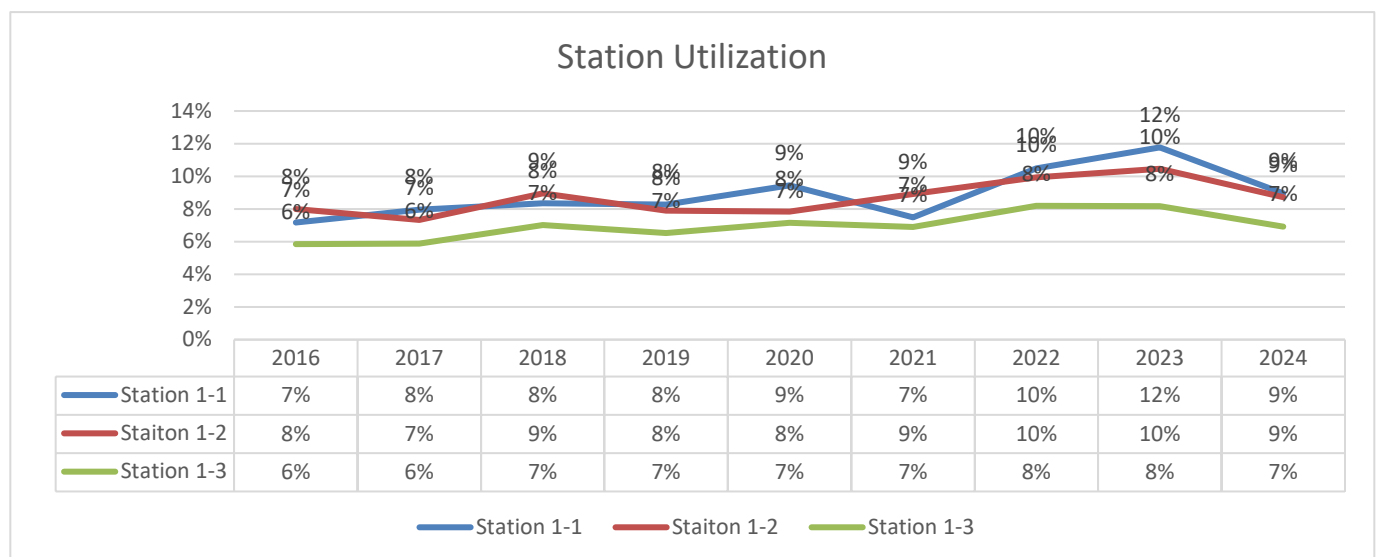


For the last 10 years we have seen our average response time (dispatched to on scene) to all responses stay consistently between 8.5 to 9 minutes. As we see an increase in response volume, we have a risk of also seeing response time rise as the closest unit and/or station may be busy on another incident.

We do have two response zones that do have response times exceeding 10 minutes (Bordeaux / Mima / Gate: 11.84 and Michigan Hill: 13.65) but these times remain under NFPA 1720 and EMS delivery standards. Possible Appendix



Over the course of 10 years we have also seen our station / unit utilization increase. This is the percentage of time our units are not available on incidents. Standard unit utilization for fire departments is recommended 10% to 20%. WTRFA is currently operating within the optimal range for station / unit utilization.



Fire Department Ratings and Response Standards

WSRB and ISO Rating

The Washington Survey and Rating Bureau's (WSRB) grading process generates a report card for fire service agencies referred to as the Protection Classification (PC). During our last reassessment WTRFA was able to maintain a favorable PC rating of 4 (as of 2025). A PC 4 rating will apply to dwelling and commercial properties located within five road miles of a responding fire station and having standard fire hydrant distribution and water supply. Properties in the community who do not meet the above requirements will receive a different PC rating. WTRFA overall focus on meeting or exceeding standards and improving the rating should be looked at holistically. The grade is based on applying deficiency points from a perfect score in several critical areas.

NFPA (National Fire Protection Association) 1710 and 1720:

NFPA requires the assembly of personnel within a time period to ensure that fire suppression capability includes sufficient personnel, equipment, and other resources to efficiently and safely deploy fire suppression resources.

WTRFA has adopted an arrival/assembly/ fire attack goal for Rural Zones (<500 people/sq. mi.) that are consistent with NFPA 1720 - Structure Fire: Assemble 6 staff to attack and water on fire within 14 minutes, 80% of the time.

WAC 296-305: Washington Administrative Code (WAC) Firefighter Safety Standards:

Washington State requires a minimum of three response ready firefighters to be on scene prior to conducting a rescue operation in a structure fire when someone is known to be trapped inside. If no known life hazard exists, four firefighters are required to be on scene prior to interior firefighting. This safety standard establishes the importance of quickly assembling necessary personnel on scene, while recognizing the need to conduct rescue operations in a timely manner.

EMS- delivery standards

Washington State defines guidelines, including response time and transport times. Washington State trauma verified agencies must conform to these established times. WTRFA is a Washington State trauma verified department who have proven to meet and exceed EMS delivery standards for suburban areas.

<u>Classification</u>	<u>Aid (Min)</u>	<u>Amb (Min)</u>	<u>Population</u>
Urban	08	10	>30,000 ;or > 10,000 & > 2,000/sq. mi.
Suburban	15	20	>10- 29,999; or any area 1-2,000/ sq. mi.
Rural	45	45	< 10,000; or < 1,000 / sq. mi.
Wilderness	ASAP	ASAP	Any rural area not readily accessible

Goal #1: Strengthen Emergency Response Capability

Background:

WTRFA continues to face increasing service demands driven by population growth, expanded development, and rising expectations for emergency response. As call volume climbs and the complexity of incidents evolve, ensuring rapid, reliable, and well-coordinated response capability has become a central priority for the Authority. Improving response performance requires more than adding units, it involves evaluating deployment patterns, optimizing station coverage, increasing unit availability, and strengthening both career and volunteer staffing models.

Staffing reliability remains essential to the department's ability to deliver consistent service. Maintaining 100% minimum staffing ensures that core response units remain in service 24 hours a day every day, reducing gaps in coverage and preventing delays in the community's most time-sensitive emergencies. At the same time, volunteer and resident firefighter programs continue to serve as critical components of WTRFA's operational model. Expanding these programs will enhance capacity, improve coverage at outlying stations, and support the long-term sustainability of the system.

Regional collaboration also plays a vital role in the department's effectiveness. WTRFA relies on strong partnerships with neighboring agencies for major incidents and backfill support. Ensuring mutual aid agreements are updated and conducting joint training enhances interoperability, strengthens relationships, and ensures that all agencies respond with shared expectations, equipment familiarity, and coordinated tactics.

Strategic Objective(s):

- **1.1 Response Time Improvement:** Reduce overall response time by 5% by 2030 through deployment adjustments, increase of unit availability, and coverage analysis.
- **1.2 Staffing Reliability:** Maintain 100% minimum staffing compliance annually.
- **1.3 Expand Volunteer Staffing:** Increase volunteer / resident staffing of sub-station and units to 20% by 2029.
- **1.4 Regional Coordination:** Conduct at least one multi-agency training exercise per year and update mutual aid agreements by 2027.

Year	Key Actions
2026	<ul style="list-style-type: none">• Conduct deployment data study• Maintain 100% staffing reliability• Ensure mutual aid agreements address needs
2027	<ul style="list-style-type: none">• Host regional training exercise• Expand resident staffing of sub-stations
2028	<ul style="list-style-type: none">• Optimize station coverage and unit availability
2029	<ul style="list-style-type: none">• Reassess response time performance• Increase regional drills• Increase volunteer staffing
2030	<ul style="list-style-type: none">• Achieve 5% reduction in response time• Publish end-of-cycle performance report

Goal #2: Invest in Workforce Development and Culture

Background:

Sustaining a high-performing fire agency requires investing in the people who deliver services every day. As WTRFA prepares for continued community growth and increasing service demands, strengthening its workforce, both career and volunteer, is essential to long-term operational success. Building a stable pipeline of incoming personnel, developing future leaders, and fostering an engaged and resilient workforce form the foundation of these objectives.

Volunteer members remain an integral part of WTRFA staffing structure, particularly for outlying stations and staffing additional units. However, volunteer recruitment and retention continue to be challenges nationwide. Establishing a continuous recruitment program ensures a steady flow of motivated candidates and retention of our current volunteer staff is essential to stabilize operational staffing. Leadership development is equally important as the RFA prepares for future promotions, retirements, and organizational growth. A formal officer development curriculum helps ensure that Lieutenants and Battalion Chiefs possess consistent, high-level competencies in supervision, training, strategy, and administration.

Employee engagement directly influences morale, performance, and retention. Improving communication processes and creating meaningful internal feedback channels allow staff at all levels to participate in organizational improvement. By focusing on engagement, the RFA aims to create a work environment where employees feel heard, supported, and motivated to contribute to the agency's long-term mission.

Finally, wellness and resilience remain critical elements of the fire service profession. Firefighters face physical, emotional, and psychological risks inherent to their work. Expanding wellness program participation and maintaining low injury rates underscore the RFA's commitment to keeping its workforce healthy, capable, and ready to serve. Strengthening peer support, offering comprehensive wellness resources, and proactively addressing injury trends support a resilient and sustainable workforce.

Together, these factors justify WTRFA strategic focus on recruitment, leadership, engagement, and wellness; ensuring that WTRFA remains a strong, well-supported organization prepared for the challenges of the next five years and beyond.

Strategic Objective(s):

- **2.1 Volunteer Recruitment:** Establish a continuous recruitment program for Volunteers by 2026 and increase candidate pool size by 10% by 2028, with a retention rate of 70% for more than 2 years.
- **2.2 Leadership Development:** Implement a formal officer development curriculum and certify 100% of Lieutenants and Battalion Chiefs by 2029.
- **2.3 Employee Engagement:** Create employee engagement survey and increase engagement by 2030 through improved communication processes and internal feedback systems.
- **2.4 Wellness & Resilience:** Expand wellness and PEER Support program participation to 80% of staff by 2027 and maintain or lower current injury rate as captured by OSHA standard annually.

Year	Key Actions
2026	<ul style="list-style-type: none"> • Maintain volunteer recruitment • Initiate officer development program • Establish employee feedback platform • Ensure peer support team trained and meeting needs
2027	<ul style="list-style-type: none"> • Achieve 80% participation in wellness programs • Deploy department-wide communication improvements
2028	<ul style="list-style-type: none"> • Volunteer recruitment pool increases 10% • Expand leadership coursework
2029	<ul style="list-style-type: none"> • Certify 100% of company officers • Conduct culture review survey and action plan
2030	<ul style="list-style-type: none"> • Achieve 20% engagement improvement • Ensure injury reduction • Finalize leadership program outcomes

Goal #3: Ensure Equipment, Apparatus, and Facilities Meet Modern Standards

Background:

Ensuring that West Thurston Fire has the facilities, apparatus, and equipment needed to meet modern service expectations is essential to maintaining operational reliability and firefighter safety. As the community grows and service demands intensify, WTRFA must proactively plan for capital investments that support both current and future operational needs. These objectives reflect this long-term commitment to responsible asset management and sustainable service delivery.

Fire apparatus represent some of the District's most critical and costly operational assets. Many fire engines across the RFA are aging beyond recommended NFPA and WSRB standards, which can affect reliability, maintenance costs, and WSRB insurance ratings. Establishing a 20-year replacement schedule ensures predictable budgeting, reduces service disruptions due to mechanical failure, and maintains compliance with standards.

Facilities are another essential component of the RFA's long-term readiness. Aging stations and deferred maintenance can limit efficiency, personnel accommodations, and safe apparatus deployment. Developing a comprehensive facilities master plan provides a data-driven roadmap for repairs, expansions, and new construction. This plan ensures that future investments support operational needs, community growth patterns, and best practices.

Training infrastructure also plays a vital role in firefighter readiness and safety. As emergency responses become more technical and high-risk, the RFA requires a training ground that supports realistic, consistent, and compliant skill development. Planning upgrades and completing the improvements will modernize training capabilities and allow for expanded multi-company and regional exercises.

Properly maintained equipment is essential to keeping firefighters safe and effective on the incident grounds. Establishing an annual inspection and replacement cycle allows WTRFA to retire outdated equipment before it becomes unsafe, stay aligned with evolving standards, and ensure every firefighter is properly equipped.

These background considerations underscore the RFA’s commitment to building a modern, reliable, and strategically planned infrastructure system, one that supports operational performance today while preparing for the demands of the next decade.

Strategic Objective(s):

- **3.1 Apparatus Replacement:** Implement a 20-year replacement schedule aligned with NFPA/WSRB, and replace or order at least two engines by 2030.
- **3.2 Facilities Master Plan:** Complete and adopt a facilities master plan by the end of 2026.
- **3.3 Training Ground Upgrades:** Plan for fire training ground upgrades by 2026, and project completion by 2030.
- **3.4 Equipment Maintenance and Replacement:** Ensure 100% equipment is maintained on a normal schedule by 2027 and implement an annual inspection/replacement cycle.

Year	Key Actions
2026	<ul style="list-style-type: none">• Complete facilities master plan• Evaluate all apparatus life cycles• Training ground upgrade plan
2027	<ul style="list-style-type: none">• Order first round of apparatus
2028	<ul style="list-style-type: none">• Order second round of apparatus
2029	<ul style="list-style-type: none">• Evaluate apparatus performance
2030	<ul style="list-style-type: none">• Complete two apparatus replacements/ordering• Complete training ground upgrades• Finalize facility project phase report

Goal #4: Enhance Community Risk Reduction and Public Education

Background:

Community Risk Reduction (CRR) is a core mission of WTRFA and an essential strategy for reducing preventable emergencies, improving community resilience, and strengthening public safety. As the region experiences growth, new development, and shifting demographics, WTRFA must proactively assess risks and implement programs that reduce the likelihood and severity of emergencies before they occur.

Pre-fire planning is a foundational component of effective emergency response. Commercial occupancies present a wide range of hazards, from complex building layouts to presence of hazardous materials that can significantly impact firefighter safety and operational outcomes. Enhancing our pre-fire plan program and completing plans for all commercial properties ensures that responding crews have access to critical information needed for safer and more efficient operations.

Public education remains one of the most effective tools for reducing fire and injury risks, particularly among our communities most vulnerable. Increasing annual education contacts allows the RFA to expand outreach in high-risk areas, schools, and community gathering points. Programs such as CPR training, smoke alarm installations, and life-safety presentations strengthen the community’s ability to

prevent and respond to emergencies.

Strong partnerships amplify these efforts. By formalizing relationships with schools, civic groups, local businesses, tribal groups, homeowner groups and regional organizations, WTRFA leverages shared resources and expertise to reach more residents and address root causes of local risk. Establishing new partnerships builds a broader network supporting prevention, preparedness, and community driven initiatives.

Together, these factors highlight the importance of prevention, education, and collaboration. By advancing these objectives, WTRFA strengthens its ability to reduce risk, improve safety outcomes, and build a more resilient and informed community.

Strategic Objective(s):

- **4.1 Pre-Fire Planning:** Implement Pre-Fire Plan program by 2026 and achieve 100% completion of all commercial occupancies by 2029.
- **4.2 Public Education Reach:** Increase annual public education contacts by 20% by 2030, with targeted outreach in high-risk areas.
- **4.3 Partnerships:** Formalize at least four new community partnerships by 2029 to support risk-reduction efforts.
- **4.4 Smoke Alarm Campaign:** Implement smoke alarm program by 2026. Expand outreach to optimize delivery and installation by 2029.

Year	Key Actions
2026	<ul style="list-style-type: none"> • Implement pre-fire plan program • Develop outreach strategy • Begin partnership recruitment • Implement smoke alarm program
2027	<ul style="list-style-type: none"> • Establish four new partnerships • Increase pre-fire plan inspections • Expand delivery of smoke alarm program
2028	<ul style="list-style-type: none"> • Complete commercial occupancies pre-fire plan • Deploy targeted risk outreach • Expand CPR/public education
2029	<ul style="list-style-type: none"> • Establish four new partnerships • Deepen school system outreach
2030	<ul style="list-style-type: none"> • Achieve 20% increase in education contacts • Ensure 100% pre-fire plan completion

Goal #5: Increase Wildland Fire Preparedness and Community Resilience

Background & Analysis:

Wildfire risk continues to increase within our community and growth pushes development farther into the wildland–urban interface (WUI). WTRFA serves a community with significant WUI exposure, meaning that preparedness, mitigation, and operational capability are essential to protecting lives, property, and natural

resources. These objectives reflect the RFA’s commitment to strengthening internal readiness while empowering residents to reduce risk around their homes.

A well-trained workforce is the foundation of effective wildfire response. Ensuring that 100% of suppression personnel meet NWCG basic wildland qualifications aligns with national standards and enhances interoperability with local and state partners. This level of readiness improves safety during wildland incidents and ensures consistency in tactics, resource use, and operational expectations.

Community participation in mitigation is equally critical. Programs like Wildfire Ready Neighbors provide residents with practical steps, such as defensible space creation, vegetation management, and home-hardening, that significantly reduce the risk of structure loss. By encouraging and supporting this program demonstrates WTRFA’s emphasis on proactive risk reduction and shared responsibility between the fire agency and the community.

Operational capability also depends on proper equipment. Acquiring additional wildland-specific apparatus and equipment sets ensures that crews have the tools needed for rapid mobility, initial attack operations, and extended wildland response. Modern equipment also enhances safety and ensures appropriate equipment designed for rugged wildland environments.

The South Thurston County Community Wildfire Protection Plan (CWPP) serves as the strategic roadmap for long-term fuel reduction and wildfire mitigation. WTRFA is committed to steadily addressing critical risk areas, improving community safety, and leveraging partnerships with DNR, TCCD, and local stakeholders. These projects, such as fuel breaks, fuel reduction, and community mitigation zones, are essential components of a wildfire resilient landscape.

Together, these elements reinforce WTRFA’s comprehensive approach to wildfire response and community resilience. Through training, partnerships, equipment investments, and targeted mitigation, WTRFA will be better prepared to protect the community from the increasing impacts of wildfire in the coming decade.

Strategic Objective(s):

- **5.1 Wildland Training:** Train 100% of suppression staff to NWCG basic wildland qualifications by 2026.
- **5.2 Mitigation Participation:** Enroll 200 households in Wildfire Ready Neighbors by 2030.
- **5.3 Equipment Improvements:** Acquire one new wildland-specific apparatus or equipment sets by 2030.
- **5.4 CWPP Implementation:** Complete one CWPP priority projects per year beginning in 2027.

Year	Key Actions
2026	<ul style="list-style-type: none"> • Begin CWPP project cycle • Expand wildland training • Coordinate with DNR and TCCD on outreach
2027	<ul style="list-style-type: none"> • Achieve 100% basic NWCG qualification • Purchase initial mitigation equipment
2028	<ul style="list-style-type: none"> • Increase Wildfire Ready Neighbors enrollment • Add community workshops
2029	<ul style="list-style-type: none"> • Complete major CWPP fuel-reduction project
2030	<ul style="list-style-type: none"> • Enroll 200+ households • Publish wildfire resilience progress report • Acquire one wildland apparatus

Goal #6: Strengthen Financial Sustainability and Organizational Efficiency

Background:

Long-term financial stability is essential for WTRFA to sustain service levels, plan for capital needs, and respond to a growing and diversifying community. As operational costs rise, equipment ages, and service expectations expand, we must proactively plan for stable, predictable funding and modern administrative systems.

A comprehensive long-term financial plan is foundational to this effort. By adopting a formal plan in 2026, the RFA gains a clear roadmap for future budgets, capital investments, reserve strategies, and operational sustainability. Such planning improves accountability, positions the RFA for future ballot measures and ensures the community understands the financial trajectory of its fire department.

Exploring new funding mechanisms is also increasingly important. Traditional revenue sources, such as property taxes, may not fully keep pace with inflation, call volume growth, or infrastructure requirements. Identifying and implementing at least one new sustainable funding source by 2029 helps diversify revenue and strengthen the RFA's ability to manage long-term needs without over-reliance on a single funding stream.

Grants remain a vital tool for offsetting costs, especially for apparatus, equipment, and programs. Expanding WTRFA's grant program and pursuing at least three major grant applications annually enhances competitiveness and increases the likelihood of securing at least one significant award each year. This approach helps stretch local tax dollars further and accelerates progress on key initiatives.

Finally, administrative efficiency is essential for supporting both daily operations and long-term strategic goals. As we grow, outdated processes and manual workflows can lead to delays, duplication of effort, and increased workload on administrative and operational staff. Streamlining three major workflows by 2029—using modern technology, digitization, and process redesign, will improve internal efficiency, free staff time, and support better organizational communication and decision-making.

These objectives reflect WTRFA's commitment to financial responsibility, operational efficiency, and proactive planning. By strengthening funding strategies, improving administrative systems, and expanding revenue opportunities, WTRFA will be better positioned to maintain high-quality service and support community needs throughout the next decade.

Strategic Objective(s):

- **6.1 Long-Term Funding Plan:** Adopt a long-term financial plan by 2026.
- **6.2 Revenue Exploration:** Identify and implement at least one new sustainable funding mechanism by 2029.
- **6.3 Grants:** Apply for a minimum of three major grants per year, achieving at least one award annually.
- **6.4 Administrative Efficiency:** Streamline three major administrative workflows by 2029 using technology and process redesign.

Year	Key Actions
2026	<ul style="list-style-type: none">• Adopt long-term financial plan• Begin grant expansion• Audit administrative processes
2027	<ul style="list-style-type: none">• Streamline first workflow• Identify new funding mechanism options
2028	<ul style="list-style-type: none">• Planning new funding mechanism• Continue grant applications• Streamline second workflow
2029	<ul style="list-style-type: none">• Implement new funding mechanism• Implement third major workflow improvement• Improve financial analytics tools
2030	<ul style="list-style-type: none">• Achieve sustained funding stability• Conduct end-of-cycle financial review

Goal #7: Expand Community Engagement, Transparency, and Accountability

Background:

Maintaining strong, transparent, and trusted relationships with the community is essential for WTRFA long-term success. As expectations for public communication evolve, we must provide clear, accessible, and timely information that helps residents understand fire department services, performance, and needs. WTRFA needs to strengthen public trust, increase community participation, and ensure the RFA remains accountable to the people we serve.

Digital communication has become a primary way that residents receive information. Expanding website content, social media reach, and email engagement ensures WTRFA can effectively communicate emergency updates, prevention messaging, program announcements, and organizational decisions.

The Citizens Advisory Committee (CAC) remains a valuable mechanism for two-way communication, giving residents the opportunity to provide input on service needs, strategic priorities, and financial planning. Revitalizing the CAC and sustaining quarterly meetings beginning in 2026 strengthens community involvement and supports decision-making rooted in public feedback.

Transparent performance reporting is another key component of public trust. Establishing annual performance

reports demonstrates the RFA’s commitment to measuring and communicating progress on response times, staffing, risk reduction, training, finances, and other strategic priorities. Regular reporting reinforces accountability and ensures that residents can see the results of their investment in fire and emergency services.

Community presence also plays a vital role in building relationships and fostering a safety culture. By participating in community events, we increase face-to-face engagement, strengthen partnerships, and expand opportunities for outreach, recruitment, education, and trust-building. Events such as school visits, neighborhood meetings, fairs, and safety demonstrations help humanize the organization and deepen community connections.

These considerations highlight our commitment to open communication, collaborative decision-making, and visible community involvement. By expanding engagement, revitalizing CAC, enhancing transparency, and increasing direct interaction, WTRFA plans to strengthen public confidence and build a more informed and connected community.

Strategic Objective(s):

- **7.1 Communication Expansion:** Increase digital engagement (website, social media, email lists) by 50% by 2029.
- **7.2 CAC Revitalization:** Reactivate and maintain a Citizens Advisory Committee meeting at least quarterly starting in 2026.
- **7.3 Performance Reporting:** Establish annual performance reporting beginning in 2027, and ensure publishing annually.
- **7.4 Community Presence:** Conduct or participate in a minimum of 12 community events annually by 2028.

Year	Key Actions
2026	<ul style="list-style-type: none"> • Reactivate CAC; develop communication strategy • Improve website transparency tools
2027	<ul style="list-style-type: none"> • Launch annual performance scorecards • Increase community event attendance
2028	<ul style="list-style-type: none"> • Achieve 12+ community events • Expand digital content
2029	<ul style="list-style-type: none"> • Achieve 50% digital engagement increase • Deploy advanced transparency tools
2030	<ul style="list-style-type: none"> • Maintain engagement gains • Publish multi-year accountability report

Goal #8: Support Organizational Adaptability and Future Growth

Background & Analysis:

Planning for the future requires WTRFA to anticipate how community growth, emergency service demand, and regional system changes will shape operational needs in the years ahead. To remain effective and sustainable, WTRFA must rely on accurate forecasting, strategic innovation, and strong partnerships.

Data-driven forecasting is central to modern fire service planning. As population density shifts, development expands, and call types evolve, we must understand where future demands will occur. Producing annual growth and service demand forecasts ensures that decisions about staffing levels, station coverage, and capital projects are informed by reliable projections rather than reactive changes. This approach strengthens financial planning and ensures resource deployment aligns with emerging community needs.

Innovation plays a critical role in improving efficiency, service quality, and operational safety. With rapid advancements in fire service technology evaluating and piloting new concepts helps WTRFA stay aligned with best practices. Piloting new technologies or service allow the organization to identify what solutions provide the greatest benefit before making long-term investments.

Regional partnerships remain vital as communities become more interconnected and emergency events increasingly exceed the capacity of a single agency. Shared services, and cooperative agreements, can strengthen operational capabilities, reduce duplication, and improve cost efficiency. Evaluating partnership opportunities positions WTRFA to enhance resilience and better serve our communities through coordinated strategies and resource sharing.

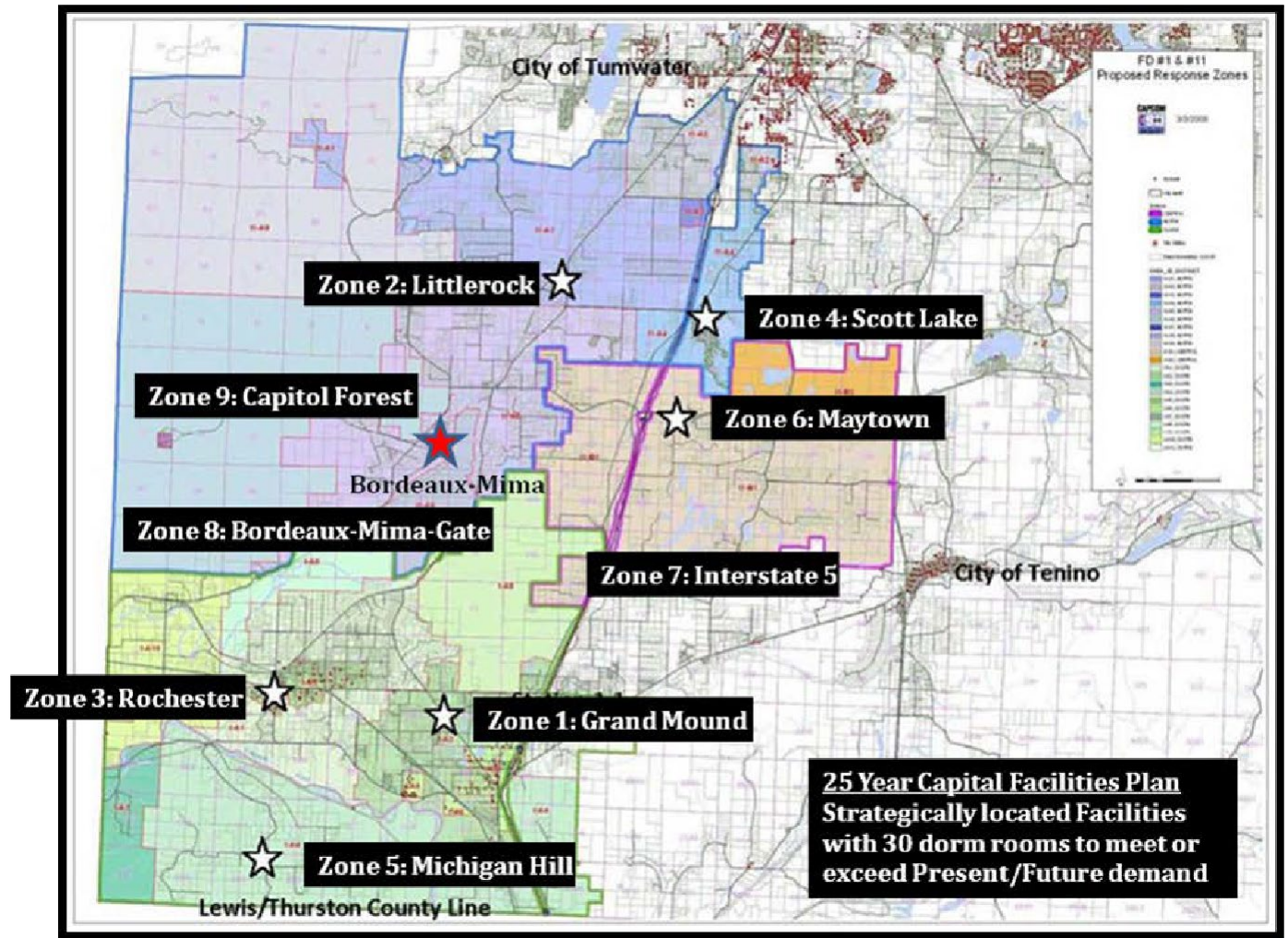
Together, these elements highlight our commitment to staying ahead of future challenges. Through proactive forecasting, innovation, and collaborative regional efforts, WTRFA will be better equipped to provide high-quality, sustainable emergency services in a rapidly changing environment.

Strategic Objective(s):

- **8.1 Data-Driven Planning:** Produce annual community growth and service demand forecasts beginning in 2028.
- **8.2 Innovation:** Research and trial new technologies or service concepts by 2028.
- **8.3 Regional Partnerships:** Evaluate and implement at least one shared-service or partnership model by 2030.

Year	Key Actions
2026	<ul style="list-style-type: none"> • Begin annual forecasting • Identify potential innovation projects
2027	<ul style="list-style-type: none"> • Evaluate partnership opportunities
2028	<ul style="list-style-type: none"> • Pilot two new technologies/services • Expand forecasting and planning model
2029	<ul style="list-style-type: none"> • Conduct feasibility study for shared services
2030	<ul style="list-style-type: none"> • Implement selected partnership model • Publish future growth plan

WEST THURSTON PLANNING ZONES



2025 PERFORMANCE by ZONE



Thurston County Treasurer
December 2025 Statement
West Thurston Regional Fire Authority
Fund 67A0 - W THURSTON RFA GENERAL FUND

Cash Activity

Date	Description	Amount	Notes
12/01/2025	Beginning Cash Balance	\$9,499,247.63	
	Revenues:		
12/01/2025	District Deposit	250.00	\$250.00 / 6701
12/01/2025	District Deposit	290.50	\$290.50 / 6701
12/01/2025	District Deposit	554.64	\$554.64 / 6701
12/01/2025	District Deposit	1,061.46	\$1,061.46 / 6701
12/01/2025	District Deposit	2,274.50	\$2,274.50 / 6701
12/01/2025	District Deposit	16,569.00	\$16,569.00 / 6701
12/02/2025	District Deposit	75.00	\$75.00 / 6701
12/02/2025	District Deposit	588.59	\$588.59 / 6701
12/02/2025	District Deposit	655.56	\$655.56 / 6701
12/02/2025	Interest on Prop Tax Refunds	(3.74)	
12/03/2025	District Deposit	119.59	\$119.59 / 6701
12/03/2025	District Deposit	486.81	\$486.81 / 6701
12/03/2025	District Deposit	869.20	\$869.20 / 6701
12/03/2025	District Deposit	1,434.00	\$1,434.00 / 6701
12/04/2025	District Deposit	463.53	\$463.53 / 6701
12/05/2025	District Deposit	586.41	\$586.41 / 6701
12/05/2025	District Deposit	2,813.34	\$2,813.34 / 6701
12/08/2025	District Deposit	453.12	\$453.12 / 6701
12/08/2025	District Deposit	222,094.81	\$222,094.81 / 6701
12/08/2025	Interest on Prop Tax Refunds	(89.68)	
12/10/2025	District Deposit	624.11	\$624.11 / 6701
12/10/2025	District Deposit	1,116.70	\$1,116.70 / 6701
12/10/2025	District Deposit	3,062.88	\$3,062.88 / 6701
12/10/2025	District Deposit	3,064.65	\$3,064.65 / 6701
12/10/2025	DNR Payment in Lieu of Tax	953.09	
12/11/2025	District Deposit	247.30	\$247.30 / 6701
12/11/2025	District Deposit	500.00	\$500.00 / 6701
12/12/2025	District Deposit	438.74	\$438.74 / 6701
12/15/2025	District Deposit	733.26	\$733.26 / 6701
12/15/2025	District Deposit	17,179.79	\$17,179.79 / 6701
12/15/2025	Interest on Prop Tax Refunds	(53.18)	
12/16/2025	District Deposit	50.00	\$50.00 / 6701
12/16/2025	District Deposit	1,001.60	\$1,001.60 / 6701
12/16/2025	District Deposit	1,882.84	\$1,882.84 / 6701
12/17/2025	District Deposit	116.49	\$116.49 / 6701
12/17/2025	District Deposit	370.32	\$370.32 / 6701
12/17/2025	District Deposit	468.33	\$468.33 / 6701
12/17/2025	District Deposit	1,077.51	\$1,077.51 / 6701
12/18/2025	District Deposit	225.68	\$225.68 / 6701
12/18/2025	District Deposit	838.68	\$838.68 / 6701
12/18/2025	District Deposit	1,041.20	\$1,041.20 / 6701
12/18/2025	District Deposit	1,369.56	\$1,369.56 / 6701
12/19/2025	District Deposit	7,266.92	\$7,266.92 / 6701
12/19/2025	DNR Timber Trust 2	2.06	
12/22/2025	District Deposit	17,857.84	\$17,857.84 / 6701
12/22/2025	Interest on Prop Tax Refunds	(102.50)	
12/23/2025	District Deposit	75.00	\$75.00 / 6701
12/23/2025	District Deposit	519.40	\$519.40 / 6701
12/23/2025	District Deposit	3,564.37	\$3,564.37 / 6701



Thurston County Treasurer
December 2025 Statement
West Thurston Regional Fire Authority
Fund 67A0 - W THURSTON RFA GENERAL FUND

12/23/2025	District Deposit	11,327.86	\$11,327.86 / 6701
12/24/2025	District Deposit	381.08	\$381.08 / 6701
12/24/2025	District Deposit	1,485.03	\$1,485.03 / 6701
12/24/2025	District Deposit	5,381.73	\$5,381.73 / 6701
12/26/2025	District Deposit	118.37	\$118.37 / 6701
12/26/2025	District Deposit	125.00	\$125.00 / 6701
12/26/2025	District Deposit	256.08	\$256.08 / 6701
12/26/2025	District Deposit	1,010.89	\$1,010.89 / 6701
12/29/2025	District Deposit	299.60	\$299.60 / 6701
12/29/2025	District Deposit	578.84	\$578.84 / 6701
12/29/2025	District Deposit	20,205.65	\$20,205.65 / 6701
12/31/2025	District Deposit	271.33	\$271.33 / 6701
12/31/2025	District Deposit	690.87	\$690.87 / 6701
12/31/2025	Leasehold Excise Tax	11.42	
12/31/2025	Real & Personal Property Taxes	(542.87)	
12/31/2025	Real & Personal Property Taxes	(469.65)	
12/31/2025	Real & Personal Property Taxes	69.99	
12/31/2025	Real & Personal Property Taxes	202.32	
12/31/2025	Real & Personal Property Taxes	23,515.69	
12/31/2025	Investment Interest Paid	32,783.37	
	Total Revenues	\$414,741.88	
	Expenditures:		
12/10/2025	Electronic Disbursements	(39,272.88)	
12/10/2025	Electronic Disbursements	(9,981.00)	
12/10/2025	Issued Warrants	(290,590.43)	
12/15/2025	Electronic Disbursements	(9,972.97)	
12/15/2025	Electronic Disbursements	(931.64)	
12/18/2025	Voided Warrants	5,372.06	
12/31/2025	Electronic Disbursements	(216,599.44)	
12/31/2025	Electronic Disbursements	(87,280.34)	
12/31/2025	Electronic Disbursements	(50,117.08)	
12/31/2025	Electronic Disbursements	(768.66)	
12/31/2025	Transfer Out	(156,397.57)	
12/31/2025	Voided Warrants	33.78	
	Total Expenditures	(\$856,506.17)	
12/31/2025	Ending Cash Balance	\$9,057,483.34	

Warrant Activity

12/01/2025	Beginning Warrants Outstanding	\$18,815.42
	Total Warrants Issued	290,590.43
	Total Warrants Redeemed	(230,646.71)
	Total Warrants Voided	(5,405.84)
12/31/2025	Ending Warrants Outstanding	\$73,353.30

Investment Activity

12/01/2025	Beginning Interest Receivable	\$50,375.86
	Interest Earned	29,714.35
	Cash Paid	(32,783.37)
12/31/2025	Ending Interest Receivable	\$47,306.84

TCIP Yield (used to calculate interest earnings)

3.69%



Thurston County Treasurer
December 2025 Statement
West Thurston Regional Fire Authority
Fund 67A0 - W THURSTON RFA GENERAL FUND

LGIP Yield (budget benchmark)

3.70%



Thurston County Treasurer
December 2025 Statement
West Thurston Regional Fire Authority
Fund 67A1 - W THURSTON RFA BOND DEBT

Cash Activity

Date	Description	Amount	Notes
12/01/2025	Beginning Cash Balance	\$536,229.12	
	Revenues:		
12/08/2025	Interest on Prop Tax Refunds	(39.92)	
12/10/2025	DNR Payment in Lieu of Tax	115.02	
12/19/2025	DNR Timber Trust 2	0.25	
12/31/2025	Real & Personal Property Taxes	368.17	
12/31/2025	Transfer In	156,397.57	
12/31/2025	Investment Interest Paid	987.29	
	Total Revenues	\$157,828.38	
	Expenditures:		
12/01/2025	Debt Service Payments	(380,625.00)	
12/01/2025	Debt Service Payments	(156,397.57)	
	Total Expenditures	(\$537,022.57)	
12/31/2025	Ending Cash Balance	\$157,034.93	

Warrant Activity

12/01/2025	Beginning Warrants Outstanding	\$0.00
	Total Warrants Issued	-
	Total Warrants Redeemed	-
	Total Warrants Voided	-
12/31/2025	Ending Warrants Outstanding	\$0.00

Investment Activity

12/01/2025	Beginning Interest Receivable	\$2,398.44
	Interest Earned	13.53
	Cash Paid	(987.29)
12/31/2025	Ending Interest Receivable	\$1,424.68

TCIP Yield (used to calculate interest earnings)	3.69%
LGIP Yield (budget benchmark)	3.70%



Thurston County Treasurer
December 2025 Statement
West Thurston Regional Fire Authority
Fund 67A4 - W THURSTON RFA RESERVE FUND

Cash Activity

Date	Description	Amount	Notes
12/01/2025	Beginning Cash Balance	\$819,821.52	
	Revenues:		
12/31/2025	Investment Interest Paid	2,981.93	
	Total Revenues	\$2,981.93	
	Expenditures:		
	No Activity		
	Total Expenditures	\$0.00	
12/31/2025	Ending Cash Balance	\$822,803.45	

Warrant Activity

12/01/2025	Beginning Warrants Outstanding	\$0.00
	Total Warrants Issued	-
	Total Warrants Redeemed	-
	Total Warrants Voided	-
12/31/2025	Ending Warrants Outstanding	\$0.00

Investment Activity

12/01/2025	Beginning Interest Receivable	\$4,714.63
	Interest Earned	2,570.27
	Cash Paid	(2,981.93)
12/31/2025	Ending Interest Receivable	\$4,302.97

TCIP Yield (used to calculate interest earnings)	3.69%
LGIP Yield (budget benchmark)	3.70%



WEST THURSTON REGIONAL FIRE AUTHORITY

CHIEF REPORT | December 2025

Fire Chief N. Drake

CHIEF'S RECAP

Staffing

We continued to have one firefighter out due to illness for the full month. Sick leave usage decreased to 491 hours (down from 678), we saw our shift overtime stay steady at 181 hours (from 192). We had no mandatory overtime for this month. One temporary firefighter position —approved by the union— continue to support coverage during short shifts for the one position on leave. This has continued to help us maintain lower overtime hours.

Volunteer Designated Aid Unit

In December, our volunteer designated aid unit was operational for nine (9) 24-hour shifts, totaling 216 staffed hours, this was down from last month 312 hours.

The unit was fully staffed for 29% of the month and completed 15 patient transport to the hospital. This was consistent with our average percentage of coverage and just below our goal of 30%. All transport completed by DAU keeps the station in-service and ready for the next call.

Strategic Plan Development

Our 5-year Strategic Plan DRFAT is out for review. It will remain in draft and will be gathering feedback until January 31st. Citizen Advisory Committee meeting was held December 10th to review the draft strategic plan and gather feedback. Four members of the committee attended and provided great feedback.

NERIS Update

On January 1st we switched to a new incident reporting over to NERIS from NFIRS. This system will report to both the state and federal government. ESO (our software vender for reporting) is currently operating NERIS compliance reports. The switch went well but there has been a learning curve for our crews to learn a new report form. I am working to ensure that we are still able to get accurate call data when switching to the new system.

FF Trott Retirement

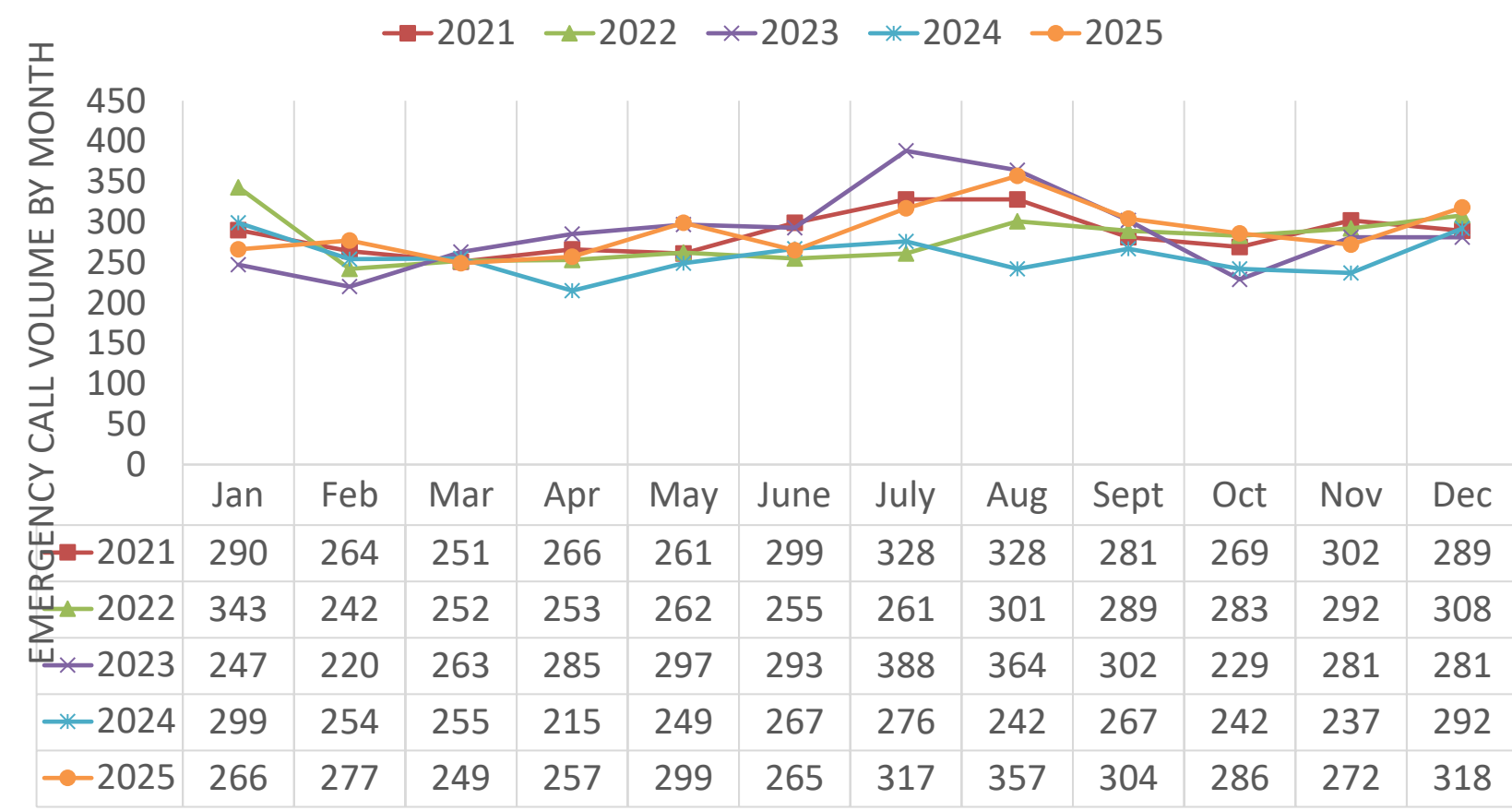
FF Thomas Trott has announced his official retirement end of May 2026. His last workday was December 27th, 2025. He will be taking a lot of his leave over the next few months. We want to thank FF Trott for his service to our agency over the last 18 years. FF Trott started with West Thurston Fire as a volunteer in May 2008 and was later hired as a career FF in September 2014. FF Trott will be missed but will continue to assist the agency with EMS training and Fire Investigations.

WEST THURSTON REGIONAL FIRE AUTHORITY

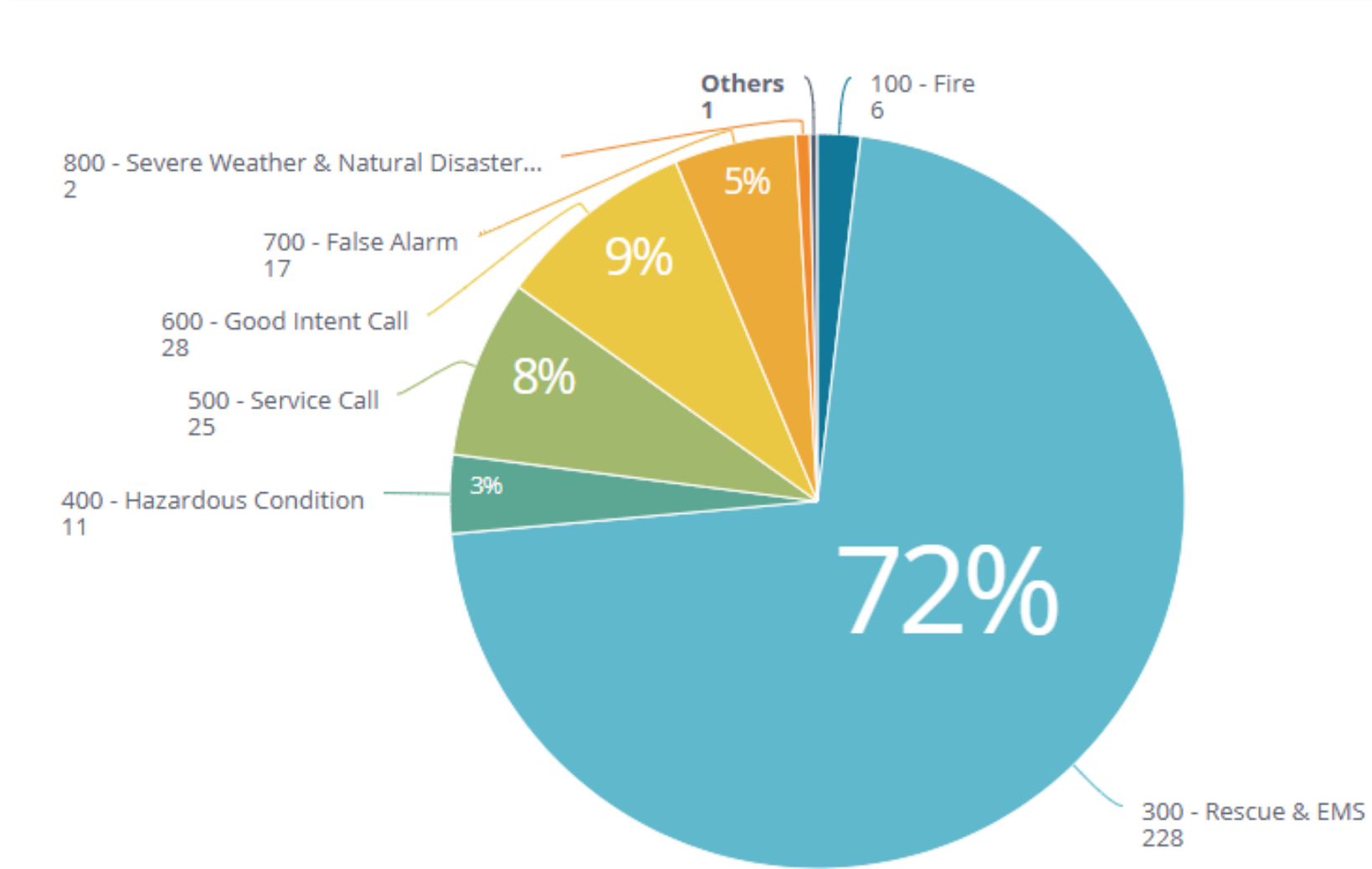
2025 BY THE NUMBERS – Monthly Report December 2025
Chief Nathan Drake



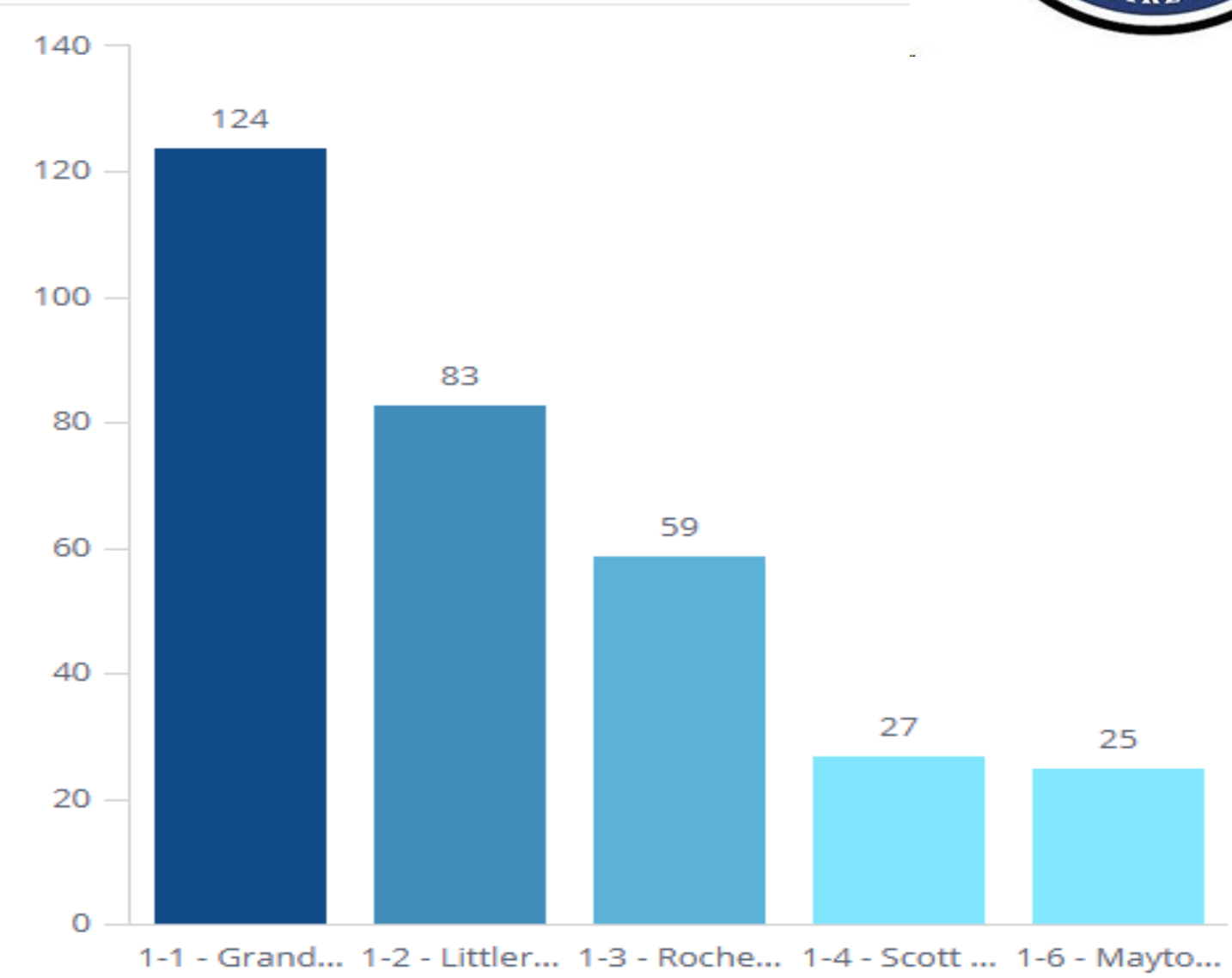
4-YEAR INCIDENT VOLUME COMPARISON BY MONTH
2021-2025



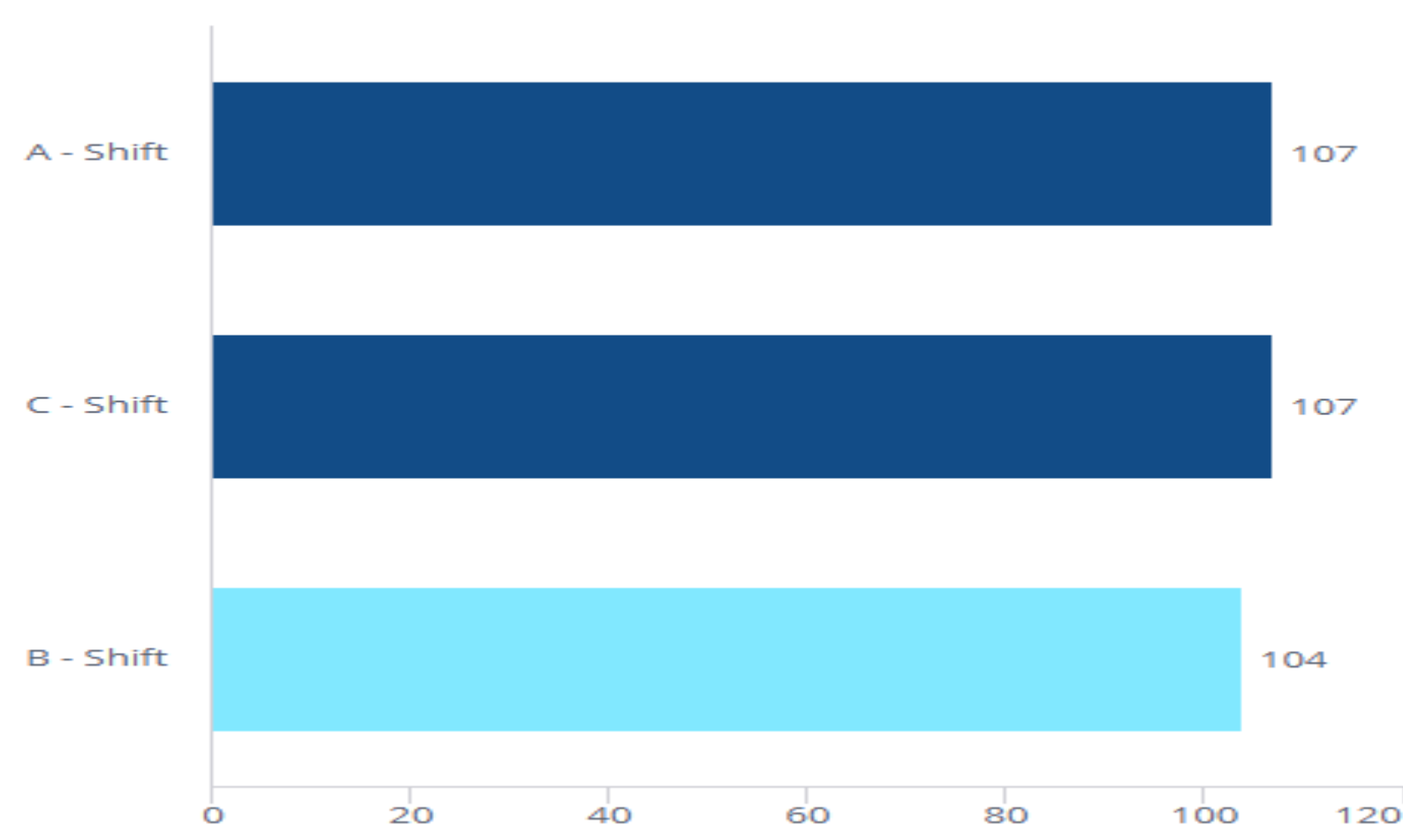
Percent of Incident Responses by Incident Type



Incident Count by Station



Incident Count by Shift



3,467 **2025 Total**

3,095 **2024 To Date Total**

+372 **CHANGE PYTD**

+11% **% PYTD**

DECEMBER AVERAGE PRIMARY RESPONSE TIME 9:42

DECEMBER CALLS = 318

30% OVERLAPPING CALLS (95) IN DECEMBER

WTRFA INCIDENT RESPONSE SUMMARY

PATIENT TRANSPORTS

WTRFA AID UNIT TRANSPORTS – DECEMBER



YTD WTRFA TRANSPORTS



915

DECEMBER WTRFA TRANSPORTS



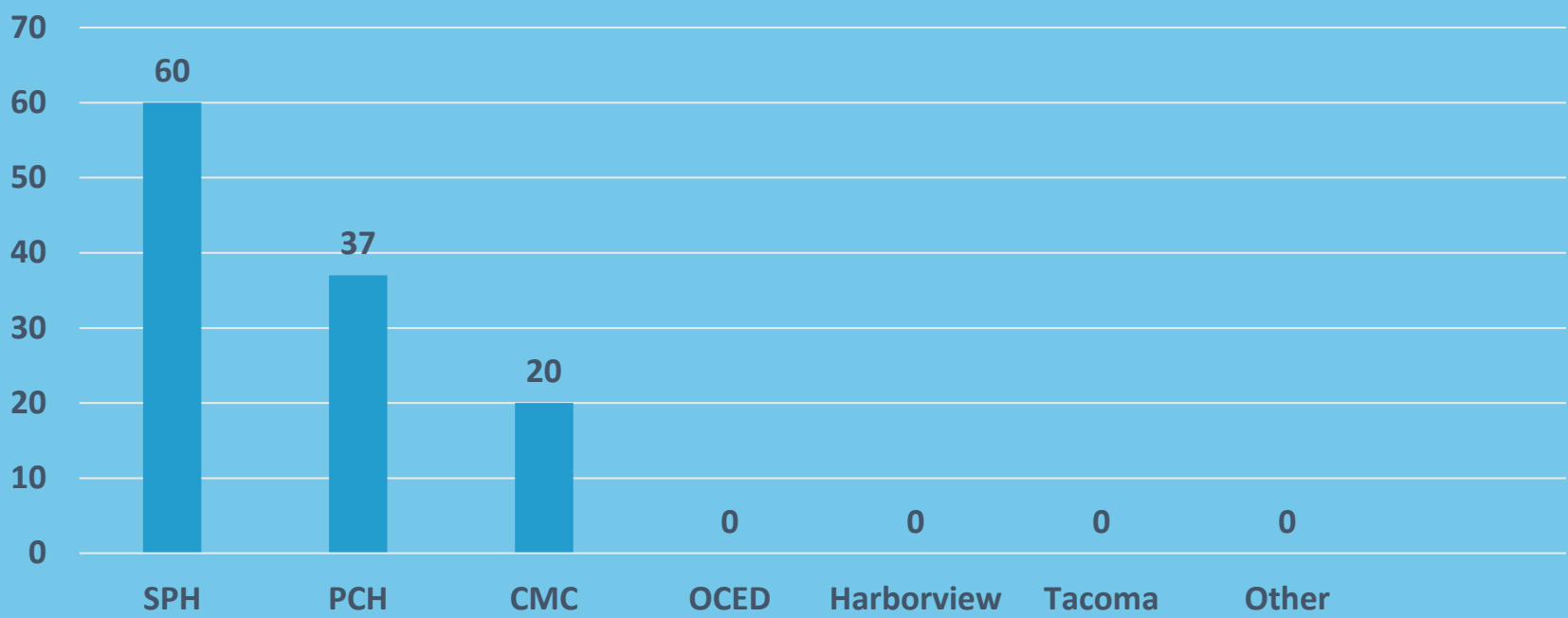
92

Total Transports YTD

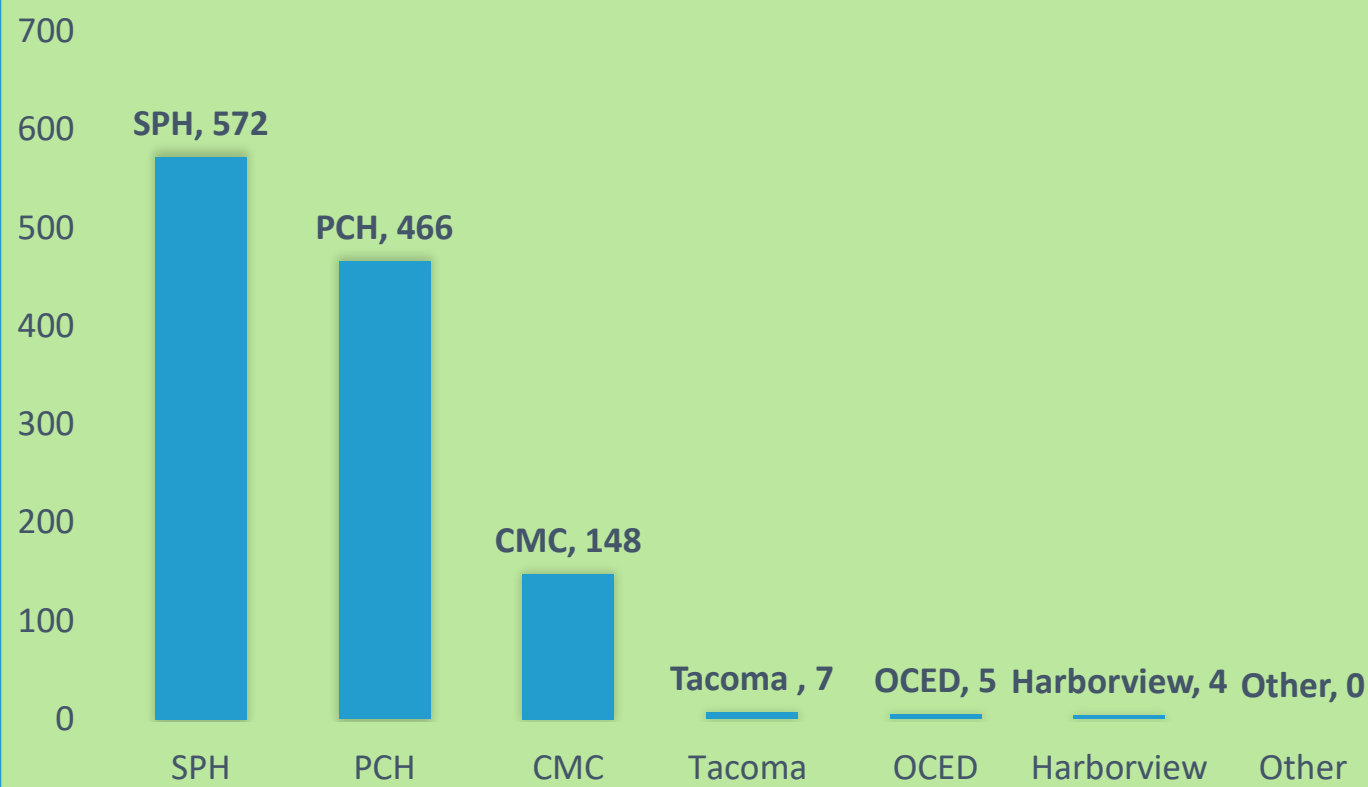


ALS = 215
BLS = 932

TRANSPORT DESTINATION – DECEMBER



DESTINATION – YTD



MUTUAL AID/AUTO AID FOR DECEMBER



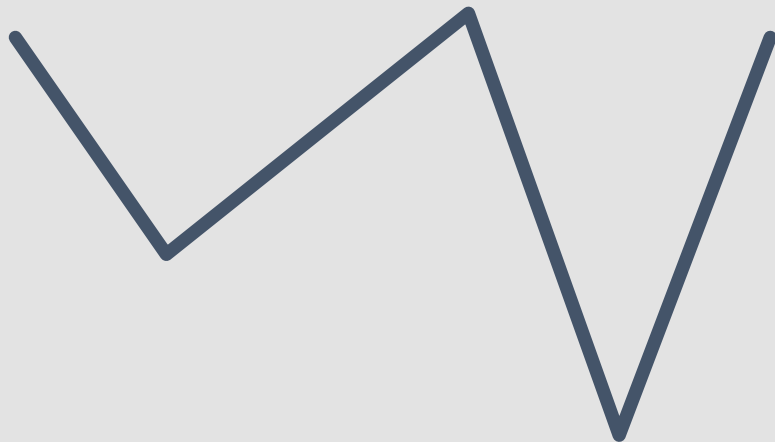
AID GIVEN: 27
AID RECEIVED: 20

Average Response Time
COMPLIANCE YTD

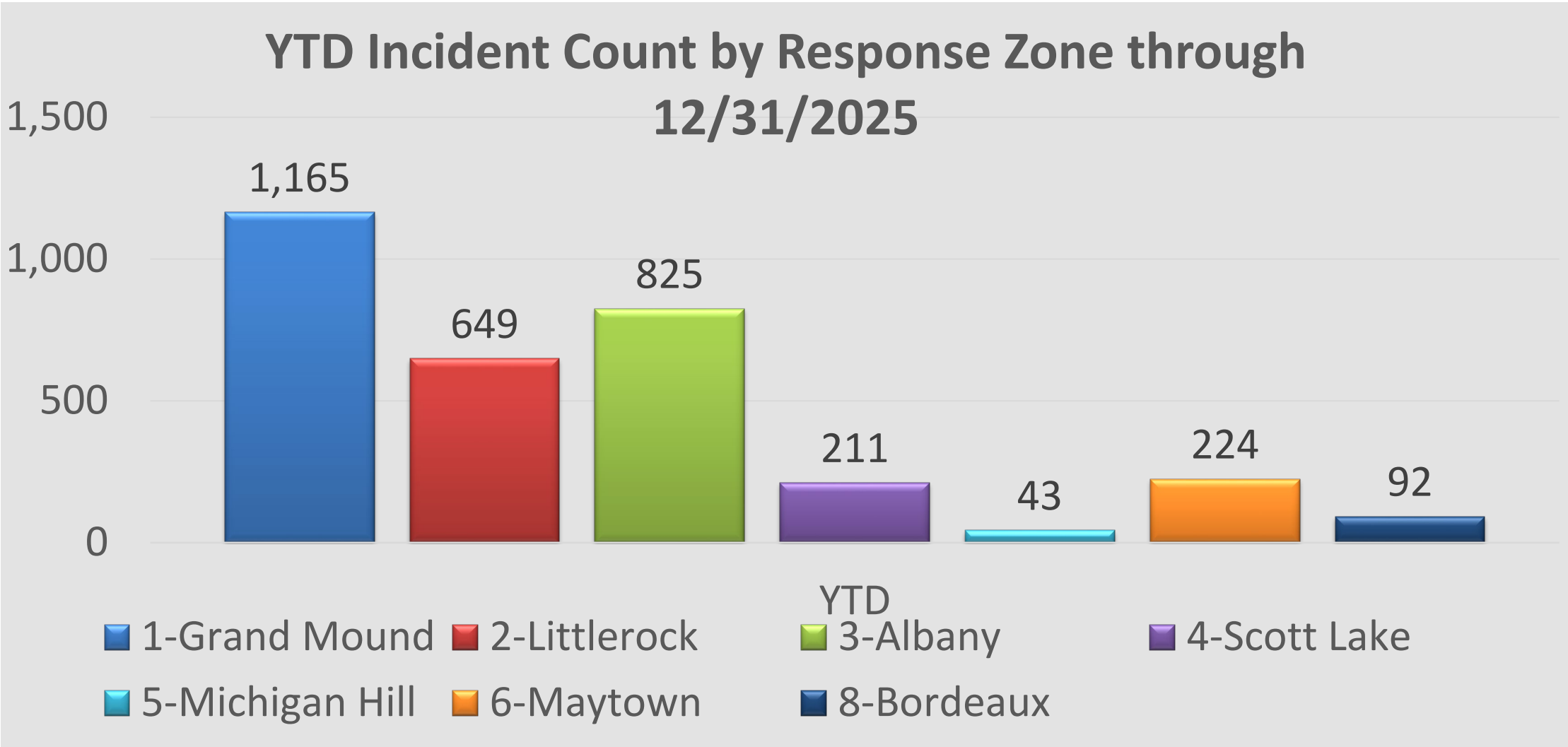


8:59 Initial Unit
Arrival in Primary
Zones 1,2,3,4,6

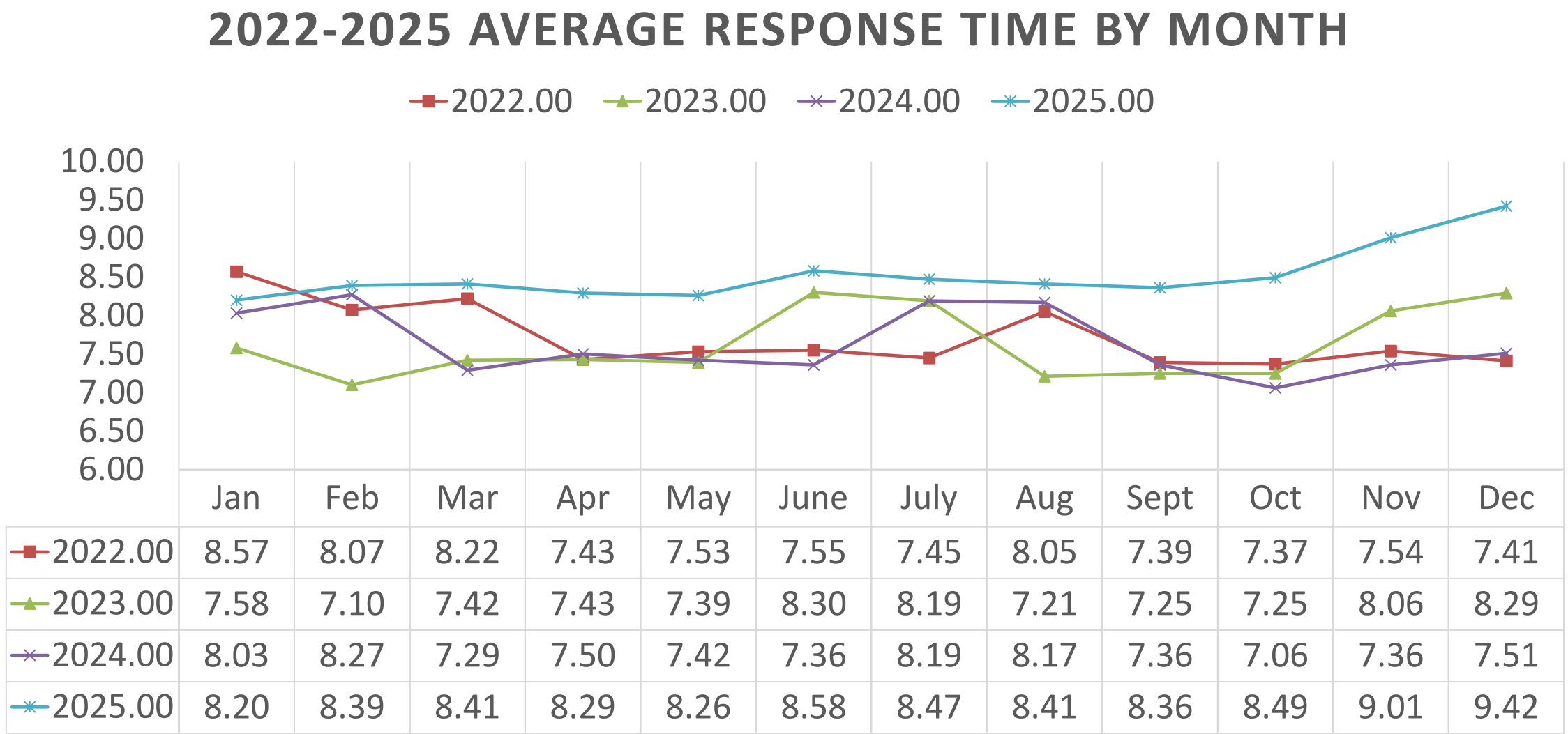
30% Overlapping
Calls (1,035) YTD



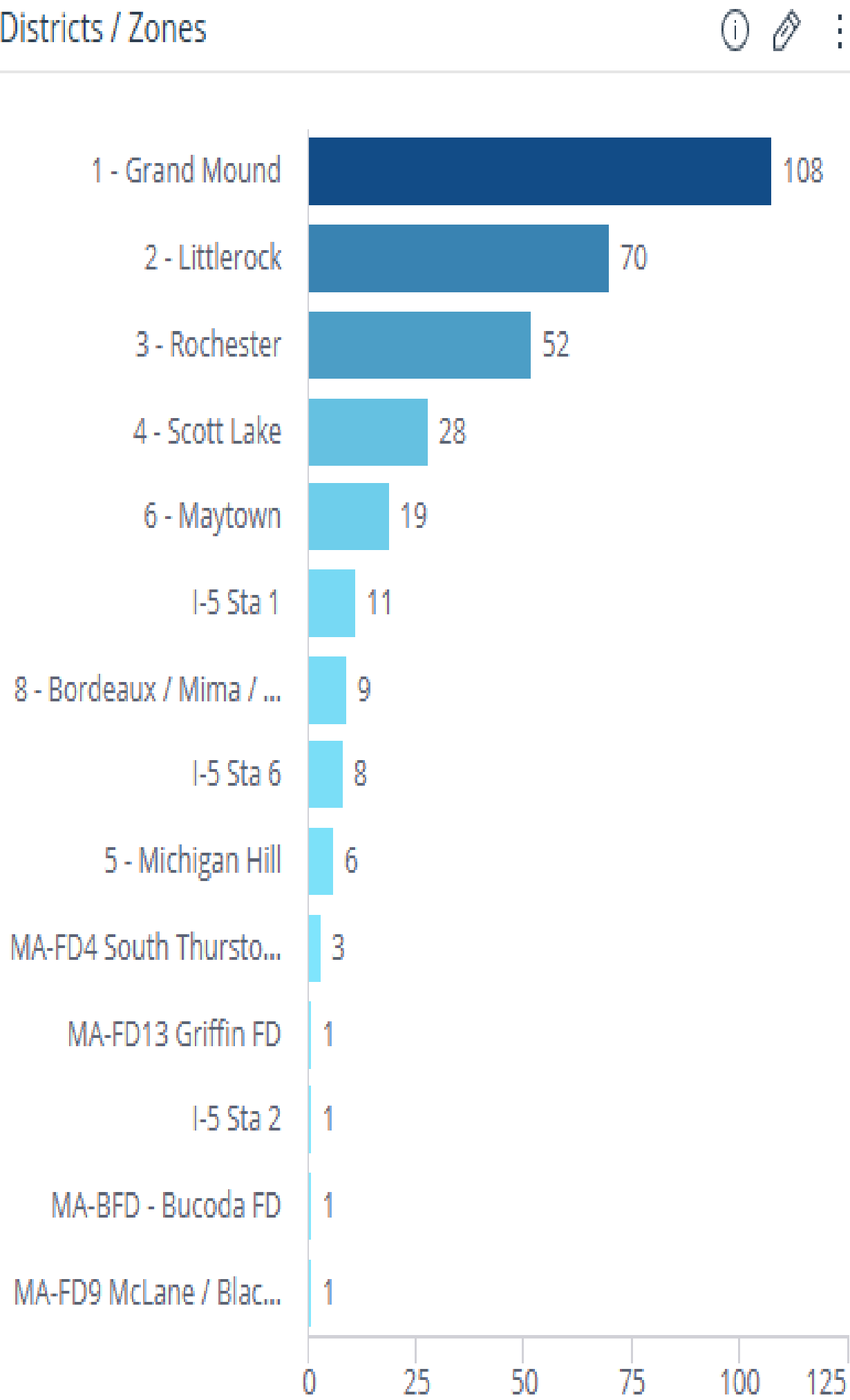
YTD Incident Count
By Response Zone



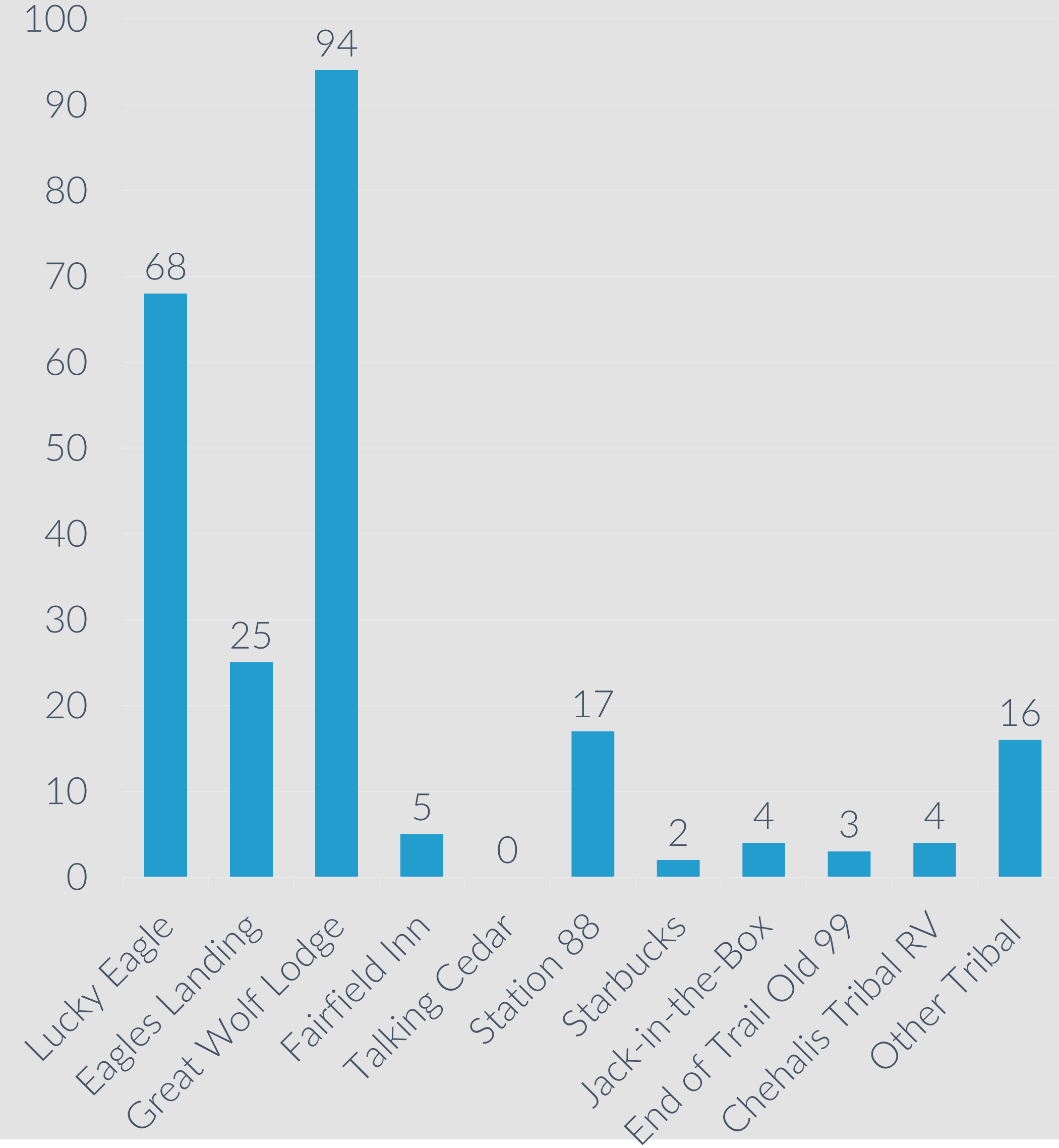
Average Response Time
By Month



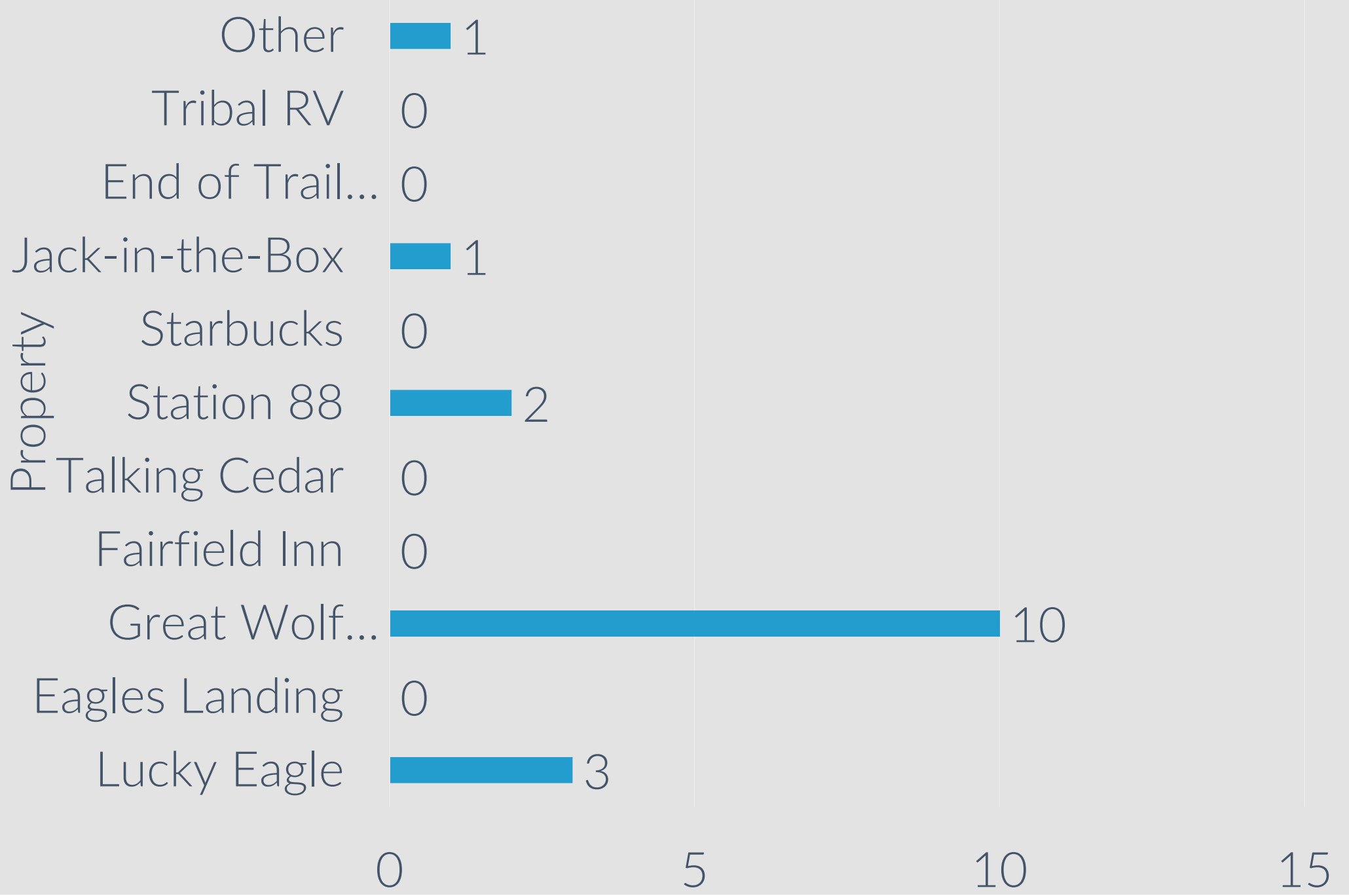
Breakdown per Zone December



TRIBAL PROPERTY RESPONSES – YTD



TRIBAL PROPERTY RESPONSES –December



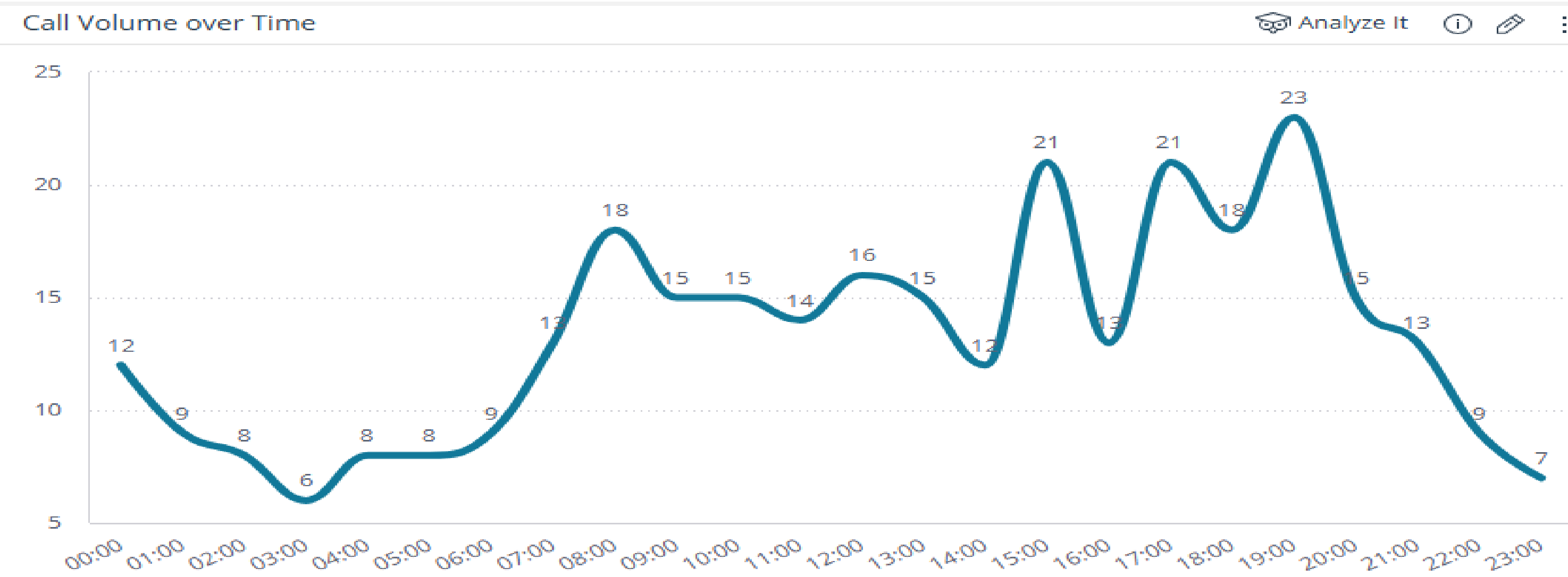
Total Tribal Responses: 239

Percent of WTRFA total: 7%

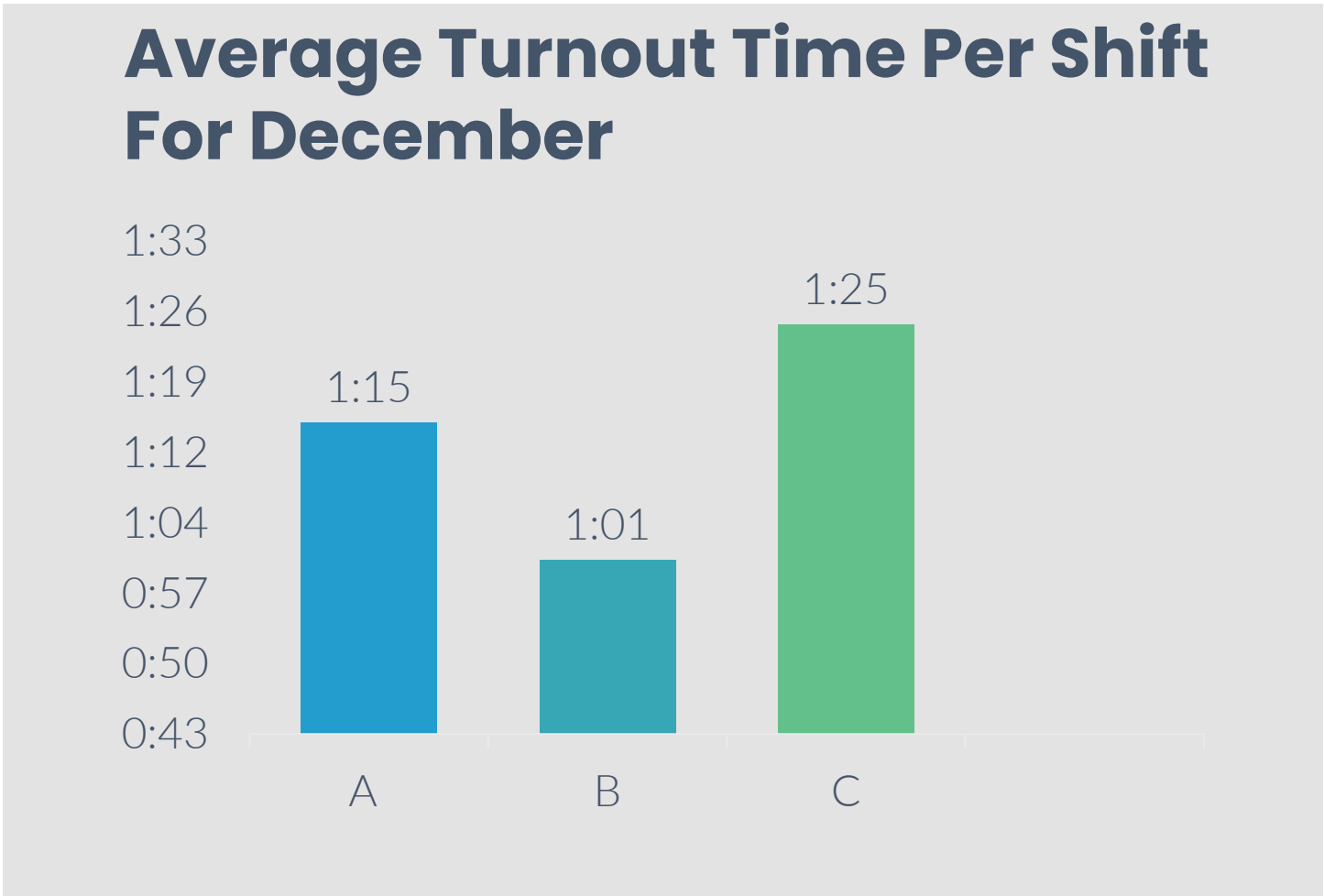
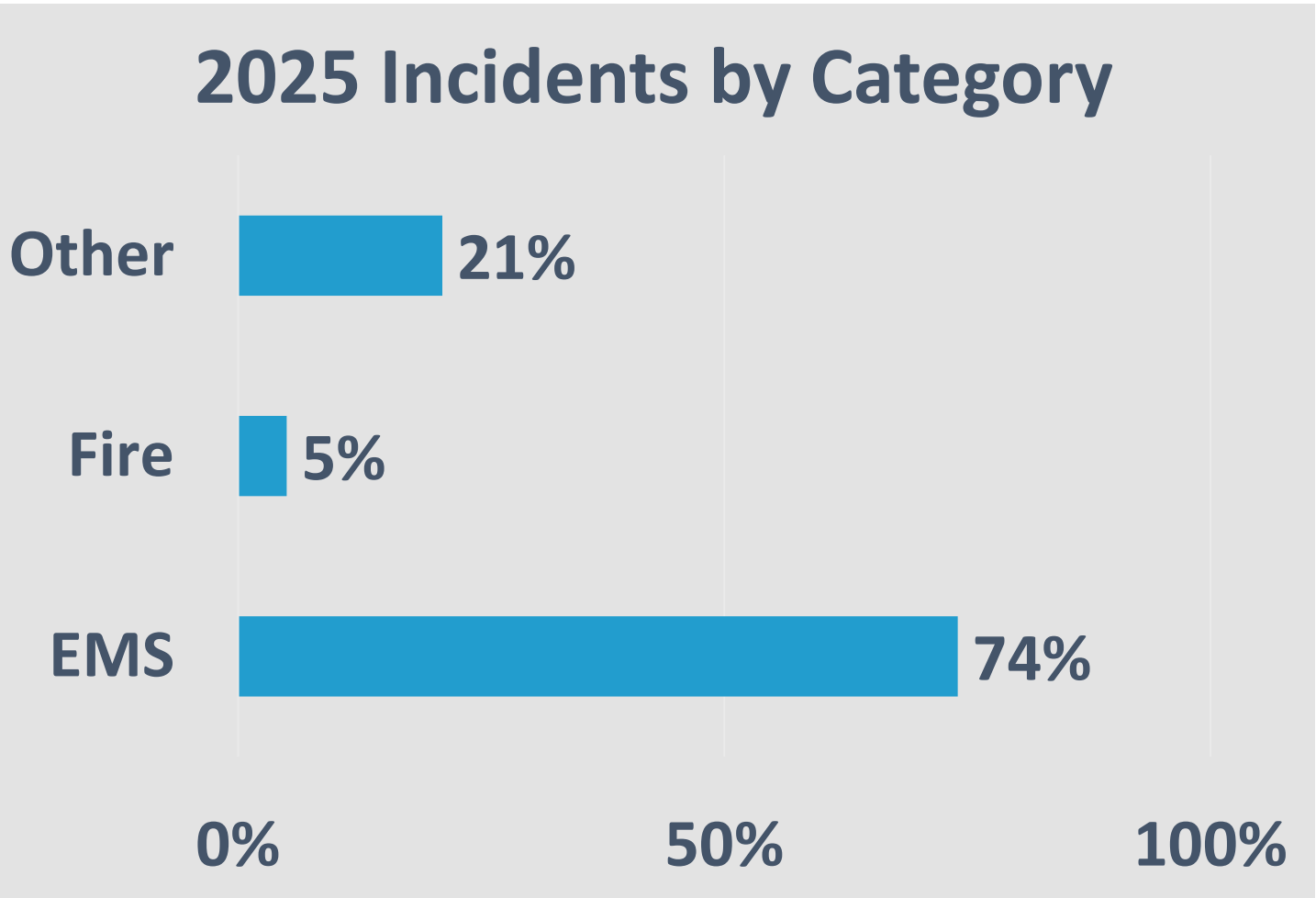
Total Time for December
5,962 Career Hours
1,783 Volunteer Hours

181 Shift Overtime Hours
December

491 Sick Leave Hours
December



Busiest Days in December
12/11 – 14 Calls
12/17 – 28 Calls
12/21 – 13 Calls
12/23 – 13 Calls
12/27 – 15 Calls
12/28 – 16 Calls
12/30 – 14 Calls
12/31 – 13 Calls



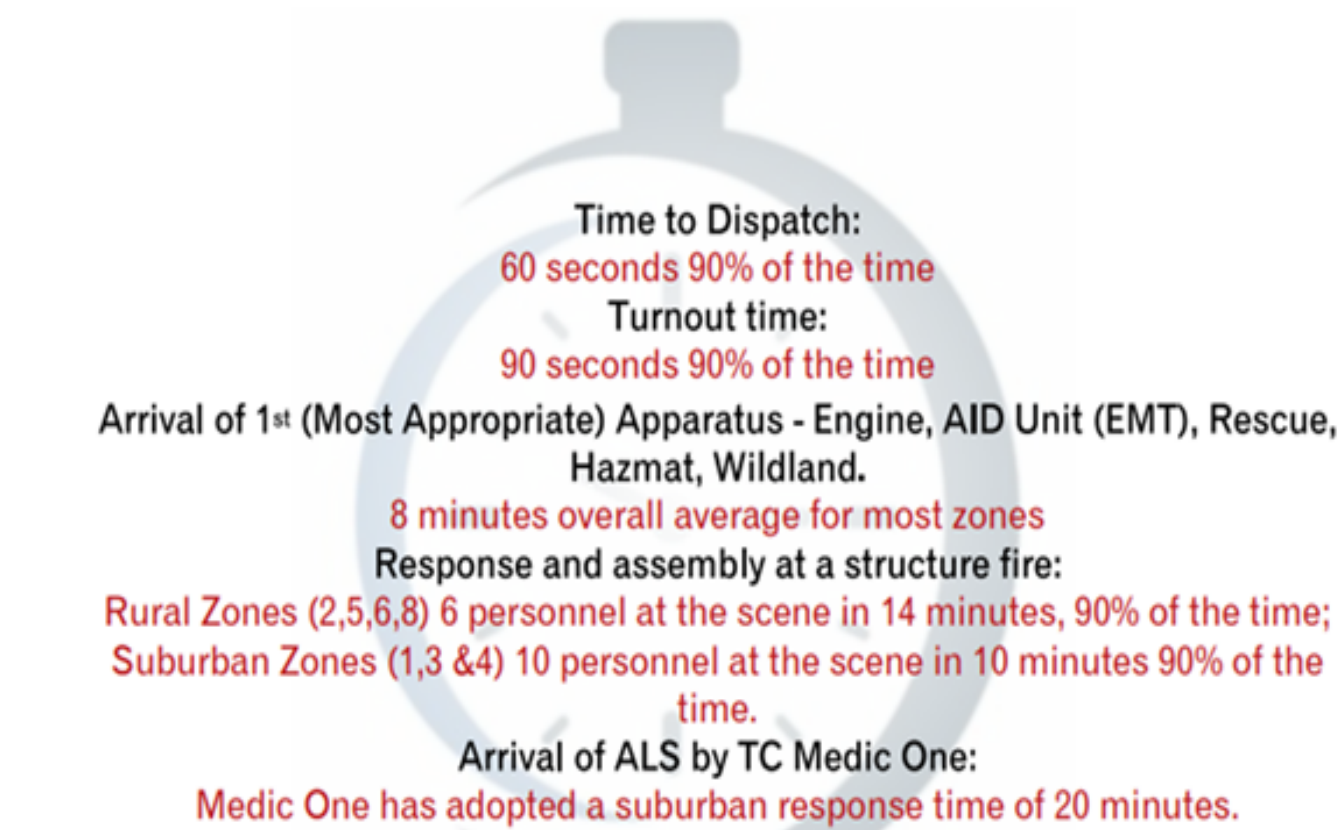
OUR MISSION AND VISION/ RESPONSE STANDARDS/PERFORMANCE MEASUREMENTS

MISSION

It shall be the mission of West Thurston Regional Fire Authority to develop, operate and manage resources granted by the people of the region to preserve lives and property in our communities by providing services directed toward prevention, management and mitigation of fire, emergency medical, rescue, and disaster incidents.

VISION

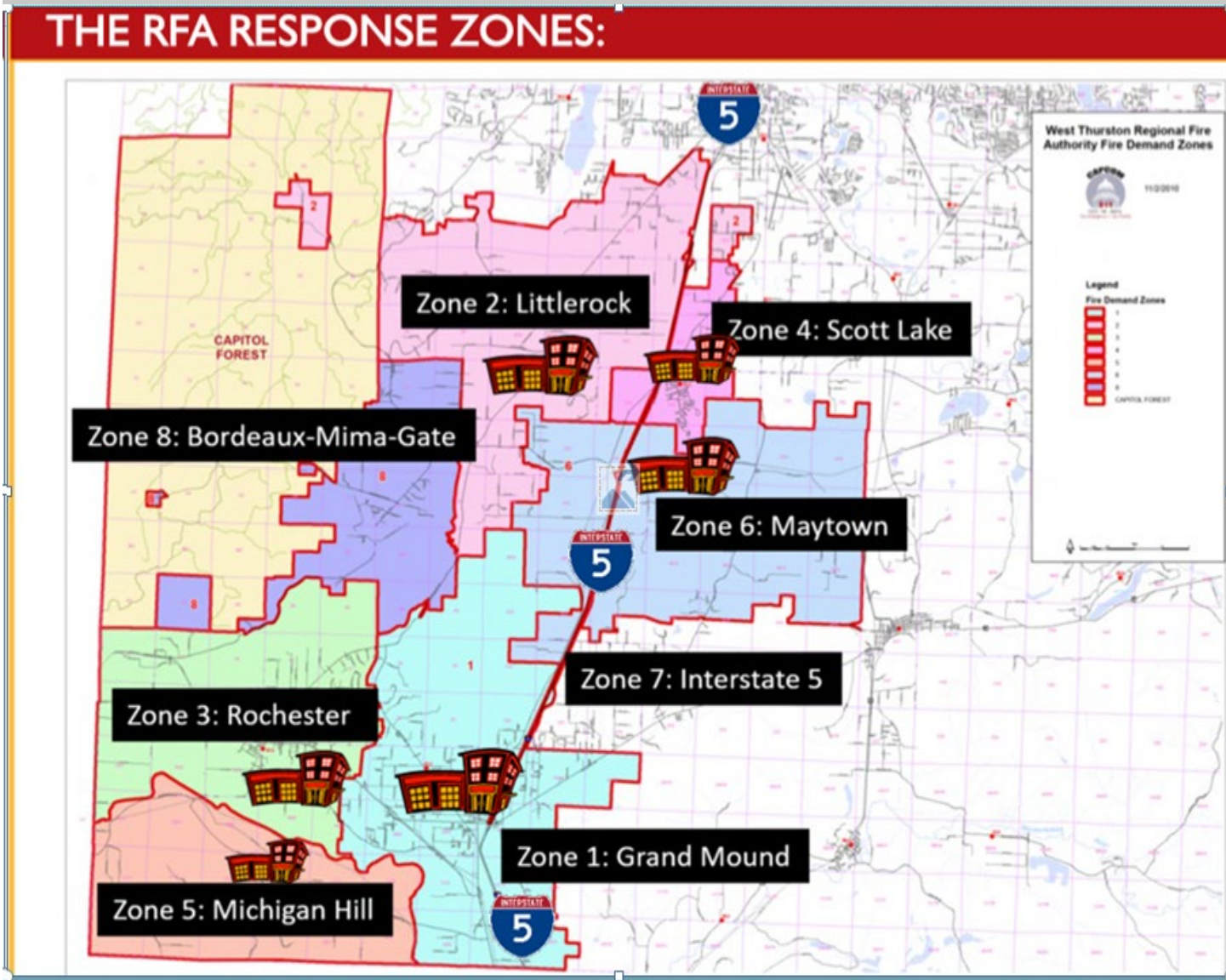
To be recognized by our community as an agency that is responsive to the community’s needs and concerns, we must be a model of excellence in providing services through education, prevention and mitigation in addition to fostering an environment of involvement, trust and cohesion: West Thurston should be a community service leader.



Population Served 25,000

Communities Served 9

OUR DISTRICT



December 2025

Monthly Training Report

	December 2025	2025 Total
Total Training Hours	250.25	2873.75 hours

Training Events in December 2025

- December Safety Meeting
- Ongoing EVIP for volunteers
- Ongoing PACT Training for Volunteer Firefighter.
- OTEP/CAR
- Quarterly drills/EMS Training/Open Gym Fire Training
- Thurston County Volunteer Academy Candidates/Instructors
- Blue Card cert lab
- Extrication drill
- FF2 for probationary and Volunteers

Upcoming training Events in January

- Safety Meeting
- Attend Thurston County Training Officer Meeting
- Blue Card county committee on board
- Make up OTEP as needed

Other Projects

- Extrication drill for HS Prom
- In district Blue Card sims
- Ongoing training/requests
- Build Burn Cell/Training tower revamp
- MCO Live Fire opportunities
- OPS Committee-Budget started
- Water Program
- Quad Roll Out



P.O. Box 879
Rochester WA 98579
360.273.5582

THURSTON COUNTY FIRE PROTECTION DISTRICT'S 1 & 11
WEST THURSTON FIRE RESCUE
"Serving Better Together"



10828 Littlerock Rd SW
Olympia WA 98512
360.352.1614

To: Chief N. Drake & Board of Commissioners
From: Lt. Joel Swecker- Safety Officer
Subject: December 2025 Safety Report
Date: 01/04/2026
CC: 2025 Safety File

Chief Drake & Board of Commissioners,

The following report is a recap of December's safety topics, concerns, reported accident/injuries/near misses, and completed tasks/assignments.

Accident/Injury Reports-

1. **12/3/2025- Vehicle Accident:** Engine 1-3 struck by passing semi during response to an ALS vehicle accident/fire on I-5. No policy or operational violations, turned over to WSP and WTRFA Admin/Insurance.

Monthly Safety Topic-

- Officers choice or Winter Driving Ops (Target Solutions

Safety Committee.

- January 2026- Date TBD

Station Safety Inspections

1. Station 1- No Issues currently.
2. Station 2- No Issues currently.
3. Station 3- No issue currently
4. Station 4-No issues currently.
5. Station 6- No issues currently

FIIRE Safety (L&I) Program

1. 1st Quarter Zoom meeting 1/5/2026- Mandatory
2. 4th Quarter WTRFA SIP completed and submitted 1/1/2026 to FIIRE.

Ongoing/Upcoming

1. Ongoing focus for injury free workplace.
2. OSHA 300 compilation, review, and posting
3. Completion of 2025 department SIP.
4. 3rd Quarter Safety Officer's Report- to be posted at all stations.
5. Renewal of Thurston County Safety Officers meetings to resume-more to come.

Completed-

1. 4th quarterly report for FIIRE

Respectfully Submitted,

Lt. J. Swecker – HSO

1/4/2026

West Thurston Regional Fire Authority

A-Shift Dec. 2025 Month End Report

By BC Stone

Greater Alarms

- 1.) Working fire off of Sargent Rd. caused by a wood stove. Two days before had a working fire with T90 off of 143rd Ave on McDuff Rd. also caused by a wood stove. Both of these were mobile homes which went up pretty fast.
- 2.) Cardiac Arrest Guava St. Code Nine.
- 3.) Cardiac Arrest Trevue Ave S.W. Scott Lake. Code nine.
- 4.) Fatal Motor Vehicle Accident on I-5 just prior to Exit 88 Northbound.

PEER Support

The Critical Stress Debriefing Team held their regular scheduled monthly meeting along with more training for some new members.

Training

- 1.) Continued with more EOC Training @ Sta.1-1.
- 2.) Completed all "Target Solution" Computer Based Training for the fourth quarter.
- 3.) Co. Officers and other members have still been working towards our Blue Card recertification goals.

Apparatus/Projects

This past month most of our equipment and apparatus has been found to be in good working order.

- 1.) E1-3 has been return from True North after having ladder rack repaired.
- 2.) E1-4 is at the Olympia Shop having repairs completed after being involved in an accident while responding on I-5. Also will have the regular scheduled maintenance and pump testing completed.
- 3.) E1-2 is in having regular scheduled maintenance, foam unit repairs, and pump testing completed as well.
- 4.) All four aid units have had their regular scheduled maintenance completed.
- 5.) All brush trucks are serviced. May not be brush season, but these units have been a real asset during our last winds and flooding events.
- 6.) Ford Interceptors, Tahoe, and Battalion trk. Are presently being cycled through the shop for minor work order issues and services.

Shift concerns

- 1.) Still working through assignments for all A-shift responders. Presently have one member who is now completely off the schedule. Still needing to adjust K-Days. Designated station assignments are working most of the time, but still needing to do day of, or prior shift changes of personnel.
- 2.) Call volumes are at an exceptional high level sometimes. Last week there were six alarms simultaneously going on within an hour. During this time had nothing to do with adverse weather conditions. These back to back calls were regular 911 responses we'd been dispatched to.

B Shift December 2025

BC Brian Christenson

Greater Alarms:

- The month of December was a very busy month for all the shifts. Several shifts we were averaging around 16 calls a shift toward the end of the month.
- We had a kitchen fire at shift change the morning of the Santa Breakfast. Crews from A and B shift made quick work of it and fire was contained to the kitchen stove and cabinet above it.

Training:

- Crews finished up OTEP and fire training for the year. Conducted Blue Card training with a few of the crews and some members turned in their OTEP sheets for EMT re-certification.

Personnel and Projects:

- Thomas Trott had his last duty shift December 27th but won't be technically retired for a few more months. It was a true pleasure to have him on B shift for the last 10 years. Before that Thomas was a Volunteer with our agency and had a long career in the US Army. After some vacation time and getting into the retired mindset he will continue to help with OTEP classes and fire investigation.
- Chris finished up repairing the sheetrock and painting the dorm side at Station 1-1. He also installed a back splash in the kitchen to prevent damage to drywall. It looks fantastic!
- With the year coming to an end, B shift will be welcoming new members after the "shift shake up". I have to admit I'm sad to see my old shift mates go however, I'm also excited to work with new folks and share our different skills and knowledge with each other.

December 29, 2025

Chief Nathan Drake,

The following is a brief synopsis C-shift and pre-fire plan activities for December 2025.

Half of our shifts were benefited by volunteer transport unit assistance that was greatly appreciated.

Created the new shift schedule and roster to include Kelley days and station assignments. This new schedule will be implemented January 2026.

Major events-

On December 17th we responded to several incidents related to the “atmospheric river/wind storm”. Chief Drake and Lt. Spiegelberg opened the Emergency operations center and facilitated 25 responses to weather related calls. Crews spent the morning hours clearing roads, marking downed and energized power lines and documenting responses.

Pre-fire plan/preparation- Assisted Shannon and Chief Drake preparing sand bag supplies at the Albany Street, Scott Lake and Littlerock stations.

Training-

Working to finish fourth quarter mandatory training. Started scheduling and researching prospective training in 2026.

Thank you and please contact me with any questions.

Battalion Chief Eric Smith



WEST THURSTON REGIONAL FIRE AUTHORITY
10828 Littlerock RD SW, Olympia WA 98512 (360) 352-1614 • Fax: (360) 352-1696

January 2025

Recruit and Retention Coordinator Report

December Overview

EMT Program: Four EMT students successfully graduated and will be taking their NREMT exams in the coming weeks. Preparations are underway for the next group of five EMT students, who are currently completing PACT training ahead of the EMT class start in February.

Fire Academy: The recruits has completed the FF1 portion, with all recruits successfully passing their practical portion of testing. Recruits will complete the HazMat portion in January, with graduation anticipated in early February.

For the next spring academy, PACT training began at the end of December and will continue, with a projected academy start date in March.

Transport Shifts: A total of nine 24-hour shifts were completed on the designated transport unit throughout December.

Community Events: December was filled with holiday cheer, including the Airlift NW Patient Meet and Greet, Santa Breakfast, Santa Sleigh, Food Drive, and Christmas Families.

Community Newsletter: Our first quarterly community newsletter was distributed shortly before Christmas. It was shared via existing email lists, social media platforms, and in limited hard copies placed at various locations throughout the community.

Social Media & Outreach: Engagement across social media platforms continues to grow, with strong positive feedback from the community. We also seeing a noticeable increase in positive in-person interactions, reflecting the impact of our outreach and community engagement efforts.

Personal Goals: I am working toward obtaining my **IFSAC Evaluator** certification to further strengthen the PACT program. This will enhance our ability to better support volunteers during testing by providing insight into evaluator expectations and improving our training focus throughout Academy and PACT.

I am also registered for the **IFSAC Fire and Life Safety Course** in April 2026 in Snohomish and also looking to gain my Instructor 2 as well to build the lesson plans for public education.

January (Upcoming Events & Projects)

- America Red Cross Blood Drive. January 26th

Looking Ahead: 2026 Goals

Exciting developments are coming for our volunteers in 2026!

- Implementation of **twice-monthly volunteer drills** and career-development-focused training opportunities.
- Scheduling of **EVIP (initial)**, **Wildland (initial)**, and **Pump Academy** courses.
- Completion of a full **distracted- and impaired-driving public education scenario** in partnership with Rochester High School prior to prom and graduation.
- Interview Planning.
- Early **event planning for 2026** is already underway.

