



2012 ANNUAL REPORT

Mission Statement

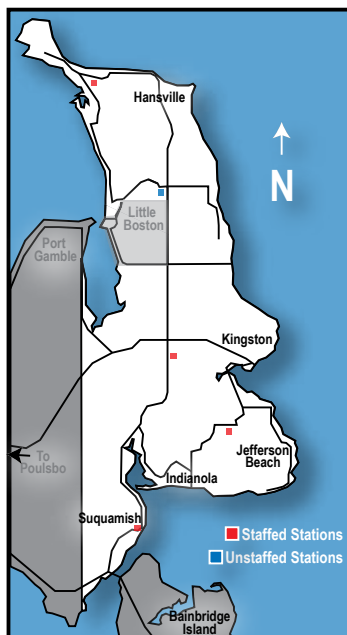
*North Kitsap Fire & Rescue is Proud to Serve in the
Protection of Lives and Property*



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North Kitsap Fire & Rescue is the by-product of three separate mergers. Fire District #5 (Indianola) merged into Fire District #10 (Kingston) in 1987. Fire District #4 (Suquamish) merged into the department in 1994 and Fire District #14 (Hansville) merged into the department in 2001

Four staffed fire stations serve the District:

- Station 81/Paul T. Nichol Headquarters: 26642 Miller Bay Rd NE
- Station 84: 18533 Augusta Ave (Suquamish)
- Station 85: 23260 South Kingston Rd
- Station 89: 4911 NE Twin Spits Rd (Hansville)

A volunteer station (Station 87) is located at 35100 Little Boston Rd. The District also owns a facility adjacent to the Eglon Community Center at 33787 NE Eglon Rd that is now used primarily for storage purposes.

2012 At A Glance

Service Area: 46 square miles[✓]

Population Served: 18,418*

Actual Operating Cost: \$5,937,342

Fire Insurance Rating: 5⁺

Total Alarms: 2,628

Avg Response Time: 6:28

Administrative Employees: 7

Response Employees: 37

Volunteer-Intern Volunteers: 26

Tender Operator Volunteers: 5

Support/Public Ed Volunteers: 8

[✓] We developed more accurate measurements of our service area while gathering data for a 2011 efficiency study.

* According to new data from the 2010 Census. For more information on these calculations, see the District's 2011 Annual Report

⁺ For homes within 1000 feet of fire hydrants. Others have a rating of 6.

Major Developments In and Around NKF&R

Economic Situation Shows Glimmers of Hope: According to Washington State's Employment Security Department, Kitsap County is the state's third most densely-populated county. Local unemployment dropped from 8.0% in May 2011 to 7.8% for that month in 2012. Job numbers are starting to rebound, but not yet strongly enough to make up for the losses during 2007 – 2010. New construction also showed some signs of recovery while the District and its employees continued to hold the line on expenditures.

Port Gamble S'Klallam Tribe Builds Expanded Casino: Concluding the extensive construction project that started in late 2011, the tribe celebrated the grand opening of its new

44,000 SF sprung-steel/membrane gaming structure and events center in June. The new building is situated immediately to the north of the original Point Casino structure.

Suquamish Tribe Builds New Museum: The latest in the tribe's efforts to invest in preservation of its people's culture and history, the beautiful new structure – situated at the corner of Suquamish Way and Division Avenue -- opened in mid-September and replaced the facility housed in the former Suquamish Tribal Center on Sandy Hook Road. Not only is the new building far more visible and accessible, it is much safer with state-of-the-art fire protection systems.

Fire Destroys Silverdale Strip Mall: A three-alarm fire in early January, thought to have started with a malfunctioning tanning bed, destroyed a Silverdale strip mall.

NKF&R Employees Continue Health Benefits through CIGNA: The District's healthcare committee, made up of stakeholders, conducted exhaustive research and determined that CIGNA continued to provide the best coverage and the best price for employees in 2012. More information about employee benefits can be found on Page 10.

Lieutenant Testing: A tri-north (NKF&R, Poulsbo Fire and Bainbridge Fire) joint testing process was held on February 16 and 17 to establish individual lists at each department of those eligible for promotion to lieutenant. Three of our personnel -- Dan Upton, Kris Osera and Ryan Buchanan -- tested successfully to form our list of candidates eligible for promotion.

Trooper Gunned Down in Gorst: WSP Trooper Tony Radelescu was shot during a traffic stop on SR 16 in the early morning hours of February 23. Local firefighters did all they could to support their law enforcement colleagues in the aftermath of this crushing loss, and several NKF&R members were a part of these efforts.



Fire Chief Dan Smith presents Assistant Chief Wayne Kier with the traditional parting gift – an engraved axe – at Kier's retirement ceremony in March 2012.

Assistant Chief Retires; Returns on Part-Time Basis: Assistant Chief Wayne Kier announced his intent to retire, officially leaving the department at the end of February. He was honored by colleagues past and present in a ceremony on March 16. However, with the future unclear due to on-going merger talks and the economy, Kier agreed to return in April in a part-time capacity to provide temporary help with the District's administrative workload.



The Kenyon/Sommers Family, former intern Evan Markovich and support crew members PM Matt Thompson and EMT Talyn Watts posed for a picture with NKF&R's 2012 Columbia Tower Team which included FF Scott Trueblood, IFF Shane Syboldt, FF Kris Osera, FF Heath Clark and IFF Jasper Stenstrom. LT Todd Bailey, FF Mark Cooney, FF Glen Rotsten, LT Tyler Williams and FF Sherman Williamson also climbed but are not pictured here.

Columbia Tower Climb Team Challenges Fundraising Records:

Under the leadership of team captain and B-Shift Intern Firefighter Shane Seyboldt, the District's ten-person 2012 team raised over \$12,000 to benefit the Leukemia and Lymphoma Society.

Poulsbo - NKF&R Merger Talks Put on Indefinite Hold in May:

The two districts a renewed effort to take the two districts' close cooperation another step further toward

merger, the two boards of fire commissioners directed the fire chiefs to explore the most challenging barriers between the districts and, if possible, develop ideas for overcoming these issues. Toward that end, three committees – Organization/Levels of Service, Labor-Management and Finance – were formed in March and met almost weekly through April when it became apparent that each agency was already operating so very leanly, as noted in the joint study results, that merging the two departments would actually increase overall costs. On May 21, the chiefs presented these findings to a joint meeting of the boards of fire commissioners, and the process was put on hold for the time being.

Former NKF&R Volunteer Passes: Ralph Burkman, a long-time mainstay of emergency medical response in Indianola, passed away in March.

Prevention Services Agreement with Fire Marshal's Office Signed: An updated interlocal agreement between Kitsap County and the District was ratified in April. NKF&R will continue to provide regular commercial building inspections while the county fire marshal's office will continue to handle new construction and tenant improvement plan review as well as permit inspections.

Commissioners Issued iPads: To help the largely-volunteer commissioners to keep fire department business separate from their work or personal computers, the District purchased iPads for the five electeds. An additional unit was purchased to support building inspection and pre-fire planning.

Poulsbo Fire Chief Departs: Citing a desire to be closer to children and grandchildren who've settled in the Vancouver (WA) area, in April, Chief Dan Olson announced his



Firefighter/Paramedic Bill Jerrell

resignation from our neighboring department and his intent to accept an assistant chief's post at Vancouver Fire.

NKF&R Participates Again in Mock Crash Drill at KHS:

Firefighters joined with law enforcement and school officials to drive home the message of safe and sober driving before an assembly of students on April 26, the week before senior prom. There were no known crashes involving KHS students over that high-risk weekend.

Firefighter/Paramedic Bill Jerrell Passes Away: The well-loved member of A-Shift passed away at his home in the early morning hours of June 6. A memorial service in his honor was held at the Suquamish Tribe's House of Awakening Culture.

Partnership Fund a "Major Sponsor" for Kingston's Fourth of July:

District employees' charitable fund – the North Kitsap Community Partnership Fund – pledged \$1,000 to support the community's summer holiday celebration. And, for the second year, off-duty personnel and family members marched in the parade alongside District apparatus.

Investment Advisor Changes Company: Bim Prince, investment advisor to most of the District's employees, left Edward Jones in June to align with Morgan Stanley and several other service providers to form Kingston Financial Center. After presentations from Bim as well as from the new advisors at Edward Jones, employees voted in August to switch our group's investment accounts to Morgan Stanley.

Intern Academy 2012-1: The deadline for this year's volunteer-intern firefighting academy was at the end of June. Thirty-two applicants – half of whom were already certified as EMTs – started the testing process that included written, physical ability and oral interview. Sixteen emerged as the strongest candidates to begin training on August 6. The recruits, along with a handful of more senior firefighters, went to North Bend on October 8 for live fire training. Megan Stephenson, reporter for the North Kitsap Herald, came along and did a two-part feature story on the program and her



NKF&R Board of Fire Commissioners Chairman Patrick Pearson administers the oath to the members of Academy 2012 at their October graduation event.

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experience. Academy 2012-1's graduation and awards ceremonies were held on October 20. More information about the academy can be found on Page 30 (Support Services Division, Internal Education).

September 11th Breakfast: The District's customer service committee selected the North Kitsap Schools Foundation as the beneficiary for proceeds from this annual event. A record amount of donations – more than \$1,600 – was raised.

Paramedic Replacement: Following the June 2012 loss of FF/PM Bill Jerrell, the District sought to quickly fill the open spot with an experienced firefighter/paramedic. Candidates holding paramedic certifications from the Bates Technical College firefighter hiring eligibility list underwent an NKF&R testing process. Craig Barnard was selected, and he joined the department on October 1.



Newly-hired FF/PM Craig Barnard hit the ground running by heading for live fire training in his second week at NKF&R

First Annual Family Fun Fair and BBQ: In order to maintain favorable premium rates, our health insurance provider required a certain percentage of our covered members to undergo biometric testing. So, to meet this mandate and to celebrate NKF&R families, the District used unspent FLEX account funds to support the September 23 event which, in addition to the testing, included a BBQ lunch, activities and a drawing in which one member won a \$300 travel voucher.

Chaplain Montagne Retires: Scott Montagne, after accepting a new position that took him from the area, retired after providing pastoral care to victims and family members for several decades.

Giving Burns the Boot: Members of IAFF Local #2819's NKF&R bargaining unit raised over \$300 for the Northwest Burn Foundation, despite scheduling confusion that forced our event to move at the last minute from Albertsons to IGA.

Notable Incidents

- January 21 - Extended chimney fire in Suquamish
- February 3 -- Extended chimney fire in Indianola
- March 20 -- Shed/residential fire in Gamblewood

- April 8 -- Garage fire in Indianola
- April 8 -- Nearly-completed home burns in Indianola
- May 10 -- Dog dies in Agate Pass boat fire
- June 14 -- Manufactured home fire displaces three near Kingston
- June 24 -- Three year-old airlifted after two-story fall from window
- August 1 -- One airlifted after crash on Jefferson Point Road
- August 6 -- Geoduck diver airlifted
- August 23 -- Fatality crash on Columbia
- September 11 -- Travel trailer fire on Neat Ave
- October 12 -- Structure fire on Hansville Road
- November 5 -- Fryer fire at Kingston Albertsons
- November 13 -- Fire at Kingston Middle School
- November 14 -- Triple-fatality car crash on SR 104
- November 19 -- Fatality residential structure fire in Suquamish
- December 10 -- Fatality car crash on Miller Bay Road



Firefighters snuff hotspots remaining from a September 2012 fire that destroyed two travel trailers off of Neat Avenue near Jefferson Beach.

Board of Fire Commissioners



From left to right: Commissioner Stephen Neupert, Commissioner Fernando "Espy" Espinosa, Commissioner Gillian Gregory, Commissioner Wilson Stewart and Commissioner Patrick Pearson

Responsibilities

The governing board is comprised of five elected members who are responsible for the overall budgetary and policy direction of the Fire District. The Board of Commissioners approves the scope and direction of the services to be provided to the citizens and ensures that the needs of the citizens are met, in so far as possible, with available resources. In addition to setting policy and hiring the Fire Chief, the Board appoints and

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oversees board sub committees and community advisory groups, approves the listing of ballot measures, authorizes agreements, contracts and expenses incurred by the District.

The 2012 board members were:

Term	Name	Position
12/31/2015	Gillian Gregory	4
12/31/2017	Fernando Espinosa	5
12/31/2017	Stephen Neupert	3
12/31/2013	Patrick Pearson (Chair)	2
12/31/2015	Wilson Stewart (Vice-Chair)	1

Administration Division

Division Responsibilities

The Administration Division under the direction of the Fire Chief is responsible for human resource services, financial accounting, budgeting, and reporting services; treasury and investment management, risk management, and strategic forecasting services. The division also manages debt issuance and legal services, technical services, maintenance and management of District records, and provides administrative support to the Board of Commissioners.

Human Resources

The Human Resources function encompasses several programs and services designed to support the District and its employees and volunteers in the achievement of its mission and objectives. Human Resources oversees areas pertaining to the people, employee benefit administration, volunteer pension & relief fund, personnel recruitment, salary administration, health and wellness, personnel policy maintenance, and other areas essential to the management of the District's human resources.

In an effort to give themselves more control over their benefits packages and provide the District with more budget predictability, NKF&R employees agreed to a cafeteria-style approach in 2005. Since that time, each employee has received a benefit allotment of 15% of top-step firefighter annual wage plus an additional 1% for every year of longevity up to 20 years or a maximum of 35%. This allotment is used to pay for medical/dental/vision premiums, deferred compensation (Section 457) contributions, longevity, flexible spending account (medical expense reimbursement), dependent care and/or mass transit reimbursement. Employees, therefore, pay health insurance premiums for themselves and



It takes a team to deliver our services. Here, volunteer and career members work together to support school-based prevention programs. Human Resources manages a wide-range of services for all of our team members.

their dependents out of this allotment. Effective January 2011, the base benefit allocation was raised 0.5% to 15.5% to provide some relief to members as healthcare premiums continued to escalate and employee wages remained frozen at their 2009 levels. The 2012 benefit allocation remained the same as 2011.

A committee was formed in 2010 to research and develop health insurance options with the best possible combinations of benefits and premium rates. The group includes representatives from each shift and from the administration as well as from the Board of Fire Commissioners. McCollum and Wolfe brokered our 2012 insurance program. We remained with CIGNA's partially self-funded program. The program design allowed any unspent claims dollars to be set aside and used to defray future premium costs. At the same time, the plan allowed our group the flexibility to end the contract with CIGNA without retaining

any claims responsibility. Unfortunately, we experienced a high utilization year in 2011 and, as a result, did not have a premium reduction. The premiums came in higher than expected, necessitating a program change to minimize the cost increases for our members. Three versions were offered with deductibles of \$250, \$1000, and \$2,500. Again, CIGNA's contract also allowed our members to "opt out" with proof of alternate coverage – a feature that wasn't available through WFLA. The plan year commenced on February 1, 2012. In late 2012 we changed brokers to EHL Insurance and conducted our 2013 selection with their brokerage services.

In late 2011, union personnel contracts were renewed for the period of 2012 - 2014. This employee group, represented by the International Association of Fire Fighters Local #2819, did not request any pay increases and opted to negotiate 2012 and 2013 pay when more accurate information about the District's financial outlook would be available. For 2012, union employees once again declined pay increases. Non-union personnel did the same.

For 2012, members of the Labor-Management Committee were: Chief Smith, Assistant Chief Kier, Commissioner Gregory, Commissioner Stewart, Lieutenant (and IAFF Local #2819 Vice-President) Steve Murray, Firefighter Mark Cooney (and IAFF Local #2819 Assistant Vice-President), Lieutenant Jack Meikle, Firefighter Kris Osera and Lieutenant Joe Petersen and Bargaining Unit Community Relations representative Firefighter Alex Hickey.

As of the end of 2012, MSO Engle remained temporarily reassigned to serve as a shift paramedic in order to stabilize staffing and avoid excessive overtime resulting from FF/PM Laura Hickey's departure. A second medic position was vacated with the loss of Bill Jerrell, and a competitive hiring process was conducted in August of 2012 to fill that opening. Craig Barnard was hired as a full-time probationary firefighter paramedic on October 1, 2012.

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Union Personnel

Union personnel are represented by the International Association of Fire Fighters, Local 2819, NKF&R Bargaining Unit. Four non-response personnel are also represented by the union, under a separate contract.

Hire Date	Name	Position
10/16/2000	Abrigo, Ardyl	Lieutenant
9/1/1999	Bailey, Jonathan "Todd"	Lieutenant
10/1/2012	Barnard, Craig	Firefighter/Paramedic
1/1/2004	Buchanan, Ryan	Firefighter
8/1/2008	Clark, Heath	Firefighter
1/1/2004	Cooney, Mark	Firefighter
1/1/2004	Cunningham, Mike	Firefighter
7/1/2007	Engle, Steve	Firefighter/Paramedic (Medical & Safety Officer)
1/1/2007	Foresta, Enzo	Firefighter
2/1/2011	Fuller, Dan	Facilities Maintenance (Shared Position)
3/1/1997	Gurnee, David	Firefighter/Paramedic
7/1/2009	Hickey, Alex	Firefighter
10/1/2009	Hickey, Laura	Firefighter/Paramedic, left on disability on 11/1/11
10/1/2009	Ihrie, Joel	Firefighter/Paramedic
3/1/2008	Jerrell, Bill	Firefighter/Paramedic, passed away on 6/6/12
2/1/1989	Kleemann, John	Lieutenant
5/1/2003	Lacey, Robert	Apparatus Maintenance Supervisor
10/16/1994	LaGrandeur, Rick	Battalion Chief
10/1/1987	LeMay, Kenneth	Battalion Chief
1/12/2009	Matthes, Kevin	Mechanic
9/1/1999	Meikle, Jack	Lieutenant
1/1/2004	Mock, Michael	Lieutenant
6/1/1992	Moran, Sean	Battalion Chief
1/1/2004	Murray, Steven	Lieutenant
4/16/2005	Osera, Kris	Firefighter
9/1/1999	Petersen, Joseph	Lieutenant
8/1/2008	Reichmuth, Anthony	Firefighter
1/1/2007	Robichaux, Brandon	Firefighter
3/1/2001	Romero, Mark	Firefighter/Paramedic
10/18/1994	Rotsten, Glen	Firefighter
6/1/1992	Schultz, Toby	Training Officer
1/1/2007	Schuster, Dean	Firefighter
2/18/1994	Smith, Chris	Lieutenant
11/20/2006	Sutherland, Aaron	Mechanic
2/1/2010	Thompson, Matthew	Firefighter/Paramedic
10/16/2000	Trueblood, Scott	Firefighter

Union Personnel, Continued

10/16/2000	Upton, Daniel	Firefighter
7/1/2009	Williams, Reilly	Firefighter
9/1/1999	Williams, Tyler	Lieutenant
2/1/2007	Williamson, Sherman	Firefighter

Non-Union Personnel

Administrative personnel include those engaged in both the leadership and support of the department. The chief officers respond to emergencies in command roles as does the public information officer. The administration personnel are not represented by a union.

6/1/2006	Ariwoola, Rosemaria	Staff Assistant
11/2/2005	Kier, Wayne	Asst Chief for Operations, Training & Support Svcs*
1/1/1997	Laboda, Michele	Community Services Specialist/Public Info Officer
11/29/1993	Moran, Cindy	Administrative Assistant
2/1/1986	Smith, William	Fire Chief
3/1/1995	Todd, Kathy	Secretary

* Assistant Chief Kier retired at the end of February but returned as a part-time (0.60 FTE) employee at the beginning of April.

Volunteer-Intern Program and Volunteer-Sleeper Program Personnel

Members of the volunteer-intern program make the commitment to serve on shift as volunteers alongside the department's paid response personnel. In exchange for this service, volunteer-interns receive the training and qualifications necessary to compete successfully for career positions in the fire service. Members of the volunteer-sleeper program have achieved basic qualifications but, due to financial constraints, are unable to maintain the schedule required in the intern program. Volunteer-sleepers must serve on a 24-hour shift at least one time per month.

	Allpress, Nicholas	Volunteer-Intern Firefighter Academy 2012
	Berni, Sam	Volunteer-Intern Firefighter Academy 2012
	Brombach, Jens	Volunteer-Intern Firefighter Academy 2012
	Canate, Guillermo	Volunteer-Intern
	Carr, Jonathan	Volunteer-Intern
	Carson, Sam	Volunteer-Intern Firefighter Academy 2011
	Cetnarowski, Andrea	Volunteer-Intern
	Cetnarowski, Kyle	Volunteer-Intern Firefighter Acad 2011, Left Program
	DeCaro, Andrea	Left Program
	Dent, Russell	Volunteer-Intern Firefighter Academy 2012
	Doherty, Ryan	Volunteer-Intern Firefighter Academy 2012
	Dukes, Garren	Volunteer-Intern
	Gelderman, C.J.	Volunteer-Intern Firefighter Academy 2011
	Glebe, Trevor	Volunteer-Intern
	Jerrett, Daniel	Volunteer-Intern
	Johnson, Nicholas	Volunteer-Intern
	Keenom, Christopher (Chad)	Sleeper, Left Program
	Keltner, Duke	Volunteer-Intern Firefighter Academy 2012
	LaPoint, Bobby	Volunteer-Intern Firefighter Academy 2012

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Volunteer-Intern Program and Volunteer-Sleeper Program, Continued

	Packard, Cameron	Volunteer-Intern Firefighter Academy 2012
	Price, Kevin	Volunteer-Intern Firefighter Academy 2012
	Rahier, Theron	Volunteer-Intern
	Roulanaitis, Justin	Volunteer-Intern
	Sallay, Brian	Volunteer-Intern Firefighter Academy 2012
	Seyboldt, Shane	Sleeper, Left Program
	Sindall, Ryan	Volunteer-Intern Firefighter Academy 2012
	Snodgrass, Jason	Volunteer-Intern Firefighter Academy 2011
	Sommers, Scott	Volunteer-Intern Firefighter Academy 2012
	Stenstrom, Jasper	Volunteer-Intern
	Stoudermire, Jamal	Volunteer-Intern Firefighter Academy 2011
	Winn, Kevin	Did Not Complete Academy 2012
	Zimmerman, Travis	Volunteer-Intern

Volunteer (Operations) Personnel

Training and safety requirements have become so stringent that very few community members serve in the traditional role of volunteer firefighter. Volunteers in the Operations Division serve as water tender operators, responding from home when dispatched to provide water supply for firefighting operations with large trucks. Others augment our emergency medical services (EMS) as aid-only volunteers.

	Curley, Tom	Tender-Operator, Volunteer Coordinator
	Dankers, John	Tender-Operator
	Fischer, Doug	Tender-Operator
	Holmes, James	Tender-Operator
	Thornton, Roy	Tender-Operator
	Watts, Talyn	Left Program

Volunteer (Support, Pub Ed and Admin) Personnel

	Gates, Tim	Chaplain Coordinator
	McClellan, Nancy	Community Services Division - Car Seat Technician
	Montagne, Scott	Chaplain, Retired 9/1/12
	Olanie, Kate	Special Projects
	Perez, Beth	Community Services Division -- Car Seat Technician
	Pitroff, Charles	Chaplain
	Sabin, Duane	Chaplain
	Pennington, Scott	Chaplain
	Weinmeister, Dwayne	Chaplain

Financial Services

The Financial Services function encompasses financial accounting such as accounts payable and receivable, budget tracking, financial reporting services, treasury and investment management, risk management, internal auditing for compliance with state law, and assist with strategic forecasting. This area also includes management of debt issuance and legal services.

2012 Budget Overview			
Expenses* (Budgeted)	\$ 5,973,735.00	Expenses* (Actual)	\$ 5,937,341.98
Revenue* (Budgeted)	\$ 5,811,787.00	Revenues* (Actual)	\$ 6,094,835.49
Beginning Fund Balance	\$ 3,589,107.23	Ending Fund Balance	\$ 3,589,107.23
* Figures exclude the District's voter-approved general obligation bonds (Page 16).			

The table at left provides an overview of the District's 2012 budget. The beginning fund balance (or "operational reserve")

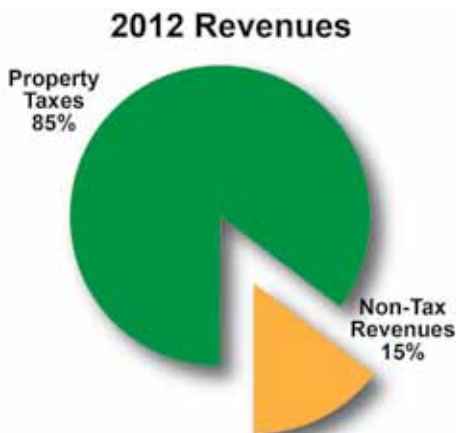
serves several purposes, providing the resources to meet expenses during the first months of the fiscal year until property taxes begin arriving at the end of April. The fund also provides a "rainy day" reserve and includes designated capital improvement monies. Declining property values continue to impact the District's revenue stream, and leaders are doing what they can to adapt to these pressures. Again in 2012, the ending fund balance was larger than expected due to spending restraint in a variety of budget areas.

Expenses

Personnel costs comprise the vast majority of the District's expense budget, as shown in the graph at left. Employees, for the third year in a row, did their part to hold down increases by foregoing industry-standard raises. Training and supplies budgets remained tight, and leaders continue to pursue a wide range of cooperative efforts with the goal of reducing expenses by sharing costs with other agencies. Furthermore, the District is deferring capital purchases,

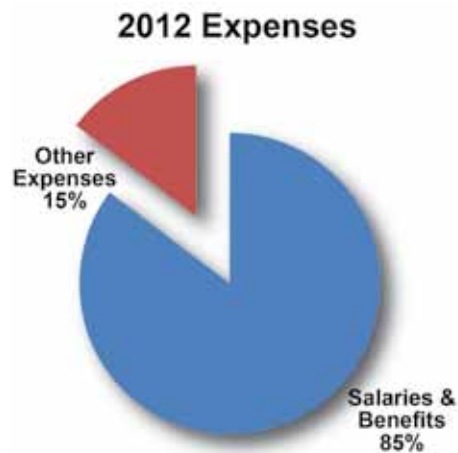
repairs and improvements.

These measures and others are geared toward preserving the District's reserve to maintain levels of service in the face of dramatically declining revenues.



Revenues

Fire protection districts receive no on-going federal, state or county funding. In 2012, 85% of NKF&R's operating revenue came from property taxes. User fees for ambulance transports and contracts for service are examples of the District's limited non-tax revenue sources.



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Taxes

Under Chapter 52 of the Revised Code of Washington, fire protection districts are authorized to collect property taxes of up to \$1.50 per \$1,000 of assessed valuation. With more than 60% voter approval, agencies are allowed to levy property taxes of up to \$0.50 per \$1,000 of assessed valuation to provide emergency medical services (EMS). Voters last reauthorized NKF&R's EMS levy in November 2007 for collection over six years, beginning in 2008. The amount collected from each of these levies cannot exceed 101% of the previous year's total. In 1999, voters approved a bond issue to replace and reposition the District's facilities. Annual lump sum payments of about \$450,000 against the \$5.5 million, 20-year bonds are split across the assessed valuation of the District with the exception of those areas formerly served by Kitsap

NKF&R collected about \$128,000 less tax revenue in 2012 than in 2011

2012	Assessed Valuation	Levy Rate	Amount Levied	Timber Excise	Total
Fire	\$ 2,584,827,862	\$ 1.5000	\$ 3,877,241	\$2,336	\$ 3,879,577
EMS	\$ 2,589,699,440	\$ 0.5000	\$ 1,293,349	\$1,317	\$ 1,294,666
Bond	\$ 1,850,351,078	\$ 0.2600	\$ 494,652	\$ 348	\$ 495,000
TOTAL					\$ 5,793,241

County Fire District #14 (Hansville/Eglon). Although now served by NKF&R, these areas weren't a part of the District when the bond issue was approved. Standing timber is

exempt from the property tax, but the timber excise tax must be paid at the time of harvest. In 2012, this tax brought approximately \$4,000 to NKF&R's budget. Under normal economic conditions, the total assessed valuation of the District rises annually. Levy rates are adjusted downward to keep the collections on existing properties within the 101% limitation. In the first year that a newly-built property comes on to the tax rolls, it is referred to as "new construction." New construction isn't subject to the 101% limitation and is assessed separately at the previous year's rate. The current economic situation has caused property values to plummet, and the amount of new construction has fallen dramatically. As the District's assessed valuation falls, levy rates are increased to provide 101% of the previous year's tax revenue in an effort to meet rising expenses. Prolonged decreases in home values have kept the District's EMS levy at its statutory lid of \$0.50 per \$1,000 of assessed valuation since it was last reauthorized by voters in 2007. The fire levy also hit its statutory cap of \$1.50 per \$1,000 of assessed valuation in 2012. With levy rates at their caps, property values decreasing and very little new construction, the District is experiencing an annual reduction

NKF&R's total assessed valuation has decreased by \$701 million since 2009. As a result, the District's 2012 budget was \$1.4 million less than it would have been with stable property values.

	2010	2011	2012
Median Assessed Valuation of a Typical NK Home	\$ 326,260	\$ 305,040	\$ 295,765
Median Annual Fire and EMS Taxes per Household Paid to NKF&R	\$ 589.86	\$ 588.65	\$ 591.53
NKF&R Annual Operating Tax Revenue per Capita	\$ 317.05	\$ 314.68	\$ 280.86
<small>"Operating Tax Revenue per Capita" is calculated by adding the revenue received through the fire and EMS levies, and dividing that total by the estimated population of the fire district.</small>			

in tax revenues. In 2012, the EMS levy experienced a \$79,000 decrease and the fire levy was reduced by \$49,000, negatively impacting the revenue budget by roughly \$128,000.

Non-Tax Revenue Sources

The following figures also include late collections that were billed in previous years.

Ambulance Transport Fees		For further information about ambulance transport services, see Page 19
ALS 1 Rate	\$ 600.00 inclusive	
ALS 2 Rate	\$ 650.00 inclusive	
BLS Rate	\$ 450.00 inclusive	
Mileage Rate	\$ 11.00/mile	
Total 2012 Ambulance Transport Revenue	\$463,980.43	
Apparatus Maintenance Revenue		For further information about apparatus maintenance contracts, see Page 27
Labor Rate	\$ 85.33/hour	
Parts Rate	Cost	
All-Inclusive Contract with EJFR	\$ 93,035.14	
Total 2012 Apparatus Maintenance Revenue Received	\$ 101,433.01	
Fire/EMS Service Contracts		For further information about service contracts, see Page 20
WSF	\$ 8,324.20	
S'Klallam Tribe	\$ 66,113.38	
School District	\$ 3,470.80	
Total 2012 Contract Revenue Received	\$ 77,908.38	
State Mobilizations		For further information about mobilizations, see Page 33
Wenatchee Complex	\$50,349.32	
Barker Canyon	\$ 6,428.76	
Table Top	\$16,589.25	
Taylor Bridge	\$44,058.96	
Powerlines 2	\$ 6,045.15	
Total 2012 Mobilization Revenue	\$ 123,471.44	
Mitigation Funds		There was no mitigation revenue received in 2012
Recruit Academies		For further information about recruit academies, see Page 20 and 30
Academy 2011	\$ 7,800.00	
Total 2012 Recruit Academy Revenue Received	\$ 7,800.00	

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Grants

		Funding or Value	Granted	Cost Share	Project Status
FEDERAL GRANTS					
Thermal Imaging Cameras	Redirection of 2007 AFG Wellness Grant	(F) \$27,790	\$27,790	10%	In Progress

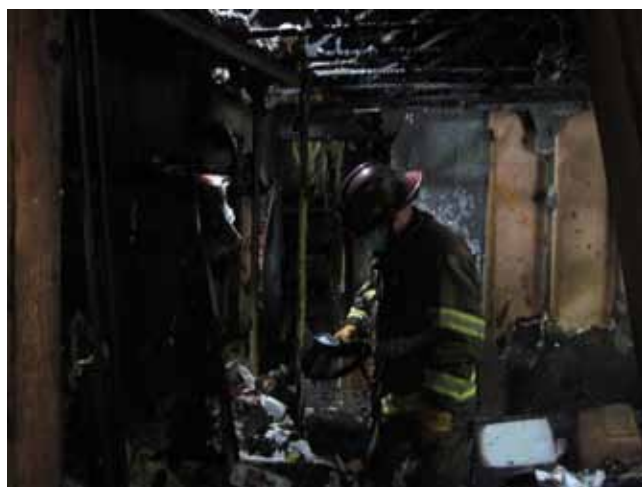
* More information about the TIC replacement project is available on page 27

		Funding or Value	Granted	Cost Share	Project Status
STATE GRANTS					
Emergency Medical Services Pre-Hospital Grant	Washington St Dept of Health Pre-Hospital Grant FY12-18D10	(F) \$ 1,534	Yes	None	Complete

Grant amounts marked with the letter "F" provide funding. Grant amounts marked with the letter "V" provide equipment and/or services.

Major Projects and Purchases

Thermal Imaging Cameras (TIC) were purchased with assistance through the federal Assistance to Firefighters Grant (AFG) program. We had a 2007 AFG for a wellness program that had funds still available. A/C Kier worked diligently to develop a request for an amendment that would allow us to access those funds for the TIC project. \$27,790 was received through the grant to dedicate to the purchase of the cameras.



LT Todd Bailey uses a thermal imaging camera (TIC) to find lingering hot spots following a house fire on Hansville Road in November 2012.

Debt Capacity

The following table on Page 18 reflects the District's current debt liability both through voted General Obligation (GO) Bonds as well as non-voted Limited Obligation (LTGO) Bonds. In addition, the District's debt capacity is shown to provide the Board with information about the District's potential for incurring any further financial obligations. By state law, we are allowed 3/4 of 1% of the assessed valuation of the district to be used for purposes of obtaining funds from voter approved G.O. Bonds. Non-voter approved bonds are limited to 3/8 of 1% of our assessed valuation.

Schedule of Limitation of Indebtedness

As of December 31, 2012

Total taxable property value (assessed valuation, or AV)		\$ 2,584,827,862
	Remaining debt capacity within each category	
General purposes limit is allocated between:		
	Up to 0.75% of AV with a vote for capital purposes	\$ 19,386,209
1	Minus: outstanding voted debt for capital purposes	\$ 3,630,630
2	Plus: assets available (value in dollars)	
3	Equals: remaining debt capacity with a vote for capital purposes	\$ 15,755,579
	Up to 0.375% of AV without a vote for general purposes	\$ 9,693,104
4	Minus: outstanding nonvoted debt for general purposes	\$ 450,417
5	Minus: excess of debt with a vote for capital purposes	
6	Plus: available assets (value in dollars)	
7	Equals: remaining debt capacity without a vote for general purposes	\$ 5,612,058
Remaining debt capacity without a vote for capital purposes		\$ 15,755,579
Less: outstanding nonvoted debt for general purposes (from line 4)		\$ 450,417
Equals: remaining debt capacity with a vote for capital purposes		\$ 15,305,162

Financial Audits

During 2012, no state audit was conducted.

Insurance



Our liability and building insurance is brokered by EHL Insurance and carried with ESIP (Emergency Services Insurance Program). We continue to maintain a Volunteer Accidental death policy on our volunteers with VFIS. Employee health benefits, discussed further on Page 10 (Administration Division, Human Resources), were brokered by McCollum Wolfe and provided through CIGNA for 2012.

Administrative Support

Administrative support services provides clerical

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services, public reception (both in-person and via phone), schedules public use of District facilities, audits incident reports, administers the District's outdoor burning program, maintains accurate files for incident reports, training records, maintains the district's policy and procedure manual, supports finance with voucher input, orders and maintains office supplies and equipment, and supports district management staff as required.

In 2010, the district along with the county's other fire jurisdictions adopted a new universal outdoor burning permit form. Also at that time, the rules changed so that permits were no

Outdoor Burning Permits			
	2010	2011	2012
Special	0	4	2
Recreational	8	0	2
Residential (Sm)	859	794	708
Residential (Lg)	343	312	335
Total	1,213	1,106	1,043

longer required for recreational fires (defined as containing only dry seasoned firewood or charcoal and less than 3'x3'x2' in size) and landclearing fires were prohibited. Residential fires were divided into two types. During 2012, district personnel wrote 335 permits for large residential fires (defined as less than 10' x 10' with permits lasting only two weeks) and 708 for small residential fires (defined as less than 4' x 4' and lasting through the duration of the calendar year). Two "special" permits were written for agricultural purposes. In 2012, the county's fire agencies declined to participate in the state's annual outdoor burn ban, preferring to wait until the moisture content of local vegetation warranted the ban. The Kitsap County Chief's in association with DNR imposed an fire danger burn ban from August 16, 2012 – October 16, 2012. Puget Sound Clean Air Agency imposed one air quality burn ban in January for a three day period.

Ambulance Transport Billing			
	2010	2011	2012
Billed	\$676,110	\$704,910	\$856,371
Collected (\$)	\$395,518	\$467,360	\$463,980
Collected (%)	58%	66%	54%

As part of the effort to find efficiencies with neighboring districts, NKF&R aligned its ambulance transport rates with those of Poulsbo Fire Department in late 2011. Effective late December

2012 Burn Bans

Fire Danger

8/16/12 - 10/16/12

Air Quality

1/11/2012 – 1/14/2012

Stage 1: No outdoor burning allowed. Indoor burning -- except for in pellet and other certified woodstoves -- is prohibited unless only source of heat.

Stage 2: No outdoor burning allowed. Indoor burning -- including pellet and other certified stoves -- is prohibited unless only source of heat.

2011, the District began charging as follows: \$450.00 per Basic Life Support (BLS) ambulance transport plus \$11.00 per mile and \$600.00 or \$650.00 (depending on complexity of care) per Advanced Life Support (ALS) transport plus \$11.00 per mile. As of that date, we also switched our billing services provider to Systems Design and in 2012 were extremely pleased with their professional services and support in our ambulance transport billing. During 2012, \$856,371 for patient transports of which we were able to collect \$463,980. Our overall collection rate is affected by the fact that we don't refer unpaid balances to collection agencies as well as by the write-offs required by Medicare and other insurers.

North Kitsap Fire & Rescue also provides fire protection and emergency medical services by contract to the Port Gamble S'Klallam Tribe and Washington State Ferries. We billed the Tribe in the amount of \$66,113.38 for 2012 and received the total amount. In 2012, we billed Washington State Ferries \$8,324.20 for 2011 and received full payment. In addition, the schools are required to pay us \$1.00 per year for each student that attends school in our district. That amounted to \$3,470.80 dollars in 2012. We are compensated for any fire mobilization activity that we participate in. During 2012, we participated in 5 mobilizations that provided \$123,471.44 to the district. Also in 2012, we were reimbursed by the state for a portion of the cost (\$7,800) to train our volunteer-interns during the 2011 Academy.



Intern Firefighter Jasper Stenstrom Intern Firefighter Jasper Stenstrom Intern Firefighter Jasper Stenstrom Intern Firefighter Jasper Stenstrom Intern Firefighter Jasper Stenstrom

Technical Services

Technical services provides management of both hardware and software, lease lines and internet services. These services are provided by Olympic Educational Services District whose IT personnel have very ably and efficiently handled the District's computing needs by providing an on-site technician one day per week with support available by telephone and remote administrative access at other times.

Community Services

Division Responsibilities

The Community Services Division is responsible for the District's public information, public education, customer service, fire inspection and pre-incident planning programs. Community Services serves as the District's "voice," using traditional (custom print

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LT Mike Mock escorted the guest of honor into the building for Wolfe Elementary's 2012 Santa Breakfast

publications, newsletters, public presentations, newspaper, radio and television) as well as new media resources (web page and social media) to provide information on the District's activities and fire/life safety issues. Community Services writes, designs and updates most of the District's publications including the annual report and fact sheet. Additionally, this division provides an information officer to serve in the incident management system during major events. Internally, Community Services helps to keep district personnel informed through the department's weekly electronic publication, the FLASH, as well as through occasional in-service trainings. The division also serves as NKF&R's event planner.

The District's leadership points to prevention as an essential means of fulfilling NKF&R's core mission. Community Services, in cooperation with Emergency Services, carries out this vision through a wide variety of programs such as school-based fire and injury prevention, public first aid/CPR training, safety devices (life jackets, smoke alarms, bike and ski helmets, child car seats), home safety surveys and commercial building inspections. The division also acts as the fire code authority, with the technical advice of the Kitsap County Fire Marshal's Office, for the Port Gamble S'Klallam and Suquamish Tribes.

Leading the District's customer service programs, the division partners with chief officers to respond to citizen inquiries and complaints. Community Services also manages the employee-financed North Kitsap Community Partnership Fund (NKCPF) and coordinates associated donations requests as well as victims services such as emergency transportation, housing, veterinary care and more.

Community Services also provides technical support to the Fire Chief and Board of Commissioners in public affairs, ballot measures, intergovernmental relations, and issues management.

Public Information

Major public information projects for 2012 included on-going service as PIO for the joint efficiency study between NKF&R and Poulsbo as well as planning and management for a May PIO class for command officers around the region and other presentations on social media.

Press Releases

Monthly columns are sent to the Kingston Community News and Hansville Log. Numbers on the adjacent table exclude those regular submissions.

Press Releases		
2010	2011	2012
18	22	22

Social Media

The District launched its official Facebook page and Twitter account in April 2010 and continued to grow with such success through 2012.

After The Fire Meetings

These meetings are generally arranged to ensure the public gets accurate information and timely prevention tips following significant events such as large-loss structure fires. There was one post-incident public meeting (following the destruction by fire of a nearly-completed Indianola home in April) during 2012.



Following this devastating fire caused by stain-soaked rags, Community Services organized a public meeting to discuss the fire's cause as well as preventive measures such as residential fire sprinklers.

Other Presentations

In addition to regular appearances at schools and community groups, we also presented at the Suquamish Tribe Health Fair, Hansville Neighbors Luncheon, Kingston Town Meeting and Greater Kingston Kiwanis.

Birthday Parties

Birthday Parties Redeemed		
2010	2011	2012
3	4	5

Parties, with all trimmings funded through the North Kitsap Community Partnership Fund, are donated to a select group of charity auctions with a history of selling them for high amounts.

Again, in 2012, in support of Kingston's Fourth of July celebration, members sold \$368 in raffle tickets with a birthday party as one of the grand prizes.

Special Events

- Read Across America on March 2
- Life jacket and helmet sale at Kingston Farmers Market on May 16
- Our eleventh Annual September 11th Breakfast in 2012 benefitted the North Kitsap Schools Foundation and drew a record number of guests and donations, netting over \$1,600.
- Attendance at community events such as the Valentine's Day Auction to benefit North Kitsap Boys and Girls Club, the Suquamish Elementary Auction, the Gordon Elementary Auction, Bayside Community Church's Easter Egg Hunt at Village Green Park, Kingston Fourth of July Parade, Community Cider Pressing at Village Green Park.
- Santa's appearances at Wolfle Santa Breakfast, Kingston Country Christmas and Hansville Children's Christmas Party as well as at the District's own holiday open house.



Here, members of A-Shift pose with Santa just before escorting him to the Port of Kingston for the town's annual tree lighting.

Public Education

RiskWatch Participation

Risk Watch, a National Fire Protection Association injury prevention program, has been delivered primarily through teacher-led classroom instruction in the eight most statistically-significant injury areas for more than ten years.

NKF&R crews visit each classroom four times throughout the year to underscore the most important injury topics: motor vehicle safety, choking prevention, bike and pedestrian safety, and fire and burn prevention. All targets (classrooms including kindergarten and third grade students) at all three of the elementary schools situated within our response area are participating.



Lieutenant Tyler Williams and Volunteer-Intern Firefighter Justin Roulanaitis show kindergartners at Suquamish Elementary that the ambulance is safe, friendly and fun.

Station Tours & School Visits

In addition to elementary school visits related to RiskWatch, the District visits each of the community's preschools on an annual basis to support those classrooms' exploration of fire safety using the Learn-Not-To-Burn preschool program as well as Bic's "Play Safe, Be Safe." Requests for other visits and tours are accommodated whenever possible.

Escape Planning Contest			
	2010	2011	2012
<i>Classrooms</i>	33	32	36
<i>Blanks</i>	702	769	822
<i>Returned</i>	336	322	472
<i>% Returned</i>	48%	42%	57%
<i>% Accurate</i>	26%	28%	58%

Escape Planning Contest

A fixture of Fire Prevention Month since 2004, the annual contest continues to reach about one-third of our student population with information and incentives to conduct the life-saving task: plan and practice a home fire escape. Classrooms at each school who return the highest percentage of accurate plans won ice cream sundae or pizza parties.

First Aid/CPR Classes

While Community Services no longer instructs the classes, the division remains responsible for administering the program. Cost vs. revenue ratios continued to improve in 2011 due to a change in policy. Now, students are required to prepay their tuition and classes are cancelled when the number of prepaid students isn't sufficient to cover instructor costs. We continue to provide CPR familiarization training in 9th grade health classes through Kingston High School. The curriculum gives students what they need to know to respond, but does not include certification or course completion cards. We receive no revenue for this aspect of the popular program that, in 2012, cost us \$1,130 to provide.

Smoke Alarm Installations

Accurate tracking of this program requires completion of paperwork by duty crews. In 2012, reporting improved considerably and we can better track activity in this area.

Smoke Alarm Installations			
	2010	2011	2012
<i>Alarms</i>	33	30	34
<i>Batteries</i>	40	20	25

Home Safety Surveys

Upon request, we provide courtesy visits to local homes and provide advice about improving overall safety. We performed one home safety survey in 2012.

Bike Helmets			
	2010	2011	2012
<i>Expenditures</i>	\$2,235	\$2,361	\$2,372
<i>For Others</i>	\$886	\$739	\$59
<i>For NKF&R</i>	\$1,348	\$1,622	\$2,313
<i>NKF&R Fit</i>	323	202	290
<i>Donations</i>	\$1,680	\$1,680	\$1,514
<i>% Recovered</i>	65%	65%	65%

Juvenile Firesetter Interventions

When encountered in the course of an incident or by request, we provide juvenile firesetter intervention using the FEMA-modeled Kitsap County Firestoppers Program. There were no requests for this service in 2012.

Bike Helmets

Custom-fit helmets, purchased with the NKCPF at a cost of about \$8.00 each, are available by appointment at the District's headquarters fire station, at some community events and in kindergarten and third grade classrooms as part of the RiskWatch program.

Life Jackets

The District's loaner program continues to provide life jackets to borrow from our headquarters fire station as well as from loaner kiosks at Buck Lake and Port of Kingston Marina. For these kiosks, we received generous gifts of life jackets through Safe Kids Kitsap and Kingston Cove Yacht Club. Additional life jackets were purchased by the NKCPF at a cost of about \$14.00 each. We distributed 13 life jackets to own for donations of \$15.00 each in 2012.

Car Seat Checks

The division's two certified child passenger safety technicians continue to provide car seat checks at our headquarters fire station on the second Saturday of every month, from 10:00 a.m. until 1:00 p.m. Although the technicians frequently volunteer their time to help those who aren't able to attend our regularly-scheduled checks, they are provided a stipend of \$80.00 each by the NKCPF for the monthly events in an effort to ensure the continuation of their valuable service. During 2012, we led the effort to resume car seat checks on Bainbridge Island. The new quarterly events

Intern-Volunteer Firefighter Nic Johnson custom fits a bike helmet on a Wolfe Elementary third grader. Crews offer this service to students in all participating RiskWatch classrooms. Helmets are also available for anyone by appointment at the District's headquarters station.



Car Seat Checks			
From within ...	2010	2011	2012
NKF&R	39 (43%)	20 (43%)	21 (36%)
Bainbridge Isl	14 (16%)	4 (9%)	12 (21%)
Poulsbo	22 (24%)	9 (20%)	14 (25%)
Central Kitsap	9 (10%)	3 (7%)	0
Other	6 (7%)	10 (22%)	11 (19%)
Total	90	46	58

began in August, made possible through generous funding from Bainbridge Pediatrics and a public-private partnership between the business, Bainbridge Island Fire Department, NKF&R and Safe Kids Kitsap.

Customer Service

North Kitsap Community Partnership Fund

The North Kitsap Community Partnership Fund (NKCPF) doesn't utilize public funds and is supported entirely by member contributions and citizen donations, the details of its revenue and expenditures are found in a separate report. A committee oversees the Fund whose day-to-day operations are managed by the division. The members of the committee are: FF Brandon Robichaux (A-Shift), FF Alex Hickey (B-Shift), FF Mike Cunningham (C-Shift) and Sec Kathy Todd (Day Shift). In 2012, the Fund was used to buy smoke alarms, life jackets, car seats, address signs and bike helmets as well as to provide stipends to car seat technicians, emergency housing or transportation, donations to community charities, cab rides home from the hospital and much more.

Customer Feedback

Customer feedback is tracked by the Administrative Division through a complaint/concern procedure as well as through the questionnaires that are distributed to patients. Starting in 2012, the Administrative Division began sending the forms and the EMS FAQ brochure to all patients whether billed for ambulance transport or not. Previously, surveys were only sent to patients who were transported, along with the ambulance billing. Working with the Emergency Services Division, Community Services processed 30 complaints and concerns in 2012. We responded to 17 in writing, 8 required no action, 2 could not be resolved and 3 remain open. The most common concerns (6 of 30) involved our ambulance transport billing policy.

Prevention and Planning

2012 was a busy year for new construction on the District's two reservations. Considerable time was spent with the Suquamish Tribe's new museum, Port Madison Enterprises' White Horse Golf Clubhouse and the Port Gamble S'Klallam



Crews make a point of becoming familiar with new buildings during and after construction. Here, A-Shift tours the new Suquamish Museum just prior to its opening.

Inspections and Pre-Fire Plans			
	2010	2011	2012
Inspections	75	65	64
Resolved	16	13	13
Referred for Enforcement	2	0	0
Pre-Fires Published	0	0	0

Tribe's new Point Casino. Off the reservation, because Kitsap County had not been active with existing occupancy inspections within NKF&R's area for a long time, many business owners have been unfamiliar with the process. To ensure the new experience is as pleasant and productive as possible, NKF&R personnel

contact owners in advance to schedule initial inspections at a convenient time and approach each visit as an opportunity to educate about fire safety. Kitsap County continues to provide Certificate of Occupancy and fire code permit inspections as well as fire investigations.

Support Services Division

Division Responsibilities

Under the direction of the Assistant Chief of Operations, Training & Support Services the division is responsible for internal education, occupational health & safety, fleet services, facility administration, testing and standards, promotional exams, coordination of the selection process used to hire new employees, grant writing and centralized purchasing.

Logistics

Support Services provides centralized purchasing; negotiates pricing, purchasing contracts and bids, maintains a central inventory of office supplies as well as fire equipment, and manages surplus property.

Logistics is responsible for the maintenance of district facilities, grounds, providing oversight for design and construction of new facilities, performance and/or supervision of minor remodeling work. In 2011, the District hired Dan Fuller as Facilities Maintenance Supervisor, sharing the cost of his employment with the other two Tri-North departments, Poulsbo and Bainbridge. Battalion Chief Sean Moran and FMS Fuller work as a team to ensure repair and maintenance of the facilities and grounds. Though the economic downturn's impact on District funding has caused us to delay many capital improvements and



In addition to heading up Operations, Training and Support Services, Assistant Chief Kier uses his considerable experience in fire investigations to teach our crews about fire origin and cause.

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fixes, in order to preserve the taxpayers' investments, some things can't be postponed any longer. Throughout 2012, Moran and Fuller developed an aggressive facilities and maintenance schedule for the year 2013. The following projects are planned: flooring and carpeting replacement at Station 81, parking lot repairs and sealing, as well as exterior painting of the fire stations.

A variety of other logistical activities are ongoing such as: environmental compliance efforts, alarm systems, fire protection systems, third-party ladder and hose testing/certification, self-contained breathing apparatus repair and maintenance (including cascade systems), and protective equipment/clothing decontamination and testing.

New Credentialing System: The credentialing project went to maintenance mode in 2011 and, in 2012, the responsibility of maintaining the system was passed to Battalion Chief Ken LeMay. B/C LeMay served as the Kitsap County Operations Chiefs liaison to the project coalition that also includes representatives from the U.S. Department of Homeland Security and Kitsap County Department of Emergency Management. The credentialing project included a component to develop an overhead management team for Kitsap County. The complicated and expensive work toward this goal was carried forward from 2010 into 2011. Finally, in 2012, the Kitsap County Operations Chiefs decided to move forward with a proposal to develop a more cost effective Type 4 (designed to manage a larger incident for the first 6 - 12 hours) team to meet the goal. It is expected the work on this program will continue well into 2013.

Assistance to Firefighters Grants (AFG): The District was so efficient with funds provided through its 2007 AFG wellness grant, that \$31,000 was unspent. A/C Kier applied for a change of scope, requesting that the surplus funds be used to replace three of our aging thermal imaging cameras (TIC). The change of scope was approved and the District was able to purchase the cameras. The District submitted two additional AFG proposals in 2012 under new rules that require applications for equipment, wellness or personal protective equipment to be submitted separately from requests for vehicles. So, to complete the TIC replacement effort started with the wellness grant excess, A/C Kier submitted for -- and was granted -- \$47,000 for four more TICs. A/C Kier also applied for a new brush truck but, as of the end of the year, there was no word on this application's outcome.

Fleet Services

The Fleet Services portion of Support Services is responsible for the preventive maintenance and repair work on District emergency apparatus, light trucks, automobiles, motorized portable equipment, marine vessels, communications equipment, as well as



Duty crews perform detailed rig checks every morning. But it is NKF&R's Fleet Services personnel who keep the apparatus rolling and ready to respond.

Apparatus and Equipment			
<i>Fleet Services is also responsible for maintenance of extrication equipment, portable generators, chain saws, pumps, station mowers and ventilation fans</i>			
	2010	2011	2012
NKF&R	34	34	33
Heavy Chassis (engine, tender)	10	10	10
Medium Chassis (ambulance, brush)	7	7	7
Support/Staff	11	11	10
Marine Unit	1	1	1
Forklift	1	1	1
Station Generators	4	4	4
Outside Agencies, By Contract	48	52	54
Heavy Chassis (engine, tender)	18	18	18
Aerial Ladder with Waterway	1	1	1
Medium Chassis (ambulance, brush)	17	20	22
Marine Unit	0	1	1
Support/Staff	9	9	9
Tractor	1	1	1
Station Generators	2	2	2
TOTAL	82	86	87
Billable Hours			
<i>Information from Dossier</i>	2010	2011	2012
Administration (1 FTE)	1590	1590	1590
<i>Largely provided by the Fleet Services Manager, these billable hours reflect the time attributed to the administration of the Fleet Services Division, to include: scheduling of preventative maintenance and repair orders, purchasing of parts, inventory management, personnel management, records management, establishment of operating procedures, review of technical bulletins, financial management of the Division and provide assistance to the mechanics when necessary.</i>			
Mechanic (2 FTE)	2687	2610	2611
<i>Billable hours reflect the actual time attributed to conducting preventative maintenance and/or fulfilling repair orders on apparatus or small equipment. Non-billable hours reflect the amount of time to devoted to travel, clean-up, conducting improvements to the shop itself, planning, special projects or other time not directly related to preventative maintenance and/or repair of small equipment or apparatus. *In 2008, the shop operated with one full-time and one part-time mechanic.</i>			
NKF&R	1471	1261	1463
Work Orders (WO)	245	237	249
Avg Hours per WO	6.00	5.30	5.90
Non-Billable Hours	527	529	
Outside Agencies, By Contract	1216	1348	1148
Work Orders (WO)	187	185	164
Avg Hours per WO	6.80	7.30	7.00
Non-Billable Hours	363	231	

making minor apparatus structural changes. Fleet Services coordinates and authorizes repairs outsourced to vendors, and maintains accurate records of all preventative maintenance and repairs performed. Fleet Services also coordinates and/or performs all annual required testing of fire apparatus water discharge pumps and ground ladders.

Preventive maintenance and/or repair is performed on the vehicles of North Kitsap Fire and Rescue, as well as East Jefferson Fire - Rescue (EJFR) and Jefferson County Fire Districts #2 and #5.

The maintenance shop provides service to others by contract. Effective in 2009, long-time customer EJFR agreed to a three-year apparatus maintenance contract that will improve budgeting capabilities for them as well as for ourselves. The labor charges, billed every quarter, are fixed and EJFR pays directly for their own parts. Our other two customers are billed \$85.33 per hour, with parts charged at our cost. During 2012, the shop billed \$97,422.

Pump Testing: Annual testing of the fire engines' pumps was provided through contract with an outside specialist. The 2012 testing resulted in 100% compliance. Typical minor problems were encountered during and in preparation for testing.

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Hose Testing: This service was provided through contract with an outside hose testing company. The majority of the District's hose passed the test. A very small percentage of hose in all sizes fails the annual hose test. In that event, hose sections are deemed unusable for firefighting and declared surplus.

Ground Ladder Testing: This service was provided by the same contractor that tests the District's hose. All ground ladders are put through paces outlined by NFPA ladder testing standards. All ground ladders passed the annual test.

Standardizing Portable Equipment: Over the last two years, funds have been allocated to standardize all department chainsaws. Previously, new saws had been purchased individually which resulted in an inventory that included five different sizes requiring carbide chains costing as much as \$300 each. Now, the chainsaws are standardized with one-size-fits-all replacement chains that cost about \$125 each. Furthermore, the new models allow for replacement of individual links which can be accomplished at a fraction of the cost of a full chain replacement.

Internal Education

Internal Education oversees education for all personnel, including initial and continuing training in suppression and emergency medicine, all emergency medical technician (EMT-B) basic and emergency medical technician (EMT-P) paramedic recertification, and officer development. Internal Education also ensures the availability of required training for District personnel to meet local, state, and federal regulations including instruction on new organizational procedures. In addition the division is responsible for the coordination of promotional examinations, and the department volunteer-intern firefighter program.

Multi-Company Training: Training officers from the Tri-North departments planned and executed multi-jurisdictional drills on a wide range of topics, from wildland fire response, multi-vehicle auto incident, technical vehicle rescue and residential structure fires.

Live Fire Training: The training division revised the District's live fire rotation in order to meet the newest version of WAC 296-305 being implemented in 2014. The rotation will allow for each shift to experience a live fire training activity every 36 months. In 2012, our



Firefighters are always training in the classroom and on the drillground. Here, crews prepare for the 2012 wildland fire season with refresher classes.



Former NKF&R Volunteer-Intern and current Gig Harbor Firefighter Brian Stokke, center, is an expert in forcible entry techniques. He shared his expertise with the recruits of Academy 2012.

A-Shift traveled to the state's training facility at North Bend and received class A live fire experience.

Officer Development Classes: Officers from the Tri-North departments, who coordinate these advanced training efforts to hold quality classes that would be cost-prohibitive for one agency alone, were provided in instruction in the Washington State Fire Mobilization Plan, accident investigation techniques, and writing an employee evaluation in 2012.

Firefighter Survival: In recent years, a technical advisory committee (TAC) formed in Kitsap County to develop lesson plans and training materials for new firefighter survival techniques. Our Lieutenant Mike Mock has taken a leadership position in this area, and NKF&R personnel are training in the new survival techniques.

Task Books: Task books, developed by the training division, are a "work-in-progress" for many personnel at NKF&R. While primarily issued to interns, versions are also used for journeymen career firefighters wishing to be eligible to serve in acting lieutenant positions. Each person works to complete their task book at individual pace.

Volunteer-Intern Recruit Academy in 2012: NKF&R's Captain Toby Schultz and Assistant Chief Wayne Kier served as Drillmasters for Academy 2012, supervising a cadre of career personnel who delivered the bulk of drillground and classroom instruction. Sixteen candidates started the academy on August 6 and fourteen graduated in a ceremony held on October 20. During the academy, three recruits earned the Bulldog Award: Nickolas Allpress, Rico LeMay and Ryan Sindall. Bulldogs are selected by academy instructors for their tenacity, leadership, commitment to perfection and ability to overcome adversity. Scott Sommers achieved the highest academic score and was selected by his fellow recruits as the most inspirational. Sommers also was included in the Chief's Company along with Nickolas Allpress, Duke Keltner, Rico LeMay and Ryan Sindall. Selected by the drillmaster, this award is granted to recruits whose skills, attitude and team spirit earn them a spot in the officer's ideal company of recruits from a given academy. Due to the impressive crew cohesion demonstrated by this particular group of recruits, the drillmaster took the unusual step of bestowing the Most Inspirational award on the entire recruit class.

Recruits learn about fire behavior in one of the facility's burn rooms during their October visit to the state fire training academy



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Training Performance Audit

Periodic review of training records provides the division with an opportunity to see if any deficits are developing among individual members' requirements. We strive to complete them at least once every 18 months.

Volunteer-Intern Firefighters Sam Berni, left, and Nick Allpress, right, peel off their masks after finishing a live fire evolution during Academy 2012's trip to the state training facility at North Bend.



Training Hours

Training Categories	2012 Class Hours
Administration	3.00
Apparatus Driver/Operator	185.00
Driver/Operator	111.00
Emergency Medical Technician	133.50
Fire Control	47.50
Firefighting	237.00
Hazardous Materials	37.80
Health and Safety	22.50
Multi-Company Operations	117.50
EMS OTEP	75.50
Pump Training	9.00
Recruit Academies (1)	240.00
Technical Rescue	97.50
Marine Operations	99.50

District-wide training class hours, all categories	1,530
District-wide, student training hours, all categories	18,418

Occupational Health & Safety

This program is established to provide physical examinations, testing, monitoring and program coordination, injections, and other health monitoring for our career and volunteer firefighters. Coordinated by the Medical/Safety Officer, much of the services provided are outsourced to licensed medical practitioners for specific areas of responsibilities.

The District's Wellness Program, initially established in 2008 with an Assistance to Firefighters Grant, continues on an informal basis with the majority of members utilizing the fitness equipment that was purchased through the grant.

In addition to occupational health is the department safety program. The safety section has a primary responsibility to establish and review policy and procedure relating to all on the job occupational safety matters. Secondly, the safety program is responsible to investigate all on the job incidents where injuries or near misses occurred. Lastly, the safety program is responsible for recommending policy and procedure changes if applicable through investigative findings. During 2012, we had 2 reportable injuries resulting in 160 hours of time loss.

Two members of C-Shift look out for one another while they tear into the walls of a home that caught fire in August 2012 due to an improperly-discarded cigarette.



Emergency Services Division

Division Responsibilities



Tender Operator Tom Curley snapped this pic as he repositioned his rig at a blaze near Coulee during the 2012 wildland fire season.

Mission: To provide a safer community by minimizing the loss of life and property through effective and innovative emergency response and to ensure the highest quality of pre-hospital emergency medical care is delivered to patients on emergency scenes and during transport. This mission is carried out by a combination of career, volunteer-intern and volunteer personnel serving our primary customers -- the citizens of our District.

Under the direction of the Assistant Chief of Training, Support Services and Operations, the division is responsible for ensuring an effective emergency response for all incidents including fire,

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medical, hazardous materials, marine, motor vehicle accidents, technical rescues, and major emergencies both natural and manmade.

In addition to emergency responses the division also provides response and mitigation to all non-emergency incidents such as flooding, downed power lines, downed trees on roadways or buildings, citizen assist, police assist, and other request for service where lives may not be immediately at risk.

Emergency Services also supports Community Services with public education events in schools, community groups, home safety inspections, disaster preparedness, and smoke alarm installations. The division also provides emergency response stand-bys for larger community gatherings such as Fourth of July, canoe journey landings and football games at Kingston High School.

The division, under the leadership of Battalion Chief Ken LeMay, is also responsible for resource deployments, hydrant maintenance, oversight of pre-fire planning, and response mapping.

Administrative responsibilities include the preparation and management of the department's annual budget, policies, and procedures relating to emergency operations, emergency apparatus and equipment specifications, contracts for service, quality assurance, and supporting other local, regional, state fire agencies with human and equipment resources during large disasters through the Washington State Fire Resource Mobilization and EMAC (Emergency Management Assistance Compact, a federal organization created by the U.S. Congress to administer interstate mutual aid). Mutual aid, whether it occurs between local fire districts or between regions of the country, is the practice of providing additional assistance when an incident or an event requires more resources than are available in the home jurisdiction.

State and Federal Deployments: In 2012, North Kitsap Fire and Rescue supported wildland fire suppression efforts for the State of Washington on 4 State Mobilization deployments. We were also called out on one DNR incident. Chief Smith continued to serve as South Puget Sound Region Resource Coordinator and Vice-Chairman of the state's Fire Resources Defense Board.

Technical Rescue: NKF&R's five-member technical rescue team continues to participate in both monthly drills with their counterparts across the county as well as in quarterly trainings with those across the region (Jefferson, Clallam and Kitsap).

Volunteer Tender-Operators: Our highly-dedicated group of volunteer tender-operators continues to play the vital role of bringing additional water supply to fires. Additionally, they occasionally are called upon to serve in a support role on incidents such as marine oil spill response.

Resources

Response Personnel		
Number	Classification	Rank
1	Career	Assistant Chief
3	Career	Battalion Chiefs
9	Career	Lieutenants
4	Career	Firefighter/Paramedics
15	Career	Firefighters
1	Career	Medical & Safety Officer
1	Career	Training Officer
1	Career	Public Information Officer
28	Volunteer	Volunteer-Intern Firefighters
4	Volunteer	Tender Operators
4	Volunteer	Chaplains
71	Total Response Personnel	



Apparatus Assignments and Station Staffing

Every day, a minimum of nine career personnel are on duty in the District's four staffed fire stations. Volunteer-interns augment staffing beyond the career minimums shown in the table below. Other career personnel such as safety officer, public information officer or additional chief officers respond as needed. Volunteer tender-operators respond from home to fire events, providing critically-important water supply.

Site	Apparatus	Regular Career Staffing	Minimum Career Staffing
Station 81	Engine Medic Unit Water Tender Command	Battalion Chief/EMT Firefighter/Paramedic Lieutenant/EMT Firefighter/EMT Firefighter/EMT	Battalion Chief/EMT Firefighter/Paramedic Lieutenant/EMT
Station 84	Engine Aid or Medic Unit Water Tender	Lieutenant/EMT Firefighter/Paramedic or Firefighter/EMT	Lieutenant/EMT Firefighter/Paramedic or Firefighter/EMT
Station 85	Engine Aid Unit Brush Truck	Lieutenant/EMT Firefighter/EMT	Lieutenant/EMT Firefighter/EMT
Station 87	Engine	Staffed by volunteers	
Station 89	Engine Aid Unit Water Tender	Firefighter/EMT Firefighter/EMT	Firefighter/EMT Firefighter/EMT
Port of Kingston Marina	Fire-Rescue Boat	Staffed by crews from Station 81 and/or Station 85	

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Responses

2012 Total Responses: 2,628



Total Incidents	2010	2011	2012
	2480	2356	2628
Incidents Per Day	6.79	6.45	7.20
Incidents Per Capita*	0.130	0.123	0.138
* District population of 18,418 plus the population of the Port Gamble S'Klallam Reservation as reported in the 2010 Census			

The total alarms in 2012 increased by nearly 9% from the 2011 total of 2,356. .

Response Requests by Area			
	2010	2011	2012
Sta 81	749	700	776
Sta 84	679	626	604
Sta 85	524	457	570
Sta 89	268	266	312
Poulsbo	198	216	266
Bainbridge	62	90	96
Others	0	1	4

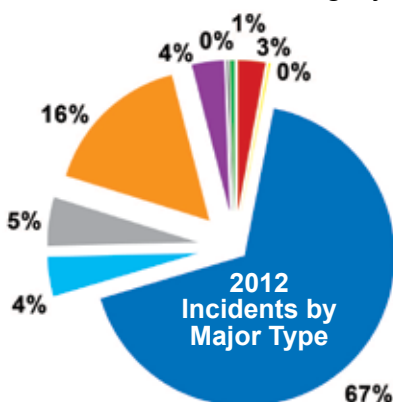
Response Requests By Area

The table at left compares total responses in 2010, 2011 and 2012 by location of the incident.

In 2012, NKF&R provided mutual/automatic aid 279 times, and received mutual/automatic aid from other fire agencies 184 times.

Response by Types

Incidents generally classified as "Fire," encompassing a wide range of events from those occurring in structures to those striking vehicles and wildland settings have been rising slightly since 2010. The category, "Hazardous



Condition," includes several types of

incidents typically associated with severe weather such as "Wires Down" and showed a spike during 2010 due to multiple winter storm events. The "False Alarm" category increased significantly with several individual occupancies experiencing unacceptably high numbers of activations but a new County ordinance allowing fines for multiple false alarms has helped us reduce the problem.

Incidents by Major Types	2010	2011	2012
Fire	54	60	77
Explosion, overhear (no fire)	7	6	5
Rescue & EMS	1,586	1,590	1,768
Hazardous condition (no fire)	164	102	111
Service call	115	98	137
Good intent call	342	373	424
False alarm, false call	163	116	90
Severe weather & nat disasters	5	2	3
Other	44	52	13

Incidents by Selected Detailed Type		2008	2009	2010	2011	2012
Type	Code					
Structure Fire	111	16	20	23	20	20
Chimney Fire	114	17	8	5	20	18
RV Fire	122, 137	2	0	0	2	1
Vehicle Fire	130, 131, 132	6	6	7	6	5
Boat Fire	134	1	1	3	1	1
Heavy Equipment Fire	138	1	0	0	0	0
Grass, Brush, Forest Fire	140, 141, 142, 143	12	31	5	4	21
Car Crash: Injury	322	110	69	88	80	57
Car Crash: Non-Injury	324	52	73	49	54	75
Vehicle vs. Pedestrian	323	7	2	0	0	5
Water Rescue	324, 342, 360, 361, 364, 365	12	16	15	16	3
Wires Down	444	54	76	122	59	79
Burn Complaint: Illegal Fire	561	35	40	24	34	54
Burn Complaint: Legal Fire	631	29	28	14	0	34
Dispatched, Cancelled Enroute	611	210	237	252	280	296
No Incident Found	622	34	41	37	41	44
Smoke Investigation	650, 651	21	36	19	15	26
False Alarm: Malicious	710, 711	2	2	0	2	2
False Alarm: Accidental	733, 734, 735, 740, 743, 744, 745	126	113	147	104	40
Sprinkler Activation: No Fire	731, 741	1	3	0	0	0

Responses per Company

Responses made per company provide an accurate measure of the resources required to mitigate an incident. In 2012, an average of 1.9 companies were required per incident. This number varies according to the complexity and/or severity of a response. Because all of NKF&R's responders are dual-qualified as firefighters and emergency medical technicians, fire engines may also respond to medical calls because that unit may be closest to the incident location or the incident's severity may require more personnel than are available on the responding ambulance. For a table describing each company's 2012 workload as described by responses, see the next page.

With the patient's family's permission, Lieutenant Mike Mock and Firefighter/Paramedic Matt Thompson were interviewed by a television crew following their response to a serious incident involving a toddler's tumble from a window.



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Crews debrief following an October 2012 structure fire on Hansville Road.

Unit Utilization

Unit	2010		2011		2012		Legend
	2010 Responses	2010 Rank	2011 Responses	2011 Rank	2012 Responses	2012 Rank	
M81	971	1	795	2	984	1	<i>M: Paramedic unit, staffed by EMT-P's</i> <i>E: Fire engine</i> <i>A: Aid unit, staffed by EMT-Bs</i> <i>T: Water tender</i> <i>B: Wildland fire engine</i> <i>DC: Duty chief</i> <i>L: Ladder truck</i> <i>8101, 8102, 8105, 8106: Command staff</i> <i>PIO: Public information officer</i> <i>81: 26642 Miller Bay Rd near Kingston</i> <i>84: 18533 Augusta Ave NE in Suquamish</i> <i>85: 23260 S. Kingston Rd</i> <i>89: 4911 Twin Spits Rd in Hansville</i> <i>The District periodically operated a second advanced life support (ALS) unit at Station 84 on two of three shifts in 2012.</i>
E81	528	3	823	1	889	2	
A85*	367	5	617	3	661	3	
A84*	745	2	344	5	382	4	
A89*	321	7	318	6	339	5	
E85*	439	4	279	8	333	6	
E84*	264	8	287	7	333	7	
M84*	48	10	362	4	324	8	
DC81	330	6	235	9	270	9	
E89	103	9	96	10	96	10	
T84	44	12	38	13	59	11	
T81	43	13	47	11	45	12	
Mar81	45	11	45	12	26	13	
T89	13	14	12	14	16	14	
B85*	5	15	5	15	15	15	

Units marked by an asterisk were usually operating on "shared crew" status during 2012. This means that crews switch between the apparatus assigned to their station as appropriate for the incident dispatched. To accurately measure the emergency response workload of personnel at "shared crew" stations, combine the responses of all units assigned to that station.

2012 Total Company Responses : 5,005

Emergency Medical Services

NKF&R responded to 1,768 emergency medical incidents which comprised about 67% of the total calls for service in 2012. Of the individuals evaluated, 1,116 (or about 63%) were taken to area hospitals on 1,106 transport runs. This represents about a 8% increase over 2011 in the total number of transports.

	2010	2011	2012
% of All Calls	64%	65%	67%
Total EMS Calls	1,586	1,638	1,768
% Transported	64%	64%	63%

Of 1,106 transport runs, 509 (or about 46%) required the skills of a basic life support provider (EMT-B) and 597 (or about 54%) required advanced life support skills (EMT-P, or Paramedic) in 2012. 13 patients were transported by helicopter via Airlift Northwest.

Transport Destinations	2010 Txs	2011 Txs	2012 Txs
Harrison Hospital - Bremerton	819	755	793
Harrison Hospital - Silverdale	169	214	267
Harborview Medical Center	12	20	12
Naval Hospital Bremerton	10	14	12
Other Hospitals	0	3	10
University of Washington Hospital	3	0	5
Virginia Mason Hospital	3	2	2
Mary Bridge Childrens Health Ctr	0	0	2
Childrens Orthopaedic Hospital	0	1	1
Group Health Central	0	0	1
Stevens Memorial Hospital	2	2	1
Swedish Hospital	2	0	1
Seattle VA Hospital	0	1	0
Total Transports	1,020	1,012	1,106



Crews simulate a response to a collision during the 2012 Mock Car Crash event preceding Kingston High School's prom

Bystanders assist as crews move a patient, suffering from a chainsaw injury to his leg, from a field into a waiting ambulance.



Transporting Unit Utilization			
Unit	2010 Txs	2011 Txs	2012 Txs
M81	447	340	463
A84	278	120	127
A85	129	223	260
A89	129	134	122
M84	27	184	133
M71	0	0	1
M77	1	0	0
M21	1	0	0
Other	0	11	0
TOTAL	1,020	1012	1106

Response Times

The average response time throughout the fire district of the first apparatus to arrive on scene of a priority call for service was **6:28** in 2012. A priority call is defined as an incident posing immediate threat to life and/or property such as fire, serious medical incidents, injury car collisions, etc.

Organizational Chart

