



2013/2014 ANNUAL REPORT

Mission Statement

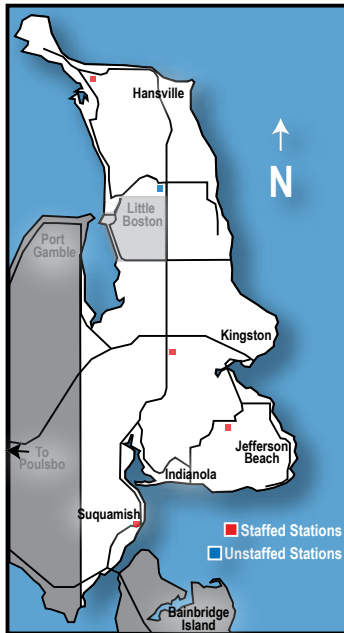
*North Kitsap Fire & Rescue is Proud to Serve in the
Protection of Lives and Property*



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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.

At A Glance

2013

Service Area: 46 square miles
Population Served: 19,226*
Actual Operating Cost: \$6,321,472
Fire Insurance Rating: 5+
Total Alarms: 2,568 (-2.3% from 2012)
Avg Response Times: 7:31(BldgFire),6:15(Med)[†]
Administrative Employees: 7
Response Employees: 38
Volunteer-Intern Volunteers: 20
Tender Operator Volunteers: 6
Support/Public Ed Volunteers: 6

2014

Service Area: 46 square miles
Population Served: 19,387*
Actual Operating Cost: \$6,100,545
Fire Insurance Rating: 5+
Total Alarms: 2,982 (+16.1% from 2013)
Avg Response Times: 7:06(BldgFire),6:20(Med)[†]
Administrative Employees: 7
Response Employees: 37
Volunteer-Intern Volunteers: 7
Tender Operator Volunteers: 6
Support/Public Ed Volunteers: 5

* From the Washington State Office of Financial Management's Small Area Estimate Program (SAEP)

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

[†] Average responses times include only urgent responses (those involving immediate threats to life or property).

Lieutenant Dan Upton captured this shot of Apple Tree Cove during an August 2014 lightning storm over Puget Sound.



Major Developments In and Around NKF&R

2013

New law goes into effect, requiring carbon monoxide detection: After a spate of tragic deaths around the state from CO poisoning, the Washington Legislature passed a law requiring these detectors in all homes and apartments effective January 1, 2013.

NKF&R firefighter/paramedic ejected from the IAFF: Mark Romero, a founding member of Local #2819 and part-time employee of a local private ambulance company, was thrown out of the group in January following a dispute between the union and Olympic Ambulance over that company's actions in Mason County. Washington State law does not require union membership, and Romero continued his employment with the district.

Annual live fire training becomes a habit: In January, Assistant Chief Kier announced that we'll be sending at least one shift to live fire training every year. This year, A-Shift attended on March 15.

Ambulance transport rates raised: In our continuing efforts to align as much as possible with Poulsbo Fire Department, in February, we raised our transport base and mileage rates to match our neighbor's. Read more about the rates on Page 22.

Citizen rescuers recognized at January fire commissioners' meeting: In the fall of 2012, team of Suquamish Police Department officers, equipped with an AED, responded to a tribal elder's cardiac arrest at the adjacent tribal center to give the man his best possible chance of recovery. Also in the fall of 2012, Clearwater Casino security officers played pivotal roles in the rescue of a customer in cardiac arrest. An off-duty Vashon Island Fire & Rescue firefighter who lives in the district was first on the scene of a serious car crash in the summer of 2012.



The 2013 Scott Firefighter tower climb team included (from left to right): IFF Cameron Packard, FF Kris Osera, IFF Jens Brombach, IFF Jasper Stenstrom, FF Sherman Williamson and FF Tony Reichmuth

Scott Firefighter Columbia Tower Climb Team: Despite leaving to take a career firefighter job, Intern Firefighter Jasper Stenstrom remained captain of the NKF&R team and setting records for fundraising. The six member team raised over \$10,000 and turned in impressive times including Stenstrom's lightning-fast 12:49.

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Another bid fails to earn voter support for Silverdale incorporation: The proposal on the February ballot drew less than 35% in “yes” votes.

Personnel changes: Firefighter/Paramedic Joel Ihrie left in late February to take a job closer to family in St. Paul, Minnesota. Also in February, Firefighter/Paramedic Craig Barnard completed his probation and was officially sworn-in.

Regional emergency services lose several veterans in 2013:

Mike Zehren, long-time East Jefferson Fire - Rescue volunteer battalion chief, lost his battle with cancer on March 3. Central Kitsap Fire & Rescue Training Division Chief Paul Stewart passed away suddenly while at work. Mike Smith, the iconic founder of the Tacoma Community College paramedic program, passed away suddenly in October. In November, former Fire District #15 Chief Steve Bigelow passed away unexpectedly.



NKF&R personnel – both on and off-duty – have made a habit out of participating with local elementary schools on Read Across America Day, commemorating Dr. Seuss's birthday, at the beginning of March every year. Here, Lieutenant Steve Murray reads to students at Suquamish Elementary in March 2013.

Changes to Kingston's urban growth area spark changes to outdoor burning rules: Boundaries were expanded by Kitsap County, extending “no burn” zones just north of Whitehorse and just south of 272nd in Kingston. Borders were tightened, allowing burning in the area just north of Jefferson Point Road as well as west of Norman Road's intersection with West Kingston.

New Whitehorse clubhouse opens in March: The facility features electric cart charging in the basement, banquet facilities, restaurant, bar, offices and pro shop.

Craig Becker sworn-in as IAFF Local #2819 president: The Poulsbo Fire Department firefighter/paramedic replaced Steve Davison, Central Kitsap Fire & Rescue lieutenant, in the role.

Teens taught CPR in high school help save stepdad in cardiac arrest: Two Hansville teenagers, both of whom learned the basics of resuscitation from our firefighters in 9th grade health class, did the right thing to make a difference for their step-father when he collapsed at their home in late April.

Ten year-old saves friend using skills learned from NKF&R: All third graders attending our three elementary schools learn the Heimlich Maneuver as part of our RiskWatch injury prevention program. Over a year later, one Suquamish Elementary fourth grader applied what he learned to save a friend's life when the latter child was choking on a hot dog.

Ballot drop-box installed at Station 81: Staff coordinated with the Kitsap County Auditor's office to offer a postage-free option for voters to return ballots in all-mail-in elections. Previously, the closest drop box was at Station 71 in Poulsbo.



During a walk-through at one of the many new construction projects underway in the district during 2013, one crew learned about post-tensioned concrete. This is the Clearwater Casino Resort's newest parking garage.

Port closes Indianola dock: The Indianola dock was closed this summer after an engineering report raised concerns about the structure's stability.

Extensive casino remodel begins with new parking garage: Groundbreaking for a new garage on the northeast corner of the existing casino was held in June. Construction on four phases across the casino and resort site is expected to last into 2017.

Firefighter/EMT and Firefighter/Paramedic-Trainee lists established in June: Twenty-one members endured written knowledge tests as well as fire and EMS practicals and oral board interviews. Nic Johnson, Garren Dukes, Theron Rahier and Andrea DeCaro were the top four firefighter/paramedic intern candidates.

Volunteer-Intern Recruitment: The Washington State Patrol announced in June that no fire training would be held at the state fire training facility in North Bend until needed repairs could be completed. With six slots reserved for a fall EMT class, the district recruited candidates to start with medical training instead of firefighting training. Out of nineteen applicants, six were selected. Unfortunately, a communications glitch prevented us from taking advantage of these slots and no new interns came into the program in 2013.

Two firefighter/paramedic-interns start at Harborview's Medic One training program: Nic Johnson and Garren Dukes began the rigorous course of study at the end of September.

September 11 breakfast benefits Community Partnership Fund: With the help of a \$1,000 last-minute donation from the Port Gamble S'Klallam Tribe, we raised \$1,561 to benefit our community programs and hosted about 50 people at this annual 9/11 event.

NKF&R lands port security grant to replace Marine 81: The district received word in August that our grant application was approved.

Type 3 Incident Management Team launched in the region: Efforts to form an IMT to serve Kitsap, Jefferson and Clallam counties began in September.



Off-duty personnel and their families have been accompanying duty crews in Kingston's Fourth of July parade for several years but 2013 marked the welcome addition of Firefighter/Paramedic Matt Thompson's Cart 81

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Battalion chief testing: Five candidates from NKF&R participated in a joint process in November with candidates from Poulsbo and Bainbridge Island Fire Departments.

EMS levy passes with flying colors: NKF&R staff worked closely with that of Poulsbo Fire Department to inform the public about both districts' EMS levy reauthorizations on the general election ballot, launching a new joint publication called the Pulse. It was published once in the summer as an insert in the *North Kitsap Herald* and as a wrap around the outside of the same paper in the fall, just prior to the mailing of ballots. There was a 49.5% turnout in the election. NKF&R voters approved the levy at 83.3% while Poulsbo's voters cast 81.6% in favor.

Commissioner Pearson re-elected to another six year term: In an unopposed election, Commissioner Pearson won 98.5% of the vote.

Village Green Senior Apartments opens: The four-story sprinklered and alarmed apartment structure, situated adjacent to the planned Kingston Community Center, was completed in November.

Fire strikes station: An electric smoker, left operating inside a storage shed adjacent to Station 84 (Suquamish), caused a small fire that damaged the building's heating system and exterior siding.

MSO Engle returns to day shift: After serving on A-Shift since the loss of FF/PM Bill Jerrell in 2012, Engle returned to his full-time day duties in December.



Newly-promoted Lieutenant Kris Osera gives his daughter a kiss as she hands him his new red helmet during the February 17, 2014 promotional ceremony.

2014

Battalion chiefs pick-up most functions of vacant assistant chief position: Following the departure of Assistant Chief Wayne Kier and in an effort to hold down costs, the districts three shift battalion chiefs took on additional duties in budgeting, training, support services and operations. A memorandum of understanding, granting the group an additional 6% in temporary impact pay, was signed by the bargaining unit and the Board of Fire Commissioners.

Three promoted to lieutenant: Effective February 1, Firefighters Ryan Buchanan, Kris Osera and Dan Upton were promoted to the rank of lieutenant.

County fire prevention group wins smoke alarm grant: A county-wide program manager and a host of other resources funded by the grant augmented NKF&R's existing program.

Additionally, the grant paid for a smoke alarm installation blitz at Kingston's Colonial Heights Apartments in June.

Bob Matheny passes away: The retired NKF&R apparatus and facilities manager passed away on February 17. Personnel turned out en force to honor Bob at his funeral services on February 21.



In 2014, Lieutenant Chris Smith spearheaded the effort to design and print special uniform shirts for sale to members for use during breast cancer awareness month in October. Funds remaining after the shirts' costs were donated to the Kathleen Sutton Inspirational Fund which provides assistance for Olympic and Kitsap Peninsula women suffering from cancer.

Poulsbo paramedics become sheriff's deputies:

Travis Beach and Bruce Lowery were sworn in as KCSO deputies in March after completing extensive tactical training.

Federal government approves addition of Whitehorse to Port Madison Indian Reservation:

At the end of February and early four years after the Suquamish purchased the golf course and undeveloped lands for \$4.65 million (39% less than its 2010 assessed valuation, according to a Kitsap Sun story), the tribe's request to put the land into trust was okayed.

Four climb Columbia Tower on March 8:

NKF&R's 2014 Scott Firefighter Challenge team included Lieutenant Kris Osera, Lieutenant Ardyll Abrigo, Lieutenant Todd Bailey and Firefighter/Paramedic Craig Barnard. The group raised over \$2,000 in support of the Leukemia and Lymphoma Society's work.

NKF&R lends a hand in the Oso Landslide aftermath: Both BC Ken LeMay and CENCOM dispatcher Nancy LeMay were deployed to serve on one of the incident's management teams.

Insurance rating agency visits NKF&R: A representative of the Washington Survey and Bureau, whose findings about fire departments influence the insurance premium rates that some home and business owners must pay, visited the district in April as part of a re-rating process. Staff had been working on gathering the data for this process since late in 2013.

Kingston IGA sold: Rick Bjarnson, long-time owner of the local grocery store, sold the business but retained ownership of the strip mall.

NKF&R fire engine involved in fatal crash: While returning from clean-up activities at headquarters following an early morning structure fire on July 4, Engine 85 was struck by a motor-scooter while stopped at an intersection. The scooter's rider died at the scene.

Federal grant to build brush truck awarded: The district received word in late July that our latest application had been approved for funds to replace our aging and hard-working brush truck.

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Captain Toby Schultz retires: Unable to continue in his present role as training officer, Schultz left the district on a disability retirement in May. A reception in honor of Schultz was held in September.

Annual September 11 Breakfast benefits Kitsap Mental Health Services: Hosted by the district members' Community Partnership Fund along with Clearwater Casino Resort, the event raised over \$700 to benefit local suicide prevention efforts.

Two more trainees sent to Harborview's Medic One program: Theron Rahier and Andrea DeCaro began the extensive paramedic training program at the end of September.

Chief Kitsap Academy: The Suquamish Tribe has won the right to receive state and federal education funds directly for the operation of its first-in-the-nation tribal high school.

Paramedic/Firefighter David Gurnee retires: Effective October 15, Gurnee retired on disability. He, along with Firefighter/Paramedics Garren Dukes and Nic Johnson who completed their certifications in the fall, was honored at the district's recognition ceremony in December.

Ballot measure passes: Building on the successful partnership applied to the 2013 EMS levy renewals, the district worked closely with Poulsbo Fire Department to inform the public about its first excess (maintenance and operations) levy on the November 2014 general election ballot. Poulsbo ran its first-ever bond measure. Voter turnout was 56%. NKF&R's proposal earned a 67.4% "yes" vote while Poulsbo's tallied 68.1%.

Notable Incidents

2013

February 1: Significant evacuation due to alarm activation at Clearwater Casino

March 19: Dump truck fire at Northwest Laborers Training Center

March 22: ATV crash off of Columbia fatally injures man

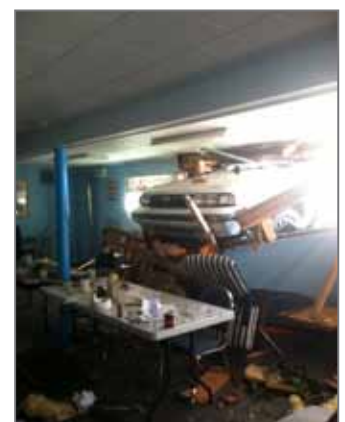
March 26: Dog rescue and rope-rescue drill along the shores of Gamble Bay

April 16: Car smashes into Kingston Community Center

May 7: Man suffers burns in Indianola house fire

May 20: Cigarette sparks fire, easily snuffed, at Kingston Colonial Heights

June 1: Three rescued by ferry crews from capsized boat



Miraculously, there were no serious injuries after a car plowed into the Kingston Community Center where seniors were seated for lunch in April 2013.

August 7: Large brush fire off of Port Gamble-Suquamish Road

August 21: Little Boston man dies after geoduck dive

November 8: Man injured, dog suffers fatal injuries in apparent propane explosion

December 5: Hansville mobile home destroyed in fire, displacing two

December 13: Crash near Agate Pass Bridge critically injures one

2014

January 17: Family of four displaced in Miller Bay Estates fire

January 20: Two injured -- one, fatally -- in a one-car crash on SR 104 at Hansville Road

February 28: Suquamish house fire displaces three.

March 14: None injured when car crashes into Indianola Post Office

March 22: Oso landslide kills 43

July 4: Fire destroys Kingston mobile home, kills dog

July 4: NKF&R fire engine and motor-scooter collide

July 12: Helicopter crashes into Puget Sound off of Sandy Beach Road

August 3: Three injured when fleeing driver crashes into other vehicle on Miller Bay Road

August 16: Several cars destroyed when RV fire spreads at Kitsap Towing

November 20: Electrical fire chars part of a Suquamish home

December 2: Car fire destroys multiple vehicles in the Clearwater Casino Resort's east garage

Board of Fire Commissioners

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 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 oversees board sub committees and community advisory groups, approves the



*NKF&R's Board of Fire Commissioners is (from left to right):
Stephen Neupert, Fernando "Espy" Espinosa, Gillian Gregory,
Wilson Stewart and Patrick Pearson*

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listing of ballot measures, authorizes agreements, contracts and expenses incurred by the district.

The 2013 and 2014 board members were:

Term	Name	Position
12/31/2015	Gillian Gregory	4
12/31/2017	Fernando Espinosa	5
12/31/2017	Stephen Neupert	3
12/31/2019	Patrick Pearson (Chair)	2
12/31/2015	Wilson Stewart (Vice-Chair)	1

Commissioners' terms are six years long. In 2013, Commissioner Pearson ran unopposed for re-election to Position 2. There were no commissioner elections in 2014.

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 Fire 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.

Benefit Allocations: 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



Firefighter
Reilly Williams

allotment of a percentage of top-step firefighter annual wage plus an additional 1% for every year of longevity up to a maximum of 20 years. This allotment is used to pay for medical/dental/vision premiums, deferred compensation (Section 457) contributions, longevity, flexible spending and health savings accounts (medical expense reimbursement), dependent care and/or mass transit reimbursement. Employees, therefore, pay health insurance premiums for themselves and their dependents out of this allotment. Initially, the base

benefit allocation was established at 15% of top-step firefighter (TSF) wage. In 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. In 2013 and 2014, wages remained frozen while healthcare costs continued to rise and, in a continued effort to relieve the impact of increasing premiums, the benefit allocation was adjusted again. However, instead of adjustments being made to the percentage rate, a 3% increase was added to the multiplier. In other words, the TSF wage was adjusted solely for the purpose of calculating base benefit allocation while the actual TSF wage remained at 2009 levels. Again in 2014, there was a 3% adjustment made to the multiplier.

Health Insurance: A committee was formed in 2010 to research and develop health insurance options in an effort to find 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. EHL Insurance continued to serve as our broker for 2013 and 2014; throughout those years, our insurance carrier was Regence BlueShield. There were two plans offered with deductibles of \$500 (Innova) and \$2,500 (HD/HSA). As was the case with our previous carrier CIGNA, the Regence contract also allowed our members to “opt out” with proof of alternate coverage. In the summer of 2014, Regence and Harrison Hospital/ Harrison Health Partner Providers broke ties when the latter transitioned into the Franciscan System and the parties could not agree on a contract. Our plan participants were put in a predicament where the only hospital in the county would become a non-participating facility. This meant any services provided at Harrison Hospital or by Harrison Hospital providers would be billed as out-of-network, rendering all claims subject to higher and separate out-of-network deductibles, less insurance coverage and outstanding balance billing to patients. Ultimately, the parties came to an agreement before our group suffered any of these consequences.

Personnel Contracts and Compensation: 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. Union employees once again declined pay increases in 2013 and in 2014. Non-union personnel also took no pay increases in 2013 or 2014, and renewed their contracts for the years of 2014-2016. They asked that base pay increases for the years 2015

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and 2016 be determined with a clearer picture of the district's financial outlook.

For 2013, 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 (and IAFF Local #2819 Assistant Vice-President) Mark Cooney, Lieutenant Jack Meikle, Firefighter Kris Osera and Lieutenant Joe Petersen and Bargaining Unit Community Relations representative Firefighter Alex Hickey. In 2014, Chief Kier retired and left the committee. Firefighter/Paramedic Matt Thompson replaced Firefighter Mark Cooney as Assistant Vice-President and Firefighter Tony Reichmuth replaced Lieutenant Joe Petersen as C-Shift's representative.

Personnel Changes: Through most of 2013, Medical Safety Officer Steve Engle remained temporarily reassigned to serve as a shift paramedic in order to stabilize staffing and avoid excessive overtime. He was reinstated into his day-shift position on December 2, 2013. The department conducted a competitive testing process for firefighter/EMTs and firefighter/paramedic trainees in June 2013. As a result, the two top-scoring FF/PM trainees were conditionally hired, effective September 1, 2013: Nicolas Johnson and Garren Dukes. They were accepted into and completed the University of Washington/Harborview Medical Center paramedic training program. The next two on the list were given the same opportunity, effective September 1, 2014: Andrea DeCaro and Theron Rahier. They were also accepted to and completed the world-renowned paramedic training program. In November 2013, a battalion chiefs' promotional test was conducted in coordination with Poulsbo Fire Department. An eligibility list was established for the purpose of acting battalion chiefs as well as for future promotional opportunities, should they arise.

2013/2014 Changes in Status: 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
1/1/2004	Buchanan, Ryan	Promoted to Probationary Lieutenant, 2/2014
9/1/2014	DeCaro, Andrea	Conditionally-hired as Firefighter/Paramedic Trainee
9/1/2013	Dukes, Garren	Conditionally-hired as Firefighter/Paramedic Trainee
		Firefighter/Paramedic, certified 11/2014
3/1/1997	Gurnee, David	Firefighter/Paramedic, Disability/Retirement 10/15/2014
10/1/2009	Ihrle, Joel	Firefighter/Paramedic, resigned for new position in Minnesota, 3/1/2013
9/1/2013	Johnson, Nic	Conditionally-hired as Firefighter/Paramedic Trainee
		Firefighter/Paramedic, certified 11/2014
4/16/2005	Osera, Kris	Promoted to Probationary Lieutenant, 2/2014
9/1/2014	Rahier, Theron	Conditionally-hired as Firefighter/Paramedic Trainee
6/1/1992	Schultz, Toby	Training Officer, Disability/Retirement, 5/9/2014
10/16/2000	Upton, Dan	Promoted to Probationary Lieutenant, 2/2014

2013/2014 Changes in Status: 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.

11/2/2005	Kier, Wayne	Asst Chief for Operations, Training & Support Svcs* Second retirement, 12/31/2013
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* Assistant Chief Kier retired at the end of February 2012 but returned as a part-time (0.60 FTE) employee at the beginning of April in that same year before leaving that position at the end of 2013.

2013/2014 Changes in Status: Volunteer-Intern and Volunteer-Sleeper 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.

	Brombach, Jens	Volunteer-Intern, left program 10/2014 and hired at San Diego Fire Department
	Canate, Guillermo	Volunteer-Intern, left program 1/2013 and hired at Faulk Ambulance
	Carson, Sam	Volunteer-Intern converted to Volunteer-Sleeper and left program 5/2014
	Cetnarowski, Andrea	Volunteer-Intern, left program 1/2014
	DeCaro, Andrea	Volunteer-Intern, left program 2012 and returned 5/13/2013. Hired at NKF&R as Firefighter/Paramedic Trainee 9/1/2014.
	Dent, Russell	Volunteer-Intern, left program 9/2014
	Doherty, Ryan	Volunteer-Intern, left program 11/2014
	Dukes, Garren	Volunteer-Intern. Hired at NKF&R as Firefighter/Paramedic Trainee 9/1/2013.
	Jerrett, Daniel	Volunteer-Intern, left program 3/2013
	Johnson, Nicholas	Volunteer-Intern. Hired at NKF&R as Firefighter/Paramedic Trainee 9/1/2013.
	Keltner, Duke	Volunteer-Intern, left program 4/2014
	LaPoint, Bobby	Volunteer-Intern, left program 6/2014 and returned 11/2014
	Packard, Cameron	Volunteer-Intern, left program 9/2013
	Price, Kevin	Volunteer-Intern, left program 2/2014 and hired at Kent Regional Fire Authority
	Rahier, Theron	Volunteer-Intern. Hired at NKF&R as Firefighter/Paramedic Trainee 9/1/2014
	Sallay, Brian	Volunteer-Intern, left program 2/2013
	Sindall, Ryan	Volunteer-Intern, left program 8/2014 and hired at Mountain View Fire & Rescue
	Snodgrass, Jason	Volunteer-Intern, left program 12/2014
	Sommers, Scott	Volunteer-Intern, left program 10/2014
	Stenstrom, Jasper	Volunteer-Intern, left program 2/2013 and hired at Graham Fire & Rescue

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2013/2014 Changes in Status: 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.

	Nance, Tom	Tender-operator, joined 8/1/13
2013/2014 Changes in Status: Volunteer (Support, Pub Ed and Admin) Personnel		
	Olanie, Kate	Special projects, left program 12/2013

Financial Services

The financial services function encompasses financial accounting areas such as accounts payable and receivable, budget tracking, financial reporting services, treasury and investment

2013 Budget Overview			
Expenses* (Budgeted)	\$ 6,347,453	Expenses* (Actual)	\$ 6,321,472
Revenue* (Budgeted)	\$ 5,890,908	Revenues* (Actual)	\$ 5,940,013
Beginning Fund Balance	\$ 3,746,132	Ending Fund Balance	\$ 3,367,394
2014 Budget Overview			
Expenses* (Budgeted)	\$ 6,315,363	Expenses* (Actual)	\$ 6,100,545
Revenue* (Budgeted)	\$ 5,589,500	Revenues* (Actual)	\$ 5,862,892
Beginning Fund Balance	\$ 3,367,395	Ending Fund Balance	\$ 3,129,370
*Figures exclude the District's voter-approved general obligation bonds (Page 17).			

management, risk management, internal auditing for compliance with state law, and assistance with strategic forecasting. This area also includes management of debt issuance and legal services.

The tables above provide an overview of the district's 2013 and 2014 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. The beginning fund balance remained fairly strong in 2013 but, with the on-going depreciation of assessed property valuations bringing the district's levies to their rate caps, the effects of long-term decreases in tax revenues began to seriously impact the district's beginning fund balance in 2014.



Firefighter/Paramedic Garren Dukes

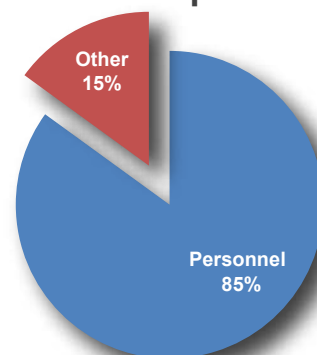
Expenses

Personnel costs comprise the vast majority of the district's expense budget, as shown in the graph at right. Employees, continued to do 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.

During the downturn in the economy, every effort was made to limit costs. As a result, the district stalled capital projects and deferred major maintenance and improvements on all its stations. However, the needs continued to accumulate and maintenance could no longer be delayed. To preserve its capital assets, the district engaged in several small projects during 2013 and 2014.

In an attempt to replace outdated equipment without further stressing local resources, the district has aggressively sought federal grants. The district was successful with three applications. Through the Non-Disaster Port Security Grant program, the district is slated to receive \$409,813 for a new marine response vessel. The district also applied for an Assistance to Firefighters Grant (AFG) for a Type 6 brush truck, and will receive \$118,589 to replace a very tired 1988 brush truck. Finally, another AFG application netted us \$41,705 for thermal imaging cameras.

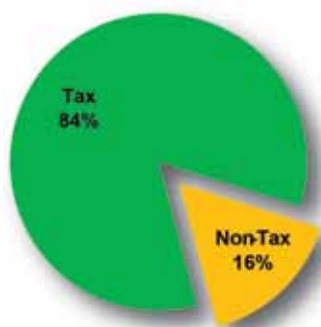
2014 Expenses



Revenues

Fire protection districts receive no on-going federal, state or county funding. In 2013, 84% and 2014 82% 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.

2014 Revenues



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). 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

Excluding the amount levied to repay a 1999 voter-approved bond issue, NKF&R collected about \$286,000 less tax revenue in 2013 than in 2012, and about \$201,000 less in 2014 than in 2013

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by Kitsap 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 2013, this tax brought approximately \$5,500 to NKF&R's budget and in 2014, approximately \$7,750.

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.

2013	Assessed Valuation	Levy Rate	Amount Levied	Timber Excise	Total
Fire	\$ 2,502,807,044	\$ 1.500000	\$ 3,753,131	\$4,354	\$ 3,757,485
EMS	\$ 2,503,880,292	\$ 0.500000	\$ 1,251,941	\$2,451	\$ 1,254,392
Bond	\$ 1,794,984,652	\$ 0.275768	\$ 494,652	\$ 348	\$ 495,000
TOTAL					\$ 5,793,241

2014	Assessed Valuation	Levy Rate	Amount Levied	Timber Excise	Total
Fire	\$ 2,401,622,711	\$ 1.500000	\$ 3,602,435	\$4,495	\$ 3,606,930
EMS	\$ 2,403,239,668	\$ 0.500000	\$ 1,201,620	\$2,513	\$ 1,204,133
Bond	\$ 1,717,885,944	\$ 0.298040	\$ 511,257	\$ 743	\$ 512,000
TOTAL					\$ 5,323,063

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. Further impacting the decline in revenues was the approval of a new six-year EMS levy in 2013. The base assessed valuation used to calculate the highest allowable EMS levy was reset to a much lower amount. In 2009, just before property values began to plummet, the highest allowable EMS levy was set at approximately \$1.6 million. With approval of the new levy in 2013, the highest allowable levy was reset to approximately \$1.2 million. This results in a double impact to the revenue side of the district's budget. The potential \$400,000 loss of revenue is compounded by the inability to recover the lost funds when assessed valuations start to rise. The potential for new revenue is capped at 101% of the reset highest allowable levy of \$1.2 million. The fire levy reached its statutory cap of \$1.50 per \$1,000 of assessed valuation in 2012, and remained there. With levy rates at their caps, property values decreasing and very little new



Crews carry a patient to an Airlift Northwest helicopter in May 2013

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

NKF&R's total assessed valuation has decreased by \$805 million between 2013 and 2014.

As a result, the district's 2014 budget was \$1.6 million less than it would have been with stable property values.

construction, the district continued to experience an annual reduction in tax revenues. In 2013, the EMS levy experienced a \$40,274 decrease and the fire levy was reduced by \$124,110, negatively

	2012	2013	2014
Median Assessed Valuation of a Typical NK Home	\$ 295,765	\$ 279,265	\$279,850
Median Annual Fire and EMS Taxes per Household Paid to NKF&R	\$ 591.53	\$ 558.53	\$ 559.70
NKF&R Annual Operating Tax Revenue per Capita	\$ 280.86	\$ 275.58	\$ 248.16
<i>"Operating Tax Revenue per Capita" is calculated by adding the revenue received through the fire and EMS levies (see page X), and dividing that total by the estimated population of the fire district (see page X).</i>			

impacting the 2013 revenue budget by roughly \$164,400. In 2014, further decreases struck the district with the EMS levy declining \$50,321 and the fire levy dropping \$150,696 for a total of \$201,017 in tax revenue reduction. In an effort to stabilize funding and speed recovery from multiple years of declining revenues, the district proposed an additional special maintenance and operations levy of \$600,000 for each of the years 2015, 2016, 2017 and 2018. The voters supported the request, with 67.41% casting "yes" votes.

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%	Complete
Thermal Imaging Cameras	2013 Assistance to Firefighters Grant	(F) \$41,705	\$41,705	10%	Complete

* More information about the TIC replacement project is available on Page 31

		Funding or Value	Granted	Cost Share	Project Status
STATE GRANTS					
Emergency Medical Services Pre-Hospital Grant	Washington St Dept of Health Pre-Hospital Grant FY13-18D10	(F) \$ 1,208	Yes	None	Complete
	FY14-18D10	(F) \$ 1,473			

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



Malfunctioning electrical equipment is thought to have sparked this May 2014 fire in a detached garage off of Tulin Road.

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Non-Tax Revenue Sources

The following figures also include late collections that were billed in previous years. Ambulance billing fees were adjusted to the amounts listed below effective February 1, 2013

Ambulance Transport Fees		<i>For further information about ambulance transport service and billing, see Page 22</i>
	ALS Rate 1	\$ 700.00 inclusive
	ALS Rate 2	\$ 750.00 inclusive
	BLS Rate	\$ 550.00 inclusive
	Mileage Rate	\$ 15.00/mile
2013 Total Ambulance Transport Revenue		\$596,552.14
2014 Total Ambulance Transport Revenue		\$584,615.19
Apparatus Maintenance Revenue		<i>For further information about apparatus maintenance contracts see Page 32</i>
	Labor Rate	\$ 83.55/hour
	Parts Rate	Cost
	2013 All-Inclusive Contract with EJFR	\$ 85,572.00
	2013 Other	\$ 6,773.93
2013 Total Apparatus Maintenance Revenue		\$ 92,345.93
	2014 All-Inclusive Contract with EJFR	\$ 86,428.00
	2014 Other	\$ 13,943.20
2014 Total Apparatus Maintenance Revenue		\$100,371.20
Fire/EMS Service Contracts		<i>For further information about service contracts see Page 23</i>
	2013 Washington State Ferries	\$ 8,324.20
	2014 Washington State Ferries	\$ 8,324.20
	2013 Port Gamble S'Klallam Tribe	\$ 85,200.00
	2014 Port Gamble S'Klallam Tribe	\$ 88,000.00
	2013 North Kitsap School District	\$ 3,515.75
	2014 North Kitsap School District	\$ 3,267.25
2013 Total Fire/EMS Service Contracts		\$ 97,039.95
2014 Total Fire/EMS Service Contracts		\$ 99,591.45
State Mobilizations		<i>For further information about mobilizations see Page 37</i>
	2013 Colockum Tarps	\$ 18,759.42
	2013 Eagle	\$ 5,944.27
2013 Total Mobilization Revenue		\$ 24,703.69
	2014 Lake Spokane	\$ 15,974.12
	2014 Mills Canyon	\$ 38,223.87
	2014 DNR Fires	\$ 39,198.60
2014 Total Mobilization Revenue		\$ 93,396.59
2013 Clearwater Gaming Mitigation Funds		\$ 35,000
<i>Distributed to impacted public agencies every other year.</i>		

Major Projects and Purchases

Refurbished ambulance (2013): A used ambulance was purchased, painted and modified and put in service at a fraction of the cost of a new rig.

New facilities maintenance truck (2013): The cost of the vehicle, like the cost of the facilities maintenance employee, was shared by the three participating districts (NKF&R, Poulsbo Fire Department and Bainbridge Island Fire Department) through an interlocal agreement. Repayments to NKF&R are prorated over the next five years with each outside agency's share of \$4,326 per year due first in 2014.

Thermal imaging cameras (2013): In 2013, the district completed the purchase of several thermal imaging cameras (TICs) using redirected funds remaining from an earlier fitness grant. Also in 2013, another federal grant application was approved for \$41,705 in additional TICs.



Lieutenant Ryan Buchanan uses one of the new thermal imaging cameras to check for hot spots after this January 2014 fire in Miller Bay Estates.



During challenging economic times, the district had to defer many routine maintenance projects. As the economy continued its recovery in 2013 and 2014, the district was able to invest in some of the projects needed to preserve its facilities (such as the headquarters station, pictured in this December 2013 photo) into the future.

Stations maintenance (2013

& 2014): Flooring was replaced at Station 81 in 2013 and Station 85 in 2014. The exterior of Station 89 was painted in 2013, and the exterior of Station 81 in 2014. In 2014, We replaced the heating, ventilation and air conditioning (HVAC) system at Station 84 following a fire that occurred in an outbuilding in November 2013. The cost of the repairs to the exterior of the fire station, the outbuilding and the HVAC system was recovered through an insurance claim. In December 2013, Station 85 had a water pipe break in the apparatus bay; again, a claim was initiated and insurance paid for the cost of repairs. Finally, in 2013, Station 81's parking lot was patched and resealed.

Debt Capacity

The district's debt capacity is included to provide the Board of Fire Commissioners with information about the district's potential for incurring any further financial obligations. By state law, fire protection districts are allowed 3/4 of 1% of the assessed valuation of the district to be used for purposes of obtaining funds from voter-approved general obligation bonds. Non-voter approved bonds are limited to 3/8 of 1% of the district's assessed valuation. See table on Page 21.

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Debt Capacity

As of December 31, 2013		
	Maximum debt with voter approval (0.75% of AV)	\$18,771,052
	Existing voter-approved debt	\$ 3,522,077
Maximum available debt capacity with voter approval		\$14,862,903
	Maximum debt without voter approval (0.375% of AV)	\$ 9,385,526
	Existing debt without voter approval	\$ 386,072
Maximum available debt capacity without voter approval		\$ 5,863,449
As of December 31, 2014		
	Maximum debt with voter approval (0.75% of AV)	\$18,012,170
	Existing voter-approved debt	\$ 2,638,326
Maximum available debt capacity with voter approval		\$15,052,117
	Maximum debt without voter approval (0.375% of AV)	\$ 9,060,852
	Existing debt without voter approval	\$ 321,727
Maximum available debt capacity without voter approval		\$ 6,100,799

Financial Audits

In late 2013, the regular biennial state audit was conducted on the the district's records for the years of 2011 and 2012. There were no findings. There was no state audit in 2014. A copy of the district's report can be found on the Washington State Auditor's website: www.sao.wa.gov.

Insurance

Our liability and building insurance is brokered by EHL Insurance and carried with ESIP (Emergency Services Insurance Program). We continue to maintain an accidental death policy on our volunteers through another company, VFIS. Employee health benefits, discussed further on Page 11 (Administration Division, Human Resources), were also brokered by EHL. Our employees' 2013 and 2014 medical/dental/vision coverage was offered through Regence Blue Shield, and Washington Dental Service.

Administrative Support

Administrative support services provides clerical 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.

Outdoor Burning Permits			
	2012	2013	2014
Special	2	3	8
Recreational	2	0	0
Residential (Sm)	708	792	741
Residential (Lg)	335	370	391
Total	1,043	1,165	1,140

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 longer required for recreational fires (defined as containing only dry seasoned firewood or charcoal and less than 3'x3'x2' in size) and land clearing fires were prohibited. Residential fires were divided into two types. During 2013, district personnel wrote 370 permits for large residential fires

(defined as less than 10' x 10' with permits lasting only two weeks) and 792 for small residential fires (defined as less than 4' x 4' and lasting through the duration of the calendar year). Three "special" permits were written for agricultural purposes. In 2014, there were 391 permits for large residential fires, 741 for small residential and 8 "special" permits written. Fire danger burn bans were imposed by the Kitsap County Fire Marshal from July 29, 2013 until September 18, 2013 then, again, in the summer of 2014 from July 13, 2014 until September 25, 2014. . There were no air quality burn bans imposed in either 2013 or 2014.

2013/2014 Burn Bans

Fire Danger

7/29/13 - 9/18/13, 7/13/14 - 9/25/14

Air Quality

None

Meeting Room Rentals			
	2012	2013	2014
Uses by outside groups	149	132	123
Revenue	\$811.00	\$ 642.00	\$ 586.00

In 2013, the district's meeting room was reserved for use by other groups 132 times during the year for which was collected \$642.00. In 2014, it was reserved 123 times resulting in fees of \$586.00 for that use.

As part of the on-going effort to find efficiencies with neighboring districts, NKF&R again aligned its ambulance transport rates with those of Poulsbo Fire Department, effective February 1, 2014. At that time, the district began charging as follows: \$550.00 per Basic Life Support (BLS) ambulance transport plus \$15.00 per mile and \$700.00 or \$750.00 (depending on complexity of care) per Advanced Life Support (ALS) transport plus \$15.00 per mile. Systems Design continues to provide the district's ambulance transport billing services. In 2013, \$1,063,792 was billed for patient transports of which the district was able to collect \$596,552.14. In

Ambulance Transport Billing			
	2012	2013	2014
Billed	\$856,371	\$1,063,762	\$1,101,807
Number of Txpts		1,033	1,162
Collected (\$)	\$463,980	\$596,552	\$584,615
Collected (%)	54%	56%	53%

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2014, \$1,101,807 was billed, and \$584,615.19 was collected. The district's overall collection rate is affected by the fact that those responsible for unpaid balances aren't referred to collection agencies. It's also impacted by the write-offs required by Medicare and other insurers based on contractual reimbursement rates for medical care.

Though it falls outside the boundaries of the district, the Port Gamble S'Klallam Tribe receives fire protection and emergency medical services from NKF&R by contract. In 2013, the district's representatives entered into discussions with representatives of the tribe to adjust the contract billing rate. An interim agreement was signed at an annual rate of \$85,200 while the details of the future contract billing structure was determined. In 2014, the district and the tribe agreed to a contract with a basis amount of \$88,000 to be adjusted each January 1 by the amount of change in the district's annual property tax levy as certified by the Kitsap County Assessor. This method was adopted to more fairly align with the experience of non-tribal taxpayers in the district.



When NKF&R personnel are mobilized to assist with wild-land wildfires elsewhere, the district is reimbursed for most of the associated costs and firefighters like these (from left to right: Firefighter Jonathan Carr, Firefighter Alex Hickey and Firefighter Rico LeMay

In 2013 and 2014, the district billed and received full payment from Washington State Ferries \$8,324.20 for 2012 and 2013. In addition, the schools are required by Washington state law to pay \$1.00 per year for each student that attends school within the fire district's boundaries. This amounted to \$3,515.75 in 2013, and \$3,267.25 in 2014.

The district is compensated for fire mobilizations. During 2013, district personnel participated in two mobilizations that earned \$24,704 for the district. In 2014, NKF&R members participated in two mobilizations and several Washington State Department of Natural Resources (WADNR) forest and wildland wildfires. Those deployments brought in \$93,396. The revenues of wildland deployments offset labor costs involved in fighting the fires as well as the costs of backfilling the on-duty positions of deployed members. Furthermore, mobilizations generate additional revenue from the use of department apparatus.

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 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 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 advisor, with the technical advice of the Kitsap County Fire Marshal's Office and fire protection engineering consultants, for the Port Gamble S'Klallam and Suquamish Tribes.



The Community Services Division oversees the district's "extra mile" programs such as the bereavement/appreciation baskets funded and distributed by crews during the holidays.

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 member-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.

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Public Information

Major public information projects for 2013 and 2014 included joint information planning and execution for NKF&R and Poulsbo Fire Department on the districts' November 2013 EMS levy reauthorization as well as the November 2014 maintenance and operations levy and bond issue, respectively. The cornerstone of these efforts was *The Pulse*, a joint publication of the two districts, written and designed by the division. The inaugural issue was distributed as an insert in the *North Kitsap Herald* in July 2013. The second issue, timed to provide citizens with information about the two districts' EMS levy elections, was placed as a wrap around an early October 2013 edition of the *Herald*. A third issue of *The Pulse* was mailed to all households in September 2014 with information about NKF&R's special levy proposal as well as Poulsbo's bond issue proposal. The division also created press releases, fact sheets and other tools for the Kitsap County Fire Chiefs Association smoke alarm installation grant program during 2014.



Press Releases		
2012	2013	2014
22	35	11

Press Releases

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

Social Media

The district's Facebook page and Twitter account continued to grow in popularity through 2013 and 2014. In an effort to ensure compliance with public records retention laws, the district began using ArchiveSocial in July 2013.

Presentations

The division was especially active with public appearances in 2013 - 2014, presenting and/or scheduling events for other members as the district endeavored to provide information to citizens considering the 2013 EMS levy renewal and the 2014 special levy. Toward this end, the district spoke at homeowners associations, civic and business groups, community committees, tribal governments. For the 2014 proposal, the district co-hosted barbecue/open houses at each staffed station in concert with the members' Partnership Fund. In addition to this as well as regular appearances at schools and community groups, the division also presented at the Suquamish Tribe Health Fair, Suquamish Tribe Housing Fair and the Kingston Town Meeting. There were no After the Fire meetings, generally arranged to ensure the public gets accurate information and timely prevention tips following significant events such as large-loss structure fires, in 2013 or 2014.

Birthday Parties

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.

Birthday Parties Redeemed		
2012	2013	2014
5	11	8

Again, in 2013 and 2014, in support of Kingston's Fourth of July celebration, members sold raffle tickets with a birthday party as one of the grand prizes.

Special Events

- Read Across America
- Life jacket and helmet sale at Kingston Farmers Market
- September 11th Breakfast in 2013 raised over \$1,500 to benefit the members' North Kitsap Community Partnership Fund. In 2014, the event netted over \$700 for Kitsap Mental Health Services suicide prevention efforts.
- Attendance at community events such as the charity auctions to benefit PTAs and other community groups, Bayside Community Church's Easter Egg Hunt at Village Green Park, Kingston Fourth of July Parade, Village Green Foundation's Pie in the Park, Village Green Foundation Spaghetti Feed, Community Cider Pressing at Village Green Park, Kiwanis Halloween Carnival.
- 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.



Fire Chief Dan Smith gives a "State of the Fire District" presentation during a May 2013 visit with the Hansville Neighbors Luncheon group.

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.



Intern Firefighter Andrea DeCaro shows a Wolfle Elementary kindergartener how to listen to a heartbeat during a RiskWatch visit to the school. During the program's choking prevention unit, crews show students that the ambulance is a safe and friendly place.

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Preschoolers line up to give hugs to Lieutenant Dan Upton, their friend the firefighter, during a 2014 visit to the Port Gamble S'Klallam Tribe's Early Education Center

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, and scheduled as evenly as possible across the three shifts..

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.

Escape Planning Contest			
	2012	2013	2014
<i>Classrooms</i>	36	36	27
<i>Blanks</i>	822	863	592
<i>Returned</i>	472	313	300
<i>% Returned</i>	57%	36%	51%
<i>% Accurate</i>	58%	74%	58%

First Aid/CPR Classes

Due to the loss of the certified CPR instructor to a paid firefighter position elsewhere, the district ceased offering public classes in early 2013. CPR familiarization training continues to be offered 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. The district receives no revenue for this aspect of the popular program that, in 2013 and 2014, cost \$1,560 and \$1,350 to provide. The program, in place for more than twenty years, produced a documented "save" in 2013 when two graduates performed CPR on their step-father to strengthen the chain that resulted in the man's survival from cardiac arrest.

Smoke Alarm Installations

In 2014, the district's smoke alarm installation program got a dramatic boost from a countywide grant that included supplies of alarms, long-life batteries, traditional 9V batteries and special

Smoke Alarm Installations			
	2012	2013	2014
<i>Alarms</i>	34	24	345 (120)
<i>Batteries</i>	25	9	27/14 (0/7)
<i>(Supplies used in blitz at Kingston Colonial Heights Apts)</i>			

alarms for the hearing-impaired. In addition to supplies, the grant emphasized provision of prevention information. NKF&R's participation with the grant was highlighted by a blitz at Kingston Colonial Heights Apartments. The complex was selected because it has been

struck by at least three fires in the last ten years and poses significant challenges to firefighters with poor access. On a Saturday in June 2014, off-duty career members volunteered their time in conjunction with B-Shift duty crews to install or replace alarms in the complex's units. The time was well-spent; of 40 units, 15 had no working smoke alarms at all.

Other Fire Prevention Efforts

Upon request, we provide courtesy visits to local homes and provide advice about improving overall safety. Outside of the visits associated with the county's smoke alarm grant, we received no requests for home safety surveys in 2013 or 2014. 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 2013 or 2014.



Bike Helmets			
	2012	2013	2014
Expenditures	\$2,372	\$2,215	\$2,017
For Others	\$59	-0-	-0-
For NKF&R	\$2,313	\$2,215	\$2,017
NKF&R Fit	290	277	252
Donations	\$1,514	\$1,737	\$1,167
% Recovered	65%	78%	58%

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 9 life jackets to own for donations of \$15.00 each in 2013, and 5 in 2014.

Car Seat Checks

The division's certified child passenger safety technician Nancy McClellan continues 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 Nancy frequently volunteers her time to help those who aren't able to attend our regularly-scheduled checks, she is provided a stipend of \$80.00 by the NKCPF for the monthly events to defray out of pocket expenses and support continuation of her valuable

Car Seat Checks			
From within ...	2012	2013	2014
NKF&R	21 (36%)	22 (36%)	31 (47%)
Bainbridge Isl	12 (21%)	12 (20%)	7 (11%)
Poulsbo	14 (25%)	14 (23%)	16 (24%)
Central Kitsap	0	3 (5%)	4 (6%)
Other	11 (19%)	10 (16%)	8 (12%)
Total	58	61	66

service. In both 2013 (48%) and 2014 (62%), about half of the car seats were incorrectly used or installed before the check. The quarterly seat checks that we helped to resume on Bainbridge Island in 2012 ended after 2013 due to a lack of Island-based support for the project.

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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 2013 and 2014, 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. The Fund also makes donations to charities whose work impacts the citizens served by NKF&R.



Members of the B-Shift duty crew along with PIO Michele Laboda used NKCPF dollars to support the Kingston Village Green Foundation at a community spaghetti feed in November 2013.

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.

Working with the Emergency Services Division, Community Services processed 32 concerns in 2013 and 2014. The district responded to 10 in writing, 6 by other means such as telephone call or face-to-face meeting, 6 required no action, and 8 remained open. The most common concerns (5 of 32) again involved our ambulance transport billing policy.

Prevention and Planning

2013 and 2014 were busy years for new construction for the Suquamish and Port Gamble S'Klallam tribes. The Whitehorse Golf Course clubhouse was completed in the spring of 2013, and required about 40 hours of staff time in walk-throughs, acceptance testing, inspections and research. A major addition to the Port Gamble S'Klallam Early Childhood Education

Inspections and Pre-Fire Plans			
	2012	2013	2014
Inspections	64	83	50
Resolved	13	8	11
Referred for Enforcement	0	0	0
Pre-Fires Published	0	0	7

building was finished in early 2013, necessitating staff time for walk-throughs and acceptance testing. Extensive new construction projects at Clearwater Casino Resort kicked off in 2013, consuming more than 150 hours of staff time in meetings, walk-throughs, inspections and coordination with a fire protection engineer

contracted by the district to conduct fire protection systems plan review during the 2013 - 2014 period. In 2014, the Suquamish Tribe erected new processing and office facilities to house Suquamish Seafoods. An additional building on the campus of the Marion Forsman Boushee Early Learning Center, slated to house after-school programs for older children, was also commissioned in 2014. Off the reservations, the division also arranged familiarization walk-throughs for newly-constructed buildings such as Puerto Vallarta and Village Green Senior Housing in 2013. 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.

Also, to ensure optimal responses to fire alarm and sprinkler activations, the division worked with Support Services to arrange a 2013 training on fire protection systems for duty crews.

Support Services Division

Division Responsibilities

Under the direction of the assistant chief until that position was vacated by a retirement and, thereafter, temporarily overseen by the district's existing three battalion chiefs (see Page 6 for more information), 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.



Lieutenant Dan Upton captured this spectacular shot of one of the district's facilities – headquarters – in March 2014.

Logistics

The logistics function 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 also responsible for the maintenance of district facilities, grounds, providing oversight for design and construction of new facilities, performance and/or

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supervision of minor remodeling work. Dan Fuller, Facilities Maintenance Supervisor, fills this role. The cost of his employment is shared 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.

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.



The goal of equipment testing is to ensure that it's ready and reliable when needed. These hose lines did their job at this August 2013 structure fire.

Assistance to Firefighters Grants (AFG): A/C Kier was very active making applications for several AFG projects. Three new thermal imaging cameras (TICs) were purchased with a reallocation of about \$27,000 in funds from our 2007 wellness AFG. Another AFG application for about \$47,000 to purchase the remaining TICs for the district was submitted and accepted in 2013. A 2012 AFG application to replace the district's aging brush truck was denied in 2013. A subsequent 2013 application was successful and, after some difficulty, the right chassis was located and sent to Washington State Department of Natural Resources to be outfitted as a Type III Brush Engine. Delivery was set for the spring of 2015.

Port Security Grant: The district learned in October 2013 that its \$400,000 application for a new boat was going to be funded -- thanks, in part, to the help of Seattle Fire Department Assistant Chief A.D. Vickery and East Jefferson Fire - Rescue PIO and grant writer Bill Beezley. Delivery is expected in 2015.

Hose and Ground Ladder Testing: In 2011, the responsibility for these functions shifted from Fleet Services to Logistics under the supervision of B/C Moran. The services were provided through contract with an outside testing company. Typically, a small amount of hose in every size fails. In that event, hose sections are deemed unusable for firefighting and declared surplus. The majority of the district's hose passed the tests in 2013. In 2014, 11 sections of 1-3/4" hose failed at their couplings and, due to the location of the breaks, were easily repaired and returned to service. Ladder testing was provided by the same contractor with all ground ladders put through paces outlined by NFPA ladder testing standards. All passed the annual tests in 2013 and 2014.

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>			
	2012	2013	2014
NKF&R	33	34	37
Heavy Chassis (engine, tender)	10	10	11
Medium Chassis (ambulance, brush)	7	7	8
Support/Staff	10	11	12
Marine Unit	1	1	1
Forklift	1	1	1
Station Generators	4	4	4
Outside Agencies, By Contract	54	57	60
Heavy Chassis (engine, tender)	18	19	19
Aerial Ladder with Waterway	1	1	1
Medium Chassis (ambulance, brush)	22	22	23
Marine Unit	1	1	1
Support/Staff	9	9	11
Tractor	1	1	1
Station Generators	2	4	4
TOTAL	87	91	97
Billable Hours			
<i>Information from Dossier</i>	2012	2013	2014
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)	2611	2621	2608
<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	1463	1409	1310
Work Orders (WO)	249	243	241
Avg Hours per WO	5.90	5.8	5.43
Non-Billable Hours		540	626.6
Outside Agencies, By Contract	1148	1212	1298
Work Orders (WO)	164	191	201
Avg Hours per WO	7.00	6.3	6.4
Non-Billable Hours		324	321.6

Fleet Services

The Fleet Services portion of Support Services is responsible for the preventive maintenance and repair work on the district's emergency apparatus, light trucks, automobiles, motorized portable equipment, marine vessels, communications equipment, as well as 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. Preventive maintenance and/or repair is performed on the vehicles of North Kitsap Fire & Rescue, as well as by contract on the vehicles and equipment of East Jefferson Fire - Rescue (EJFR) and Jefferson County Fire Districts #2 and #5.

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 2013 and 2014, the shop billed out about \$92,000 and \$100,000, respectively, as also noted on Page 9.

Used Ambulance Purchased: In late 2013, a two-person team from Fleet Services traveled to the East

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Coast to pick-up a used ambulance as a replacement for the aging rig previously in use at Station 89. The 2003 F350 had four-wheel drive, low-mileage chassis and a quality American Emergency Vehicles module. Including new paint, striping, emergency lights, tires and wheels, the cost of the rig was about 10% of what it would have cost to purchase new. The refurbished rig entered service in early 2014.

Portable Fuel Tank with Solar-Powered Pump in Service: Following the district's purchase of a 1,000 gallon portable diesel tank, Fleet Services designed and built a 12-volt solar-powered pump station for it in 2013. The completed project allows the district to save money on fuel and to maintain its own supply in the event that fuel isn't available from other vendors in the wake of disaster. The custom pump station also tracks mileage and unit info for downloading into maintenance software.

Better Brake Inspections during Rig Checks: To help firefighters more efficiently and effectively verify proper adjustment, Fleet Services installed a new product from "Brake Safe" on all district units equipped with air brakes in 2014. As a result, the chance of an out-of-adjustment brake is minimized as firefighters can more quickly and safely conduct their visual inspections.

Pump Testing: Annual testing of the fire engines' pumps was provided through contract with an outside specialist that, through cooperative scheduling with the other Tri-North departments and established relationship with the vendor, provides us with flexible, efficient and cost-effective service. The 2013 and 2014 testing resulted in 100% compliance. Typical minor problems were encountered during and in preparation for testing.

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.



Multicompany exercises in 2013 and 2014 included a large mass casualty incident drill on the campus of West Sound Academy near Poulsbo in May 2013.

Multi-Company Training: In 2013 and 2014, the training officers from the Tri-North departments planned and executed at least two multi-jurisdictional drills. Tying together

multicompany operations and live fire training, our crews teamed with Bainbridge and Poulsbo Fire Departments. The days were split into individual departments conducting their own



Lieutenant Kris Osera, left, and Lieutenant Mike Mock, right, provide instruction to Intern Firefighter Nick Allpress during B-Shift's opportunity for live fire training at the state academy in the spring of 2014.

evolutions in the morning session with multicompany operations in the afternoon, which also had live fire as a component. Multiple casualty incidents (MCI) and an exercise of the county's new MCI plan was the focus for a May 2013 drill on the campus of West Sound Academy. In addition to the Tri-North agencies, Puget Sound Federal Fire Department and East Jefferson Fire Rescue also participated. The renowned instructors from the Puyallup Extrication Team emphasized multi-company, heavy rescue during a week of instruction in May 2014 at Station 77 near Poulsbo.

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 2013, our C-Shift traveled to the state's training facility at North Bend and received class A live fire experience. B-Shift attended in 2014. Other live fire opportunities have included marine-based firefighting at North Bend. These classes, offered annually since 2013, are paid for by Seattle Fire Department's homeland security grant and made available to regional departments that have marine firefighting responsibilities.

Officer Development Classes: Officers from the Tri-North departments, that coordinate these advanced training efforts to hold quality classes too cost-prohibitive for one agency alone, were provided instruction in several topics, including accident investigation in May 2013, supervision in May 2014 and crew resource management. Chief Ed Hadfield taught the supervision class and incorporated topics of specific interest to the participating departments. Chief Hadfield also brought his Captains' College course, very well-received and particularly helpful in officer development, to Tri-North in May 2014. Also in 2014, the group brought in Paul LeSage, retired Assistant Chief of Operations from Tualatin Valley. He taught a class on Crew Resource Management (which was developed in the airline industry) as it can apply to fire departments.



Lieutenant Ardyll Abrigo, far left, was among several NKF&R firefighters who attended marine firefighting training with the Seattle Fire Department at the state academy in 2013.

Task Books: Task books, developed by the training division, are a "work-in-progress" for many personnel at NKF&R. Primarily issued to interns, versions are also in development for the lieutenant and battalion chief positions where each person works to complete their task book at individual pace. Completion of an officer-level task book

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allows the employee to serve as actors in that particular role.

Volunteer-Intern Recruit Academies: The district didn't host recruit academies in 2013 or 2014. Funded by a volunteer recruitment and retention grant received by Poulsbo Fire Department, one candidate completed training through the Washington State Fire Training Academy at North Bend. Kirby White graduated in July 2013 and earned the Bulldog, Valedictorian and Most Inspirational awards. White returned to the district to join A-Shift.



NKF&R hosted a wildland-urban interface class in May 2014 that included visits to representative neighborhoods around the district, including the Whitehorse community

Tri-North Fire Behavior Training: Held at Clearwater Casino Resort in April 2014, the class was based on the National Institutes of Science and Technology studies and recommendations for dealing with modern day fire behavior. Transitional attacks -- fighting fires from a safe position outside the structure -- were emphasized along with the importance of closing doors to impede fire growth and spread. This important class was a vital step in the evolving approach to tactics based on the science-based concerns presented by new construction methods.

Other Trainings: Instructor I, hosted by NKF&R, in February 2013; Fire Department Pumpers, held in-house, in February 2013; Red Card (Wildland Firefighting) Updates, taught in-house by LT Mock and FF Hickey, in March 2013; Fire Protection Systems, taught by Bremerton Fire Marshal Mike Six in March 2013; Pump Operator, taught by Lieutenant Clouse at EJFR, in April 2013; Hybrid Vehicles, hosted by NKF&R with an outside instructor specializing in electric cars, in April 2014; IFSAC Evaluator Refresher in March 2014; Urban-Wildland Interface, hosted by NKF&R with instructor from Gig Harbor Fire & EMS, in May 2014.

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 2013, there were no injuries to career personnel. In 2014, there were two injuries resulting in 504 hours of time loss.

Emergency Services Division

Division Responsibilities

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 until that position was vacated by a retirement and, thereafter, temporarily overseen by the district's existing three battalion chiefs (see Page 6 for more information), the division is responsible for ensuring an effective emergency response for all incidents including fire, 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.



Larger and more complex incidents -- such as the 2014 car fire in a Clearwater Casino Resort garage -- require additional incident management resources and cooperation across jurisdictions. Here, a ladder truck from Bainbridge Island Fire Department is put to work.

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 is also responsible for resource deployments, oversight of pre-fire planning, and response mapping.

Administrative responsibilities include the

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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.



NKF&R firefighters were mobilized to the 2013 Coluckum Tarps Fire. Burn-out operations, pictured above, were among the tactics utilized to control the destructive wildland fire.

Local, State and Federal Deployments: In 2013, NKF&R supported wildland fire suppression efforts for the state of Washington on two mobilization deployments. We were not called out on any Washington State Department of Natural Resources (DNR) incidents in 2013. In 2014, NKF&R teams were mobilized for the state two times, and for the DNR, multiple additional times. Chief Smith continued to serve as South Puget Sound Region Resource Coordinator and Vice-Chairman of the state's Fire Resources Defense Board. B/C LeMay took on the role of county resource coordinator in 2013. In that position, he helps to ensure that resources are allocated across the county as evenly as possible during large local and regional incidents.

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). Members are: Lieutenant Ryan Buchanan, Lieutenant Mike Mock, Lieutenant Chris Smith, Firefighter Reilly Williams and Firefighter Sherman Williamson.

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. Tom Curley continues to serve as the group's coordinator.

Incident Management Team: In late 2014, Clallam County Fire District #3 made a valuable training opportunity available when other agencies in the region were unable to fulfill the requirements. As many as twelve district personnel received training in incident management.



Lieutenant Todd Bailey examines the remains of a manufactured home that caught fire in the early morning hours of July 4, 2014. The blaze is thought to have started with unattended cooking.

Armed with this training, the district joined Northwest Incident Management Team by interlocal agreement, assuring opportunities for our personnel to gain real-world skills at large incidents around the region to add to their training as well as access to the team as a resource in the event of a large incident within our own jurisdiction.

Changes to Incident Command and Accountability: Despite agreements to adopt ITAC as the incident management standard in Kitsap County, Bremerton Fire Department found it wasn't meeting their needs and worked toward adopting the Blue Card system. In early 2014, at the direction

of the county chiefs CEOs, the Kitsap County Incident Management Procedures Committee was formed to develop a compromise with a focus on unified communications terms. B/C LeMay and B/C LaGrandeur represent NKF&R at the group. A new manual is scheduled to be published in 2015 with training to follow.

Revised Multiple Casualty Incident (MCI) Plan: The county's MCI plan was updated in 2013 to include procedures for CMCI (multiple casualty incidents involving criminal elements such as active shooter scenarios).

Resources

Response Personnel		
Number	Classification	Rank
(Vacant)	Career	Assistant Chief
3	Career	Battalion Chiefs
12	Career	Lieutenants
5	Career	Firefighter/Paramedics
2	Career	Firefighter/Paramedic-Trainees
12	Career	Firefighter/EMTs
1	Career	Medical & Safety Officer
(Vacant)	Career	Training Officer
1	Career	Public Information Officer
7	Volunteer	Volunteer-Intern Firefighters
6	Volunteer	Tender Operators
4	Volunteer	Chaplains
53	Total Response Personnel (As of December 31, 2014)	



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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	

An NKF&R firefighter extinguishes hot spots in a fire that broke out in the bed of a large truck being used to haul trash from the Northwest Laborers and Employers Training Center



Total Responses

The table below shows total annual incidents and applies these figures to average number of incidents per day as well as average number of incidents per individual served. By all of these measures, there is a clear upward trend in demand for service since 2010. The increased demand for service is being

Total Incidents	2010	2011	2012	2013	2014
	2,480	2,356	2,628	2,568	2,982
Incidents Per Day	6.79	6.45	7.20	7.04	8.17
Estimated Population*	19,479	19,670	19,676	19,887	20,054
Incidents Per Capita	0.130	0.123	0.138	0.129	0.149

** Calculated using the district's population and the Port Gamble S'Klallam Reservation's population for each year as estimated by the state's Office of Financial Management.*

met with current resources but response times are rising, too, as the district experiences more and more overlapping calls for service and units must come from outside the area in which the request originated.

Response Requests by Area					
	2010	2011	2012	2013	2014
Sta 81	749	700	776	706	820
Sta 84	679	626	604	699	703
Sta 85	524	457	570	564	629
Sta 89	268	266	312	308	354
Poulsbo	198	216	266	224	314
Bainbridge	62	90	96	66	159
Others	0	1	4	1	3

Response Requests By Area

The table at left compares total responses over the past five years by location of the incident.

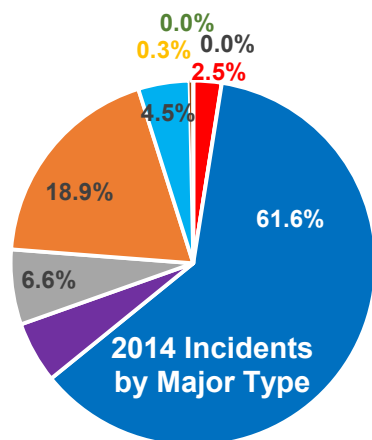
In 2013, NKF&R provided mutual/automatic aid 338 times, and received mutual/automatic aid from other fire agencies 123 times. In 2014, NKF&R provided mutual/automatic aid 472 times, and received mutual/automatic aid from other fire agencies 173 times.

Response by Types

Incidents generally classified as "Fire," encompass a wide range of events from those occurring in structures to those striking vehicles, boats and wildland settings. These types of incidents have remained constant since 2012.

Though the percentage

share of emergency medical calls is falling slightly, this category remains dominant. The category "Hazardous Condition" includes several types of incidents typically associated



as illegal outdoor fires (561) or legal outdoor fires (631). See table on the following page for details on this data.

Incidents by Major Types	2010	2011	2012	2013	2014
Fire	54	60	77	74	74
Explosion, overhear (no fire)	7	6	5	3	1
Rescue & EMS	1,586	1,590	1,768	1,708	1,838
Hazardous condition (no fire)	164	102	111	88	162
Service call	115	98	137	119	198
Good intent call	342	373	424	444	564
False alarm, false call	163	116	90	110	135
Severe weather & nat disast	5	2	3	0	0
Other	44	52	13	0	0

with severe weather such as "Wires Down." These incidents spiked during 2014 due to multiple storm events, including one generating 17 such incidents on November 29 and 40 between December 9 and 13. Reductions in the final two categories, "Severe Weather" and "Other," are the result of improved coding during incident reporting. Many outdoor burning complaints, previously dumped into the "Other" category, are now more correctly coded



Firefighter/Paramedic Nic Johnson

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This August 2014 incident in the Kitsap Towing yard between Kingston and Poulsbo destroyed three vehicles and caused serious damage to several others. It appeared to have started with an electric problem in an RV.

A table showing selected incident types follows.

The category of structure fire includes responses within the district as well as those to automatic and mutual aid partners. For the past few years, the number of working structures fires in NKF&R's service area has averaged around 14 annually.

An interesting trend is developing with the category entitled "Patient Assist." These calls, involving patients without medical complaints who require assistance with movement such as help back into bed, are increasing dramatically.

Incidents by Selected Detailed Type		2010	2011	2012	2013	2014
Type	Code					
Structure Fire	111	23	20	20	23	24
Chimney Fire	114	5	20	18	11	13
RV Fire	122, 137	0	2	1	0	2
Vehicle Fire	130, 131, 132	7	6	5	11	7
Boat Fire	134	3	1	1	0	0
Heavy Equipment Fire	138	0	0	0	0	0
Grass, Brush, Forest Fire	140, 141, 142, 143	5	4	21	18	15
Car Crash: Injury	322	88	80	57	43	55
Car Crash: Non-Injury	324	49	54	75	62	74
Vehicle vs. Pedestrian	323	0	0	5	3	6
Water Rescue	324, 342, 360, 361, 364, 365	15	16	3	4	3
Wires Down	444	122	59	79	49	106
Patient Assist	554	33	14	33	25	77
Burn Complaint: Illegal Fire	561	24	34	54	46	53
Burn Complaint: Legal Fire	631	14	0	34	58	51
Dispatched, Cancelled Enroute	611	252	280	296	299	385
No Incident Found	622	37	41	44	48	67
Smoke Investigation	650, 651	19	15	26	17	12
False Alarm: Malicious	710, 711	0	2	2	0	0
False Alarm: Accidental	733, 734, 735, 740, 743, 744, 745	147	104	40	69	113
Sprinkler Activation: No Fire	731, 741	0	0	0	1	0

Unit Utilization

Unit	2012		2013		2014		Legend
	2012 Responses	2012 Rank	2013 Responses	2013 Rank	2014 Responses	201 Rank	
M81*	984	1	749	2	820	3	M: Paramedic unit, staffed by EMT-P's
E81*	889	2	809	1	851	1	E: Fire engine
A85*	661	3	790	3	652	4	A: Aid unit, staffed by EMT-Bs
A84*	382	4	401	5	824	2	T: Water tender
A89*	339	5	346	6	438	5	B: Wildland fire engine
E85*	333	6	332	7	365	7	DC: Duty chief
E84*	333	7	464	4	409	6	L: Ladder truck
M84*	324	8	299	8	60	11	8101, 8102, 8105, 8106: Command staff
DC81	270	9	220	9	244	8	PIO: Public information officer
E89	96	10	93	10	112	9	81: 26642 Miller Bay Rd near Kingston
T84	59	11	78	11	77	10	84:18533 Augusta Ave NE in Suquamish
T81	45	12	53	12	42	12	85: 23260 S. Kingston Rd
Mar81	26	13	17	13	22	13	89: 4911 Twin Spits Rd in Hansville
T89	16	14	0	15	9	15	The district periodically operated a second advanced life support (ALS) unit at Station 84 2013 and 2014.
B85*	15	15	15	14	11	14	
TOTAL	5,005		4,666		4,936		
Units marked by an asterisk were usually operating on "shared crew" status during 2013 and 2014. 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.							



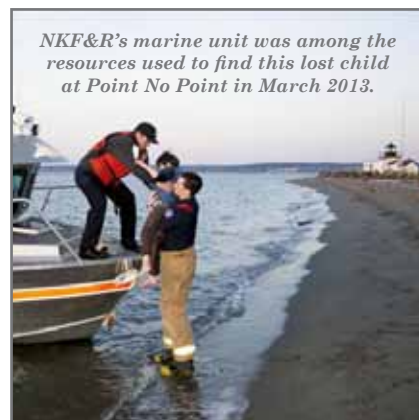
An impaired and distracted driver is thought to have caused this December 2013 serious crash on the north approach to the Agate Pass Bridge. The incident drew resources from three fire departments, including NKF&R.

Responses per Company

Responses made per company provide an accurate measure of the resources required to mitigate an incident. The number varies according to the complexity and/or severity of a given incident. 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 because the incident's severity may require more personnel than are available on the responding ambulance. In 2013, an average

of 1.82 companies went to each incident. In 2014, an average of 1.66 companies responded to each call. The table above describes workload of each unit over the years 2012 - 2014. These figures exclude automatic or mutual aid units which are often an essential part of the fighting force for incidents such as structure fires or serious car crashes.

NKF&R's marine unit was among the resources used to find this lost child at Point No Point in March 2013.



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Emergency Medical Services (EMS)

NKF&R responded to 1,708 and 1,838 medical incidents

in 2013 and 2014, respectively. There was a slight drop in the proportion of EMS to other incidents between 2013 and 2014; a similar drop was noted for the percentage of patients transported during the same time periods.

Transporting Unit Utilization			
Unit	2012 Txs	2013 Txs	2014 Txs
M81	463	387	383
A84	127	170	277
A85	260	261	223
A89	122	127	174
M84	133	165	33
M71	1	0	0
M77	0	0	0
M21	0	0	1
Other	0	0	1
TOTAL	1,106	1,110	1,092

Of 1,110 transport runs in 2013, 558 (or just over 50%) required the skills of a basic life support provider (EMT-B) and 552 (or just under 50%) required advanced life support skills (EMT-P, or Paramedic). Twenty-two patients were transported by helicopter via Airlift Northwest. In 2014, 1,092 patients were transported. 674 (or 61.7%) went with an EMT-B while 418 (or 38.3%) went a paramedic. In 2014, 11 patients were flown by Airlift Northwest. Despite increased availability of advanced

life support (ALS) resources as the district added paramedics, the proportion of ALS transports has actually been decreasing since 2012.

The vast majority of ambulance transports went to Harrison Medical Center facilities in 2013 and 2014. The U.S. Navy converted its local emergency room to an urgent care in 2014; as a result, the number of transports to Naval Hospital Bremerton will continue to decline.

Transport Destinations	2012 Txs	2013 Txs	2014 Txs
Harrison Hospital - Bremerton	793	842	845
Harrison Hospital - Silverdale	267	226	221
Harborview Medical Center	12	19	11
Naval Hospital Bremerton	12	13	5
Other Hospitals	10	3	2
University of Washington Hospital	5	2	1
Virginia Mason Hospital	2	4	2
Mary Bridge Childrens Health Ctr	2	1	1
Childrens Orthopaedic Hospital	1	2	0
Group Health Central	1	0	0
Stevens Memorial Hospital	1	0	0
Swedish Hospital	1	0	0
Seattle VA Hospital	0	0	0
St. Joseph's Hospital	0	0	1
Tacoma General	0	0	3
Total Transports	1,106	1,110	1,092

Response Times

Because seconds count in effective mitigation of

emergencies, response times are an important measure of the district's performance. The

	Structure Fires	Non-Structure Fires	Basic Life Support	Advanced Life Support
2013	7:31	6:31	6:15	7:57
2014	7:06	7:16	6:20	7:54



Many life-saving interventions and vital assessments can be performed by well-trained basic emergency medical technicians. Every NKF&R responder is trained to at least the EMT-B level. Personnel arrived on the scenes of medical calls in an average of just over 6 minutes in 2013 and 2014.

average response times across the fire district of the first apparatus to arrive on scene of a priority call for service in 2013 and 2014 are listed in the table below. 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. Response time is defined as the time from the moment the call is dispatched until the first appropriate unit arrives on scene. This figure includes the turn-out time (time from dispatch until crew goes en route) and travel time.

Non-structure fires include wildland fires in brush, grass and forest as well as vehicle fires. Boat fires are not included.

Structure fires are self-explanatory. In an effort to allocate response resources as efficiently and appropriately as possible, Kitsap County Central Communications (CenCom) asks callers a series of questions that help emergency call-receivers determine what resources are needed to mitigate the incident. Every NKF&R response unit carries personnel and equipment to deliver medical care at the basic life support level. Units carrying personnel and equipment at the advanced (or paramedic) life support level are not dispatched to every medical incident and are reserved for more serious situations. Basic life support units are more plentiful and, as a result, often arrive first on a medical call.

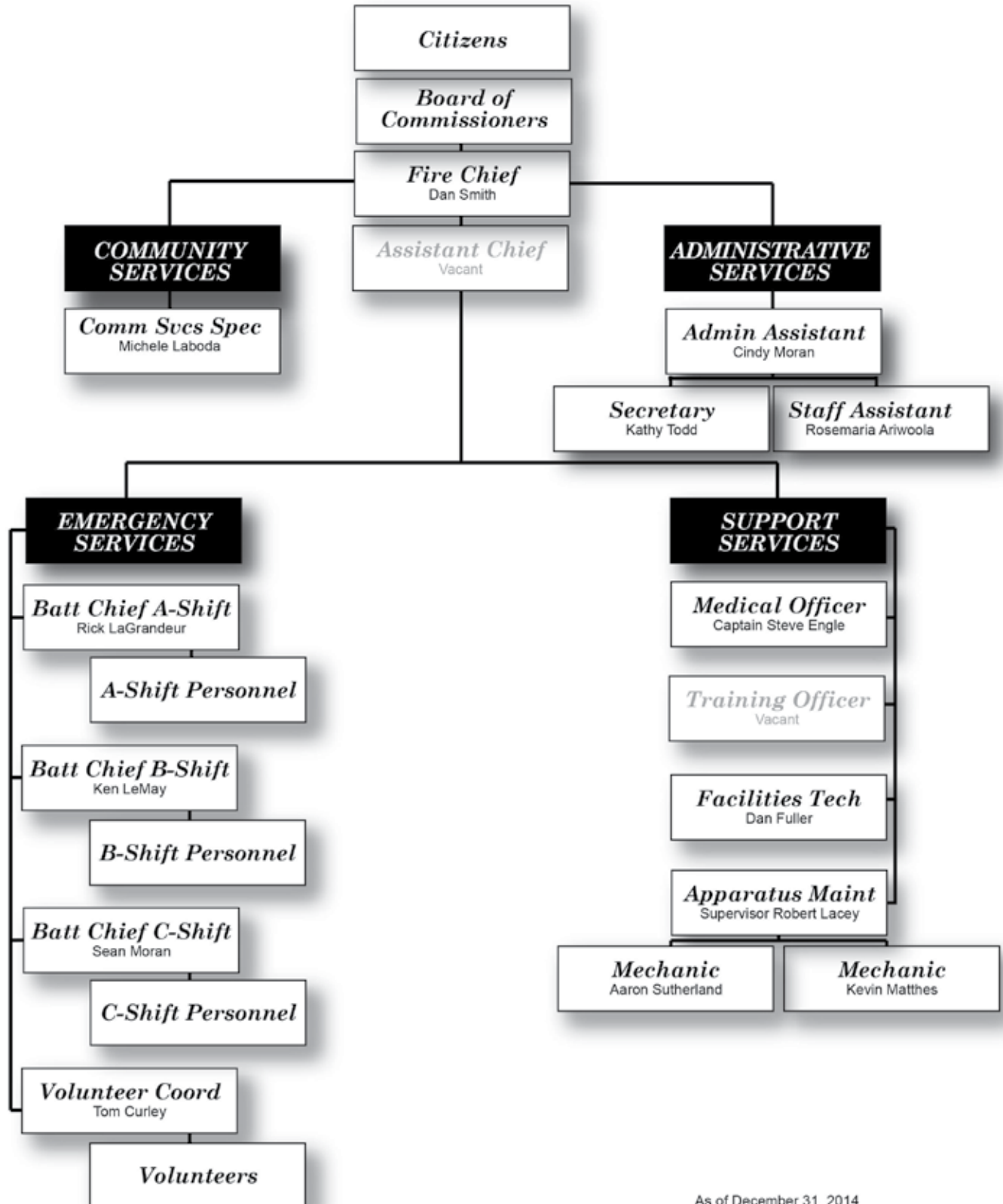
For more detailed information about the district's response times, NKF&R's 2014 Performance Measure Report is available upon request.



Battalion Chief Sean Moran snuffs a stubborn hot spot in this March 2014 house fire in Miller Bay Estates. The fire damage was confined to the room of origin and its contents due to early reporting and crews' fast response times.

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Organizational Chart



As of December 31, 2014