



# Annual Report 2013

## South King Fire & Rescue





## From the Chief's Desk...*A Message from Dr Allen D Church, EdD*

I am both pleased and proud to be able to present to our community this Annual Report, covering the activities of South King Fire & Rescue for 2013. As I close out my 37<sup>th</sup> year of serving you, first as a firefighter and now for the last thirteen years as your Fire Chief/Administrator, I continue to be proud and humbled by the men and women of our fire department who serve you each and every day. I have received many cards, letters, and verbal thanks from our respected citizens for our dedicated member's efforts to serve you. That is truly what we are all about...serving and assisting YOU, during your time of need. We are honored to be there for you 24/7/365.

Over the past five years the community and your fire department have worked together to weather the difficult storm brought on by the worst recession this country has seen since the Great Depression of the 1930s. With citizen support we managed to reduce our expenditures, eliminated the threat of pro-rationing further from reducing our revenues, strengthened our income through the leveraging of federal grants and a citizen-approved maintenance and operations levy, and managed our finances conservatively and well within the legal requirements imposed upon governmental entities (as demonstrated through our 12<sup>th</sup> straight year of receiving a clean audit report from the State Auditor's Office covering fiscal year 2012). All of these moving parts enabled your fire department to emerge from the recession in a strong position, and moving ahead once again to meet the expanding needs of our citizens.

Thanks to the partnership we have with our citizens, YOUR SUPPORT led us to reopen an aid car (known as Aid 64) strategically located in the center of our fire district on

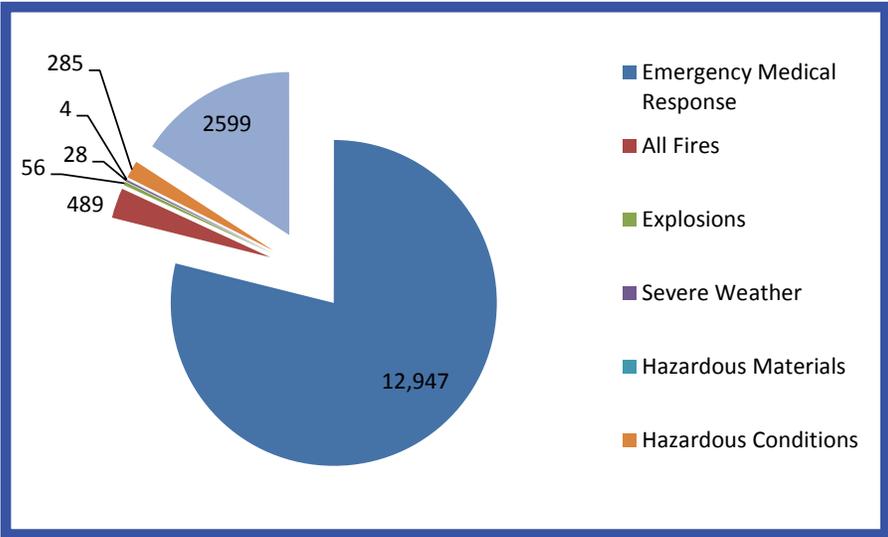
July 1<sup>st</sup>, 2013. This aid car was closed during the worst of the Great Recession as we had to deal with nearly 30% in annual lost revenues. This reopening has already produced improved emergency response times when seconds count. We will never take this partnership for granted, and we continue to work to find ways we can improve our overall level of service to the community.

Make no mistake, your fire department still has numerous challenges ahead of us as we work through the challenges of balancing capital needs (equipment, apparatus, and facilities) with ongoing operational needs (maintaining and/or expanding the number of response crews in order to keep up with the growing number of emergency responses, which totaled over 16,000 in 2013 alone); and working through a number of other challenges (some would say "opportunities") associated with serving a large community spread out over forty-one (41) square miles. In the final analysis, the leadership within the fire district, from the elected Board of Fire Commissioners throughout the entire organization, continue to work together with the simple goal of ensuring we live up to our Mission Statement:

*We help people by responding with professional Fire Department services.*

It is truly our honor to ensure we live up to those words!!!

## 2013 Call Volume - 16,408 calls . . .

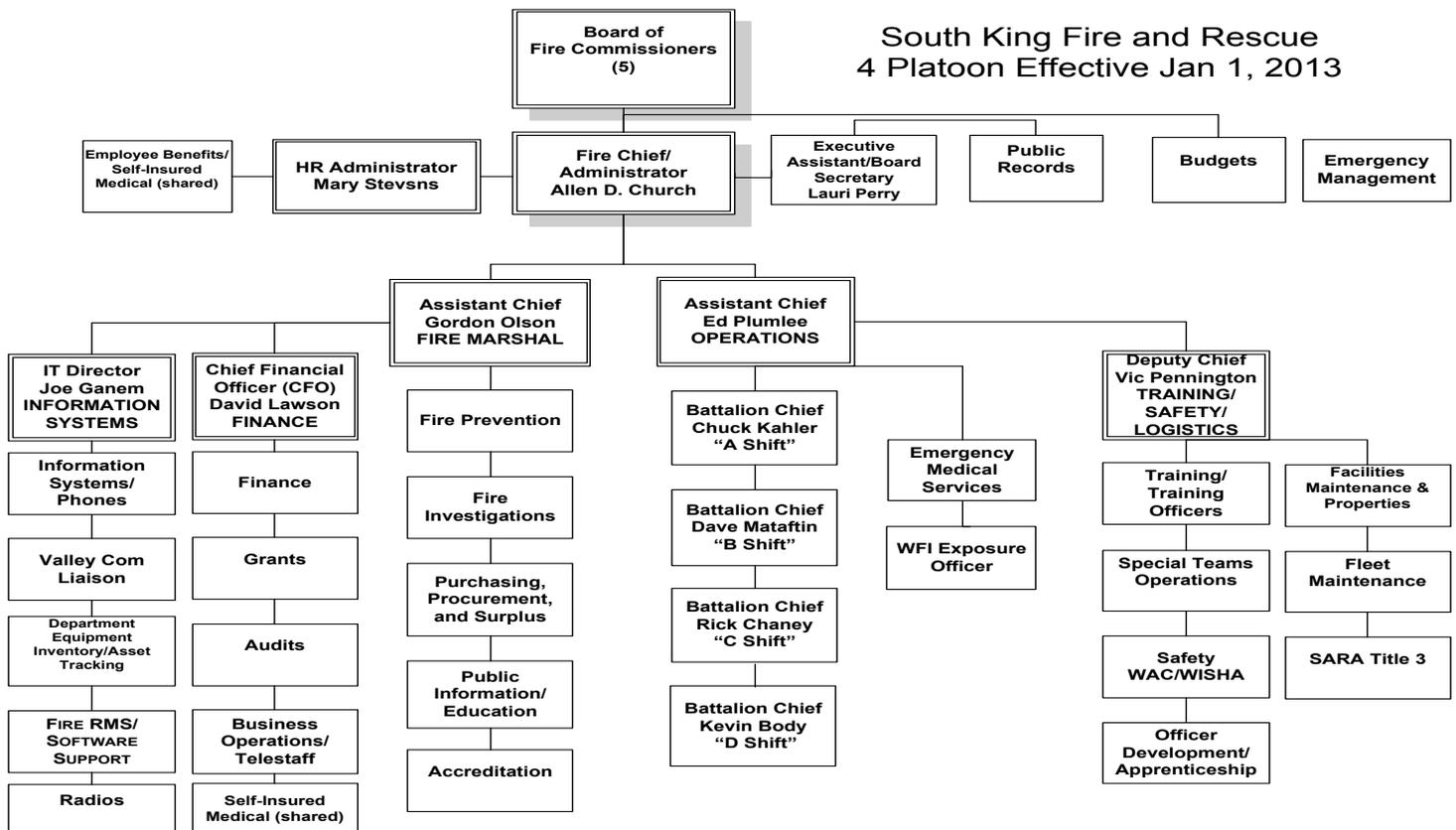


# Notes of significance in 2013 . . .

The passage of an excess levy in 2012 and the awarding of two federal grants allowed South King Fire & Rescue to begin making real progress toward recovery from the recessionary impacts of 2008. 2013 was a year of firefighter hiring with a total of seventeen (17) firefighters added to Operations: ten (10) in January and seven (7) in April. The Training Division was challenged with teaching these men and women basics of the job to get them prepared for their careers. The passing on of subtleties in the craft of firefighting is done through unique relationships and mentoring by senior firefighters and officers. In the next several years, large groups of experienced firefighters will begin to reach retirement age, and the passing on of their combined experience will be essential.



# Organizational Chart January 1, 2013 . . .



## Fires of significance . . .



There were many significant events, but none with more potential for life and property loss than the Des Moines Marina fire in the evening of Sunday, June 23<sup>rd</sup>, 2013. In recent years SKF&R has collaborated with the City of Des Moines and King County Water District #54 to improve access and water supply in the event of a fire. The marina improvements were instrumental to a successful fire and emergency medical operation. A marina fire with fiberglass boats is a lot like a petroleum fire: rapidly spreading and difficult to extinguish. Along with the fire there were also reports of burn patients at the end of the pier. The initial attack force from SKF&R performed expertly to quickly control the fire. At the same time Marine 67 was launched to provide rescue for the burn patient and fire control in coordination with the firefighters on the pier. There were injuries and boats lost at this fire, but it could have been much worse. This fire operation was a success due to rapid reporting to 911 by other boat owners, and the decisive, aggressive fire tactics by the first-in firefighters and officers.

## Firefighter Retirements...

*...representing 36 years of firefighting experience*



### Captain Steve Hopf

24 Years  
2/1/1989 - 3/30/13

Captain Steve Hopf has served as a firefighter, an engine officer and a captain in the Training Division over the course of his career. His people skills and extensive medical knowledge (he is also a registered nurse) will be missed. Steve's time in the department is highlighted by the numerous letters of accommodation and personal letters from citizens noting his care and skills.

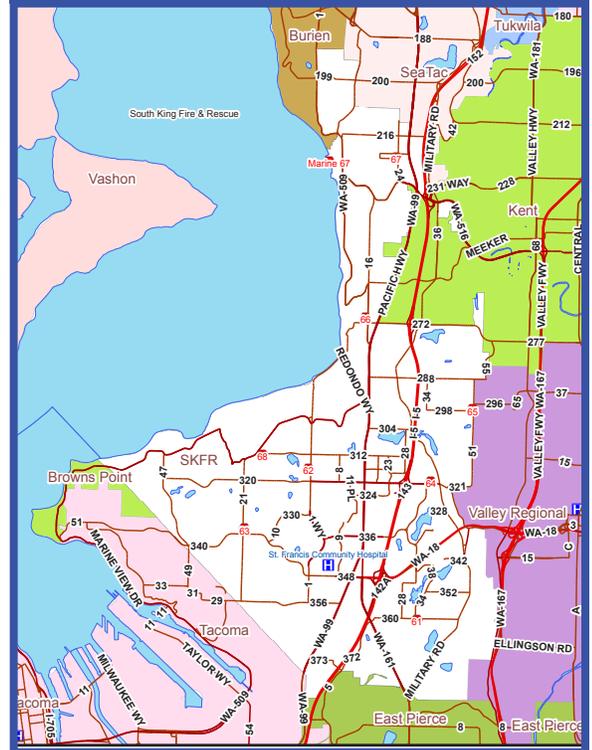


### Firefighter Nick Spaeder

12 Years  
4/2/2001 - 4/30/2013

Nick Spaeder was a Navy Seal prior to being hired by SKF&R. His extensive skills on the water were a tremendous asset to our Marine and Surface Water Rescue Teams. Nick's contributions will be appreciated for decades to come.

## Map of SKF&R



**STATION 62 - HEADQUARTERS**  
31617 1<sup>st</sup> Ave S  
Federal Way, WA 98003  
253-839-6234

[www.southkingfire.org](http://www.southkingfire.org)

SKF&R Website



# **SOUTH KING FIRE & RESCUE**

## **PERFORMANCE REPORT**

**RESPONSE STANDARDS FOR 2013  
AS REQUIRED BY  
RCW 52.33**



**SOUTH KING FIRE & RESCUE  
RESOLUTION NO. 413**

**A RESOLUTION OF THE BOARD OF FIRE COMMISSIONERS FOR SOUTH KING FIRE & RESCUE, a.k.a. KING COUNTY FIRE PROTECTION DISTRICT NUMBER 39, ESTABLISHING THE FIRE DEPARTMENT, OR DECLARING IT ESTABLISHED, LISTING THE SERVICES PROVIDED BY THE DEPARTMENT, DESCRIBING THE ORGANIZATIONAL STRUCTURE AND THE NUMBER OF EMPLOYEES AND VOLUNTEERS, AND ADOPTING STANDARDS FOR SERVICE.**

**WHEREAS**, South King Fire & Rescue, also known as “King County Fire Protection District Number 39” was organized in the year 1949, and therefore the Board of Fire Commissioners intends to “establish” the district’s fire department, or declare it as being heretofore established; and

**WHEREAS**, the Washington State Legislature adopted House Bill 1756 during 2005, and such bill is codified as Chapter 52.33 of the Revised Code of Washington; and

**WHEREAS**, such statute requires that each substantially career fire department be declared “established,” that the services provided by the district or department be listed, and among other requirements, that standards for service be adopted locally; and

**WHEREAS**, such statute also requires that an annual report be first prepared in 2007, describing compliance with the local standards and otherwise reporting to the public; and

**WHEREAS**, such statute also requires compliance with the locally established response time standards 90% of the time; and

**WHEREAS**, the purpose and intent of this resolution is to provide policies and standards so as to comply with the intent of the new legislation;

**NOW THEREFORE BE IT HEREBY RESOLVED AS FOLLOWS:**

**Section 1.** Since South King Fire & Rescue (King County Fire Protection District No. 39) was formed in 1949 and thereafter a substantially career fire department has been established, the Board of Fire Commissioners officially declares the fire department to be established.

**Section 2.** The municipal services provided by the district and the department, in accordance with the mission and statutes that govern fire protection districts and fire departments, are as follows:

- Fire suppression
- Emergency Medical Services (EMS), Basic Life Support (BLS)
- Hazardous Materials Response-Level A
- Hazardous Materials Response-Operations
- Technical Rescue/Special Operations
- Marine Rescue and Fire Fighting
- Wildland Fire Fighting
- Fire Prevention/Public Education
- Participation in Local Emergency Management

**Section 3.** The organizational structure of the fire department is best illustrated by reference to the attached organizational chart. However, the organization is generally described as governed overall by the elected policy-making and governing body – the Board of Fire Commissioners – whose policies are implemented and managed on a day-to-day basis by the appointed Fire Chief/Administrator. The Board and the Fire Chief/Administrator are aided in accomplishing the mission of the department by an appointed District Secretary, whose primary duties are administrative, including maintaining Board meeting minutes and records. Various fire service Officers, Firefighters, Emergency Medical Technicians (EMTs), volunteer administrative personnel, and other staff personnel comprise the District’s work force and accomplish the delivery of vital services to the public.

**Section 4.** On the effective date of this Resolution, the District employs the equivalent of 152 full time employees (FTE’s), and enjoys the benefit of approximately 14 volunteers in non-operational, e.g., non-firefighting capacities. Any changes or projected changes in these numbers will be addressed in subsequent annual reports.

**Section 5.** The fire protection district hereby establishes the following service delivery objectives, including specific response time objectives for the following major service components, as applicable:

A. Fire Suppression:

A.1 Structural Fires

- (1) Turnout time: two-minutes forty-five seconds (2 min 45sec) or better 90% of the time; **the average turnout time goal being two minutes (2 min 00 sec).**

(Note: This takes into account all firefighters being fully bunkered up in protective clothing prior to initiation of the response/travel time).

- (2) Response time (aka “travel or road” time), first arriving engine company: within five minutes thirty seconds (5 min 30 sec) 90% of the time; **the average response time goal being three minutes thirty seconds (3 min 30 sec).**

- (3) Response time (aka “travel or road” time), full first alarm assignment: within nine minutes (9 min 00 sec) 90% of the time; **the average response time goal for the full alarm assignment being six minutes (6 min 00 sec).**

(Note: the full first alarm assignment includes a minimum of fifteen (15) firefighting personnel and adequate apparatus/equipment for the incident).

A.2 Other Fire Incidents (vehicular, electrical, etc.)

- (1) Turnout time: two minutes forty-five seconds (2 min 45 sec) or better 90% of the time; **the average turnout time goal being two minutes (2 min 00 sec).**

(Note: This takes into account all firefighters being fully bunkered up in protective clothing prior to initiation of the response/travel time).

- (2) Response time (aka “travel or road” time), first-arriving engine company: within six minutes (6 min 00 sec) 90% of the time; **the average response time goal being three minutes forty-five seconds (3 min 45 sec ).**

B. EMS:

- (1) Turnout time: two minutes thirty seconds (2 min 30 sec) or better 90% of the time; **the average turnout time goal being one minute thirty seconds (1 min 30 sec).**

- (2) Response time (aka “travel or road” time), BLS, first unit with “first responder” or higher: within six minutes (6 min 00 sec) 90% of the time; **the average response time goal being four minutes (4 min 00 sec).**
- (3) Response time (aka “travel or road” time), ALS, within eight minutes (8 min 00 sec) 90% of the time as provided by King County Medic One, who are administered by Public Health Seattle/King County. King County has adopted standards for King County Medic One responses.

C. Hazardous Materials:

- (1) Turnout time: three minutes (3 min 00 sec) or better 90% of the time; **the average turnout time goal being two minutes (2 minutes 00 sec).**  
**(Note:** This takes into account all firefighters being fully bunkered up in protective clothing prior to initiation of the response/travel time).
- (2) Response time (aka “travel or road” time), Hazardous Materials Operations level, first unit with “Operations” level trained personnel or higher: within five minutes forty-five seconds (5 min 45 sec) 90% of the time; **the average response time goal being four minutes (4 min 00 sec).**
- (3) Response time (aka “travel or road” time), Hazardous Materials Technician Trained, first unit with Level A trained personnel, within ten minutes (10 min 00 sec) 90% of the time; **the average response time goal being eight minutes (8 min 00 sec).**

D. Technical Rescue/Special Operations:

- (1) Turnout time: three minutes (**3 min 00 sec**) or better 90% of the time; **the average turnout time goal being two minutes (2 min 00 sec).**  
**(Note:** This takes into account all firefighters being fully bunkered up in protective clothing prior to initiation of the response/travel time).
- (2) Response time (aka “travel or road” time), Technical Rescue trained/certified personnel, within ten minutes (10 min 00 sec) 90% of the time; **the average response time goal being eight minutes (8 min 00 sec).**

E. Marine Rescue and Firefighting:

- (1) Turnout time: one-hundred-eighty seconds (3 min) or better 90% of the time; **the average turnout time goal being one-hundred-twenty seconds (2 min 00 sec).**  
**(Note:** This takes into account all firefighters being fully bunkered up in protective clothing prior to initiation of the response/travel time).
- (2) Response time (aka “travel” time to the dock in the marina where the boat is moored), Marine 67 with a minimum of one (1) pilot and one (1) deckhand, within five minutes (5 min 00 sec) 90% of the time; **the average response time goal being four minutes (4 min 00 sec).**

F. Wildland Firefighting:

- (1) Response time (aka “travel or road” time), first unit with Red Card (NWCG) certified firefighters within thirty minutes (30 min) 90% of the time; **the average response time goal being thirty minutes (30 min 00 sec).**  
**(Note:** This standard has been developed for Statewide Mobilization events wherein certified wildland members are called back to duty for responses).

**Section 6.** The foregoing objectives shall be the goal for SKF&R to achieve at least **90% of the time** in accordance with the statute. In addition, the **average turnout and response time goals** are included for comparison of response objectives. Annually, commencing in 2007, the District shall evaluate its levels of service, deployment, and the achievement of each response time objective throughout the district. The annual report shall define any geographic areas and circumstances in which the requirements of these standards are not being met. The annual report shall explain the predictable consequences of any deficiencies and address the steps that are necessary to achieve the objectives.

**Section 7.** All terms used herein, such as “turnout time,” “response time,” “advanced life support,” and “fire suppression,” shall be as defined in the state statute.

Within this resolution, the terms “South King Fire & Rescue,” “King County Fire Protection District Number 39” and “District” shall be synonymous.

**ADOPTED** by the Board of Fire Commissioners of King County Fire Protection District No. 39, doing business as South King Fire and Rescue, this 17<sup>th</sup> day of October, 2006.

## **Policy Statements**

South King Fire & Rescue (SKF&R; aka King County Fire Protection District #39) has existed as a Fire District within the State of Washington since 1949. The District was organized under the tenants of Title 52 of the RCW’s, with the legal formation of the Fire District mandated by an affirmative vote of the residents residing within the District’s boundaries and by King County Fire Protection District #39 Commissioner Resolution.

SKF&R provides service to forty-one (41) square miles including the cities of Federal Way and Des Moines along with approximately nine (9) square miles of unincorporated King County. The District serves a population of approximately 150,000 community members.

Services provided by SKF&R include:

- a) Fire Suppression
- b) First Response Basic Life Support (BLS) Emergency Medical Services
- c) Fire Prevention/Public Education
- d) Hazardous Materials Level A and Operations Level Response.
- e) Technical Rescue/Special Operations
- f) Marine Rescue and Firefighting
- g) Wildland Firefighting
- h) Participation in Local Emergency Management

Total emergency responses in 2013 and prior years were broken down as follows:

	2013	2012	2011	2010
Emergency Medical Responses	12,947	12,571	11,914	11,458
All Fires	489	478	469	384
Rupture/Explosion	56	64	33	43
Wildland/Vegetation Fires	NR	NR	NR	NR
Severe Weather	28	158	3	78
Hazardous Materials Responses	4	10	238	249
Hazardous Conditions	285	496	238	249
Good Intent, False, Service & Other	2599	2,510	2,560	2,993
Total	16,408	16,288	15,219	15,212

### **Fire Department Administration**

SKF&R operates under a chain-of-command which has been established by an elected Board of Fire Commissioners (see page 3 for the organizational chart as of January 1, 2013).

The functions performed by SKF&R chief officers and career firefighters include the following:

- a) Emergency response to fires and medical aid emergencies.
- b) Emergency response to all motor vehicle accidents within the fire district.
- c) Response to all hazards including technical rescue, hazardous materials and marine emergencies.
- d) Mutual aid emergency responses when requested by neighboring jurisdictions.
- e) Fire inspections performed on an annual basis in local businesses, with those in unincorporated areas coordinated with the King County Fire Marshal's Office.
- f. Coordination with local emergency management personnel from King County.
- g. Hazardous materials "Operations" level emergency response, coordinated with the Washington State Patrol as the designated Incident Commander.
- h. Perform fire investigations in conjunction with Federal Way Police and assist the King County Fire Marshal's Office with the investigation of fires within the City of Des Moines and unincorporated King County.

## **Response Standards**

### **1) Structure Fire Turnout Time**

#### **Structure and Other Fire Turnout Time Standard:**

SKF&R has adopted a turnout time standard of two minutes forty-five seconds (2 min 45 sec) 90% of the time with an average of two minutes (2 min 00 sec).

#### **Actual Department Comparison for the Year 2013:**

SKF&R met the turnout time objective of two minutes forty-five seconds (2 min 45 sec) 94% of the time with an average turnout time of one minute fifty seconds (1 min 50 sec). The District turnout time was two minutes forty-seven seconds (2 min 47 sec) 90% of the time.

### **2) Arrival of 1<sup>st</sup> Arriving Engine Company at Structure Fire**

#### **Response Time Standard for 1<sup>st</sup> Arriving Engine:**

SKF&R has adopted a response/travel time standard of five minutes thirty seconds (5 min 30 sec) 90% of the time with an average time of three minutes thirty seconds (3 min 30 sec) for the first fire engine to arrive when responding to a fire suppression incident.

#### **Actual Department Comparison for the Year 2013:**

SKF&R met the five minute thirty seconds (5 min 30 sec) response time objective 94% of the time with an average travel time of three minutes thirty-nine seconds (3 min 39 sec). The District response/travel time for the arrival of the first fire engine to fire suppression incidents was five minutes sixteen seconds (5 min 16 sec) 90% of the time.

### **3) Arrival of 1<sup>st</sup> Arriving Engine Company at “Other” Fire Suppression Incident (i.e. electrical, vehicle, wild land & refuse)**

#### **Response Time Standard for 1<sup>st</sup> Arriving Engine:**

SKF&R has adopted a response/travel time standard of six minutes (6 min 00 sec) 90% of the time with an average time of three minutes forty-five seconds (3 min 45 sec) for the first fire engine to arrive when responding to an “other” fire suppression incident.

#### **Actual Department Comparison for the Year 2013:**

SKF&R met the six minute (6 min 00 sec) response time objective 76% of the time with an average travel time of four minutes forty-five seconds (4 min 29 sec). The District response/travel time for the arrival of the first fire engine to fire suppression incidents was seven minutes thirty-nine seconds (7 min 39 sec) 90% of the time.

### **4) Deployment of full first alarm assignment at a fire suppression incident**

#### **Response Time Standard for Full 1<sup>st</sup> Alarm Response:**

SKF&R has adopted a response/travel time standard of nine minutes (9 min 00 sec) to deploy the first full alarm assignment when responding to a fire suppression incident 90% of the time with an average time goal of six minutes (6 min 00 sec). SKF&R’s first full alarm assignment to a fire suppression response is a minimum of one engine and fifteen firefighting personnel.

**Actual Department Comparison for the Year 2013:**

SKF&R deployed the first full alarm assignment (travel time) to a fire suppression response in twelve minutes one second (12 min 01 sec) 90% of the time with an average full response/travel time of nine minutes forty seconds (9 min 40 sec).

**5) Turnout Time for BLS Emergency Medical Services**

**Basic Life Support-EMS Turnout Time Standard:**

SKF&R has adopted a turnout time standard of two minutes thirty seconds (2 min 30 sec) 90% of the time with an average of one minute thirty seconds (1 min 30 sec).

**Actual Department Comparison for the Year 2013:**

SKF&R met the two minute thirty seconds (2 min 30 sec) turnout time objective 97% of the time with an average turnout time of one minute nineteen seconds (1 min 19 sec). The District turnout time was two minutes two seconds (2 min 02 sec), 90% of the time.

**6) Arrival of Basic Life Support (BLS) unit at an emergency medical incident**

**Basic Life Support-EMS Response Time Standard:**

SKF&R has adopted a response/travel time standard of six minutes (6 min 00 sec) 90% of the time with an average time of four minutes (4 min 00 sec) for the first emergency medical unit with two Emergency Medical Technicians.

**Actual Department Comparison for the Year 2013:**

SKF&R met the six minute (6 min 00 sec) response time objective 89% of the time with an average travel/response time of three minutes fifteen seconds (3 min 15 sec). SKF&R's response time for the first arriving unit responding to an emergency medical incident was six minutes thirteen seconds (6 min 13 sec) 90% of the time.

SKF&R's response time for the first arriving fire department unit responding to an advanced life support (ALS) emergency medical incident was five minutes fifty-one seconds (5 min 51 sec) 90% of the time with an average response time of three minutes forty-eight seconds (3 min 48 sec).

**7) Arrival of Advanced Life Support (ALS) unit at an emergency medical incident**

**Advanced Life Support (ALS)-EMS Response Time Standard:**

SKF&R does not provide Advanced Life Support (ALS) responses. ALS services are provided by King County Medic One. King County Medic One has a response standard of eight minutes (8 min 00 sec) 90% of the time for the arrival of the first ALS emergency medical unit with two King County Paramedics.

**Actual Department Comparison for the Year 2013:**

SKF&R has only partial data for medic units responding into its service area. The available response data from King County Emergency Medical Services shows the median dispatch to

turnout time being one minute thirty seconds (1 min 30 sec) with a dispatch to arrival time of seven minutes forty-three seconds (7 min 43 sec).

## **8) Arrival of Hazardous Materials trained and equipped Technicians**

### **Hazardous Materials Response Time Standard:**

SKF&R Firefighters are trained to Operations Level for response to hazardous materials incidents and supports the Washington State Patrol who is responsible for hazardous materials incidents within the District. In addition, SKF&R supports a department Hazardous Materials Team consisting of fifteen (15) firefighters trained to the “technician” level. This team responds in conjunction with similarly staffed hazardous materials teams throughout the South King County area to ensure an effective and highly trained response to hazardous materials emergencies. SKF&R’s response time standard is predicated on hazardous materials operational level firefighters responding to an alarm.

SKF&R has adopted a response/travel time standard of five minutes forty-five seconds (5 min 45 sec) 90% of the time with an average time of four minutes (4 min 00 sec) for the first unit’s arrival with Operations Level trained personnel. Responses requiring Technician Level Personnel have a time standard of ten minutes (10 min 00 sec) response/travel time with an average of eight minutes (8 min 00 sec)

### **Actual Department Comparison for the Year 2013:**

In 2013, the District responded to four (4) incidents dispatched as Hazardous Materials responses in the SKF&R response area. The District’s response time for the first arriving fire apparatus was seven minutes forty-nine seconds (7 min 49) sec 90% of the time.

## **9) Technical Rescue & Marine Firefighting Incidents**

In 2013 there were eight (8) Marine responses and nine (9) Technical Rescue responses that met the criteria for inclusion in this report. The Marine unit turnout time was met 100% of the time with an average of one minute sixteen seconds (1 min 16 sec). The Marine dispatch to on-scene time was nineteen minutes nineteen seconds (19 min 19 sec) 90% of the time with an average of sixteen minutes forty-seven seconds (16 min 47 sec). The Marine travel time was not calculated in the data base. The Marine dispatch to on-scene times are based on two (2) Marine responses for the entire year.

The turnout time for measurable technical rescue responses, which equals at least one (1) engine and six (6) firefighters deployed, was two minutes fifteen seconds (2 min 15 sec) 90% of the time. The rescue response travel time was sixteen minutes three seconds (16 min 03 sec) 90% of the time with an average travel time of eight minutes twenty-five seconds (8 min 25 sec).

**Note:** In 2013 this report began using the initial attack force as the deployment model for the rescue responses.

# Predictable Results

## **Operations**

In 2013, with the passage of an excess levy and revenue from a federal SAFER grant, SKF&R hired ten (10) firefighters in January of 2013. The additional firefighters allowed Aid 64 to be placed back in-service full-time in July of 2013. Aid 64 was taken out of service in 2011 due to revenue shortfalls.

Two (2) firefighters retired in the first quarter of 2013. In April of 2013 seven (7) more firefighters were hired to replace two (2) retirees and augment staffing in all divisions.

SKF&R is pleased to report that with the addition of Aid 64 in July of 2013 the response times to fires and emergency medical responses has decreased.

In 2012 the amount of travel time required for fifteen (15) firefighters to arrive at the scene of a structure fire (measured at the 90<sup>th</sup> percentile) was sixteen minutes seven seconds (16 min 07 sec). In 2011 the amount of travel time was twelve minutes forty-four seconds (12 min 44 sec). The rate of increase from 2011 to 2012 was three minutes twenty-three seconds (3 min 23 sec), or 26%.

With the addition of Aid 64 in July of 2013 the deployment of a full first alarm assignment decreased from sixteen minutes seven seconds (16 min 07 sec) in 2012 to twelve minutes one second (12 min and 01 sec) in 2013. This four-minute six second (4 min 06 sec) reduction is a 25.4% improvement in response time to structure fires with a full deployment can in part be attributed to the addition of Aid 64 in 2013. Other factors like fire location, unit availability at time of call, etc., also impact response times. The longer it takes to secure enough firefighters on scene to begin interior operations, the greater the chance for life and property loss. It also shortens the working time firefighters have prior to building collapse, affecting firefighter safety.

SKF&R benchmarks turnout time and travel time to cardiac arrest patients. The first unit turnout and travel time are calculated along with the arrival of an effective CPRF (ECPRF) consisting of at least one (1) fire engine and six (6) firefighters. With the addition of Aid 64 in 2013, the ECPRF travel time improved. In the first six (6) months of 2013 the travel time for an ECPRF was nine minutes seventeen seconds (9 min 17 sec) and in the second (6) six months of 2013 the travel time was seven minutes fifty-three seconds (7 min 53 sec). The one minute twenty-four second (1 min 24 sec) improvement in travel times for the ECPRF is a reflection of Aid 64's addition in July of 2013. Having one more response unit improves the availability of all responding apparatus within SKF&R's response area.

## **Support Divisions**

The Prevention Division operated with a reduced staff in 2013. Two (2) of the Deputy Fire Marshal positions were left unfilled due to revenue reductions. Along with staff reductions, the administrative assistants working in Prevention at City Hall were moved back to Station 62, which is the headquarters for SKF&R. The administrative staff position duties were expanded to include accounts payable as well as staffing the reception desk and answering incoming calls to SKF&R. The result of these changes has reduced the administrative staff time for the Prevention Division.

The Public Education Division has virtually been eliminated at SKF&R. What was once a valuable fire and injury prevention function by SKF&R has been severely hampered by the reductions that were made in 2011. In spite of that the District applied for and received a grant for carbon monoxide detectors that have been distributed free of charge to thousands of citizens in the District. Another success in 2013 was the revival of Scout Night where more than 400 kids received a chance to interact with their firefighters and police officers. The Strategic Leadership Planning Team made recommendations to the

Fire Chief and Board of Commissioners in November of 2013 that led to the hiring of a Community Affairs Officer (CAO) during the first quarter of 2014. The addition of the CAO is the first step in re-establishing a public education and information presence in our community.

The Fleet Division added one mechanic to its staff. This was to replace the position that was lost in 2012 due to reduced revenue from the recession. The additional mechanic on staff helps maintain a fleet of eleven (11) fire engines, two (2) ladder trucks, five (5) aid cars, one (1) fire boat and twenty-five (25) staff vehicles, associated specialty trailers and suppression equipment. The priority for the Fleet Division is to ensure safety-related repairs are completed first, then preventive and general repair. Planning was done within the division to determine what was needed to stay within the NFPA and manufacturer recommendations for fleet maintenance. A challenge ahead for SKF&R is the lack of capital funds to maintain a replacement schedule of an aging fleet of emergency and staff vehicles.

The Facilities Division consists of one (1) person to maintain eight (8) fire stations totaling roughly 82,345 square feet of floor space on twenty-two (22) acres of property, including undeveloped properties. Daily priorities for facilities repair are safety items, making repairs to structures, and performing routine maintenance as time allows. Major repairs at SKF&R are sub-contracted with coordination of projects by the facilities employee. Over 5,000 hydrants in the District are tested and recorded each year by the Facilities Division with the assistance of temporary part-time employees. A major capital upgrade in 2013 included a new roof at Station 65.

## **Plan of Action**

During 2013, SKF&R began to climb out from under the impacts caused by the great recession covering 2008 through 2012. After several years of reduced budgets, vacancies created by attrition and layoffs, and increasing response times due to having less firefighters on the street, SKF&R began to move forward once again. The economy slowly began to stabilize. A \$3.5 million Maintenance and Operations Levy passed in August of 2012 due to local support (which was collected for the first of four years in 2013); the continuance of two federal grants to enhance staffing allowed the District to hire firefighters and once again staff three (3) aid units around the clock effective July 1, 2013. This increase in staffing will improve response times both in the short and long term, and has initiated the steps of returning SKF&R to pre-recessionary levels. While SKF&R is not yet where it wants to be relative to emergency staffing levels and levels of service, the rebuilding of the District has begun.

### **Revenue**

Overall District revenues have increased from \$20,198,132 collected in 2012 to \$23,682,727 collected in 2013 (\$3,484,595 increase or 17.2%). This increase was only made possible through the receipt of the \$3.5 million Maintenance and Operations Levy approved by the citizens within the SKF&R community, and two (2) federal grants (known as SAFER) to enhance staffing. Without the levy and federal grants, SKF&R would have seen a further reduction in property tax levies by an additional \$1.3 million (equating to an additional loss of nearly 8% in property tax revenues as compared with 2012). However, property tax values began to stabilize in the fall of 2013 for collection in 2014, and it now appears that fiscal years 2014 and 2015 will see moderate increases in property taxes due to the recovering economy. The Maintenance and Operations Levy that the citizens of SKF&R passed in August of 2012 with a 60.3% vote, coupled with stabilizing property values, is likely to enable staffing levels to be maintained for SKF&R in the long term. However, additional federal grants may be necessary to maintain current staffing levels in the short term to overcome any shortfall in revenue as the economy recovers.

## Personnel

For comparison, the following chart shows the 2012 continued reduction of staffing levels due to declining revenues:

### 2012 Staffing Levels

	Jan-Mar	April-June	July-Sept	Oct-Dec
Chief Officers	8	7	8	8
Career Firefighters	118	116	113	114
Admin Support & Services	15 – 3PT	15 – 3PT	15 – 3PT	16 – 2PT
Total Staff (FTE)	139.5	136.5	134.5	137
Full FTE Headcount	141	138	136	138

Due to efforts put forth by the SKF&R team as supported by the citizens within the community and two (2) federal grants, staffing levels in 2013 began to recover. The daily staffing levels returned to maintaining twenty-seven (27) firefighters 24/7 effective July 1, 2013. SKF&R saw two (2) groups of firefighters hired in 2013, which returned the total FTE (full-time equivalent/employees) to levels seen prior to the recession.

In 2013 SKF&R started the year with one-hundred-forty-seven (147) employees. Staff reductions via retirements caused variable staffing in the first quarter of the year that is indicated below. One position is part-time. The total number, by assigned area of responsibility, is as follows:

### 2013 Staffing Levels

	Jan-Mar	April-June	July-Sept	Oct-Dec
Chief Officers	8	8	8	8
Career Firefighters	124	129	129	129
Admin Support & Services	15 – 1PT	15 – 1PT	15 – 1PT	15 – 1PT
Total Staff (FTE)	146.5	151.5	151.5	151.5
Full FTE Headcount	147	152	152	152

2013 ended with staffing levels at one-hundred-fifty-one (151) full-time employees and one (1) part-time employee within the District. The goal for 2014 and beyond will be to maintain, and eventually enhance, these staffing levels commensurate with improving response times, maintaining and enhancing service levels, and managing increasing emergency response needs throughout the SKF&R community.

## Capital Improvements

Since 2008 SKF&R has relied mostly on federal grants to fund capital, coupled with small amounts from the general fund as allocated into a capital reserve account. Federal grant funds were awarded in 2012 and collected in 2013 so that SKF&R could: replace automatic external defibrillators (AEDs); provide certified incident command training (known as “Blue Card Training and Certification”) to all officers and acting officers throughout SKF&R; and fund carbon monoxide detectors for citizens within the community as a significant safety initiative. The total of these federal grant funds in 2012 and 2013, including monies associated with SAFER to enhance staffing levels, was \$1,610,177. In addition to the grant funds, SKF&R spent over \$200,000 on capital improvements: a new roof, wall repairs and replacements at Station 65; \$12,000 for computer work stations at all fire stations; \$164,480 for bunker

gear and equipment associated with the hiring of new firefighters in 2013; and \$117,680 in matching funds associated with the federal grants. In 2014, strategic use of capital reserves will once again limit capital improvements to needed and necessary projects and equipment until such time as the economy returns to pre-recessionary levels.

### **Lastly**

SKF&R has worked hard to achieve the response time goals reflected in this report. With the approval of the 2012 Maintenance and Operations Levy collected in 2013, and the acquisition of federal grants for staffing, the reopening of the District's third aid car in 2013 has improved response times significantly in the second half of 2013 and heading into 2014. This represents a significant improvement to our emergency response capability helping to keep response times closer to the standards set by SKF&R.

In 2013, SKF&R took many steps to improve service deficiencies. The passage of the 2012 Maintenance and Operations Levy along with the award of federal grants for equipment and firefighters has helped stabilize the short-term revenue shortfalls that resulted from the recession of 2009 through 2012 (with property values stabilizing by the fall of 2013). With the immediate budget shortfall more manageable, SKF&R can now look strategically at long term goals of funding SKF&R at acceptable levels that includes firefighters, support staff, apparatus, facilities and equipment. Fortunately, SKF&R has a track record of excellent planning and execution that will help pave the way for 2014 and beyond.