



2014 Annual Report

South King Fire & Rescue





Our Mission

We help people by responding with professional Fire Department services.

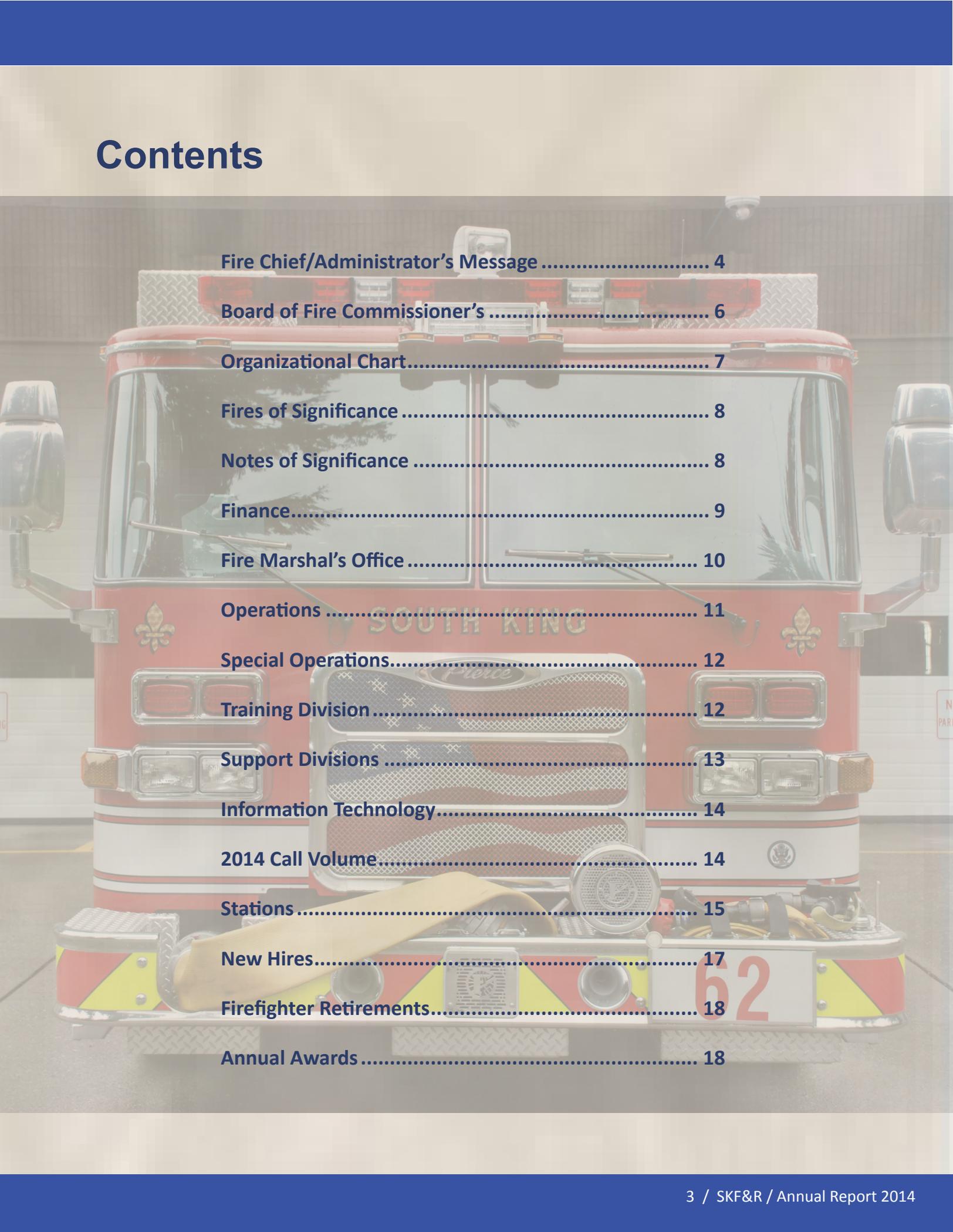
Our Vision

To be a Regional Leader in providing quality Fire Department services.

Our Principles

- Meet or exceed the customer's needs
- Perform your duties safely
- Keep it clean and professional
- Be honest, respectful, loyal and communicate openly
- Help each other succeed
- Continually improve your skills
- Be prepared to perform
- Help to provide achievable solutions
- Never walk past a mistake
- Be responsible for your actions
- Finish what you start
- Take care of each other; treat each other with respect
- Follow the rules
- Serve with pride
- Hold ourselves and each other accountable
- Support these guiding principles

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Fire Chief/Administrator's Message



Al Church
Fire Chief/Administrator

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 (SKF&R) for 2014. The efforts of the entire fire department are contained within this brief overview of all the activities that took place during 2014. We are a very busy fire district serving 150,000 citizens within the cities of Federal Way and Des Moines, and a portion of unincorporated King County.

SKF&R responded to 17,695 calls for help, equating to just over one response every 30 minutes. We provide emergency services related to incidents involving fires, medical, rescue, hazardous materials, marine and a host of other emergent and non-emergent responses. We also provide fire prevention, investigation, and public education services to our communities.

We still have a number of challenges after 2014 ended and 2015 has begun, especially as related to our capital needs (equipment, apparatus and facilities). In 2014 we identified the need for an infusion of capital dollars, which culminated in a bond issue being placed before our citizenry in April of 2015. Unfortunately, this measure failed to achieve the necessary 60% voter approval (we received 57.55%). The Board of Fire Commissioners, after a great deal of community input and deliberation, determined to put another bond issue on the November 3rd, 2015 ballot at a lesser dollar amount. Therefore, a \$39 million bond issue will be placed before our citizens allowing for an infusion of capital dollars in a phased approach over the next few years.

In the final analysis, the leadership within the Fire District from the elected Board of Fire Commissioners throughout the entire organization, continues 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.

As we worked through the recent bond issue, a number of questions arose from our citizens both in 2014 as well as in 2015. One question that arose addresses why the fire department sends fire engines, instead of smaller ambulances or SUVs (sports utility vehicles) on all incidents, especially since over 75% of our emergencies are medical in nature. The answer is quite simple on face value, but complex in reality.

The Fire District covers 41 square miles and the department has limited staffing available for response, operating out of 7 fire stations. There are only 27 firefighters on duty, on average, each day. Three firefighters staff each of the 7 engines (which is below the NFPA 1710 recommendation of having 4 firefighters on each, a staffing level we cannot afford at this point in time). In addition, we staff 3 aid cars with 2 firefighters at key locations within our District (at the headquarters station in the middle of the district at S 316th and 1st Ave S, on S 320th St just east of Interstate 5, and in the north end of Des Moines at S 223rd and 22nd Ave S). All of these response crews are considered part of the Fire District's Standard of Cover, which incorporates fire department level-of-service standards established by the Insurance Services Office (ISO) and Washington Survey and Rating Bureau (WSRB). These standards establish criteria for station locations, staffing required at certain emergent incidents, and water flow requirements. In all of these areas, our Standard-of-Cover rates high.

The ISO (which establishes standards for most states outside of Washington) and the WSRB (which establishes standards for our state) have been utilized as our guideline for many years in determining station locations and staffing criteria for our personnel and apparatus. By following these standards, we have been able to achieve and maintain a Class 2 insurance rating. This Class 2 rating has been achieved by only two other fire departments within our state: the City of Seattle and the City of Bellevue Fire Departments. There are no Class 1s in our state, the highest rating available, which would be the most efficiently and effectively staffed and maintained fire department per national standards. Having achieved a Class 2 means we have saved our citizens and business owners large amounts of money

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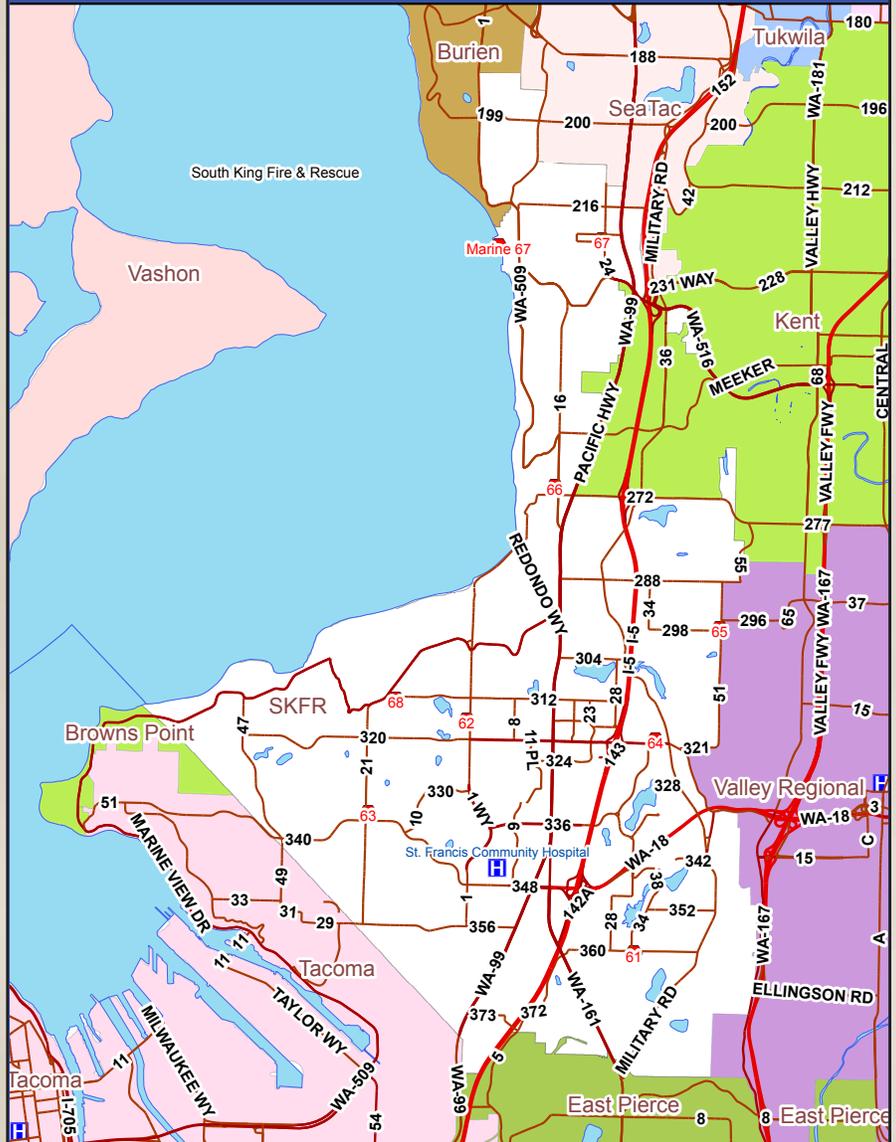
on their annual insurance premiums (the difference between a Class 2 and a Class 4 routinely results in a 20% to 25% increase in insurance premiums), while maintaining a Standard-of-Cover to rapidly respond and mitigate fires, emergency medical incidents, and any other emergency that may befall our citizens.

Additionally, all of our engines are fully outfitted with emergency medical equipment and defibrillators, just like an ambulance, allowing for a multi-use vehicle capable of responding to both fire and emergency medical incidents. Our judicious planning and staffing of key engine companies, backed up by ambulances staffed in key locations, has established a layered response which provides a rapid response with highly trained firefighter/EMTs (all firefighters and officers in the fire district are trained and certified Emergency Medical Technicians, as well as being defibrillator certified). If we were to simply utilize our personnel to staff a number of ambulances or SUVs, with a reduced number of engine companies, it would result in the loss of the Class 2 insurance rating as well as setting in motion the potential of having inadequate fire engines available to rapidly respond to and put out any fire. And, yes, fires still happen within our Fire District.

So, as you can see from all the aforementioned, the layered emergency response can appear simple, yet it is truly a complex matter of staffing concentration, apparatus placement, and strategies designed to provide our citizens with the highest level of service possible. That is what our entire department provided in 2014, and will continue to provide. So, as you review the past (2014), keep an eye on the future (2015 and beyond). As informed citizens, we can work together to maintain and improve the fire department as we continue to meet your needs every 30 minutes, 24 hours a day, 7 days a week, 365 days a year.



SOUTH KING FIRE & RESCUE Service Area



2014

Total Employees - 154
Firefighters & Officers - 138
Emergency Responses - 17,695
Square Miles - 41
Citizens Protected - 150,000
Assessed Value - \$11,275,253,915
Operating Budget - \$24,277,048

Board of Fire Commissioners

SKF&R is governed by an elected Board of Fire Commissioners. The 5-member Board consists of representatives from the Fire District, each serving a 6-year term. The Board, working closely with the Fire Chief/Administrator, holds monthly public meetings, establishing Fire District policy and maintaining responsibility for the District's annual budget, long-range planning and strategic goals.

The Board of Fire Commissioners are pleased to share with you the accomplishments of SKF&R in 2014: as one of the largest stand-alone fire districts in the State of Washington, in existence since 1949, we are pleased and proud to be able to report that we have maintained our Class 2 insurance rating while continuing our conservative budgeting approach. We are also proud that the State Auditor's Office recently reviewed all financial reports and governance mandates, and reported a clean audit for all of 2014. This demonstrates the highly professional staff we have in place from top to bottom.

Our goal is to ensure that SKF&R meets the needs of our growing community: whether it is maintaining or upgrading our apparatus, facilities or equipment; or ensuring that we have the funds necessary to maintain our Fire District. We are here to serve the communities of Federal Way, Des Moines, and a portion of unincorporated King County.

Thank you for your ongoing support. It has allowed us to live up to our mission statement on a daily basis.



From left to right:

Mark Thompson, Commissioner

James Fossos, Vice Chair of the Board

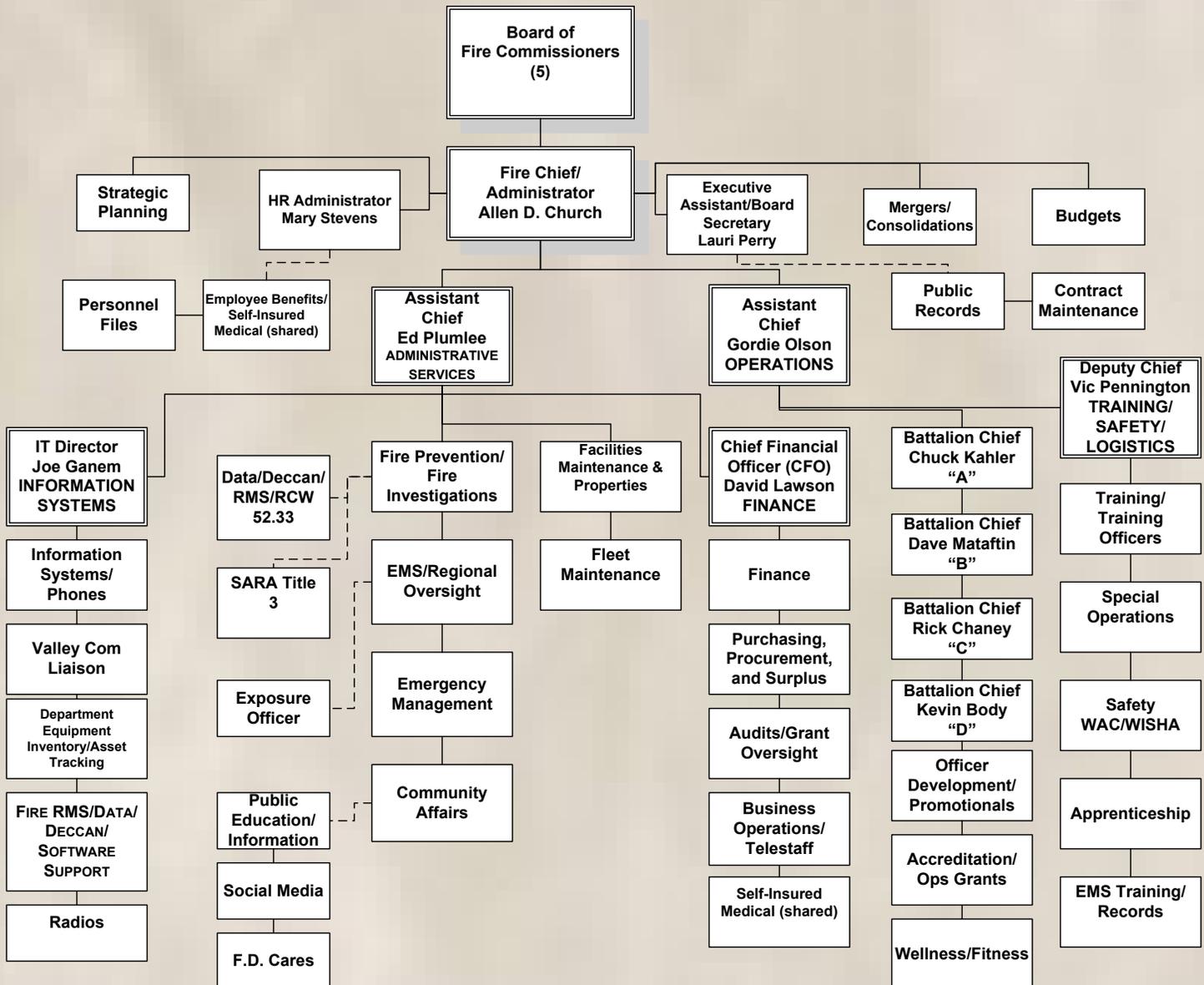
William "Bill" Gates, Chair of the Board

John Rickert, Commissioner

Mark Freitas, Commissioner



South King Fire & Rescue Organizational Chart January 1, 2014



Fires of Significance

There were a number of building fires in 2014 and sadly, one citizen fatality. All fires are devastating to those involved, and smoking while using oxygen led to the tragic death of this citizen in 2014. In June, a 3-story apartment building in the Crestview West complex burned in a spectacular fire, displacing nearly 100 people. Six residents were rescued from their balconies when



this fast-moving, late-night fire blocked their escape from upper floors. Quick decision-making and good communications between the ladder company and the initial company officer helped prevent any injury or loss of life. In October of 2014 a commercial fire on Pacific Highway South burned down a 4-unit business complex that had stood on that property for decades.

Notes of Significance

2014 saw the hiring of 4 recruits to fill positions of retiring firefighters. These new members, combined with new hires from 2013, gives SKF&R 21 men and women enrolled in the 3-year process of becoming accredited journeymen firefighters. Firefighters learn through a combination of classroom instruction, hands-on practice, and from veteran firefighters who pass on their craft to this new generation that will be protecting the citizens of Federal Way and Des Moines for decades to come. SKF&R had an additional change in 2014 with the creation of a Community Affairs Office. The focus of this division is education, injury prevention, and connecting our citizens with their fire department.

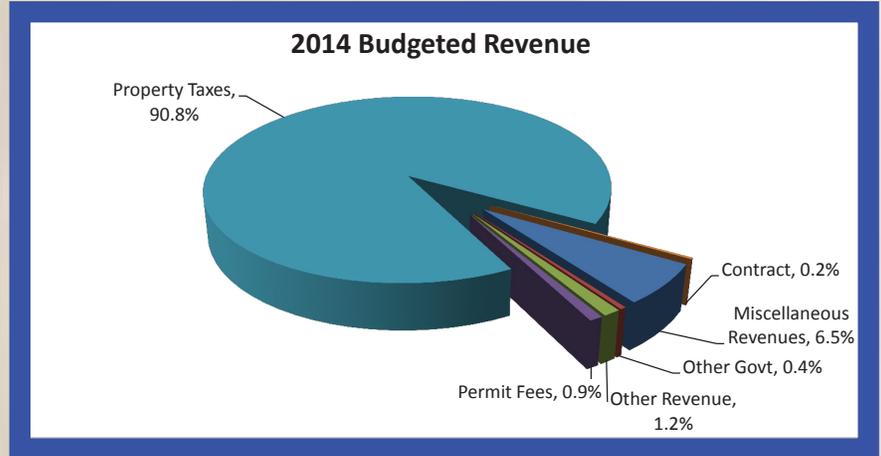


Finance

REVENUE

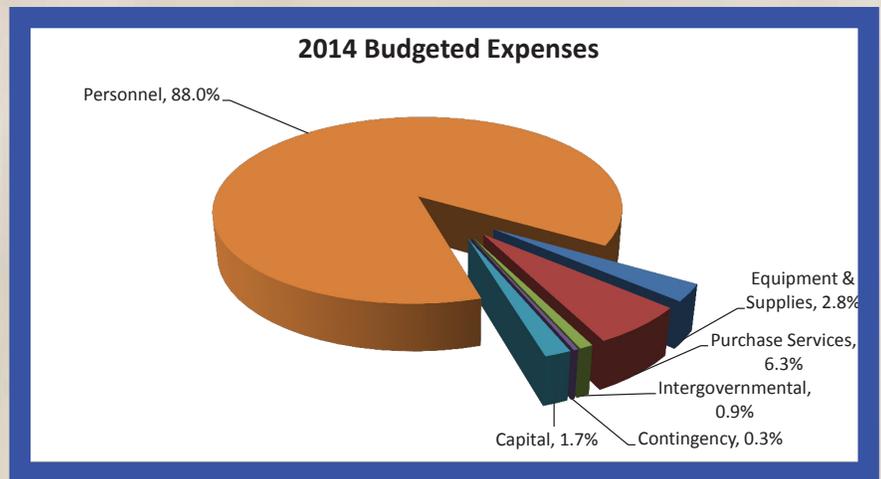
Overall District revenues increased from \$23,682,727 collected in 2013 to \$24,447,394 collected in 2014 (\$764,667 increase or 3.22%). In addition, the District collected on its second year of the \$3.5 million Maintenance and Operations Levy approved by the citizens within the SKF&R community, and the final full year of two federal grants (known as SAFER) to enhance staffing (these grants were scheduled to phase out after 2014, and will not be included at all in 2016). Fortunately, property tax values began to stabilize in the fall of 2013 for collection in 2014,

and it now appears that fiscal years 2015 and 2016 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, a bond issue for capital expenses will be necessary to maintain the District's capital infrastructure (apparatus, facilities, and equipment) as the economy recovers, in that a majority of all funds were directed towards maintaining front-line emergency staffing levels.



EXPENDITURES

The District's operating expenses for 2014 were budgeted at \$24,277,048, a projected increase from 2013's budget by 4.20% or \$978,314. Additionally, in 2014 capital expenditures were budgeted at \$421,875 which is a 30% decrease over 2013. Significant areas of increase included the hiring of a part-time Information Systems Technician, a uniformed Public Educator, increases in medical costs, and an over 8% increase in Valley Communications costs. In addition, all represented contract personnel received a cost of living increase at 3% as mandated by the Local #2024 collective bargaining agreement. Non-contract personnel received a 1.42% cost of living adjustment. As such, personnel costs continue to dominate the department's expenditures at 88.0%. This is to be expected since we are a service provider with low overhead and supply costs.



Fire Marshal's Office

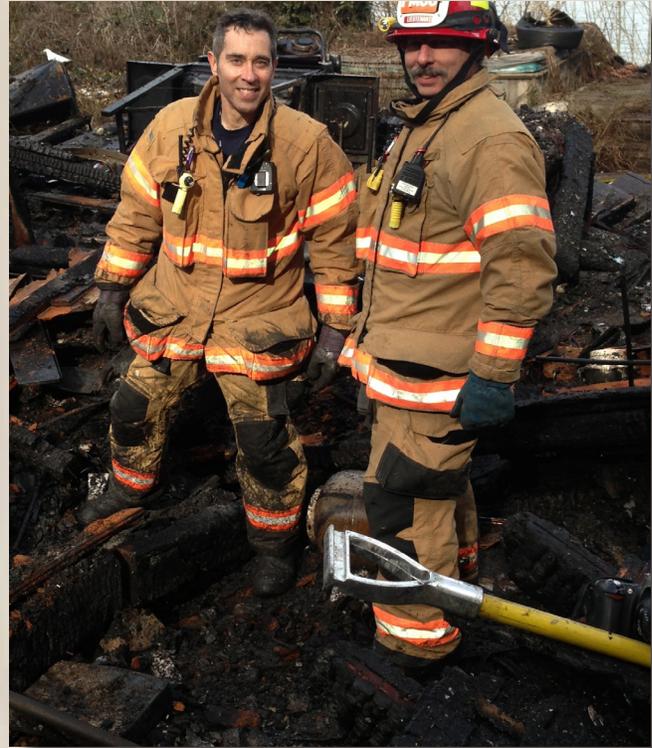
The Fire Marshal's Office was staffed in 2014 with the Fire Marshal, Assistant Fire Marshal and four Deputy Fire Marshals. The primary focus for this division is engineering, code enforcement and fire investigations.

FIRE & LIFE SAFETY PLAN REVIEW AND NEW CONSTRUCTION INSPECTIONS

Our staff is trained and certified for the Fire and Life Safety Review of new construction and remodel plans. We work closely with the City of Federal Way and the City of Des Moines building departments to ensure proposed buildings and remodels are in compliance with Building and Fire Codes. Once the plans are approved and permitted, our Deputy Fire Marshals ensure the work is completed properly and all systems are tested to ensure they will function as designed.

FIRE SAFETY INSPECTIONS

All commercial businesses, schools, public buildings and multi-family residential complexes are inspected annually in an effort to keep the people working and living in these buildings safe and to ensure they are in compliance with the Fire Code. Most of the 3,264 inspections are completed by firefighters assigned to engine companies, with Deputy Fire Marshals assisting when needed. Deputy Fire Marshals also conducted 720 Fire Code Permit Inspections for occupancies that require a permit for hazardous processes such as cutting and welding or storage of hazardous materials.



FIRE INVESTIGATIONS

Deputy Fire Marshals are trained to determine the origin and cause of fires. They provide this service to the community and they share the duty that requires their response after hours and on the weekends. Engine companies call a Fire Investigator when the cause of a fire is unknown, or the crime of arson is suspected. The on-duty Fire Investigator answered 112 calls in 2014.

NEW CONSTRUCTION PROJECTS

Several large construction projects were underway in 2014. These projects included three large retail buildings in Federal Way and a 7-story hotel in Des Moines. New residential buildings included: Sea Mar Medical & Family Housing (3-stories, 43 units); Park 16 Apartments (26 buildings, 1-3 stories, 300 units); Federal Way Townhomes (6 buildings, 3-stories, 26 units); and Celebration Senior Living (3 buildings, 6-stories, 380 units).

Operations

Firefighter EMTs respond to fire, medical and rescue responses from seven different fire stations deployed strategically within the Fire District. The types of calls for service are varied: from major structure fires and cardiac arrests, to lower-acuity responses assisting people who have fallen, but are not injured.

The Operations Division is comprised of four different shifts that provide 24/7/365 coverage. Each shift is comprised of 10 company officers and 17 firefighters. All officers and firefighters are Emergency Medical Technicians (EMTs) with defibrillator training. Each fire engine, ladder truck and aid car has first-aid capabilities, with medical aid equipment and a defibrillator for cardiac arrest patients.

Operations also contains specialty teams for hazardous materials incidents, salt-water marine rescue, technical rescue, and rescue swimmers for fresh and salt-water rescues. The firefighters and officers who are on these specialty teams have the training and certifications to allow them the safest, most efficient response to help people in distress.

Each fire engine and the ladder carry one officer and two firefighters. The aid cars carry one officer and one firefighter. Fire engines remain the most versatile fire department apparatus, capable of fire suppression, emergency medical response, and operations level equipment to initiate a hazardous material response, technical rescue, or surface water rescue. The ladder carries specialized equipment to assist in forcible entry or ventilating a burning structure, and it has fire hose with a pump to act like a fire engine when necessary.



Aid cars are smaller ambulance type vehicles that respond to medical emergencies as well as fires, extrications, and many other types of responses. Aid cars are normally located in a “dual house” fire station that has an engine or ladder company. In dual houses the aid car is the first unit dispatched to an aid response with the engine or ladder responding when the aid car is out-of-service. All firefighters at SKF&R are trained EMTs with an ability to defibrillate a cardiac arrest patient.

There is one battalion chief (BC) on duty each day. The BCs are experts at scene command, assuming control of an incident that requires multiple apparatus to carry out the mission.

In 2014 SKF&R responded to 17,695 alarms, an increase of 8% over 2013. As mentioned later in this report, SKF&R has had two years of significant response growth that will begin to impact response times without a reduction in the rate of growth.

Special Operations

SKF&R provides specialty operations...

THE RESCUE TEAM -

Provides technical rescue on land and water.

THE MARINE TEAM -

Operates a 32' boat moored in the Des Moines Marina and provides marine fire and medical response.

THE HAZARDOUS MATERIALS TEAM -

Was placed in service in 1982 to address issues with the Weyerhaeuser Technology Center along with the danger of hazardous spills on I-5.

THE SURFACE WATER SWIMMER TEAM -

Continues to be effective in recovering drowning victims in our numerous lakes and Puget Sound. With the exception of the Marine Team, all the other special teams partner with neighboring fire departments to provide expertly trained firefighters to mitigate special response needs. Collaborating with neighboring fire departments provides more consistent training regionally, and the daily staffing to carry out a special response mission without overburdening one department.



Training Division

SKF&R is experiencing internal changes as more and more firefighters are retiring. Members of the Training Division make every effort to provide highly-qualified professional firefighters with the necessary continuing education and training to deliver the Mission of South King Fire & Rescue: *Helping People by responding with professional Fire Department Services.*

In 2014 the Training Division delivered or facilitated 20,370 hours of departmental training that included new recruit training and continued firefighter education. Firefighter and officer training was offered in conjunction with local and regional training groups that include Zone 3 Training Officer's Association, King County Training Officers Association, Seattle Paramedic Training, and Bates Technical College. The Training Division also provided oversight for the updating of departmental hose, ladder, ventilation, and joint apprentice training manuals.

The Training Division makes every effort to meet the challenges of these changing times through our Training Division Mission Statement:



We help our people help people...by providing Training, Support and Development that enhances the effectiveness, safety and professionalism of our organization.

Support Divisions

There are two primary support divisions at SKF&R...

THE FLEET DIVISION -

Provides apparatus repair and maintenance with three full-time mechanics who are or are working to become, Master Level Emergency Vehicle Technicians and ASE certified. Getting firefighters to fire and medical emergencies is the District's number one priority. Fortunately, SKF&R has dedicated mechanics that maintain the apparatus to the highest standards possible. These mechanics play an important role in maintaining a safe and timely emergency response to our community.

Here are some quick facts about SKF&R's fleet:

SKF&R is concerned about the impact of the recession on the capital replacement of apparatus. A well-planned apparatus replacement schedule is important in keeping front-line and reserve apparatus responding safely. Due to the recession, SKF&R further delayed apparatus replacements, choosing

instead to keep firefighters on the street, responding to emergencies. As a result, vehicle servicing and maintenance has significantly increased with the aging fleet.



THE FACILITIES DIVISION -

Is comprised of one excellent facilities technician (who comes from the plumbing trade) as staff was reduced significantly during the recession. The District has modest structures, many of them 40 or 50 years old. These structures require constant on-going maintenance, especially as they are open 24/7, increasing the normal wear and tear. Each facility has mechanical systems like any other household, plus added systems to support fire and emergency medical services operations. In total, SKF&R has approximately 83,345 square feet of facilities space in eight different stations.

An additional project that the Facilities Division oversees is checking all of the 5,874 fire hydrants on an annual basis. The importance of ensuring that fire hydrants are operational cannot be overstated, plus this is an important part of why the fire insurance rates within SKF&R are the lowest in the State.



Information Technology

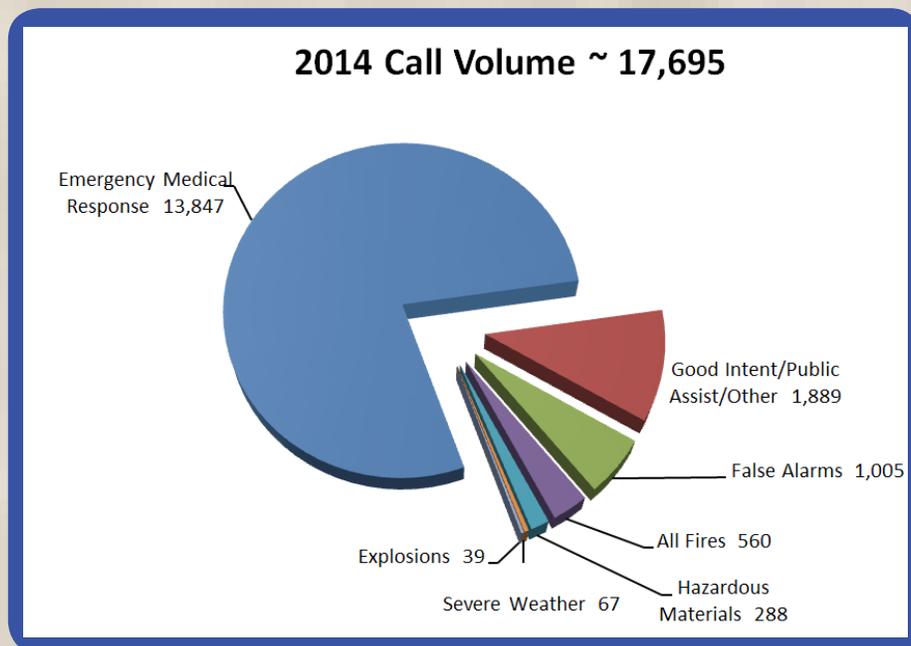
The Information Technology (IT) Division maintains responsibility for the operation and maintenance of the fire district's computer network infrastructure. This infrastructure consists of 30 servers, 90 workstations, 60 laptop and mobile data computers, 5 computer-projected training facilities, and a 12-workstation computer lab/Emergency Operations Command Center. All locations have video conferencing capabilities and are connected via a fiber-optic backbone. The IT Division has two full-time employees and two part-time employees. All four employees work under the direction of IT Director Joe Ganem.

In the realm of firefighting, IT's core mission is to support the technological conduit between firefighters and the citizens we serve. To improve operational continuity, we use technology to enhance communication among our firefighters working the front line. Therefore, IT must ensure that appropriate technologies are implemented in a way that serves SKF&R's most important goal – serving the public.

In 2014, IT's primary focus included:

- Computer Aided Dispatch (CAD) upgrade that enhanced communication between computers in the fire engines and aid cars with the dispatch center. This required upgrades to the network infrastructure at SKF&R.
- 800 MHz rebanding, meeting the stringent timelines imposed by the FCC for public safety agencies. This meant that IT had to manually update firmware or replace outdated hardware on 91 portable radios and 43 response vehicles.
- IT configured and installed 25 new computers to all fires stations with the latest software to improve communication, firefighter training and work flow.

It is evident that our focus in 2014 was to improve technologies that impact firefighter operations. We achieved that despite significant funding and resource constraints. We successfully completed all of the key projects which allowed our division to build a solid base to put our best foot forward for 2015. Our focus has not waivered and we are continuing to make lasting improvements to our organization. Our ongoing success is the result of a collaborative effort between IT and all functions of the fire department.



Stations

STATION 61 (1979): 3203 S 360th St, Auburn, WA



This station is located just to the east of Wild Waves and is staffed by a captain or lieutenant and two firefighters 24/7 that respond to fire and medical incidents. In addition, these firefighters are all part of the Hazardous Materials Team that responds to hazardous materials incidents in King County, from the Seattle City border to the Pierce County border. Apparatus responding out of this station are a fire engine, a hazardous materials unit, a decon unit, and a mass decontamination unit.

STATION 62 (1978): 31617 1st Ave S, Federal Way, WA



Administrative and business services for SKF&R are located at Station 62. It is staffed by: the Fire Chief/Administrator; Assistant Chief of Finance/FMO/Fleet/Facilities; Assistant Chief of Operations; seven finance and administrative personnel; two IT personnel; and one part-time IT technician. Station 62 is the busiest fire station in the District. It is also staffed with a battalion chief, captain, lieutenant and four firefighters who are on duty 24/7. One ladder truck, one engine, one aid car, and one battalion unit respond to emergency calls from this location. Firefighters oversee the purchase and maintenance of the bunker gear that is worn into hazardous fire environments. SKF&R also maintains a Surface Water Rescue Team, ready to respond to any incident involving water rescue, although the members of this team reside at different stations.

STATION 63 (1964): 33414 21st Ave SW, Federal Way, WA



Station 63 is located in the Twin Lakes area of Federal Way. It is the third busiest station in the district. A captain or lieutenant and two firefighters staff a fire engine 24/7 out of this facility. The Federal Way Police also have a small substation within this station.

STATION 64 (1987): 3700 S 320th St, Auburn, WA



A public memorial honoring those who perished on 9/11 is located in front of this station, on S 320th St just east of I-5. This is a one-of-a-kind memorial, where items from all three crash sites are on display. Visitors are welcome to sit, remember and contemplate at any time of day or night. Station 64 houses a captain or two lieutenants and four firefighters that respond on a ladder truck and aid car 24/7. Members of this station are on the Rescue Team, ready to respond to incidents that involve confined spaces or high/low angle rescues. Paramedics from King County Medic One are also housed at this station.

STATION 65 (1968): 4966 S 298th St, Auburn, WA



This facility is located in unincorporated King County. A captain or lieutenant and two firefighters respond on a fire engine 24/7. Station 65 is responsible for the logistics of SKF&R including the purchase and distribution of emergency medical equipment and station supplies.

STATION 66 (1966): 27010 15th Ave S, Des Moines, WA



Station 66 is located above Redondo Beach, just west of Pacific Hwy South and is the fourth busiest station in the District. A captain or lieutenant and two firefighters respond 24/7 on an engine from this location.

STATION 67 (1970): 2238 S 223rd St, Des Moines, WA



This station is located in Des Moines off the Kent-Des Moines Rd, west of Pacific Hwy South. A captain or lieutenant and four firefighters respond 24/7 out of this station on an engine and aid car. The Marine Team and Self-Contained Breathing Apparatus Respiratory Program are located at this station. Paramedics from King County Medic One and their Medical Services Officer also reside in this station, ready to respond to calls in south King County. Station 67 is the second busiest station in the District.

STATION 68 (1964): 1405 SW 312th St, Federal Way



Station 68 houses several divisions: a deputy chief, administrative assistant, a captain and lieutenant to oversee the Training Division; three members of the Fleet Division to repair all district vehicles; and one facilities manager to take care of all our fire stations. Firefighters continually drill at this station to keep up their emergency skills, and many training courses are held in the classroom.

CITY HALL 33325 8th Ave S, Federal Way



Federal Way City Hall houses the Fire Marshal's Office with an Assistant Fire Marshal and four Deputy Fire Marshal's. This division works closely with the Cities of Federal Way and Des Moines, along with a small portion of King County, to provide inspections, plan review, investigations, and prevention services.

OTHER PROPERTIES

SKF&R owns several parcels of property throughout the Fire District related to future planning and potential growth as necessary. They include the following: 47th Ave SW & Dash Pt Rd, which is available should long-term growth occur in the west portion of the District; S 356th & Pacific Hwy S, which is available should growth in the south end of the Fire District require an additional fire station; S 288th and approximately 30th Ave S, in anticipation of future department needs; S 320th St just east of I-5, upon which a future training and emergency operations center are planned.

New Hires



BRENDAN LOWERY



CORY FREEBORN



NICK KOSTECKY



CRAIG ELLENBOLT



Firefighter Retirements

...representing 146 years of firefighting experience



Lieutenant/Training Officer Roy Brewer

3/3/1976 - 3/31/2014

38 years of dedicated service as a firefighter, Lieutenant, Training Officer, and an appreciation plaque from the King County Fire Training Officer's Association



Deputy Fire Marshal Mel McMahon

10/1/1983 - 1/31/2014

30 years of dedicated service as a firefighter and Deputy Fire Marshal



Firefighter Paul Mernaugh

2/17/1986 - 4/9/2014

28 years of dedicated service as a firefighter



Firefighter Geoff Meyers

2/1/1989 - 4/1/2014

25 years of dedicated service as a firefighter



Firefighter Chris Murphy

2/1/1989 - 1/31/2014

25 years of dedicated service as a firefighter and Lieutenant

Annual Awards

20 Years of Service

Commissioner James Fossos

25 Years of Service

Firefighter Blake Heinze

Firefighter Laine McGee

Firefighter Dan Rice

Firefighter Jim Wilson

Lieutenant Chris Murphy, retired

Firefighter Geoff Meyers, retired

35 Years of Service

Battalion Chief Rick Chaney

Firefighter Dave Smothers

Officer of the Year

Captain Aaron Weeks

Firefighter of the Year

Firefighter Joe Perusse

Non-Combat Employee of the Year

Lauri Perry

Sustained Excellence Award

Firefighter John Ronald

William Martin Award

Firefighter Mickey McLain

Whitney Bellinghausen Inspirational Award

Shelley Pauls

Marcel Trotignon Award

Chaplain Corby Hunich

Makes Our Life Easier (MOLE) Award

Captain Kevin Crossen

Mark Mannard

Chiefs' Company Award

A Shift - Firefighter John Fontana

B Shift - Firefighter Jan Nielsen

C Shift - Firefighter Greg Bull

D Shift - Firefighter Greg Willett

JATC Certificate

Firefighter Jason Tupa

Distinguished Service Award

Lt Chris Burdyshaw



SOUTH KING FIRE & RESCUE

**31617 1st Avenue South
Federal Way, WA 98003**

www.southkingfire.org

SOUTH KING FIRE & RESCUE

PERFORMANCE REPORT

**RESPONSE STANDARDS FOR 2014
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 one-hundred-fifty-two (152) full time employees (FTE’s), and enjoys the benefit of approximately fourteen (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 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 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: 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” 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 17th day of October, 2006.

2014 Actual 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 2014:

SKF&R met the turnout time objective of two minutes forty-five seconds (2 min 45 sec) 83% of the time with an average turnout time of one minute fifty-four seconds (1 min 54 sec). The District turnout time was three minutes six seconds (3 min 06 sec) 90% of the time.

2) Arrival of 1st Arriving Engine Company at Structure Fire

Response Time Standard for 1st 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 2014:

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 twenty-seven seconds (3 min 27 sec). The District response/travel time for the arrival of the first fire engine to fire suppression incidents was five minutes nine seconds (5 min 09 sec) 90% of the time.

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

Response Time Standard for 1st 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 2014:

SKF&R met the six minute (6 min 00 sec) response time objective 57% of the time with an average travel time of four minutes eleven seconds (4 min 11 sec). The District response/travel time for the arrival of the first fire engine to fire suppression incidents was six minutes forty-two seconds (6 min 42 sec) 90% of the time.

4) Deployment of Full First Alarm Assignment at a Fire Suppression Incident

Response Time Standard for Full 1st 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 (1) engine and fifteen (15) firefighting personnel.

Actual Department Comparison for the Year 2014:

SKF&R deployed the first full alarm assignment (travel time) to a fire suppression response in twelve minutes twenty-seven seconds (12 min 27 sec) 90% of the time with an average full response/travel time of eight minutes fifty-nine seconds (8 min 59 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 2014:

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 2014:

SKF&R met the six minute (6 min 00 sec) response time objective 57% of the time with an average travel/response time of four minutes three seconds (4 min 03 sec). SKF&R's response time for the first arriving unit responding to an emergency medical incident was six minutes forty-two seconds (6 min 42 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).

Note: The 52.33 report does not have reporting standards for responses to cardiac arrest however this statistic is studied by South King Fire & Rescue. There were 340 incidents of cardiac arrest in 2014 with an average turnout time of one minute twenty-eight seconds (1 min 28 sec) and an average response time of three minutes thirteen seconds (3 min 13 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 (2) King County Paramedics.

Actual Department Comparison for the Year 2014:

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 thirty seconds (7 min 30 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 at least twelve (12) 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 Dept. Comparison for the Year 2014:

In 2014, 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) Marine & Technical Rescue Incidents

In 2013 there were sixteen (16) Marine responses that met the criteria for inclusion in this report. The Marine unit turnout time was met 87% of the time with an average of one minute twenty-four seconds (1 min 24 sec). The Marine response time was three minutes thirty-four seconds (3 min 34 sec). The Marine dispatch to on-scene times are based on sixteen (16) Marine responses for the entire year. Due to data limitations the times given are for the initial response apparatus to respond to where the boat is stationed. The times do not account for the boat response time to the actual emergency. The times in the two charts below indicate the time the specialty apparatus' reached the scene of the emergency.

The turnout time and response times for technical rescue responses was not measurable for 2014 due to the small sample size. Small sample sizes and variable alarm coding for rescue and hazmat responses makes response time measurements from the DECCAN data base unreliable. Rather than rely on these numbers we can produce the actual response data for each rescue response in 2014 to those who request this information.

The following chart is from our fire records management system showing all specialty responses. Any differences in average response times from the data above reflects responses going to the greater South King County area, not just the responses that occurred within South King Fire & Rescue's jurisdiction.

UN_AppID	#	%	Avg ReactTime	Avg O/S Time	Avg Resp Time
HM61	19	46.34%	0:03:55	0:39:07	0:27:49
MAR67	13	31.71%	0:10:05	1:01:26	0:17:54
R64	9	21.95%	0:05:01	1:03:31	0:18:08
Grand Total	41	100.00%	0:05:52	0:51:33	0:20:45

The following chart shows all specialty responses that occurred within South King Fire & Rescue's jurisdiction. These times include the time it took to get a specialty apparatus to the incident:

UN_AppID	#	%	Avg ReactTime	AvgUnit RespTm
HM61	8	34.78%	0:05:38	0:32:46
MAR67	9	39.13%	0:07:05	0:17:05
R64	6	26.09%	0:03:34	0:20:39
Grand Total	23	100.00%	0:05:27	0:22:11

Fire Department Administration

SKF&R operates under a chain-of-command which has been established by an elected Board of Fire Commissioners. 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.
- 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, and 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.

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. Included in the forty-one (41) square miles is 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 2014 and prior years were broken down as follows:

	2014	2013	2012	2011	2010
All Incidents	17695	16408	16288	15219	15215
Medical (EMS)	13847	12947	12571	11914	11458
Public Assists	611	549	530	506	610
Fires	560	488	478	466	383
Structure Fires	155	196	142	147	115
Vehicle Fires	93	73	77	77	81
Vegetation/Brush/Grass Fires	172	116	126	114	55
Other fires	140	103	133	128	132
False Alarms	1005	933	869	890	1076
Hazardous Materials/Conditions	288	289	506	241	255
Major	124	153	323	119	150
Minor	167	136	183	122	105
Rupture/Explosion	39	57	65	33	43
Good Intent	1236	1007	955	977	1032
Weather	67	28	158	3	78
Other	42	110	156	189	280

Predictable Results

Operations

South King Fire & Rescue (SKF&R) serves the communities of Federal Way, Des Moines and a portion of unincorporated King County east of Interstate 5 (south of South 272nd St to the Pierce County line). In addition the department serves a small portion of Normandy Park and the west hill of Auburn via a service contract. The department's service area covers forty-one (41) square miles, with an approximate population of 150,000 residents. 2014 incident totals amounted to 17,695, which was almost an 8% increase from 2013. Over the last two (2) years SKF&R has experienced a 15% increase in overall response volumes.

The increased response volume occurred in all of the areas we measure. In 2014 as compared to 2013 there was a 14.8% increase in fire calls (increase of 72 responses) and a 7% increase in medical emergencies (increase of 900 responses). We do not place a lot of emphasis on occasional year-to-year response changes. Prior to 2013 our response volumes were stable for at least three (3) years. However, the increased response volume in 2012, 2013, and 2014 is a significant statistical change that factors into our strategic planning as we move ahead.

You may note in the RCW 52.33 report that the response times in most categories are being impacted by the increased call volume. Using the concepts of distribution (station placement) and concentration (number of responses in a given time/place), it is understandable that higher concentration and total response volumes will negatively impact response times.

Firefighter staffing is the key to a quick response. In 2014, daily staffing level of fire suppression and emergency medical aid crews remained at a minimum of twenty-seven (27) per day. This staffing total supports 24/7/365 coverage to the Fire District with:

- Six (6) fire engines each with one (1) officer and two (2) firefighters, totaling eighteen (18) firefighter/officers
- One (1) ladder company with one (1) officer and two (2) firefighters, totaling three (3) firefighters/officer
- Three (3) aid cars each with one (1) officer and one (1) firefighter, totaling six (6) firefighters/officer
- One (1) battalion chief/incident commander, totaling one (1) chief not in the minimum staffing count

Fortunately SKF&R was able to continue the staffing levels in 2014 that were in place at the end of 2013. In 2012 voters approved an excess levy that allowed the District to hire enough firefighters to re-staff an aid car that was placed out of service in 2012. In August of 2012 the District was awarded a Staffing for Adequate Fire & Emergency Response (SAFER) grant to maintain firefighter staffing for two (2) years. The SAFER grant funds were instrumental in supporting operations during the recession. In August of 2014 funds from the SAFER grant were expensed and with the improving economy, increasing assessed valuations, and the excess levy, SKF&R was able to maintain staffing in 2014.

There continues to be a large turnover of firefighters due to retirements. SKF&R hired large numbers of firefighters in the early to mid-eighties. Those firefighters are now reaching retirement age and leaving the workforce necessitating larger hiring groups. In 2014 SKF&R hired four (4) firefighters to replace five (5) retiring firefighters. Along with the replacement firefighters there were nine (9) new lieutenants and one (1) captain promoted in 2014. With the new firefighters and officers the internal focus in Operations is training, mentoring and succession planning. The company officer is considered the most important position in the fire department. They must be carefully trained, mentored, and selected. We are very pleased with the new officers and firefighters at SKF&R.

Plan of Action

SKF&R continues to recover from the loss of revenue relying on voter approved tax measures and Federal Grant funds. In 2014 the economy continued its recovery leading to higher assessed valuations and revenue for SKF&R. After years of cuts the 2014 budget was sustainable even as funds from Federal Grants for firefighters ended.

Revenue

Overall District revenues have increased from \$23,682,727 collected in 2013 to \$24,447,394 collected in 2014 (\$764,667 increase or 3.22%). In addition, the District collected on its second year of the \$3.5 million Maintenance and Operations Levy approved by the citizens within the SKF&R community, and the final full year of two (2) federal grants (known as SAFER) to enhance staffing (these grants were scheduled to phase out after 2014, with only one FTE funding extending into 2015). Fortunately, property tax values began to stabilize in the fall of 2013 for collection in 2014, and it now appears that fiscal years 2015 and 2016 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 for the long-term. However, a bond issue for capital expenses will be necessary

to maintain the District’s capital infrastructure (apparatus, facilities, and equipment) as the economy recovers in that a majority of all funds were directed towards maintaining front-line emergency staffing levels.

Personnel

Due to efforts put forth by the SKF&R team and supported by the citizens with an excess levy, staffing levels in 2014 were maintained and virtually unchanged from 2013. The daily staffing levels were twenty-seven (27) firefighters 24/7/365 effective July 1, 2013. SKF&R saw one (1) group of four (4) firefighters hired in 2014.

In 2014 SKF&R started and ended the year with one-hundred-fifty-three (153) employees. Staff reductions via retirement’s caused variable staffing as indicated below. 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

2014 Staffing Levels

	Jan-Mar	April-June	July-Sept	Oct-Dec
Chief Officers	8	8	8	8
Career Firefighters	130	128	128	128
Admin Support & Services	15 – 1PT	16 – 2PT	16 – 2PT	17 – 3PT
Total Staff (FTE)	152.5	150.75	150.75	151
Full FTE Headcount	153	152	152	153

2014 ended with staffing levels at one-hundred-fifty-one (151) full-time employees and three (3) part-time employees within the District. The goal for 2014 and beyond will be to maintain, and eventually enhance, these staffing levels commensurate to:

- Improve response times,
- Maintain and enhance service levels, and
- Manage increasing emergency response needs throughout the SKF&R community.

Capital Improvements

With the recession and reduction in assessed valuations, SKF&R made firefighter staffing a priority so there has been limited funds to invest in the capital needs of the District. The capital replacement schedule that was designed in the mid-90s simply could not be maintained as revenues dropped during the recession. Consequently, fire apparatus and facilities have been neglected to the point that they

must be repaired or replaced. The Fire District has vehicles in service as primary and reserve apparatus way beyond the industry standards. The facilities built forty (40) to fifty (50) years ago will collapse in a design level earthquake, making emergency response to the community impossible.

Beginning in 2001 and through 2010 the District invested \$10,000,000 from its annual revenue to replace fire engines, aid cars and to repair facilities. During that time an additional \$2,000,000 was spent on capital purchases with grants awarded by the Federal Government. In 2010 the Commissioners approved a limited term General Obligation Bond to purchase apparatus and property totaling \$6,800,000. All together the District has invested nearly \$14,500,000 in capital equipment since 2001. However, since 2010 the District has invested the bare minimum in capital to support mission critical equipment, instead prioritizing revenue toward firefighter staffing.

In 2014, the capital reserve budget reflected \$194,675 in debt service to pay for the South 320th future training and emergency operations center property and for the previously purchased replacement engines (two Pierce apparatus) and replacement aerial with a pump. Other capital purchases included; \$12,000 for replacement of P/C workstations at our stations; \$15,000 for the Technology Fund assisting in finding more efficient means of delivering technological services; and \$100,000 to replace and repair the mansard roofing around Station #62. The small equipment capital (total of \$92,200) includes \$40,000 for FEMA approved (and Labor & Industries endorsed) Incident Command Training and associated digital combustion equipment; \$35,000 for necessary PPE (Personal Protective Equipment) replacements; \$12,000 for a replacement Port-A-Count breathing air testing system; \$3,000 for a Camel Lifting Device for Station 64; and \$2,200 for replacement radio dongles for the Hazardous Materials Team. The miscellaneous annual maintenance (total of \$8,000) includes \$6,500 for carpeting at Stations 61, 62, and 67's, as well as \$1,500 for locksmith services and hardware at Station 66.

Looking ahead SKF&R will be asking the voters to approve a capital bond measure to purchase new apparatus, improve facilities and upgrade technology infrastructure.

Lastly

SKF&R has worked hard to achieve the response time goals reflected in this report. As noted in the report, with response volumes rising significantly in the past two years, there are concerns that the response times to emergencies may increase. To be proactive SKF&R is studying ways to reduce the EMS calls for service. In 2014 a Fall Prevention program was introduced to follow-up on patients that have fallen and need assistance with an emphasis on preventing further falls and responses. Another program coming up in 2016 will be funded through grant funds from King County Emergency Medical Services with firefighters responding to less urgent, low acuity requests for help using a smaller vehicle. The firefighters will have special training that will help them with patient referrals to programs that may reduce their reliance on fire department responses.

Through pro-active prevention programs, SKF&R is attempting to reduce the rate of growth in responses to fire, EMS and low acuity responses. All the while the responses continue to climb. With capital funding to replace equipment and repair or replace facilities coming from voter-approved sources instead of the general operating revenue, SKF&R should be able to grow in the next few years to mitigate longer response times resulting from community growth and demographics as baby boomers enter their 60s and beyond.

Fortunately, SKF&R has a track record of excellent planning and execution that will help pave the way for 2015 and beyond.