



KOOTENAI COUNTY FIRE & RESCUE

2016 ANNUAL REPORT

WARREN A. MERRITT, FIRE CHIEF



Message from the Fire Chief

I am pleased to present the 2016 Annual Report to our Board of Fire Commissioners. Kootenai County Fire & Rescue (KCFR) continues to be the premiere emergency services organization in the State of Idaho and continues to be anything but a status quo agency. The members at KCFR give their very best every day; to our internal and external customers.

2016 was another year filled with exceptional accomplishments which included completion of 100% of assigned inspections, responding to a record number of emergency calls, training 15 new hazardous materials technicians that qualify them individually as members of the Region 1 Response Team and five (5) of our members were recognized locally and at the State level.

Our new Training and EMS Lead program continues to evolve under the leadership of the respective Division Chiefs. These Lead positions are a critical link between the members assigned to the 56-hour schedule and Administration.

The Executive Planning process was completed again in October of 2015 that outlined a significant number of projects for the 2015-2016 fiscal cycle. As the year progressed Staff made great progress in completing assigned work. This was accomplished through leadership and great teamwork by all our members.

District personnel once again completed 100% of assigned fire inspections. Our code enforcement activity is a key deliverable and important to keeping fires in commercial occupancies at a very low rate; when businesses are 'in business' it is good for the economy and our community.

I am pleased to report that the District completed the 2015-2016 under budget and our annual audit was completed in January for fiscal 2014-2015. The District remains in a good financial position and will continue to do so as we continue to live within our means.

We continue to work closely with Local 2856 by meeting on a monthly basis to discuss issues of mutual interest and/or importance. The Local continues to be very active in the community, helping those in need, a college scholarship thru the Reverse Job Fair and the annual Holidays & Heroes event in December (right). In February 2016 the District reached agreement on the 48/96 work schedule for represented 56-hour employees.



2016 will be a year to remember with respect to our members being recognized for their great work and heroism. In February 2016 Lieutenant Justin Capaul was honored as the District's recipient of the 2015 Dedication and Devotion Award and Logistics Manager Todd English (right top) was honored with the 2015 Commissioner's Award.

In March 2016 Lieutenant Justin Capaul and Firefighter/Paramedic Shane Anderson (right middle) were recognized by the Post Falls American Legion Post # 143 as the Firefighter and Paramedic of the year, respectively. Later in the year, both were selected and recognized as the American Legion Firefighter and Paramedic of the Year for the State of Idaho.



In May of 2016 Firefighter/Paramedic Ian Deland (left top) was recognized as the 2016 Paramedic of the Year by KCEMSS.

On September 9, 2016 Lieutenant John Ward (right bottom) was recognized as the recipient of the 2016 Idaho Medal of

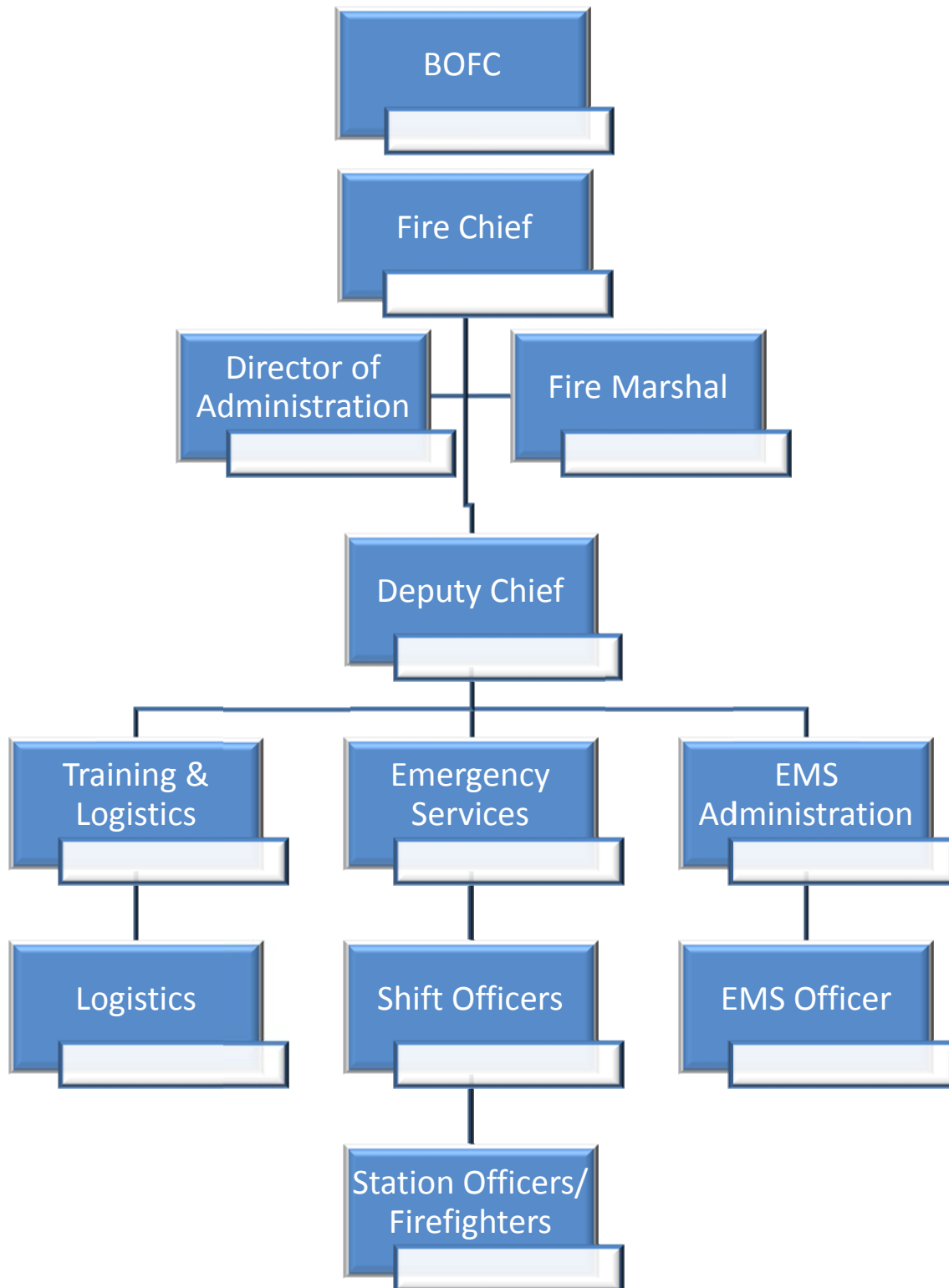


Honor by the Attorney General for heroic actions taken on April 15, 2015 when he rescued a neighbor from her house that was on fire without the availability of personal protective equipment. Commissioners, Administration and the Executive Board of the Local 2856 traveled to Boise, ID to celebrate with Lieutenant Ward, his family and friends. To cap off a historical year of recognitions, on November 2016 Director Morrow (left bottom) was recognized as the 2016 Soroptimist Women of Distinction for Public Service.



I look forward to working closely with the dedicated men and women of Kootenai County Fire & Rescue as we seek to effectively serve our citizens with care and compassion. A primary goal of mine is to continue to build and maintain trust through open communication, transparency in budget, engaged and thoughtful decision making, and enhancing the growth in all of our personnel that builds depth and breadth for the future. Thank you for taking the time to read this report and please don't hesitate to contact me if there are any questions.

Warren A. Merritt
Fire Chief



Our Mission Statement

“We protect life, property and our community with Honor, Integrity and Pride.



About Kootenai County Fire & Rescue (KCFR)

Kootenai County Fire & Rescue is governed by a board of five (5) Commissioners elected to serve four (4) year terms. These community members have the discretionary powers to manage and conduct the business and affairs of the fire district, according to Idaho State Law.

KCFR was established in 2001 following the consolidation of Kootenai County Fire Protection District # 1 and the Post Falls Fire Protective District # 1. The District provides a full array of services that includes, but not limited to emergency response for fire and medical emergencies, hazardous materials, and technical rescue emergencies such as swift water rescue, confined space emergencies, trench rescue emergencies, rope rescue for citizens in distress on steep embankments or cliffs, ice rescue, and motor vehicle collisions.

Utilizing the same uniformed personnel and professional support staff at Administration, the District also provides non-emergency services calls and medical transportation (facility-to-facility), fire code enforcement, public education for children and adults, juvenile fire setter interaction, blood pressure checks and issuance of burn permits to the public.

Emergency Services



In 2016 Fire District members responded to a total of 6,768 incidents, which is an average of 18.5 calls per day; 1,269 Fire/Other, 5,185 EMS and 314 Mutual Aid calls. For comparison sake, KCFR responded to 4,859 calls in 2013 (29% increase).

The District has 24/7 staffing at three (3) fire stations and is anticipating opening a fourth station in mid-2017. Three shifts of firefighters make up the staffing on a rotating schedule; staffing three (3) Engine Companies, two (2) Advanced Life Support Ambulances and one (1) Captain/Shift Commander. Depending on the need, they have the ability to staff a Ladder Truck and/or a Heavy Rescue Unit as alternative equipment.

In addition to the on-duty personnel, the Chief Officers serve as Duty Chief on one week rotations; on call 24 hours a day, seven days a week, once every three or four weeks.

Of the 5,885 incidents, 4,386 of them were requests for Emergency Medical Services (EMS); both emergent and non-emergent in nature making EMS the majority of our emergency workload. It is important to note that the same Firefighter/EMTs and Firefighter/Paramedics are utilized to meet the needs of the community for Fire, Rescue and Emergency Medical services.

KCFR also hosts one (1) of the six State of Idaho's Hazardous Materials Regional Response Teams. The team is deployed upon request to mitigate releases of any kind and provide diagnostic services for the local Fire and/or Law Enforcement Agencies. As stated earlier, the District was able to add 14 new hazardous materials technicians (right) in February 2016 utilizing BHS grant funding.



Emergency Medical Services

2016 was another year of growth and development in the EMS Division at KCFR. New faces and new initiatives were the hallmark. Chief Isaacson was maturing into the new role here at KCFR while EMS Officer Bookamer and the Shift EMS Leads worked to keep the system ready, prepared and trained for calls.

The EMS Lead Position plays a vital role in the operational progress at KCFR. Each of our EMS Leads specializes in one of three (3) distinct sub-roles; EMS training, CQI and EMS equipment, roles that they perform while balancing traditional line requirements. Engineer/Paramedic Ryan Asher is the Blue shift Lead, Engineer/Paramedic Kevin Lawler on Green, and Firefighter/Paramedic Peter Holley holds the position on Red Shift. The impact of the EMS Officer and the EMS Leads can be seen in the daily operations and training that lead to our pursuit of excellence in EMS response. We wholeheartedly thank these hard workers for their consistent dedication and efforts in improving our EMS delivery system.

Save rates from Cardiac Arrests make this top news for 2016. We've enjoyed a very positive rate of saving patients from sudden cardiac death. Two (2) notable examples: In June at the Wal-Mart located on Point Parkway in West Post falls, Red Shift successfully resuscitated Mr. John Swalve. John was an employee who suffered Sudden Cardiac arrest while working. Co-workers started CPR and KCFR continued resuscitation with ALS care. John was able to be discharged to home and join us for a Commissioners meeting to celebrate his story.

On October 27th Green shift and off-duty firefighters worked to revive Mr. George Steneke at the Frontier Ice Arena. George was playing hockey on the “Noregretski’s” hockey team when he also suffered sudden cardiac arrest. Off duty firefighters like FF/PM Max Buccowich and Max Clutter (a Spokane Valley firefighter and son of Captain Rick Clutter – KCFR) along with others began CPR and KCFR and Coeur d’Alene Fire arrived to administer ALS care.



George walked out of the hospital several days later and returned to the ice! These two survivors are alive today thanks to the efforts and response of KCFR! Saving lives... One call at a time!

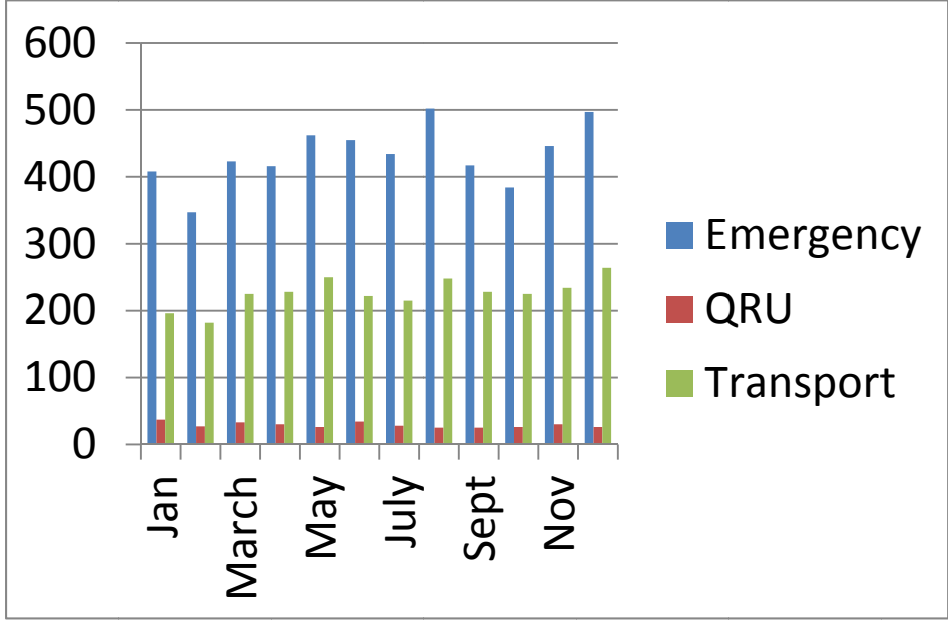
2016 saw the formalization of an EMS Training Plan that outlined the specific EMS training for each month with the delineation of specific categories, hours and venue as required by the State of Idaho EMS. This written plan provides the template required for shift personnel to see at a glance the training forthcoming, and help them keep track of their specific needs and requirements to enable an efficient recertification process. As we grow and mature this process we will benefit from a digital recording keeping system through the State of Idaho to enable individuals to keep recertification data and provide documentation to the State when recertification time approaches. Great work EMS Officer Bookamer, EMS Lead Lawler and FF/PM Greene for the initial proposal and development!

Other new processes included an updated Infection Control Plan for KCFR. This “Orange Packet” plan provides clear direction for field crew’s post-exposure and step by step instructions on how to enter and complete the post-exposure process. This is a cooperative venture with Kootenai Health and kudos must go out to Kootenai Health; specifically Tony Kock, RN for the assistance and vision in allowing this dynamic partnership.

Current paramedic staffing is at 16. KCFR Firefighter/Paramedics mentored newly trained or hired paramedics beginning their time with the team. KCFR had two (2) members complete the Paramedic Field Precepting process.

2016 EMS Call breakdown:

- Total calls for service: 5,185 (+13% increase from 2015)
- Total Patient Contacts: 4344 (+9%)
- Quick Response Units (QRU) 347 EMS Calls with Non-KCFR ambulance
- EMS 911 Transports: 2,744 (+10%)
- Non-Emergency Transports: 417 (+2%)



EMS Continuous Quality Improvement (CQI) process: The Advanced Life Support (ALS) CQI committee reviewed over 520 reports in 2016. The CQI Process continues to be a county-wide model for CQI. Firefighter/EMT Jamyson Hull is the BLS CQI Coordinator and Firefighter/Paramedic Pete Holley is the ALS coordinator; they work together to manage a team of dedicated report reviewers that throughout the year work to review reports and together make a positive impact on our EMS documentation. We are looking forward to 2017 as we migrate to a 100% digital process through our ESO EMS report writing software; good things coming for CQI.

KCFR continues to see value in expanding educational opportunities and this year sent three (3) members to Boise specifically to review a class offering designed to focus on pre-hospital 12-Lead, end tidal CO2 (ETCO2) acquisition and the value on patient outcomes. The team also worked with Coeur d’Alene Fire to bring the instructor to our area and offer the class free to all Kootenai County ALS Providers. An excellent example of finding a need through CQI and providing the opportunity to training and educate the responders in these vital diagnostic tools.

2017 will be a year to refine good process, refine practices and build strong relationships in our Division. Good things ahead for KCFR EMS!

Kootenai County Emergency Medical Services System (KCEMSS)

Kootenai County Fire and Rescue participates in a County-wide initiative to provide ambulance transport and seamless EMS operations to the citizens and visitors of Kootenai County. This is done through a contractual partnership with Kootenai County



Emergency Medical Services System, known as KCEMSS. This extremely unique EMS Operational model is a fire-based ambulance service providing 9-1-1 emergency, Critical Care and facility-to-facility transfers throughout Kootenai County. KCEMSS operates through a network of agencies, including 10 fire departments and two (2) non-profit EMS organizations. KCEMSS provides EMS services up to and including paramedic services. The System also provides Critical Care Transport services to the hospitals within Kootenai County as well as hospitals in the surrounding counties of North Idaho upon request. When needed, KCFR also does long distant transports that results in taking patients to Seattle or other far away areas for specialized care.

Working within a County-wide EMS System, KCFR enjoys the operational consistencies and logistical benefits of a large organization and yet enjoys the bond and communication of the local fire department. The system approach allows joint planning, common EMS Protocols, consistency with equipment and seamless response for all of Kootenai County. The best of a large system and the benefits of a neighborhood fire department.

KCFR provides emergency medical services (EMS) and transportation under contract with KCEMSS. In addition to providing excellent medical care, EMS transports are a significant source of revenue for the EMS system that helps keep the EMS Levy, an excess property tax levy, at a low rate. The fees and subsequent collection by itself does not completely cover the full cost of the service and the revenue is critical to funding the EMS System. The contract the District, has with KCEMSS, provides funding for 12 career members that staff medic transport units (ambulances) 24/7.

The end of 2016 saw a remodeling project come to completion at the KCEMSS Administration Office. A new classroom was built and additional office space to provide room for training and future growth.

KCFR Fire Commissioner Joe Doellefeld is one of five Board members of the Joint Powers Board that oversees KCEMSS and the regional EMS system. We want to thank Commissioner Doellefeld for his dedication and literally hours and hours of hard work and oversight helping build this dynamic EMS system!

Administrative Team

The budget process is a key activity overseen by Director Morrow and Accountant Darci Launderville. The process is structured in a manner that provides for organizational participation and transparency. KCFR's FY2014-15 original budget of \$8,301,754 was amended and approved by the BOFC to increase cash carryforward by \$926,655. The additional revenue was used to purchase three (3) new engines that replaced an aging fleet. The approved amended budget was \$9,228,409, an increase of \$926,655.

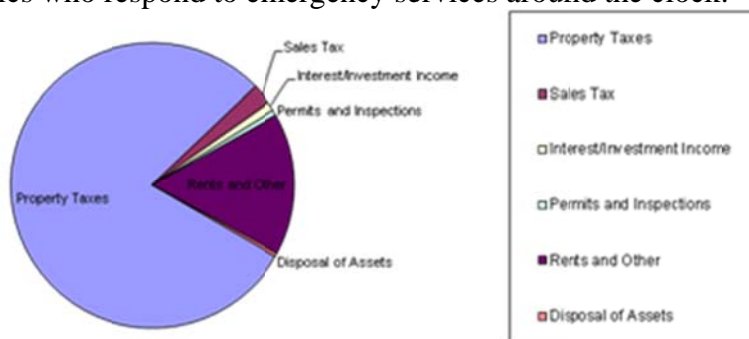
The final net taxable property values for KCFR in 2013 were \$2,987,042,257 up \$48,498,282 from the estimated net taxable property values of \$2,938,543,975 and the final 2014 net taxable property values were \$3,259,487,293 up \$24,837,328 from the estimated 2014 net taxable

property values of \$3,234,649,965. It is expected property values will increase as our economy continues to recover. The preliminary estimated net taxable property value for 2015 is \$3,378,597,545 which is up approximately 3.65%. We'll know if those property values hold in March of 2016.

The District's levy rate for 2015 was 0.001929461, an increase of 0.00007972 over the previous year which was 0.001921489. Our current FY15-16 budget is \$8,714,857 with a levy rate of 0.001921489.

As you can see from our total revenues by source, we are funded mainly by property taxes; eighty percent (80%). Of the remaining 20%, almost 15% is from our second major source of income, Rents and Other (see graph on Page 8).

One major source of Rents and Other is the contract we have with Kootenai County Emergency Medical Services Systems; \$1,166,000. The contract is to reimburse the District for the costs associated with staffing two (2) ambulances and 12 firefighters; six (6) Firefighter/EMTs and six (6) Firefighter/Paramedics who respond to emergency services around the clock.



Administrative Team

The response and support operations of the District are enabled by the dedicated team of administrative personnel headed by our Director of Administration, Jessie Morrow. This team (Darci Launderville, Laurie Perkinson and Jayme Nipp) ensures payroll, management of benefits, vendor payments, supports the District's information technology needs, greets the public and manages their needs, schedules District facility usage, support District activities, website management, management of assets and District records, ensures compliance with Human Resources and District policies, and provides direct support to the Board of Commissioners.

A major activity each year is the “Christmas for All” campaign. The administrative staff along with volunteers worked diligently to assist in the distribution of approximately 3,000 gift and grocery cards to citizens in need. In 2015 the effort was buoyed by a few citizen volunteers who reduced the workload and stress on the KCFR staff.

The Admin team is critical to the District's success. The workgroup is very efficient and effective and they support the organization's ability to meet our core mission of emergency response. It would be impossible to list everything this team does and be accurate.

Training & Logistics

Total Training hours recorded for 2016 were 15,685. The Training Tower is being used consistently by not only our own crews but also by other agencies such as PFPD, The National Guard, INHS, North Idaho Fire Chiefs and the Sheriff's department.

Courses and classes attended by KCFR members in 2016 included:

Firehouse World, Survive the Tower, NIESA Academy, Hazmat Technician, Electrical safety, Extrication Ops, Honor Guard, EMS World, EMS Workshop, EMS JEMS Conference, Emergency Medical Services Incident Operations, NFA - Management of EMS, Pipeline safety, Pastoral crisis intervention, ASE Test recertification, EMS Summit, Bob Page: 12 lead and Capnography, Tactical Chemistry, Crash Zone, Peer Fitness Trainer, Cardiac Rhythm Interpretation, Emotional survival, ESO Wave, Boise safety symposium, Building Excellence as a Leader, IAFC Fire Rescue Med, Fire Instructor 1, Northwest Emergency Medical Services, Staying Happy and Healthy, EVOC Train the Trainer, Pierce Chassis training, EMS Workshop, 12-Lead ETC02, ESO User group, Driver Operator class, Company officer boot camp, Leadership 1 for Fire and EMS: Strategies for Company Success, Emotional survival, Basic PIO course, S-215, Northwest Leadership seminar, Critical thinking, Teaching Adults in the Fire Service, Boise Hazmat week, Basic Irons class, Tactical emergency casualty care, Swift Water Rescue Technician, Rapid intervention team, Ropes I, Ropes II, ICS 300, ICS 400 and Managing Disciplinary challenges in the fire service. Class registration, coordination and funding are managed by the Training Division.



Funding was approved in the 2016-2017 to remodel the Training Center. Logistics continues to be very busy with fleet and facility issues. Our EVT's are Pierce certified and they also perform routine maintenance on the ambulance fleet for KCEMSS. In 2016 57 different vehicles came thru the Shop for repair and maintenance and 41 of the aforementioned came thru twice. 25 of the 57 vehicles were not KCFR units; 18 of those were in the shop more than once.

In 2016 two (2) Unimogs were procured, a new staff vehicle was put into service and work through some minor issues related to our new Pierce pumpers were remedied. Our Shop

personnel are highly qualified individuals who do outstanding work. Logistics Manager Todd English has also been working with the Commissioners on the remodel of Station 2 & 3.

The Training Chief works with the Training Advisory Group (TAG). The TAG is a workgroup composed of officers from each of the shifts, the EMS Officer and the Training Leads. Together and under the direction of the Training Chief the TAG works to draft, update and approve training curriculum so that personnel are working from a specific standard.

Since 2014, the Training Division has managed seven (7) academies; one in 2016 and two (2) planned for 2017. With the assistance of Lieutenant Capaul, Lieutenant Kuehu and Jayme Nipp, the process continues to be refined; updated information and new way of instructing our newest members. A major accomplishment in 2016 was the upgrade of the Firefighter Task book to a 10-month development handbook process in order to enhance the new recruits experience and knowledge of KCFR practices, policies and procedures.



An Engineer's Exam was conducted in September 2016. From the process seven (7) candidates were placed on an eligibility list for promotion.

With the help of Firefighter Tony Blasick we have been working to stand up the Community Outreach program. Firefighter Tony Blasick gave fire prevention presentations to over 2,200 students and developed an implementation plan for the Community Outreach program while assigned to the Training Division.

Fire Marshal's Office

KCFR continued to realize strong growth through-out the District in 2016. The Fire Marshal's Office experienced a record year with overall activities up by 66% from the previous year. Just less than 218,000 square feet of new commercial property was added to the District. Over 674,000 square feet of previously vacant commercial property was re-inhabited. The growth in housing continued at a robust pace; 600 single-family lots developed, and 260 multi-family residential units and 90 new fire hydrants.

The District's contract for Building service with the City of Hayden Lake and Dalton Gardens generated 662 inspections and plan reviews. Commercial construction projects attributed to an additional 228 inspections and plan reviews.

Routine code enforcement activities between the Fire Marshal's Office and the Engine Companies totaled 662 inspections. 102 rural driveways were inspected for access with most of these being associated with a new residence or sub-division and 26 customers requested and received smoke detectors or battery replacement for the same. The Fire Marshal's Office generated just under \$100,000 in revenue. Division Chief Ryan routinely backs up Captain Archer when he is not available.

Partnerships

The success of KCFR will continue to depend on partnerships with surrounding agencies. These include Coeur d' Alene Fire, Northern Lakes Fire Protection District, Timberlake Fire Protection District, Spirit Lake Fire Protection District, East Side Fire District, Hauser Lake Fire Protection District, Mica Kidd Island Fire Protection District and the Worley Fire Protection District.



Mutual Aid occurs almost daily with our contiguous agencies and in addition to saving taxpayer's money, *it works very well*. Locally we continue to work very close with the Post Falls Police Department, the Sheriff's Department and Coeur d' Alene Police and KCFR will continue as the lead organization for the Region 1 HazMat Team.

KCFR staff will continue to explore local regional partnerships where it makes sense to do so. We continued to work with Spokane Valley Fire Department towards mutual aid along Interstate 90 and the State Line area. Spokane Valley has expressed interest in incident support for wildland fires utilizing the tender and brush truck resource we have via the Joint Wildland Task Force was implemented in 2015 for major wildland fires in Spokane County.

Community Support

District members worked throughout the year to raise money and collect food for citizens in need. Activities such as the annual "Candy Cane Run", "Soup Off", "Christmas for All", Holidays & Heroes and several fund raising efforts for local charitable organizations defines what the District and its members are all about; service and taking care of our community. It is worth noting that a number of District staff participates in the community outside their regular work. They belong to civic organizations, the Urban Renewal Agency, Senior Center, and the Post Falls Food Bank.

A look at 2017...Our vision and objectives are clear...

- Uphold public trust through accountability to ourselves, our peers and those we serve
- Improve our service with investments in capital and personnel
- Remodel Station 3 – scheduled for completion March 2017

- Conduct Academy 2017-2 with six (6) new recruit Firefighter/EMT's; May 2017.
- Remodel Station 2 – scheduled for completion July 2017
- Add one (1) Administrative Staff Support position; February 2017
- Celebrate promotions to Lieutenant and Engineer for the opening of Station 2
- Open Station 2 to better serve the west side of Post Falls and the south Stateline area; July 2017
- Advance our Rescue Task Force concept for active shooters with local law enforcement
- Improve data collection to improve analysis of services provided

I know you are as proud of our personnel as I am, and I am honored to be the District's Fire Chief. Thank you for taking the time to read this report and please do not hesitate to contact me if you have any questions

Respectfully submitted,

Warren A. Merritt, Fire Chief