

**Kitsap County Fire District  
18/Poulsbo  
*2011 Annual Report  
of Service Level Objectives***



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**INTRODUCTION:**

The Revised Code of Washington (RCW) 52.33 requires substantially career fire districts to adopt and annually report response time objectives for certain services. The purpose of this legislation is to measure the time it takes for the first emergency response unit to arrive at a fire before flashover or to an emergency medical incident to prevent brain death. This is critical to the survivability of the patient and the reduction of fire losses in the interest of public safety and welfare. It is also critical for emergency responders to arrive as fast as possible to reduce the impact of disabling injuries and disease process's from incidents like head injuries, strokes, heart attacks, or diabetic problems. The District, through a resolution of the Board of Fire Commissioners, has adopted service level objective goals in Policy 1004. This report reviews the District's performance in achieving these goals during year 2011.

## **DEFINITIONS**

**"Advanced life support"**- functional provision of advanced airway management, including intubation, advanced cardiac monitoring, manual defibrillation, establishment and maintenance of intravenous access, and drug therapy.

**"Aircraft rescue and firefighting"**- the firefighting actions taken to rescue persons and to control or extinguish fire involving or adjacent to aircraft on the ground.

**"Alarm Priority 1 Event"**- Imminent Life Risk, Critical Incident. Time critical incidents where speed of arrival is likely a matter of life or death. Incidents like Cardiac Arrest, Respiratory Arrest, Structure Fires, fires with exposure and Rescue Calls.

**"Alarm Priority 2 Event"**- Serious Life or Significant Property Loss Risk, Urgent Incident. Calls which demand immediate service to mitigate a serious, but not imminent life risk or significant property risk. Incidents that could become a Priority 1 if not dealt with promptly. Fire/EMS examples of Priority 2 calls include ALS responses, etc.

**"Area Classifications"**- geographic areas defined by their risk classification according to population density and other as-built characteristics.

**"Area Classification-Suburban"**- refers to an incorporated or unincorporated area with a population density of 1,000 to 2,000 people per square mile. In Growth Management Areas, this designation includes areas are classified as urban and urban growth areas.

**"Area Classification-Rural"**- refers to an incorporated or unincorporated area with a population density of less than 1,000 people per square mile.

**"Brain death"**- defined by the American Heart Association means the irreversible death of brain cells that begins four to six minutes after cardiac arrest.

**"Fire department"**- a fire protection district responsible for firefighting actions, emergency medical services, and other special operations in a specified geographic area.

**"Fire suppression"**- the activities involved in controlling and extinguishing fires".

**"First responder"**- the provision of initial assessment and basic first-aid intervention, including cardiac pulmonary resuscitation and automatic external defibrillator capability.

**"Flash-over"**- defined by the National Institute of Standards and Technology as when all combustibles in a room burst into flame and the fire spreads rapidly.

**“Fractal”**- a measure that utilizes a percentage of total alarms to define the service level measurements of turnout and travel times. Time based data is listed from the least amount of time utilized to the longest length of time. A 90% fractal would be the time data for 90% or less of the incidents.

**“Full First Alarm Assignment”**- The total number and type of response units and personnel assigned to mitigate an emergency. The number and types of units is determined by the probable size and complexity of occurrence and a task analysis of the needed resources to mitigate the emergency.

**Geographic Designation “Fire Management Zone(s)” (FMZ)**- the smallest defined geographic area within the District classified into a density and risk category, to organize and analyze response and risk information, and to assign specific resource response risks to given emergency types.

**Geographic Designation “Station Response Area”**- defines the closest District station to all geographic areas within the District.

**"Marine rescue and firefighting"**- the firefighting actions taken to prevent, control, or extinguish fire involved in or adjacent to a marine vessel and the rescue actions for occupants using normal and emergency routes for egress.

**“Percentage of Use”**- Defines the percent of overall time an individual unit is committed to emergency response delivery. If units are cross staffed, both response units are calculated as one. The formula for deriving this benchmark is: Total time for unit/ total time for one year.

**"Response time"**- the time immediately following the turnout time that begins when units are en route to the emergency incident and ends when units arrive at the scene.

**"Special operations"**- those emergency incidents to which the fire department responds that require specific and advanced training and specialized tools and equipment.

**“Station reliability”**- The percentage of alarms where the first arriving unit is from the closest station. The formula for this benchmark is total 1 & 2 alarms served by first due station units/total priority 1 & 2 alarms.

**"Turnout time"**- the time beginning when units receive notification of the emergency to the beginning point of response time.

**“Unit Staffing - staffed”**- A response unit that is staffed during a specified period of time by at least two responders.

**“Unit Staffing - cross staffed”**- Multiple response units that are assigned to one station and staffed by one team. When an alarm is dispatched, the team responds with the most appropriate unit leaving the other response unit unstaffed at the station.

**“Unit Staffing- flex staffing”** staffing a station when staffing resources are available and minimum staffed positions are filled. When staffing resources are not available, the station may be staffed by volunteers responding from home or the station.

**SERVICE DELIVERY CENTERS:**

Fire Departments by nature of their service are geographically organized utilizing Fire Stations as service delivery centers. The District has the following stations with their corresponding risk information:

**Station-71: 911 NE Liberty Road- Headquarters Station-** Staffed engine/medic unit.

ESZ	Division	Area	Road Miles	2010 Population	2010 Pop/SqMi	# Parcels	Taxable Value
	Division 71 Totals	17.63	91.07	11613	659	5040	\$1,516,835,352

**Station-72: 28882 Faulkner Road- Surfrest Neighborhood-** Flex staffed. When staffed, an engine and aid unit is cross staffed. When no staffing is available, the Shift Battalion Chief may be assigned to the station.

ESZ	Division	Area	Road Miles	2010 Population	2010 Pop/SqMi	# Parcels	Taxable Value
	Division 72 Totals	11.08	38.50	3515	317	1908	\$565,354,186

**Station-73: 1863 NE Pacific Avenue – Keyport-** Volunteer Staffed Station.

ESZ	Division	Area	Road Miles	2010 Population	2010 Pop/SqMi	# Parcels	Taxable Value
	Division 73 Totals	3.78	28.81	2924	774	1421	\$435,881,417

**Station-77: 1305 Pioneer Hill – West Poulsbo-** Cross staffed engine/medic unit.

ESZ	Division	Area	Road Miles	2010 Population	2010 Pop/SqMi	# Parcels	Market Value	Taxable Value
	Division 77 Totals	11.13	71.08	6542	588	2928	\$965,115,545	\$915,888,061

**Totals for District**

ESZ	Division	Area	Road Miles	2010 Population	2010 Pop/SqMi	# Parcels	Market Value	Taxable Value
	Totals	43.61	229.46	24594.00	564	11297	\$3,712,972,985	\$3,433,959,016

**EMERGENCY RESPONSE BREAKDOWN AND TOTALS IN 2011:**

The general emergency alarm information for emergency response requests in Kitsap County Fire District 18 are outlined below. This information is presented in the same format as the monthly “Operations Report” provided to the Board of Fire Commissioners.

**2011 Yearly Operations Incident Review**

INCIDENT BREAKDOWN BY TYPE, BY STATION, TOTALS AND PERCENTAGES:															
Station - 71			Station - 72			Station - 73			Station - 77			Totals	%		
Fire Calls	30		Fire Calls	6		Fire Calls	11		Fire Calls	17		64	2%		
EMS/Rescue	1336		EMS/Rescue	152		EMS/Rescue	134		EMS/Rescue	406		2028	66%		
Hazardous Condition	48		Hazardous Condition	13		Hazardous Condition	2		Hazardous Condition	20		83	3%		
Service Call	232		Service Call	36		Service Call	24		Service Call	69		361	12%		
Good Intent	195		Good Intent	34		Good Intent	48		Good Intent	92		369	12%		
False Call	90		False Call	11		False Call	7		False Call	35		143	5%		
Blank/Invalid/Other	10		Blank/Invalid/Other	1		Blank/Invalid/Other	5		Blank/Invalid/Other	3		19	1%		
<b>First Due:</b>	<b>1941</b>	<b>63%</b>	<b>First Due:</b>	<b>253</b>	<b>8%</b>	<b>First Due:</b>	<b>231</b>	<b>8%</b>	<b>First Due:</b>	<b>642</b>	<b>21%</b>	<b>3067</b>	<b>100%</b>		
STATION UNIT ACTIVITY:															
Station - 71			Station - 72			Station - 73			Station - 77			Totals			
Aid-71	119		Aid-72	400		Aid-73	3		Aid-77	113		635			
Medic-71	1558		Medic-72	10					Medic-77	1096		2664			
Engine-71	2168		Engine-72	50		Engine-73	5		Engine-77	242		2465			
Tender-71	50								Tender-77	24		74			
Marine-71	0											0			
D/C 71	419											419			
Brush 71	0											0			
<b>Totals</b>	<b>4314</b>	<b>69%</b>	<b>Totals</b>	<b>460</b>	<b>7%</b>	<b>Totals</b>	<b>8</b>	<b>0%</b>	<b>Totals</b>	<b>1475</b>	<b>24%</b>	<b>6257</b>			
TOTAL CALL BREAKDOWN EMS (PRIORITY EVENTS):											MUTUAL-AID BREAKDOWN:				
EMS Breakdown			Suburban				90% Fractal Turnout and Travel				Mutual - Aid		Recd	Given	Total
BLS	1104	45%	Priority 1& 2 Events	1321			2:16	7:31	Central Kitsap Fire	86	8	94			
ALS	1334	55%				Mean Average	1:08	3:25	Bainbridge Island Fire	14	43	57			
Total	2438	100%							North Kitsap Fire	160	190	350			
TRANSPORTS:			Rural				90% Fractal Turnout and Travel								
BLS	782	49%	Priority 1& 2 Events	1060			2:16	11:56	Navy Region N/W	95	42	137			
ALS	802	51%				Mean Average	1:15	6:51	Port Ludlow Fire	5	3	8			
Total	1584	100%													
Previous Year Tx	1567								<b>Total</b>	360	286	646			
Total Dollar Loss			\$2,197,130.00							<b>56%</b>	<b>44%</b>	<b>100%</b>			

**Incident Breakdown by Type, Station, Totals, and Percentages:**

Incident information is organized on the basis of a station’s response area. All alarms are categorized by the type of incident found when responders arrived on the scene of an emergency. This categorization may be different than the incident type initially dispatched.

**Fire-** Includes fires that are extinguished before arrival and gas vapor explosions.

**EMS/Rescue-** Includes medical assist, emergency medical incidents, lock in, search for lost person, extrication, water and ice related rescue, standby, and other related events.

**Hazardous Condition-** Includes events dealing with flammable liquid spills, chemical releases, radioactive releases, electrical wiring issues, biological hazards, and explosives and bomb removal.



**Service Calls-** Includes events dealing with persons in distress like ring removal and locked vehicles, water problems, smoke removal, animal problems or rescue, public agency assists, unauthorized burning, and cover assignments and move ups.

**Good Intent-** Includes cancelled en-route, wrong locations, authorized controlled burning, steam or gas mistaken for smoke, EMS events where a non-fire service agency transported, and hazmat release investigation-nothing found.

**False Call-** Includes fire alarm activations, bomb scares, system malfunctions, sprinkler system activation with no fire, and biohazard scare.

**Other-** Includes severe weather, and natural disasters and citizen complaints.

**Station Unit Activity:**

This data reflects the activity of each unit assigned to a station regardless of the location that the event occurred.

**EMS Breakdown:**

Reports the number of emergency medical calls based upon the dispatch type, how many of those calls were transports and the level of medical care needed for that specific medical illness or injury.

### **TIME- THE CRITICAL FACTOR**

For emergency response to be effective, interventions must occur within identified time frames in order to create the most opportunity to save lives and property. Generally speaking, the faster the intervention the more positive the outcome. The arrival of first responders with automatic external defibrillator capability before the onset of brain death or the arrival of adequate fire suppression resources before flashover are time critical events during the mitigation of an emergency, which is in the best interest of the public (RCW 52.33.010). The arrival time of properly trained and equipped personnel is the single most significant factor in reducing the impact of serious emergencies.

**Medical Emergencies / Cardiac arrest:** According to the American Heart Association, irreversible brain death begins within four to six minutes after cardiac arrest.

**Fire Suppression / Flashover:** The national average for a fire to generate enough heat to ignite the contents of a room and cause flashover is approximately eight minutes. When a flashover occurs, the fire rapidly spreads into adjoining rooms which can cause occupant injury and/or deaths to increase dramatically. In addition, the property dollar-loss may increase due to the increased fire spread.

## **CASCADE OF EVENTS**

To determine response effectiveness: the overall “Response Time” is divided into incremental categories to identify areas where performance can be enhanced. Through critical analysis evaluating the Cascade of Events, an Action Plan (Page 12) can be implemented to improve overall response times.

The following time-stamps are used to analyze the efficiency and effectiveness of the 9-1-1 dispatch center (CenCom) and Kitsap County Fire District 18/Poulsbo’s emergency response:

- The discovery of the emergency
- First ring to the 9-1-1 dispatch center
- Phone picked up by the dispatch center
- Dispatch center enters the event into the system
- Information is dispatched to a fire station via radio and/or printer
  - **Time Stamp-Turnout Time**
- Apparatus initiates response, leaving their current location to the emergency
  - **Time Stamp-Response Time**
- First-due unit arrives on the scene
- Subsequent units arrive on the scene
  - **Time Stamp-Full First Alarm Assignment Response Time**
- Emergency is declared under control and situation returned to a state of normalcy
- Units leave scene and become available for next alarm

## **SERVICE LEVEL RESPONSE REPORTING**

This report reflects the performance of the District in relation to its service level objectives as directed in Policy 1004. All time based metrics are reported utilizing a 90% fractal measure; "N/A" indicates there were no calls of this nature in 2010.

	<b><u>Goal</u></b>	<b><u>Actual</u></b>
Turnout time:		
Priority 1 and 2 events	2 min	2:19 min
Fire events	2 min	2:41 min
Emergency Medical	1.5 min	1:37 min

Response time for the arrival of the **first arriving unit** for all priority 1 and 2 events.

Suburban	8 min	6:45 min
Rural	11 min	11:26 min

Response time for the arrival of the **first arriving engine company** at a fire suppression incident to include structural, wild-land, and vehicle.

Suburban	8 min	6:44 min
Rural	11 min	13:00min

Response time for the arrival of a **full first alarm assignment** at a fire suppression incident.

Suburban	14 min	8:37
Rural	18 min	15:41

Response time for the arrival of a unit with **first responder or higher level** capability at an emergency medical incident.

Suburban	8 min	7:44
Rural	11 min	12:05

Response time for the arrival of **an advanced life support unit** at an emergency medical incident.

Suburban	8 min	7:40
Rural	11 min	12:00

Response time for the arrival of the **first arriving unit** at a **special operations incident**.

Suburban	8 min	N/A
Rural	11 min	N/A

Response time for the arrival of a **technician level team** at a **special operations incident.**

Suburban	2 hours	N/A
Rural	2 hours	N/A

Response time for the arrival of the **first arriving unit** at a **Marine rescue or firefighting incident.**

Suburban	8 min	N/A
Rural	11 min	7:37

Response time for the arrival of the **first arriving unit** at an **Aircraft rescue and firefighting incident.**

Suburban	8 min	N/A
Rural	11 min	N/A

Response time for the arrival of the **first arriving unit** at a **hazardous materials incident.**

Suburban	8 min	4:16
Rural	11 min	N/A

Response time for the arrival of a **technician level team** at a **hazardous materials incident.**

Suburban	2 hours	N/A
Rural	2 hours	N/A

## 2011 RESPONSE DATA SUMMARY

<b><i>Turnout Time</i></b>	<b>Adopted</b>	<b>2011</b>	<b>Results</b>	<b>2010</b>	<b>2009</b>
Priority 1&2 Events	2:00	2:19	Failed	2:19	2:33
Fire	2:00	2:41	Failed	2:48	2:58
Medical	1:30	1:37	Failed	2:15	2:26

<b><i>Response Time</i></b>	<b>Adopted</b>	<b>2011</b>	<b>Results</b>	<b>2010</b>	<b>2009</b>
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### ***Suburban:***

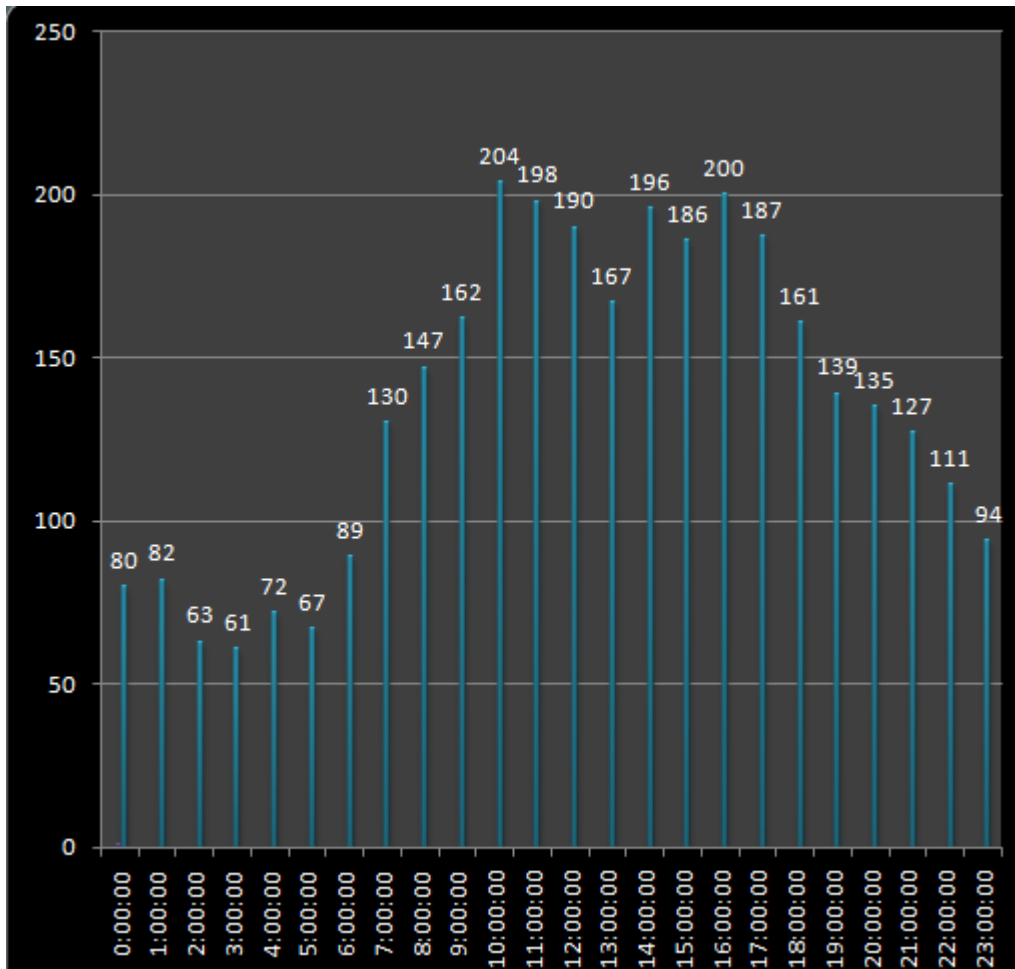
First Unit- Priority 1&2 Events	8:00	6:45	Passed	7:17	6:40
First Engine- Fire Event	8:00	6:44	Passed	3:18	6:45
Full First Alarm Assignment	14:00	8:37	Passed	12:36	12:49
BLS Unit- Medical Event	8:00	7:44	Passed	7:21	7:11
ALS Unit- Medical Event	8:00	7:40	Passed	6:51	7:17
First Unit- Special Ops	8:00	N/A	N/A	N/A	N/A
Tech. Team- Special Ops	2 hr	N/A	N/A	N/A	N/A
First Unit- Marine Event	8:00	N/A	N/A	N/A	N/A
First Unit- Aircraft Event	8:00	N/A	N/A	N/A	N/A
First Unit- Haz-Mat Event	8:00	4:16	Passed	N/A	8:19
Tech. Team- Haz-Mat	2 hrs	N/A	N/A	N/A	N/A

### ***Rural:***

First Unit- Priority 1&2 Events	11:00	11:26	Failed	12:42	10:23
First Engine- Fire Event	11:00	13:00	Failed	6:34	10:48
Full First Alarm Assignment	18:00	15:41	Passed	17:02	13:37
BLS Unit- Medical Event	11:00	12:05	Failed	12:08	10:59
ALS Unit- Medical Event	11:00	12:00	Failed	11:51	10:54
First Unit- Special Ops	11:00	N/A	N/A	N/A	9:18
Tech. Team- Special Ops	2 Hrs	N/A	N/A	N/A	N/A
First Unit- Marine Event	11:00	7:37	Passed	N/A	8:53
First Unit- Aircraft Event	11:00	N/A	N/A	N/A	N/A
First Unit at a Haz-Mat	11:00	N/A	N/A	N/A	N/A
Tech.Team- Haz-Mat	2 Hrs	N/A	N/A	N/A	N/A

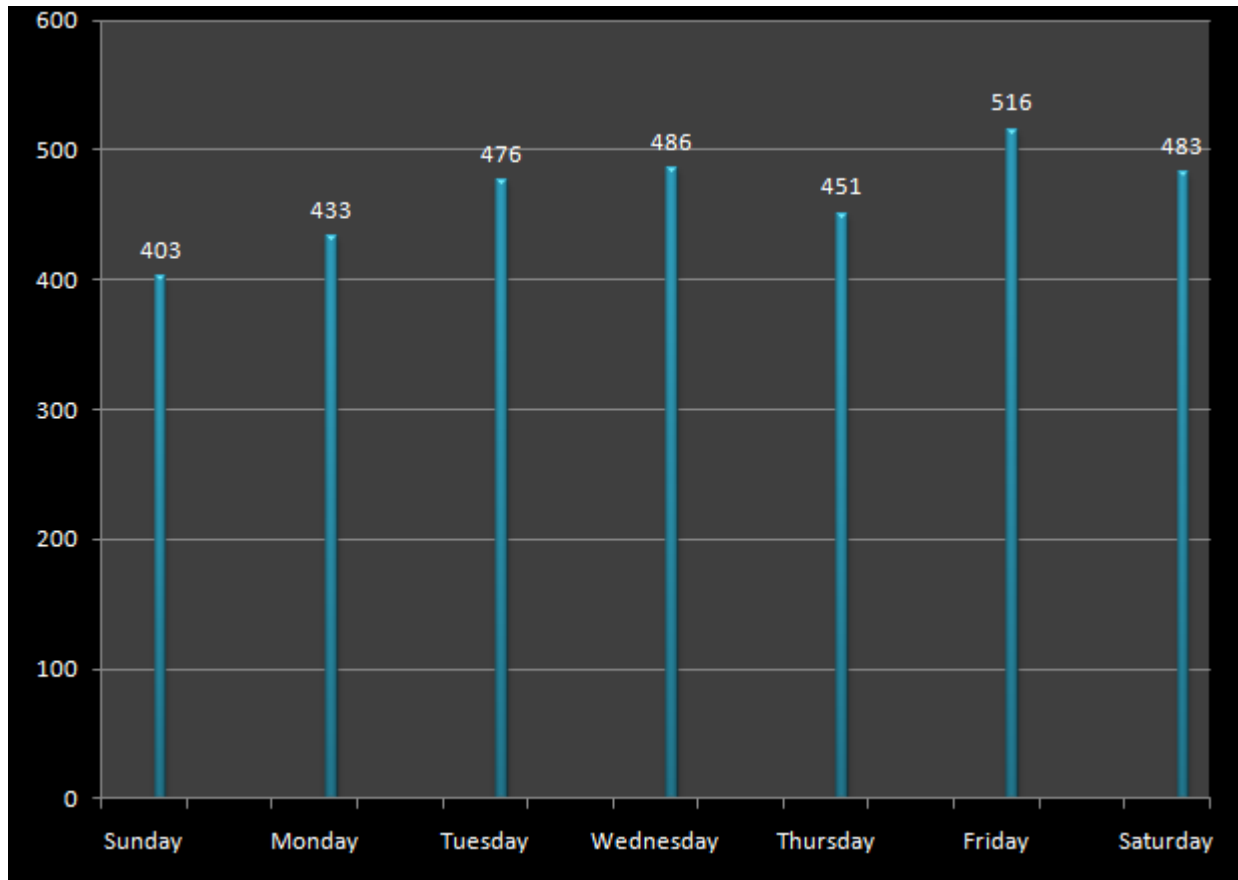
**EMERGENCY EVENT INFORMATION: TIME OF DAY, DAY OF WEEK, and MONTH OF YEAR:**

**Total Incidents by Time of Day**



The analysis of time of day produces results that are more pronounced than most fire agencies in the United States. Within the 12-hour period from 08:00 to 20:00, a total of 2212 alarms occurred resulting in 68.1% of all requests for service. Correspondingly, only 31.89% of events occur between 20:01 and 07:59.

## Incidents by Day of Week Total Incidents \*



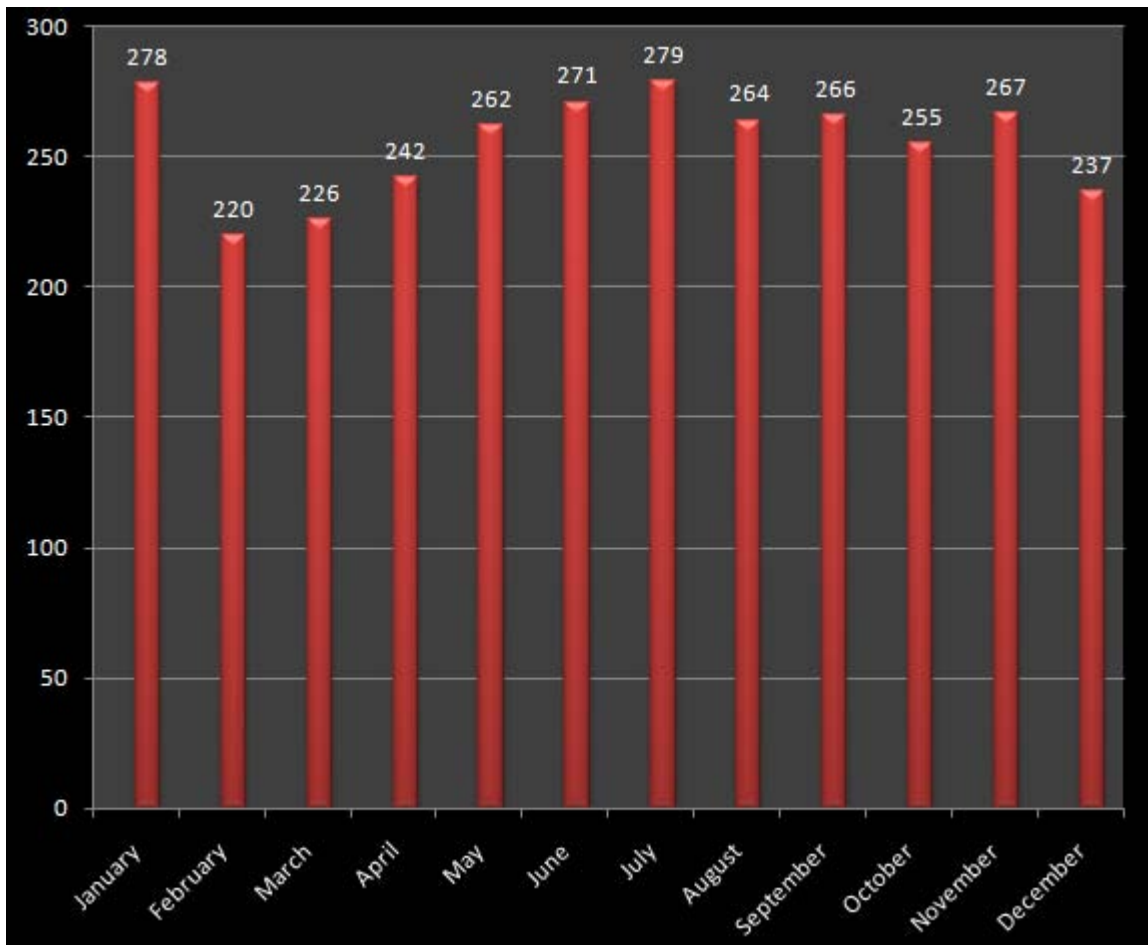
### Day of week identifies:

Sunday =	12.4%
Monday =	13.33%
Tuesday =	14.7%
Wednesday =	14.96%
Thursday =	13.88%
Friday =	15.88%
Saturday =	14.87%

A base probability for distribution is 14.28% per day. Tuesday, Wednesday, Friday, and Saturday are above this base with Friday having the most calls at 9.92 calls per day. Sunday has the lowest call volume at 403 calls for the year, 7.75 calls per day.



## Incidents by Month of Year Total Incidents



Month of year reflects a fairly even distribution with a slight increase into a peak in July slowly decreasing into December. November has a slight increase as did January because of storm activity impacting activity levels.

### **STATION RESPONSE TIMES:**

### Station Response Times Rural and Suburban-Priority 1&2 Events

<b>Risk Category</b>	<b>Rural</b>			<b>Suburban</b>		
<b>Year</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
<b>Station 71</b>	<b>11:22</b>	<b>10:40</b>	<b>8:49</b>	<b>7:03</b>	<b>7:23</b>	<b>6:05</b>
<b>Station 72</b>	<b>10:44</b>	<b>12:10</b>	<b>10:47</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Station 73</b>	<b>13:57</b>	<b>12:32</b>	<b>12:32</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Station 77</b>	<b>11:48</b>	<b>11:22</b>	<b>9:12</b>	<b>8:27</b>	<b>8:14</b>	<b>N/A</b>

Individual Station data reflects an increase in the rural travel times possibly caused by the flex staffing of station 72.

**CRITICAL EMERGENCY RESPONSE TIME TARGET DATA:**

The two performance targets identified throughout current response time literature as critical to outcomes includes the arrival of the first response unit to a cardiac arrest victim and the arrival of the first engine to a structure fire incident. The current literature suggests for cardiac arrest, a six minute or less travel time is essential and at structure fires, an eight minute or less travel time is needed. For 2010 the following data reflects the percentage of calls that these benchmark times were attained:

- Cardiac Arrest: 6 minutes 52% of the time.
- Structure Fire: 8 minutes 24% of the time.

## **PERCENTAGE OF USE and RELIABILITY FOR ALL APPARATUS and STATIONS:**

### **PERCENTAGE OF USE:**

This data reflects the amount of time an apparatus is out of service because of attending emergency alarms. The current literature reflects a 20% usage of total time for any emergency response vehicle will impact the crews ability to achieve training, station, maintenance, wellness, and other requirements. Some suggests that when nearing this point, concentration needs to increase by adding additional response units to the station.

#### 2011

E71	10.3%	E72	0.3%	E73	0.01%	E77	.88%
M71	17.3%	A72	3.8%	A73	0.03%	M77	11.14%
A71	1%					A77	1.2%

#### 2010

E71	9.7%	E72	0.03%	E73	0.5%	E77	.08%
M71	8.5%	A72	2.9%	A73	0.01%	M77	11.6%
A71	.13%					A77	.11%

### **PERCENTAGE OF RELIABILITY:**

The percentage was derived by identifying when a unit from the station response area where the call originates is the first unit on the scene. The percentage reflects how often this occurs. Analysis needs to occur to ensure the closest units are actually identified correctly as first due.

	<u>2011</u>	<u>2010</u>
Station 71	94.9%	80.1%
Station 72	51.8%	26%
Station 73	0%	0%
Station 77	57.4%	53.3%

### **MEAN AVERAGE OUT OF SERVICE TIME FOR EMS TRANSPORTS:**

The mean average out of service time for all transports was:

2011- 91 minutes.

2010- 91 minutes.

### **PREDICTABLE CONSEQUENCES**

The arrival of first responders with automatic external defibrillator capability before the onset of brain death and the arrival of adequate fire suppression resources before flashover are both time critical events during the mitigation of an emergency, and are in the best interest of the public (RCW 52.33.010).

Response analysis and literature suggests that the arrival time of properly trained and equipped personnel is the single most significant factor in reducing the impact of serious emergencies.

From an analysis of the District's annual reporting, the service levels and initial unit response times are beyond the six minutes for brain death and the eight minutes for flashover when utilizing the 90% fractal method. A conclusion may be drawn that a percentage of these alarms are not meeting national response recommendations. The data also reflects an extended time for a full first-alarm assignment to arrive at structure fires within recommended guidelines.

For those events with extended response times, there is an increased risk to life and property loss. Both fire and emergency medical response time deficiencies in the wrong circumstance could lead to the following results:

- *An increased risk to life safety for both the citizens and firefighters.*
- *Inability to intervene with Basic Life Support (BLS) and/or Advanced Life Support (ALS) measures prior to brain death.*
- *Inability to safely perform rescue and interior fire attack / suppression at industrial, commercial and residential structure fires prior to flashover.*
- *Potentially larger loss for industrial, commercial and residential structure fires.*

The District's chief officers and elected officials are reviewing methods to improve factors that reduce all stages of the Cascade of Events such as:

- *Analyzing trends for high call-volume areas.*
- *Reduced times for call answering and information gathering at the 9-1-1 dispatch center through cooperation with 9-1-1 officials at CenCom.*
- *Automatic mutual-aid agreements with local jurisdictions.*
- *Reduced turnout times for firefighters.*
- *Analyzing trends for locations of emergencies.*
- *Review of community growth patterns for future station locations.*

### **ACTION PLAN-2011**

- *Continued work with 9-1-1 (CenCom) officials to reduce call answering and information gathering times.*
- *Conduct an analysis of how to safely reduce turnout times.*
- *Review Station 73 response times. Determine if there are methods to reduce.*
- *Work with state and local officials regarding roads and access issues.*
- *Conduct an analysis of station response areas reflecting the closest station to respond to an incident with a focus on the station 71 and 77 border to assure reliability data is accurately portrayed.*
- *Evaluate the increase in travel time to rural designated areas.*

## **CLOSING STATEMENT**

This report is intended to keep the Board of Fire Commissioners and the citizens informed of the District's ability to meet its identified service level delivery objectives as well as to identify limitations for fire and EMS responses.

This annual report will be used to facilitate improvements within the confines of the revenue given to us by the public. We are committed to provide accurate and revealing data to keep both the Board of Commissioners and citizens we serve informed.

Respectfully submitted,

Daniel Olson, Fire Chief  
Kitsap County Fire District 18/Poulsbo