

City of Ketchum Fire Department

Two-part Study



*Part I: Value of Ketchum Fire
Department Resources to Other
Municipalities*



*Part II: Comprehensive Audit of
the Fire Department Since the 2006 Report*

Submitted by



December, 2013



McGrath Consulting Group, Inc.

P.O. Box 190

Wonder Lake, IL 60097

Office (815) 728-9111

Fax (815) 331-0215

Email tim@mcgrathconsulting.com

www.mcgrathconsulting.com

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Executive Summary

The reader of this study is encouraged to read this report in its entirety inasmuch as this executive summary section will only highlight the content, but not include the much needed detailed information supporting the consulting team's findings. The consultants had two main pertinent topics to concentrate on: one being to determine what has actually changed within the Ketchum Fire Department since the consolidation study of 2006; the second being to establish the actual cost of delivering fire protection services to other municipalities. It is only after extensive review of all data provided including departmental documents and reports, a thorough study of all interviews conducted on two separate site visits with stakeholders, department employees, and city officials that this comprehensive report is presented. This study has been compiled taking into consideration that the new data at times may be contradictory, incomplete, or possibly unsubstantiated. All attempts have been made to include the most up-to-date and accurate information provided to the consulting team and assurances are given that each consultant involved in this study worked with a "team" approach to develop well-researched and careful consideration of offered professional recommendations.

It was quite apparent during the information gathering process that there was a wide spectrum of opinions on an equally wide spectrum of fire department issues and problems. Among topics bringing the most discussion were the rank and file fire department members joining the International Association of Firefighters, the departmental leadership, as well as the City of Ketchum privatizing many other city departments.

The apparent contentious relationship created by departmental members joining the IAFF appears to have fostered an aura of mistrust among the rank and file membership toward the fire department leadership and the city administration. It was voiced by many that there is a feeling of non-support from both the fire department leadership as well as the city administration. While it was voiced by administration that they were in fact "blind-sided" by the unionization and had no knowledge about the local being formed until after the fact; they held no animosity nor had any plans to carry out any acts of retribution toward the firefighters union. In any event, a more open, honest line of dialogue needs to be implemented between the union and the departmental

leadership team. The overall direction of the department on a daily basis is at stake if this is not corrected.

The leadership of the department does appear to have some strong elements, but opening up lines of communication with the rank and file and working closer with the officer ranks is a must to convey this leadership to the department and to move forward in a positive, constructive manner. Among some of the recommendations are improving data collection and reporting systems to track departmental operations, training records, and human resource records. Working toward clarifying response time data with the Blaine County Dispatching Center (PSAP) is something that could assist with improving the quality and tracking of response times.

An area needing serious consideration is that of staffing. Considerable time and effort by the consultants was given within this section looking at all aspects of the KFD operations and the delivery of fire and EMS service. The variances stood out involving call volume when looking at the busier and slower times throughout the year and this was studied thoroughly. The recommendations to improve the availability of on-duty emergency staff to be prepared to handle these emergencies were carried out after careful consideration of all pertinent and related information. Various options and components are given in detail within this section. Along the same lines of staffing and personnel is the human resources section. Detailed within this section is a clear and concise compilation of recommendations necessary to adhere to, and administer current rules, regulations, and standards as they relate to employee/employer law. Found within this section are recommendations necessary to carry out what is needed to maintain and improve a quality HR management program within the City of Ketchum as it relates to the fire department.

Found within the training section are various recommendations to enhance and improve the quality of your training program as well as increasing the hours dedicated to this very important aspect within the KFD. These recommendations have been developed through the data and records review as well as the interview process and their effect on newly revised ISO requirements, recognized national standards, and for the overall safety and protection of the KFD members.

The fire prevention section concentrates on the definite need to enhance its overall fire prevention scope and activity level. The fire chief cannot continue to dedicate much needed time to carry out fire prevention duties and yet fulfill the duties of fire chief. Recommendations and options are fully detailed within the fire prevention section.

Under the fire stations section, it is fully detailed as to the serious need to replace the aging headquarters station facility with a new headquarters station. The new facility would encompass various necessities including, but not limited to, adequate living quarters, a training room/facility, and increased apparatus bay, storage, and office space. A thorough evaluation of all current facilities was conducted by the consulting team.

A complete and detailed evaluation as to the fiscal state of the Ketchum Fire Department was conducted by the consulting team. There have been positive improvements noted within the fiscal area since the 2006 study including an adjustment/increase in various fire prevention fees, an awarded SAFER Grant providing the funding for three additional firefighters, and the incorporation of a permanent line item within the budget to facilitate an apparatus replacement program. There is a lengthy and detailed list of recommendations to improve and enhance the current fiscal situation of the KFD located within the fiscal section. The importance of continuing to explore any and all aspects of funding a new headquarters fire station needs to be included within this section.

A thorough and detailed review of all aspects in determining the cost of delivering fire service to Sun Valley was carried out and is detailed within this report. The consultants studied and considered the various components necessary in coming up with a fair and accurate figure.

Introduction

McGrath Consulting Group, Inc. was commissioned by the City of Ketchum to conduct a two-part project: First, to place a quantifiable value of the Ketchum Fire Department resources to other municipalities. The purpose of this request was to ensure equality of services provided and received by the City of Ketchum. Second, was to conduct a comprehensive audit of the fire department since the 2006 report. This audit would be inclusive of all activities of the fire department and each section would highlight significant changes noted in the two audits.

This report is divided into two sections:

- Part 1 – Determining the value of Ketchum Fire Department resources to other municipalities.
- Part 2 – Update of the 2006 audit of Ketchum Fire Department

Part 1 – Determining Value

The City of Ketchum, through an agreement with the Blaine County Ambulance District, provides emergency medical services (EMS) to the City of Sun Valley and northern Blaine County. Thus, the question was posed as to whether the City of Ketchum should extend this protection and provide fire services to the City of Sun Valley through a contractual agreement. If such an arrangement were to occur, as well as evaluate the equality of service delivered to other communities, it would be prudent to understand the cost of service delivery. Whether or not services are extended to Sun Valley, the City is doing its due diligence in ensuring that the City resources are best utilized.

Although historically the Ketchum Fire Department and Sun Valley Fire Department have had a close working relationship, the strongest partnership is between the firefighters who serve each community. This group of firefighters has formed the Ketchum/Sun Valley Volunteer Firefighters Association which functions as a fundraising/social group. The relationship between the governing bodies of the two Cities is less congenial. It was this consulting firm that in 2006 recommended a consolidation between the two service providers; a recommendation that was not enacted by either governing body.

The Mayor and Fire Chief of Ketchum are concerned about the equality of service being provided by Ketchum to the City Sun Valley. This concern has been manifested through the number of calls in which the City of Ketchum is the ‘first in’ engine on fire calls within the City of Sun Valley; the number of incidents that are mitigated prior to arrival of Sun Valley apparatus; and the perceived level of training and experience of the Sun Valley firefighting crews.

McGrath Consulting is not, however, conducting an audit of the Sun Valley Fire Department, therefore, the concerns about the skill level of its members cannot be justified. What can be said is that through the 2006 study, the two departments were structured and staffed very differently. Also, the City of Ketchum, fire department leadership, and members of the Ketchum Fire Department have a very strong perception of the skill and experience level of Sun Valley firefighters.

As of the writing of this report, the two departments still share jointly owned apparatus, which consists of a ladder truck and communication truck. Recently, the consultants were told that Sun Valley has purchased a new aerial apparatus without discussion with the City of Ketchum. If true, it would appear that Sun Valley desires its own aerial apparatus; a decision not supported by the consultants. The two Cities still provide immediate response to each other for actual fires. The benefits of a close working relationship between the Cities is the provision of more effective and efficient service for the citizens, cost savings for both communities, and more importantly – greater safety for the service providers.

In order for a contractual agreement to work, the relationship between the two Cities needs to be addressed. Past wrongs, perceptions, attitudes, and hidden agendas need to be laid aside and open communication between the parties needs to occur. What is at stake is far greater than money – it’s the safety of those needing the service and those providing it.

Establishing a Value

There is no lack of documentation as to the best method for determining what a cost of a call is. The consultants have researched Executive Fire Officers Program (EFOP) papers from the National Fire Academy (NFA); in fact, one of the consultants is a current faculty member of the NFA. Although this section will focus on the quantitative value of service, there is also an equally important qualitative aspect. Regardless of what methodology is utilized to determine a dollar value, it will be challenged inasmuch as there are as many theories to determining value as there are methods.

Budget / Call

This is a common method utilized by many to determine the cost (value) of providing a call. However, a fire department budget contains many items that could be questioned. One might argue if it is in the department's budget it is a cost of doing business; others would argue that only the actual operational budget accounts best represents what a call costs. The consultants' research led them to the second (operational budget) approach.

The consultants obtained the fire budget, actual amounts, ambulance budget, and ambulance actual, and the operational budget for the Ketchum Fire Department for the study period of five years. The Budget Item list was reviewed by the Fire Chief to ensure that it best represents the actual operational cost of the City's fire department. The figures are illustrated in the table below:

Table 1: FD Operational Budget 2010 - 2012

Budget Item	2009-10				2010-11				2011-12			
	Fire Budget	Fire Actual	Amb Budget	Amb Actual	Fire Budget	Fire Actual	Amb Budget	Amb Actual	Fire Budget	Fire Actual	Amb Budget	Amb Actual
Salaries	\$286,696	\$286,589	\$425,250	\$424,811	\$291,594	\$293,122	\$432,124	\$434,314	\$291,598	\$278,842	\$432,130	\$412,676
POC Wages	\$70,000	\$62,785	\$70,000	\$59,671	\$65,000	\$51,824	\$65,000	\$55,724	\$70,000	\$89,911	\$70,000	\$89,939
Stipend			\$32,160	\$32,160			\$32,160	\$32,160			\$32,160	\$29,145
OT	\$12,000	\$6,079	\$12,000	\$9,118	\$8,000	\$7,671	\$14,000	\$11,507	\$8,000	\$9,124	\$14,000	\$13,686
FICA	\$21,933	\$26,236	\$32,531	\$38,724	\$22,307	\$26,056	\$33,058	\$39,385	\$23,585	\$28,165	\$34,974	\$40,578
State Retire	\$825	\$1,163	\$825	\$1,163	\$1,118	\$1,145	\$1,118	\$1,102	\$1,118	\$1,173	\$1,118	\$1,176
PERSI	\$77,680	\$79,135	\$116,437	\$127,695	\$79,288	\$81,182	\$118,931	\$130,810	\$84,000	\$77,870	\$126,000	\$124,939
POC 457	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Worker Comp	\$7,166	\$8,167	\$10,712	\$12,229	\$7,494	\$9,374	\$11,189	\$14,014	\$8,564	\$11,389	\$12,800	\$17,051
Health Care	\$45,984	\$47,686	\$67,464	\$70,409	\$61,507	\$57,159	\$90,839	\$84,460	\$63,404	\$55,220	\$93,694	\$81,480
HRA	\$8,872	\$5,394	\$13,069	\$8,046	\$7,305	\$7,118	\$10,798	\$10,111	\$6,397	\$6,030	\$9,456	\$8,623
Dental	\$1,956	\$2,070	\$2,881	\$3,059	\$2,133	\$2,511	\$3,154	\$3,707	\$2,809	\$2,511	\$4,153	\$3,702
Vision	\$664	\$710	\$979	\$1,066	\$1,609	\$308	\$2,379	\$463	\$1,458	\$1,710	\$2,155	\$2,565
POC Work Comp	\$0	\$2,414	\$0	\$2,414	\$2,500	\$2,353	\$2,500	\$2,353	\$0	\$2,353	\$0	\$2,353
EMS	\$0	\$1,226	\$0	\$1,226	\$1,000	\$110	\$1,000	\$110	\$0	\$243	\$0	\$243
HRA Admin					\$0	\$302	\$0	\$446	\$0	\$0	\$0	\$0
Disability	\$1,261	\$1,254	\$1,871	\$1,863	\$1,283	\$1,272	\$1,901	\$1,890	\$1,283	\$1,208	\$1,901	\$1,794
Sick Payout	\$14,806	\$0	\$22,028	\$0	\$13,374	\$0	\$19,883	\$0	\$18,056	\$698	\$26,748	\$1,048
Vaca Ct Payout	\$0	\$0	\$0	\$0	\$0	\$192	\$0	\$288	\$0	\$1,572	\$0	\$2,358
Housing					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unemployment	\$0	\$2,462	\$0	\$2,462	\$3,724	\$2,946	\$5,455	\$2,946	\$3,850	\$176	\$5,641	\$176
Performance Award	\$3,000	\$1,960	\$3,000	\$1,793	\$2,500	\$1,467	\$3,000	\$1,467	\$2,500	\$1,822	\$3,000	\$1,822
Op Sup	\$17,800	\$29,757	\$26,500	\$28,271	\$18,000	\$14,582	\$30,000	\$36,866	\$15,000	\$18,304	\$30,000	\$43,862
Fuel/Oil	\$7,000	\$5,789	\$5,000	\$7,415	\$5,500	\$5,167	\$6,000	\$9,447	\$6,000	\$5,891	\$9,000	\$7,582
Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Budget Item	2009-10				2010-11				2011-12			
	Fire Budget	Fire Actual	Amb Budget	Amb Actual	Fire Budget	Fire Actual	Amb Budget	Amb Actual	Fire Budget	Fire Actual	Amb Budget	Amb Actual
Pro Services	\$500	\$4,245	\$500	\$4,360	\$500	\$1,405	\$500	\$1,304	\$500	\$745	\$500	\$6,033
Training	\$8,378	\$3,309	\$7,164	\$8,000	\$7,000	\$7,478	\$7,000	\$7,695	\$12,000	\$12,373	\$12,000	\$8,966
Chief Train	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$330	\$500	\$330
Asst Chief Train	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$1,387	\$500	\$670
Avalanche Train			\$3,000	\$3,000			\$3,000	\$3,000			\$3,000	\$3,000
Tuition Reimburse	\$0	\$0	\$0	\$0								
Tele/Comm	\$2,000	\$3,041	\$2,400	\$3,858	\$2,000	\$3,429	\$3,000	\$4,217	\$4,500	\$3,109	\$5,500	\$3,410
Repair Bldg					\$1,000	\$2,101	\$1,000	\$2,137	\$34,000	\$27,583	\$34,000	\$31,669
Repair Auto	\$7,000	\$17,489	\$6,000	\$7,212	\$9,000	\$10,481	\$6,500	\$5,387	\$4,500	\$24,689	\$6,500	\$4,628
Repair Equip	\$1,000	\$4,366	\$3,500	\$3,570	\$7,000	\$2,133	\$5,000	\$2,326	\$5,000	\$4,592	\$5,000	\$1,950
Other purchased	\$1,000	\$1,129	\$1,000	\$1,129	\$1,000	\$4,587	\$1,500	\$1,902	\$4,000	\$5,134	\$4,000	\$4,517
Auto Equip	\$0	\$0	\$0	\$0	\$0				\$0	\$0		
Other Capital	\$0	\$0	\$500	\$0	\$1,400	\$1,748	\$1,500	\$1,265	\$1,000	\$0	\$0	\$0
Lease	\$55,859	\$55,859			\$55,859	\$55,859	\$0	\$0	\$0	\$0		
Capital Trans									\$56,000	\$56,000		
Contingency					\$13,980	\$0	\$18,541		\$14,493	\$0	\$20,366	\$0
Total	\$658,380	\$665,314	\$871,771	\$869,724	\$698,975	\$660,082	\$937,030	\$907,803	\$749,615	\$735,154	\$1,005,796	\$956,971

Calculating Cost per Call

From the table above, if the actual fire and actual ambulance budget figures are combined, the total represents the fire department's operational budget.

From this operational budget figure, the consultants can illustrate the cost per call in two formats: first, the operational budget divided by total calls; second, operational budget minus the revenue offset from ambulance calls (revenue provided was \$875.00/call) yielding a cost per call minus any revenue obtained from that call divided by total calls.

Table 2: Two Methods - Cost per Call Calculation

Fiscal Year	Budget	Total Calls	Ambulance Calls	Cost Per Call	Revenue Offset	Cost Per Call
2008-2009	\$1,393,812.00	864	591	\$1,613.21	\$517,125.00	\$1,014.68
2009-2010	\$1,535,038.00	770	478	\$1,993.56	\$418,250.00	\$1,450.37
2010-2011	\$1,567,885.00	852	607	\$1,840.24	\$531,125.00	\$1,216.85
2011-2012	\$1,692,125.00	873	623	\$1,938.29	\$545,125.00	\$1,313.86
2012-2013	\$1,975,932.00	867	613	\$2,279.04	\$536,375.00	\$1,660.39
Average	\$1,632,958.40	845	582	\$1,932.87	\$509,600.00	\$1,331.23

* Fiscal year 2012-2013 is budgeted not actual figures

Therefore, if the City were to take a five-year average, the cost per call without consideration to the revenue generated would be \$1,932.87. If the revenue generated were used to offset the cost per call, the average for the five years would be \$1,331.23.

Fire District Operational Budget

The cost per call calculated above, only represents costs funded by the City of Ketchum does not include the Ketchum Rural Fire Department budget. One might argue that the operational costs of the District must be added in the calculation to provide a more accurate figure in calculating the actual cost per call.

Table 3: District Operational Budget 2008 -2012

Budget Item	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Bond Debt Service	\$70,000.00	\$70,000.00	\$75,000.00	\$80,000.00	\$80,000.00
Interest Expense - Bond	\$32,175.00	\$29,025.00	\$25,763.00	\$22,275.00	\$22,275.00
Admin Charge - Bond	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Grant Expenses	\$0.00	\$0.00	\$0.00	\$10,000.00	\$10,000.00
Legal Expense	\$1,000.00	\$1,000.00	\$1,000.00	\$500.00	\$500.00
Accounting	\$10,000.00	\$10,500.00	\$13,000.00	\$12,000.00	\$12,000.00
Consulting Fees	\$1,000.00	\$1,000.00	\$600.00	\$500.00	\$0.00
Treasures Bond	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Dues and Subscriptions	\$1,700.00	\$1,530.00	\$1,000.00	\$0.00	\$1,500.00
Travel	\$500.00	\$500.00	\$500.00	\$0.00	\$0.00
Aerial Contract Disbursements	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$3,000.00
Annual Audit	\$5,250.00	\$5,880.00	\$6,174.00	\$6,100.00	\$6,100.00
Alarm Fees	\$575.00	\$575.00	\$604.00	\$552.00	\$604.00
Telephone	\$3,500.00	\$2,100.00	\$2,000.00	\$1,500.00	\$1,500.00
Pump Testing	\$450.00	\$600.00	\$800.00	\$900.00	\$1,000.00
Hose Testing	\$2,400.00	\$2,750.00	\$3,000.00	\$3,000.00	\$3,500.00
Communications	\$0.00	\$0.00	\$0.00	\$12,000.00	\$15,000.00
Mobile Phones	\$450.00	\$450.00	\$250.00	\$250.00	\$350.00
Electricity	\$8,675.00	\$9,545.00	\$10,000.00	\$10,000.00	\$10,000.00
Gas - Heating	\$9,438.00	\$11,326.00	\$12,000.00	\$11,000.00	\$12,000.00
Snow Removal	\$3,000.00	\$3,900.00	\$4,500.00	\$4,500.00	\$1,500.00
Vehicle/Equip Maintenance	\$9,000.00	\$10,800.00	\$29,000.00	\$32,000.00	\$16,000.00
Building Maintenance	\$8,000.00	\$11,200.00	\$12,000.00	\$10,000.00	\$17,167.00
Landscaping	\$9,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
Training Center	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies and Gasoline	\$19,000.00	\$19,000.00	\$14,107.00	\$16,500.00	\$16,500.00
Total	\$202,313.00	\$204,881.00	\$224,498.00	\$246,777.00	\$237,696.00

Cost per Call – City & Fire District

The cost per call combining the City’s and Fire District’s operational budget is illustrated in the table below:

Table 4: Cost per Call - City and Fire District Budgets

Fiscal Year	Budget	Total Calls	Ambulance Calls	Cost Per Call	Revenue Offset	Cost Per Call
2008-2009	\$1,596,125.00	864	591	\$1,847.37	\$517,125.00	\$1,248.84
2009-2010	\$1,739,919.00	770	478	\$2,259.64	\$418,250.00	\$1,716.45
2010-2011	\$1,792,383.00	852	607	\$2,103.74	\$531,125.00	\$1,480.35

Fiscal Year	Budget	Total Calls	Ambulance Calls	Cost Per Call	Revenue Offset	Cost Per Call
2011-2012	\$1,938,902.00	873	623	\$2,220.96	\$545,125.00	\$1,596.54
2012-2013	\$2,213,628.00	867	613	\$2,553.20	\$536,375.00	\$1,934.55
Average	\$1,856,191.40	845	582	\$2,196.98	\$509,600.00	\$1,595.35

From the costing methods described, the consultants feel that the combined operational budgets of the City and Fire District along with the revenue offset (ambulance billing), averaged over a five-year period is the most accurate cost calculation. Therefore, the cost per call for the Ketchum Fire Department is **\$1,595.35**.

Example – Sun Valley

For example, if the City of Sun Valley were to engage in a contractual agreement for fire/EMS services with the City of Ketchum, the following data illustrates the number of responses to Sun Valley for 2010 and 2012. Due to some data issues, the department was unable to provide a breakdown of calls in 2011 as to fire or EMS.

Table 5: Emergency Responses to Sun Valley 2010 & 2012

2010			2012		
EMS	Fire	2010 Total	EMS	Fire	2012 Total
106	8	114	83	2	85

The data indicates that the average for the two years is 99.5 emergency responses provided to Sun Valley. If Sun Valley were to pay on a per call basis, the costs would be $\$1,595.35 \times 99.5 =$ **\$158,736.94**.

The consultants were asked to determine the cost (value) of the Ketchum resources (fire/EMS personnel and apparatus) to other municipalities. The methodology utilized addresses just that issue, and does not address service levels or additional resources and their associated costs to the City of Ketchum. The arrangement with the Ketchum Fire District and with the Blaine County Ambulance District provides a cost-offset of operating the Ketchum Fire Department. In order to accomplish a similar contractual agreement with the City of Sun Valley, the initial effort must be to establish a better relationship between the leadership of both communities. Citizens of the both areas will benefit from such an effort.

Part 2 – Updated Audit of Ketchum Fire Department

McGrath Consulting Group, Inc. was commissioned by the City of Ketchum, Idaho to conduct an update of the audit of the Ketchum Fire Department. The initial audit was conducted in 2006 as part of a consolidation study between the City of Ketchum and the City of Sun Valley.

The consulting team conducted this independent review of the Ketchum Fire Department through review of department/City data, and on-site interviews. A thorough re-evaluation of all aspects of the fire department, including departmental makeup, training, apparatus, equipment, fire stations, record keeping, and response was performed.

What's Changed

In the beginning of each section the consultants will outline the major changes that were observed during the site visit or analysis of the data. It is not the intent of this section to identify all of the changes that have occurred since the 2006 report, only to highlight the significant changes. To provide consistency, the headings in this report parallel the 2006 audit report; thus, each section will highlight what has changed along with new observations and recommendations.

Interview included:

- Mayor
- City Administrator
- Fire Chief
- Assistant Fire Chief
- Career and Paid-on-Call members
- Training Officer
- IAFF Local 4758 Officers
- Officer of the Board of Volunteers
- Commission Ketchum Rural Fire District

The consulting team consisted of five members:

- Dr. Tim McGrath – Project Manager
- Chief Michael Stried – Lead Consultant Fire/EMS

- Dr. Victoria McGrath – Human Resource Consultant
- Larry Pieniazek – Data Consultant
- Melissa Bohse – Fiscal Consultant

Although the perspectives of those interviewed were diverse, the consultants at no time were restricted or influenced by any City official, elected official, Fire Department leadership, members of the Department or agents on their behalf. Rather, the consultants took a non-biased professional assessment of the Ketchum Fire Department, which has produced these study findings.

The consultants wish to especially express their appreciation to the many individuals who participated in ensuring that the consultants received the information requested for this report. The consultants wish to acknowledge the Fire Chief and members of the fire department in providing quick responses to questions and additional data requested by the consultants.

Emergency Activities

The prime function of a fire department is to respond to emergencies. Although this activity only takes a small percentage of the department's total time, its state of readiness must always be at a maximum. This section of the report will address the emergency activities of the Ketchum Fire Department for the calendar years 2010 through 2012.

What's Changed

The State of Idaho required fire departments to utilize a state based EMS data management system in 2010. The Idaho Fire Chiefs were able to incorporate fire data into this data management system late in 2011; thereby preventing duplication of recording emergency calls in two different data bases. As a result, the change in systems makes the query of data for 2011 and 2012 problematic. Thus, there are some accuracy issues when trying to query and validate the data. The Department Data Challenge section below outlines the data conversion process and resulting problems.

The ten-year average shows a change in emergency calls by 1.24%. When analyzing the type of emergency calls, in 2006, EMS calls averaged 64.8%; where the 2009-2010 average of EMS calls is 71.1%, an increase of 6.3%. Backcountry rescues outnumber structure fires.

A concern expressed in 2006 was the amount of false alarms. In 2006, false alarms accounted for 12.6% of all emergency calls; current data shows 12.4% of all calls are false alarms. Thus, little has been done to minimize these types of calls. The department remains 4.68% higher than the national average in false alarms. As written in 2006, false alarms are a drain on resources and can be a concern for responder safety.

A recommendation in the 2006 study was the tracking of simultaneous calls and one in which the department enacted. When comparing the 2006 four month sample and the new data, simultaneous calls have remained consistent at 11%. Examination of the data reveals that Saturday remains the busiest emergency response day, along with the month of July. However, during this study period there appears a sharp increase in calls for the month of December from 2006.

Going forward, the recording and query of data needs to be resolved. This data is needed in the management of the department. The problem with data is uncharacteristic of this department.

Department's Data Challenge

The department has used two different data system software, the first was a system called ERS or Emergency Reporting System. This system was able to record all facets of department operations and report to the state, federal government and within the department over a number of different reports available. However, in 2010 the State of Idaho required different information in a different format and the ERS system could not fulfill the requirements. The owner of software had moved out of Country making programming changes impractical. The re-licensure of the department for EMS was tied to the implementation of a new system that satisfied the requirements of the Idaho Department of Health and Welfare. The department elected to go with the system that the state was contracted with called PERCS. Idaho PERCS State Bridge is a comprehensive pre-hospital patient care data collection, analysis, and reporting system.

During the transition process The Idaho Fire Chiefs provided the funding to incorporate into the PERCS system fire data. There was no cost to the fire department and the benefits included the ability of the fire department to use a single data management system for both fire and EMS events. More importantly because of the software change the department could be licensed as an EMS provider. The system however, was implemented in two stages: first the EMS data and secondly the fire data portion. There have been some obvious challenges in the transition of the software and data tracking.

The consultants found discrepancies with the Ketchum data for 2012 and significant issues with the 2011 data. These were obviously attributed to the challenges associated with the transition of data management systems for EMS and fire at different times. The consultants do recommend that the fire department officers seek additional training on data and retrieval of the data from the PERCS system. The consultants are not implying the problem of accurate data for 2011 and 2012 lies with the department; rather any change in data management systems require a new skill

set in managing that data. The Ketchum Fire Department spent copious time in attempting to rectify the data inconsistencies and in some cases provided what they believed was the most accurate representation of their emergency activities for that time period.

Definition of Good Data

The International Association of Fire Chiefs (IAFC) defines good data as data that meets three components:

- **Good Data Is Relevant** – you are collecting information on the things that matter, like response times and number of calls for service.
- **Good Data Is Accurate** – your processes for data collection must be consistent and trustworthy.
- **Good Data is Reliable** – a measurement from one company is equivalent to the same measurement from another company. You do not have to “adjust your data to accommodate known distortions”.

Source: International Association of Fire Chiefs: Weathering the Economic Storm, December 2008

The data management system transition caused the data provided to not meet any of the above criteria and the consultants acknowledge that data provided in the different areas of this report will conflict with other data. The department is aware of these challenges and is working diligently to resolve the issue.

The consultants’ perception is that the department, as a whole, is having a difficult time adjusting to the new data management system and providing data from multiple sources. The consultants recommend that a data quality control program be implemented as these problems are being discovered. The first step is to ensure every member who enters data receives formal training on the PERCS software. Before any data is sent to the Fire Chief it should be reviewed by the company officer (shift commander) for accuracy. The Assistant Chief should randomly review the submitted data for accuracy and develop a monthly report of emergency activities that is submitted to the Fire Chief for resource management and budgeting.

Total Emergency Incidents 2003 – 2012

The table and figures below illustrates the total emergency responses by the fire department for a ten-year period. The incidents are divided into two categories: fire and emergency medical services (EMS). Each category indicates the actual number of incidents, the respective percentage to the total number of incidents in that category, and the change in percentage of emergency incidents from year to year. The average change from 2003 through 2012 was only a 1.24% increase.

Table 6: Total Emergency Incidents 2003 - 2012

Year	Fire	% of Total	EMS	% of Total	Total Calls	% Change
2003	334	42.12%	459	57.88%	793	
2004	335	37.02%	570	62.98%	905	14.12%
2005	327	35.43%	596	64.57%	923	1.99%
2006	307	33.12%	620	66.88%	927	0.43%
2007	296	33.41%	590	66.59%	886	-4.42%
2008	273	31.60%	591	68.40%	864	-2.48%
2009	292	37.92%	478	62.08%	770	-10.88%
2010	245	28.76%	607	71.24%	852	10.65%
2011	250	28.64%	623	71.36%	873	2.46%
2012	254	29.30%	613	70.70%	867	-0.69%
Average		33.73%		66.27%		1.24%

The data from the above table is illustrated in two figures below: total calls and total fire and EMS calls.

Figure 1: Total Emergency Incidents 2003 - 2012

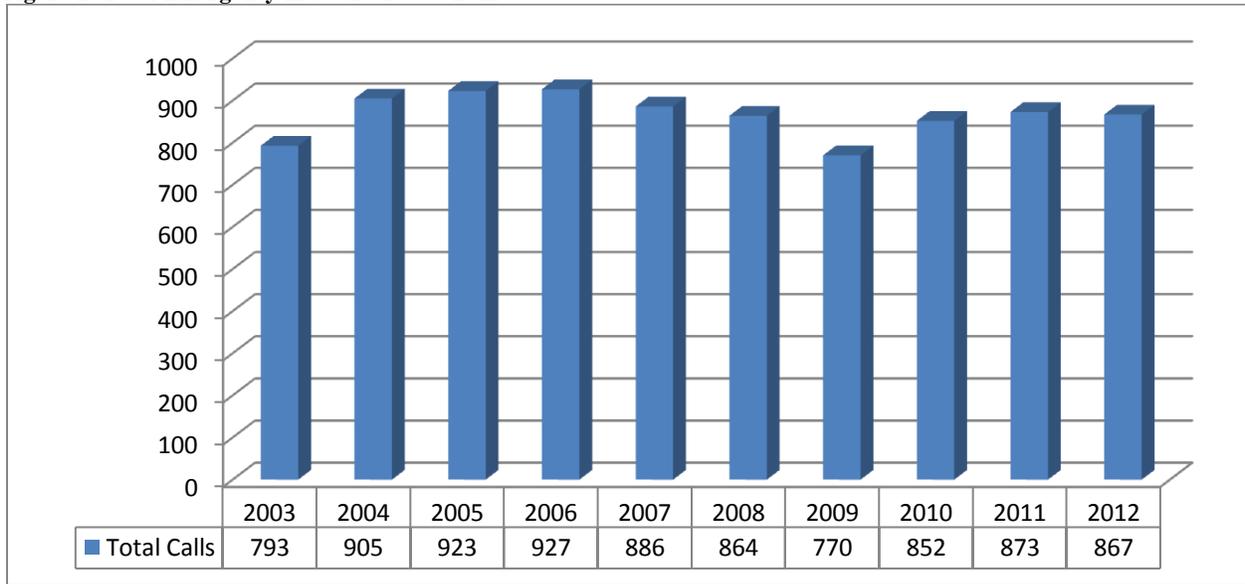
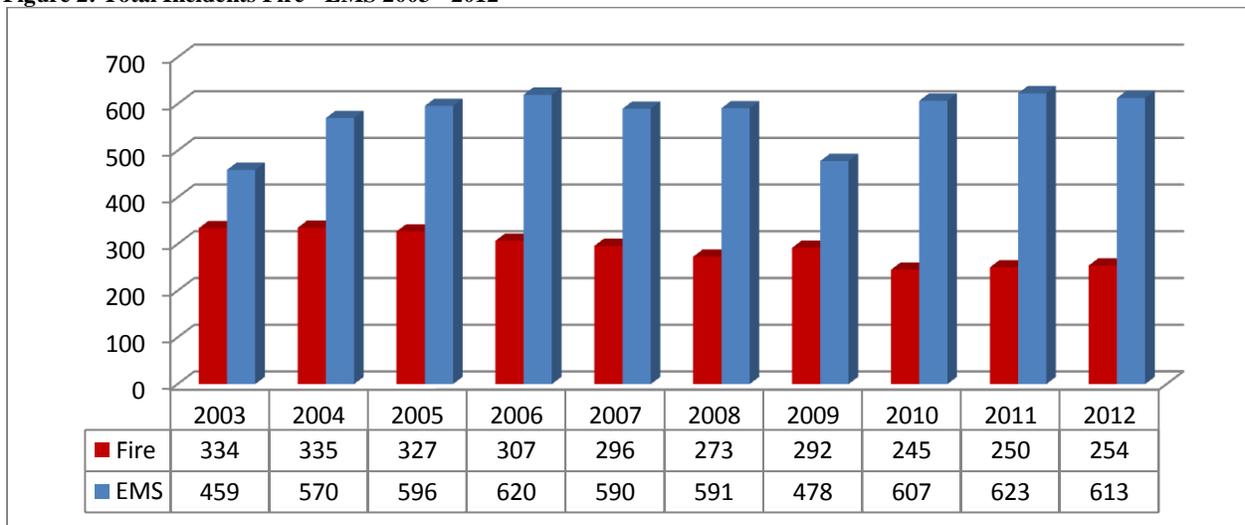


Figure 2: Total Incidents Fire - EMS 2003 - 2012



Incidents by Type

In order to better delineate the nature of the emergency incidents, the consultants have utilized categories defined by the U.S. Fire Administration – National Fire Incident Reporting System (NFIRS), the world’s largest collection of emergency response data, to which all fire departments are required to provide emergency response data. The table below reflects the Ketchum Fire District’s responses in the major categories that NFIRS utilizes.

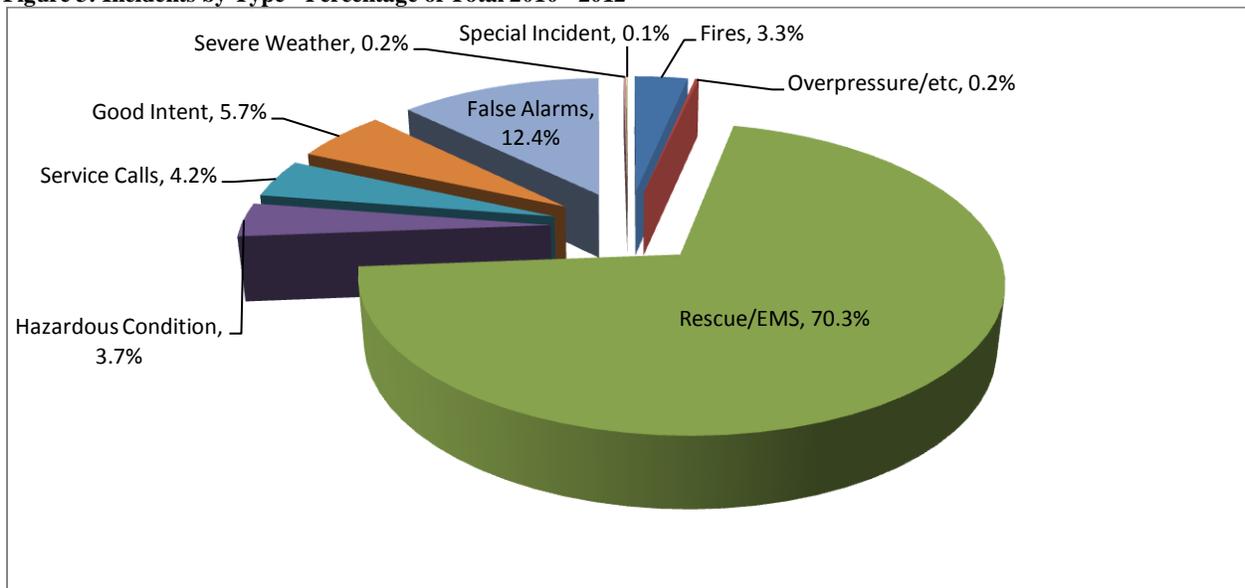
Table 7: Ketchum Incidents by Type 2009 - 2011

NIFRS #	Nature of Call	2010	2011	2012
100	Fires	26	28	31
200	Overpressure/Explosion/etc	3	1	2
300	Rescue/EMS	607	601	613
400	Hazardous Condition	35	34	27
500	Service Calls	23	44	42
600	Good Intent	56	46	45
700	False Alarms/False Call	99	116	107
800	Severe Weather	1	3	0
900	Special Incident	2	0	0
	Total	852	873	867

Note: Categories submitted were not consistent from year to year

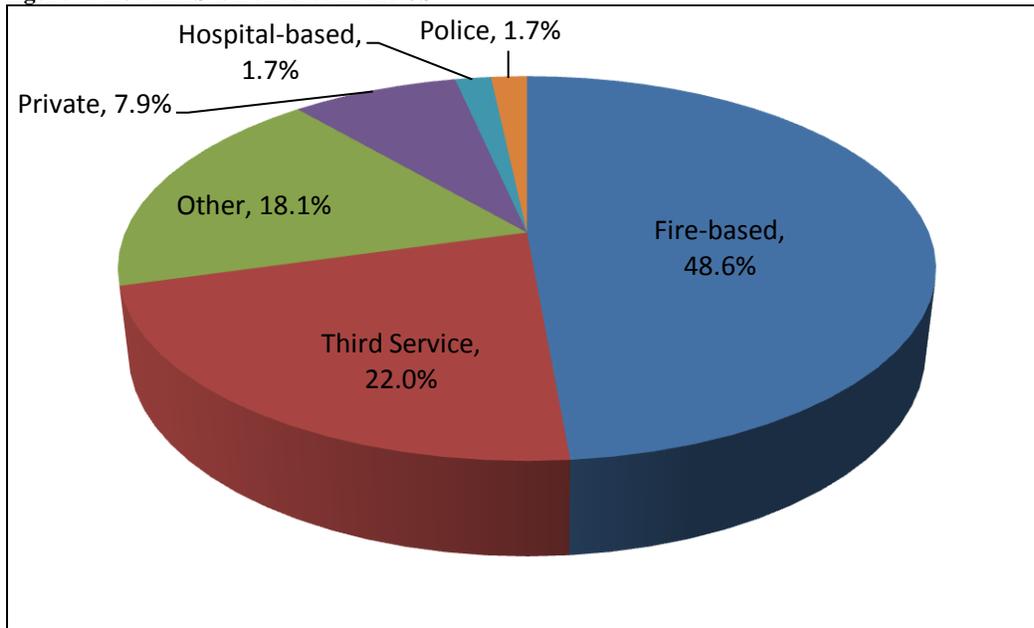
Included in the category of fires (100) are both structure fires and all other types of fires e.g., brush, vehicle, etc.; the actual number of structure fires is considerably smaller. The same is true for Rescue/EMS (300) where Rescue calls are only 0.63% of the total for category 300. The figure below illustrates the breakdown in each of the above categories:

Figure 3: Incidents by Type - Percentage of Total 2010 - 2012



The Ketchum Fire Department EMS activities represent 70.3% of all emergency responses for the fire department, which is typical for municipalities that provide EMS through the fire department. The figure below illustrates those agencies that provide EMS nationwide:

Figure 4: How EMS is Delivered in the US



Source: NAEMT – EMS Magazine: 7th Annual National EMS System Survey, December 2009

The term “third service” means ambulance service is provided by either a county or municipal organization that is funded from a separate tax base. In the case of Ketchum the ambulance service is a “third service” through Blaine County Ambulance District; however, the personnel are employees of the City of Ketchum.

Ketchum Fire Department EMS Descriptions

Ketchum averages 70.3% (three-year average) of their responses as EMS in nature and an additional 1% as Rescue. The first table below illustrates the general category of EMS response; and the second table illustrates the nature of the EMS incidents – both tables are for the year 2012.

Table 8: EMS Nature of Call - 2012

EMS Nature of Call	2012
Unable to locate patient	0
Treated, transported by private vehicle	4
Treated, transported by other EMS agency	7
Treated, transported by law enforcement	0
Treated, transported by EMS (BLS)	10

EMS Nature of Call	2012
Treated, transported by EMS (ALS)	266
Treated, transported by EMS	118
Treated transferred care	6
Treated and released	39
Stand by only - no patient contact	12
Patient refused care	76
Not applicable	1
No treatment required	16
No patient found	18
Dead at scene	2
Cancelled - request transferred to another provider	4
Cancelled	22
Unknown	22
Total	623

Table 9: EMS by Category - 2012

EMS Category	2012
Standby	7
Mutual Aid	1
Medical Transport	4
Inter-facility Transfer (Unscheduled)	0
Intercept	4
Flag down Walk-in non-Emergent	0
Flag down Walk-in Emergent	2
911 Response (Scene)	586
Unknown	19
Total	623

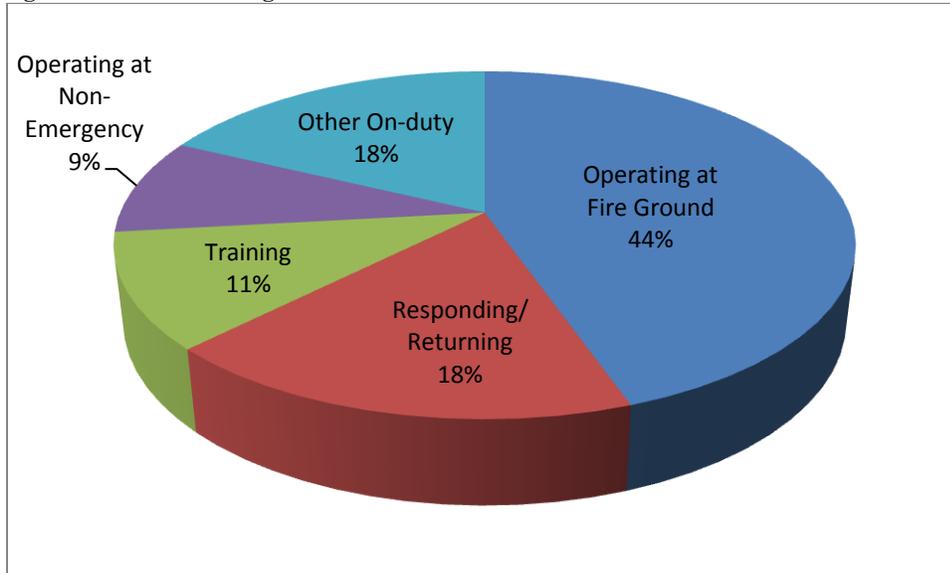
False Alarms, False Calls

The fire department has had little change in the percentage of false alarms as compared to total calls from the previous three-year study (2004 – 2006) average. As stated, the 2004-2006 false alarm average was 12.4% compared to the 2010 – 2012 average of 12.60% of all emergency responses. Ketchum Fire Department exceeds the national average (7.92%) by 4.68%.

A significant concern for any fire department is the number of false alarm responses. False alarms are a drain on a department's resources, prevent personnel from responding to actual

emergencies, and increase the chances for vehicle accidents. Vehicle accidents (responding to or returning from) are tied for the second leading cause of firefighter/EMT line-of-duty deaths.

Figure 5: Causes of Firefighters Deaths - US



Source: NFPA – Firefighter Fatalities in US – 2011

Fire departments do not have the option of disregarding the alarm and must respond to ensure the alarm is not an actual fire. The department does have latitude on how they will respond (e.g., emergency or non-emergency); however, what is most important is what type of follow-up the department does to eliminate repeated false alarms.

The officer on the apparatus who encounters a false alarm should make every effort to ascertain the cause of the alarm and take immediate corrective action if warranted. Once the officer returns to the station he/she should fill out a form that is sent electronically to the Fire Prevention Bureau. This will allow the Chief Officer to conduct a follow-up as soon as possible with the property owner to help resolve future alarms. The consultants recommend a continual effort be given to reducing the number of false alarms.

Identifying Emergency Service Trends

Fire department leadership determines resources needed and how those resources will be deployed through emergency data analysis. Most progressive Fire Chiefs track emergency responses in several formats as those listed below:

- Simultaneous incidents
- Calls by time of day
- Calls by day of the week
- Calls by month
- Calls distribution by District
- Distribution by shift
- Mutual aid/Automatic aid
- Mutual aid box alarm system

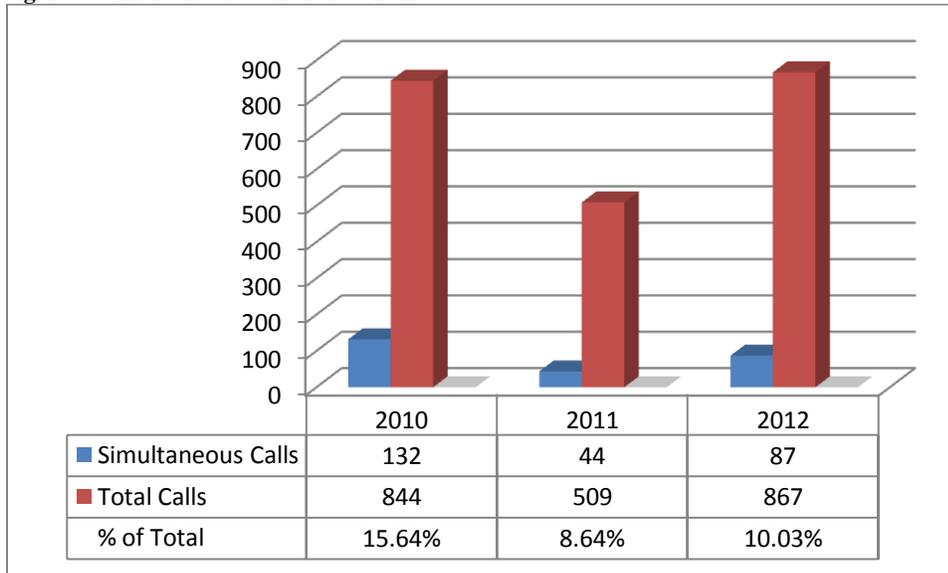
Simultaneous Incidents

By definition, a simultaneous incident (a.k.a. – Overlapping Incidents) involves times when the fire department is handling a fire, EMS, and/or other emergency incident, and another unrelated emergency incident requires an immediate fire department response. Simultaneous calls become a significant issue and impact response times. The consultants emphasize the importance of the department's ability to respond in a timely manner to simultaneous incidents.

Although the U.S. Fire Administration does not provide recommended standards at which simultaneous incidents should influence staffing, the consultants have determined from previous studies that most fire departments increase (or have already increased) on-duty staffing when simultaneous incidents account for approximately 20% of all incidents.

The figure below illustrates the number of simultaneous calls for each of the three-year study periods as well as the percentage of simultaneous calls to total calls for each year:

Figure 6: Simultaneous Calls 2010 - 2012



** Numbers were hand counted in 2011 & 2012 and only indicate those from PERCS*

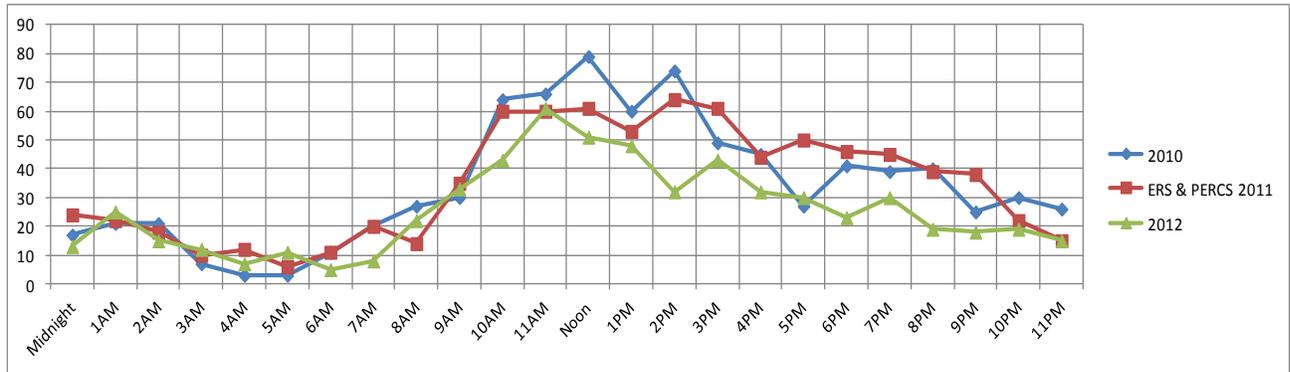
Surprisingly there was a slight increase in simultaneous calls from the previous study from 11.0% in the 2006 study to 11.85% in the 2012 study. The reason it is surprising that simultaneous calls have increased as the total calls for the three-year study period in 2006 is actually higher (163 incidents) than the total call for the three-year study period in 2012.

Time of Day

In most departments, incidents charted by time of day follow a pattern similar to a “bell curve.” Fire departments experience a greater number of emergency calls starting mid-morning and peaking in mid-afternoon with a slow decrease into the evening hours. Emergency responses diminish significantly in the very early morning hours, with the fewest number of incidents occurring usually between 2:00 a.m. and 5:00 a.m. However, this is the time period when most civilian fire deaths occur in individual residences while the occupants are sleeping. Those most at risk are the very young and old, who often are less able to escape and protect themselves.

The consultants have plotted the time of day of emergency responses for the three-year study period as illustrated in the figure below:

Figure 7: Calls by Time of Day 2010 - 2012

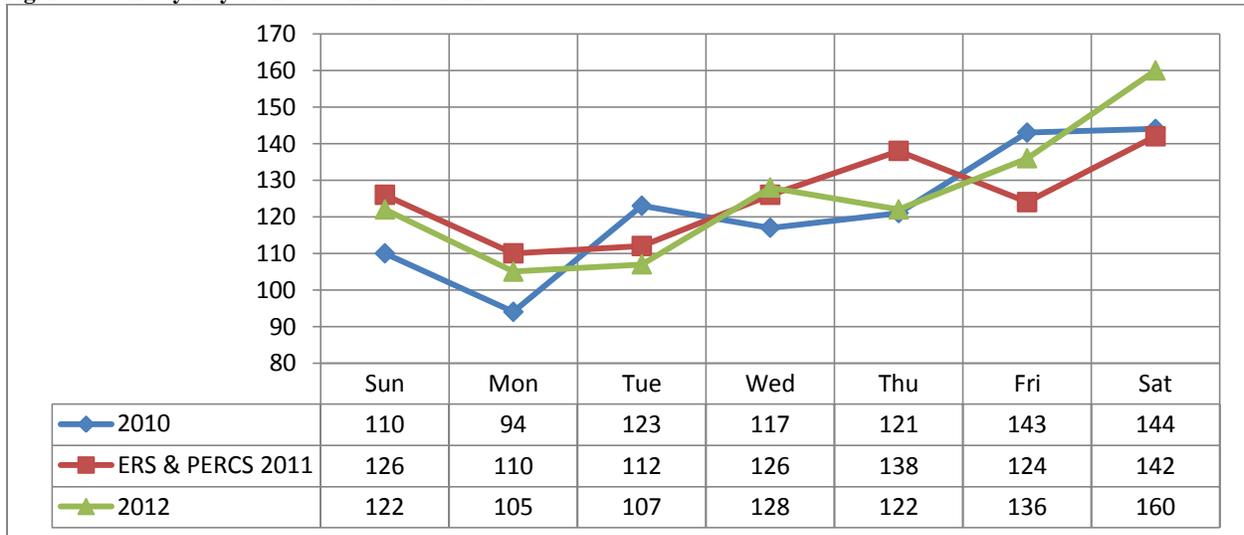


The similarities in the plotting of the three-year study period suggests strong evidence of when the fire department will be most busy and would allow the leadership to consider peak staffing options if the same trend is prevalent in “Incidents by Day of the Week” and/or “Incidents by Month”. This information is also essential for strategic planning and budget preparation.

Day of the Week

Fire department leadership is always challenged by determining the amount of staffing needed inasmuch as personnel are the largest expense in most fire department budgets; however, call volumes fluctuate based on many factors. As economic times preclude the “one size fits all” approach, progressive Chiefs have considered augmenting on-duty personnel with Paid-on-Premise; a staffing methodology utilized during the most probable peak call periods as determined quantifiably through accurate data. The figure below illustrates the calls by day for the three-year study period:

Figure 8: Calls by Day of the Week 2010 – 2012



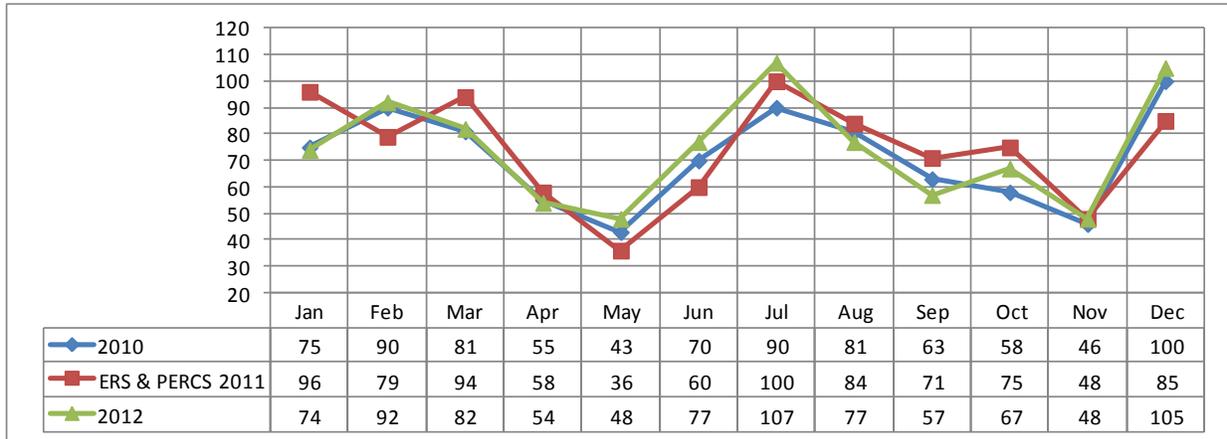
With the exception of 2011, there is a clear indication which day of the week is statistically most likely to be the busiest. What is advantageous for Ketchum is that the busiest day of the week – Saturday – can be augmented by Paid-on-Call members which usually have more availability on weekends.

Incidents by Month

In some geographic locations, calls will peak during a certain month due to outdoor activities, such as snow skiing or water activities. In others, storm seasons greatly increase the number of emergency incidents. In either case, tracking emergency responses by month allows department leadership to address the need for additional resources in strategic planning efforts.

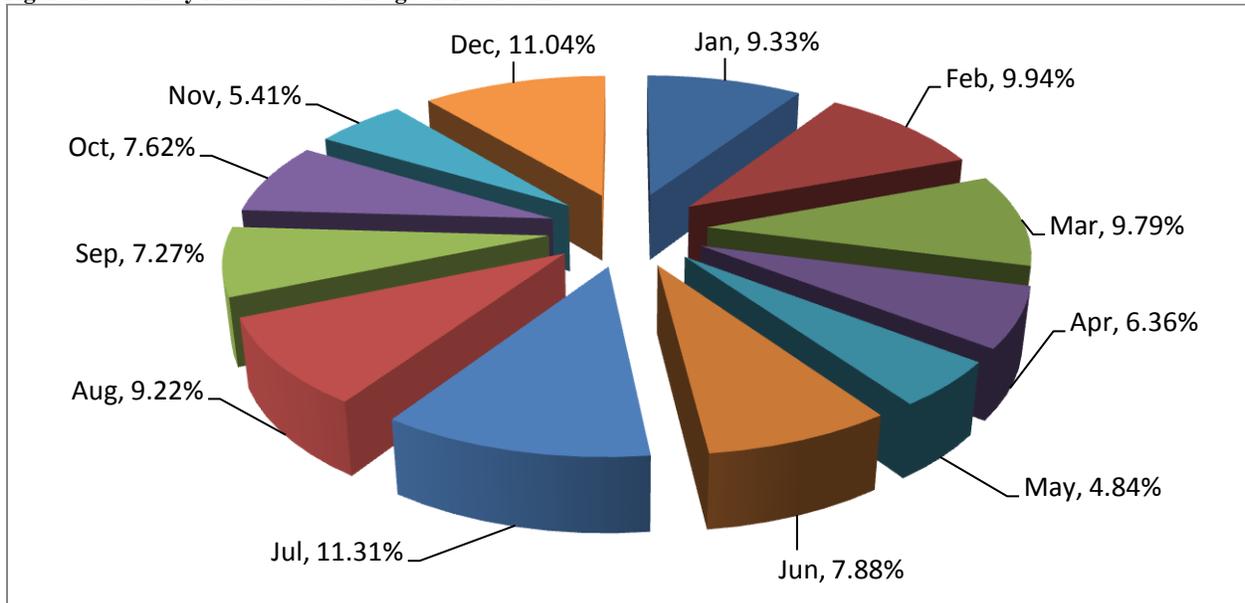
As illustrated below, there are considerable similarities during the three-year study period for calls by month. Ketchum is known for its beautiful skiing opportunities and during the summer for its outdoor natural beauty; not surprisingly the calls by month identify these periods as the higher emergency call loads for the fire department.

Figure 9: Incidents by Month 2009 – 2011



The figure below illustrates the percentage for each month of the total calls for the three-year study period:

Figure 10: Calls by Month as Percentage of Total Calls



Incidents by Zone

The department provided data divided into response zones. The 2011 data is from the PERCS data management program, which did not include fire calls; therefore, fire call data was provided from the ERS system.

Table 10: Calls by Zones (Districts)

Calls By Zones*	2010		2012	
	EMS	Fire	EMS	Fire
City of Ketchum	294	170	370	183
Sun Valley	106	8	83	2
Rural South	62	38	47	42
Rural North/East/West	41	27	43	21
Elkhorn	34	1	35	1
Out-of-Area Transfers	31	0	1	0
Stanley/Challis Rendezvous	23	0	13	0
Mutual Aid-Wood River/Hailey/Bellevue/Other	9	2	11	5
Auto-Aid Wood River Fire & Rescue	5	0	10	0
Total	605	246	613	254

* Sorted by EMS call volume. Note: 2011 data was unusable to differentiate between Fire and EMS calls

The consultants would recommend that the City of Ketchum divide into response zones and have each zone designated in such a manner that would allow the fire department leadership to query emergency responses by zones. This information allows the department leadership to place its resources in the most advantageous location for quick response and planning for future resource needs.

Incidents Response by Station

Although the fire department responds from three stations, only one is staffed on a regular basis by full-time personnel. Most of the career employees assigned to the headquarters station also have a secondary assignment at one of the other two stations when they are off duty. The table below illustrates calls by station for the three-year study period:

Table 11: Incident by Station

Call by Station	2010	2011	2012
Unknown	0	1	8
Station 1	843	526	247
Station 2	8	5	8
Station 3	1	1	2
Total	852	533	265

Note: PERCS data for 2011 and 2012 is only for fire responses.

Incident by Shift

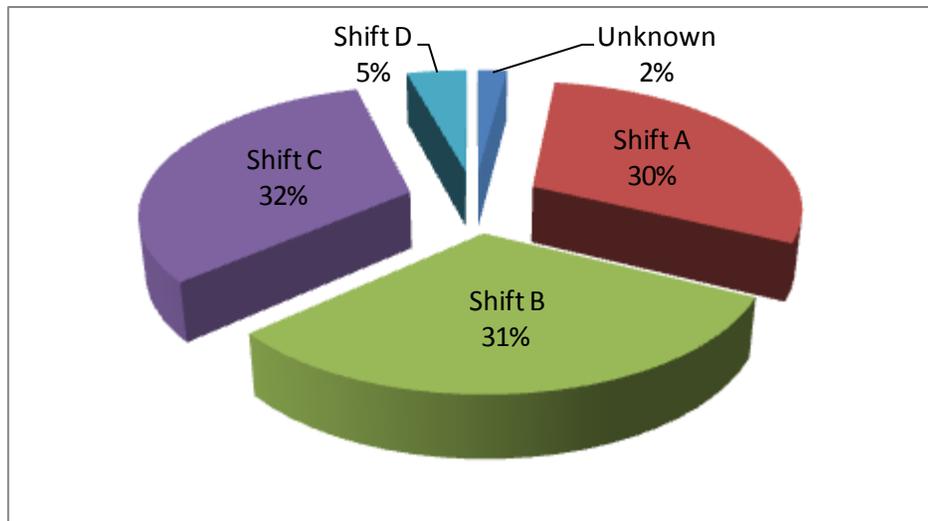
Call distribution by shift is usually very close; any deviation can be traced to a particular event, such as a major storm, that generates a number of calls on a particular day. Incident distribution by shift normally is of little value to the leadership of the department and serves primarily as bragging rights for a particular shift of employees. However, the consultants have found that calls by shift are a means of assessing the accuracy of data entry. Data was available for 2010, and 2011; however, data was not presented for 2012.

Table 12: Incidents by Station – 2010 & 2011 only

Calls By Shift	2010	2011
Unknown	27	1
Shift A	256	155
Shift B	258	167
Shift C	273	166
Shift D	38	20
Total	852	509

Note: No data from PERCS for 2011 or 2012

Figure 11: Incident by Station Percentages – 2010 & 2011 only



Mutual Aid / Automatic Aid

Developing a clear understanding of the purpose and intent of mutual aid and/or automatic aid is important. The consultants have encountered individuals who believe that requesting assistance from other communities on a routine basis will preclude them from having to add additional personnel or apparatus. The fallacy in this thinking is that few community leaders will support

their fire/EMS protection resources being out of the protected area on a regular basis due to another community's unwillingness to provide adequate resources for itself. Those that point to mutual aid or automatic aid to justify a staffing level below what is needed to handle the normal daily volume of emergency incidents overlook the key component of reciprocity.

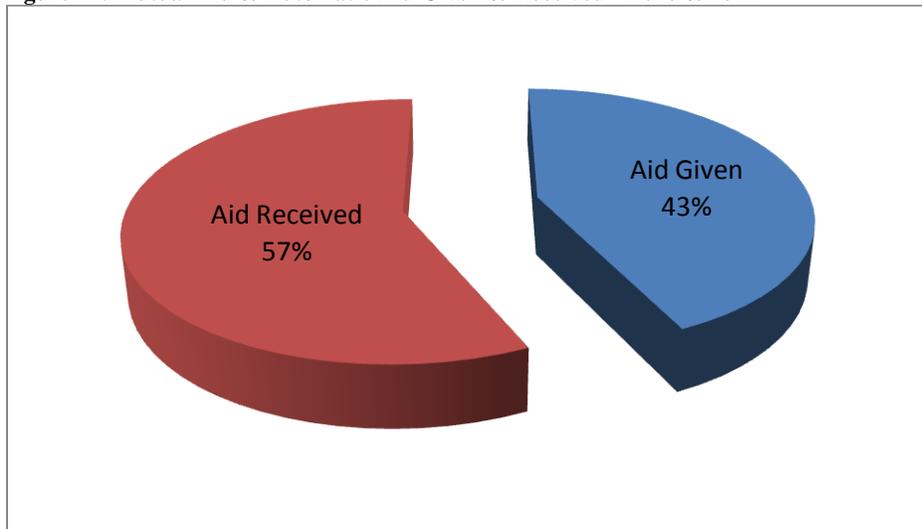
The philosophical concept of mutual aid is to offer assistance to a fire department upon request of the host department. The sole purpose is to give or receive assistance when all available resources, equipment or personnel, are depleted—and then on a limited basis. Automatic aid differs from mutual aid in that it is a predetermined agreement with another department to respond automatically when the host department receives an alarm at a given location or area.

The table and figure below indicates mutual aid and automatic aid given and received for 2010 and 2011, no data was provided for 2012.

Table 13: Mutual & Automatic Aid Given & Received 2010 & 2011 only using ERS data

Year	Mutual Aid Given	Mutual Aid Received	Automatic Aid Given	Automatic Aid Received	Total	Total Aid Given	Total Aid Received
2010	9	3	14	32	58	23	35
2011	7	3	4	7	21	11	10
Total	16	6	18	39	79	34	45

Figure 12: Mutual Aid & Automatic Aid Given & Received – 2010 & 2011



The City of Ketchum Fire Departments receives aid more than they provide; however, the percentage difference is minimal. Aid should not be measured on who gives or receives most often; rather, it should be based on what resources were given and how cost effective is it to utilize some type of aid versus duplicating those resources.

Aid Agreement Format

The fire department provided a list of agencies with which they have mutual and/or automatic aid agreements. As noted in the table below, a good number of these agreements are verbal not written. The consultants recommend that all aid agreements should be in writing and renewed in written form every five years.

Table 14: Mutual and/or Automatic Aid Agreements Format

Agency	Format
Bellevue Fire	Written
Bureau of Land Management	Written
Challis Ambulance	Verbal
County Sheriff for Bald Mountain Ski Area	Written
Freedman Memorial Airport	Written
Hailey Fire Department	Written
Sawtooth Valley Rural Fire	Verbal
South Central EMS Mutual Aid	Written
Stanley Ambulance	Verbal
Sun Valley Fire Department	Written
Thompson Creek Mine Ambulance	Verbal
US Forest Service	Written
Wood River Fire and Rescue	Written

Recommendations – Emergency Activities

- *Additional training in data entry in the PERCS is recommended for all personnel, and a quality control program should be implemented to discover data inconsistency as soon as possible. Shift commanders should be responsible for the initial quality control and reviewed weekly by the Assistant Chief.*
- *Additional PERCS training should be provided to individuals who will be conducting database queries.*

- *Greater emphasis needs to be placed on the reduction of false alarms. The goal should be to bring false alarms equal to or preferably below the national percentage.*
- *All mutual and automatic aid agreements should be in writing and updated every five years.*
- *The City should be divided into response zones to better identify areas in which greater resources might be needed in prevention, public safety education, or fire suppression resources.*

Public Safety Answering Point (Dispatch)

In 2007 the City of Ketchum closed its city-run Public Safety Answering Point (PSAP) and became part of the Blaine County Sheriff's Office – Department of Emergency Communication Center. The information in this section is taken from the County PSAP's web page.

Unfortunately repeated calls to the PSAP went unreturned, so some important information such as notification times cannot be included in the report. This non-response should be a concern to the City as this is important information the Fire Department should have.

What's Changed

Ketchum has become part of the Countywide consolidated dispatch. The center is located in the Blaine County Public Safety Facility which includes the sheriff's office and county jail, but is its own separate county managed department. It is not uncommon for fire and EMS agencies to feel that the emphasis is placed on police issues within this setting; such is the case in Ketchum.

County PSAP

The County PSAP provides police, fire, and EMS dispatch services for the incorporated cities of Bellevue, Carey, Hailey, Ketchum, and Sun Valley. In addition, the PSAP answers E9-1-1 calls for the above mentioned cities and unincorporated areas of Blaine County; serving a non-transient population of approximately 30,000. The PSAP answers approximately 32,000 calls annually.

E9-1-1 stands for enhanced 9-1-1 which automatically identifies the street address, resident's name, phone number, and electronic serial number (ESN) of the caller. The system provides Automatic Number Identification (ANI) and Automatic Location Identification (ALI) for the caller based on the system's Master Street Address Guide (MSAG); this allows the dispatcher to plot the caller's location on a map.

The Computer Aided Dispatch (CAD) system allows the telecommunicator to enter all requests into a database system that is transferred to the dispatcher. This allows the dispatcher to identify

which emergency resources need to be dispatched and tracks the status of those units responding. The systems described are common technology in today's PSAP.

PSAP Staffing

The County PSAP has 15 employees consisting of:

- 13 full-time Telecommunicators – all certified in Emergency Medical Dispatching (EMD)
- Director
- GIS-CAD Specialist

The term Telecommunicator is used for individuals who are trained in answering 9-1-1 calls, as well as the ability to dispatch the appropriate resources. Unlike some PSAP these jobs are divided into: call-taker and dispatcher.

Recommendations – Blaine County PSAP

- *Unfortunately, the consultant's calls to County PSAP Director went unanswered; therefore, no recommendations are possible.*
- *The regular monthly meetings between the PSAP and the participating public safety member agencies, or "Technical Advisory Committee", should be continued and utilized to facilitate necessary changes and/or bring attention to local dispatching issues.*

Response Times

Response time is perhaps the most critical component in determination of emergency outcome, resources needed, and the deployment of those resources. From the public's perspective, response time begins when they become aware of the emergency and the call to 9-1-1 is placed. However, there is some uncertainty in the National Fire Incident Reporting System definition, which is vague and subjective as to when response time actually begins. Some fire departments record response time from the time they are made aware of the emergency until the time they arrive at the scene, while other fire departments record response time from the time the dispatcher receives the call until the first emergency unit arrives at the scene. Under the NFPA standards, there would be a one-minute difference in data depending on how the fire department records response time. The Ketchum Fire Department records response time as from the time the PSAP (dispatch) notifies them until the time they arrive at the scene of the incident.

Anyone who has personally experienced a fire or medical emergency knows the agony of waiting for the emergency responders, when seconds seem like minutes. Anyone who has ever responded to those calls knows the feeling of moving as quickly and as safely as possible, where minutes seem like seconds. Both those seeking the emergency services and those providing those services want the same thing: safe, rapid response times; hence, where should fire resources be placed to meet these expectations?

What is an acceptable response time? The answer to that question becomes a philosophical statement of quality of life by those who govern the community/district through sound decisions, taking into account risk management within the confines of fiscal capability. The bottom line is that the Ketchum Fire Department would fall under NFPA 1710 response time standards, which requires a 300 second (5 minute) arrival of the first unit 90% of the time, from the time the fire department is dispatched until it arrives.

What's Changed

Since the 2006 study, Ketchum has closed the City PSAP and is part of the Blaine County Emergency Communication Center. Unfortunately there was no improvement in the department's ability to retrieve many of the response time data components. Turnout time (out

the door time) is the only component that the department has complete control and they do not meet the NFPA standard of 60 seconds for an EMS call, and 80 seconds for a fire call.

It does not appear that there is a quality control program pertaining to data entry and retrieval which was the case in 2006. The transition from the ERS to PERCS data management system has been most challenging and the consultants highly recommend greater emphasis needs to be placed on ensuring accurate data.

Response Time Components

When examining response times, it is essential that all parties are talking about the same response time components. When a fire department states they must be able to reach the emergency in four minutes, in most cases they are only referring to travel time and are excluding notification and turnout time.

The actual measurement of response time must be a total system understanding of all components of response time, including:

Detection Time: The time it takes to detect the emergency incident and dial 9-1-1. The emergency agency has little to no control of when a person will actually dial 9-1-1 in an emergency. First, most people are very reluctant to call 9-1-1 until they deem control or ability to resolve the issue themselves has occurred. Although detection time significantly impacts the emergency outcome, the fire department has no control over this factor.

Notification Time: The time from when the Public Safety Answering Point (PSAP aka: Dispatch) receives the 9-1-1 call until the time the department is notified. There are numerous standards for PSAP when it comes to answering the phone from how many rings are acceptable to the one NFPA standards that is applicable to both fire and rescue. NFPA 1221 requires the PSAP to be able to answer the phone and notify the department within 60 seconds. The consultants requested information from Blaine County Emergency Communication Center supervisor, unfortunately this individual did not respond to the requests; thus, there is no data to report.

Turnout Time (A.K.A. Out the Door Time): The time it takes personnel to prepare and leave quarters after notification. In the case of the Ketchum Fire Department, which has career on-duty person it should be under 60 seconds if it was EMS and 80 seconds if it was a fire call.

Travel Time: The time the first fire apparatus leaves the station to the time it arrives on the scene. (The term travel time ends when the unit arrives on location of the emergency). Weather conditions and traffic congestion will be a factor in the length of time it takes the apparatus to arrive on the scene. Therefore, total response time includes turnout (out the door) time to the end of travel time.

Mitigation Time: The time the first apparatus arrives at the scene to the time when actual extinguishing/treatment (mitigation) efforts begin. It is anticipated in all standards that the emergency unit arrival will begin to mitigate the emergency immediately.

Ketchum Response Times

The consultants were provided several sources for response time – the ERS system for 2010 as well as hand counting each call; EMS only from the PERCS system for 2011; and fire and EMS separated for 2012. The following table illustrates, to the best of the consultant’s ability, to interpret the various sources of data.

Table 15: Response Time Data - Two Sources

Source	2010 Jan – Nov		2011 EMS Only Jun – Dec		2012	
	Turnout	Travel	Turnout	Travel	Turnout	Travel
ERS &/Or PERCE	1 min 54 sec	7 min 20 sec	4 min	12 min	2 min	9 min
						Fire=7 min 56 sec
ERS	4 min 41 sec	8 min 44 sec	4 min 15 sec	7 min 54 sec	No Data	No Data

The difficulty of changing the data management system is exacerbated by the conflicts of data sources. The consultants cautiously believe that some assumptions might be made from this data. The bigger concern, however, is if the City or Fire District had to defend their response time in litigation. The conflicting sources would be problematic.

Turnout Time

2010 – Due in part to the hand count of all calls for that year the 1 minute and 54 second average would seem realistic. However, the 2010 data did not include the month of December which is the busiest month of the year. Turnout Time (Out the Door Time) is the one component that the fire department has complete control of. NFPA 1710 indicates the turnout time for EMS is 60 seconds and for fire 80 seconds (1 minute 20 seconds). Inasmuch as 70.3% of the emergency

calls are for EMS, the department's average turnout time should be slightly greater than 60 seconds. Ketchum's turnout time is 114 seconds or close to one minute longer than the NFPA standard. The consultants recommend that the department leadership place greater emphasis on turnout time to find the reason for the delay and corresponding remedy.

However, if the 2010 ERS turnout time of 4 minute 41 seconds is correct, which might be validated by the PERCS EMS 2011 average of 4 minutes (PERCS only records in whole minutes – without seconds) perhaps 4 minutes is more accurate.

The 2010 hand count provided the following for turnout times:

- 102 times it took the fire department 4 minutes or greater to leave the station after being notified by dispatch of an emergency.
- 13 times it took over 10 minutes; with the longest being 61 minutes.

It is very unusual that it should take on-duty career personnel 4 minutes or greater to get out the door (turnout time) once notified of an emergency; especially since the data indicates this extended time occurs on 11.97% of the total calls. Perhaps some of the longer turnout times could be data entry errors, but those should be caught by the shift commander prior to becoming part of the official record.

The 2010 hand count provided the following for travel times:

- 33 times it took over 20 minutes to arrive at the location after being notified by dispatch; 25 times it took over 30 minutes; 6 times over one hour; and the longest was 3 hours and 32 minutes.
- One must remember that the fire department protects the City of Ketchum – 3 square miles; the Ketchum Fire Protection District – 43.7 square miles; and EMS service to approximately 690 square miles.

The consultants question the accuracy of all response time data. For example, if the fire station sat in the middle of the 690 square mile EMS district, it could be 345 square miles from the furthest point. Traveling at 60 mph, it would take an ambulance 5 hours, 45 minutes to arrive.

Separate Data Base

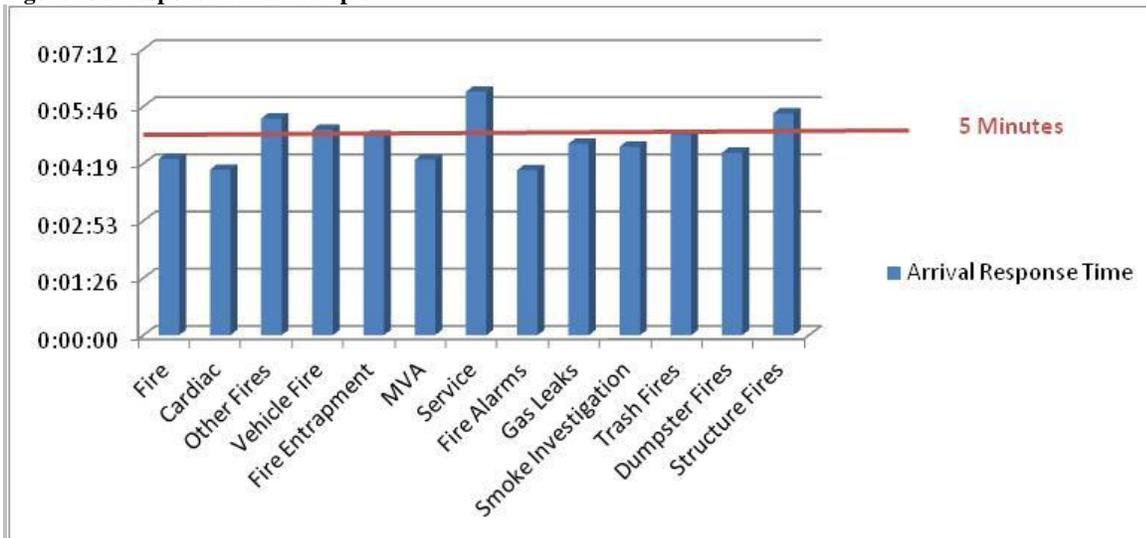
Only 3.87% of the emergency calls in 2010 exceed a 20 minute travel time. Therefore, a more accurate illustration of average response times would be to remove these unique incidents and place these calls in a separate report showing the date, time, nature of the incident and reason for the extended response time. For example, the fire department might be dispatched to an EMS call for a suicidal patient in which they are told to stage – stop short of the location and wait for the police to secure the scene. If the dispatcher failed to record this delay, the response time could be greatly inaccurate inasmuch as the ambulance was held at a safe distance.

2011 – The fire department acknowledges that little validity can be placed on 2011 data due to the transition between data management programs. The PERCS data is given in whole minutes, which means there could be a 59 second difference in a listing of 4 minutes (could be 4 minutes 0 seconds to 4 minutes 59 seconds). Inasmuch as seconds are most critical in EMS calls, the consultants recommend that the PERCS system begin to list call data in minutes and seconds.

Example Only

The consultants have **provided an example** of how recording response times as compared to types of incidences could assist department leadership in ensuring a timely and safe response by department personnel. This type of data also allows the leadership to address why certain types of emergency incidents are requiring more time for response over other type of emergencies. Again this is **only an example not Ketchum data**, but should serve as an opportunity for the Ketchum leadership:

Figure 13: Response Time Example



Example Only Not Ketchum Data: Response Data Beneficial To Leadership

Recommendations – Response Times

- *The transition from the ERS to PERCS data management system has been most challenging; however, greater emphasis needs to be placed on a method to obtain factual data.*
- *The department should implement a data quality control program. The first data check would be the responsibility of the shift commanders (Captains) who would submit the data to the Assistant Chief. The Assistant Chief would be responsible for the second data accuracy check prior to forwarding to the Fire Chief. The issue with conflicting data on response time needs to be resolved so if needed, the City/Department can retrieve factual data that represents all the components of response time.*
- *The on-duty career employees should be able to meet the NFPA standard on turnout time (out the door time) of 60 seconds for EMS and 80 seconds for fire calls.*
- *It did not appear that the PERCS system listed times in minutes and seconds; rather just in complete minutes which would allow for a 59 second differences. The department should ensure that the data they retrieve has minutes and seconds.*

National Standards

Since most of the standards are not mandatory, those who govern the municipality and department need to make the determination as to the implications of these standards. The codes and standards will refer to this as – Authority Having Jurisdictions (AHJ), which allows for greater latitude in determining compliance to the code or standard.

There is much disagreement as to the meaning of the word “codes and standards”. NFPA defines a Standard as:

A document, the main text of which contains only mandatory provisions using the word “shall” to indicate requirements and which is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Non-mandatory provisions shall be located in an appendix, footnote, or fine print, and are not to be considered a part of the requirements of a standard.

NFPA defines a Code as:

An extensive compilation of provisions covering broad subject matter or that is suitable for adoption into law independently of other codes and standards. The decision whether to designate a standard as a code is based on such factors as the size and scope of the document, its intended use and form of adoption and the presence of substantial enforcement and administrative provisions.

If one were to accept the NFPA definition, it would appear that all standards listed in any NFPA code, other than in the appendixes, are in fact mandatory. Such would be the case if a governing body were to adopt the code in which the standard is listed. However, governing bodies are not required to adopt the NFPA codes; whereas, many view the NFPA terms codes and standards as a benchmark by which to judge against.

There are rules made and enforced by federal and state governing bodies that fire departments must adhere to; the consultants will identify these rules that apply to the both fire departments.

What's Changed

The major codes addressed in the 2006 have updated editions:

- NFPA 1710 has a new 2010 edition
- NFPA 1901 has a new 2009 edition
- NFPA 2121 has a new 2013 edition
- ISO revision in 2013 – aligns with NFPA

In the 2006 report, the Ketchum Fire Department was described as a combination department having both career and Paid-on-Call members; this has not changed. What has changed is now the department would fall under the NFPA 1710 standard not the NFPA 1720 standard. The new definition for departments that qualify under NFPA 1720 is:

A fire department having volunteer emergency service personnel comprising 85% or greater of its department's membership.

Therefore, the Ketchum Fire Department would fall under the NFPA 1710 standard which is considerably more stringent.

National Fire Protection Association (NFPA)

Non-mandatory

The National Fire Protection Association creates and maintains private, copyrighted, standards, and codes for usage and adoption by local governments. NFPA was formed in 1896 by a group of insurance firms; their mission was to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating consensus codes, standards, research, training, and education.

NFPA is responsible for 300 codes and standards that are designed to minimize the risk and effects of fire by establishing criteria for building, processing, design, service, and installation all over the world. Its more than 200 technical code- and standard- development committees are comprised of over 6,000 volunteer seats.

The understanding of the significances of NFPA codes and standards becomes more complicated in the event in which a firefighter might be seriously injured or killed in the line of duty. In these events, NFPA codes have the effect of a double-edged sword; the Fire Department/City is not required to meet them, but the Fire Department/City would most likely be judged against these standards by a host of investigating agencies. Therefore, it is advantageous for everyone in a decision-making position to be familiar with NFPA codes and standards. Decisions should be based pertaining to resources and the deployment of those resources on knowledge of current industry standards as outlined by NFPA.

Some of the requirements under NFPA 1710 – Career (for both Fire and EMS) – 2010 edition are listed below. The list is far from inclusive of all the standards presented in NFPA 1710:

- *Four firefighters staff the initial response (can respond in separate units)*
- *A company shall be staffed with a minimum of four on-duty personnel*
- *Notification time cannot exceed 60 seconds (reference NFPA 1221)*
- *First engine arrives within four minutes' drive time 90% of the time and/or full first due assignment within eight (8) minutes (all initial equipment sent on alarm)*
- *Turnout time cannot exceed 60- 80 seconds*
- *Staffing level declaration needed*
- *If an alarm escalates beyond an initial full alarm, the Incident Commander must upgrade the rapid intervention crew (RIC) to four fully equipped and trained firefighters*
- *A Safety Officer shall be deployed to all incidents which escalate beyond an initial full-alarm assignment or when risk warrants*
- *Collective bargaining agreements cannot reduce the NFPA 1710 standard*

Suppression Team

NFPA 1710 Section 5.2.4.2.2 (2010 edition) requires the initial alarm assignment to a structure fire in a 2,000 square foot home involving a “working fire” would require 14 personnel arriving at the scene within eight minutes of the initial full alarm assignment 90% of the time (section 5.2.4.2.1).

The structure would be a two-story single-family dwelling without basement and with no exposures (defined in the same section). A working fire is defined as a fire within a structure of such magnitude that an aggressive interior or exterior attack will occur with a minimum of two hose lines for suppression. The Suppression Team example is illustrated in the following table:

Table 16: NFPA 1710 Deployment Standard

# of Personnel Needed	Assignment
1	Incident Command
1	Pump Operator
4	Attack Line - 2 lines with 2 firefighters each
2	Support - one on each attack line
2	Search & Rescue
2	Ventilation
2	Initial Rapid Intervention Crew
14	Sub Total
1	Aerial - if utilized
15	Total

As the table illustrates, one additional firefighter is required if an aerial device with pump operation is placed into service, for a total personnel count of 15.

Occupational Safety and Health Administration (OSHA)

Mandatory

Before fire mitigation can begin, the following rule must be considered: The Occupational Safety and Health Administration (OSHA) regulation 29 CFR 1910.134 paragraph (g) (4). This regulation outlines the “Procedures for Interior Structural Fire Fighting”, which dictate the number of fire-fighting personnel required to be assembled on the fire ground prior to any interior firefighting efforts. This regulation requires two stand-by personnel and two fire suppression personnel on-scene prior to the commencement of interior fire suppression activities.

This rule is commonly known in the industry as the 2 In/2 Out rule. There is an exception to this rule noting that if a victim is known to be trapped and there is a chance for a lifesaving rescue, such action can be taken; but this exception must be recorded in the incident report. This is a mandatory rule that applies to all career, Paid-on-Call, and volunteer departments.

Insurance Services Offices, Inc. (ISO)

(Idaho is one of five states in the United States listed as a Bureau State)

Public Protection Classification – Idaho: Cities, towns, villages, fire protection districts, and other graded areas are evaluated based on major elements of their fire suppression system. Although the State of Idaho bases its evaluation on the ISO Fire Suppression Rating Schedule (FSRS) published by the Insurance Services Office, Inc. (ISO), the actual evaluation and class determination lies with the authority of the Idaho Surveying and Rating Bureau, Inc.

ISO filed a proposed revised schedule in December 2012 with changes that focus on areas that have a proven effect on fire suppression and prevention, as well as revisions that align the schedule's requirements with those of nationally accepted standards. In January 2013 they have filed revisions both to modernize and enhance its Fire Suppression Rating Schedule (FSRS). The schedule revisions would recognize proactive efforts to reduce fire risk and frequency. As of July 1, 2013 any community being evaluated by ISO will be graded on the revised FSRS.

The revised FSRS makes increased reference to the national consensus standards of the National Fire Protection Association (NFPA), American Water Works Association (AWWA), and Association of Public-Safety Communications Officials International (APCO). Using feedback from those organizations and many other industry associations, ISO revised its PPC evaluation to make it more accurately reflect modern fire prevention and suppression capabilities. By incorporating more direct references to national consensus standards, ISO reinforced that it doesn't just write standards but uses recognized fire suppression and prevention practices as the basis for the PPC evaluations.

The new schedule continues to evaluate three major categories of fire suppression: fire department, emergency communications, and water supply. In addition, it includes a new Community Risk Reduction section that recognizes community efforts to reduce losses through fire prevention, public fire safety education, and fire investigation. The addition of the new risk reduction section represents a major shift in emphasis in the FSRS, giving incentives to communities that strive to reduce fire severity proactively through a structured program of fire

prevention activities. Examples of fire prevention programs include wildland-urban interface ordinances, certificate of occupancy inspections, and inspections of fire prevention equipment. “The revised FSRS continues to provide incentives to communities to strengthen their public fire. The revision reflects current trends in fire protection, credits a community’s fire prevention and fire protection capabilities in a measured, analytical way, and improves the predictive nature of the evaluation process.” (Source: ISO web site)

There has been growing involvement in community efforts to limit losses before they happen, led largely by fire departments and their personnel. It is not easy to quantify the efforts made toward fire prevention and fire safety education, but there is enough anecdotal evidence to indicate that the more done to prevent a fire, the less likely a fire will happen or that it will be a major event.

The following are samples of the FSRS revisions:

Fire Department Section

The Fire Department section recognizes fire departments use various methods to solve the critical issues of economic constraints as it relates to recruitment and retention. One way that ISO addressed this is through enhanced recognition for automatic-aid personnel and equipment. This includes an increase in the factor relating to automatic-aid for fire departments that operate with common fireground procedures. In addition, ISO now offers credit to fire departments that develop and use standard operating procedures and incident management systems. ISO, based on NFPA 1710, also considers a fire department’s deployment analysis as a potential alternative to ISO’s traditional road-mile distribution study. That study established optimal distances for standard response districts around each fire station — 1.5 road miles for an engine company and 2.5 road miles for a ladder service company. In conjunction with that change, ISO shifted emphasis from the number of apparatus and equipment carried, to the proper deployment of those resources by adjusting point totals for the relevant sections.

ISO modified its apparatus equipment lists to include only items specified in NFPA 1901. That change will more closely align the schedule with consensus standards and allow additional flexibility to revise ISO lists if there are significant changes to NFPA 1901.

Many other areas of the fire department evaluation make increased reference to consensus standards, particularly in fire department training, where credit will now be available for officer certification. The evaluation of pre-incident planning is now based on annual rather than semiannual inspections.

Some of the changes directly affect the minimum facilities evaluated by the FSRS. By referencing NFPA 1901, ISO increased minimum pump capacities for apparatus needed to qualify for minimal recognition under Class 9 and separately for Classes 1 through 8B to follow NFPA requirements more closely. ISO also placed additional emphasis on firefighter safety, such as personal protective equipment and increased recognition for driver/operator training, with the realization that personnel can carry out successful fire suppression operations only if they are able to avoid accidents and injury.

Emergency Communications Section

One of the most rapidly changing areas in fire suppression has been in communications. The revised FSRS — referencing APCO standards — reflects current technology by incorporating major revisions to this section, with a pronounced shift in emphasis from hardware, such as phone lines and radio equipment, to a more performance-oriented evaluation. The element of time is critical in allowing firefighters to attack a fire in its early stages, and the revised schedule places greater value on a communication center's ability to answer and process emergency calls in time frames specified by the NFPA. ISO also eliminated evaluation of phone lines and phone listings; instead, it considers enhanced 911, wireless technology, VOIP, CAD, and GIS capabilities.

Water Supply Section

In the Water Supply section, the FSRS now includes specific credit for communities, water utilities, or fire departments that enhance their understanding of a water system through periodic

fire hydrant flow testing that meets NFPA and AWWA standards. The revised schedule also includes additional credit for flow through a single hydrant from a maximum of 1,000 gpm to 1,500 gpm, in accordance with AWWA.

Credit Point Changes

While the total credit points for the existing major categories remain unchanged, ISO increased or decreased the point weights for some sections.

The total credit points still are:

- Fire Department: 50+ points
- Emergency Communications (formerly “Fire Alarm”): 10 points
- Water Supply: 40 points

The Community Risk Reduction section has a weight of 5.5 points, resulting in a revised 105.5+ available points. The inclusion of the new section with its extra points allows recognition of communities that include effective fire prevention practices without applying undue penalty for those that have not yet adopted such measures.

An important change throughout the revised FSRS is the way ISO credits record keeping. When no documentation exists to substantiate an item under review, ISO will not give credit for the section unless otherwise stated in the schedule. That means essentially a “no records, no credit” approach. ISO also established a new limit of 75% of the credit points possible when only partial documentation of an item exists. ISO implemented those changes to emphasize the importance of proper record keeping.

Ongoing Evaluation

The revised FSRS was an effort that took several years and involved a variety of stakeholders in organizations that deal with water, fire, and emergency communications; federal, state, and local officials; insurance regulators; and insurers from across the country. But the introduction of the revised schedule is only the beginning and will not be a once-in-a-lifetime event. ISO is making a commitment to refine and revise the FSRS every three to five years. During that period, ISO will collect data regarding the relationships between the items in the schedule and their effect on fire loss. An evaluation of a community’s firefighting ability is an ongoing process.

“ISO top insurer customers continue to tell states that the FSRS and PPC program help them predict loss and underwrite more accurately. Statistical data on insurance losses demonstrates the relationship between better fire protection and lower fire losses. By securing lower fire insurance premiums for communities with better fire protection, ISO programs provide incentives for communities that choose to improve their firefighting services.” (Source: ISO web site)

Center for Public Safety Excellence (CPSE)

Non-mandatory

The International Fire Chief’s Association (IFCA) has developed a program called the Center for Public Safety Excellence (CPSE). The CPSE was formerly known as the Commission of Fire Accreditation International (CAFI). Many in the Fire/EMS profession reject the NFPA 1710 standard of “one size fits all” and find it hard to compare their City Fire Department to that of the City of New York.

The Center for Public Safety Excellence measures the quality and performance of a particular Fire/EMS service agency and will award national accreditation to those departments that pass the stringent criteria. The consultants recommend that any future effort by the Ketchum Fire Department to demonstrate competencies should be channeled towards the CPSE accreditation, which includes 240 performance indicators and 77 core competencies. The consultants do not recommend that the Department, at this time, attempt to become accredited; rather, they should use the CPSE standards (performance indicators and core competencies) as the benchmark of quality.

Recommendations – National Standards

- *The Fire Department should not adopt NFPA 1710. Adoption would include the adoption of all OSHA and NFPA standards by reference. However, a plan should be developed to meet as many standards as possible in the future.*
- *The fire department leadership review and understand the new ISO revisions and begin to establish a plan for their next ISO evaluation.*

- *Of considerable concern to the Ketchum Fire Department will be the new ISO policy of “no records, no credit” approach. ISO also established a new limit of 75% of the credit points possible when only partial documentation of an item exists. ISO implemented those changes to emphasize the importance of proper record keeping.*
- *The Fire Department should seek international accreditation (CPSE) within the next ten years.*

Staffing

The current staffing levels of the Ketchum Fire Department indicate a total of 52 personnel. Out of these 52, there are 13 career (full-time) paid firefighters including 11 shift personnel, one Fire Chief, and one Assistant Fire Chief. There are 38 volunteers (Paid-on-Call), and one full-time civilian secretary (Fire Clerk). Currently, all officer positions within the KFD are held by career (full-time) personnel. Each of the volunteers is assigned to one of the three shifts, or “Platoons”; additionally on each of these shifts a Volunteer Squad Leader and a Volunteer Engineer are selected. The departmental organization chart within this section will reflect these volunteer positions.

What’s Changed

A dramatic change with regard to staffing has been the awarding of an Assistant to Firefighter Grant (AFG) commonly known as the Staffing for Adequate Fire and Emergency Response (SAFER). This is a grant program provided through the Federal Emergency Management Agency (FEMA).

Ketchum Fire Department applied for and received this competitive SAFER Grant in 2012 and was able to increase the full-time staff by three firefighter positions. Prior to the grant award, two firefighters had left the department and their positions were not filled due to the downturn in the economy. With the loss of these two positions, the career shift personnel had diminished to eight. At times it had become necessary to supplement the career staff to maintain the two person minimum, through the utilization of “Shift Assist” personnel from the Paid-on-Call ranks. With this SAFER Grant, three career personnel were added to bring shift staff up to the current number of 11. This grant was for full funding of the three positions for two years and will end at the conclusion of the fiscal year 2013-2014.

An equally dramatic change within the staffing section is that of the career shift personnel organizing with the International Association of Firefighters. They have become Local 4758 and are currently working under a two-year bargaining agreement contract.

The Ketchum Fire Department currently has a total of 39 personnel certified in EMS, or 75% of the department personnel. Nine of the 13 career members are certified as Paramedics (EMT-P) and the remaining four career members are certified as Advanced EMT's (I-85). Within the Paid-on-Call ranks, there are six certified as Paramedics, six certified at Advanced EMT's, fourteen certified as EMT-Basic's, and thirteen with no EMS Licensure. All department members are certified in CPR. These details are illustrated in the table below:

Table 17: Emergency Medical Services (EMT) Certifications

EMT Certification	Full-time	Paid-On-Call	Total
EMT-P (Paramedic)	9	6	15
Advance EMT (I-85)	4	6	10
EMT Basic (EMT-B)	0	14	14
No EMT Certification	0	13	13

The Fire Department provides fire suppression/prevention and/or emergency medical services to the following:

Table 18: Population Served

Area	Population
City of Ketchum	2,680
Ketchum Rural Fire District	5,500
City of Sun Valley	1,394
Unincorporated Blaine County	1,126
Total	10,700

City of Ketchum has an estimated 2012 population of 2,680; and the fire rural district has an estimated population of 5,500. The department is one of two in Blaine County that provides EMS, including ambulance transportation, to an estimated 10,700 people within a 690 square mile district.

All volunteers and career personnel are assigned to Station 1 and most are assigned to a rural station as well.

Staffing is typically a significant concern with the need to achieve a balance between necessary resources (personnel, equipment, and facilities) and the ability to fund these resources. The term adequate staffing is subjective and often sharply divides those who provide the money and those

who provide the service. Without question, the most expensive on-going cost to any department involves employees' salaries and benefits. Chiefs, firefighters, and EMTs of all ranks normally want to increase the number of fire and EMS department staff in order to better serve the citizens. An increase in staff results in more firefighting personnel being available to respond to emergencies within the community. Larger staffing levels could equate to a greater margin of safety for both the citizens of the community and the firefighters; as well as faster mitigation times resulting in diminished losses.

On the other side of the equation is the factor of what the community can afford. Hiring additional firefighting personnel is expensive and may impact other areas of need within the budget. Certainly during difficult fiscal times, such as those facing government and private sector at all levels today, the lines between wants, needs, and ability to pay become blurred and emotions easily can create an unpleasant environment in which individuals/groups choose sides on the issue. In reality, both sides want the highest level of protection for their citizens and employees – achieving the balance is the issue.

There are crucial factors which must be considered in determining staffing levels for a particular jurisdiction. Among those considerations should be population, size of the area protected, social economics of the area, community risks, level of fire and EMS services desired/citizen expectations, fiscal capabilities of the community, future area development, politics, other service provider options, and availability of adequately trained mutual aid.

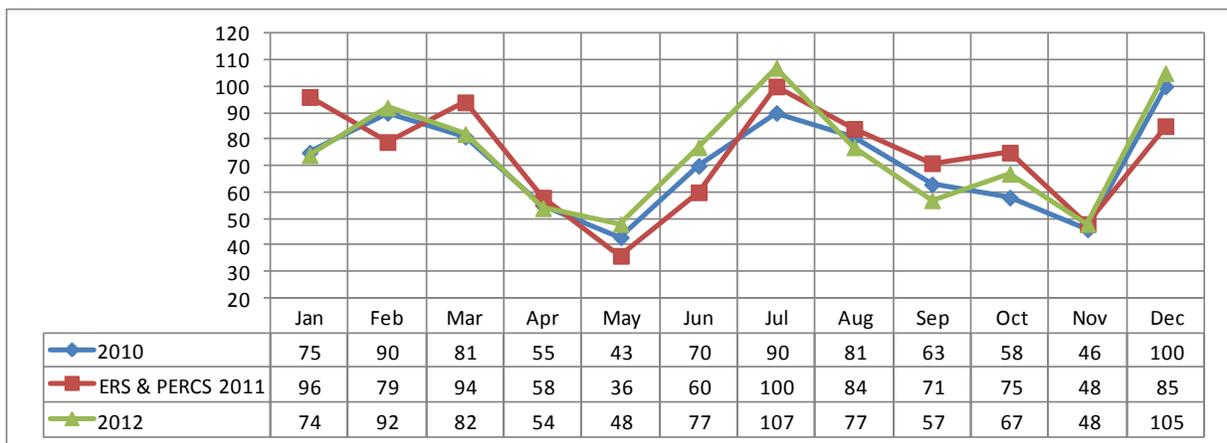
In some cases where there are noticeable and identifiable “peaks and valleys” during certain times of year regarding call volume, alternative staffing models may need to be considered to temporarily increase staffing during those particular busy times of the year. Conversely, during identified lower call volume months of the year, such increased manpower may not be warranted. Given these variable conditions, increasing the full-time, year-round career staffing may not be warranted until a time where increased call volume is evident throughout the entire year. Some alternative models may include supplementing career on-duty staff with utilizing part-time, Paid-on-Premise, or other temporary personnel to assist during those peak call times of the year. Consideration of utilizing available qualified volunteer/paid-on call personnel in a supplemental role is included in this model.

In reviewing the calls by month over the past three years, there are clearly months that have a historically higher volume than others. The months of December, January, February, March, (which are historically the high volume ski/winter season) and June, July, August, (which have become increasingly busy with biking, hiking, and similar summertime/outdoor activities) show a higher than average call volume over the three-year period. During the same three-year period, the months of April, May, September, October, and November have shown a lower or decreased number of calls overall than average.

Ketchum is well known for its beautiful skiing/winter opportunities as well as a wide variety of summertime activities available for both the tourist trade and its local residents due to its outdoor natural beauty. With these considerations in mind, it is not surprising that the call volume by month identifies these particular high volume “peaks” as the higher emergency call loads for the fire department.

The table below identifies the Ketchum Fire Department’s call volume by month throughout the past three years.

Figure 14: Incidents by Month 2010 - 2012



Special events help to increase call activity during certain “Peak Times” previously referred to in this report. The department estimated that there are approximately 865,000 visitors/tourists annually, with some of these “spikes” in increased call volume being Christmas week and Presidents’ weekend when the population will swell to over 10,000 daily. An even larger influx of visitors/tourists will occur during the summer on the Labor Day – Wagon Days event in

Ketchum which can increase the daily population to an estimated 13,500. The department will utilize peak staffing, if needed, when these events occur.

Employees Work Hours

The Fire Chief works a traditional 40 hour work week of five eight-hour days; whereas the Assistant Chief works four ten-hour weekdays with Monday and the weekends off. Both Chief Officers are on call 24/7 as need might require. The remaining eleven career personnel are assigned to a shift. This shift is an adaptation of the traditional 24 hour schedule and is outlined in the table below.

Table 19: Ketchum Career Work Schedule

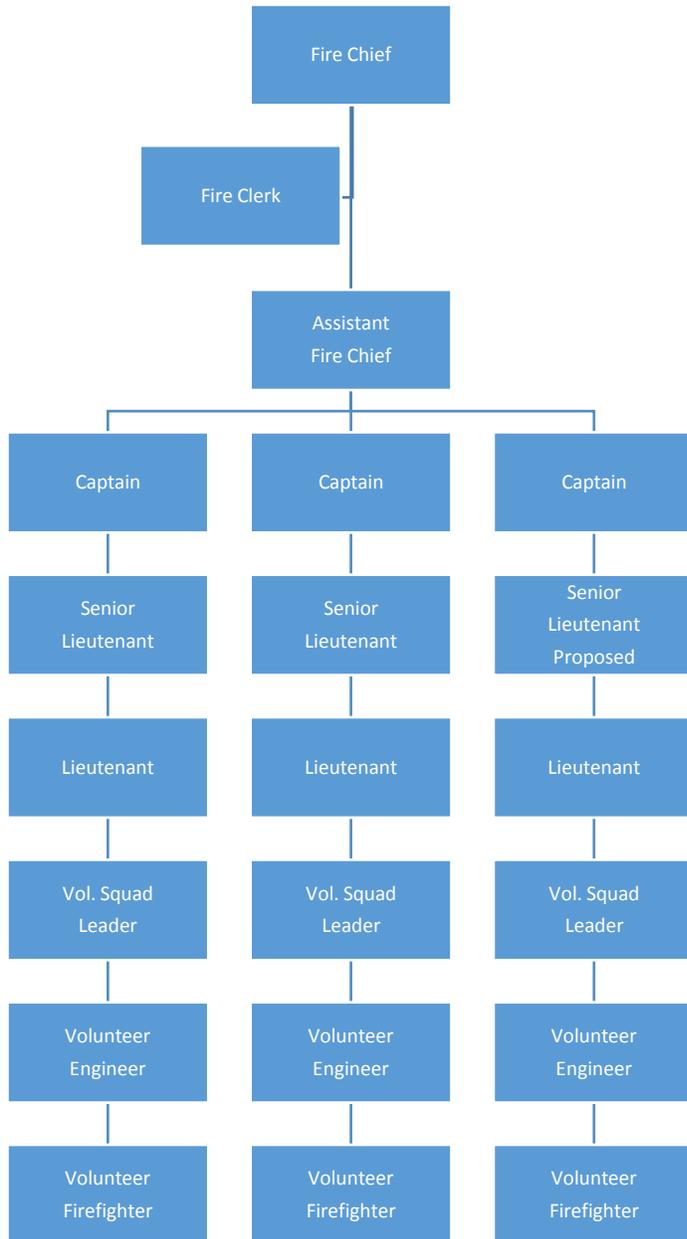
On-Duty Hours	Off-Duty Hours
24	24
24	96
24	48
24	24
24	96
24	24

The cycle then repeats itself, and each individual (usually the entire shift) is on their own 19-day cycle. In reality, each individual will work six shifts in a 19-day cycle. One of those shifts might be the (D Shift) which is designed to off-set the Fair Labor Standard Act (FLSA) mandatory overtime (discussed in greater detail in the Human Resource section of this report). In any given year (except leap year) two shifts will work 122 days and one shift will work 121 days within the calendar year.

The department has two shifts with four career personnel assigned to them (three are paramedics) and one shift has three personnel assigned of which two are paramedics. There is a minimum manning level of two personnel on duty each day. This minimum manning level includes at least one Paramedic and one Basic EMT.

Under this three-shift setup, identified for clarity as A, B, and C shifts, each of the volunteers is assigned to one of these particular shifts. The leadership structure of these shifts is identified through the Ketchum Fire Organization Chart shown below.

Figure 15: Ketchum Fire Organization Chart



Staffing Methodologies

Fire and EMS departments across the country are commonly classified through the determination made by the Federal Emergency Management Agency (FEMA). There are basically four classifications utilized by FEMA and they include:

- ***Career departments*** which refer to departments where all firefighters/medics are career employees.
- ***Mostly career*** which refer to departments that are a combination – where the majority is career supported by volunteer/Paid-on-Call.
- ***Mostly volunteer*** which refers to departments that are a combination where the majority of employees are volunteer/Paid-on-Call.
- ***All volunteer/Paid-on-Call*** which refers to departments that have no career firefighter/medics.

A recent staffing model is now becoming a popular alternative to the above basic classifications. Many fire departments are implementing what are referred to as “Paid-On-Premise” (POP) personnel who are hired to work a designated on-duty shift – usually 12 hours. POP personnel are considered part-time. Payment to these individuals could be on an hourly rate or stipend for the 12 hour shift. Depending on the compensation structure, the organization may be responsible for benefits and/or overtime.

The figure below compares Ketchum Fire Department staffing to the national average as published by the Federal Emergency Management Agency (FEMA). FEMA compares residential population of a community to the type of staffing utilized by the fire department. The consultants will highlight both the fire and EMS comparisons by shading them in different colors.

Table 20: Type of Staffing Compared to Population - National

Population	Career	Mostly Career	Mostly Volunteer	All Volunteer	Total
500,000 – 999,999	81.1%	17.0%	3.8%	0.0%	100%
250,000 – 499,999	67.8%	27.4%	4.8%	0.0%	100%
100,000 – 249,999	84.0%	12.2%	3.8%	0.0%	100%
50,000 – 99,999	72.0%	18.3%	8.1%	1.6%	100%
25,000 – 49,999	48.0%	20.6%	23.7%	7.7%	100%
10,000 – 24,999	21.0%	22.6%	37.8%	18.7%	100%
5,000 – 9,999	4.2%	5.9%	37.9%	52.0%	100%
2,500 – 4,999	0.6%	1.8%	16.4%	81.2%	100%
Under 2,500	0.4%	0.8%	4.7%	94.1%	100%

Source: NFPA 2010 Survey of the Needs of the US Fire Service

Although the Ketchum Fire Department falls under the NFPA 1710 (career) standard, the NFPA determines which standard applies based on the employee classification on the percentage of career employees to the total department membership. Whereas, FEMA bases the population comparison on which classification of employees (career or Paid-on-Call) are in the majority.

The Ketchum Fire Department compares nationally to 21% of departments in the U.S. in providing predominately career staffing for a residential population comparison; however, one must take into account the large increase in population during peak seasons in the City of Ketchum and surrounding protection district.

FEMA also provides population comparison to types of department staffing compared to population for each state. In Idaho 34 fire departments responded to the survey illustrated below:

Table 21: Type of Staffing Compared to Population - Idaho

Population	Career	Mostly Career	Mostly Volunteer	All Volunteer	Total
> 25,000	37.5%	37.5%	25.0%	0.0%	100%
10,000 – 24,999	0.0%	0.0%	100%	0.0%	100%
Under 10,000	3.0%	6.8%	49.1%	41.2%	100%

Source: NFPA 2011 Survey of the Needs of the US Fire Service - Idaho

The Ketchum Fire Department protects a residential population in combination of its fire and EMS districts of approximately 10,000 the large influx in population throughout the year must be taken into account in staffing methodology.

Future Staffing Needs

The career and the volunteer members of the Ketchum Fire Department clearly work together as a cohesive unit on an everyday basis. This statement is based on various factors including interviews with career and volunteer members, the consultants witnessing day-to-day activities the camaraderie observed at departmental training, as well as the comments and opinions of the Chief Officers of the department. The comments to the consultants clearly portrayed an excellent atmosphere of working together both on emergency situations as well as training sessions. Statements by career personnel were made in a positive manner and with sincerity, indicating that the position of Paid-on-Call in the Ketchum Fire Department was respected and recognized and very much needed. Without question, the City is very dependent on the Paid-on-Call personnel who primarily respond to Station 1 for coverage, but also provide Rural Station coverage as well.

As discussed, minimum staffing is two, full-time per shift. To determine how often the department is at minimum staffing, the consultants have investigated how often any single employee might be off. The table below takes into account vacation, sick days, outside department training, compensatory time (time off in lieu of overtime pay), and other anticipated and unanticipated employee absences for the current Ketchum membership. The number of vacation days is based upon the tenure of the individual and where he/she is placed in the City's vacation policy. This table was presented in the 2006 report, and per the Fire Chief, has not substantially changed.

Table 22: Ketchum Employees Average Days Off

Days Off	# of Days
FLSA	0
Vacation	18.6*
Sick	2.5
Other	8.3**
Total	29.4

* Average of the eleven current career employees

** Based on maximum accrual allowed by contract

Note that the table above shows no time for FLSA. Under a typical 19-day FLSA cycle each member would accumulate eight hours per cycle of overtime just by coming to work on their scheduled days, as a 19 day schedule equates to 152 work hours. The department has developed a shift schedule that limits to six shifts per 19-day schedule or 144 hours per cycle, thus, mitigating the overtime liability to the City.

The category of “Other” includes compensatory time paid at 1.5 for hours an employee accumulates when above the FLSA maximum hours in a pay cycle; this includes but is not limited to: training and response to “full page” alarms (alarm when all off-duty can respond). In 2006, an employee earned an average of 12 days. Per the current labor agreement, this number has been reduced (from 12 in 2006) to 8.3 days or a maximum accrual of 200 compensatory hours in a fiscal year.

A general rule of thumb for staffing a career department with this type schedule is that one additional employee is needed for every three on shift. This is most often referred to as four-for-three coverage. In reality, a more accurate figure for Ketchum is 0.75 additional employees for every three shift personnel. This number varies with the average longevity of the group but better represents the current employee tenure and benefits received in Ketchum.

Therefore, if an employee works 122 days a year, and the shift had three assigned to it, and if he/she took the average number of days off (29), there would only be 22 shift days when all three employees were on-duty simultaneously. On the shift that has four assigned, there would be no shift days when all four would be on-duty. The consultants will recommend that minimum staffing be increased to three per shift, which means that four individuals will need to be assigned to each shift.

Although there are numerous methods of determining when the City should hire additional employees versus paying overtime, the decision is usually based solely on the fiscal impact. When the cost of overtime exceeds the cost of an additional employee plus their benefits (approximately +35% of salary), it is advantageous to hire the individual(s).

The consultants continue to highly discourage minimum staffing of two and recommend that number be increased to three per shift. There are a number of reasons, but the primary reason is firefighter safety. The consultants have been told that on occasion, Ketchum engines have responded with two firefighters to an emergency incident involving a structure fire. The consultants caution the City in allowing this situation to occur. A two-firefighter engine is not adequately staffed to protect the citizens or provide safety to the firefighters themselves.

If death or serious injury arose from actions, or lack of actions, by a fire crew of two firefighters arriving on an engine to a working structure fire, the consultants would expect serious condemnation from state and federal agencies investigating the incident.

The Ketchum Fire Department alerts its members both on-duty and off-duty through a signal transmitted over the radio and received by pagers. There are two current types of alarm alerts:

- **Single page** – limited to fire alarms, ski runs, and vehicle accidents with no reported injuries but leaking of fluids from the vehicle.
- **Full page** – all other incidents including all EMS calls. The purpose is to notify all off-duty personnel that any simultaneous incidents will need their response as well as to encourage both Paid-on-Call and off-duty career to respond to the scene. The Fire Chief estimated that 70% of all calls are toned as full page, thereby allowing individuals to respond to the station.

The recommendation by NFPA is that engines should be staffed with four firefighters when responding to a reported structure fire. The principle of four personnel assigned to an engine company has been the topic of considerable research, as discussed in the 2006 report. More frequent studies support the findings of the early apparatus staffing experiments in the Dallas Fire Department, Phoenix Fire Department, Seattle Fire Department, and Austin, TX Fire Department

Engine staffing studies were conducted in the above-mentioned cities to evaluate maximum productivity, reduction of property loss, reduction of extinguishment time, and reduction of firefighter injuries. The results indicate an improvement in all areas when four individuals are

assigned to an engine. Assigning a fifth individual only slightly improved the categories, and did not indicate the degree of improvement that four personnel did over three personnel.

With the consultants recommending minimum staffing at three, it would appear they are contradicting themselves from the recommendations of NFPA. Although four on the primary response engine is the optimal staffing level, it would be cost-prohibitive for the City of Ketchum. Three individuals on duty, accompanied by the Assistant Chief (when on duty) or help from the rural stations and/or mutual/automatic aid from neighboring departments should minimize the amount of time during which only three individuals are at the scene prior to receiving assistance.

Although the NFPA 1710 standard indicates that engine companies should be comprised of four individuals, it does not require that four individuals be assigned to an engine. Rather, four individuals should perform engine tasks on the fire scene, and they can arrive on multiple units.

The department responds to EMS calls with two individuals (minimum of one medic). A minimum daily staffing of three allows one individual to remain in the station for simultaneous incidents currently at 11.85% of the time and brings some relief to the “full page” that allows all off-duty career and Paid-on-Call members to respond. Rather, there could be some restriction placed on the number of off-duty career responding to callbacks; however, the career personnel serve in a supervisory capacity which supports scene safety. For example, the career callback could be limited to just the shift going off-duty, allowing the next day oncoming shift to be fully rested. The one individual remaining in the station would need additional personnel in order to respond to a simultaneous incident, and therefore some of the callback could be directed to the station versus the scene; however, the Department rarely leaves one person behind.

The department does not have an excessive amount of members whom they can recall, especially during the weekday hours. However, the overtime cost of allowing all career members to respond on a “full page” is an expensive way to conduct business. Minimum staffing of three on-duty personnel should help to eliminate the need for all career members to respond on all “full page” incidents.

Staffing Considerations

Fifty percent of the department members are certified as EMTs, and 25% of the department members are currently paramedics; thus 75% of the entire department is certified in EMS. These statistics are quite beneficial since the department's primary response was 70.18% EMS (average of study period). There was an average of six structure fires per year for the years 2010, 2011, and 2012. It is the consultants' recommendation that all career (full-time) shift members should be required to work toward obtaining and retaining their certification as a paramedic throughout their entire career.

Serious consideration should be given to establishing a Paid-on-Premise program to supplement the career staffing during "peak" call volume months to maintain a three to four person minimum staffing level to provide adequate coverage. Additionally, consideration should be given in maintaining a three-person minimum during the "off peak" months either through the Paid-on-Premise program, or through the former "Shift Assist" program utilizing the volunteers in the third person capacity.

The department ratio of officer to line personnel (includes all members) is significant, and slightly greater than one officer to every three line personnel. Certainly, in today's management world, organizations are becoming flatter at supervisory positions. The consultants view the role of each supervisor as follows:

- ***Assistant Chief*** – major function is administrative, oversees all operational aspects of the department and assists the Fire Chief in the vision and strategic plan for the department.
- ***Captain*** – serves as the shift commander and oversees all aspect of the crews for the entire shift. Depending on the staffing option implemented, this could include crews at two or three stations.
- ***Lieutenant*** – is assigned to a particular apparatus or crew and serves as the team leader, ensuring safe operations on the emergency scene.

The position the consultants question is the Senior Lieutenant. Inasmuch as all career (full-time) personnel are assigned to the headquarters station for a normal shift, the following officers could be in the station at the same time:

- Chief
- Assistant Chief
- Captain
- Lieutenant (or Senior Lieutenant)
- Firefighter/medic

In essence, during any given weekday shift, with three shift personnel working, the shift makeup could have one firefighter with four supervisors on duty. In some cases, when the shift personnel are filling in for off-duty personnel, all on-duty shift members could be officers. In either case, the ratio is questionable at best. The consultants realize that at large events involving numerous Paid-on-Call there is a need for more supervising officers. When the Captain is off on a particular shift, the next ranking officer should fill the role of “Acting Shift Commander” including carrying out any and all duties required of the position. This would include training, data entry of reports, apparatus maintenance, station duties, fire pre-plan, public safety education, and other tasks as assigned by the department leadership. This acting capacity is a good “training ground” situation that helps to better prepare officers and senior firefighters to fill these positions as they become open. All officers and senior firefighters should take responsibility for the productivity of the duty crews when not in emergency situations.

All officers are responsible for the productivity of the duty crews when not in emergency situations. This would include training, data entry of reports, apparatus maintenance, station duties, fire pre-plan, public safety education, and other tasks as assigned by the department leadership.

The City of Ketchum should increase minimum daily staffing of the Fire Department to three, which will require four individuals assigned to each shift, or one additional employee per shift. If each individual’s starting salary was \$30,967, plus benefits, it would cost the City \$83,410 for each employee or approximately \$250,230 for the additional three employees.

The City should consider any additional staffing (beyond the three previously recommended) as Paid-on-Premise in 12-hour shifts. These shifts could be filled with existing Paid-on-Call members and/or hiring off-duty firefighter/EMS personnel from other departments. Different from a POC member who responds from his/her private life, Paid-on-Premise are ‘volunteers’ who are assigned to be at the station waiting for the alarm. Since the City is requiring them to be there, per the FLSA, the hourly rate must be at least Idaho’s minimum wage of \$7.25 an hour or \$61.80 per shift per individual. The FLSA implications will be discussed further in the Human Resources Section of the report.

Recommendations – Staffing

- *Minimum daily staffing should routinely be three on-duty personnel per shift, with consideration of four person minimum staffing during peak and special event situations.*
- *The two-person primary response engine should be eliminated and increased staffing should maintain a three-person unit.*
- *Instituting a Paid-on-Premise program to supplement manning during identified “Peak times” of the year as well as during special events throughout the year. Consideration of utilizing current available KFD qualified volunteer (POC) members would have first priority.*
- *Career personnel recall (callback) should be limited to emergency events that require additional resources and identified by alerting the department with a “full-page” alert.*
- *All career members should be required to obtain and maintain a paramedic level certification and firefighter level one certification.*
- *The leadership of the department should emphasize their support to the volunteer staff by encouraging activity levels both through callback activity as well as increased attendance at departmental training sessions. With this continued support of current incentive programs already in place, there is an important opportunity to bolster the volunteer membership with qualified, dedicated employees and thus increase available of on-call staffing.*

Human Resources

This section will review the changes and observations in regards to personnel and its policies. Since some of the changes recommended in 2006 may not have been able to be achieved due to the new presence of a labor union, the section after What's Changed, will evaluate what needs to occur within the present confines of the department and City.

What's Changed

In June of 2009, the full-time firefighters became a part of the International Association of Firefighters (IAFF); thus, changing the employer-employee dynamic within the organizations. The Fire Chief and chief officers are now bound by the confines of a collective bargaining agreement. There were a number of difficulties in the negotiations of the first collective bargaining agreement (CBA), which ended up in a lawsuit and personal attacks. As the first CBA is coming to an end in September 2014, the consultants will provide some guidance as to language and process later in this section. The momentum of positive department relations should not have to slide backwards as the next round of negotiations begins.

Other changes since the 2006 report include some changes in the recruitment process, development of hiring and promotion checklists, new hire and promotion correspondence, and an update to the City's employee handbook.

Recruitment

A number of suggestions were made in the 2006 report regarding the recruitment of volunteers, and the hiring of full-time employees. The volunteers serve as the recruitment base for the full-time employees and that should continue. The department relies on word-of-mouth and an advertisement that is run county-wide with other departments. Although word-of-mouth appears to be somewhat effective, it does not provide a diverse candidate base. If the department is going to expand its staffing to augment high volume times, continued efforts need to be made in the recruitment of volunteer/POC employees.

The department still has a number of the same forms in the application packet that were provided in 2006. A few of them have undergone some revisions. The following suggestions should be considered:

- Each employment opportunity should have the question as to whether each may be contacted on the employment application – having only one question at the end of the employment section does not tell the City/department if any specific employer should not be contacted. This can be very revealing.
- The application should be tailored to meet the needs of police & fire by asking for specific certifications/education and specialties.
- The application should have its disclaimer expanded to add the ability to check social media sights. It is not suggested that passwords be obtained (some states now have legislation prohibiting that), but an acknowledgement that the City may be looking at such sites in its employment decision.
- The department provided correspondence requesting the social security number and driver's license on the application. These should not be placed on the application, but rather on a background authorization form.
- Many of the forms remain – beneficiary form, direct deposit, information for insurance, I-9 and W-4 - these are now distributed by payroll during orientation, which is where they should be distributed.
- The recruitment process for hiring full-time employees is now guided by the CBA. It now includes a hiring panel which is highly recommended. The questions, however, still need to be revised. The copy provided are very simple and really do not get to the heart of some basic information. Even though the full-time staff is filled by candidates from the volunteer pool, one should still conduct a thorough interview to ascertain their skills, attitudes, opinions of department operations, and their professional goals. These need to align with those established for full-time employees.
- There is currently no pulmonary function testing plan underway for any KFD staff. Even though Idaho is not an OSHA state, there are other standards that can cite the department for this failure; let alone any litigation that might result in the event of a volunteer firefighter injury or death. These need to be performed annually on all members of the department who are required to wear a SCBA.

Compensation

The discussion in the 2006 report focused on the problem of compression in public safety department. Compression is the combination of base salary plus overtime becoming greater than the rank above. Some of compression can be minimized through the construction of the salary schedule. It would appear that the construction of the CBA salary schedule should be sufficient to minimize compression from occurring. What will be a concern in future bargaining, is the percentage between steps. These range from 2.89 – 3.53%. The percentage is higher during the beginning years and decreases toward the end. However, step increases greater than 3% can become costly as one must consider not only the step increase, but the increase in the steps that typically occurs annually. Thus, if 2% is added to the step and then the step movement, an employee could be receiving a 5.53% increase. Given the economic state of the country since 2008, this would be considered a high increase.

A consideration for future agreements is the development of a non-paramedic and paramedic schedule. There is a recommendation within this report that all full-time employees should be paramedic certified. The creation of a separate paramedic pay schedule will help incent the achievement and attainment of this certification.

Compensation for Paid-on-Call employees is a separate compensation system. Before this discussion, one must understand the rules that apply to volunteer/POC employees within the Fair Labor Standards Act (FLSA). Regardless of the title – volunteer or POC – the FLSA regards the individual an employee when compensation is paid on an hourly basis, which is the case in the KFD. As such, all compensation must be paid at minimum wage and all time worked must be tracked for the possible payment of overtime. As with the full-time members a FLSA cycle has been established – 19 days – which provides for overtime compensation for hours worked in excess of 144 hours during the 19 day cycle. This payment may not align with the City’s bi-weekly pay roll; thus, separate accounting must be maintained for hours within the two-week pay period and overtime earned in the 19-day cycle. Overtime would then be paid on the next available check. The department/City must establish a FLSA cycle for POC employees as well. Thus, the compensation paid to POC really doesn’t make sense in that overtime is automatically

paid for responding to a call, transfer or rendezvous, regardless of hours worked within the pay cycle.

The consultants suggest a simpler compensation system that establishes a training rate and an emergency call rate. Time and one half would be earned if the hours worked during the established pay cycle, exceed that amount. So for consistency, if a 19-day cycle were used, overtime would be earned by a POC after 144 hours were worked within that 19-day cycle. In order not to reduce wages, the overtime rates established could remain, but become the base pay rate.

It is recommended within this report the addition of Paid-on-Premise (POP) personnel to sit in the station for blocks of time during peak hours. This could mean the establishment of another rate of pay for that block of time. However, if one uses the hourly training rate, it would minimize the number of pay rates for this job classification.

A concern if there is a training rate, POP rate, and emergency response rate – what category caused the hours to increase beyond 144? Thus, if the department bases the overtime on the emergency response rate – not training/POP, then this would alleviate any possible payment problems per FLSA.

At this time POC's are paid quarterly. Idaho Code §45-608 requires every employee to pay wages at least once during each calendar month on a regular paydays designated in advance. Thus, the City must change its payment schedule to monthly.

Employee Handbook / SOG's

The City has adopted a new employee handbook in 2010. The consultant did not do a review of the handbook, but looked for some of the new policies that are now required and found the following not covered:

- Need to add nondiscrimination of individuals who have had Genetic testing and a GINA policy.

- Safe Harbor policy in regards to payroll
- Adding City's policy of use of cell phones, etc. and the ability to record city business/emergency scenes, and its posting on social media.
- Social media policy
- Policies specifically for POC employees. They are not covered by CBA, so the handbook must address them.
- Worker's compensation & light duty
- FMLA – policies as to how, rights, etc. and the addition of the Military Family Leave requirements
- Victims Economic Security & Safety Act (VESSA)

Little has been done by the department to update its SOG's. In fact, the department provided a lot of documentation to the consultant that is no longer relevant since the institution of the CBA. A thorough analysis of all ordinances, policies, chief's orders, etc., needs to occur and identify those out of date, no longer usable, those that need updates, and policies that are needed. During a conversation with the Fire Chief, the consultants recommended the department purchase the FEMA SOP handbook. This book, not only assists when trying to obtain FEMA grants, but also provides good templates on the most common operating policies within a fire department.

As suggested in 2006, the task of writing up these policies should be given to a committee within the department. With that said, there does need to be one person in charge of the project in order to ensure it is completed. Another suggestion is to contract this project out to a consulting firm that provides the bulk of the work; then use the committees to read and edit the draft manual.

Collective Bargaining Agreement

The following are some recommendations/suggestions for the next round of bargaining. Ultimately any changes to the agreement must be negotiated, and the entire package evaluated.

Bargaining Process

One of the major concerns in the initial negotiations was the mixture of players in the process. During contract negotiations, roles and responsibilities must be established prior to the beginning. The role of the Mayor and elected officials needs to be one of providing negotiation parameters to the negotiation team. There should be no interference in the process, once bargaining begins, between the union and elected officials. Nor, should there be any elected officials at the bargaining table. The management team should consist of the Fire Chief/designee, the City Manager, the labor attorney, and someone from either human resources or finance. Although updates can be made by the City Manager to the Council, there should be no other participation by elected officials.

The consultant has bargained with a number of unions over her career, including IAFF. Negotiations can become extremely problematic if third parties begin to interfere with the process.

A suggestion for future bargaining is a consensus style of bargaining. This is when all the parties – union and management – work together to solve issues; rather than traditional bargaining through exchange of contract language. The process allows for more dialogue and problem solving and can be less contentious.

Language Suggestions

The contract itself should have a table of contents. This would help the reader find the language quickly. The agreement should have the covered period in the first paragraph, and on the cover page. The consultant had to hunt through the document to find when it expires.

Article 10 – Incentive Pay: As suggested, a separate paramedic pay scale should be developed through the highest covered officer rank. This will encourage movement to paramedic and resolve any questions as to what rank a paramedic may or may not operate.

Article 11 – Holiday: No suggestions but applaud the language. Makes it easier to understand and implement.

Article 12, Section B – Extra Duty: Suggest twelve (12) hour blocks of time off, rather than a range. This is more difficult to find coverage and to monitor. Further, require more than 24 hour notification. Insufficient time to find a suitable replacement – should be a minimum 48 hours. Another suggestion for consideration is that the employee must find a suitable replacement with the same certification/skill requirements as the full-time member requesting the day off. All replacements would need officer approval.

Article 15 – Mileage: Remove from contact and place in employee handbook. Does not need to be in contract language.

Article 16 – Vacation: No language as to when vacation begins accruing – date of hire/ completion of probation? Recommend putting in accrual per pay period as another clarification of how much is earned. Also, there is no language indicating if vacation can be taken before it is earned; if vacation at no pay is allowed. Suggest that vacation must be earned to be taken and to not allow time off without pay.

When vacation picks are made is also absent from the language; any order or preferences in vacation (i.e., seniority), and in what increments vacation can be taken. Suggest the picking of vacation at the end of the calendar year for the next year and done in seniority order. A specified number of days should be scheduled in advance; with a smaller number allowed to be scheduled with a minimum of a week's notice anytime during the year. Vacation should be taken in either 12 or 24 hour increments. May want to have time off in 12 hour increments to be consistent with comp time off.

Article 17 – Sick Leave: Same comments regarding vacation – sick leave should not be taken unless earned; a minimum of twelve (12) hour notice should be required; and sick leave should be taken in 12 or 24 hour increments.

Article 19 – Staffing: Because of the fluidity of staffing, minimum staffing should not be in contract language. Thus, regardless of the recommendations of minimum staffing within the report, this language should not be changed. The specific certifications – engineer, EMT, or paramedic should not be in contract language, but within operational policy. Because of the minimum number of full-time staff, all full time members should be trained as an engineer and paramedic. Thus, most of this language can be eliminated.

Article 21 – Limited Duty: A minor point that worker's compensation and salary paid cannot exceed the individual's regular salary.

Again, overall the union and City did a good job in the development of this contract. Hopefully through continued labor/management meetings throughout the year, continued dialogue on issues

and concerns, and ensuring only the appropriate parties participate in contract negotiations, relations between the union and the City will continue to move in a positive direction.

Performance Evaluations & Promotions

During the discussion with the Fire Chief he expressed his displeasure with the current performance evaluation. Upon review, it is a basic form that provides little guidance to either the employee or the rating supervisor. Further, the promotion process (POC and full-time) should be spelled out; not only the requirements of the position within the job descriptions, but also the type of process – interviews, assessment centers, etc., should be developed within the department's SOP manual.

It is strongly recommended that as the SOP manual is being revised, time be taken to develop a usable performance evaluation instrument for both POC and full-time; supervisory training occur so that performance discussion can occur throughout the year and the appropriate documentation occur; and that the evaluation instrument assist in the promotion or career advancement process.

Recommendations – Human Resources

- *A number of suggestions have been given regarding the formatting of the employment application, development of comprehensive interview questions (POC & Full time), and ensuring annual pulmonary function testing on all employees.*
- *Consider a two-tiered compensation system for FT employees with a paramedic and non-paramedic track.*
- *POC hours must be tracked within an established FLSA cycle. Recommend the same 19 day cycle.*
- *Develop a simpler compensation system for POC that does not include an 'overtime' pay; but base compensation for training, emergency calls, and if instituted, time when scheduled to stay at the station (Paid-on-Premise). Overtime, if earned when hours worked exceed 144 hours within the 19 day period, should be paid at the emergency call rate at time and one-half.*
- *Per Idaho statute, employees must be paid at least monthly; thus, POC pay should be changed to a monthly pay period.*

- *There are some suggestions for the City's recently updated employee handbook, so that it contains current labor laws and/or policies.*
- *The department needs to work on updating its SOG manual, and work on cleaning out policies, ordinances, or chief's memos that no longer pertain due to the CBA.*
- *The negotiation process should include a management team. Elected officials should not participate in negotiations, or attempt to negotiate outside the bargaining table.*
- *Suggestions have been given for future contract negotiations; however, the CBA is well written.*
- *The department should work on developing a new performance evaluation process that applies to both POC and full-time employees; along with the guidelines for a promotional process – again applicable to POC and full-time positions. This includes the updating and revision of the department's job descriptions.*

Ketchum Fire Stations

This section will provide an overview of the three fire stations which provide protection to the City of Ketchum and the Ketchum Rural Fire District.

What's Changed

Very little has changed with the fire stations since the 2006 report. Perhaps the most obvious issue to the consultants is the need to replace, not renovate, the City's headquarter station. The City continues to make repairs to the existing structure. For example, the ceiling collapsed onto the ambulance. The cost to repair, which included removal of asbestos cost the City approximately \$55,000.

Notable changes in the headquarters station included any area that was not occupied with storage in 2006, certainly does now. To state that every usable inch of the facility is being used would be very accurate. Cosmetic changes have been made to the restrooms, but the station still lacks necessities for adequate, reasonable living quarters. One of the bays does have a new overhead door, because the previous one was damaged. The size of the doors remain quite tight, but adequate for today's fire apparatus. The fire station remains non-compliant for ADA requirements; the apparatus bay remains without any automatic fire suppression system (sprinklers) and the fire alarm system now is transmitted to the PSAP via a private fire alarm monitoring service.

The rural fire Station #2 apparatus bay doors are very tight for today's fire apparatus and although custom apparatus can be designed, it would be more prudent to address the apparatus bay door size. Renovation of the apparatus bay doors will be expensive inasmuch as it will most likely require raising the roof of the facility in order to make the door openings 14 x 14 feet. Station #3 remains adequate for today's fire service needs and although some minor renovations will need to occur in the stations and living quarters, the facilities were clean, very well organized, and adequate for their intended purpose.

City Fire Station

The City of Ketchum is served by a single fire station located in the heart of Ketchum at 480 East Avenue North. This station is identified as Fire Station #1 and is housed within the City Hall complex. Additionally, the Ketchum Fire Department staffs two stations within the Ketchum Rural Fire District. Station #2 (Greenhorn) is located approximately 5 miles south on State Highway 75, while Station #3 (Griffin Butte) is located 3 miles to the north on State Highway 75 as well.

Station #1 – Headquarter Station



Station # 1, headquarters for the Ketchum Fire Department, was constructed in 1973 and was built as a car dealership at that time. In 1979, the City of Ketchum purchased the property and converted the building into its present use – that of City Hall,

offices, and the fire department headquarters station. Various renovations have taken place over the years with temporary effects, but the needs required for a main, headquarters fire station are still severely lacking and inadequate.

Office & Living Area

Offices and living quarters account for approximately 1,850 square feet; most of which are located on the second floor of the facility. This does not include the Fire Chief's office which is located on the second floor as one enters the City Hall complex. The Assistant Chief's office is a converted storage area located on the first floor corner of the apparatus floor. There has been no significant change to either of these areas since the 2006 report other than the obvious lack of storage space. Pictured below is the living/office area for the on-duty personnel.

Figure 16: Living/Office Area Headquarter Station



The career personnel facilities have changed little with three undersized bedrooms, kitchen, washroom facility with limited shower facilities, and an office area placed as part of the dayroom which allows no privacy. The dayroom is used by personnel for sleeping when additional personnel are on duty. The access to the apparatus floor still requires personnel to descend a long flight of stairs or utilize a fire pole.

Apparatus Floor

The apparatus floor occupies approximately 5,300 square feet with fire apparatus exiting from the rear of the building into an alley. Across the alley is a parking area dedicated to fire personnel and support vehicles. All three apparatus bay doors are 12 feet by 12 feet which are adequate but small for today's modern fire apparatus. The two ambulances exit onto Fifth Street through a single 10 x 21 foot door.

Headquarters Station - General

Station 1 serves as the Headquarters station and is approximately 7,150 square feet. The building is of masonry non-combustible construction, and remains non-ADA compliant; this includes access to the second floor offices and living quarters. A new natural gas generator was installed in 2010 which powers the entire city hall/fire department complex with an ample surplus safety margin of power.

Some improvements have been made since the 2006 report including: installation of a monitored fire alarm system and improvement in the SCBA filling equipment with a containment filling station that meets the NFPA 1901 class II air filling station requirements. The filling station needs to be designed to contain the impact of suddenly expanded high pressure air and all displaced fragments in the event of an air cylinder rupture. Further, some minor renovations such as bathroom fixtures have been added.

Emission Exhaust

There have been some improvements to the exhaust emissions system, but the ambulances are still not exhausted and the exhaust area is adjacent to the Assistant Chief's office which creates a potential health issue. These fumes and vapors both from diesel and gasoline engines are also potential health issues for the living and sleeping quarters on the second floor. The removal of engine emissions is very necessary, this includes emission from small engines such as saws, and gasoline powered exhaust fans. How and to what degree engine emission exhaust should be removed is a point of disagreement especially between the manufacturers. The consultants believe that conventional wisdom suggests that capturing and removing emissions prior to release to the atmosphere would be preferable than releasing emissions and then attempting to remove them from the air. However, the department should have the manufacturer show that they meet both the OSHA and NFPA standards on exhaust emissions in any future exhaust system installation. It was reported to the consultants during the site visit that the exhaust system update to include the venting of ambulances was set to begin by the end of the month. In a follow-up conversation with the Chief, he advised that project was to be completed by the end of October 2013.

New Headquarters Station Components

The consultants are not architects and therefore, are not qualified to recommend the design of the facility. However, from experience, the consultants recommend consideration of the following facility features:

- Five bay drive-thru apparatus floor
- Each apparatus bay should be 20 feet wide and 100 feet long. This allows areas in front and rear of each apparatus for minor work or cleaning equipment

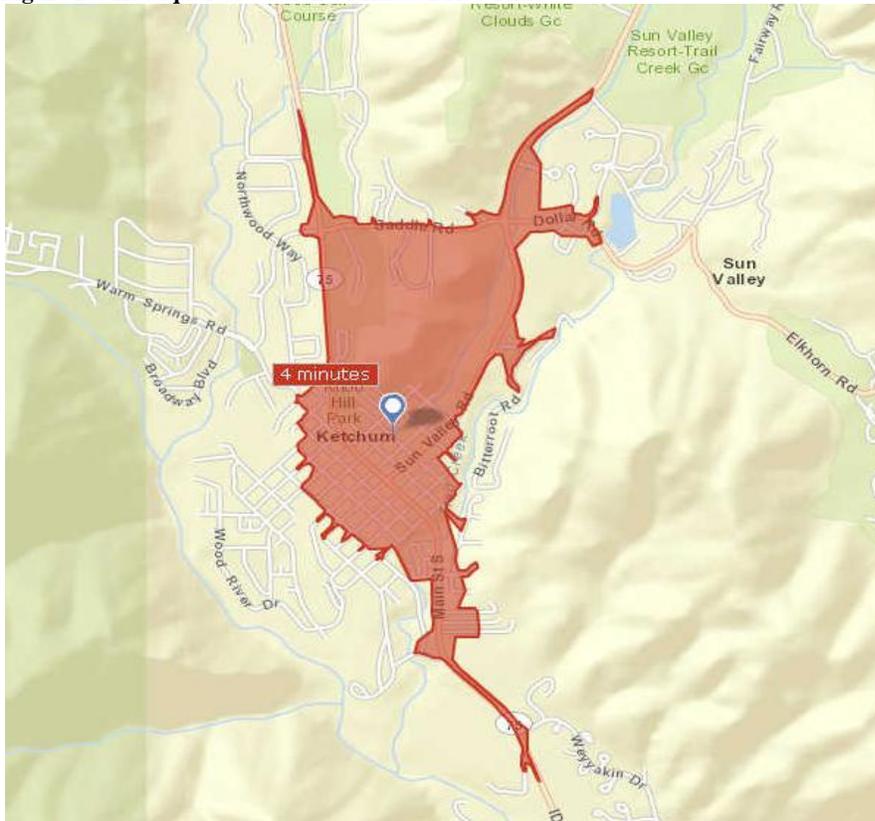
- Drive-thru bay requires ample turning radius in the rear of the station and designed not to allow parking of private vehicles in this area. The design of this area should be based on the widest turning radius of current or known future apparatus
- The apparatus floor should have trench drains adequate in length to handle excess water on the floor. A trench drain should be under all apparatus with a slight floor pitch towards the drain
- One bay (rear) should be designated as a maintenance bay and the floor drain should be to the side near the exterior wall. The floor of this bay should have a slight pitch towards the drain
- Minimum bay door size should be 14 feet wide by 14 feet high
- There should be two service doors at each end of the apparatus floor
- Exhaust emission removal system – no less than **100% effective captures**
- Storage:
 - Records
 - General
 - Kitchen pantry storage
 - Hose, SCBA, EMS, etc.
 - EMS supplies must be kept in a clean dry locked area
- Air compression – filling SCBA bottles – air intake from outside of building
- OSHA approved SCBA safety containment filling station – class 2
- Six offices – one with a small conference room:
 - Fire Chief
 - Assistant Chief
 - Shift Commander
 - Shared general office
 - Training Officer
 - Fire Marshal
- Two restrooms proximal to offices one male, one female
- Personnel protective clothing storage should be raised off the apparatus floor for cleaning and allow airflow for drying purpose. Each storage area should be a minimum of seven square feet
- General public reception area minimum 12 x 15 with a counter top and desk for office personnel to meet civilians entering the building
- Public restrooms – one male, one female – both handicapped accessible directly off the public reception area
- Secretary(s) work area with ample filing cabinets
- Personnel restrooms locker area – one male and one female:
 - Shower facility
 - Enough sinks and toilets projecting the number of staff for 30 years in the future

- Attaching locker room to the shower area for each sex with ample lockers for all employees
- Exercise room with equipment
- Study/library/quiet area room
- Kitchen for up to ten assigned personnel
- Kitchen should be equipped with commercial appliances (multiple refrigerators)
- Eating area – adjacent to kitchen for ten personnel
- Lounge/dayroom – includes television, chairs, phone, etc. for up to ten personnel
- Sleeping/bunk room – minimum of eight beds – 5 foot dividing wall between beds and front entrance – no door – each bed area includes minimum storage for personal belongings
- Officer’s bunk – room isolated from general bunk area with small desk and work area – includes minimum storage for personal belongings
- Training room. Room design should have removable tables and chairs to accommodate a minimum of 30 individuals. The classroom should be equipped with a computer, LCD projector ceiling mount, chalk and white boards, smart board, and easels for flipchart paper
- Alarm alerting system and intercom throughout the station
- External emergency phone for citizens if personnel are out of the station
- Entire building must comply with the Americans with Disabilities Act
- Station should have a set back from the street of a minimum of 45 feet so apparatus can be pulled out for maintenance and daily apparatus checks
- Public parking and assigned employee parking should not interfere with egress of emergency apparatus
- Building material should be durable and easy to maintain
- Station should have a complete fire suppression sprinkler and fire alarm system
- Natural gas emergency generator that powers a minimum of 100% of the station. Automatic start and weekly check feature with a manual override feature
- Keyless entry pads for station doors – self-locking all external doors
- Eight apartments for personnel

GIS Mapping Drive Times

The GIS map below illustrates a four minute drive time from the Headquarters station under normal traffic and weather conditions. The four minute drive time aligns with the NFPA 1710 drive time standard which applies to career and combination career and Paid-on-Call fire departments.

Figure 17: Headquarter Station 4 Minute Drive Time



Recommendations – Fire Station #1

- *The City’s headquarter station should be replaced with a modern five-bay facility including the components listed under the “New Headquarter Station”.*
- *The facility is showing its age and consideration of renovations is not recommended; rather replacement is recommended.*
- *The station shift officers need an area in which they can work allowing for privacy and the ability to discuss issues with the personnel.*
- *The fire department needs more room for storage of equipment in a secure area of the facility.*
- *There are no provisions for any type of training room or area. This issue should be strongly considered in planning of a new headquarters station.*

Ketchum Rural Fire District Stations

Ketchum Rural Fire District (KRFD) owns two fire station facilities which both provide residential accommodations for Paid-on-Call members who live on property and respond to calls. Station #2 (Green Horn Station) consists of two stations facing each other with a large paved area between the buildings. The facilities are located at 12632 Highway 75 and actual addresses of 100 Fire Station Drive and 95 Fire Station Drive.

Ketchum Rural Fire District Station #2 (North Building)



Pictured is the main facility (100 Fire Station Drive) which consists of a three apparatus bays built in 1989. Two bays have 10 x 12 feet overhead bay doors and one 10 x 8 feet bay door, which is tight for today's modern fire apparatus. In

Addition, the facility has six Condo type apartments: 1- one bedroom and 1- two bedroom unit which are both attached to the north station. Additionally, there are two residential duplex buildings each with two apartments which were built in 2003. Attached to the main apparatus bay is a fourth bay for residential vehicle parking.

The fire station is equipped with a full vehicle exhaust emissions system as well as a generator for providing emergency power to the station; however, the generator is not an installed system, rather a portable system. This building consists of approximately 3,665 square feet:

The second building at Station 2 located immediately across the parking lot from North Building at 95 Fire Station Drive which consists of a two apparatus bays built in 2003. Both the North and South buildings at Station 2 are fully sprinklered throughout.

Figure 18: Second Building @ Station #2



The building has approximately 2,165 square feet of space including an office area, kitchen and dayroom facilities. The apparatus bay doors are both 14 x 12 very adequate for today's fire apparatus. The facility has a 100% engine emission exhaust system as well as an emergency power generator; however the generator is not an installed system, rather a portable system.

GIS Mapping Drive Times

The GIS map below illustrates a five minute drive time from Station #2 complex under normal traffic and weather conditions. The five minute drive time is based on the NFPA 1720 drive time and staffing standard for Paid-on-Call and volunteer fire departments.

Figure 19: Station 2 with 5 Minute Drive Time



Ketchum Rural Fire District Station #3



Station #3 (Griffen Butte Station) is located at 13100 Highway 75. Constructed in 1994, this station is a single building with three-bays. There are two residential units located behind the station which were added in 1998 for live-in members.

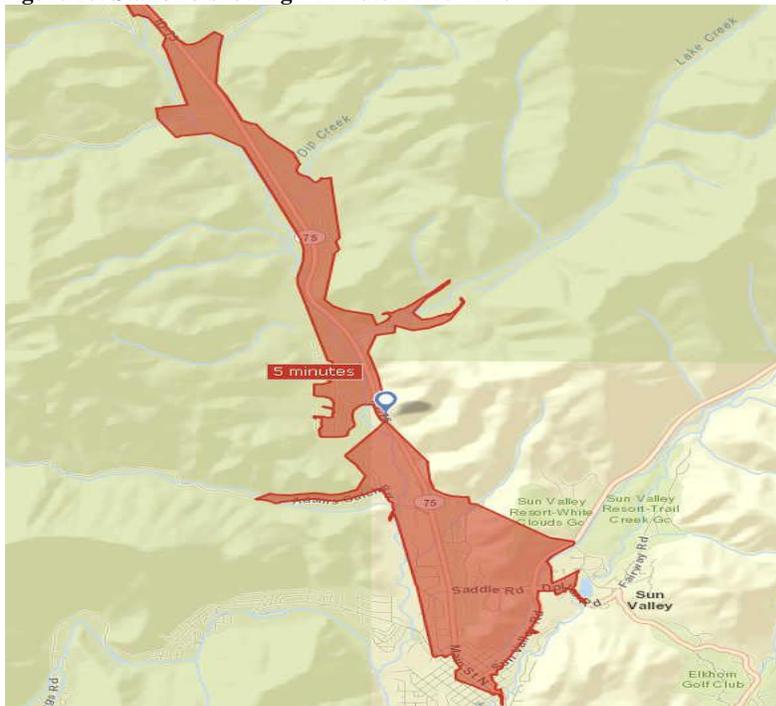
All three apparatus bays have 12 x 12 overhead doors. The building is masonry noncombustible material for a total square footage of approximately 5,220 square feet. The station has an emergency power generator; however, the generator is not an installed system, rather a portable

system. In addition, the station has an approved vehicle exhaust emission system. Station 3 is a fully sprinklered building.

GIS Mapping Drive Times

The GIS map below illustrates a five minute drive time from Station #3 complex under normal traffic and weather conditions.

Figure 20: Station 3 showing 5 Minute Drive Time



Recommendations – Rural Stations #2 & #3

- *Station #3 is well designed and with minor renovations should serve the Rural Fire District well into the future.*
- *The District should be commended for the residential facilities for Paid-on-Call members.*

Apparatus

This section will address the apparatus, “rolling stock”, housed in the three Ketchum fire stations. The apparatus is owned by the City of Ketchum, Ketchum Rural Fire District, or Blaine County Ambulance District.

What’s Changed

Since the 2006 study, with regards to apparatus, changes have included the replacement of Engine 3, the replacement of the Chief’s vehicle with a new vehicle, and the Assistant Chiefs vehicle with the chief’s old vehicle, the recent replacement of Tanker 2, and the soon to be replacement of Ambulance 23. The department leadership has placed a high degree of importance in replacing self-contained breathing apparatus (SCBA). Recently a FEMA Assistant to Firefighter Grant (AFG) was received that allowed Ketchum, Sun Valley, and Wood River Fire Departments to replace firefighters’ protective gear (turnout gear) that meets the NFPA standard.

The consultants learned that the City of Sun Valley is considering the purchase of a ladder truck; independent from the City of Ketchum (currently a ladder truck is jointly owned). If purchased, this unit would not fit into the existing Ketchum headquarter station and the fire department leadership has not been approached about joint ownership.

Improvements have been made regarding vehicle maintenance. This responsibility is performed by a Captain who functions as the department’s mechanic. Under his direction, a major project to “rehab” the aerial tower, jointly owned with Sun Valley, was recently completed. Two new apparatus facilities are now being utilized for those repairs exceeding departmental capabilities.

Ketchum Apparatus

This section will review all “rolling stock” owned and /or housed within one of the three Ketchum Fire Stations. This detailed evaluation of apparatus was conducted through the consulting teams’ site visit, as well as an analysis of the data provided. All Ketchum apparatus, regardless of which station said apparatus is assigned, is staffed by Ketchum Fire Department

personnel. Additionally the three ambulances housed within Station #1 and Station #2 are owned by the Blaine County Ambulance District, but operated and staffed by Ketchum Fire Department personnel.

It is a recognized fact that NFPA 1901, “A Standard for Automotive Fire Apparatus” sets the standard for replacing apparatus; however, prudent evaluation of such apparatus and equipment must include: amount of usage, the way the vehicle is used, the maintenance and preventative maintenance programs, the maintenance records (cost of maintaining the vehicle), technology changes for that type of apparatus, and the general appearance and ability to function safely are all factors used in deciding when a vehicle should be replaced. Another important factor in determining when an apparatus should be replaced is the engine hours (number of hours the vehicles engine has actually run). Fire apparatus spend considerable time not moving but pumping or other activity requiring the vehicles engine to operate at high RPM’s.

Technology changes rapidly, largely in the area of firefighter safety with regard to fire apparatus, and thus it is strongly recommended by NFPA that fire apparatus 24 years of age or greater should not be utilized for emergency service.

Station #1 Apparatus

This section gives an overview on the individual pieces of apparatus assigned to Ketchum Headquarters Station #1 at the time of the consultants site visit.



The Fire Chief (C1) is assigned a 2012 four-wheel drive Ford Expedition. This unit currently has approximately 3,200 miles and is very good condition.



The Assistant Chief (C10) is assigned a 2002 four wheel-drive Ford Excursion. This unit currently has approximately 84,000 miles and is in fair condition.



Engine 1 is a 2004 Pierce Enforcer pumper with a 1,500 GPM pump and a 750 gallon water tank. Engine 1 has approximately 18,000 miles, carries a full complement of tools and equipment, and appears to be in good condition.



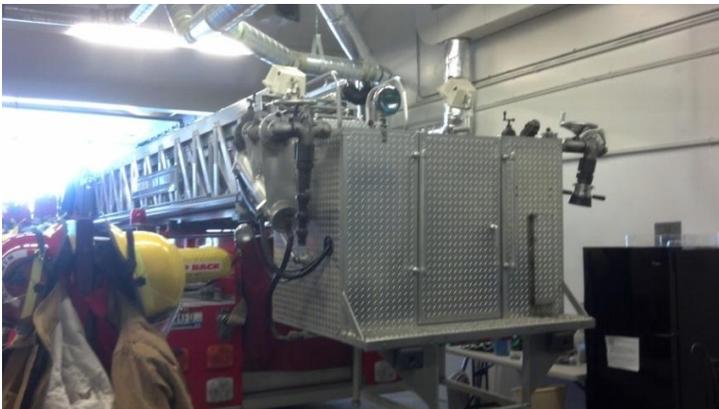
Engine 10 is a 1984 Van Pelt pumper with a 1,500 GPM pump and a 1,000 gallon tank with approximately 52,000 miles. This engine should be scheduled for replacement as it is well past the recommended lifespan for a front-line engine and/or reserve unit.



Tactical Support Unit (TSU/S-17) is a 2006 Ford F-350 four wheel drive pickup truck. This unit has approximately 43,000 miles and appears in fair condition.



The Aerial Tower is a 1987 Sutphen Mid-mount 100 foot Quint with a 1,500 GPM pump and a 300 gallon water tank. This unit is housed both in the Ketchum and Sun Valley fire station inasmuch as it is a jointly owned piece of apparatus. At the time of the consultants' site visit, this unit was housed in Sun Valley. The unit has approximately 23,000 miles and carries a full complement of tools and equipment. Serious consideration needs to be given to replacement of this unit.





There are three ALS ambulances assigned to the Ketchum Fire Department all owned by the Blaine County Ambulance District; two being housed at Station #1 and one at Station #2. Ambulance 21 (top picture) is a 2002 Chevrolet gasoline powered four-wheel drive with approximately 59,300 miles. This unit has been in service 11 years. Ambulance 22 (bottom picture) is a 2009 Ford diesel powered four-wheel drive with approximately 29,400 miles and has been in service for 4 years.



Station 1 houses a cache of specialized emergency equipment/gear ready for deployment. This includes back country rescue wheeled litters with stokes baskets, high and low angle rope rescue, 16 avalanche rescue packs, and swift water and ice rescue gear.

Station #1 Apparatus Summary

The following apparatus are housed in the City of Ketchum fire station located at 480 East Avenue North.

Table 23: Ketchum Apparatus Station #1

ID#	Type	Make	Year	Pump GPM/Tank	Status	Owner
AT	100' Tower Quint	Sutphen	1987	1500/300	In Service	K/SV
E1	Engine	Pierce	2004	1500/750	In Service	K

ID#	Type	Make	Year	Pump GPM/Tank	Status	Owner
E10	Engine	Van Pelt	1984	1500/1000	In Service	K
A21	Ambulance	Chevy	2002		In Service	AD
A22	Ambulance	Ford	2009		In Service	AD
C1	Chief's Vehicle	Ford Expedition	2012		In Service	K
C10	AC Vehicle	Ford Excursion	2002		In Service	K
S17	4 WD Pickup (TSU)	Ford	2006		In Service	K

K = City of Ketchum

K/SV = Joint Ketchum & Sun Valley (includes those owned by the Volunteer Association)

AD = Ambulance District

Station #2 Apparatus

This section gives an overview on the individual pieces of apparatus assigned to Ketchum Station #2 at the time of the consultants' site visit.



Engine 2 is a 2003 Pierce Enforcer pumper with a 1,250 GPM -pump and a 750 gallon tank. It carries a full complement of hand tools and equipment, and has a current pump test. It has approximately 19,600 miles.



Engine 20 is a 1992 Ford F-450 Brush Truck. It has a 350 GPM Pump with a 300 gallon tank. This unit has approximately 27,000 miles, however, having been in service as a front-line brush unit for over 23 years, it should be considered for replacement.



Tanker 2 is a newly placed in service (June 2013) Kenworth Tanker/Tender. This unit has a 1000 GPM Pump with a 3000 gallon tank.



Tanker 20 is a 1991 Kenworth Tanker/Tender with a 600 GPM Pump and a 3000 gallon tank. This unit has just been replaced by Tanker/Tender 2 and has been sold.



Haz Mat Trailer is a 2005 Wells Fargo unit. This trailer houses various hazardous materials supplies and is owned by County fire departments through a Homeland security grant. The Ketchum and Wood River Fire Departments maintain it.



Ambulance 23 is a 1997 Chevrolet gas powered, 4-wheel drive unit with approximately 77,000 miles. This unit has been in service for 16 years and is scheduled to be replaced by September 1, 2013 with a new ambulance.

Station #2 Apparatus Summary

The following apparatus are assigned to Station #2. The building is owned by the Rural District located at 12632 Highway 75 – 100 Fire Station Drive:

Table 24: Ketchum Apparatus Station #2

ID#	Type	Make	Year	Pump GPM/Tank	Status	Owner
E2	Engine	Pierce	2003	1250/750	In Service	R
E20	Rescue/Brush	Ford	1992	350/300	In Service	R
T2	Tanker	Kenworth	2013	1000/3000	In Service	R
T20	Tanker	Kenworth	1990	600/3000	Reserve	R
A23	Ambulance	Chevrolet	1997		In Service	AD
	Haz Mat Trailer	Wells Cargo	2005		In Service	County*

R = Rural District

AD = Ambulance District

* = County Asset-Maintained by: Ketchum, Ketchum Rural District and Wood River

A cache of specialized emergency gear ready for deployment which included avalanche rescue packs, swift water equipment, and ice rescue gear is stored at Station 2.

Station 3 Apparatus

This section gives an overview on the individual pieces of apparatus assigned to Ketchum Station #3 at the time of the consultants' site visit.



Engine 3 is a 2008 Pierce Impel pumper with a 1,250 GPM pump and a 750 gallon tank. It carries a full complement of hand tools and equipment, and has a current pump test. It has approximately 7,900 miles.



Tanker 3 is a 1996 Kenworth Tanker/Tender with a 750 GPM Pump and a 3,000 gallon tank. This unit has been in front-line service for 17 years.



The Special Services Unit (SSU) is set a Mobile Command Unit and also serves as a rehabilitation unit. SSU is on a Chevrolet bus chassis, and has approximately 28,500 miles. The unit is alternated every six months between Ketchum and Sun Valley opposite the Aerial.



The Public Education trailer was provided through a U.S. Forest Service grant several years ago. The Public Education trailer was assigned to the Blaine County "Fire Wise" program, which is a program to help homeowners in high risk

areas to clear brush to reduce wildfire, risk lost its funding in 2007. It is currently being refitted for use with the departments' public education programs.

Station #3 Apparatus Summary

The following apparatus are assigned to Station #3. The building is owned by the Rural District located at 13100 Highway 75:

Table 25: Ketchum Apparatus Station #3

ID#	Type	Make	Year	Pump GPM/Tank	Status	Owner
E3	Engine	Pierce	2008	1250/750	In Service	R
T3	Tanker	Kenworth	1996	750/3000	In Service	R
	Pub Ed Trailer	Wells Cargo	2005		Out of Service	K/R
SSU	Command/Rehab	Chevrolet	1985		In Service	

Ketchum Apparatus Replacement Schedule

The consultants recommend a revised apparatus replacement schedule from the one published in the 2006 consolidation study based on the revised 2009 NFPA 1901 standard as follows:

Table 26: Apparatus Life Expectancy

Apparatus Type	Recommended
Engines	20 years front line + 3 years reserve
Aerials	20 years front line + 3 years reserve
Ambulances	10 years front line = re-chassis + 10 years
Squads (not ambulance)	15 years front line + 3 years reserve
Tanker/Tenders	20 years front line + 3 years reserve
Utility Vehicles	10 years front line + 3 to 5 years reserve
Vehicles (Car)*	8 years - no reserve

* Dependent on mileage and condition

The table below indicates the replacement schedule currently used by the Ketchum Fire Department compared to the consultant's recommendation on apparatus replacement:

Table 27: Ketchum / Consultants Replacement Schedule

ID#	Type	Year	Ketchum Schedule	Consultants Schedule
E1	Engine	2004	2024	2024
E10	Engine	1984	2009	Overdue
C1	Chiefs Car	2012	2020	2020
C10	AC Car	2002	2012	Overdue
SSU	Mobile Command	2002	2011	2017
AT	Aerial Tower	1987	2012	Overdue
E2	Engine	2003	2020	2023
E20	Rescue/Brush	1990	2012	Overdue
T2	Tanker/Tender	2013	Not Listed	2033
T20	Tanker/Tender	1990	Not Listed	Overdue
E3	Engine	2008	2016	2028
T3	Tanker/Tender	1996	2016	2016
A21	Ambulance	2002	2018**	Overdue re-chassis / 2022
A22	Ambulance	2009	2016	2019 re-chassis / 2029
A23	Ambulance	1997	Scheduled 2013	2023 re-chassis / 2033

ID#	Type	Year	Ketchum Schedule	Consultants Schedule
S17	Tech Rescue	2006	2016	2016

* Multiple owners: Ketchum, Rural, Ambulance District

** These are recommended replacement dates suggested by Ketchum. The Ambulance District anticipates that an ambulance will have a life expectancy of 18 to 19 years.

Maintenance – Apparatus and Equipment

The Ketchum Fire Department’s maintenance division appears to be quite proactive. It was found that the Captain in charge of maintenance, who himself is a certified mechanic, has a very effective plan for conducting day-to-day apparatus and equipment checkouts as well as various contingency plans for any mechanical issue which may arise. Repairs that exceed the capability or time availability of the in-house mechanic are handled by a mechanic from Hughes Fire Equipment out of Boise Idaho. This firm is a Pierce Fire Apparatus authorized dealer. The Ketchum Fire Department has very good maintenance records on all of the apparatus they utilize, including the apparatus jointly owned with Sun Valley or the Rural District.

Apparatus Replacement Funding

The City of Ketchum now has in place a much-needed line item established to set aside funds for the purpose of funding new city fire apparatus as well as major capital purchases within the budget. This is designed to carry funds over from each fiscal year to help build up enough to fund these major expenditures without financing and also have matching funds available for potential future awarded grants. The Fire Chief has set aside approximately \$56,000 for the past three years towards the replacement of the jointly owned aerial tower. The City just recently invested \$20,000 of improvements into this Aerial Tower in order for it to pass the NFPA pump and ladder test, which the unit did successfully. The Ketchum Rural Fire District does also have an adequate replacement program for their apparatus and major capital purchases as well.

The Blaine County Ambulance District indicated the life expectancy of an ambulance is from 18 to 19 years; respectfully the consultants recommend the life expectancy should be 10 years at which time the truck should be replaced (re-chassis) and the patient box renovated and placed on the new truck chassis lasting another 10 years. A re-chassis ambulance can be titled as new and minor renovations or repairs can be done to the patient compartment during the time of re-chassis. The consultants only recommend one re-chassis for the patient box. Cost savings for re-

chassis versus purchase new ambulance is estimated from a range of 30% to 66% depending on the manufacture and the type (gas or diesel) engine.

Recommendations – Apparatus

- *The consultants recommend the following apparatus be replaced as soon as fiscally possible:*
 - *Engine 10*
 - *Assistant Chief's Car*
 - *Aerial Tower (joint purchase)*
 - *Rescue/Brush vehicle*

- *When the aerial is replaced the consultants recommend a 100 foot aerial platform with a minimum of a 1,250 GPM pump and 750 gallon water tank.*

Training

The consulting team reviewed all aspects the Ketchum Fire Department's training program. Data was reviewed, interviews were conducted, and an overview of the department's training has been completed.

The department provides training on Tuesday evenings starting at 5:30 PM and is scheduled for two hours. This training is for the Paid-on-Call and career members working that day and off-duty members who wish to attend. The monthly schedule is:

- First Tuesday – Fire Training
- Second Tuesday – Specialized Rescue
- Third Tuesday – Fire Training
- Fourth Tuesday – EMS
- If there is a fifth Tuesday that month – Engineer Training or optional as needed

Training sessions are usually instructed by one of the department's training instructors. There is a formalized training schedule produced and posted by the training director for these weekly (Tuesday evening) training sessions. There is however, no scheduled training dedicated to the career personnel to follow during their normal work day unless it happens to fall on a Tuesday. Occasional training might occur under the direction of the shift commander for the shift or by an individual, but again this is not an assigned mandate.

The foundation of any successful emergency operation is directly linked to the training of its members who provide fire/EMS services. Training is essential for safe operations to both the emergency provider and those receiving the service. Training is never-ending and the recording of that training is as essential as the training itself. Emergency services must rely on training to ensure coordination, consistency, and timely communications for the safety of the citizens and firefighter and/or EMTs, as well as the ability to capably accomplish the emergency tasks that are encountered. Departments that provide quality-training opportunities for their personnel are better prepared to handle emergencies within their community. A strong training program is also beneficial in the recruitment and retention of career and Paid-on-Call members.

“How you train is how you will perform on the emergency scene during an emergency”

The training provided to department members is essential to the quality of fire and/or EMS provided to the community. Failure to train all personnel to the levels of service demanded by the community can result in exposure to dangerous situations by those providing as well as those receiving services. The single most important aspect of any training program is safety – both for the provider and the receiver.

Simply training isn't enough; the training programs must be of high-quality and applicable to the risks most likely found in the protection district. Unfortunately, departments cannot control the types of emergencies to which they may be required to respond on a moment's notice. The fact is that many departments are not always prepared to handle emergencies beyond normal everyday-type calls. Too often, personnel find excuses for not dedicating time to training such as: too busy, too many interruptions, companies are too small thus preventing multiple company evolutions, we don't have the equipment we need to train, etc., the list can be endless but the reality is safety is greatly diminished.

After full review of all training hours, it is the consultants' opinion that the overall number of hours dedicated toward fire training, especially the career members, is grossly inadequate.

What's Changed

One change noted from our previous study was that there has been a major improvement with regard to certifications. Following through on the consultants' 2006 recommendations, there is now documentation of various certificates earned by members of the department. Since 2008, five of the fire department instructors have obtained State of Idaho Fire Instructor I status; as noted there has been a strong effort by these instructors to achieve various types of coursework to improve their fire and rescue instruction knowledge base.

Utilizing lesson plans for training sessions is now being carried out, and that is an important improvement as well. Documentation, along with uniform record keeping and tracking of hours, was discovered.

EMS certifications numbers have increased as illustrated in the table below:

Table 28: EMS Certification Comparison 2006 to 2012

	Paramedic	Advance EMT	EMT	Total
2006 Report	12	10	6	28
2012 Report	17	10	9	36

Another area of change appears to lie within the special teams, specifically with regards to the Hazardous Materials Team. Previously, there was a working relationship on the County level with regards to training and preparedness to mitigate Level I hazardous materials situations. The County Haz-Mat Trailer has been and continues to be, housed at Station 2, but it is now solely maintained by Ketchum and Wood River Fire Personnel only. It was reported that the County “team” working relationship no longer exists to mitigate Level I Hazardous Materials incidents. The Wood River Fire & Rescue and Ketchum Fire Departments maintain sufficient materials and equipment to *support* a Level I Team brought in from the State of Idaho or a military base within a two hour response. The role of the Wood River and Ketchum Fire Department’s Hazardous Material Team would be to perform decontamination, rehab, or support role of any type within an incident.

The building collapse, confined space and trench rescue team that they maintained has been eliminated due to lack of activity. These duties have been incorporated into the Back Country Rescue Team’s capabilities. The Back Country Rescue Team is currently the most active of the specialized rescue teams within the fire department and is fully prepared to respond to, and mitigate high angle mountain rescues of any type.

An area of training that apparently has not changed dramatically is that of joint training with other nearby communities. It was reported that very little cross training, joint training, or multi-departmental drills are carried out with Sun Valley, Hailey, Wood River, or Bellevue Fire Departments. These are the departments that respond into Ketchum and are expected to assist with emergencies on a regular basis. An annual single joint training officers meeting is the only scheduled time when all training directors get together. Very little communication among

departmental training officers/directors appears to be carried out on an ongoing basis; this apparent lack of joint training/multi-department training is of serious concern to the consultants.

Ketchum Training Hours

The Ketchum Fire Department has a tremendous need to place a greater emphasis on its training program especially with regard to the career personnel, but also for the Paid-on-Call staff. The fire department leadership must ensure that fire personnel are in the highest state of readiness to serve the public, which is directly related to their own safety. Career members should meet, at minimum, the ISO training hour requirement per month and the Paid-on-Call required training hours should be raised. In the case of the Paid-on-Call some training can be accomplished through technology; thereby, not requiring Paid-on-Call members to dedicate more time at the fire station. The current hours provided for training are seriously lacking in comparison to acceptable standards. This section shall outline those deficiencies and offer reasonable and attainable alternatives to attain those goals.

ISO Training Hour Requirement

ISO requires 20 hours of fire training a month which equates to 240 hours per year during the study period; in July of 2013 the requirements have changed but the data illustrated is appropriate for the standard in place during the study. All 240 hours are required to receive full ISO credit regardless of the employment method of the members (career, paid on call, or volunteer).

Career Training Hours

In the figure and table below, each of the career shift personnel are identified by a letter A through K assigned by highest to lowest training hours. The figure clearly shows each career member's three-year average of annual training hours attained. The ISO required line of 240 hours is shown at the top of the graph and clearly shows the disparity between the two.

Figure 21: Career Average Hrs/Year vs. ISO Requirement = 240 Hrs.

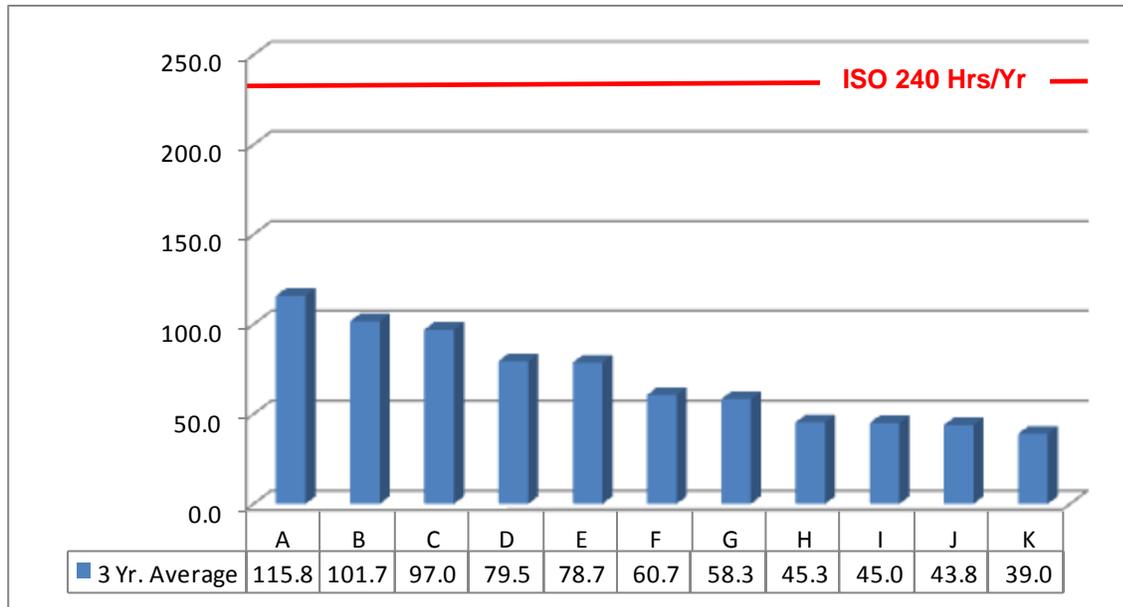


Table 29: Career Members 3 Yr Training Hrs.

Career	2010	2011	2012	Average	3 Year Total
A	35.5	162.0	150.0	115.8	347.5
B	60.0	138.0	107.0	101.7	305.0
C	42.0	148.5	100.5	97.0	291.0
D	40.0	102.5	96.0	79.5	238.5
E	31.0	68.5	136.5	78.7	236.0
F	32.0	83.5	66.5	60.7	182.0
G	36.5	64.5	74.0	58.3	175.0
H	34.5	38.5	63.0	45.3	136.0
I	21.0	29.5	84.5	45.0	135.0
J	36.5	47.0	48.0	43.8	131.5
K	27.0	32.0	58.0	39.0	117.0

The *career members should set the example* and, by far, be the best trained members in the department inasmuch as they are on duty for 24 hours. Currently, the on-duty career members would accumulate 2 hours if they worked on a Tuesday night (assuming they participated in the training session); and without a mandatory daily training program, the numbers fluctuate as illustrated in the table above. The career member with the highest number of training hours received was only 48.26% of the required ISO needed hours; and the lowest member received only 16.25% of the ISO total.

If a training program were developed to enable a career member to spend two hours per shift dedicated to some type of fire training, along with the Tuesday night sessions going to 2.5 hours, they would exceed the ISO requirements of 240 hours/year of mandated fire training; this includes taking into account the time off for vacation and sick for a career members.

New ISO Training Requirements

The table below illustrates the new training requirements of ISO which will be utilized in assessing training of all personnel. Any department that is evaluated by ISO after July 1, 2013 will utilize this standard.

Table 30: New ISO Training Requirements as of 7/1/2013

ISO	Topic	Hours	FF	Officer	FPB
Interdepartmental Training	Automatic-aid companies	3 hrs/3 months	12	12	
Training Facility	Live fire training	18 hrs/year	18	18	
Company Training	Traditional FD training	16 hrs/month	192	192	
Officer Training	All officers	12 hrs/year		12	
Driving	New Driver	60 hours			
	Existing Driver	12 hrs/year	12		
Hazardous Material	All members	6 hrs/year	6	6	
Recruit	New member	240 hours			
Public Education	Individuals involved	10 hrs/year			10
Fire Investigation	Individuals involved	40 hrs/year			40
Total			240	240	50

Although the total hours needed to be documented by the fire department annually has not increased, ISO does now require documentation that the training occurred within certain areas as illustrated.

Paid-On-Call Members

The consultants reemphasize that training needs to become a major focus of the Ketchum Fire Department for all personnel, career and Paid-on-Call with no exception. Tuesday night training sessions should be scheduled for 2.5 hours long with two training sessions per month; thus, accumulating 5 hours per month or 60 hours per year. In addition, to the 60 hours the department should schedule two – 4-hour drills, on a weekend, throughout the year allowing

another 8 hours of training per member. The end result is the minimum training for each member would be 68 hours per year. Knowing that one drill per month is dedicated to EMS still leaves a fourth training night and at times a fifth training night available to be able to attain or exceed these minimums as well.

Paid-on-Call Training Requirements

- *Two drills a month at 2.5 hours = 60 hours*
- *Two, 4-hour weekend drills a year = 8 hours*
- *Total 68 hours*

The figure and table below illustrate the training hours during the study period for the Paid-on-Call personnel. There were only 13 individuals who had documented training hours for the three-year study period; although the consultants are aware that more than 13 members have been considered active members during that time period. In order not to portray an unfair documentation of Paid-on-Call training hours, the consultants have eliminated any member who had less than 8 months of entries within the year; inasmuch as those with less could have been on a leave of absence, sick, or excused and their numbers would unfairly lower the total and average.

Figure 22 POC Training Hours Who Had 3 Yrs of Data

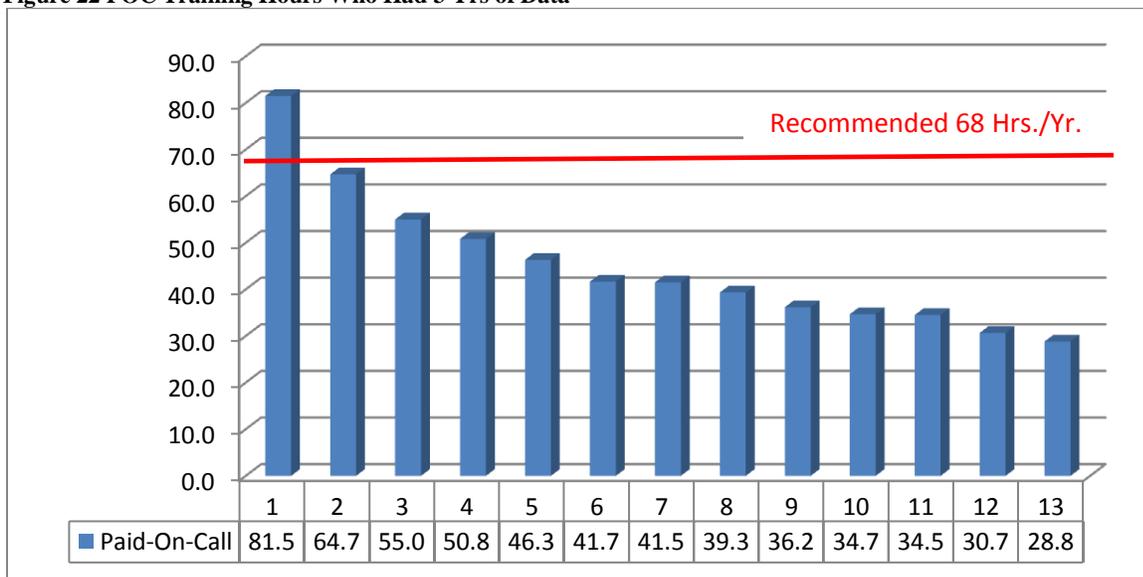


Table 31: POC Training Hours Who Had 3 Yrs. of Data

Paid-On-Call	2010	2011	2012	Average	Total
1	39.5	64.5	140.5	81.5	244.5
2	58.5	67.0	68.5	64.7	194.0
3	35	50.0	80.0	55.0	165.0
4	34.5	57.0	61.0	50.8	152.5
5	52.5	33.5	53.0	46.3	139.0
6	25	44.5	55.5	41.7	125.0
7	31	48.5	45.0	41.5	124.5
8	20.5	62.0	35.5	39.3	118.0
9	32	47.0	29.5	36.2	108.5
10	22.5	42.0	39.5	34.7	104.0
11	36	29.5	38.0	34.5	103.5
12	21	41.0	30.0	30.7	92.0
13	23.5	23.5	39.5	28.8	86.5

Officer Training

Ongoing officer training is an important aspect of a progressive fire department organization. Maintaining a high level of leadership skills, developing new techniques and strategies, as well as assuring good communication among all officer ranks can become a realistic outcome through implementing an aggressive fire department officer training program.

There is no assurance that the best firefighter or EMT with outstanding emergency skills will somehow become a great manager because of a promotion. Management and leadership skills can be learned and officers need constant training on how to best deal with the non-emergency issues they face the preponderance of the time with their personnel. Although experience is a great teacher, it doesn't necessary ensure that someone who has been in a leadership position could not benefit from supervisory training.

The consultants reviewed the officer positions. A major part of being a fire officer is dealing with people; thus, having experience in communication, interviewing, discipline, mentoring, and coaching becomes more important the higher the rank attained. The job descriptions sent have one line in the Captain's job description that indicates supervision of employees. There are no requirements for training and/or experience in supervision, coaching, mentoring, disciplining, and evaluating in order to become an officer. All agencies need job descriptions that delineate

the required skills and experience – operational and soft skills in order for the officer to understand what is required of him or her. Further, the job descriptions are not complete, nor do they contain all of the information necessary for the American with Disabilities Act. There are some physical requirements, but the job descriptions could use some extensive rewriting.

The consultants recommend that every month, 1.5 hours be dedicated to supervisory training for all officers – this is above the other required hours. Supervisory training needs to include the hard skills: legal aspects of supervising, along with the developing and nurturing of soft skills: interpersonal skills, ability to listen, mentor, and facilitate- skills which are very difficult to teach. Officers can improve their supervisory and management skills when they are confronted with new challenges in a controlled environment. This training should be overseen by a designated Training Director or the Fire Chief.

Self-Contained Breathing Apparatus (SCBA) Regulations

Firefighters and/or EMTs, because of the nature of their work, might be required to utilize SCBA in their job requirements. In addition to being trained on the usage of SCBAs, they are required by OSHA meet the following standards:

- SCBA face piece “fit testing” must be performed annually and records maintained for any member who is required to wear SCBA equipment.
- Pulmonary function testing or a “Spirometry test” is also required annually but may be performed in several manners. First, the employee would be tested by a physician utilizing a Spirometry device and records maintained by the physician. The second means is for each employee to fill out the OSHA questionnaire and have the physician determine the individual’s is capable of using a SCBA.

To comply with OSHA, every member of the department that may need to wear SCBA mask must be checked by a licensed physician yearly, and given a fit for duty release that must then be kept in the member’s medical personnel file or maintained by the physician. This requirement does not mandate the employee receive an annual physical; rather that it meets the requirements listed above.

Consequences of Lack of Training &/or Documentation

With an increasingly litigious society, the liabilities associated with poor training are enormous. Within the last decade there has been an increased tendency for municipalities/departments to be stripped of their immunity protection when dealing with an employee's injury or death. One hopes that none of KFD will ever experience a firefighter's/EMT's line-of-duty death. However, in the event of such an occurrence or a serious line-of-duty injury, a large number of state and federal agencies would conduct independent investigations. At minimum, the City would need to provide the investigators with the following:

- Date, time, and location of the training session
- Attendance record of the session with signature of the member (no check sheet or initials – must be a signature of the attendee)
- Complete written curriculum of the training topic
- Qualifications of the instructor – justifying his/her competency to teach the subject
- Time spent in the training session (e.g., 5 PM to 8 PM)
- Historical record showing how frequently this topic was instructed and what other topics supported a safe environment
- Competency testing documentation involving the activity in question including any remedial activity that was needed is also required

Minus these documents, the department will be hard pressed to prove the individual was capable of performing the task they were assigned on the emergency scene. Obviously, record keeping is as important and more time consuming for the Training Director; however, it is essential.

Competency/Proficiency Testing

The fire/EMS service today requires more than teaching the members what they are expected to know and how to accomplish their duties safely. It requires that every department ensure their staff's competency/proficiency.

Competency/proficiency can be measured in several ways including written and/or practical demonstrations of the firefighter's capability to perform the evolution. Competency/proficiency testing is most often met with resistance from the personnel but this does not diminish its importance. When an individual is found to lack the skills to perform a task the answer is not discipline; rather remediation and review of the training curriculum to ensure adequate emphasis is being placed on that task.

The above process must be fully documented and kept on file. This process cannot be accomplished adequately by merely observing individuals during training; there must be an outward and organized procedure to identify weaknesses within the staff. The consultants recommend that a competency/proficiency training program be developed and implemented.

For individuals who miss a training topic or are unable to pass the required competency evaluation, there must be documentation of the department's attempts to provide remedial training. If the individual does not attend the remedial training there must be consequences inasmuch as that an individual's actions on the emergency scene have an impact on others. Lack of such documentation could result in fines from both the state and federal government as well as leaving the department open to civil litigation. Currently, it is questionable that the Ketchum Fire Department would be able to provide this type of documentation.

Recommendations – Training

- *Training is directly related to firefighter/EMT safety and greater emphasis and documentation to training should become a high priority for the department leadership.*
- *Accurate documentation of training is as important as the training itself and should be documented with accuracy.*
- *The fire department should conduct proficiency testing semi-annually for all line personnel.*
- *Any member of the department that holds an officer's rank should have a minimum of 1.5 hours of supervisory training per month, in addition to the other recommended training hours.*

- *Joint training is extremely beneficial and should be conducted with Sun Valley, Hailey, and Bellevue at a minimum of quarterly.*
- *Training hours should be mandatorily increased:*
 - *Career = 20 hours of fire training plus EMS training per month*
 - *Paid-on-Call = 68 hours per year*
- *The fire department should conduct and document annual SCBA fit testing and spirometry testing for all personnel.*
- *Job descriptions for fire department officers should be updated that spell out the responsibilities for operational activities, but also include supervisory & leadership skills necessary to be an effective leader.*
- *The Ketchum Fire Department should continue to work with East Idaho Technical College to explore any partnerships that could be developed to assist their training program.*

Fire Prevention

The Fire Chief continues to be the primary individual handling fire prevention/inspection duties within the City of Ketchum. Since the Chief has been appointed to his current position, he indicated that no one within the department has come forward with any desire to undertake the role as the department's fire prevention officer or lead code enforcer. Therefore, Chief Elle has continued to perform the necessary fire inspection duties, as well as performing his administrative activities. The Fire Chief fosters a very positive working relationship with the City's Building Department and either the Chief or his designee reviews and signs-off on occupancy permits for code compliance prior to license issuances. The Chief, at times, does utilize the shift commanders to carry out these needed duties as they arise. For new commercial, hotel/motel occupancies, and industrial construction, the planning reviews would be sent out for fire code evaluation requirements.

What's Changed

The City has adopted the 2009 International Fire Code including the corresponding Appendices B, C, and D with amendments modifying the sprinkler and fire alarm sections.

There is a new effort in having the shifts conduct a certain amount of "routine" fire inspections assigned to them. The personnel on duty are to conduct these inspections "as time permits" around their other assigned areas of responsibilities and duties. The number of these assigned inspections was reportedly to be around 20-30 per year for each shift, but there appears to be a question as to whether or not this is actually a department policy.

The department provided data indicating that there are between 200 to 250 buildings subject to fire inspection. Some commercial buildings have multiple occupancies and there are 140 commercial building with sprinkler systems. In 2006, 33% of the commercial sprinkler systems were inspected, while in 2012 it was reported to the consultants that 19% of these same systems were inspected.

Fire Prevention

Fire prevention activities historically have been driven for various reasons: interest in the public's and firefighters' safety, while other acts were profit driven by insurance companies looking to reduce insurance claims. At one time insurance companies had special crews that responded alongside the fire departments to help mitigate, protect insured's belongings, and help to reduce the loss from fire; this is now a function of the fire department. Whatever the reason, everyone benefits when the loss from fires are reduced.

The term fire prevention is not just an aspect of the fire service that historically refers to a particular time of the year to remind the public of this very important topic; but rather a potentially critical area to be considered on a daily basis in and around any fire department. Each and every member on the department can and should play a role in fire prevention as well as fire safety education. Fire departments universally communicate that fire prevention and public safety education are a high priority. However, a national survey of large metropolitan departments showed that 76.79% of the department's budget goes to suppression; whereas, only 3.49% goes to fire prevention and 0.65% to public safety education (EFOP paper). The percentage of the budget for fire prevention drops as the departments get smaller.

Company Fire Inspections

The consultants understand that there are severe time constraints and limitations within a small, career fire department such as the KFD. Many duties and work assignments are routinely assigned on a daily basis even without the emergencies that arise. Without the presence of a dedicated fire prevention/code enforcement position, it becomes even more important for shift personnel to assist in some way to conduct fire inspections. The need to assure that the roughly 250 buildings and occupancies within the City of Ketchum subject to a fire inspection are maintained in a safe condition with regards to fire and life safety hazards, should be a much higher priority than exists today by the KFD.

The consulting team highly encourages some type of plan be developed and put into place for conducting regular company fire inspections by on duty shift personnel. These inspections should be coupled with a regular review of fire pre-plans as well as adding any new occupancy

to the pre-plan book which may arise. Company fire inspections and pre-planning, or knowing the footprint of a particular occupancy can certainly be considered overall safety factors for those called upon to enter occupancies under fire conditions or are called upon to mitigate other site emergencies. Conventional wisdom would suggest that having the fire companies become familiar with a dwelling before entering it under hazardous conditions is prudent and allows these personnel to become familiar with any unique hazards associated with the occupancy. Other benefits derived through a strong inspection program can be a reminder as to the importance of fire safety in the mind to those who work and manage these buildings as well as to notify the City if there is a change in any of the buildings' occupants. Again, the consultants recommend that company fire inspections and site pre-plan are conducted simultaneously by the on-duty personnel.

For maximum credit ISO requires that fire pre-plan site inspections occur twice a year; however, most departments are unable to meet this requirement. It should be noted that ISO newly released June revisions in the Fire Suppression Rating Schedule now will give full credit for annual fire pre-plan site inspections.

Fire Pre-Plans

Fire Pre-Plans were referred to earlier within this section, and the consultants feel that they are an important tool in fire prevention. The fact that there are pre-plan books located in the KFD ambulances and engines are a very positive start in emergency preparedness and planning, but this planning tool must be reviewed, updated, and trained with to garner their full effectiveness. Incorporating the books into a company inspection program along with working them into the departmental training program would be an effective way to better familiarize emergency staff with the much-needed data contained within the books during an emergency.

The following should be a minimum of the information recorded on all department pre-plans:

- Location-address
- Owner and key holder contact information
- Occupancy information
- Access points keyed and forcible entry
- Special hazards
- Type of construction

- Available water supply
- Building protection systems and their location
- Utilities, including the location of shut-offs
- Exposures
- Special resource considerations
- Technical rescue exposures
- Hazardous materials presence
- Particular life hazard issue
- The presence of lightweight trusses in construction

Water Supply & Hydrant System

The City of Ketchum's water supply is supplied through two, one million gallon elevated water tanks strategically placed within the City containing stored water for everyday use. The City is laid out with a series of water mains through a City wide grid system consisting mostly of 8" piping throughout the city with an 18" main feeder pipe running down Main Street. The water system is maintained at approximately 80 pounds per square inch (PSI) throughout the system, and has approximately 380 fire hydrants available for fire protection.

The maintenance of these fire hydrants is routinely carried out through the on-duty fire personnel staff and includes routine maintenance as well as conducting annual flow testing for about 20% of the hydrants per year.

Public Safety Education

Under the direction of a shift Captain, with assistance from Lieutenant, Public Fire Safety Educational programs of the KFD are presented to the school children and residents of Ketchum on an annual and continuing basis.

The following list details some of the various public educational and safety programs performed by department members and the number of staff hours dedicated to each event.

- Fire Prevention Week Activities – Approximately 70 staff hours each year are expended during national Fire Prevention Week within the City of Ketchum at the local pre-schools and at the local K-5 elementary school. There are approximately 15 visits during this week and are age and grade specific in content and relate specifically to fire prevention topics.

- Fire Services Appreciation Day – The Ketchum Fire Department is the lead partner in this area-wide event that includes teaming up with the Sun Valley Fire Department, Bureau of Land Management, the Forest Service, Saint Luke’s Wood River Medical Center, and Air Saint Lukes. This is a single day community event and includes static displays, presentations throughout the day involving fire prevention training, community safety planning, fire & EMS operations, as well as hourly demonstrations. This event usually reaches over 300 adults and children and expends approximately 110 staff hours.
- KFD personnel attend lunch with the local elementary school children on an occasional basis to present firefighters in a role model leadership capacity, conduct question/answer sessions, and discuss major events such as the recent wild fire events of the summer.
- The KFD provides annual fire extinguisher training for the Saint Lukes Wood River Medical Center staff, local business and industry workers, including the local library staff and the lumber yard personnel.
- KFD offers first aid training to the local civic and outdoor groups including the Boy Scouts, parks department, and school teachers.
- KFD welcomes fire stations visits & tours as requested (24 staff hours annually)
- KFD staff assists the Police Department with the annual bicycle rodeo and helmet program.
- KFD staff supports the Sawtooth Avalanche Center with community education programs on avalanche safety.

Recommendations – Fire Prevention

- *Create the full-time position of Fire Prevention Code Enforcement Officer to conduct much needed fire prevention and inspectional activities.*
- *Create a company fire inspection/pre-fire plan program under the direction of the Fire Prevention Code Enforcement Officer.*
- *Strongly consider all options for outsourcing of fire hydrant testing and maintenance operations.*

Fiscal

Budget Development

The Ketchum Fire Department operates as a municipal Fire Department in partnership with the Ketchum Rural Fire Protection District. Funding for the fire department is primarily from the taxpayers of the City of Ketchum. The budget is supplemented through the Blaine County Ambulance District, and the Ketchum Rural Fire Protection District. The annual budget operates on an October 1st to September 30th fiscal year, with budget development beginning in the spring, progressing through the summer, and resulting in a final budget document approved by the Ketchum City Council by the end of September.

What's Changed

There are several major areas that have encountered change since the last study affecting the fiscal concerns of the Ketchum Fire Department. As discussed, joining the IAFF and unionizing has clearly affected the budget not only initially, but also on a continuing basis with certain restrictions and portions of the union contract which must be adhered to.

The staffing issues encountered over the past few years have had a great effect on the budget with 2 shift personnel leaving the department and their positions not initially being replaced. Creative maneuvers were necessary in order to maintain minimum staffing and yet remain within budget restraints.

There is now in place a much needed line item established to set aside funds for the purpose of funding new city fire apparatus as well as major capital purchases within the budget. This is designed to carry funds over from each fiscal year to help build up enough to fund these major expenditures without financing and also have matching funds available for potential future awarded grants.

There has also been a change within the current budget for increased funding to increase chief officer management training. This had been removed over the past few budgets.

The KFD 457 incentive plan, a benefit designed to attract and retain active volunteer members, has seen an increase in funding starting with this year's budget.

The Equalized Assessed Valuation (EAV) for the City of Ketchum in 2006 was \$3,400,000,000 and in 2012 was listed at \$2,574,878,300. The fire department adopted a new fee structure since the previous study for fire prevention permits and fees which are detailed below. The volunteer ranks are now covered for disabilities through VFIS.

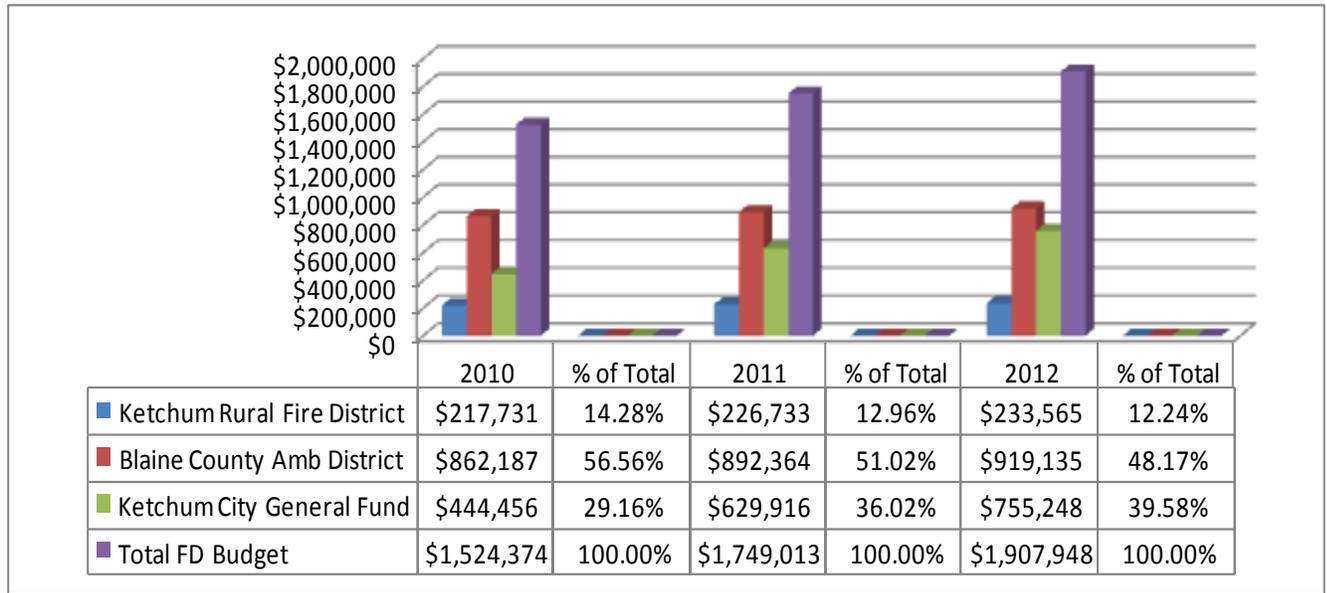
The dispatching of emergency calls for the Ketchum Fire Department is now handled through the Blaine County Joint Dispatch Center located in Hailey.

Budget Funding

The makeup of the City of Ketchum Fire Department in 2012 was as follows: the Blaine County Ambulance District Contract was 48.17%, the City of Ketchum General Fund was 39.58%, and the Ketchum Rural Fire Protection District was 12.24%. The City's portion of funding is generated through general taxes, the Local Option Sales Tax for liquor, lodging and retail, through fire prevention inspection fees, and staffing fees for certain special events.

The following figure indicates the revenue and percentages of the total budget paid by each entity for 2010 through 2012.

Figure 23: Funding Sources



Personnel Costs

As in most fire departments, the greatest annual budget expense is personnel costs. The table below illustrates the various categories and the percentage of personnel costs to the total Fire Department budget:

Table 32: Personnel Costs

Ketchum Personnel Costs	2010	2011	2012
Salaries-Career Personnel	\$711,946	\$723,246	\$723,728
Salaries-Paid-On-Call Personnel	\$140,000	\$130,000	\$140,000
Pay Differential-Paramedic	\$32,160	\$32,160	\$32,160
Overtime	\$24,000	\$22,000	\$22,000
FICA	\$54,464	\$55,365	\$60,559
State Retirement-City	\$1,650	\$2,236	\$2,236
Firemen's Retirement-City	\$194,117	\$198,216	\$210,000
Deferred Compensation P.O.C.	\$10,000	\$10,000	\$10,000
Worker's Compensation-City	\$17,878	\$18,683	\$21,364
Health Insurance	\$113,448	\$152,346	\$157,098
Dental Insurance	\$4,837	\$5,287	\$6,962
Worker's Compensation Coverage POC	\$4,828	\$5,000	\$4,706
Employee Medical Services	\$2,452	\$2,000	\$486
Long Term Disability	\$2,132	\$3,184	\$3,184
Performance Awards	\$6,000	\$5,500	\$5,500
Total Personnel	\$1,319,912	\$1,365,223	\$1,399,983
% of Total FD Budget	86.50%	78.00%	73.30%

The Paid-on-Call staff of the Ketchum Fire Department currently consists of 38 positions. The Paid-on-Call personnel, who are often referred to as “Volunteers”, but do get paid for calls they respond to as well as the time they spend training, responding to emergencies on an “as needed” basis and at times provide personnel to meet or augment regular staffing. The City of Ketchum has taken a commendable approach to retaining the Paid-on-Call staff by providing incentives to the Paid-on-Call staff. Up to \$10,000 is available for a deferred compensation program that is divided between the Paid-on-Call staff on an annual basis. Salary ranges for the Paid-on-Call members are as follows:

Table 33: Paid-On-Call Salary Schedule

Hourly Pay Rates	Drill	Response
Probation Firefighter	\$8.00	\$12.00
Firefighter	\$9.00	\$13.50
Senior Firefighter	\$10.00	\$15.00
Engineer Level 1	\$11.00	\$16.50
Engineer Level 2	\$12.00	\$18.00
Senior Engineer	\$13.00	\$19.50
Squad Leader	\$1.00 added to previous rank	\$18/\$21 depending on previous rank

The following amounts would be added to the hourly pay for the following EMS certifications:

Table 34: Additional Hourly Pay For EMS Certification

Certification	+ \$/per hour
EMT-D	\$1.00
Advance EMT-D	\$2.00
EMT-P (paramedic)	\$6.00

Paid-On-Call Payroll 2012

The payroll for the POC for the four quarters of 2012 is illustrated in the table below: (names have been replaced by numbers in amount earned from high to low)

Table 35: POC Payroll 2012

Pay Period	8/28/11-11/20/11	11/21/11-3/9/12	3/10/12-6/17/12	6/18/12-9/1/12	2011-2012
POC Employee	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Totals
1	\$977.20	\$3,427.90	\$966.70	\$3,563.35	\$8,935.45
2	\$1,354.28	\$2,168.80	\$1,030.25	\$3,866.18	\$8,419.51
3	\$1,383.75	\$2,749.20	\$738.75	\$2,865.48	\$7,737.18
4	\$1,340.00	\$2,368.00	\$1,496.00	\$1,456.00	\$6,660.00
5	\$1,654.30	\$1,406.75	\$867.00	\$2,252.50	\$6,180.55
6	\$1,228.50	\$2,646.00	\$1,143.00	\$1,039.50	\$6,057.00
7	\$684.00	\$1,154.25	\$1,320.00	\$1,640.00	\$4,798.25
8	\$487.50	\$1,817.80	\$610.48	\$1,402.50	\$4,318.28
9	\$844.00	\$616.00	\$988.00	\$924.00	\$3,372.00
10	\$80.00	\$1,721.52	\$644.00	\$854.00	\$3,299.52
11	\$276.00	\$901.20	\$534.00	\$1,347.00	\$3,058.20
12	\$529.75	\$1,259.63	\$578.20	\$605.50	\$2,973.08
13	\$562.25	\$1,587.80	\$432.25	\$370.50	\$2,952.80
14	\$666.25	\$1,024.50	\$390.00	\$867.75	\$2,948.50
15	\$402.00	\$537.00	\$447.00	\$1,449.00	\$2,835.00
16	\$1,702.50	\$566.56	\$326.56	-	\$2,595.62
17	\$232.00	\$976.00	\$450.50	\$714.00	\$2,372.50
18	-	-	\$336.00	\$1,864.24	\$2,200.24
19	\$588.25	\$914.95	\$299.00	\$377.00	\$2,179.20
20	\$438.75	\$551.25	\$521.25	\$427.50	\$1,938.75
21	\$590.75	\$364.00	\$435.50	\$289.25	\$1,679.50
22	\$182.50	\$987.08	\$280.50	\$66.00	\$1,516.08
23	-	\$1,055.00	\$210.00	\$145.00	\$1,410.00
24	\$139.50	\$54.00	-	-	\$1,358.00
25	\$28.00	\$752.00	\$118.00	\$396.00	\$1,294.00
26	-	-	\$332.00	\$784.56	\$1,116.56
27	-	-	\$336.00	\$722.00	\$1,058.00
28	\$150.00	\$45.00	-	\$461.56	\$656.56
29	-	-	\$322.50	\$310.00	\$632.50
30	\$28.00	\$76.00	\$460.00	-	\$564.00
31	\$180.00	-	-	-	\$180.00
32	-	\$67.50	\$76.50	-	\$144.00
33	\$140.00	-	-	-	\$140.00
34	-	-	-	\$122.50	\$122.50
35	\$72.00	\$36.00	-	-	\$108.00
36	\$30.00	-	-	-	\$30.00
Total	16,972.03	31,831.69	16,689.94	31,182.87	88,905.88

* The higher payroll for the 2nd and 4th quarters reflects the “Shift Assist Coverage” needed to fill the career shift positions during the busy peak times of the year:

There were 36 active Paid-on-Call personnel active during this time frame. The mean Paid-on-Call salary for 2012 was \$2,540.17.

Shift Assist Coverage 2012

The table below illustrates the amount paid for Shift Assist Coverage to the career personnel in 2012 by the POC:

Table 36: Quarterly Shift Assist Coverage 2012

Shift Assist Coverage	Total
1st Quarter	\$1,136.28
2nd Quarter	\$10,611.19
3rd Quarter	\$2,159.94
4th Quarter	\$7,858.37
Total	\$21,765.78

Fire Department Fees

The City of Ketchum Fire Department does collect various fees which contribute to the General Fund of the City. Although the annual revenue generated from these fees is a small portion of the overall Fire Department budget, it is prudent to collect for these services. The current fee structure is illustrated in the following table:

Table 37: Fire Department Fee Structure

Permit Fees	Fee	Additional Information
Automatic Fire Alarm System	\$30	Per hour fee
Automatic Sprinkler System	\$50	\$0.50 per sprinkler head Plus Inspection/testing fee \$30/hour
Carnivals and Fairs	\$50	
Compressed Gases	\$50	
Cryogenic fluids	\$50	
Consultants Fees		Actual Costs
Explosives and Blasting Agents	\$100	
Fire Clearance Certificates(Day Care)	\$30	
Fireworks(Temporary Stands)	\$30	\$30/hr. Inspection fee
Permit fee \$30		

Permit Fees	Fee	Additional Information
Fireworks-Public Display/Event	\$100	\$30/hr. Inspection fee
Flammable or Combustible Liquids	\$100	\$30/hr. Inspection fee
Hazardous Materials	\$100	
Hood and Duct	\$50	
Liquefied Petroleum Gases	\$30	
Oil or Fuel Tank Removal	\$100	
Open Burning Permit	\$30	
Pyrotechnical Special Effects Material	\$100	
Spraying or Dipping	\$50	
Use of Apparatus		Apparatus \$100-\$120/hr. Personnel \$35/hr.
Use of Personnel with Apparatus	\$20	Per hour fee
Plan Check Fees		70% of Building Dept. plan check fee
Tents, Canopies, & Temporary Structures	\$30	

Partnership with Ketchum Rural Fire District

The Ketchum Fire Department has a long history and partnership with the Ketchum Rural Fire Protection District. Each entity maintains its own legal independence, taxing authority and operates as separate departments for budgetary purposes; but they operate as one department for the delivery of emergency fire and rescue services within both jurisdictions. The Rural Fire District, through a contract with the City, provides personnel and supervision for fire operations in the District. The Rural Fire District provided revenue to the City of Ketchum for fiscal 2012 of approximately 12%.

The City of Ketchum Fire Department operates out of one fire station centrally located in the heart of downtown Ketchum and houses the career personnel. The two rural stations are generally staffed by the volunteers (Paid-on-Call), the Ketchum Rural Fire Protection provides housing units at both facilities on a monthly rental basis for the Ketchum firefighters (Paid-on-Call). This mutual relationship provided a cost-effective solution to both agencies.

The City of Ketchum Fire Chief also serves as the Chief for the Ketchum Rural Fire Protection District. Additionally, while the Ketchum Rural Fire Protection District has no actual employees due to the contractual nature of the agreement, all Fire Department employees for the City of

Ketchum provide complete and equal service to both the City and the District and function as one department. This type of arrangement is known as an operational consolidation.

The Rural Fire District contract with the City also includes the administration of the Fire Department. The City of Ketchum receives the following payments for fire/EMS services from the Ketchum Fire District as illustrated below:

Table 38: Fire District Payments to City

Year	Amount
2010	\$217,731
2011	\$226,733
2012	\$233,565

There are multiple benefits realized through this type of contractual relationship between the two entities. The lack of duplication of manpower and equipment is a huge benefit to taxpayers, and also the management of one single department operating as one department on a day-to-day basis is carried out quite efficiently under the current plan.

The main headquarters station is manned on a 24 hour basis by career staff, while the outlying two rural stations have separate living units for some of the volunteers which provide manpower at these stations as Paid-on-Call personnel. One of the most beneficial points of this joint operation is that there is no competition for the limited Paid-on-Call pool of personnel available within their single response area.

Partnership with Blaine County Ambulance District

In addition to the partnership the City of Ketchum enjoys with the Ketchum Rural Fire District, there is also a partnership between the City and the Blaine County Ambulance District. Through a referendum, an ambulance district was created in the late 1980’s. The ambulance district collects taxes from the residents and businesses located in Blaine County and then distributes the revenues to the providers of the emergency medical services. The City of Ketchum is the provider of emergency medical services to North Blaine County.

Through this contract, the City of Ketchum receives fees for the provision of paramedic ambulance services to the City of Ketchum, the City of Sun Valley, the residents of the Ketchum Rural Fire District, and the remainder of the north part of the County equaling about 690 square miles. The breakdown of population by jurisdiction for 2012 is approximately 2,680 for the City of Ketchum, 5,500 for the Ketchum Rural Fire District, 1,394 for the City of Sun Valley, and the remainder (1,126) of the residents residing in the unincorporated northern portions of Blaine County for a total population served through this contract at 10,700.

Funding from the Blaine County Ambulance District is significant as illustrated below:

Table 39: Revenue From Blaine County Ambulance District

Year	Amount
2010	\$862,187
2011	\$892,364
2012	\$919,135

The advantage is that in 2012, 48% of the entire Fire Department budget was revenue collected from the contract with the Ambulance District. The disadvantage to the City is that on-duty staff often responds out of the City to provide ambulance service to the Ambulance District area which includes the City of Sun Valley and the northern part of the County. This removes available on-duty personnel to cover emergencies within the City limits. Most often the Fire Department calls back off-duty career fire/medics at overtime to cover these situations.

Charges to persons that are transported by the various ambulances that are part of the Ambulance District operation are assessed a fee of \$875 for service as well as a mileage charge of \$15 per mile (from point patient is picked up to the hospital). The Ambulance District is responsible for handling all patient billing and collection of ambulance bills.

Currently, all medical transports are taken to St. Lukes-Wood River Medical Center located in Ketchum Idaho. This facility now has its own staffed ambulance for inter-facility transports to the larger urban hospitals in Boise, Twin Falls, and Salt Lake City. Prior to the hospital staffing this ambulance, the Ketchum Fire Department ambulance at times was required to carry out these transports with lengthy out-of-service times.

The Ketchum Fire Department does respond on calls referred to as “rendezvous” where they meet up with ambulances from Stanley Ambulance Service and Challis Ambulance Service. These two areas are located approximately 60 and 90 miles to the north respectively and their ambulances generally meet the KFD ambulance at a dedicated meeting location 60 miles north of Ketchum where the transfer is made for a KFD ambulance to then transport the patients to St. Lukes Medical Center in Ketchum. The number of these rendezvous in 2012 was 13 and this is an average number for these types of calls on an annual basis.

Worker’s Compensation Insurance

Worker’s Compensation Insurance is an expense in the annual budget under Personnel Costs which covers injuries to fire personnel while serving in their capacity as a firefighter. There are two Worker’s Compensation categories included within the budget: 1) Worker’s Compensation-City and 2) Workers Compensation POC. Under the City category, this line item is for the career/full-time personnel coverage, while the second category is for coverage of the Paid-on-Call personnel which includes the VFIS coverage.

Supplemental Insurance

The City of Ketchum provides long-term disability insurance to the career employees of the Fire Department. The cost of such insurance is minimal averaging approximately \$3,500 per year. The volunteer ranks are now covered under a separate policy through VFIS (Volunteer Fire Insurance Services) for disabilities incurred during their duties as a volunteer firefighter.

Housing Allowance

At this time the City of Ketchum does not provide a cash allowance for housing. Due to the high housing cost in the area, most employees actually live outside the City. The Ketchum Rural Fire District has constructed housing for Fire Department employees at both of their outlying stations. This housing consists of four one-bedroom units and four two-bedroom units. Housing at the north station is restricted to employees-only by the Bureau of Land Management (BLM), while housing at the south station is available for families. Costs for the north and south station housing are provided by the Ketchum Rural Fire District. Due to the close relationship between

the City of Ketchum and the Ketchum Rural Fire district, employees of Ketchum City Fire Department provide personnel for the Ketchum Rural Fire District through a contractual arrangement. This provides that Ketchum City Fire Personnel are the occupants at both rural stations.

Ketchum General Information

The City of Ketchum has an Equalized Assessed Value of approximately \$2,574,878,300. Recent census data reveals that approximately 2,680 people reside full-time in Ketchum. Officials report that during seasonal festivals and holidays, peak population may increase by as many as 20,000 additional persons.

Services

The annual budget for services and supplies (primarily the cost for utilities, service contracts, and personnel training) totaled \$97,242 in 2010. This amount increased in 2011 to \$103,000 and in 2012 it was \$124,500.

Table 40: Ketchum FD Service Budget

Item	2010	2011	2012
Operating Supplies	\$44,300	\$38,000	\$45,000
Motor Fuels and Lubricants	\$11,500	\$14,000	\$13,500
Computer Software	\$0	\$0	\$0
Professional Services	\$1,000	\$1,000	\$1,000
Personnel Training/Travel/Meetings	\$15,542	\$14,000	\$24,000
Fire Chief's Training	\$0	\$0	\$1,000
Training-Avalanche	\$1,000	\$1,000	\$1,000
Tuition Reimbursement	\$0	\$0	\$0
Telephone & Communications	\$4,400	\$5,000	\$10,000
Repair & Maint - Automotive	\$13,000	\$15,500	\$11,000
Repair & Maint - Equipment	\$4,500	\$12,000	\$10,000
Other Purchased Services	\$2,000	\$2,500	\$8,000
Total	\$97,242	\$103,000	\$124,500

Lease Expense

The only remaining lease from previous audit (2006) was paid in full in October 2010.

Other Contracts

There continues to be a contract in place with the Federal Bureau of Land Management (BLM), US Forest Service, and the Ketchum Fire Department for providing firefighting manpower and apparatus for wildland firefighting assistance. Additionally, KFD has a similar contract with the Idaho Department of Lands. This contract is for reimbursement costs when assisting the State of Idaho Department of Lands. The reimbursement is a per-hour rate for personnel and equipment. While this is an infrequent occurrence and the cost is included in normal operations, reimbursement is received to offset the cost to the City. Rates for firefighting equipment vary from \$64 per day for command vehicles, \$165 per hour for a Type 1 engine, \$191 per hour for a Type 1 with compressed air foam, to \$115 per hour for a tender. All listed figures include personnel costs as part of the hourly or daily rate. All contracts listed above are annual agreements and are renewed/signed every year

Ketchum/Sun Valley Volunteer Firefighters Association

The Ketchum/Sun Valley Volunteer Firefighters Association is a very active and important part of both Fire Departments. The association is made up of all volunteer members from each department and they are very involved in hosting, promoting, and handling all aspects one very large fundraising event during the year. This event is known as their “Annual Firefighters Ball”. The association is coordinated by a Board of Directors consisting of elected members from each department, they hold regular meetings, and they donate large sums of money and equipment to support the department’s operations annually.

For the past three years, the amounts listed below reflect the purchases that have been made and donated to the Ketchum Fire Department by the Volunteer Firefighters Association:

Table 41: Association Donations

Year	Amount Donated
2010	\$52,000
2011	\$48,000
2012	\$77,000
3 Year Total	\$177,000

Capital Improvement Program

Capital projections currently include several Fire Department-related projects. The projects are identified in the Capital Improvement Plan (CIP) as illustrated below:

Table 42: Capital Improvement Plan

Year	Capital Item	Cost
2013	Replacement Aerial Ladder (share with Sun Valley)	\$990,000
Future		
	Replace Greenhorn Engine 20 (Brush Truck-Type 6) with an Interface Type 3 Engine*	\$300,000
	35 foot Training Tower**	\$100,000

* Not funded by the City of Ketchum, anticipate other taxing body to fund

** Multi-jurisdictional project, to partially be funded by the City of Ketchum

Dispatch/Communications Services (PSAP)

The Ketchum Fire Department is now dispatched through the Blaine County Joint Dispatch Center (Public Safety Answering Point), which is located within the Public Safety Building in Hailey. The County dispatches emergency 911 calls for seven fire departments, and five police departments. They also monitor all other County emergency services traffic, as well as the county road and bridge department, the State Fish & Game Officers, and the Sun Valley Ski Patrol.

The dispatch center generally has a staff of three dispatchers on duty at all times with staggered shifts to assure coverage during busier times. They can “ramp up” to a total of five dispatching stations if the need arises. In addition, the PSAP monitors a total of 19 radio frequencies. They currently work under Phase II 911/Cell service, and are working toward “Next Generation” 911 service. Additionally, they work under the Logisys-Dos programming system.

Funding the cost of Blaine County dispatching services is done through the Local Option Tax revenues and is not a part of the actual KFD budget. The table below shows the costs for providing the dispatching services.

Table 43: City of Ketchum Communication Costs

Year	Cost
2010	\$168,915
2011	\$166,981
2012	\$127,534

Fiscal Summary

The funding sources for the Ketchum Fire Department are derived through three main sources: the City of Ketchum, the Ketchum Rural Fire District, and the Blaine County Ambulance District. The partnerships existing between the City of Ketchum, the Ketchum Rural Fire District and the Blaine County Ambulance District work hard to contain costs. The nature of the work does cause the Ketchum Fire Department personnel to respond often to areas outside of the City of Ketchum, creating the need for the KFD to rely on Paid-on-Call and/or off-duty personnel to cover the stations and also to respond on additional emergency calls.

The Ketchum Fire Department and the Sun Valley Fire Department have historically had a very close working relationship, including the joint-purchase of a 100' Aerial Tower fire apparatus. Additionally, Ketchum and Sun Valley provide immediate response to each other for actual fires, and Ketchum provides ALS ambulance service to Sun Valley as part of the Blaine County Ambulance contract. This close relationship appears to be a “functional consolidation” in the area of service provision. The current relationship with Sun Valley has appeared to be a fiscally responsible operation over the years.

This relationship has resulted in savings for both Ketchum and Sun Valley. An example of these savings would be the sharing of fire equipment such as the aerial ladder truck and the communications truck.

Although the City of Ketchum continues to foster a close working relationship with the City of Sun Valley; there are however, some serious questions that have risen with regard to the training and experience levels of the firefighting crews that respond on mutual assistance to Ketchum. Furthermore, there are questions arising regarding the Ketchum apparatus arriving quite frequently as the “first in” engine on Sun Valley’s fire calls. Many incidents are mitigated prior to the Sun Valley apparatus arriving on the scene according to the City.

The question of equity, or whether the Ketchum Fire Department receives an equal mutual aid “product” to their city that Sun Valley is receiving from Ketchum is of significant concern.

Ketchum Fire Department has a strong working relationship between the firefighting staff (career and Paid-on-Call personnel) that results, once again, in responsible use of limited tax dollars for the betterment of the citizens of Ketchum and the District.

Recommendations – Fiscal

- *The City of Ketchum needs to continue reviewing the various fees charged by the Fire Department to assure the current fees are very reasonable, up-to-date, and explore the possibility of realizing additional funding for the department if any of the fees need to be appropriately increased.*
- *The City of Ketchum Fire Department should continue to apply for fire grants under the Assistance to Firefighters Grant Program (AFG) as they become available for SCBA replacement, and Back Country team equipment.*
- *Consider developing and adopting a hazardous materials spiller-pays ordinance to assure responsibility is directed at the proper party relating to any significant incident regarding a leak, spill, or escape of toxic or harmful materials.*
- *Assure that all Workers Compensation Claims (on-the-job injuries) are investigated, reviewed, adequately documented, and reported timely and properly by each shift commander or officer in charge. Create a risk management program within the City to assure proper documentation, wellness, and safety, and for the overall protection of personnel as well as the City.*
- *The consultants recommend the adoption and continued following the current apparatus replacement program provided under the apparatus section of this report.*
- *The City of Ketchum as well as the Ketchum Rural Fire District both benefit from the excellent cooperative arrangement that is in place. The same holds true for the City of Ketchum and the City of Sun Valley working relationship. Assurances must be committed from each department that checks and balances are in place to provide for equitable services to and from each department.*
- *Consider all options available to commit to a three-person minimum staffing on a daily basis.*

- *Create a Paid-on-Premise program to fill open shifts as well as to provide the minimum staffing of three personnel on a daily basis.*
- *Among the considerations would be to supplement current career staffing by utilizing current volunteers as previously carried out through the “shift assist” program, as well as developing a Paid-on-Premise program to fill open shifts as well to provide the minimum staffing levels.*
- *Continue to pursue all options available to plan for and construct a new Headquarters Fire Station facility to accommodate current needs for living, office, and operational space, a much needed training room and facility, as well as preparation for future expansion needs.*
- *Continue to foster an excellent working relationship and support for the Ketchum/Sun Valley Volunteer Firefighters Association as they continue to supply much needed funds and equipment for both Fire Departmental needs.*

Summary of Recommendations

Recommendations – Emergency Activities

- *Additional training in data entry in the PERCS is recommended for all personnel, and a quality control program should be implemented to discover data inconsistency as soon as possible. Shift commanders should be responsible for the initial quality control and reviewed weekly by the Assistant Chief.*
- *Additional PERCS training should be provided to individuals who will be conducting database queries.*
- *Greater emphasis needs to be placed on the reduction of false alarms. The goal should be to bring false alarms equal to or preferably below the national percentage.*
- *All mutual and automatic aid agreements should be in writing and updated every five years.*
- *The City should be divided into response zones to better identify areas in which greater resources might be needed in prevention, public safety education, or fire suppression resources.*

Recommendations – Blaine County PSAP

- *Unfortunately, the consultant's calls to County PSAP Director went unanswered; therefore, no recommendations are possible.*
- *The Fire Chief should set up regular meetings with the PSAP to ensure quality control and gain an understanding of the response time in order to make necessary changes.*

Recommendations – Response Times

- *The transition from the ERS to PERCS data management system has been most challenging; however, greater emphasis needs to be placed on a method to obtain factual data.*
- *The department should implement a data quality control program. The first data check would be the responsibility of the shift commanders (Captains) who would submit the data to the Assistant Chief. The Assistant Chief would be responsible for the second data accuracy check prior to forwarding to the Fire Chief. The issue with conflicting data on response time needs to be resolved so if needed, the City/Department can retrieve factual data that represents all the components of response time.*
- *The on-duty career employees should be able to meet the NFPA standard on turnout time (out the door time) of 60 seconds for EMS and 80 seconds for fire calls.*

- *It did not appear that the PERCS system listed times in minutes and seconds; rather just in complete minutes which would allow for a 59 second differences. The department should ensure that the data they retrieve has minutes and seconds.*

Recommendations – National Standards

- *The Fire Department should not adopt NFPA 1710. Adoption would include the adoption of all OSHA and NFPA standards by reference. However, a plan should be developed to meet as many standards as possible in the future.*
- *The fire department leadership review and understand the new ISO revisions and begin to establish a plan for their next ISO evaluation.*
- *Of considerable concern to the Ketchum Fire Department will be the new ISO policy of “no records, no credit” approach. ISO also established a new limit of 75% of the credit points possible when only partial documentation of an item exists. ISO implemented those changes to emphasize the importance of proper record keeping.*
- *The Fire Department should seek international accreditation (CPSE) within the next ten years.*

Recommendations – Staffing

- *Minimum daily staffing should routinely be three on-duty personnel per shift, with consideration of four person minimum staffing during peak and special event situations.*
- *The two person primary response engine should be eliminated and increased staffing should maintain a three-person unit.*
- *Instituting a Paid-on-Premise program to supplement manning during identified “Peak times” of the year as well as during special events throughout the year. Consideration of utilizing current available KFD qualified volunteer (POC) members would have first priority.*
- *Career personnel recall (callback) should be limited to emergency events that require additional resources and identified by alerting the department with a “full-page” alert.*
- *All career members should be required to obtain and maintain a paramedic level certification and firefighter level one certification.*
- *The leadership of the department should emphasize their support to the volunteer staff by encouraging activity levels both through callback activity as well as increased attendance at departmental training sessions. With this continued support of current incentive programs already in place, there is an important opportunity to bolster the volunteer membership with qualified, dedicated employees and thus increase available of Paid-on-Call staffing.*

Recommendations – Human Resources

- *A number of suggestions have been given regarding the formatting of the employment application; development of comprehensive interview questions (POC & Full time); and ensuring annual pulmonary function testing on all employees.*
- *Consider a two-tiered compensation system for FT employees with a paramedic and non-paramedic track.*
- *POC hours must be tracked within an established FLSA cycle. Recommend the same 19 day cycle.*
- *Develop a simpler compensation system for POC that does not include an ‘overtime’ pay; but base compensation for training, emergency calls, and if instituted, time when schedule to stay at the station (Paid-on-Premise). Overtime, if earned when hours worked exceed 144 hours within the 19 day period, should be paid at the emergency call rate at time and one-half.*
- *Per Idaho statute, employees must be paid at least monthly; thus, POC pay should be changed to a monthly pay period.*
- *There are some suggestions for the City’s recently updated employee handbook, so that it contains current labor laws and/or policies.*
- *The department needs to work on updating its SOG manual, and work on cleaning out policies, ordinances, or chief’s memos that no longer pertain due to the CBA.*
- *The negotiations process should include a management team. Elected officials should not participate in negotiations, or attempt to negotiate outside the bargaining table.*
- *Suggestions have been given for future contract negotiations; however, the CBA is well written.*
- *The department should work on developing a new performance evaluation process that applies to both POC and full-time employees; along with the guidelines for a promotional process – again applicable to POC and full-time positions. This includes the updating and revision of the department’s job descriptions.*

Recommendations – Fire Station #1

- *The City’s headquarter station should be replaced with a modern five-bay facility including the components listed under the “New Headquarter Station”.*
- *The facility is showing its age and consideration of renovations is not recommended; rather replacement is recommended.*
- *The station shift officers need an area in which they can work which allows for privacy and the ability to discuss issues with the personnel.*
- *The fire department needs more room for storage of equipment in a secure area of the facility.*
- *There are no provisions for any type of training room or area. This issue should be strongly considered in planning of a new headquarters station.*

Recommendations – Rural Stations #2 & #3

- *Station #3 is well designed and with minor renovations should serve the Rural Fire District well into the future.*
- *The District should be commended for the residential facilities for Paid-on-Call members.*

Recommendations – Apparatus

- *The consultants recommend the following apparatus be replaced as soon as fiscally possible:*
 - *Engine 10*
 - *Assistant Chiefs Car*
 - *Aerial Tower (joint purchase)*
 - *Rescue/Brush vehicle*
- *When the aerial is replaced the consultants recommend a 100 foot aerial platform with a minimum of a 1,250 GPM pump and 750 gallon water tank.*

Recommendations – Training

- *Training is directly related to firefighter/EMT safety and greater emphasis and documentation to training should become a high priority for the department leadership.*
- *Accurate documentation of training is as important as the training itself.*
- *The fire department should conduct proficiency testing semi-annually for all line personnel.*

- *Any member of the department that holds an officer's rank should have a minimum of 1.5 hours of supervisory training per month, in addition to the other recommended training hours.*
- *Joint training is extremely beneficial and should be conducted with Sun Valley, Hailey, Wood River, and Bellevue at a minimum of quarterly.*
- *Training hours should be mandatorily increased:*
 - *Career = 20 hours of fire training plus EMS training per month*
 - *Paid-on-Call = 68 hours per year*
- *The fire department should conduct and document annual SCBA fit testing and spirometry testing for all personnel.*
- *Job descriptions for fire department officers should be updated that spell out the responsibilities for operational activities, but also include supervisory & leadership skills necessary to be an effective leader.*
- *The Ketchum Fire Department should continue to work with East Idaho Technical College to see explore any partnerships that could be developed to assist their training program.*

Recommendations – Fire Prevention

- *Create the full-time position of Fire Prevention Code Enforcement Officer to conduct much needed fire prevention and inspectional activities.*
- *Create a company fire inspection/pre-fire plan program under the direction of the Fire Prevention Code Officer.*
- *Strongly consider all options for outsourcing of fire hydrant testing and maintenance operations.*

Recommendations – Fiscal

- *The City of Ketchum needs to continue reviewing the various fees charged by the Fire Department to assure the current fees are very reasonable, up to date, and explore the possibility of realizing additional funding for the department if any of the fees need to be appropriately increased.*
- *The City of Ketchum Fire Department should continue to apply for fire grants under the Assistance to Firefighters Grant Program (AFG) as they become available for SCBA replacement, and Back Country team equipment.*

- *Consider developing and adopting a hazardous materials spiller-pays ordinance to assure responsibility is directed at the proper party relating to any significant incident regarding a leak, spill, or escape of toxic or harmful materials.*
- *Assure that all Workers Compensation Claims (on the job injuries) are investigated, reviewed, adequately documented, and reported timely and properly by each shift commander or officer in charge. Create a risk management program within the City to assure proper documentation, wellness, and safety, and for the overall protection of personnel as well as the City.*
- *The consultants recommend adopting and continued following of the current apparatus replacement program provided under the apparatus section of this report.*
- *The City of Ketchum as well as the Ketchum Rural Fire District both benefit from the excellent cooperative arrangement that is in place. The same holds true for the City of Ketchum and the City of Sun Valley working relationship. Assurances must be committed from each department that checks and balances are in place to provide for equitable services to and from each department.*
- *Consider all options available to commit to a three-person minimum staffing on a daily basis.*
- *Create a Paid-on-Premise program to fill open shifts as well as to provide the minimum staffing of three personnel on a daily basis.*
- *Continue to pursue all options available to plan for and construct a new Headquarters Fire Station facility to accommodate current needs for living, office, and operational space, a much needed training room and facility, as well as preparation for future expansion needs.*
- *Continue to foster an excellent working relationship and support for the Ketchum/Sun Valley Volunteer Firefighters Association as they continue to supply much needed funds and equipment for both Fire Departmental needs.*

Appendix A – Data Request

-Fire/EMS Component

Show each year data separately i.e. 2007 through and including 2012 – do not group them

We prefer data in an electronic format on a flash drive or disk

- **General Information**
 - Overview of the department
 - History
 - Overview of the area protected
 - City/Village
 - District
 - Population – Residents of Protection Area
 - In-flux or Out-flux of Daytime Population
 - Department’s Strategic Plan
- **Response District –**
 - Map Of Coverage Area
 - Map Of Community
 - Map Of Area Of Concern For Relocation Of Station
 - Map Of Surrounding Area Showing All Neighboring Department Stations Locations
 - Total Square Miles Protected
 - Square Miles Of Hydrant Area
 - Square Miles Of Non-Hydrant Area
- **HR/Personnel –**
 - Current Roster Of Members
 - Personnel (information needed for all employees)
 - List of members (sworn and non-sworn)
 - Hire date
 - Age or date of birth
 - Organizational Chart
 - # Of Career
 - # Of Paid On Call
 - # Of Volunteers
 - # Of Other Employees (Include Non-Sworn)
 - Rank Structure (Number Of Employees In Each Category)
 - Current salary of each employee (name, rank, salary)
 - Spreadsheet – name, rank, current salary,
 - (if possible, a spreadsheet with the benefit breakout -health, pension, taxes, etc. for fiscal year of the study)
 - Labor agreement
 - Department’s By-Laws (if corporation)

- Police & Fire Commission or Civil Service Regulations
- Employee Policy & Procedure Manual (prefer electronic version)
- Promotional Process – including forms utilized
- History Of Turnover (All Employees Last 3 Years – Include Reason and/or Exit Interview Data)
- Recruiting/Retention Programs
- Hiring Process (all forms)
 - Application
 - Hiring packet
 - Reference questions
 - Interview questions
 - Etc.
- Grievances/Discipline Issues
- Performance Evaluation process and forms
- Last year’s overtime by employee – include rank
- FLSA pay cycle (if not in contract)
- SOG/SOP Manual – prefer electronic copy – (sure to include HR policy section)
- City/Village/Town/District Employee’s Handbook
- New employee Orientation Process – (packet and/or forms)
- **Emergency Activities – Last 3 Years (All Sub-Sections)**
 - # Of Emergency Responses
 - Type of Responses: Structure Fires, Auto Accidents, Brush, EMS, Mutual Aid, Fire Alarm Systems Both Commercial &/or Residential, False, Etc.
 - Incidents By Time Of Day
 - Incidents By Day Of The Week
 - Incidents By Month
 - Calls Breakdown By Area (City, District, Town, Etc)
 - Distribution by Shift
 - Distribution by Station
 - Response Times
 - Notification time
 - Turnout time
 - Drive time
 - Mitigation time
 - Mutual Aid – Auto Responses (Given & Received) – With Whom? – Copy(ies) of Written Agreement
 - Simultaneous (Overlapping) Call Data
- **Apparatus & Equipment –**
 - Type Of Apparatus (I.E. Engine, Truck – Include Manufacturer)
 - Apparatus department ID number
 - Pump & Tank sizes
 - Mileage
 - Engine Hour Reading (if appropriate)
 - Vehicle VIN Number

- Age Of Apparatus
- Manufacturer
- Replacement Schedule
- Special Teams Apparatus
- Specialized Equipment: Haz Mat, Water Rescue, Etc
- Radio, Type And Frequencies
- Computers (Number of, Type, Age, Replacement Plan)
 - In Apparatus?
 - Software Programs
- **Fire Station(s) – *include mailing address for each station – include City & Zip***
 - Current Facilities
 - # Of Stations – Street Address
 - Square Footage – (Floor Plans for each if available)
 - Age
 - Future Facility Plans/Needs Documents
- **The Department**
 - Department SOG's
 - Department Rules & Regulations
 - Annual Reports – Last 3 Years
 - Current ISO Rating
 - Last ISO On-Site Evaluation (copy of point distribution sheet)
 - Accreditations – National Or State
 - Last On Site Evaluation
 - Others
- **Fire Prevention / Safety Education –**
 - History Of Inspections & Re-Inspections (Last 3 Years)
 - Public Safety Education Programs
 - Public Safety Education Data (Last 3 Years)
- **Fiscal**
 - Operating budget for current year and two previous years (include all revenue and expenses)
 - Capital budget for current year and two previous years (include all equipment purchased and/or projects completed)
 - Ambulance information –
 - Ambulance revenue current year and two previous years
 - Ambulance billing contract
 - Copy of ambulance rates charged and authority for those rates i.e. ordinance
 - **Revenue**
 - List of grants applied for and/or received for current year and two previous years
 - List 2% fire dues received current year and two previous years
 - List and explanation of any other department revenue received i.e. inspections fees, permit fee, etc.
 - Other information needed:

- Equalized Assessed Valuation (EAV) if multiple communities for all
- **Dispatch**
 - Who provides dispatch
 - Cost
 - Dispatch data – time from receiving call to FD notification
 - Who answers 9-1-1
 - Who answers cellular 9-1-1
- **Training**
 - Training Records (Last 3 years) for each member
 - Training schedule
 - Training hours per month per employee
 - Training Curriculum & Lesson Plan
 - Instructors qualifications
 - Training Manual
 - Certifications Categories (state)
 - Special Teams – certifications
 - All current employees certification level

Any Additional Information Deemed Important

Do not send this information. Once collected we will meet with you on site to review it.