



# Tacoma Fire Department Annual Report

**2018**

Serving the Cities of Tacoma, Fircrest and Fife/Fire District #10

## CITY OF TACOMA OFFICIALS 2018

**Victoria Woodards**  
Mayor

**Anders Ibsen**  
Council Member, Position 1

**Robert Thoms**  
Council Member, Position 2

**Keith Blocker**  
Council Member, Position 3

**Catherine Ushka**  
Council Member, Position 4

**Chris Beale**  
Council Member, Position 5

**Lillian Hunter**  
Council Member, Position 6

**Conor McCarthy**  
Deputy Mayor, Position 7

**Ryan Mello**  
Council Member, Position 8

**Elizabeth Pauli**  
City Manager

## CITY OF FIRCREST OFFICIALS 2018

**Hunter T. George**  
Mayor

**Blake Surina**  
Council Member

**Shannon Reynolds**  
Council Member

**Brett Wittner**  
Council Member

**David Viafore**  
Council Member

**Denny Waltier**  
Council Member

**Jamie Nixon**  
Council Member

**Scott Pingel**  
City Manager

## CITY OF FIFE/DISTRICT 10 OFFICIALS 2018

**Kim Roscoe**  
Mayor, Position 5

**Bryan Yambe**  
Deputy Mayor, Position 1

**Tim Curtis**  
Council Member, Position 2

**Doug Fagundes**  
Council Member, Position 3

**Pat Hulcey**  
Council Member, Position 4

**Lisa McClellan**  
Council Member, Position 6

**Lew Wolfrom**  
Council Member, Position 7

**Hyun Kim**  
City Manager

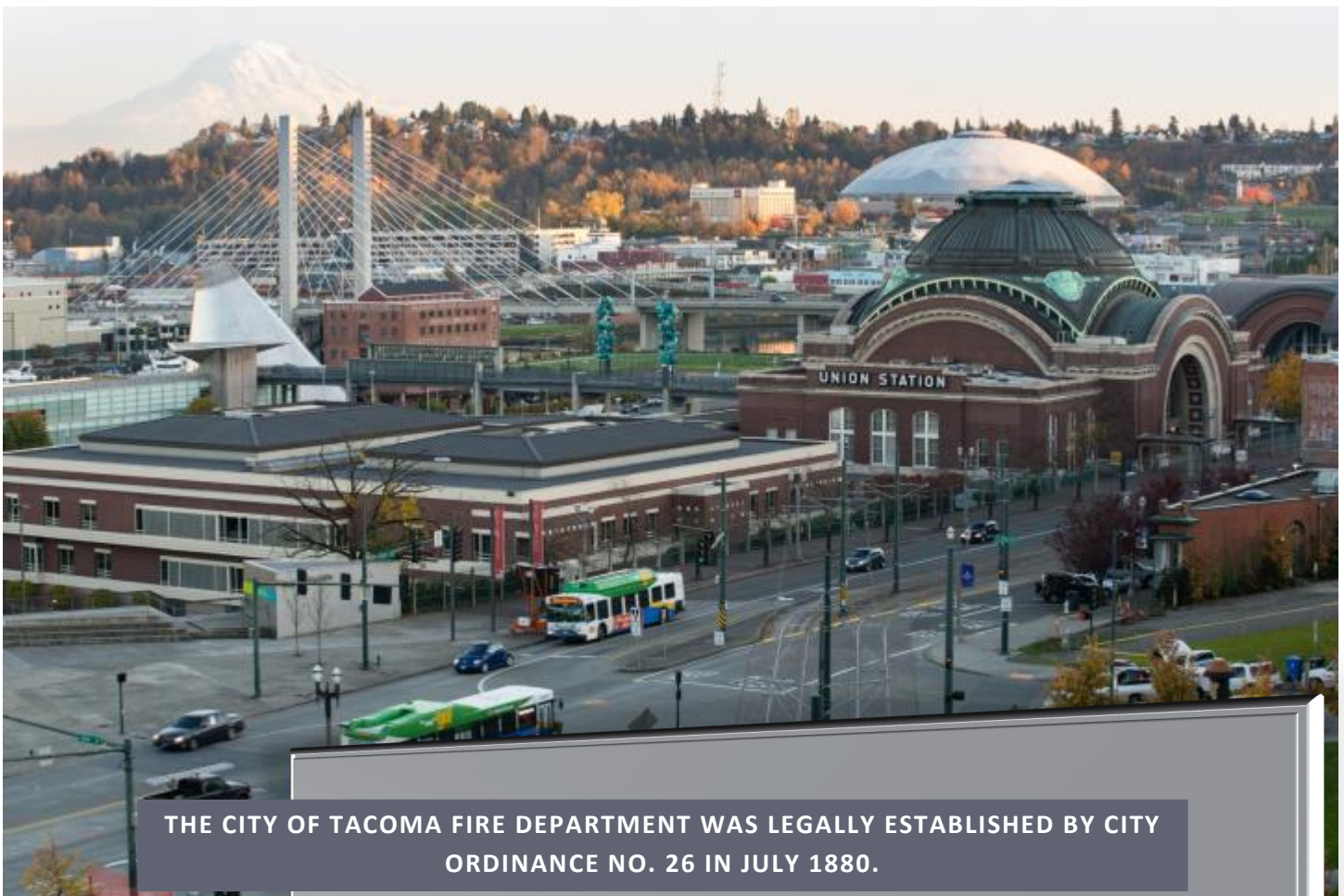
**Greg Wambold**  
Fire Commissioner

**Dan Nelson**  
Fire Commissioner

**Dorthy Kephart**  
Fire Commissioner

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**THE CITY OF TACOMA FIRE DEPARTMENT WAS LEGALLY ESTABLISHED BY CITY ORDINANCE NO. 26 IN JULY 1880.**



# EXECUTIVE SUMMARY

The Tacoma Fire Department (TFD) provides vital services to the community. From the collective efforts of our firefighters and administrative staff working with city management, other City of Tacoma departments, elected officials, neighboring fire departments, and the citizens of our community, we will continue to ensure that TFD meets the inevitable challenges that are a part of sustaining a first-rate municipal fire department.

## KEY OBJECTIVES AND HIGHLIGHTS

Throughout 2018, TFD continued to identify and implement operational efficiencies. We also dedicated staffing resources to develop a response program to the opioid crisis in our community. In February 2018, TFD pioneered a community distribution program for free “rescue kits” containing the life-saving medication, Narcan, packaged as an easy-to-administer, fast-acting nasal spray. Several additional components of the opioid response program, including special community training, a safe station program, and mobile response with medication-assisted treatment, will be implemented in 2019.

Other highlights include:

- Hired and trained a recruit Firefighter class.
- Trained over 1,000 participants at our free annual community CPR training event.
- Conducted an entry-level firefighter exam designed to establish an eligibility list. Nearly 2,000 applications were received.
- Recognized by the American Heart Association with a Gold EMS Mission Lifeline award for our demonstrated success in delivering high-performance CPR.



From Left to Right: AC Todd Magliocca, AC John Pappuleas, DC Michael Mitchell, Chief Jim Duggan, DC Tory Green, AC Mike Newhouse, MSO Mary Hallman

## FACTS AND FIGURES

Fire departments commonly report on two distinct sets of data: incidents by initial dispatch type and incidents by the final situation found. Departmental activities are best understood by evaluating both our workload (dispatched incidents) and what services were actually provided (final situation found). Workload data is critical for establishing appropriate staffing levels and the necessary resources to meet requests for emergency service. Final situation found data most accurately explains the frequency that various types of incidents occur within our community and guides prevention efforts. For the sake of consistency, and except where clearly noted, the data in this annual report is based on final situation found data.

### Dispatched Incidents by Initial Dispatch Type

Dispatched As	Month												Grand Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire Auto/Alarm	310	283	356	311	427	409	614	490	349	410	315	339	4,613
EMS	3,311	2,815	3,327	3,130	3,397	3,161	3,289	3,367	3,168	3,318	3,173	3,305	38,761
Other*	460	397	415	346	415	399	401	403	397	435	375	446	4,889
Grand Total	4,081	3,495	4,098	3,787	4,239	3,969	4,304	4,260	3,914	4,163	3,863	4,090	48,263

### Dispatched Incidents by Final Situation Found

Final Situation	Month												Grand Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire	66	73	88	83	170	151	316	214	83	93	64	75	1,476
EMS	2,776	2,336	2,715	2,623	2,808	2,629	2,704	2,791	2,653	2,844	2,718	2,794	32,381
Other*	1,239	1,086	1,295	1,081	1,261	1,189	1,284	1,255	1,178	1,226	1,081	1,221	14,396
Grand Total	4,081	3,495	4,098	3,787	4,239	3,969	4,304	4,260	3,914	4,163	3,863	4,090	48,263

\*Examples of "other" incidents include search and rescue, hazardous conditions, technical rescue, hazardous materials and investigate only.

## EMS

In 2018, our citizens called 9-1-1 over 40,000 times to request help. We dispatched over 90,000 companies to provide assistance with those incidents. One company is a fire engine or ladder truck staffed with three firefighters, or a medic company staffed with two firefighter/paramedics.

What types of problems did we help with? The majority were emergency medical situations. We assessed and treated over 32,000\* people last year. The top five reasons for requesting help—getting hurt, feeling sick, breathing problems, heart issues, and losing consciousness.



Patients =  
32,644



Administered Medicine =  
8,284



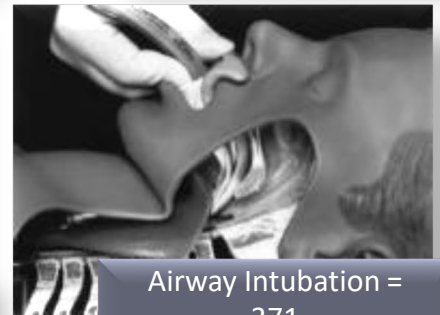
IVs =  
7,601



EKGs =  
12,967



Oxygen Therapy =  
2,001



Airway Intubation =  
371



Spinal Immobilization =  
419



Total ALS Transports =  
6,487

*\*Some EMS incidents had multiple patients, so the patient count is greater than the total EMS incidents.*



## FIRE

Citizens also called upon us to extinguish 1,492\* fires last year—an average of four times per day. Despite our notoriously “rainy” Northwest weather, the majority of our fires occurred outdoors (e.g., grass, brush, and trees) in the summer months.



*\*Some fire incidents involved more than one of these type codes, so the total is greater than the dispatched by final situation found.*

# COMMUNITY OVERVIEW

## COMPOSITION

The City of Tacoma was incorporated in 1884. From its humble origins of less than 1,000 residents, the city has grown in population to roughly 213,000 today. TFD also provides contracted emergency response to the cities of Fircrest and Fife, as well as Pierce County Fire District #10, for an additional population of approximately 20,000.

Tacoma, like many established communities, is a mixture of old and new. Recently constructed high-rise condominium buildings in contrast with century-old, single-family residential neighborhoods. The city's economic base is comprised of a wide variety of industries—healthcare, education, retail, manufacturing, and Port of Tacoma.

There are 72.1 square miles of land within the city limits and contract areas, along with 44 miles of shoreline, and 12 square miles of saltwater.

## 2018 BUDGETED RESOURCES

### *Budgeted Personnel*

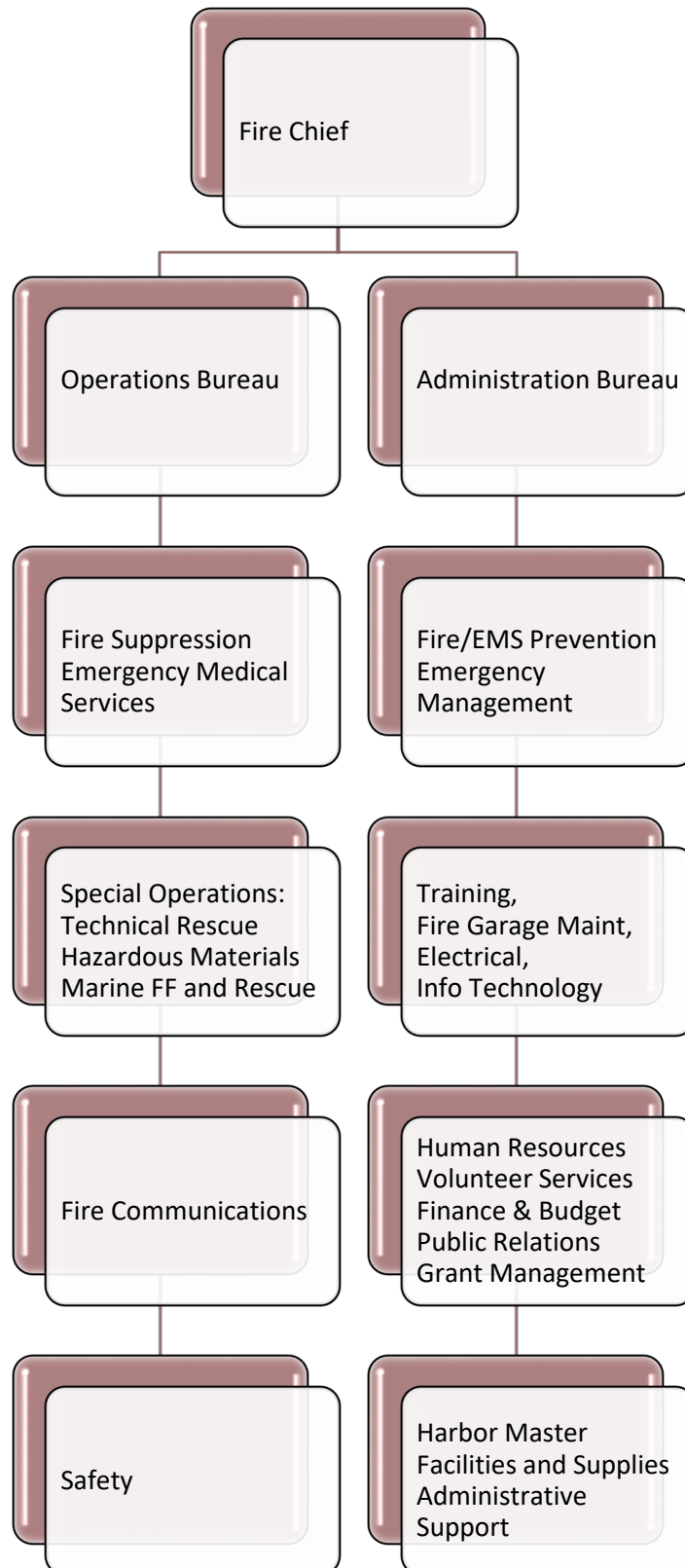
380 commissioned personnel  
34 non-commissioned personnel  
414 total positions  
Minimum Staffing Levels 74/71

### *Stations and Apparatus*

16 Fire Stations  
16 Engine Companies (one is staffed from 7 am to 7 pm)  
4 Ladder Companies  
5 Medic Companies  
1 Safety Officer  
3 Battalion Chiefs  
1 Technical Rescue Unit, cross-staffed  
1 Hazardous Materials Unit, cross-staffed  
3 Fireboats, cross-staffed



# 2018 ORGANIZATIONAL CHART



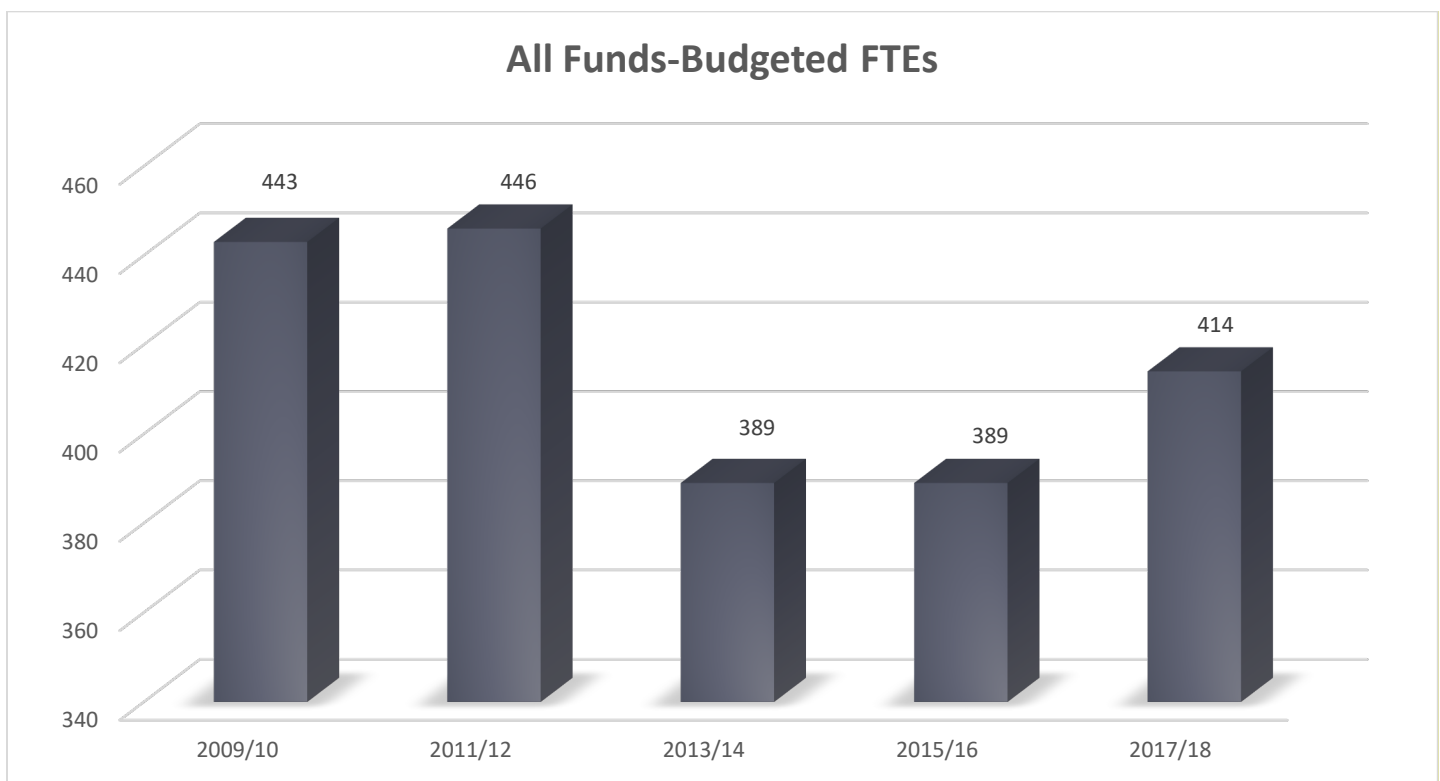
# OFFICE OF THE FIRE CHIEF

## BUDGET, FINANCE AND STRATEGIC PLANNING

Responsibilities in the section include the development and implementation of departmental priorities, goals, objectives, measures, policies, and procedures. Staff in this section also support the development and maintenance of the biennial budget and provide financial oversight.

### *Budget and Finance*

Preliminary Final expenses for the Fire Department totaled \$76,582,690 in 2018. This was a \$2.2M increase from the previous year primarily related to additional staffing for Tideflats emergency response. TFD budgeted Full Time Employees (FTE) remained at 414 FTE for 2018.



General Fund, Actual and Final					
	Actual	Actual	Actual	Actual	Preliminary Final
<u>Expenditure Type</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Subtotal, Personnel	39,440,014	42,657,199	44,360,804	47,290,073	48,484,397
Subtotal, Maint & Operating	5,357,707	4,835,100	4,308,917	5,287,560	5,175,673
Subtotal, Assessments	1,164,322	927,003	1,315,359	4,143,414	4,030,424
Other Expenses	-	216,000	4,891	1,190,200	1,114,360
Capital Outlay	-	99,492	86,074	-	15,451
<b>TOTAL</b>	<b>45,962,926</b>	<b>48,734,794</b>	<b>50,076,045</b>	<b>57,911,246</b>	<b>58,820,305</b>

All Funds, Actual and Final					
	Actual	Actual	Actual	Final	Preliminary Final
<u>Expenditure Type</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Subtotal, Personnel	53,687,448	56,200,031	56,482,375	59,600,399	62,373,991
Subtotal, Maint & Operating	7,188,113	6,907,566	6,506,078	7,410,649	7,124,559
Subtotal, Assessments	1,663,142	1,479,081	1,963,224	5,220,617	5,095,741
Other Expenses	345,393	559,660	435,023	2,053,934	1,767,676
Capital Outlay	2,706,458	1,501,776	1,202,088	72,707	220,723
<b>TOTAL</b>	<b>65,590,554</b>	<b>66,648,114</b>	<b>66,588,787</b>	<b>74,358,306</b>	<b>76,582,690</b>



## STRATEGIC PLANNING

TFD's 2014–2018 Strategic Plan rests on four foundational components. The department has developed goals, strategies, objectives, and outcomes to accomplish our desired results during the reporting period. Top priorities include:

*The 2018 Work Plan*

Since objectives are small measurable steps, in our Strategic Plan they are devised, implemented and evaluated on an annual basis through a work-planning document. The 2018 Work Plan identified numerous key objectives and the goals they supported. Highlights completed during the year include:

- Launched a free opioid overdose rescue kit distribution program.
- Trained over 1,000 participants at CPR Sunday.
- Conducted an entry-level firefighter exam designed to establish an eligibility list. Nearly 2,000 applications were received.
- Recognized by the American Heart Association with a Gold EMS Mission Lifeline award for our demonstrated success in delivering high-performance CPR.

- Through fundraising efforts, Tacoma Sister Cities, in partnership with TFD, Tacoma Firefighters IAFF Local 31 and the community, were thrilled to deliver a surplus ambulance to a local group that will be shipped to Tacoma Sister City, Brovary, Ukraine.



# Operations Bureau

## WHO WE ARE

The Operations Bureau's responsibility is to provide fire, medical, hazardous materials, marine, and technical rescue services within our response area. Under the leadership of Deputy Chief Michael Mitchell, this bureau includes personnel who staff our stations: 3 battalion chiefs, 16 engine companies, 5 medic companies, 4 ladder companies, and 1 safety officer. Operations personnel also cross-staff 3 fireboats, 1 hazardous materials team, and 1 technical rescue team. In 2018, the minimum staffing was 74 fire station personnel during the day and 71 fire station personnel at night. This bureau also includes Emergency Medical Services, Special Operations Division, Safety Division, and Tacoma Fire Communications.

## WHAT WE DO

Firefighters in the Operations Bureau respond to emergency requests from the public for:

- Fire—residential and commercial structure, high-rise, vehicle, grass, and brush.
- Medical Aid—from general feelings of being sick to trauma, falls, heart attacks, and strokes.
- Technical Rescue—vehicle, water, confined space, industrial building collapse, high-angle rope.
- Hazardous Materials Incidents—transportation, industrial, environmental, and terrorism.



House Fire – 3218 S. 68<sup>th</sup> Street – May 5, 2018



FIRE SUPPRESSION

Citizens called upon us to extinguish 1,492 fires last year—an average of 4 times per day.

Property loss due to all structure fire incidents (n=290) was an estimated \$7,997,307. The estimated value of those structures was \$441,763,154. The value of the property saved through TFD suppression efforts was \$433,765,847 or 98 percent of the total value of the structures.

**Fire Loss Data (all fires)**

	2014	2015	2016	2017	2018
Total Fire Loss	\$6,926,105	\$12,749,207	\$12,491,406	\$11,221,413	\$10,555,322
Property Loss Only	\$5,748,545	\$7,755,853	\$9,066,526	\$7,921,323	\$7,997,307
Fire Injury Civilian	12	4	5	18	5
Fire Fatality Civilian	3	0	5	3	1



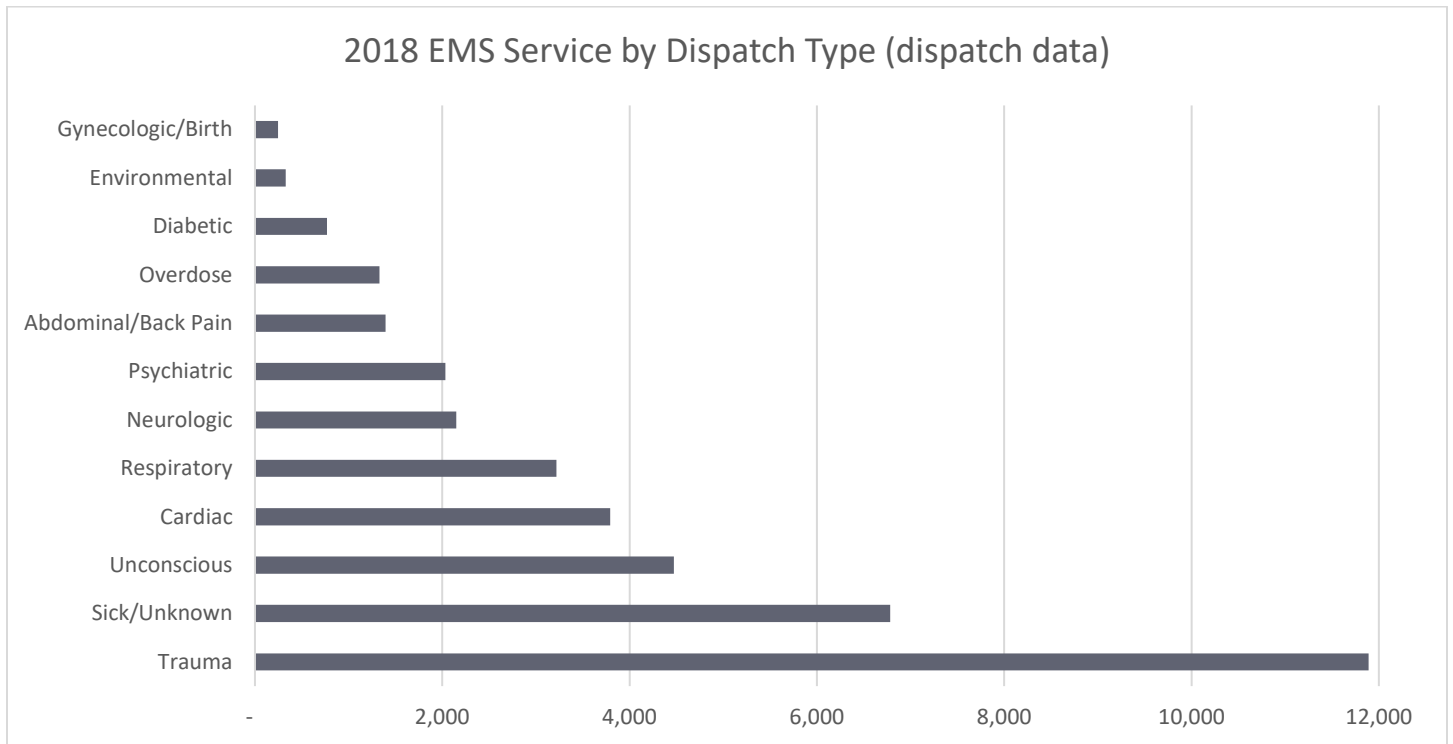
EMERGENCY MEDICAL SERVICES

TFD has a long-standing history of providing advanced life support (ALS) services to the community. The first group of firefighters received paramedic training in 1973, and the department began transporting patients in 1991. In 1994, we started our in-house, fully accredited paramedic program to train members of our department as well as professional firefighters from neighboring jurisdictions. In addition to classroom time, the program includes hospital/clinical rotations and fieldwork.



In 2018 firefighter/paramedics staffed five medic companies and three ALS engines. There were 6,487 ALS transports.

2018 EMS Service by Dispatch Type (dispatch data)



*CPR Program*

CPR Sunday October 14, 2018

TFD is strongly committed to improving the safety of our community. In 2018, our firefighters trained over 2,400 citizens and City of Tacoma employees on how to perform CPR and use an automated external defibrillator.

“CPR Sunday” is the department’s annual large-scale training. For the first time in program history, over 1,000 participants learned adult, child, and infant CPR with defibrillator practice at the one-day event.

## SPECIAL OPERATIONS—HAZARDOUS MATERIALS

The goal of TFD’s Hazardous Material Team (Hazmat) is to respond to potential releases of hazardous materials with the purpose of preventing, containing, or stopping the release. In addition, the Hazmat Team responds to confirmed or suspected incidents involving chemical, biological, radiological, or nuclear agents.

All Tacoma firefighters are trained to the Hazmat Operations level, with 27 firefighters certified to the Technician level. Core competencies for the Hazmat Team include the recognition and identification of hazardous materials, response chemistry, environmental regulations, radioactive materials, toxicology, air monitoring and equipment, decontamination procedures, spill control/containment, as well as medical monitoring. The full Hazmat Team responded to 19 incidents in 2018.

## TECHNICAL RESCUE

The TFD Technical Rescue Team provides the necessary skills and equipment to react quickly in extreme rescue situations. The team members are trained in the following five technical rescue disciplines:

- Rope Rescue
- Structural Collapse
- Confined Space Rescue
- Trench Rescue
- Technical Extrication

The Technical Rescue Team is comprised of 24 Technician level personnel, supported by 50 personnel trained to the Technical Rescue Operations level. In order to become a Technical Rescue Technician, our personnel must complete approximately 250 hours of discipline-specific



Ship Board Tech Rescue Training – May 22, 2018



training. All technicians and operations trained personnel complete monthly training, one shift each month, to maintain proficiency and increase efficiency and safety at technical rescue events. In 2018, the full technical rescue team responded to 24 technical rescue incidents.

#### MARINE DIVISION

TFD's Marine Division fleet consists of a surface effect ship, the *Commencement*, as well as a rapid response boat, the *Destiny*, and 50-foot Metal Craft boat, the *Defiance*. In 2018, the Marine Division responded to 132 incidents, including 1 for the *Commencement*, 99 for the *Destiny*, and 32 for the *Defiance*.



## TACOMA FIRE COMMUNICATIONS

TFD operates its own emergency communications center and receives calls via the 9-1-1 system and from private alarm companies. The Tacoma Fire Communications Center (TFC) received 40,975 emergency calls and 37,258 non-emergency (school alarm tests, alarm system on hold, unit status, medical alarm alerts, etc.) calls in 2018. TFC dispatched a total of 93,396 fire companies and private ambulances to those incidents.

TFC is an Association of Public-Safety Communication (APCO) certified communications center and uses the recommended call processing time standards of NFPA 1221.

Seventeen commissioned personnel staff TFC. All dispatchers are certified as Emergency Medical Technicians and maintain the same fire operations training as their counterparts in the field.



Dispatch Floor - TFC

TFC Officers and Firefighter/Dispatchers are considered the “first responder on the scene” and can substantially affect the outcome of an incident. Working in partnership with field operations personnel, TFC uses a “citizen-centric” approach to decision making. With the support of Computer Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL), TFC dispatches the closest available appropriate resources to ensure citizens are receiving the highest level of care in the shortest amount of time to mitigate the incident.

## SAFETY DIVISION

The Safety Division focuses on the health and safety of department members. Through effective management, education, training, and programs the goal of the division is to prevent accidents, injuries, illnesses, and fatalities.

Highlights in 2018 include:

- Increased emphasis on cancer prevention through on-site decontamination.
- Explored ways to isolate contaminated turnouts from apparatus cabs.
- Provided for the safety and accountability of emergency responders for various high-risk incidents through its five safety Lieutenants and two administrative safety officers.
- Ensured the accurate processing of structural fire data reports and continued to support the department by representing the leadership of TFD at Port safety meetings, Pierce County LEPC, internal accident review, and the city safety committee.



Firefighter Loss

	2017	2018
Injury Loss Firefighter*	21	15
Life Loss Firefighter	-	-

\*On-the-job injuries that resulted in time loss





# ADMINISTRATION BUREAU

## WHO WE ARE

Under the leadership of Deputy Chief Toryono Green, the Administration Bureau provides systems and infrastructure that support TFD operations and firefighters throughout their careers and maintains regulatory code functions.

## WHAT WE DO

Responsibilities in this bureau include Emergency Management, Fire Prevention and Public Education, Fire and EMS Training, EMS Prevention and Outreach, Harbor Code Enforcement, Information Technology, Apparatus and Vehicle Maintenance, Electrical Maintenance, Departmental Human Resources, Facilities and Supplies, Budget, Finance and Grant Management, Public Relations, Volunteer Services and Administrative Support.

## GRANT MANAGEMENT

TFD continued its pursuit of federal funding to support department operations in 2018. The department received \$1.48M in state and local grant funding and these awards supported firefighter staffing, training, and equipment.

## FIRE PREVENTION

The Fire Prevention Division (FPD) aims to reduce the frequency and severity of fires and other life safety incidents through a multi-dimensional approach that includes enforcement, permitting, inspections, engineering, and education.

Plans for new construction are reviewed for adherence to the fire and life safety codes related to their fire protection systems. Permits are issued for fire protection systems and other construction-related activity. High-risk structures or activities such as large public assemblies, the use of explosives, pyrotechnics, liquefied gas, and hazardous materials are managed through the permitting and inspecting processes. In 2018, our plan reviewer processed 1,633 permits a 35% increase over 2017. Of those permits, 469 were fire protection permits, 1032 were building and site permits, and 132 were land use permits.

### *Fire Investigations*

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Fire investigators are responsible for determining the origin and cause of all significant fires. TFD responded to 1,492 fires in 2018. Of those fires, 147 were investigated by the Prevention Division with negligence, incendiary/arson, and mechanical failure or malfunction as the most common causes.

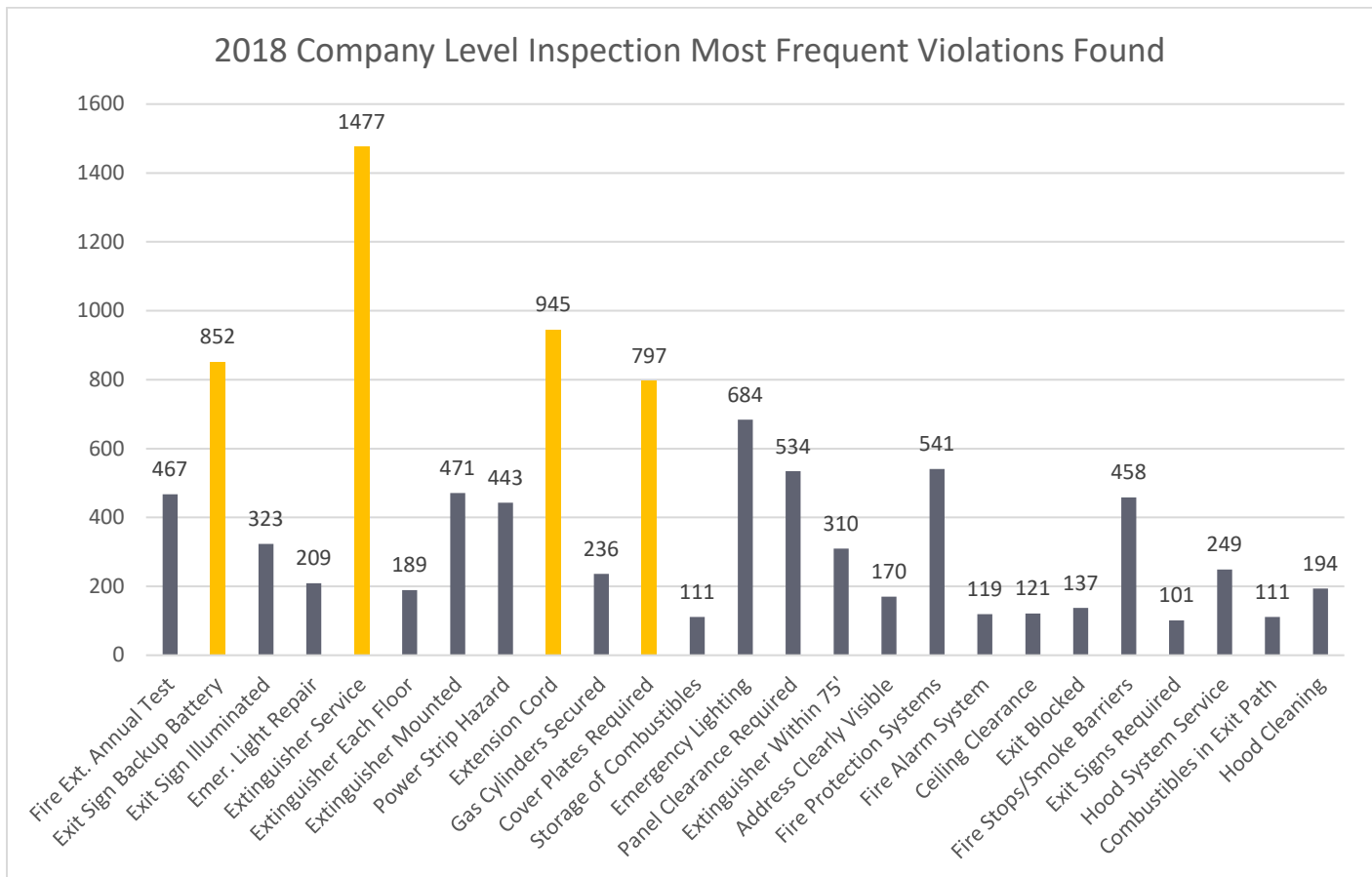
*Code Enforcement*

TFD is responsible for enforcing the Fire Code within the City of Tacoma. As part of the Fire Department’s Building Inspection Program, Tacoma firefighters conducted 7,147 fire safety inspections in 2018. In addition, FPD fire inspectors conducted 1,570 code enforcement inspections.

**Building/Business Inspection Activity**

	2014	2015	2016	2017	2018
Annual Company Inspections	5,381	6,122	6,213	7,102	7,147
Special FPD Inspections	787	901	827	1,293	1,570
Grand Total	6,188	7,023	7,040	8,395	8,717

In 2018, the most common code violations identified during inspection and re-inspection were related to fire extinguishers and issues with exits/exiting. Additionally, the improper use of extension cords, and electrical outlets without cover plates were also typical violations found.



### *Public Education*

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Public education focuses on teaching the community about the benefits of proper safety practices and eliminating hazardous conditions. Firefighters and fire prevention staff conducted over 200 classes and events for youth, businesses, and the community – reaching over 40,000 citizens with important life safety messages.



Firefighter Pat Rapozo teaching a Fire Safety Class

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### TRAINING

The Training Division is responsible for training all new firefighters and conducting ongoing in-service training for all members of the department. The activities of the Training Division are driven by the specific internal needs of TFD and the regulatory requirements of external agencies.

Highlights for 2018 included conducting a recruit firefighter class and providing several skills classes such as EMS, Wildland Urban Interface, Marine Oil Spill, and Rail incidents. A new online training system was also launched.



Live-Fire Training Prop – Training Center



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## EMERGENCY MANAGEMENT

Emergency management staff provides disaster preparedness, plan development, and training to citizens, businesses, and government to increase our ability to survive both natural and manmade disasters.

Highlights in 2018 include the review and update of the City of Tacoma Comprehensive Emergency Management Plan and the Region 5 All Hazards Mitigation Plan. Ongoing initiatives include the development of the Continuity of Operations Plans with City departments to ensure local government functions in the aftermath of a major disaster. Staff is also participating in a two-year effort to develop, train, and exercise a Tri-County (King, Snohomish, and Pierce) Coordinated Terrorism Attack Response plan to enhance the coordination and response efforts across the region. Finally, Emergency Management coordinated emergency fuel plan drills with the City of Tacoma and Tacoma Public Utilities employees to ensure local fueling stations are functional for first responder fueling needs during a disaster.

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## HARBOR MASTER

TFD is responsible for enforcing the regulatory aspects of the City of Tacoma Harbor Code. In coordination with local marinas and Metro Parks, the TFD Harbor Master worked to identify possible derelict boats, illegally anchored boats, and vessels operating unsafely. In 2018, five vessels were tagged for their violations, and two of the vessels were removed and sold. Additional highlights included the coordinated efforts of the Foss Waterway Seaport, Foss Waterway Development Authority and work with the Puyallup Tribe in support of the regional 2018 Power Paddle to Puyallup Tribal Canoe Journey.

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## PUBLIC INFORMATION/RELATIONS

TFD uses social media platforms to provide timely information regarding department activities, prevention and educational messages, and details regarding emergency incidents. In 2018, our most popular platform was Twitter, [@twitter.com/tacomfire](https://twitter.com/tacomfire).



### Twitter

1.93 million impressions in 2018 (impressions are the number of times users were delivered a tweet)

## FIRE GARAGE

The Fire Garage is the vehicle maintenance facility responsible for the repair and maintenance of all TFD ladder trucks, fire engines, medic units, fireboats, and light-duty vehicles. Fire Garage personnel are also responsible for ordering, stocking, and delivering supplies to all TFD facilities via a messenger and supply delivery service, and the maintenance of all small tools and equipment used by TFD.

Highlights for the year include putting three new engines in service (E5, E15, and E16), completing a new technical rescue apparatus specification, new Tiller Drawn Aerial apparatus specification, and completing all pump testing and required emissions testing for all apparatus.



Fire Engine 5

## INFORMATION TECHNOLOGY

TFD Information Technology (IT) group consists of four Information Technology Analysts, Senior Technicians, and one Computer Support Technician. IT personnel support a variety of systems and hardware, including dispatch systems, applications, databases, e-mail, and web servers. Customized applications have been developed for personnel scheduling, incident reporting, building inspections, and training. Several mapping applications used by TFC and for administrative decision analysis are also maintained.

In 2018, the IT Division worked on integrating and supporting the new South Sound 911 Computer Aided Dispatch (CAD) system projects for the development of new Web applications for Incident Reporting and TFD CARES were launched and are projected for completion in 2019. Win10 migration for TFD began and is scheduled for completion in 2019. Over 100 iPads and 50 workstations were added or upgraded. Migration of physical servers to virtual servers is ongoing. A project to replace the TFD Building Inspection application was also begun.

## FIRE ELECTRICIANS

The TFD Electrical Maintenance Division consists of a supervisor and three state licensed electricians involved in a variety of tasks; maintaining communication equipment, making electrical repairs and electrical upgrades, and several other large-scale projects.

The 2018 highlights included:

- Setup of a provisional fire station at the Fire Training Center, which required underground power and communications to the interim site.

- Three large scale fiber optic cable projects:
- Converted TFD facilities to 100% LED lighting. The department received extensive reimbursement on material and in-house labor.
- Performed the complete installation and start-up of an exhaust removal system at Fire Station 15, which included hardware, electrical and venting placement.
- Provided upgraded electrical and communications of the apparatus bays of Station 11 and 13 during Public Work's remodel of these areas. This included a much needed electrical service upgrade at Fire Station 13.

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#### FIRE BUFFS BATTALION

Tacoma Fire Buff Battalion was formed November 23, 1986, with the primary mission of supporting firefighters engaged in firefighting activities. The Tacoma Professional Firefighters Local #31 supports the Fire Buffs by allowing Tacoma firefighters to contribute to the Fire Buffs with voluntary payroll deductions. This money is used for insurance and upkeep for the canteen vehicle and for food supplies.

The Tacoma Fire Buff Battalion is a member of the International Fire Buffs Association, an organization of local fire buffs clubs in many cities throughout the US and Canada. In 2018, the buffs provided assistance at 69 significant events, volunteering 288 staff hours.



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#### CHAPLAIN

The Tacoma-Pierce County Chaplaincy (TPCC) provides in-person, on-scene crisis support for victims, emergency teams, and families in need of emotional and spiritual support.

Chaplain Dr. Russ Peters is an integral part of the support services provided by TFD. Dr. Peters leads a team of Chaplains including Tony Powell, Cole Chambers, Jeffrey Ries, Julie Westfall, JD Latos, Hugh Milloy, Kathy Bill,



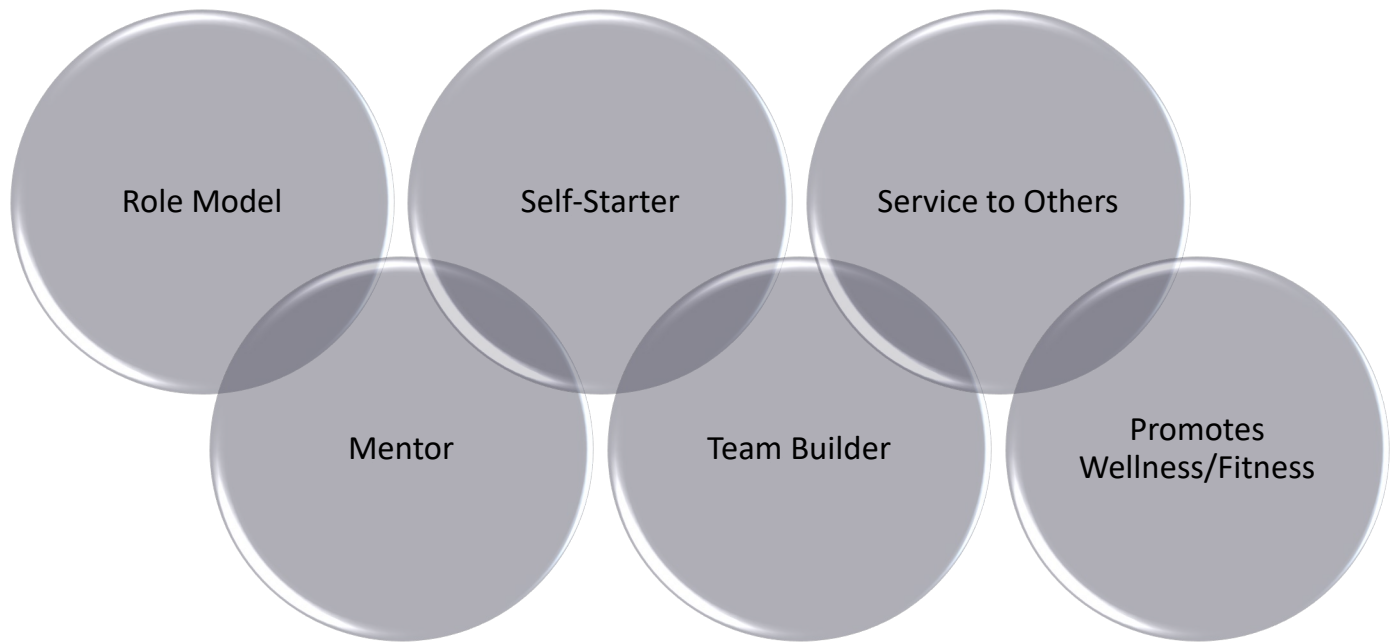
Bob Reifsnnyder, and Bruce Morris. Each of our Chaplains completes a rigorous training program, are all licensed or endorsed by their church, and continue their education through resources provided by the Tacoma-Pierce County Chaplaincy and the International Conference of Fire Chaplains. Last year, the Chaplains from Tacoma Fire responded to over 180 calls for service, including fatalities, fires, and funerals. Our Chaplains also provide care for TFD personnel and are integrally involved with ways to support the staff and firefighters of TFD.



# PERSONNEL HIGHLIGHTS

## ALBERT NEJMEH AWARD

In May, Firefighter Mindy Tanner received the 2018 Firefighter Albert Nejme Memorial Award. Exemplary characteristics and abilities demonstrated by Firefighter Tanner included:



Congratulations Mindy!



From left to right: Chief Jim Duggan, Firefighter Mindy Tanner, and Assistant Chief John Pappuleas

## PROMOTIONS

Employee	Classification
Bruce Bouyer	Administrative Battalion Chief
Ryan Farstad	Captain
Edward Gregory	Captain
Kristopher Johnson	Captain
Sean O'Brien	Captain
Patrick Jasmer	Communications Center Supervisor
Vinis Harrington	Lieutenant
Rory Hawkins	Lieutenant
Jeffery Nighswonger	Lieutenant
Danial Oakes	Lieutenant
Marlon Ridgeway	Lieutenant
Jamie Roberts	Lieutenant
Bret Stohr	Lieutenant
Marja Stowell	Lieutenant
Terry Woyak	Lieutenant

## NEW EMPLOYEES

Name	Rank
Brandon Burrows	Firefighter
Stephen Bussell	Firefighter
Tavia Henry	Firefighter
Allyson Hinzman	Firefighter
Steve Holland	Firefighter
Kiana Johnson	Firefighter
Blake Johnson	Firefighter
Mathew Kahai	Firefighter
Tyler Nordlie	Firefighter
Abigail Odell	Firefighter
Jake Olson	Firefighter
Brooke Paulson	Firefighter
Hieu Phan	Firefighter

Ryan Pregent	Firefighter
Cody Shea	Firefighter
David Sowers	Firefighter
Robert Ubben	Firefighter
Mitchell Wadleigh	Firefighter
Wendy Fowler	Office Manager
Desiree Hochstein	Office Assistant
Shawn Slade	Fire/Marine Mechanic
Jennifer Vasquez	Computer Support Technician

## RETIREMENTS

RETIREMENTS	
<p><b><i>Edward Heilesen</i></b> Firefighter Class of 1991</p>	<p><b><i>Mark Maderos</i></b> Lieutenant Class of 1991</p>
<p><b><i>Patrick McElligott</i></b> Assistant Chief Class of 1993</p>	<p><b><i>Faith Mueller</i></b> Deputy Chief Class of 1993</p>
<p><b><i>Kurt Mueller</i></b> TFC Supervisor Class of 1991</p>	<p><b><i>Chris Piper</i></b> Lieutenant Class of 1988</p>
<p><b><i>Bill Poplin</i></b> Lieutenant Class of 1994</p>	<p><b><i>Greg Roland</i></b> Firefighter Class of 1989</p>
<p><b><i>Steve Saxon</i></b> Lieutenant Class of 1988</p>	<p><b><i>Andrea Schroeder</i></b> Fire Lieutenant Class of 1991</p>



<p><b><i>Renate Schumaker</i></b>                  Firefighter                  Class of 1983</p>	<p><b><i>Bill Spencer</i></b>                  Deputy Fire Marshal                  Class of 1988</p>
<p><b><i>Stacy Waterworth</i></b>                  Captain                  Class of 1989</p>	<p><b><i>Bob Wells</i></b>                  Firefighter/Paramedic                  Hire Date 1988</p>
<p><b><i>Troy Whitney</i></b>                  Lieutenant                  Class of 1991</p>	<p><b><i>Jennifer Wurts</i></b>                  Firefighter                  Class of 1994</p>
<p><b><i>Tom Zurfluh</i></b>                  Fire Captain                  Class of Date 1983</p>	<p><b><i>Veronica Dykas</i></b>                  IT Analyst                  Hire Date 1987</p>
<p><b><i>Steven Sheard</i></b>                  Fire &amp; Marine Diesel Mechanic                  Hire Date 1992</p>	



Recruit Class Graduation, May 2018

# Performance Indicators

## RCW 35.103 FIRE DEPARTMENTS—PERFORMANCE MEASURES

The Washington State legislature requires city fire departments to set standards for addressing the reporting and accountability of substantially career fire departments and to specify performance measures applicable to response time objectives for certain major services. The arrival of first responders with automatic external defibrillator capability before the onset of brain death and the arrival of adequate fire suppression resources before flash-over is critical during the mitigation of an emergency and is in the public's best interest. For these reasons, this section contains performance measures, comparable to industry research, relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations by substantially career fire departments. The following are TFD's adopted performance benchmark goals and 2018 actual performance at the 90 percentile.

### Tacoma Fire Department Response Totals (based on critical and urgent incidents only\*)

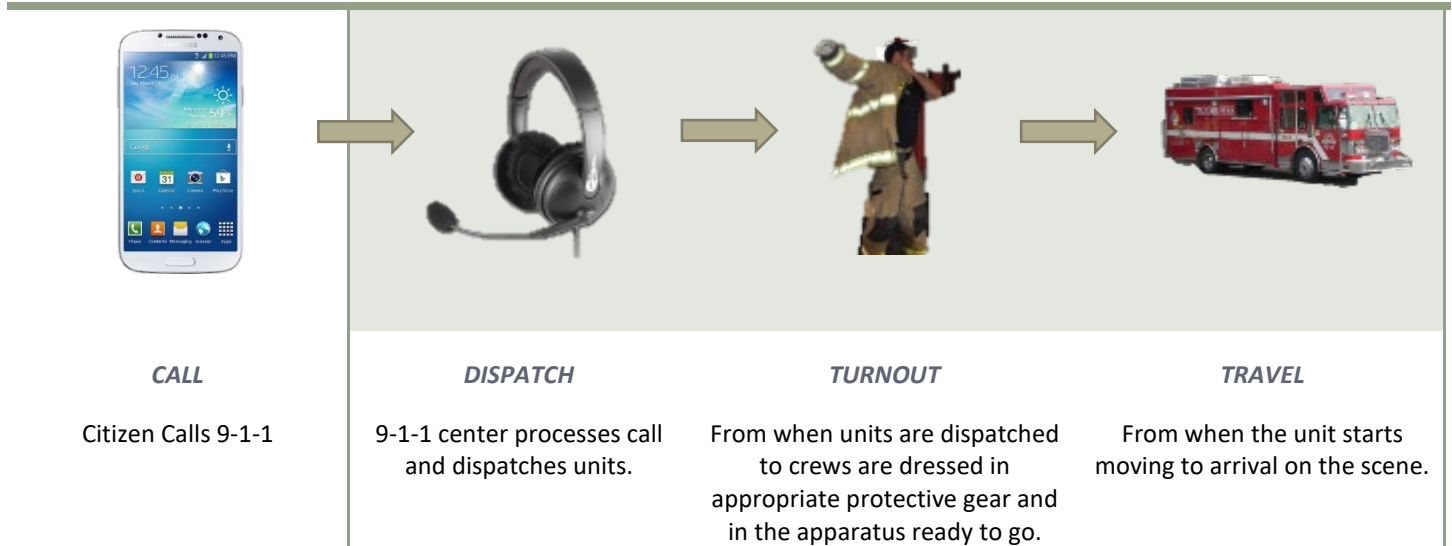
	2014	2015	2016	2017	2018
Fire	268	305	277	306	330
% increase/decrease	-6.9%	13.8%	-9.1%	10.5%	7.8%
EMS	25,690	27,223	28,389	28,226	29,301
% increase/decrease	7.6%	6.0%	4.3%	-0.6%	3.8%
All other	6,125	6,043	6,080	6,103	6,142
%increase/decrease	.9%	-1.3%	0.6%	0.4%	0.6%
Total	32,083	33,571	34,725	34,635	35,773
%increase/decrease	6.1%	4.6%	3.4%	-0.2%	3.2%

\*(final situation found data)

## TACOMA FIRE DEPARTMENT BENCHMARKS OBJECTIVES

TFD response benchmarks specify the minimum criteria needed to effectively and efficiently deliver fire suppression, emergency medical services, and special operations response. These response objectives are designed to protect the citizens of Tacoma and the occupational safety and health of Tacoma firefighters. For the purposes of this report, NFPA 1221: *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* (2016 edition), NFPA 1710: *Standard for the Organization and Deployment of Fire, EMS, and Special Operations* (2016 edition) were used as guidelines in the development of TFD response objectives.

### ANATOMY OF A 9-1-1 CALL



### Call Processing Time



This measure tracks the time elapsed from the receipt of a 9-1-1 call to the completion of the dispatch directing firefighters to respond. Performance benchmarks are one minute four seconds or less for critical and urgent fire incidents and one minute thirty seconds or less for critical and urgent EMS and specialty incidents (e.g., Technical Rescue, Hazardous Materials) for 90 percent of incidents. Times are based on TFD receipt of a call transfer from SS911 to dispatch.

**2018**

<i>Dispatched As</i>	<b>Incidents</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	385	1:04	1:32	71%	0:50
<i>EMS</i>	33,680	1:30	1:25	91%	0:50
<i>Specialty</i>	1,497	1:30	0:54	96%	0:22
<i>Total</i>	35,562	-	1:25	91%	0:48

## Turnout Times



This measure tracks the time elapsed from the receipt of notification of the emergency to the beginning point of travel time to the incident. Performance benchmarks are one minute for critical and urgent EMS incidents and one minute twenty seconds for critical and urgent fire and specialty incidents or less, for 90% of incidents. Note the total number of turnout frequency is greater than the number of incidents as multiple units can be dispatched to one incident.

**2018**

<i>Dispatched As</i>	<b>Turnouts</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	2,799	1:20	2:25	34%	1:36
<i>EMS</i>	45,511	1:00	2:06	38%	1:15
<i>Specialty</i>	3,117	1:20	2:27	33%	1:36
<i>Total</i>	51,427	-	2:09	38%	1:18

## Travel Time—First Arriving Unit



This measure tracks the time elapsed from when the company goes en route to arrival on the scene of an emergency incident. TFD travel time benchmarks for the first arriving company on the scene of a critical fire or EMS incident is four minutes or less, for 90% of incidents. Note that due to the variability in marine incidents, a 20-minute travel time benchmark is currently associated with the marine response.

**2018**

<i>Dispatched As</i>	<b>Incidents</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	366	4:00	6:54	58%	4:10
<i>EMS</i>	31,207	4:00	7:43	47%	4:49
<i>Specialty</i>	1,265	4:00	7:45	52%	4:29
<i>Total</i>	32,838	-	7:42	48%	4:48



## Total Response Time

This measure tracks the time elapsed from when TFD receives a 9-1-1 call until the first unit arrives on the scene of a critical or urgent emergency incident. Total Response Time is the sum of 9-1-1 dispatch, turnout and travel time and is considered industry best practice in performance reporting.

**2018**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	376	6:30	9:11	70%	5:48
<i>EMS</i>	31,696	6:50	10:31	55%	7:02
<i>Specialty</i>	1,329	6:50	9:24	74%	5:43
<i>Total</i>	33,401	-	10:22	56%	6:58

### ADVANCED LIFE SUPPORT

Tacoma Fire Department response time standard for the arrival of an advanced life support unit with two firefighter/paramedics is 10:30 or less, for 90 percent of incidents.

**2018**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>EMS</i>	8,927	10:30	17:53	70%	9:52

### EFFECTIVE RESPONSE FORCE AT A STRUCTURE FIRE

Tacoma Fire Department response time standard for the arrival of an effective response force with a minimum of 15 firefighters at the scene of a structure fire is 10:30 or less, for 90 percent of incidents.

**2018**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Structure Fire</i>	198	10:30	15:13	70%	10:24

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**PREDICTABLE CONSEQUENCES AND PLAN OF ACTION TO ACHIEVE COMPLIANCE**

Given the current response time performance, the following are predictable results:

- As the population grows, we expect continuing increases in the demand for department services.
- We expect that response times will remain constant, but not meet all of our overall performance goals given our current level of resources.
- The geographical challenges that delay travel time responses in Northeast Tacoma will continue until additional resources are added in that area.

TFD's plan of action continues to identify and implement operational efficiencies to offset unit availability. One example is the concentrated effort to reduce non-emergency response. FDCARES program intervention reduced high-utilizer participants' use of the 9-1-1 system by 94 percent in 2018.



Residential House Fire – 4326 McKinley Avenue 02/14/2018

## RESPONSE TOTALS BY COMPANY – CRITICAL, URGENT, AND ROUTINE INCIDENTS

Unit	2014	2015	2016	2017	2018
E01	4,111	4,156	4,348	4,250	4,218
E02	3,360	3,238	3,502	3,558	3,198
E03	1,074	1,253	1,148	1,212	1,296
E04	2,970	3,150	3,163	3,216	3,292
E05				402	1,791
E07	3,130	3,332	3,269	3,307	3,072
E08	3,323	3,622	3,569	3,775	3,771
E09	3,065	3,190	3,180	3,128	3,162
E10	3,834	4,382	4,502	4,445	4,443
E11	3,592	4,113	4,009	3,939	3,683
E12	2,212	2,483	2,503	2,484	2,514
E13	206	145	101	519	1,457
E14	1,511	1,510	1,660	1,700	1,864
E15	782	834	1,031	1,522	3,115
E16	3,118	3,177	3,259	3,241	3,077
E17	2,446	2,625	2,779	2,804	2,624
L01	2,306	2,473	2,586	2,885	2,968
L02	1,814	2,183	2,291	2,498	2,632
L03	1,829	1,829	1,956	2,083	1,926
L04	981	1,141	1,311	1,347	1,293
M01	2,557	2,252	2,054	2,016	2,222
M02	3,327	2,989	2,639	2,765	3,292
M03	1,512	1,429	1,209	1,133	1,354
M04	3,582	3,227	2,854	2,726	3,087
M05	3,315	3,012	2,534	2,502	2,790
M06	115	159	166	180	175
SAF03	1,242	1,362	1,312	1,403	1,670
SQ13	1,233	1,241	1,286	874	19
SQ15	1,970	2,182	2,019	1,559	-
BC01	892	940	922	933	941
BC02	1,355	1,436	1,448	1,514	1,640
BC03	919	1,037	1,086	1,122	1,171
COMMENCEMENT	37	41	1	4	1
DEFIANCE			44	20	30
DESTINY	85	129	118	109	99

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**MISSION: TO PROTECT PEOPLE, PROPERTY  
AND THE ENVIRONMENT**

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