

# TACOMA FIRE DEPARTMENT 2016 ANNUAL REPORT



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

## CITY OF TACOMA OFFICIALS 2016

**Marilyn Strickland**  
Mayor

**Anders Ibsen**  
Councilmember, Position 1

**Robert Thoms**  
Councilmember, Position 2

**Keith Blocker**  
Councilmember, Position 3

**Marty Campbell**  
Councilmember, Position 4

**Joe Lonergan**  
Councilmember, Position 5

**Victoria Woodards**  
Deputy Mayor, At-Large Position 6

**Conor McCarthy**  
Councilmember, At-Large Position 7

**Ryan Mello**  
Councilmember, At-Large Position 8

**T.C. Broadnax**  
City Manager

## CITY OF FIRCREST OFFICIALS 2016

**Matthew Jolibois**  
Mayor

**Blake Surina**  
Councilmember

**Shannon Reynolds**  
Councilmember

**Brett Wittner**  
Councilmember

**Hunter T. George**  
Councilmember

**Denny Waltier**  
Councilmember

**Jason Medley**  
Councilmember

**Rick Rosenblatt**  
City Manager

## CITY OF FIFE/DISTRICT 10 OFFICIALS 2016

**Winston Marsh**  
Mayor, At-Large Position 6

**Bryan Yambe**  
Deputy Mayor, Position 1

**Tim Curtis**  
Councilmember, Position 2

**Dee-Dee Gethers**  
Councilmember, Position 3

**Pat Hulcey**  
Councilmember Position 4

**Kim Roscoe**  
Councilmember, Position 5

**Lew Wolfrom**  
Councilmember, Position 7

**Subir Mukerjee**  
City Manager

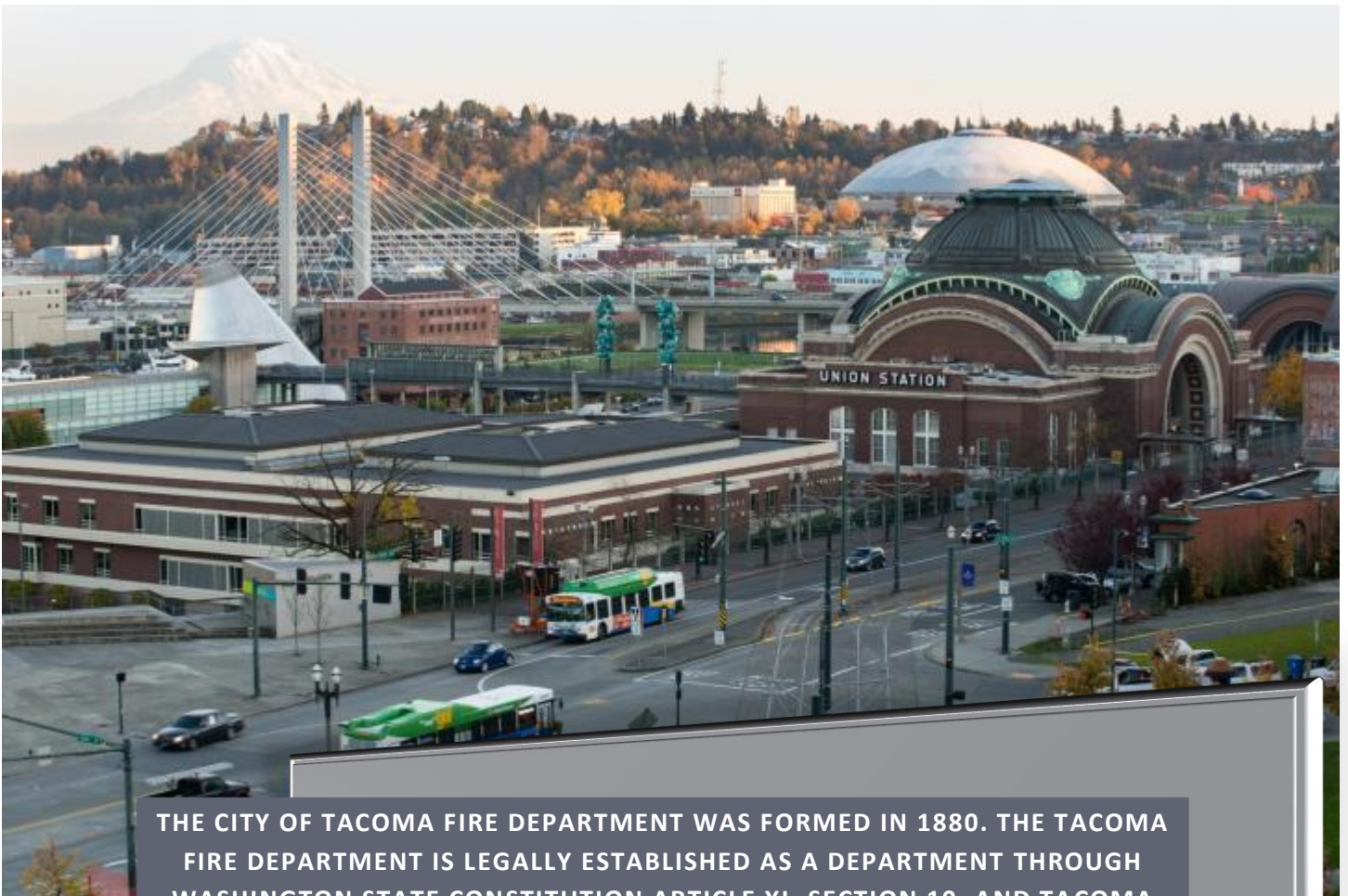
**Greg Wambold**  
Fire Commissioner

**Dan Nelson**  
Fire Commissioner

**Dorthy Kephart**  
Fire Commissioner

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THE CITY OF TACOMA FIRE DEPARTMENT WAS FORMED IN 1880. THE TACOMA FIRE DEPARTMENT IS LEGALLY ESTABLISHED AS A DEPARTMENT THROUGH WASHINGTON STATE CONSTITUTION ARTICLE XI, SECTION 10, AND TACOMA CITY CHARTER ARTICLE III, SECTION 3.11.

# 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 2016, TFD continued to identify and implement operational efficiencies. One example was the concentrated effort to reduce non-emergency response. FDCARES program intervention reduced high-utilizer participants' use of the 9-1-1 system by 98%.

Other highlights include:

- Improved retention rates of recruit Firefighters.
- Worked with the Boys & Girls Club to develop a firefighter cadet program.
- Increased our preparedness for a response to a crude oil incident.
- Enhanced the quality assurance audit procedure for moderate- and high-risk fire incidents.
- Placed in service a wildland firefighting brush truck.
- Educated over 2,000 participants through our CPR program.



From left to right: AC Pat McElligott, DC Tory Green, Chief Jim Duggan, DC Faith Mueller, AC Mike Mitchell, AC John Pappuleas



## 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. To better understand departmental activities, it is important to evaluate 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 will be based on final situation found data.

### Dispatched Incidents by Initial Dispatch Type

Initial Situation	Month												Grand Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire Auto/Alarm	296	258	287	331	394	388	455	445	305	346	323	333	4,161
EMS	3,251	3,041	3,269	3,168	3,375	2,976	3,149	3,289	2,954	3,180	3,063	3,294	38,009
Other*	411	357	394	344	362	376	396	408	397	389	376	403	4,613
Grand Total	3,958	3,656	3,950	3,843	4,131	3,740	4,000	4,142	3,656	3,915	3,762	4,030	46,783

### Dispatched Incidents by Final Situation Found

Final Situation	Month												Grand Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire	59	57	63	86	155	131	185	182	100	62	64	70	1,214
EMS	2,734	2,594	2,729	2,643	2,801	2,523	2,581	2,691	2,398	2,555	2,488	2,744	31,481
Other*	1,165	1,005	1,158	1,114	1,175	1,086	1,234	1,269	1,158	1,298	1,210	1,216	14,088
Grand Total	3,958	3,656	3,950	3,843	4,131	3,740	4,000	4,142	3,656	3,915	3,762	4,030	46,783

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

## EMS

In 2016, our citizens called 9-1-1 over 64,000 times to request help. We dispatched over 70,000 companies to provide assistance with those incidents. One company is a fire engine or ladder truck staffed with three firefighters, a squad staffed with two 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 =  
32,630



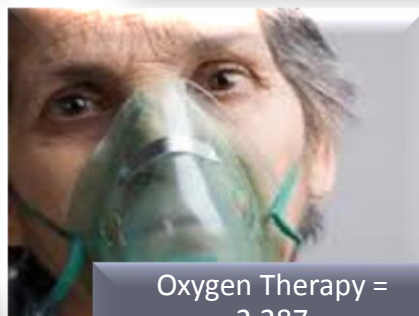
Administered Medicine =  
7,680



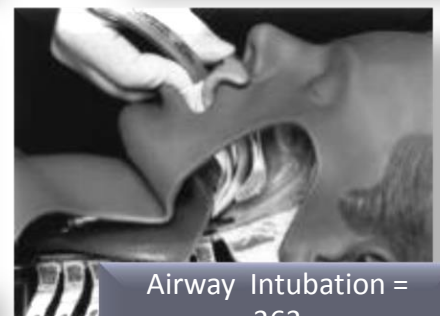
IV's =  
6,158



EKG's =  
5,789



Oxygen Therapy =  
2,287



Airway Intubation =  
363



Spinal Immobilization =  
484



Blood Pressures =  
24,546

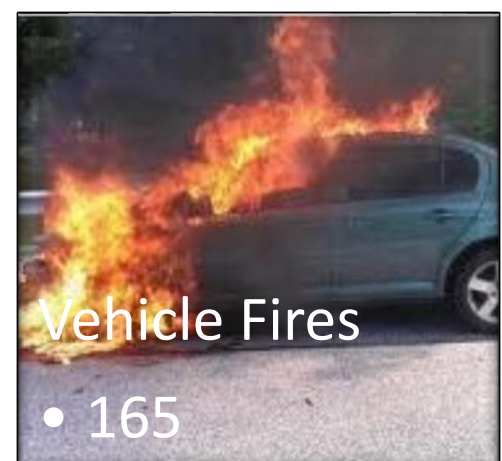


Total ALS Transports =  
5,396

*\*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 1,214\* fires last year—an average of 3.3 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 205,000 today. TFD also provides contracted fire and EMS protection to the cities of Fircrest and Fife, as well as Pierce County Fire District 10, for an additional population of approximately 20,000.

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

There are 62.1 square miles of land within the city limits and contract areas, along with 44 miles of shoreline, and 25 square miles of saltwater. The city is divided by Interstates 5 and 705 along with State Routes 16 and 509.

## 2016 BUDGETED RESOURCES



***Budgeted Personnel***

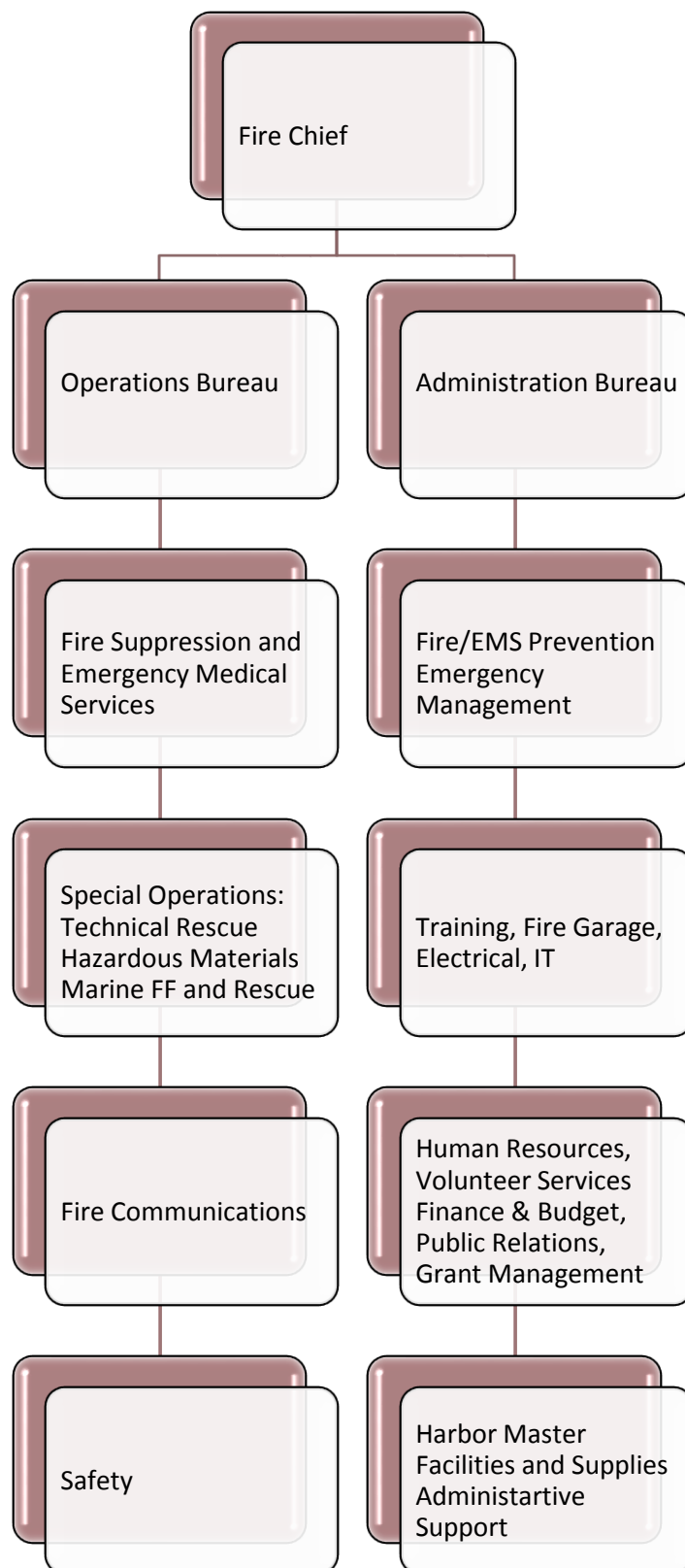
- 357 commissioned personnel
- 32 non-commissioned personnel
- 389 total positions
- Minimum Staffing Levels 69/67

***Stations and Apparatus***

- 15 Fire Stations
- 13 Engine Companies
- 4 Ladder Companies
- 5 Medic Companies
- 2 Squad Companies (one-staffed daytime only)
- 1 Safety Officer
- 3 Battalion Chiefs
- 1 Technical Rescue Unit, cross-staffed
- 1 Hazardous Materials Unit, cross-staffed
- 3 Fireboats, cross-staffed



# 2016 ORGANIZATIONAL CHART



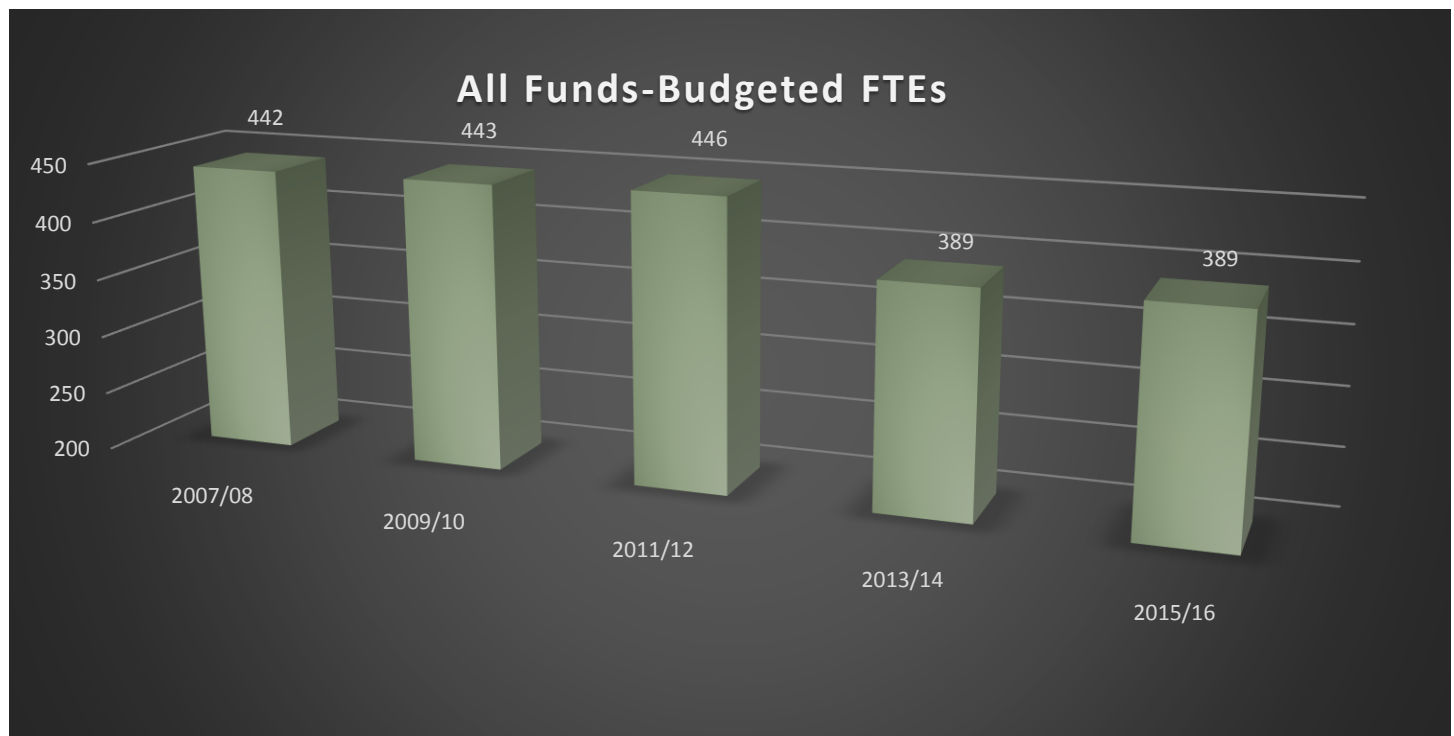
# OFFICE OF THE FIRE CHIEF

## 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 2016 expenses of the Fire Department totaled \$66,588,787. This was a decrease of \$59,327 or -0.08% from the 2015 total. The 389 budgeted FTE's were the same as the 2013-14 biennium. However, they remain about 15% below the 2007-2012 budgeted totals because of the staffing reductions that were made because of the Great Recession.



## General Fund, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Preliminary
<u>Expenditure Type</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Subtotal, Personnel	40,953,223	36,612,060	39,440,014	42,657,199	44,360,804
Subtotal, Maint & Operating	3,507,052	4,142,028	5,357,707	4,835,100	4,308,917
Subtotal, Assessments	889,078	1,013,437	1,164,322	927,003	1,315,359
Other Expenses	8,946	210,120	63,231	216,000	4,891
Capital Outlay	-	-	64,114	99,492	86,074
<b>TOTAL</b>	<b>45,358,300</b>	<b>41,977,645</b>	<b>45,962,926</b>	<b>48,734,794</b>	<b>50,076,045</b>

## All Funds, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Preliminary
<u>Expenditure Type</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Subtotal, Personnel	54,529,534	50,685,704	53,687,448	56,200,031	56,482,375
Subtotal, Maint & Operating	5,333,759	6,289,090	7,188,113	6,907,566	6,506,078
Subtotal, Assessments	1,209,064	1,465,075	1,663,142	1,479,081	1,963,224
Other Expenses	449,603	408,478	345,393	559,660	435,023
Capital Outlay	416,893	4,019,921	2,706,458	1,501,776	1,202,088
<b>TOTAL</b>	<b>61,938,854</b>	<b>62,868,268</b>	<b>65,590,554</b>	<b>66,648,114</b>	<b>66,588,787</b>



*Strategic planning*

TFD's 2014–18 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 2016 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 2016 Work Plan identified 71 key objectives and the goals they supported. Highlights completed during the year included:

- Improved retention rates of recruit Firefighters.
- Worked with the Boys & Girls Club to develop a firefighter cadet program.
- Increased our preparedness for a response to a crude oil incident.
- Enhanced the quality assurance audit procedure for moderate- and high-risk fire incidents.
- Placed in service a wildland firefighting brush truck.
- Educated over 2,000 participants through our CPR program.



# 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 Faith Mueller, this bureau includes personnel who staff our stations: 3 battalion chiefs, 13 engine companies, 5 medic companies, 4 ladders companies, 2 squad companies and 1 safety officer. Operations personnel also cross-staff 3 fireboats, 1 hazardous materials team, and 1 technical rescue team. In 2016, the minimum staffing was 69 station personnel during the day and 67 station personnel at night. This bureau also includes EMS, Special Operations Division, Safety Division, and the Fire Communications Center.

## 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.



Residential House Fire – 1509 N. 5<sup>th</sup> St. – November 2, 2016



## FIRE SUPPRESSION

Citizens called upon us to extinguish 1,214 fires last year—an average of 3.3 times per day.

Property loss due to all structure fire incidents (278) was an estimated \$7,861,621. The estimated value of those structures was \$474,736,453. The value of the property saved through TFD suppression efforts was \$466,874,832 or 98.3%.

## Fire Loss Data (all fires)

	2012	2013	2014	2015	2016
Total Fire Loss	\$4,623,662	\$7,108,072	\$6,926,105	\$12,749,207	\$12,491,406
Property Loss Only	\$3,200,851	\$5,533,610	\$5,748,545	\$7,755,853	\$ 9,066,526
Fire Injury Civilian	4	2	12	4	5
Fire Fatality Civilian	1	2	3	0	5

## 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 2016 firefighter/paramedics staffed five medic companies and three ALS engines. There were 5,396 ALS transports.

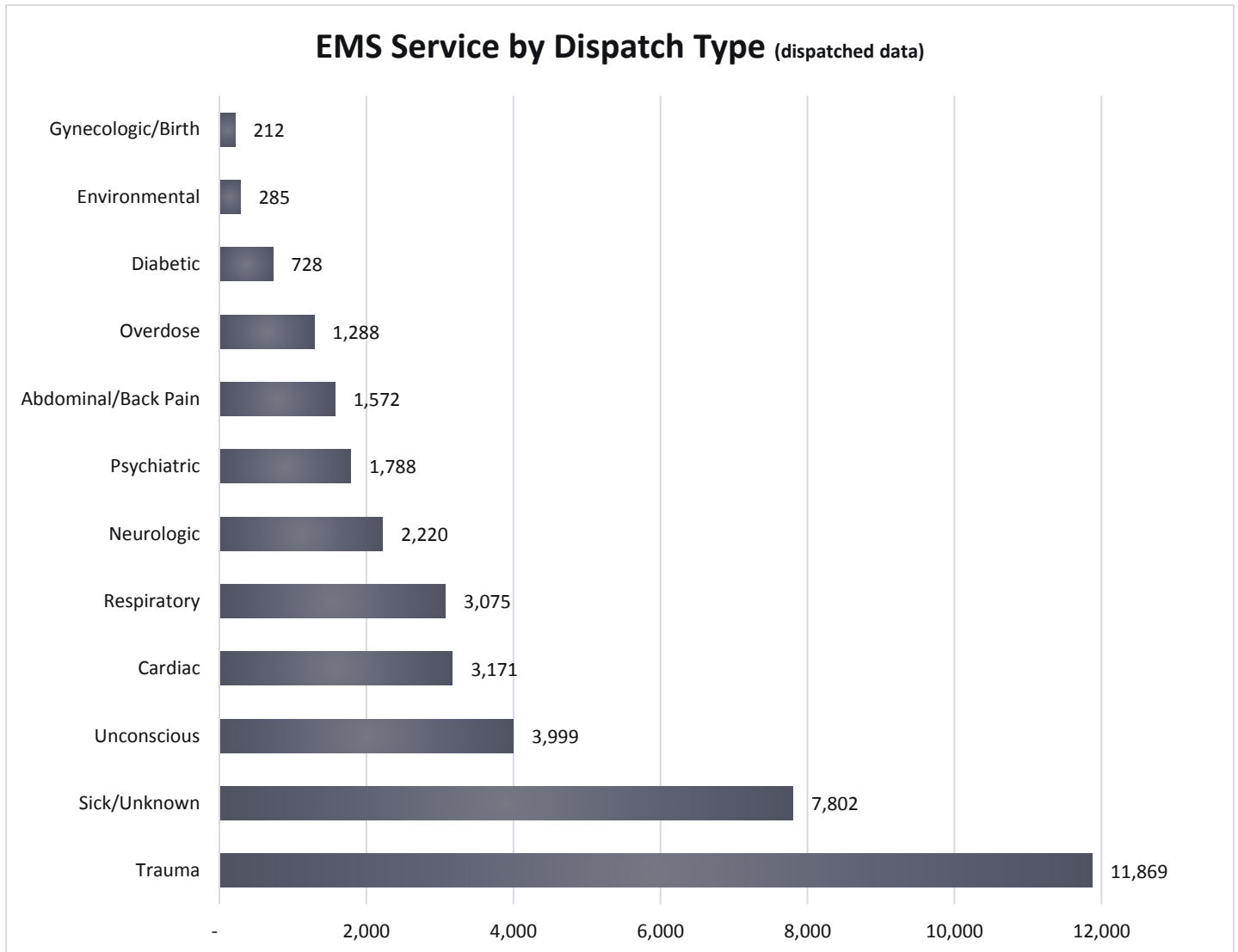
Highlights for the year included receiving the Gold Award for the American Heart Association Mission Lifeline EMS Award, continued participation in the WA CARES Out of Hospital Cardiac Arrest Registry and hiring 16 lateral paramedic firefighters scheduled to graduate from recruit class in March 2017.



## CPR Program



TFD is strongly committed to improving the safety of our community. In 2016, our firefighters trained over 2,300 citizens and City of Tacoma employees on how to perform CPR and use an automated external defibrillator. “CPR Sunday” is the department’s annual mass training. Over 800 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 and containment, as well as medical monitoring. The full Hazmat Team responded to 16 incidents in 2016.

## TECHNICAL RESCUE

The TFD Technical Rescue Team provides the necessary skills and equipment to react quickly in extreme rescue situations. The team members are currently 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 and is 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 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 2016, the full technical rescue team responded to 17 technical rescue incidents.



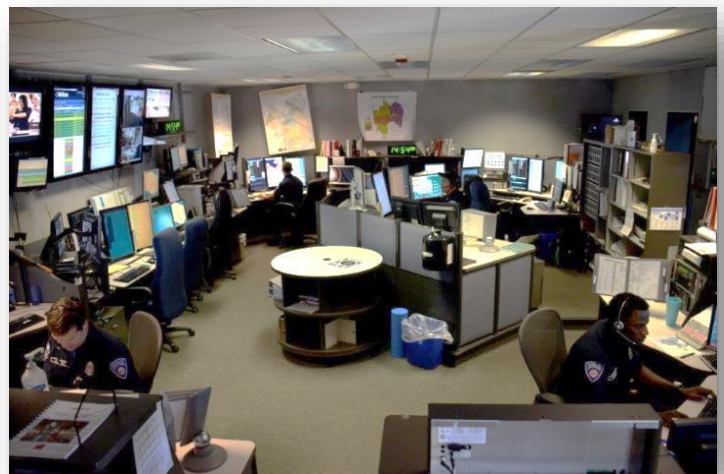
Tech Rescue – Pt. Defiance Park – September 8, 2016

## MARINE DIVISION

TFD's Marine Division's 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 2016, the Marine Division responded to 163 incidents, including 1 for the *Commencement*, 118 for the *Destiny*, and 44 for the *Defiance*.

## 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 64,520 emergency calls and 36,820 non-emergency (school alarm tests, alarm system on hold, unit status, medical alarm alerts, etc.) calls in 2016. TFC dispatched a total of 101,471 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.

TFC is staffed by 17 commissioned personnel. All dispatchers are certified as Emergency Medical Technicians and maintain the same fire operations training as their counterparts in the field.

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, Fire Communications uses a “citizen-centric” approach to decision making. With the support of Computer Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL), Fire Communications dispatches the closest available appropriate resources to ensure the citizen is 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 2016 included acquisition and deployment of Thermal Imaging Cameras on all TFD front line apparatus, new hose rollers, and new protective gloves for all firefighters.



Thermal Imaging Camera

### **Firefighter Loss**

	2012	2013	2014	2015	2016
Injury Loss Firefighter*	35	32	65	50	47
Life Loss Firefighter	-	1	-	-	-

\*On-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*

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TFD continued its pursuit of federal funding to support department operations in 2016. The department received \$861K in Federal Grant Funding and \$1.16M in State and local grant funding. These awards funded firefighter staffing and equipment.

### *Fire Prevention*

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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.

### *Fire Investigations*

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Fire investigators are responsible for determining the origin and cause of all significant fires. TFD responded to 1,214 confirmed fires in 2016. Of those fires, investigators were called out for 101 of the incidents. Of the investigated fires, negligence, incendiary/arson and mechanical failure or malfunction were the most common causes.





*Engineering Plan Review and Permits*

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 petroleum gas, and hazardous materials are managed through the permitting and inspecting processes. In 2016, our plan reviewers processed 1,058 permits. Of the 1,058 permits, 459 were fire protection permits, 513 were building permits, and 85 were land use permits.

**Permits**

	2012	2013	2014	2015	2016
Installation Permits Reviewed	477	630	563	823	1,058
Installation Permit Inspections	649	841	549	676	644
Grand Total	1,466	1,861	1,591	1,890	1,702

*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 6,213 fire safety inspections in 2016. In addition, Fire Prevention Division fire inspectors conducted 827 code enforcement inspections.

**Building/Business Inspection Activity**

	2012	2013	2014	2015	2016
Annual Company Inspections	6,062	5,601	5,381	6,122	6,213
FPS Test Inspections	912	485	456	280	121
Special FPB Inspections	2,572	829	787	901	827
Grand Total	9,546	6,915	6,624	7,303	7,161

### *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 20,000 citizens with important life safety messages.



### *Training*

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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 2016 included conducting a recruit firefighter class and providing Fire Ground Survival Awareness training for all Operations personnel in 2016-17. Two training burns were conducted and several skills classes were completed. Finally, the training division also hosted three National Fire Academy classes:

- Incident Command for High-Rise Operations.



- Wildland Urban Interface Firefighting for the Structural Company Officer.
- Command & Control of Wildland Urban Interface Fire Operations for the Structural Chief Officer.

Training	Operations Division	Staff
Individual Firefighter Standards	21,274	2,342
Reading Assignments	3,075	281
Engine Company Standards	5,014	25
Ladder Company Standards	2,419	24
BC, CTT & Multi-company Training	3,421	3,096
Hazmat Drills	298	7
Marine Services Drills	319	-
Technical Rescue	768	-
Fire Communications	874	-
Prevention and Preparedness Division	526	25
Formal Training	13,471	-
Firefighter I	1851	1174
Firefighter II	133	146
<b>Total for 2016</b>	<b>52,714</b>	<b>6,601</b>

### *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 2016 included the ongoing development of Continuity of Operations Plans with City Departments to ensure local government functions in the aftermath of a major disaster, coordinated and facilitated a region-wide earthquake drill (Cascadia Rising) and a citywide initiative to increase citizen preparedness, particularly in communities of color.

### *Harbor Master*

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TFD is responsible for enforcing the regulatory aspects of the City of Tacoma Harbor Code. In coordination with local marinas and the Metro Parks Department, the TFD Harbor Master worked to identify possible derelict boats, illegally anchored boats, and vessels operating unsafely. In 2016, two vessels were tagged or removed.

### *Public Information/Relations*

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TFD uses social media platforms to provide timely information regarding department activities, prevention and educational messages, and details regarding emergency incidents. Currently, the most popular platform is Twitter, @ Twitter.com/tacomfire.



### Twitter

1.35 million impressions (impressions are the number of times users saw the tweets on twitter)

### *Fire Garage*

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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 included outfitting and putting into service a new fireboat, a ladder truck, two squads, three staff vehicles and a portable skid for a brush truck. Additionally, staff completed all ongoing vehicle maintenance, annual pump tests, and completed the ordering process for three new engines and five new medic units.





### *Information Technology*

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TFD Information Technology (IT) group consists of five Information Technology Analysts, Senior Technicians, and one Information Technology Analyst, Senior. 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 Fire Dispatch and for administrative decision analysis are also maintained.



In 2016, the IT Division completed the Siren Electronic Patient Care Reporting system upgrade to Version 4.6 and completed requirements to implement the BLS Siren rollout. Many systems and data integration projects were identified and completed in preparation for the South Sound 911 dispatching transition. The upgrade project for our Personnel Scheduling and Incident Reporting Systems was initiated and progress in virtualizing our server farm was made, moving 50% of our servers to the Cloud.

### *Fire Electricians*

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The TFD Electrical Maintenance Division consists of four electricians involved in a variety of tasks; maintaining the municipal alarm system, maintaining communication equipment, making electrical repairs and electrical upgrades, and several other large-scale projects.

The 2016 highlights included:

- Creating a fiber optic link between SS911 and Tacoma Fire Communications and networking all appropriate devices
- Installing a hardwired Wi-Fi in all fire stations
- Rewiring station 8 for a new oxygen generation system,
- Installing a new UPS and sub-panel at the Hilltop Substation for the City's Radio Division
- Completing the installation of the USDD dispatch equipment for Pierce County.



### *Fire Buffs Battalion*

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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. Highlights for the year included embracing technology by using an active 9-1-1 dispatch and a two-way radio app to alert and communicate with team members and launching social media sites to communicate with the community about the Battalions activities. The buffs provided assistance at 54 significant events, responded to 94 incidents and volunteered 258.5 staff hours in 2016.

### *Chaplain*

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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, and JD Latos. 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 200 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 Josh Schlesner received the 2016 Firefighter Albert Nejme Memorial Award. Exemplary characteristics and abilities demonstrated by Firefighter Schlesner included:

- Mentorship
- Role Modeling
- Demonstrating Service to Others
- Was a Self-Starter
- Promoted Wellness/Fitness
- A high level of TFD Involvement
- Great at Team Building
- “Getting Your AI On!”

Congratulations Josh!



From left to right: BC Ray Manglona, FF Josh Schlesner, and Chief Jim Duggan

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DR. JAMES G. BILLINGSLEY RECOGNIZED FOR 49 YEARS OF SERVICE AS TFD MEDICAL DIRECTOR

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At a Tacoma City Council Meeting in September of 2016, Mayor Marilyn Strickland recognized Dr. James G. Billingsley for his service as TFD's Medical Director and his dedication in supporting the Tacoma Fire Department, our members, and the community.



In 1967, Dr. James Billingsley knocked on the door of our training center to ask whether the Tacoma Fire Department might be interested in starting a high-quality paramedic service to benefit the citizens of Tacoma. The answer must have been yes because the first TFD paramedic class would graduate in 1973, just one year after Washington State law changed to allow paramedics to perform physician-level skills without a physician being present on the scene of the emergency.

During his tenure with the Tacoma Fire Department, Dr. Billingsley has advised seven fire chiefs—a third of all the fire chiefs in the history of the department—assistant chiefs of EMS, medical services officers and, of course, every firefighter who has served as a TFD paramedic. In his role as our medical director, he has provided leadership, guidance, quality assurance, and medical oversight to ensure that the citizens of Tacoma received emergency care of the highest quality.

Dr. Billingsley's involvement with the community has been broad and deep. He served as medical director of St. Joseph, St. Clare, and St. Francis hospitals and practiced pulmonary and critical medicine until 1999. He has been involved with the health department in tuberculosis treatment, and the Blood Bank as their medical director, serving as a board member for 25 years. He has been active in aviation, both as a pilot and as a medical focus. He served on the boards for Tacoma Twins Baseball and the Tacoma Youth Symphony.



First TFD Paramedic Class 1973

We are grateful and honored that Dr. Billingsley's longest involvement has been with the organization closest to his heart, the Tacoma Fire Department. We wish Dr. Billingsley the best as he begins his retirement at the end of this year. Although we will fill his medical director's role in order to continue his legacy, Dr. James G. Billingsley will always be the patron saint of the Tacoma Fire Department and EMS patients in our community.

*Tacoma Fire Chief, James P. Duggan*



## PROMOTIONS

Employee	Classification
David England	Battalion Chief
Lee Law	Administrative Battalion Chief
Casey Novak	Captain
Jeffry Bush	Lieutenant
Derrick Murrell	Lieutenant
Steven Proper	Lieutenant
Frank Scratch	Lieutenant
Christian Simpson	Lieutenant
Mandy Jacques	Firefighter/Paramedic
Christopher Wood	Firefighter/Paramedic

## PERFECT SCHEDULE

Bryan Anderson	James Duggan	Todd Magliocca	Patrick Ropozo
Chris Atkinson	David England	Patrick McElligott	Daniel Richter
John Brakebush	Ryan Erickson	Joseph Meinecke	James Scott
Chris Brink	Allen Estes	Slavik Mironchuk	Chris Seaman
Kevin Caillier	James Fort-Johnson	Michael Mitchell	William Spencer
Morris Carter	Tory Green	Jacob Monroe	Kenneth Stepien
Aaron Combs	Jennifer Gunnell	Kurt Mueller	Mikhael Tran
Bryson Correa	Scott Hesse	Janell Murry	Miguel Vichot
Lincoln Correa	Brian Inderbitzin	Michael Newhouse	Melinda Walter
Brian Dougherty	Christine Kim	John Pappuleas	Tom Zurfluh
James Dubree	Peter Lyle	Jeffrey Polo	

## NEW EMPLOYEES

Name	Rank
Mikhail Abbott	Firefighter-Paramedic
Austin Barber	Firefighter-Paramedic
John Carlson	Firefighter-Paramedic
Jason Emerson	Firefighter-Paramedic
Matthew Gaska	Firefighter-Paramedic
Zachary Goodsell	Firefighter-Paramedic
Tyler Hardy	Firefighter-Paramedic
John Jones	Firefighter-Paramedic
Nicholas Kosloski	Firefighter-Paramedic
Peter McHargue	Firefighter-Paramedic
Alexander McNealley	Firefighter-Paramedic
Ryan Pawley	Firefighter-Paramedic
Erin Richardson	Firefighter-Paramedic
Greger Tuttle	Firefighter-Paramedic
Lenny Ugaitafa	Firefighter-Paramedic
Spencer Vadney	Firefighter-Paramedic
Jason Brooks	Contract Employee
Taylor Clark	Electrical Worker
Michelle Hansen	Financial Assistant

## RETIREMENTS

RETIREMENTS	
<b><i>Celeste Burris</i></b> IT Analyst Hire Date 1978	<b><i>Steve Elmer</i></b> Firefighter Class of 1992
<b><i>Ben Flesher</i></b> Battalion Chief Class of 1983	<b><i>Wayne Hancock</i></b> Firefighter Class of 1993
<b><i>Mary Howatson</i></b> Firefighter-Paramedic Class of 1993	<b><i>Andy Leitner</i></b> Lieutenant Class of 1995
<b><i>Pete Mathews</i></b> Lieutenant Class of 1991	<b><i>Gary Montgomery</i></b> Firefighter-Paramedic Class of 1991
<b><i>Bill Moody</i></b> Firefighter Class of 1988	<b><i>John Moore</i></b> Firefighter Class of 1985
<b><i>Pam Moorman</i></b> Firefighter-Paramedic Class of 1990	<b><i>Dale Pennington</i></b> Firefighter Class of 1988
<b><i>Gary Pennington</i></b> Firefighter Class of 1985	<b><i>Tom Pickford</i></b> Firefighter Class of 1987
<b><i>Conrad Smith</i></b> Firefighter Class of 1990	

## PERSONNEL ASSIGNMENTS (AS OF DECEMBER 1, 2016 – STATION CAPTAIN UNDERLINED)

Battalion 1	Position	A - Shift	B- Shift	C-Shift	D-Shift
BC01	BC	Magliocca, Todd A.	Kimball, Douglas W.	Collins, Stephen S.	Correa, Lincoln J.
BC01	ROV01		Monroe, Jacob E.	Lyle, Peter S.	Arnette IV, James M.
BC01	ROV03		Saul, Kathryn M.		
CSR1	PMFF1	Jacques, Mandy L.	Brakebush, John E.	Pollock, Craig H.	
E04	OFF	Whitney, Troy A.	Sowers, Paul A.	Miller, Dean S.	<u>Bouyer, Bruce G.</u>
E04	DR	Brown, Kenneth C.	Roland, Greg E.	McCarty, Klint J.	Cunningham, Brian G.
E04	3RD	Keyes, Erik V.	Bunker, Christopher B.	Chandler, Zach S.	Cutright, Ervin J.
E09	OFF	Wesenberg, Brad G.		Wake, Justin R.	Barthe, Gilbert M.
E09	DR	Christensen, Walter M.	Ruijters, Scott R.	Horsman, Kenneth L.	Lowrie, Adam M.
E09	3RD	Stayk-Ahrens, Dinean E.	Tucker, Baigeh J.	Crane, Don T.	Stowell, Marja L.
E14	OFF	Wohlfeil, Trent R.	Stevens, Mark A.	<u>Zurfluh, Thomas D.</u>	Wickstrom, Dennis W.
E14	DR	Williams, Gary W.	Huiatt, Forrest D.	Perrault, James E.	Rapozo, Patrick P.
E14	3RD	Cylkowski, Andrew F.	Stringer, Kristina A.	Fish, Duane H.	Snoder, David A.
E16	OFF	<u>Lee, James R.</u>	Frank, Albert G.	Elmer, Kristin M.	Simpson, Christian J.
E16	DR	McElligott, Patrick R.	Anderson, Bryan G.	Teitenberg, Terry A.	Jensen, Timothy L.
E16	3RD	Little, Samuel A.	Murry, Janell D.	Brown, Kevin J.	Law, Amir D.
E17	OFF	Jasmer, Patrick C.	<u>Gorre, Edward O.</u>	Elgin, Daniel K.	Austel, William J.
E17	DR	Wold, Ted S.	Baurichter, Bruce D.	Hawks, Steven J.	Ivy, Russell L.
E17	3RD	Ferguson, Michael R.	O'Leary, Daniel S.	Wells, Robert J.	Robak, Christopher A.
E17	4TH	Trunk, Nicholas J.	Berg, Daniel J.	Page, Amanda S.	Eubanks, Shane M.
L03	OFF	Carlisle, Matthew D.	Juntini, Scott A.	<u>Gunnell, Jennifer K.</u>	Erikson, Philip J.
L03	DR	Hammett, Scott W.	McCormack, Kyle W.	Oberstar, Michael J.	van den Brandt, Katherine F.
L03	3RD	Brothers, Seth	Schneidmiller, Kyle T.	Sanchez, Andres R.	Stepien, Kenneth G.
M01	INCHG	Poplin, William T.	Knecht, Brian J.	Rady, Christopher W.	Lynch, James D.
M01	DR	Shipp Jr, Clifford J.	Brakebush, Anthony	Eichholtz, Randy J.	Diedrich, Christine M.
M04	INCHG	Turley, Richard H.	<u>Kaperick, Barry A.</u>		O'Brien, Sean P.
M04	DR	Purdy, Paul L.	Chamberlin, Adam D.	Jangard, Brooke M.	Diedrich, John E.
SQ13	OFF	Carney, Jeffrey J.			
SQ13	DR	Yu, Andrew K.	Richter, Daniel A.		
TA1	T1	Drexler, Philip T.	Curley, Michael N.		



## Battalion 2

BC02	BC	Brink, Christopher R.	Tackett, Brian T.	Hardy, Brian M.	Scott, James R.
BC02	ROVLT		Murrell, Derrick A.		Rohde, Daren R.
BC02	ROVLT2			Proper, Steven M.	
BC02	ROV05		Baete, Bryan W.		
BC02	ROV11	Tran, Mikhael AG.			Smith, Terrell W.
BC02	ROV12		Law, Eriq E.	Baker, Jonathan M.	
BC02	ROV13	Entenman, Patrice N.			
CSR2	SAFLT	Wilsie, D. Alex			
CSR2	HAZOF				Wilson, Ronald D.
CSR2	HAZFF		Ritch Jr, Larry A.		Olesen, Ole C.
CSR2	PILOT		Heseltine, Richard L.		
CSR2	PMFF1		Wood, Christopher N.	Chaffey, Peter A.	Baurichter, Kattie D.
E01	OFF		<u>Hardy, Tom L.</u>	Fossand, Eric W.	Chandler, Nels B.
E01	DR	Walling, Ryan M.	Maki, Craig D.	Kagelmacher, Philipp A.	Gibson, Shannon L.
E01	3RD	Muenz, Alex J.	Mironchuk, Slavik L.	Fox, Dillon P.	Rasmussen, Jordan R.
E02	OFF	<u>Rivers, Darren S.</u>	Little, Steve R.	Corn, Carl N.	Klobutcher, Peter T.
E02	DR	Tanner, Mindy J.	Wienholz II, Wayne A.	Chlipala, Brian A.	Kammerzell, Jonathan C.
E02	3RD	Olesen, Stephanie N.	Cassman, John W.	Colwell Jr, William	Connelly, Kristin M.
E03	OFF	McAuliffe, John P.	Maderos, Mark J.	Blanchard, Laura S.	<u>Waterworth, Stacy A.</u>
E03	DR	Tackett, Joshua M.		Malsch, Rachel M.	Wurts, Jennifer SH.
E03	3RD		Spencer, Jason M.	Robles, Vicente	
E03	4TH				Chapman, Alexandra E.
E12	OFF	Garrison, Deborah L.	Sollars, Christopher L.	<u>Boulware, Michael F.</u>	Jasper, Peter J.
E12	DR	Dideon, Christopher D.	Brown, Nathan P.	Ubben, Nanci A.	LoCicero, James A.
E12	3RD	Noland, Patrick L.	Villa, Timothy M.	Hampton, Kristopher J.	Ellis, Cody J.
L01	OFF	<u>Brassard, Darren J.</u>	Collett, Brett J.	Langendorf, Michael L.	Dubree, James E.
L01	DR	Frank, Matthew A.	Montgomery, Jared L.	Roberts, Jamie M.	Williamson, Wayne A.
L01	3RD	Vichot, Miguel A.	Schiemer, Robert L.	Quon, Jonathan H.	Correa, Bryson J.
L01	4TH	Graham, Matt J.	Colbo, Ryan B.	Fonoimoana, Brad H.	Leigh, Bryan J.
L04	OFF	Caldwell, Anthony L.	<u>Smith, Warren D.</u>	Saxon, Steven A.	Stoddard, Paul R.
L04	DR			Miller, William J.	Oakes, Danial T.
L04	3RD	Harrington, Vinis C.	Craig, Ann M.	Limbrick, Dennis W.	Timothy, Justin J.
L04	4TH	Dougherty, Sean P.	Baker, Benjamin W.		Palmer, Skyler D.
M03	INCHG	Clausen, Richard A.	Schroeder, Andrea M.	<u>Hupp, Lowell J.</u>	Reid, Lee J.

M03	DR	Gordon, Kurt B.	Combs, Aaron C.	Hartman, Randal C.	Spoonemore, Thomas B.
TA2	T1	Snyder, Mark I.	Acton, William T.		
TA2	T2	Setunsky, Aaron L.			
<b>Battalion 3</b>					
BC03	BC	McRoberts, David	Chandler, Jeffery A.	Vaughn, Dale L.	Manglona, Ray A.
BC03	ROVLT		Larsen, Grant R.		Jones, William H.
BC03	ROVLT2	Stevens, Daniel W.			
BC03	ROV04			Polo, Jeffrey N.	
BC03	ROV06	Fort-Johnson, James B.			
BC03	ROV08	Pappuleas, Jacob G.		Kim, Christine A.	
CSR3	PMFF1			Mudie, Ryan J.	Streeper, Scott A.
E07	OFF	<u>Heisler, Edward B.</u>	Carpenter, Shon V.	Hall, Randy M.	Marroquin, Jeremy J.
E07	DR	Binkiewicz, Jordan M.	Stohr, Bret D.	Hanna, Craig A.	Roberts, Jeffery S.
E07	3RD	Ellis, Zachary B.	Hesse, Scott S.	Rogan, David A.	Herrera, Ronald
E08	OFF	Edwards, Dean F.	Wilds, Anthony J.	Johnson, Michael S.	Mathews, Michael S.
E08	OFF	Edwards, Dean F.	Wilds, Anthony J.	<u>Novak, Casey J.</u>	Mathews, Michael S.
E08	DR	Woyak, Terry P.	Snodgrass, Dwight C.	Schieferdecker, Kurt D.	Mottl, Frank T.
E08	3RD	Vietzke, Cory M.	Gormanous, Phillip S.	Murphy, Marya A.	Swenson, Eric A.
E10	OFF	Farstad, Ryan M.	<u>Kaiser, David A.</u>	Gregory, Edward T.	Yuste, Wilfredo T.
E10	DR	Nelsen, William W.	Gutjahr, Joey E.	Barron, Daniel D.	Galbraith, Christopher
E10	3RD	McCallum, Kelly R.	Holden, Neil A.	Bieker, Ronald F.	Wilson, Nicholas P.
E10	4TH		Steinhoff, Michael L.	Kaiel, Nate A.	Gauthier, Robert L.
E11	OFF	Semingson, Damon J.	Carter, Morris P.	Wurts, Jeffrey R.	<u>Dougherty, Brian S.</u>
E11	DR	Martinez, Jose	Campbell, Douglas W.	Malit, Peter-Glenn A.	Becker, James E.
E11	3RD	Gleason, Jill A.	Anderson, James R.	Tolefree, Tory J.	Haia, Joshua D.
L02	OFF	Powers, Robert J.	Lawson, Fred H.	Jackson, Tad E.	<u>Nicholson, Scott G.</u>
L02	DR	Beard, Jacob A.	Franklin, Brian D.	Sumner, Kelly E.	Copsey Jr., Paul D.
L02	3RD	Hawkins, Rory D.	Prida, Zachary L.	Nighswonger, Jeffrey W.	Woinowsky, George C.
M02	INCHG	<u>Barr, Michael R.</u>	Scratch, Frank P.	Johnson, Kristopher N.	Bush, Jeffrey D.
M02	DR	Esqueda, Judy M.	Stallings-Alailima, Sionna	Weinman, Matthew W.	Greatwood, Wade T.
M05	INCHG	Goddu, John F.	Anderson, Ryan W.	<u>Hallman, Mary M.</u>	Schlesner, Joshua E.
M05	DR	Tingley, Bret K.	Stevens Jr, Richard M.	McSharry, Matthew	Hawkins, Jack R.
SQ15	OFF	<u>Perry, Christopher E.</u>	Nygard, Mark F.	Cabrera, Derek G.	Bleasdale, John R.
SQ15	DR		Howerton III, Melborn G.	Ridgeway, Marlon L.	Van Meter, Joseph M.
TA3	T1		Gutjahr, Joey E.		

**Safety Lieutenant**

SAF03	SAFLT	Shelley, Richard M.	Piper, Christopher J.	Lipke, James R.	Bly, Jonathan R.
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**Fire Communications**

FCCCP	Mueller, Kurt A.				
FCCCTO	Caillier, Kevin E.				
FCCOFF	Tucci, Patrick C.	Johnston, Stephen M.	Elmer, David R.	Riley, Sean P.	
FFDISP1	Ehnert, Craig A.	Harkins, Steven C.	Emond, Patrick S.	Schumaker, Renate C.	
FFDISP2		Stephenson, Gerald C.	Tuttle, David R.	Heilesen, Edward O.	
FFDISP5	Inderbitzin, Brian P.				
ROVDISP2		Woodall, Andrew D.	Fleming, Matthew J.		

**Fire Prevention**

DFM	Spencer, William E.
INSP	Tresness, Jeffrey T.
INSP	Crider, Michael E.
INSP	Giuntoli, Dean T.
INSP	Hansen, Kenneth M.
INSP	Porter, Vernon R.
INSP	Wagner, Mark H.
ADM ASST	Davies, Tira
EOCOR	Weber, Ute
EOCOR	Davenport, Michael T.

**Fire Training**

EMSED	Rock, Chris
CPTRN	Law, Lee A.
PMTRN	Bambrick, Jeff R.

**Fire Administration**

CHIEF	Duggan, James P.
DPCHF	Green, Toryono L.
DPCHF	Mueller, Faith M.
ASCHF	McElligott, Patrick K.
ASCHF	Mitchell, Michael S.
ASCHF	Pappuleas, John J.
FMSO	Newhouse, Michael E.
BCSFTY	Estes Jr., Allen W.
CPTSFTY	Gorre, Edward O.

**Fire Garage**

MECH	Bayeur, Brian T.
MECH	Haeger, Carol A.
MECH	Howard, Paul C.
MECH	Huppert, Theodore K.
MECH	Riley, Liam S.
MECH	Sheard, Steven L.
MECH	Strong, Joshua H.
MECH	Strong, Michael S.
SMECH	Voigt, Donald R.

**Fire Electricians**

SPELC	Easton, Chris L.
ELECT	Atkinson, Christopher J.
ELECT	Clark, Taylor W.
ELECT	Lawrence, John D.
ELECT	Zehnder, Martin W.

**HQ Staff**

ADMGR	Fitzgerald, Michael P.
CRO	Meinecke, Joseph E.
ENGN	Erickson, Ryan F.
ENGN	Seaman, Christopher E.
ASCTY	Walter, Melinda M.
ADM ASST	Sexauer, Carolyn A.
CSREP	Chisa, Yvonne M.
FINAST	Dundas, Peggy J.
FINAST	Hansen, Michelle
FINAST	Johnston, Karen M.
FINAST	Milliren, Donna G.
SYSR	Dykas, Veronica C.
SYSR	Lewandowsky, Debra K.
SYSR	McCoy, Sheila M.
SYSR	Nunn, Michael L.
SYSR	Stock, Matthew S.



# PERFORMANCE INDICATORS

## RCW 35.103 FIRE DEPARTMENTS—PERFORMANCE MEASURES

The Washington State legislature intends for 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 a critical event during the mitigation of an emergency and is in the public's best interest. For these reasons, this section contains performance measures, comparable to that 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 2016 actual performance at the 90%.

### Tacoma Fire Department Response Totals\*

	2012	2013	2014	2015	2016
Structure Fire	281	288	268	305	277
% increase/decrease	-0.1%	2.5%	-6.9%	13.8%	-9.1%
EMS	23,738	23,782	25,690	27,223	28,389
% increase/decrease	3.9%	0.6%	7.6%	6.0%	4.3%
All other	5,479	6,069	6,125	6,043	6,080
%increase/decrease	.3%	10.8	.9%	-1.3%	.6%
Total	29,428	30,229	32,083	33,571	34,725
%increase/decrease	3.2%	2.5%	6.1%	4.6%	3.4%

\*(final situation found data - critical/urgent incidents only)

## TACOMA FIRE DEPARTMENT BENCHMARKS

TFD response benchmarks specify the minimum criteria needed to effectively and efficiently deliver fire suppression, emergency medical services, and special operations response. These response goals 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) and 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 goals.

## ANATOMY OF A 9-1-1 CALL



### CALL

Citizen Calls 9-1-1



### DISPATCH

9-1-1 center processes call and dispatches units.



### TURNOUT

From when units are dispatched to when crews are dressed in appropriate protective gear and in the apparatus ready to go.



### TRAVEL

From when the unit starts moving to arrival on the scene.

## 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% of incidents. Times based on TFD receipt of call—pick-up to dispatch.

**2016**

<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>	274	1:04	1:24	70%	0:56
<i>EMS</i>	32,847	1:30	1:26	91%	0:57
<i>Specialty</i>	1,477	1:30	1:15	93%	0:49
<i>Total</i>	34,598	-	1:26	91%	0:57

## 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.

### 2016

<i>Dispatched As</i>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	1:20	2:36	27%	1:44
<i>EMS</i>	1:00	2:10	36%	1:19
<i>Specialty</i>	1:20	2:35	30%	1:43
<i>Total</i>	-	2:14	35%	1:21

## Travel Time



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—due to the high variability in marine incidents, there is no travel time benchmark currently associated with marine responses.

### 2016

<i>Dispatched As</i>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	4:00	6:59	54%	4:09
<i>EMS</i>	4:00	6:44	55%	4:09
<i>Specialty</i>	4:00	7:22	50%	4:25
<i>Total</i>	-	6:46	54%	4:10

## Total Response Time

This measure tracks the time elapsed from when TFD receives a 9-1-1 call until units arrive on the scene of an 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.

### 2016

<i>Dispatched As</i>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	6:30	8:36	68%	5:52
<i>EMS</i>	6:50	9:07	63%	6:18
<i>Specialty</i>	6:50	9:17	69%	6:18
<i>Total</i>	-	9:07	63%	6:18

### 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% of incidents.

### 2016

<i>Dispatched As</i>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>EMS</i>	10:30	13:04	79%	8:30

### 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% of incidents.

### 2016

<i>Dispatched As</i>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Structure Fire</i>	10:30	11:39	77%	9:11



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

- We expect continuing growth 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 and the Tideflats area will continue until additional resources are added in those Fire Management Zones.

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 98% in 2016.



Residential House Fire - 6732 Pacific Ave - 04/04/2016

## RESPONSE TOTALS BY COMPANY

Unit	Year			
	2013	2014	2015	2016
E01	3,916	4,111	4,156	4,348
E02	3,237	3,360	3,238	3,502
E03	1,028	1,074	1,253	1,148
E04	2,799	2,970	3,150	3,163
E07	2,926	3,130	3,332	3,269
E08	2,956	3,323	3,622	3,569
E09	2,987	3,065	3,190	3,180
E10	3,470	3,834	4,382	4,502
E11	3,473	3,592	4,113	4,009
E12	2,081	2,212	2,483	2,503
E13	299	206	145	101
E14	1,392	1,511	1,510	1,660
E15	810	782	834	1,031
E16	3,016	3,118	3,177	3,259
E17	2,439	2,446	2,625	2,779
L01	2,247	2,306	2,473	2,586
L02	1,792	1,814	2,183	2,291
L03	1,664	1,829	1,829	1,956
L04	907	981	1,141	1,311
M01	2,606	2,557	2,252	2,054
M02	3,311	3,327	2,989	2,639
M03	1,611	1,512	1,429	1,209
M04	3,632	3,582	3,227	2,854
M05	3,576	3,315	3,012	2,534
M06	82	115	159	166
SAF03	1,269	1,242	1,362	1,312
SQ13	1,041	1,233	1,241	1,286
SQ15	1,604	1,970	2,182	2,019
BC01	861	892	940	922
BC02	1,379	1,355	1,436	1,448
BC03	899	919	1,037	1,086
COMMENCEMENT	25	37	41	1
DEFIANCE				44
DESTINY	86	85	129	118

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

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