

2017

Tacoma Fire Department Annual Report



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

CITY OF TACOMA OFFICIALS 2017

Marilyn Strickland
Mayor

Anders Ibsen
Council Member, Position 1

Robert Thoms
Deputy Mayor, Position 2

Keith Blocker
Council Member, Position 3

Marty Campbell
Council Member, Position 4

Joe Lonergan
Council Member, Position 5

Lauren Walker
Council Member, Position 6

Conor McCarthy
Council Member, Position 7

Ryan Mello
Council Member, Position 8

Elizabeth Pauli
City Manager

CITY OF FIRCREST OFFICIALS 2017

Hunter T. George
Mayor

Blake Surina
Council Member

Shannon Reynolds
Council Member

Brett Wittner
Council Member

David Viafore
Council Member

Denny Waltier
Council Member

Jason Medley
Council Member

Scott Pingel
City Manager

CITY OF FIFE/DISTRICT 10 OFFICIALS 2017

Kim Roscoe
Mayor, Position 5

Bryan Yambe
Deputy Mayor, Position 1

Tim Curtis
Council Member, Position 2

Dee-Dee Gethers
Council Member, Position 3

Pat Hulcey
Council Member, Position 4

Lisa McClellan
Council Member, Position 6

Low Wolfrom
Council Member, Position 7

Subir Mukerjee
City Manager

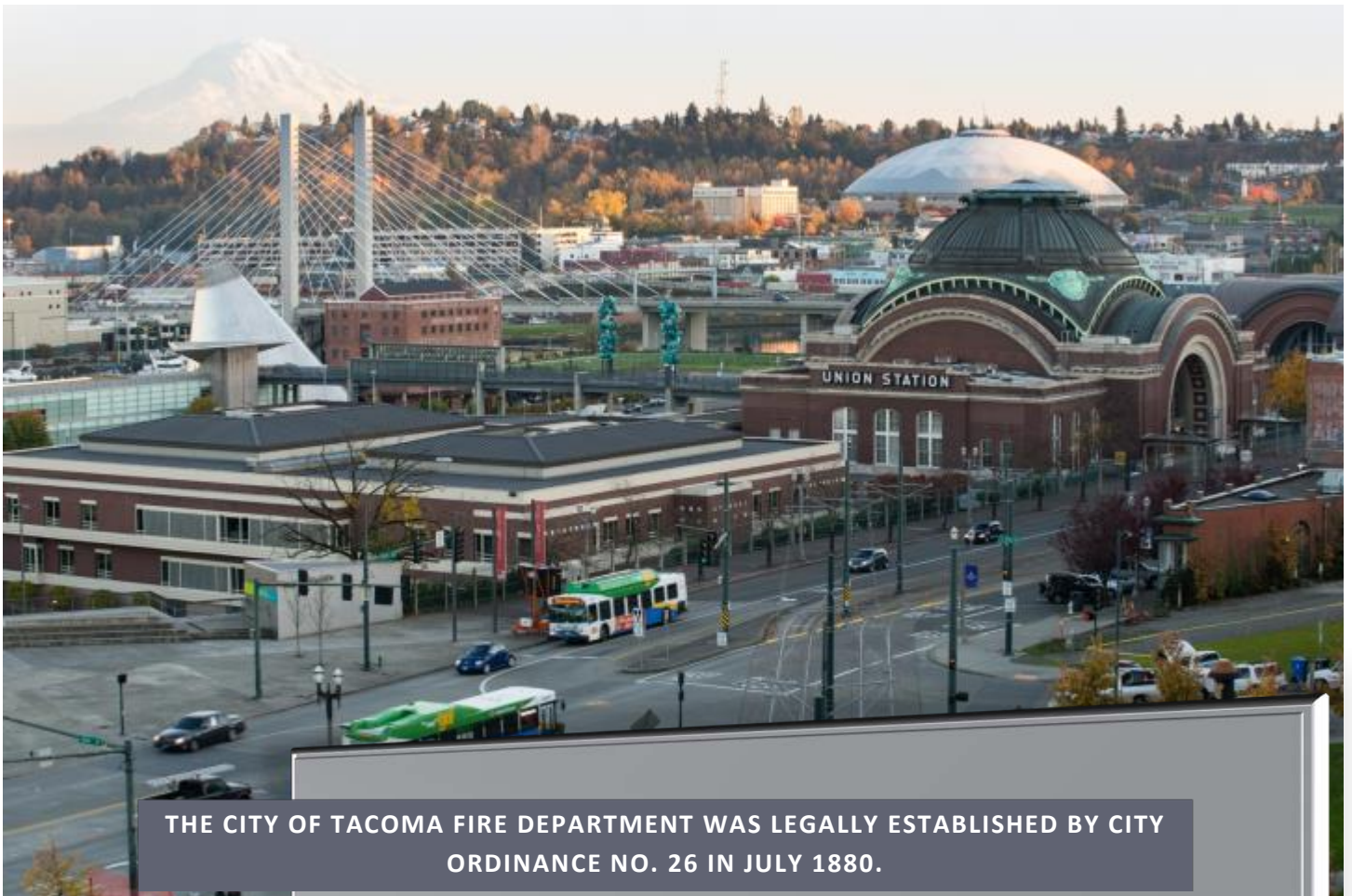
Greg Wambold
Fire Commissioner

Dan Nelson
Fire Commissioner

Dorthy Kephart
Fire Commissioner

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THE CITY OF TACOMA FIRE DEPARTMENT WAS 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 2017, TFD continued to identify and implement operational efficiencies. One example was the concentrated effort to reduce non-emergency response. FD CARES program intervention reduced high-utilizer participants' use of the 9-1-1 system by 97 percent.

Other highlights include:

- Completed a public safety youth academy with the Boys and Girls of South Puget Sound.
- Transitioned to a new computer aided dispatch (CAD) platform with South Sound 911 for dispatching TFD resources to emergency incidents.
- Implemented a new electronic patient care reporting system for all emergency incidents.
- Completed grant-funded medical physicals and fitness assessments for all uniformed personnel.
- Hired and trained a recruit Firefighter Paramedic class comprised of 14 lateral transfers from other fire departments.
- Trained 956 participants at our free annual community CPR training event.
- Placed into service, a three-person 24-hour Engine 5 to serve the Tideflats area, converted a two-person 24-hour Squad to a three-person, 24-hour Engine 15 to serve the South End, and converted a two-person, peak-time (7 am to 7 pm) Squad to a three-person, peak-time Engine 13 to serve the North End.



From Left to Right: AC Pat McElligott, DC Tory Green, Chief Jim Duggan, DC Faith Mueller, AC Michael 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. 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	372	279	285	289	372	357	547	452	428	335	299	349	4,364
EMS	3,472	2,788	3,139	2,976	3,389	3,150	3,185	3,291	3,095	3,282	3,023	3,208	37,998
Other*	442	409	409	408	416	459	416	440	350	441	485	473	5,148
Grand Total	4,286	3,476	3,833	3,673	4,177	3,966	4,148	4,183	3,873	4,058	3,807	4,030	47,510

Dispatched Incidents by Final Situation Found

Final Situation	Month												Grand Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire	84	46	56	65	87	121	258	207	164	87	51	72	1,298
EMS	2,916	2,296	2,575	2,513	2,873	2,608	2,605	2,614	2,512	2,745	2,548	2,711	31,516
Other*	1,286	1,134	1,202	1,095	1,217	1,237	1,285	1,362	1,197	1,226	1,208	1,247	14,696
Grand Total	4,286	3,476	3,833	3,673	4,177	3,966	4,148	4,183	3,873	4,058	3,807	4,030	47,510

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

EMS

In 2017, our citizens called 9-1-1 over 65,000 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, 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 =
7,414



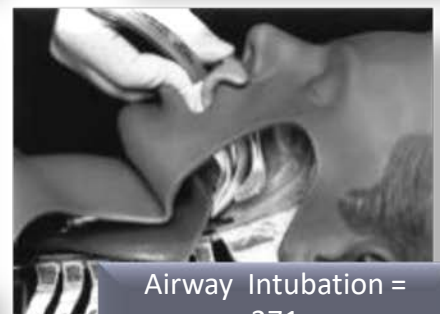
IVs =
5,554



EKGs =
5,069



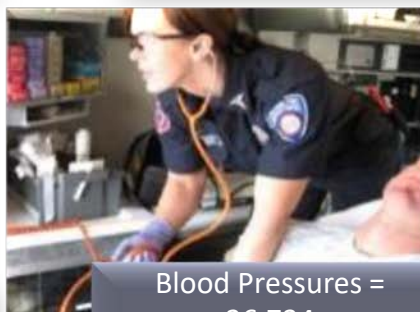
Oxygen Therapy =
1,837



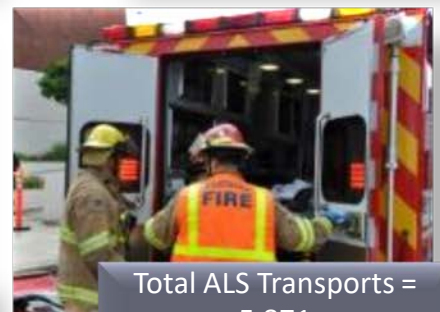
Airway Intubation =
371



Spinal Immobilization =
378



Blood Pressures =
26,734

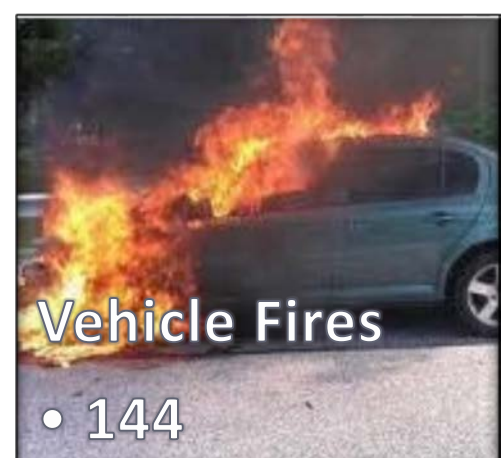


Total ALS Transports =
5,871

**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 1,311* fires last year—an average of 3.5 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 211,000 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 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 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.

2017 BUDGETED RESOURCES

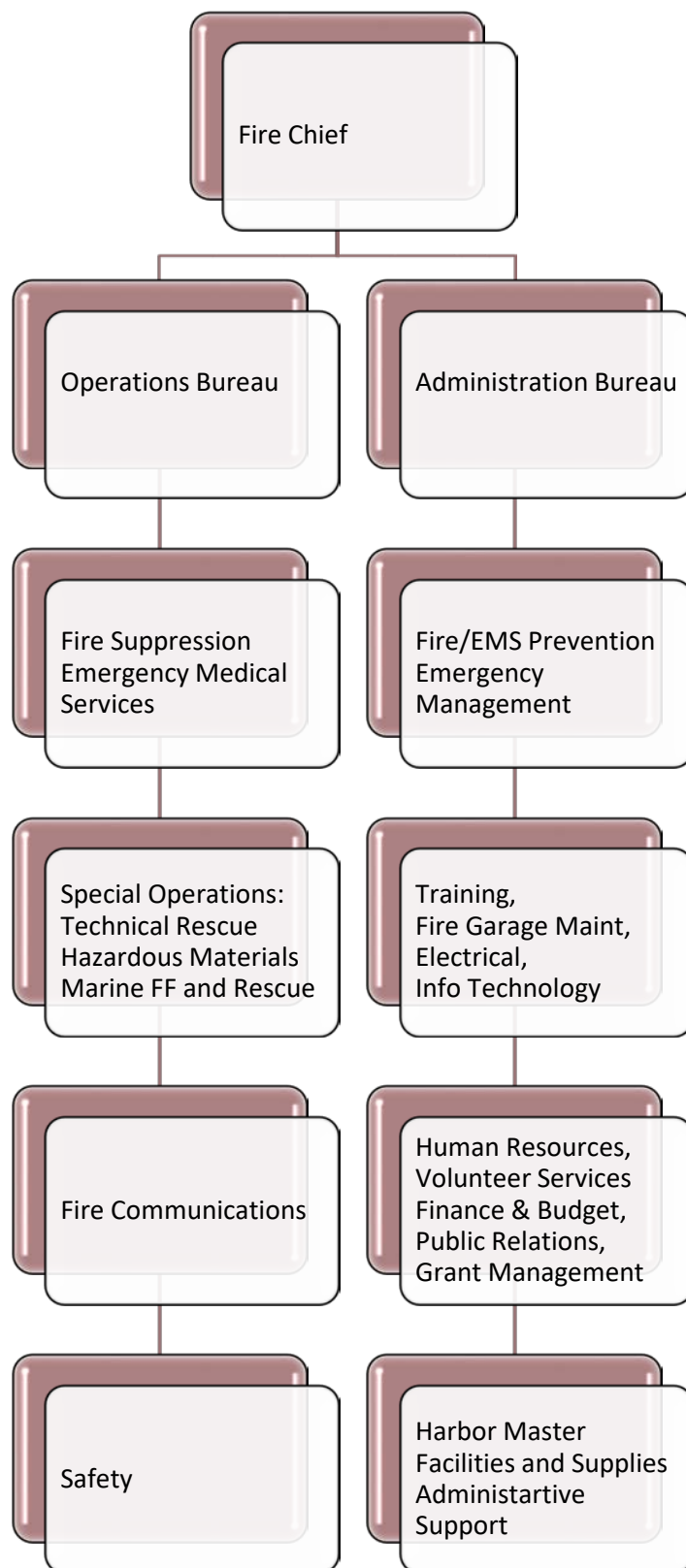
Budgeted Personnel

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

2017 ORGANIZATIONAL CHART



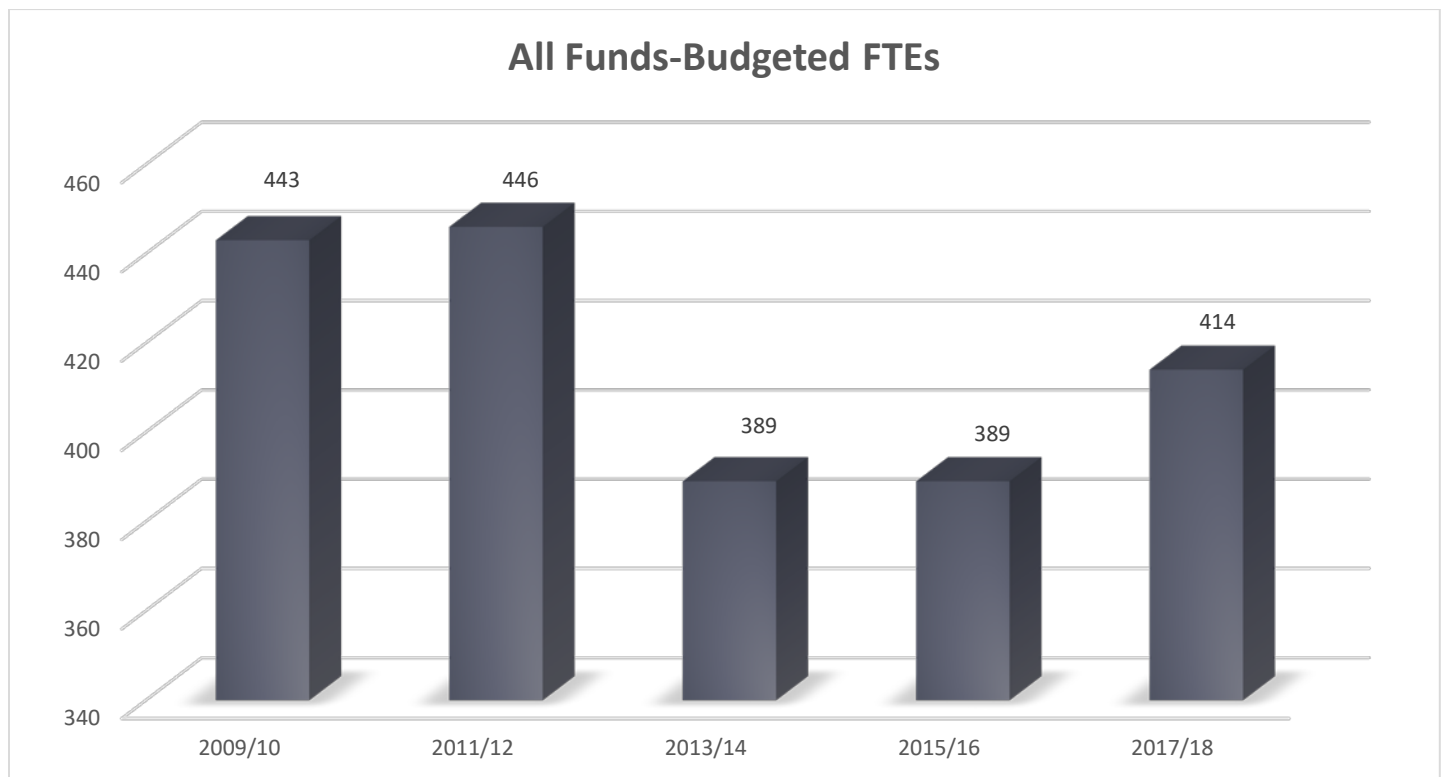
OFFICE OF THE FIRE CHIEF

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

Final 2017 expenses of the Fire Department totaled \$74,358,306. This was a \$7.7M increase from the previous year. Drivers for the increase were changes in accounting for assessments to the City of Tacoma and additional staffing. Due to General Fund personnel increases included in the initial adopted 2017-18 budget and additional increases added during the 2017 budget modification, TFD budgeted Full Time Employees (FTE) increased to 414 FTE for 2017-18. However, staffing remains about 7 percent below the 2007-2012 budgeted totals because of the reductions that were made because of the Great Recession.



General Fund, Actual and Final

	Actual	Actual	Actual	Actual	Final
<u>Expenditure Type</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Subtotal, Personnel	36,612,060	39,440,014	42,657,199	44,360,804	47,290,073
Subtotal, Maint & Operating	4,142,028	5,357,707	4,835,100	4,308,917	5,287,560
Subtotal, Assessments	1,013,437	1,164,322	927,003	1,315,359	4,143,414
Other Expenses	210,120	-	216,000	4,891	1,190,200
Capital Outlay	-	-	99,492	86,074	-
TOTAL	41,977,645	45,962,926	48,734,794	50,076,045	57,911,246

All Funds, Actual and Final

	Actual	Actual	Actual	Actual	Final
<u>Expenditure Type</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Subtotal, Personnel	50,685,704	53,687,448	56,200,031	56,482,375	59,600,399
Subtotal, Maint & Operating	6,289,090	7,188,113	6,907,566	6,506,078	7,410,649
Subtotal, Assessments	1,465,075	1,663,142	1,479,081	1,963,224	5,220,617
Other Expenses	408,478	345,393	559,660	435,023	2,053,934
Capital Outlay	4,019,921	2,706,458	1,501,776	1,202,088	72,707
TOTAL	62,868,268	65,590,554	66,648,114	66,588,787	74,358,306

STRATEGIC PLANNING

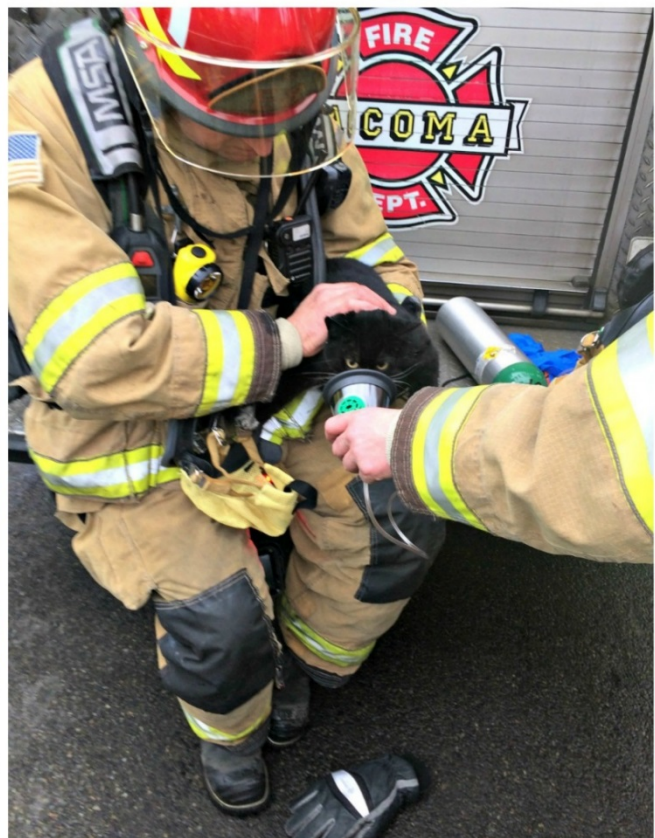
TFD's 2014–2018 Strategic Plan rests on four foundational components. The department has developed goals, strategies, objectives, and outcomes to accomplish our desired results during the reporting period. Top priorities include:

*The 2017 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 2017 Work Plan identified 64 key objectives and the goals they supported. Highlights completed during the year include:

- Completed a public safety youth academy with the Boys and Girls Club of South Puget Sound.
- Transitioned to a new computer aided dispatch (CAD) platform with South Sound 911 for dispatching TFD resources to emergency incidents.
- Implemented a new electronic patient care reporting system for all emergency incidents.
- Completed grant-funded medical physicals and fitness assessments for all uniformed personnel.

- Hired and trained a recruit Firefighter Paramedic class comprised of 14 lateral transfers from other fire departments.
- Trained 956 participants at our free annual community CPR training event.
- Placed into service, a three-person 24-hour Engine 5 to serve the Tideflats area, converted a two-person 24-hour Squad to a three-person, 24-hour Engine 15 to serve the South End, and converted a two-person, peak-time (7 am to 7 pm) Squad to a three-person, peak-time Engine 13 to serve the North End.



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, 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 2017, the minimum staffing was 74 fire station personnel during the day and 71 fire station personnel at night. This bureau also includes EMS, Special Operations Division, Safety Division, and the 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.



Brush Fire – 4000 S. Adams St. – September 6, 2017

FIRE SUPPRESSION

Citizens called upon us to extinguish 1,311 fires last year—an average of 3.5 times per day.

Property loss due to all structure fire incidents (n=302) was an estimated \$6,958,045. The estimated value of those structures was \$685,659,375. The value of the property saved through TFD suppression efforts was \$680,879,727 or 91 percent of the value of the structures.

Fire Loss Data (all fires)

	2013	2014	2015	2016	2017
Total Fire Loss	\$7,108,072	\$6,926,105	\$12,749,207	\$12,491,406	\$11,221,413
Property Loss Only	\$5,533,610	\$5,748,545	\$7,755,853	\$9,066,526	\$7,921,323
Fire Injury Civilian	2	12	4	5	18
Fire Fatality Civilian	2	3	0	5	3

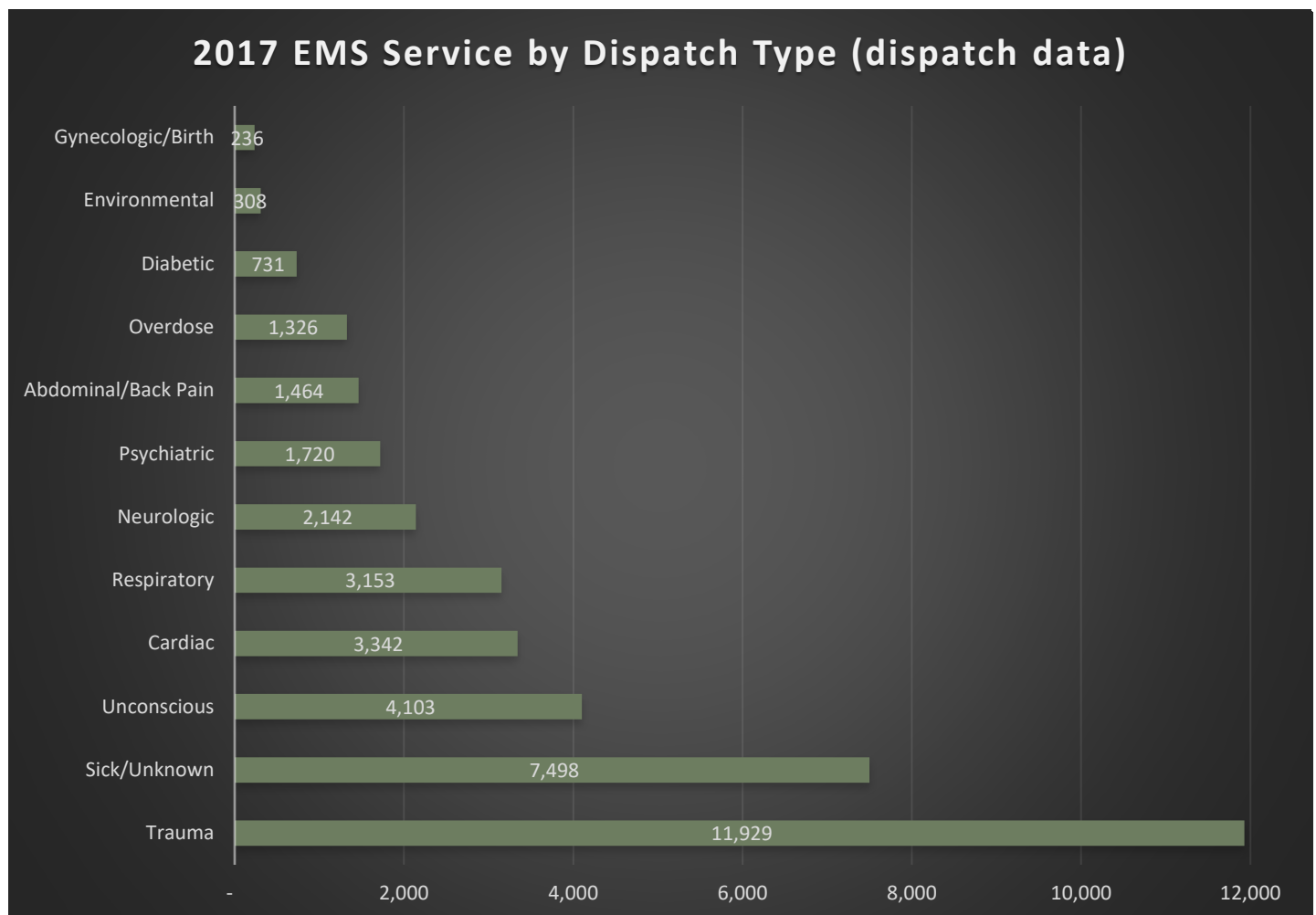


EMERGENCY MEDICAL SERVICES

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 2017 firefighter/paramedics staffed five medic companies and three ALS engines. There were 5,871 ALS transports.

Highlights for the year include receiving the Gold Award for the American Heart Association Mission Lifeline EMS Award, continuing participation in the WA CARES Out of Hospital Cardiac Arrest Registry and hiring 14 lateral paramedic firefighters that graduated from recruit class in March 2017.



CPR Program



CPR Sunday October 8, 2017

TFD is strongly committed to improving the safety of our community. In 2017, 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. Over 900 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 2017.

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

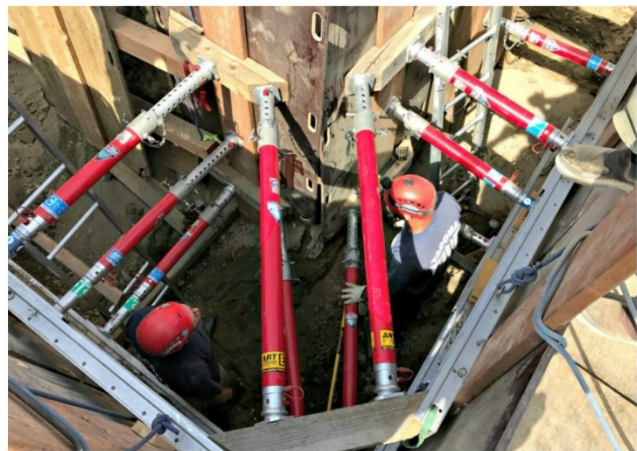


Tech Rescue Training – September 14, 2017

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 2017, the full technical rescue team responded to 28 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 2017, the Marine Division responded to 163 incidents, including 6 for the *Commencement*, 109 for the *Destiny*, and 22 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 65,496 emergency calls and 38,691 non-emergency (school alarm tests, alarm system on hold, unit status, medical alarm alerts, etc.) calls in 2017. TFC dispatched a total of 102,125 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 2017 include:

- Successfully consolidated accountability and control of all Personal Protective Equipment Inventories.
- Introduced the “Bunker Blitz” as the semi-annual inspection standard.
- Introduced “Novacool Foam” to be phased into our primary firefighting foam capability replacing our use of “AFFF”.
- Updated our management of the department’s air and oxygen generating system and placed a third laundry extractor at station 2.
- Provided for the safety and accountability of emergency responders for various high-risk incidents through its four safety Lieutenants.

- 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

	2013	2014	2015	2016	2017
Injury Loss Firefighter*	32	65	50	47	21
Life Loss Firefighter	-	1	-	-	-

*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 2017. The department received \$1.26M in state and local grant funding. These awards funded firefighter staffing 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 2017, our plan reviewers processed 1,206 permits. Of those permits, 319 were fire protection permits, 499 were building permits, and 111 were land use permits.

Fire Investigations

Fire investigators are responsible for determining the origin and cause of all significant fires. TFD responded to 1,311 confirmed fires in 2017. Of those fires, 149 were investigated and negligence, incendiary/arson and mechanical failure or malfunction were the most common causes.

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 7,102 fire safety inspections in 2017. In addition, FPD fire inspectors conducted 1,293 code enforcement inspections.

	2013	2014	2015	2016	2017
Annual Company Inspections	5,601	5,381	6,122	6,213	7,102
Special FPD Inspections	829	787	901	827	1,293
Grand Total	6,430	6,188	7,023	7,040	8,395

In 2017, 45 percent of code violations identified during inspection and re-inspection were related to fire extinguishers (28 percent) and issues with exits/exiting (17 percent). Additionally, the improper use of extension cords, and electrical outlets without cover plates were also typical violations found.



Public Education

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 28,000 citizens with important life safety messages.



Firefighter, Pat Rapozo teaching a Fire Safety Class

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 2017 included conducting a recruit firefighter class and providing Active Shooter Awareness training for all Operations personnel. Several skills classes such as EMS, Wildland Urban Interface, Marine Oil Spill, and Rail incidents were completed. Finally, the training division also hosted a National Fire Academy class – Incident Safety Officer.



Live-Fire Training Prop – Training Center

Training	Operations Division	Staff
Individual Firefighter Standards	20,408	1,626
Reading Assignments	2,168	72
Engine Company Standards	4,926	7
Ladder Company Standards	1,617	-
BC, CTT & Multi-company Training	3,024	2,241
Hazmat Drills	506	2
Marine Services Drills	254	-
Technical Rescue	915	-
Live-fire Training	118	12
Wildland Operations	29	3
Fire Communications	200	-
Prevention and Preparedness Division	1,270	16
Formal Training	19,134	587
Firefighter I	4,833	44
Firefighter II	119	-
Total for 2017	59,521	4,610

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 2017 include the ongoing development of Continuity of Operations Plans with City Departments to ensure local government functions in the aftermath of a major disaster. Staff also coordinated and facilitated two Active Shooter Drills with the City of Tacoma and Tacoma Public Utilities employees, and provided infrastructure support for the installation of the homeless stability site in response to the Safety and Health Homeless Declaration.

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 2017, two vessels were tagged for their violations and removed.

PUBLIC INFORMATION/RELATIONS

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

806,000 impressions (impressions are the number of times users saw the tweets on twitter)

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 the installation of new fire pumps in the Fireboat Commencement, fitting up and placing in-service a new Battalion Chief apparatus as well as completing all required emissions and pump testing to keep the ongoing vehicle service list below 20 percent.



Mass Casualty Incident Apparatus

INFORMATION TECHNOLOGY

TFD Information Technology (IT) group consists of five Information Technology Analysts, Senior Technicians. 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 2017, the IT Division completed the Computer Aided Dispatch (CAD) system migration to South Sound 911. A multi-year project to implement, the new CAD system required IT staff to develop all new systems to

support the migration of all TFD incident information to the new platform. Additionally, the Siren Electronic Patient Care Reporting system was implemented for all basic life support incidents.

FIRE ELECTRICIANS

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

The 2017 highlights include:

- Remodeled Fire Station 14 kitchen, including both the electrical and communication systems.
- Upgraded the capacity of a three-phase, 208-volt electrical panel at Fire Training, which made room for much-needed power in that area. Additionally, added a 50-amp, three-phase power outside at Training so TFD's air unit can now run without using the onboard generator.
- Worked with Tacoma Power and a local vendor to submit all paperwork needed to receive extensive rebates on a complete LED lighting upgrade for all TFD facilities. The retrofit will happen in 2018 and is a part of our ongoing efforts towards sustainability.
- Returned Fire Station 6 to a fully functioning station. After being inactive for a number of years, the lighting inside and out, the Zetron, backup dispatch, phones, red phones, data, and CATV needed attention.
- Relocated a section of overhead to underground fiber ring due to construction in the North End.

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. Highlights for the year include 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 and incidents and volunteered 257 staff hours in 2017.

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, and Kathy Bill. 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 190 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 Miguel Vichot received the 2017 Firefighter Albert Nejme Memorial Award. Exemplary characteristics and abilities demonstrated by Firefighter Vichot included:

Role Model

Self-Starter

Service to Others

Mentor

Team Builder

Promotes
Wellness/Fitness

Congratulations Miguel!



From left to right: Firefighter Miguel Vichot and Chief Jim Duggan

PROMOTIONS

Employee	Classification
Brett Collett	Captain
Lee Reid	Captain
Jeff Bambrick	Lieutenant
Daniel Barron	Lieutenant
Mathew Frank	Lieutenant
Craig Maki	Lieutenant
Larry Ritch	Lieutenant
Jeffery Roberts	Lieutenant
Kurt Schieferdecker	Lieutenant
Clifford Ship	Lieutenant
Sionna Stallings-Alailima	Lieutenant
Mathew Weinman	Lieutenant
George Woinowsky	Lieutenant
Daniel Berg	Firefighter/Paramedic
Amir Law	Firefighter/Paramedic
Peter Lyle	Firefighter/Paramedic
Michael Steinhoff	Firefighter/Paramedic
Andrew Yu	Firefighter/Paramedic
Michael Langendorf	Firefighter Boat Pilot

NEW EMPLOYEES

Name	Rank
Alfred Belin	Firefighter
Jasmine Bradford	Firefighter
Raquel Brunson	Firefighter
Chase Correa	Firefighter
Daniel Crowley	Firefighter
Maurice Davis	Firefighter
John Jones	Firefighter
Sage Majors	Firefighter
Bradley Shumate	Firefighter

Joshua Strong	Firefighter
Matthew Turnbull	Firefighter
Dillon Voight	Firefighter
Scott Warner	Firefighter
Lawrence Woods	Firefighter
Hannah Cassidy	Fire Management Analyst I
Nicolas Corey	Fire/Marine Diesel Mechanic
Greg Yotter	Fire/Marine Diesel Mechanic
Stephen DeLeon	Fire Maintenance Electrician
Teresa Green	Fire Management Analyst III
Laura Morris	Fire Management Analyst II
Joshua Shelton	Program Technician
Dr. Ryan Gerecht	Medical Director

RETIREMENTS

RETIREMENTS	
<i>William Acton</i> Firefighter Hire Date 1993	<i>Bruce Baurichter</i> Firefighter Class of 1986
<i>Jonathan Bly</i> Lieutenant Class of 1987	<i>Deborah Garrison</i> Lieutenant Class of 1989
<i>Richard Clausen</i> Lieutenant Class of 1995	<i>John Diedrich</i> Firefighter-Paramedic Class of 1992
<i>Brian Knecht</i> Firefighter-Paramedic Class of 1983	<i>William Miller</i> Firefighter Class of 1991

<i>Robert Powers</i> Lieutenant Class of 1991	<i>Dave Snode</i> Fireboat Pilot Class of 1989
<i>Mark Snyder</i> Firefighter Class of 1995	<i>Paul Sowers</i> Lieutenant Class of 1988
<i>Theodore Wold</i> Firefighter Class of 1993	<i>Theodore Huppert</i> Fire & Marine Diesel Mechanic Hire Date 1989
<i>Melinda Walter</i> Officer Manager Hire Date 1991	

PERSONNEL ASSIGNMENTS (AS OF DECEMBER 1, 2017 – STATION CAPTAIN UNDERLINED)

Battalion 1	Position	A - Shift	B- Shift	C-Shift	D-Shift
BC01	BC		Kimball, Douglas W.	Collins, Stephen S.	Correa, Lincoln J.
BC01	ROVLT	Roberts, Jeffery S.			
BC01	ROV01		Warner, Scott D.	Correa, Chase K.	
BC01	ROV02	Goodsell, Zachary K.	Ugaitafa, Lenny J.	Tuttle, Greger	Brunson, Raquel J.
BC01	ROV03	Davis, Maurice A.		Richardson, Erin R.	
BC01	ROV09				Kosloski, Nicholas G.
CSR1	BC	England, David L.			
CSR1	PILOT		Langendorf, Michael L.		
CSR1	PMFF1		Brakebush, John E.		Law, Amir D.
E04	OFF	Whitney, Troy A.	Carpenter, Shon V.	Miller, Dean S.	<u>Bouyer, Bruce G.</u>
E04	DR	Keyes, Erik V.		McCarty, Klint J.	Cunningham, Brian G.
E04	3RD	Arnette IV, James M.	Bunker, Christopher B.	Chandler, Zach S.	Eubanks, Shane M.
E09	OFF	Setunsky, Aaron L.	Woinowsky, George C.	Wake, Justin R.	<u>Barthe, Gilbert M.</u>
E09	DR	Christensen, Walter M.	Ruijters, Scott R.	Horsman, Kenneth L.	Lowrie, Adam M.
E09	3RD	Stayk-Ahrens, Dinean E.	Tucker, Baigeh J.		Entenman, Patrice N.

E13/SQ13	OFF	Carney, Jeffrey J.	<u>Curley, Michael N.</u>		
E13/SQ13	DR	Pounds, Marquis G.	Richter, Daniel A.		
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.	Heseltine, Richard L.
E16	OFF	<u>Lee, James R.</u>	Frank, Albert G.	Elmer, Kristin M.	Simpson, Christian J.
E16	DR	McElligott, Patrick R.	Anderson, Bryan G.	Rogan, David A.	Jensen, Timothy L.
E16	3RD	Little, Samuel A.	Murry, Janell D.	Brown, Kevin J.	Chapman, Alexandra E.
E17	OFF	Farstad, Ryan M.	<u>Heisler, Edward B.</u>	Elgin, Daniel K.	Austel, William J.
E17	DR	Brown, Kenneth C.	O'Leary, Daniel S.	Hawks, Steven J.	Ivy, Russell L.
E17	3RD	Ferguson, Michael R.	Trunk, Nicholas J.	Wells, Robert J.	Robak, Christopher A.
E17	4TH	Tanner, Mindy J.	Vietzke, Cory M.	Page, Amanda S.	Stowell, Marja L.
L03	OFF	Carlisle, Matthew D.	Juntini, Scott A.	<u>Gunnell, Jennifer K.</u>	Wilson, Ronald D.
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.	
M01	INCHG	Poplin, William T.	Bush, Jeffrey D.	Rady, Christopher W.	<u>Lynch, James D.</u>
M01	DR	Nelsen, William W.	Brakebush, Anthony P.	Eichholtz, Randy J.	Diedrich, Christine M.
M04	INCHG	Turley, Richard H.	<u>Kaperick, Barry A.</u>	Hall, Randy M.	O'Brien, Sean P.
M04	DR	Purdy, Paul L.	Chamberlin, Adam D.	Jangard, Brooke M.	Spencer, Jason M.
TA1	T2	Shipp Jr, Clifford J.	Roland, Greg E.		
TA1	T3	Brink, Christopher R.			

Battalion 2	Position	A - Shift	B- Shift	C-Shift	D-Shift
BC02	BC	Magliocca, Todd A.	Tackett, Brian T.	Hardy, Brian M.	Scott, James R.
BC02	ROVLT		Murrell, Derrick A.		Rohde, Daren R.
BC02	ROVLT2			Proper, Steven M.	
BC02	ROV11	Gaska, Matthew C.		Abbott, Mikhail D.	
BC02	ROV12				Hardy, Tyler J.
BC02	ROV13	Shumate, Bradley J.		Crowley, Daniel J.	Majors, Sage M.
BC02	ROV14	Turnbull, Matthew S.	Emerson, Jason M.		Strong, Joshua H.
BC02	ROV15				Vadney, Spencer L.
CSR2	HAZFF		Cutright, Ervin J.		Olesen, Ole C.
CSR2	PMFF1	Jacques, Mandy L.			Baurichter, Kattie D.

E01	OFF	Frank, Matthew A.	<u>Novak, Casey J.</u>	Fossand, Eric W.	Chandler, Nels B.
E01	DR	Walling, Ryan M.	Muenz, Alex J.	Kagelmacher, Philipp A.	
E01	3RD	Colbo, Ryan B.	Mironchuk, Slavik L.	Fox, Dillon P.	Rasmussen, Jordan R.
E02	OFF	<u>Reid, Lee J.</u>	Little, Steve R.	Gregory, Edward T.	Klobutcher, Peter T.
E02	DR	Monroe, Jacob E.	Cassman, John W.	Chlipala, Brian A.	Kammerzell, Jonathan C.
E02	3RD	Smith, Terrell W.		Colwell Jr, William	
E03	OFF	McAuliffe, John P.	Maderos, Mark J.	Blanchard, Laura S.	<u>Waterworth, Stacy A.</u>
E03	DR	Tackett, Joshua M.	Wienholz II, Wayne A.	Malsch, Rachel M.	Wurts, Jennifer SH.
E03	3RD	Wood, Christopher N.		Robles, Vicente	Lyle, Peter S.
E03	4TH		Olesen, Stephanie N.		
E05	OFF	Weinman, Matthew W.	Maki, Craig D.		<u>Hardy, Tom L.</u>
E12	OFF	Stevens, Daniel W.	Sollars, Christopher L.	<u>Boulware, Michael F.</u>	Jasper, Peter J.
E12	DR	Williamson, Wayne A.	Brown, Nathan P.	Ubben, Nanci A.	LoCicero, James A.
E12	3RD	Noland, Patrick L.	Baete, Bryan W.	Hampton, Kristopher J.	Ellis, Cody J.
L01	OFF	<u>Brassard, Darren J.</u>	Larsen, Grant R.	Erikson, Philip J.	Dubree, James E.
L01	DR	Vichot, Miguel A.	Montgomery, Jared L.	Roberts, Jamie M.	Copsey Jr., Paul D.
L01	3RD	Graham, Matt J.	Schiemer, Robert L.	Quon, Jonathan H.	Correa, Bryson J.
L01	4TH	Tran, Mikhael AG.		Fonoimoana, Brad H.	Leigh, Bryan J.
L04	OFF	Wilsie, D. Alex	<u>Smith, Warren D.</u>	Saxon, Steven A.	Stoddard, Paul R.
L04	DR	Craig, Ann M.	Teitenberg, Terry A.	Dideon, Christopher D.	Oakes, Danial T.
L04	3RD	McCallum, Kelly R.	Harrington, Vinis C.	Limbrick, Dennis W.	Timothy, Justin J.
L04	4TH	Fort-Johnson, James B.	Baker, Benjamin W.	Baker, Jonathan M.	Palmer, Skyler D.
M03	INCHG	Goddu, John F.	Schroeder, Andrea M.	<u>Hupp, Lowell J.</u>	Wurts, Jeffrey R.
M03	DR		Combs, Aaron C.	Hartman, Randal C.	Spoonemore, Thomas B.
TA2	T1	Gordon, Kurt B.			Gleason, Jill A.
Battalion 3	Position	A - Shift	B- Shift	C-Shift	D-Shift
BC03	BC	McRoberts, David	Chandler, Jeffery A.	Vaughn, Dale L.	Manglona, Ray A.
BC03	ROVPM		Berg, Daniel J.		Yu, Andrew K.
BC03	ROVPM2		Steinhoff, Michael L.		
BC03	ROV04	McHargue, Peter W.	Bradford, Jasmine C.		Woods III, Lawrence
BC03	ROV06	Belin Jr, Alfred J.	Carlson, John J.	Voigt, Dillon W.	Pawley, Ryan
BC03	ROV08		McNealley, Alexander R.		

BC03	ROV10	Jones, John T.			
CSR3	PMFF1			Mudie, Ryan J.	Streeper, Scott A.
E07	OFF	<u>Collett, Brett J.</u>	Jones, William H.		Marroquin, Jeremy J.
E07	DR	Binkiewicz, Jordan M.	Stohr, Bret D.	Hanna, Craig A.	
E07	3RD	Ellis, Zachary B.	Hesse, Scott S.	Polo, Jeffrey N.	Herrera, Ronald
E08	OFF	Edwards, Dean F.	Wilds, Anthony J.	<u>Johnson, Michael S.</u>	Corn, Carl N.
E08	DR	Woyak, Terry P.	Snodgrass, Dwight C.	Gormanous, Phillip S.	Swenson, Eric A.
E08	3RD		Gibson, Shannon L.	Murphy, Marya A.	Connelly, Kristin M.
E10	OFF	Ritch Jr, Larry A.	Kaiser, David A.	Wesenberg, Brad G.	Barron, Daniel D.
E10	OFF	Ritch Jr, Larry A.	Kaiser, David A.	Wesenberg, Brad G.	Yuste, Wilfredo T.
E10	DR	Holden, Neil A.	Gutjahr, Joey E.	Kaibel, Nate A.	Galbraith, Christopher
E10	3RD	Pollock, Craig H.		Wilson, Nicholas P.	
E10	4TH		Saul, Kathryn M.	Kim, Christine A.	
E11	OFF	Semingson, Damon J.	Carter, Morris P.	Schieferdecker, Kurt D.	<u>Dougherty, Brian S.</u>
E11	DR	Martinez, Jose	Campbell, Douglas W.	Malit, Peter-Glenn A.	Becker, James E.
E11	3RD	Stepien, Kenneth G.	Anderson, James R.	Tolfree, Tory J.	Haia, Joshua D.
E15/SQ15	OFF	<u>Perry, Christopher E.</u>	Nygaard, Mark F.	Cabrera, Derek G.	Bleasdale, John R.
E15/SQ15	DR	Dougherty, Sean P.	Howerton III, Melborn G.	Ridgeway, Marlon L.	
E15	3RD	Pappuleas, Jacob G.	Law, Eriq E.	Crane, Don T.	Gauthier, Robert L.
L02	OFF	Mathews, Michael S.	Lawson, Fred H.	Jackson, Tad E.	<u>Nicholson, Scott G.</u>
L02	DR	Beard, Jacob A.	Franklin, Brian D.	Sumner, Kelly E.	Mottl, Frank T.
L02	3RD	Hawkins, Rory D.	Prida, Zachary L.	Nighswonger, Jeffrey W.	Van Meter, Joseph M.
M02	INCHG	<u>Barr, Michael R.</u>	Scratch, Frank P.	Johnson, Kristopher N.	Stallings-Alailima, Sionna
M02	DR	Hucke, Judy M.	Chaffey, Peter A.	Bieker, Ronald F.	Greatwood, Wade T.
M05	INCHG		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.
TA3	T1		Gutjahr, Joey E.		Villa, Timothy M.

Safety Lieutenant

SAF03	SAFLT	Shelley, Richard M.	Piper, Christopher J.	Lipke, James R.	Jasmer, Patrick C.
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Fire Communications

FCCCP	<u>Mueller, Kurt A.</u>				
FCCOFF	Tucci, Patrick C.	Johnston, Stephen M.	Elmer, David R.	<u>Caillier, Kevin E.</u>	

FFDISP1	Ehnert, Craig A.	Tuttle, David R.	Emond, Patrick S.	Schumaker, Renate C.
FFDISP2	Woodall, Andrew D.	Stephenson, Gerald C.	Fleming, Matthew J.	Heilesen, Edward O.
FFDISP5	Harkins, Steven C.			
ROVDISP	Riley, Sean P.			
ROVDISP2			Inderbitzin, Brian P.	

Fire Prevention

DFM	Spencer, William E.	Fire Garage		
INSP	Tresness, Jeffrey T.		MECH	Bayeur, Brian T.
INSP	Crider, Michael E.		MECH	Corey, Nicolas W.
INSP	Giuntoli, Dean T.		MECH	Haeger, Carol A.
INSP	Hansen, Kenneth M.		MECH	Howard, Paul C.
INSP	Porter, Vernon R.		MECH	Huppert, Theodore K.
INSP	Wagner, Mark H.		MECH	Riley, Liam S.
ADM ASST	Davies, Tira		MECH	Sheard, Steven L.
EOCOR	Weber, Ute		MECH	Strong, Joshua H.
EOCOR	Davenport, Michael T.		SMECH	Voigt, Donald R.
EOCOR	Shelton, Joshua M.		MECH	Yotter, Greg A.

Fire Training**Fire Electricians**

EMSED	Rock, John C.		SPELC	Easton, Chris L.
CPTRN	Law, Lee A.		ELECT	Atkinson, Christopher J.
PMTRN	Bambrick, Jeff R.		ELECT	Clark, Taylor W.
			ELECT	DeLeon, Stephen G.
			ELECT	Lawrence, John D.
			ELECT	Zehnder, Martin W.

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.

HQ Staff

ADMGR	Fitzgerald, Michael P.
CRO	Meinecke, Joseph E.
ENGN	Erickson, Ryan F.
ENGN	Seaman, Christopher E.
FDCARES	Morris, Laura M.
FDCARES	Cassidy, Hannah L.
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.



Paramedic Recruit Class (Lateral), December 2017

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 2017 actual performance at the 90 percentile.

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

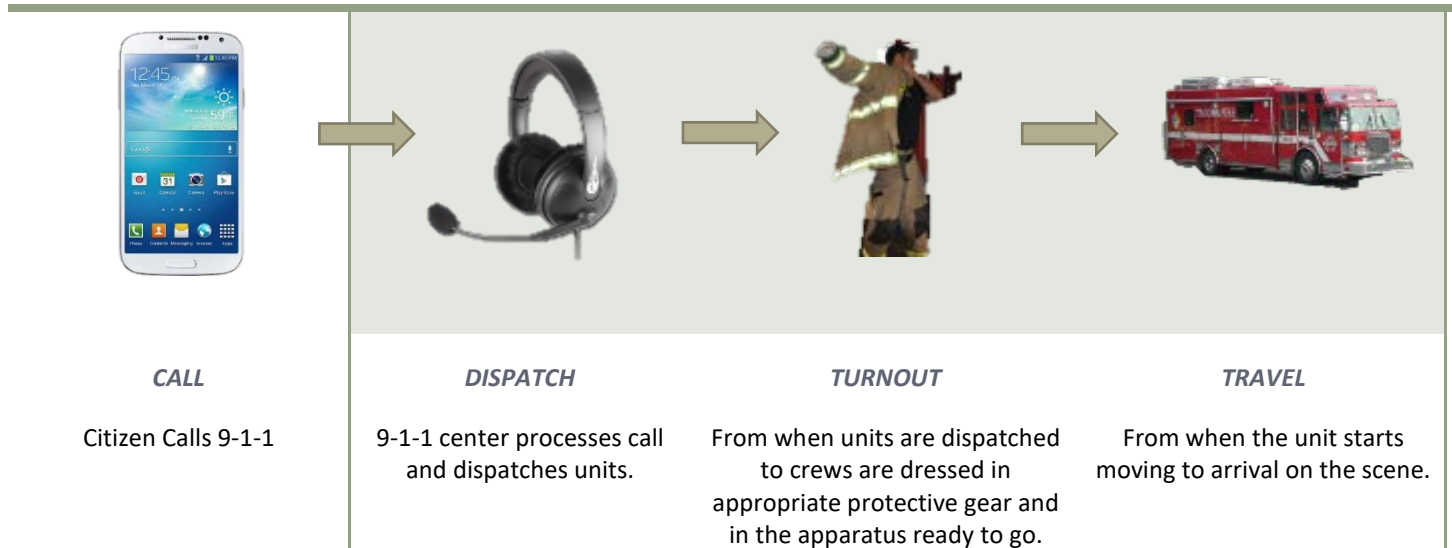
	2013	2014	2015	2016	2017
Structure Fire	288	268	305	277	306
% increase/decrease	2.5%	-6.9%	13.8%	-9.1%	19.5%
EMS	23,782	25,690	27,223	28,389	28,226
% increase/decrease	0.6%	7.6%	6.0%	4.3%	-0.6%
All other	6,069	6,125	6,043	6,080	6,103
%increase/decrease	10.8	.9%	-1.3%	0.6%	0.4%
Total	30,229	32,083	33,571	34,725	34,635
%increase/decrease	2.5%	6.1%	4.6%	3.4%	0.3%

*(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) 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 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 based on TFD receipt of a call from pick-up to dispatch.

2017

<i>Dispatched As</i>	Incidents	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	346	1:04	1:54	60%	1:03
<i>EMS</i>	31,871	1:30	1:30	89%	0:56
<i>Specialty</i>	1,436	1:30	1:05	95%	0:32
<i>Total</i>	33,653	-	1:29	89%	0:55

Turnout Times



incidents as multiple

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 units can be dispatched to one incident.

2017

<i>Dispatched As</i>	Turnouts	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	2,728	1:20	2:38	30%	1:42
<i>EMS</i>	43,036	1:00	2:12	35%	1:19
<i>Specialty</i>	3,382	1:20	2:35	30%	1:43
<i>Total</i>	49,146	-	2:34	29%	1:41

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.

2017

<i>Dispatched As</i>	Incidents	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	344	4:00	7:36	53%	4:43
<i>EMS</i>	31,289	4:00	7:28	47%	4:37
<i>Specialty</i>	1,390	4:00	7:19	49%	4:28
<i>Total</i>	33,023	-	7:27	47%	4:27

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.

2017

<i>Dispatched As</i>	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	6:30	9:55	63%	6:29
<i>EMS</i>	6:50	9:46	59%	6:39
<i>Specialty</i>	6:50	9:04	72%	5:48
<i>Total</i>	-	9:44	59%	6:36

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.

2017

<i>Dispatched As</i>	Goal	Actual at 90%	% Meeting Goal	Average
<i>EMS</i>	10:30	14:07	77%	8:50

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.

2017

<i>Dispatched As</i>	Goal	Actual at 90%	% Meeting Goal	Average
<i>Structure Fire</i>	10:30	14:04	79%	9:56

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 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 97 percent in 2017.



Residential House Fire – 3623 N. Waterview- 03/08/2017

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

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

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

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