



CITY OF TACOMA
FIRE DEPARTMENT

2012 Annual Report



2013 City of Tacoma Officials

Marilyn Strickland
Mayor

Anders Ibsen
Council Member, Position 1

Robert Thoms
Council Member, Position 2

Lauren Walker
Council Member, Position 3

Deputy Mayor, Marty Campbell
Council Member, Position 4

Joe Lonergan
Council Member, Position 5

Victoria Woodards
Council Member, At-Large Position 6

David Boe
Council Member, At-Large Position 7

Ryan Mello
Council Member, At-Large Position 8

T.C. Broadnax
City Manager

Table of Contents

CITY OF TACOMA 2

TABLE OF CONTENTS..... 3

A MESSAGE FROM THE CHIEF..... 4

EXECUTIVE SUMMARY..... 5

FACTS AND FIGURES 6

DEPARTMENT AND COMMUNITY OVERVIEW..... 9

STATION LOCATIONS 10

2012 ORGANIZATIONAL CHART 12

OFFICE OF THE FIRE CHIEF 13

BUDGET, FINANCE, AND STRATEGIC PLANNING 13

OPERATIONS BUREAU 15

WHO WE ARE AND WHAT WE DO 15

 EMERGENCY MEDICAL SERVICE (EMS) AND TRAINING DIVISION..... 16

 SAFETY AND SPECIAL OPERATIONS DIVISION 18

ADMINISTRATION BUREAU 20

WHO WE ARE AND WHAT WE DO 20

 INFORMATION TECHNOLOGY AND GRANT MANAGEMENT 20

 FIRE PREVENTION DIVISION 21

 TACOMA–PIERCE COUNTY CHAPLAINCY AND FIRE BUFFS..... 22

SUPPORT SERVICES BUREAU 23

WHO WE ARE AND WHAT WE DO 23

 FIRE COMMUNICATIONS CENTER 23

 FIRE GARAGE..... 23

 FIRE ELECTRICIANS 23

 EMERGENCY MANAGEMENT..... 24

PERSONNEL HIGHLIGHTS..... 25

 RETIREMENT OF FIRE CHIEF RON STEPHENS 25

 SPECIAL RECOGNITION OF TOM HANELINE 26

 MEDAL OF VALOR..... 27

 PROMOTIONS..... 28

 NEW EMPLOYEES..... 28

 SERVICE RETIREMENTS 29

PERFORMANCE MANAGEMENT 32

 TFD RESPONSE STANDARDS AND PERFORMANCE 32

 RESPONSE TOTALS BY COMPANY 35

 MAJOR LOSS FIRES..... 36

 BEST PRACTICES INITIATIVE..... 38

A Message from the Fire Chief

On behalf of the dedicated men and women of the Tacoma Fire Department (TFD), I would like to thank you for reviewing our 2012 Annual Report.

Although we had to come to terms with enormous financial challenges this year, the budget reductions we faced will not define TFD in this annual report. Instead, we will remember 2012 as the year we reawakened our tradition of innovation, refocused our attention to emergency response, and reengaged our personnel in open, collaborative problem solving.

Throughout TFD, there is strong leadership and immense talent. To become engaged, our personnel ask only to be informed. Through the Best Practices Initiative, the move to online training, and the launch of the TFD Cares program—to name but a few of the 2012 highlights—TFD personnel demonstrated they are fully and deeply committed to the continued success of this great organization.



James P. Duggan
Fire Chief

Executive Summary

The City of Tacoma Fire Department provides vital services to the community it serves. 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, continue to ensure that TFD will meet the inevitable challenges that are a part of sustaining a premier fire agency.

Grant Funding

The department was awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant in June 2012. The \$7.7 million dollar grant provides funding for 37 firefighter positions from 2012–2014. In partnership with the Port of Tacoma, a Port Security Grant provided funding to acquire a rapid response patrol/fireboat that was placed into service in May 2012. Finally, grant funding also supported key departmental training initiatives. Twenty-four firefighters from the technical rescue team were trained to the structural collapse technical level, and 16 completed a specialized marine firefighting course.

Requests for Service

Modern fire departments provide an “all-hazards” approach to service delivery. In 2012, approximately 9.3% of our total dispatched incidents involved fires and fire alarms. Eighty percent (80.7%) of all fire department dispatches were for emergency medical services (EMS). All other dispatched incidents, such as investigating hazardous materials/conditions, standing-by for law enforcement activities, and technical search and rescue accounted for 10% of dispatched responses.

FDCARES Program

The *Fire Department Community, Assessment, Referral and Education Services* program is designed to reduce the impact of non-emergent calls for assistance on emergency response resources. The program has three key initiatives:

1. *Referrals for High Utilizers*—redirects high utilizers to more fitting community/health care resources.
2. *Preventative Education*—targets common preventable health care conditions.
3. *Follow-up Care*—post incident follow-up for patients with chronic medical conditions as well as post-discharge hospital patients to prevent further need for service.

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. Why do we do that? To best understand department activities, it is important to evaluate both our workload demand (dispatched incidents) and what we assisted with (final situation found). Workload demand data is critical for establishing appropriate staffing levels and the necessary resources to meet requests for service. Final situation found data most accurately explains the frequency that various types of incidents occur in within our community. For the sake of consistency and except where clearly noted, the data in this annual report will be based on the final situation found type codes.

The following charts illustrate the difference in these data sets for 2012.

Dispatched Incidents by Initial Dispatch Type

Initial Situation	Month												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire/Auto Fire Alarm	265	245	233	232	282	317	377	436	366	329	247	274	3,603
Request for EMS	2,629	2,449	2,743	2,562	2,632	2,580	2,661	2,630	2,548	2,638	2,497	2,798	31,367
All Other	624	338	353	354	377	324	349	261	230	213	229	237	3,889
Monthly Total	3,518	3,032	3,329	3,148	3,291	3,221	3,387	3,327	3,144	3,180	2,973	3,309	38,859

Dispatched Incidents by Final Primary Situation Found

Final Situation	Month												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire	55	75	65	61	101	103	152	176	157	87	54	58	1,144
EMS	2,276	2,107	2,324	2,150	2,195	2,128	2,189	2,158	2,134	2,158	2,083	2,373	26,278
All Other	1,187	850	940	937	995	990	1,046	993	853	935	836	878	11,440
Monthly Total	3,518	3,032	3,329	3,148	3,291	3,221	3,387	3,327	3,144	3,180	2,973	3,309	38,859

In 2012, our citizens called 9-1-1 over 52,000 times to request help. We dispatched over 65,000 companies to provide assistance with those incidents. One company is a fire engine staffed with three firefighters, a ladder truck staffed with three firefighters, or a medic company staffed with two firefighter/paramedics, for example.

What types of problems did we help with? The majority were emergency medical situations. We assessed and treated over 27,000* people last year. The top five reasons for requesting help—getting hurt, feeling sick, breathing problems, heart issues, and losing consciousness.



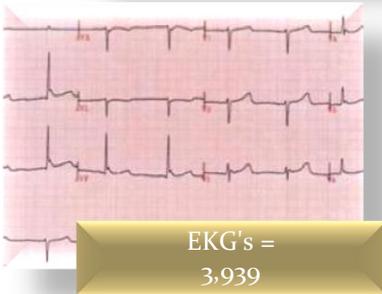
Patients =
27,043



Administered Medicine =
4,344



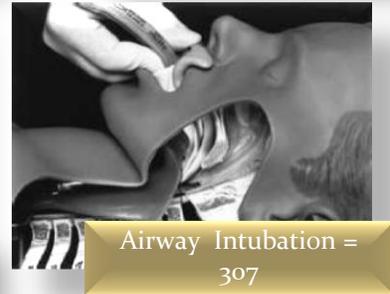
IV's =
3,391



EKG's =
3,939



Oxygen Therapy =
1,659



Airway Intubation =
307



Spinal Immobilization =
324



Blood Pressures =
20,117



Total Transports =
7,175

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

Citizens also called upon us to help extinguish 1,177* fires last year. That's an average of 3.2 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.



Structure Fires

• 363



Vehicle Fires

• 152

A photograph of an outdoor fire, possibly a brush fire or a fire in a field. The fire is burning in a grassy area, and there is a lot of smoke. The background shows trees and a utility pole.

Outdoor Fires and Prohibited Burns

• 662

Finally, we are strongly committed to improving the safety of our community. In 2012, our firefighters trained over 2,000 citizens how to perform CPR and use an automated external defibrillator. We also attended hundreds of community events, taught thousands of elementary age student's fire safety, and assisted over 1,000 citizens who stopped by our fire stations with non-emergency walk-in requests.

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

Department and 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 to a population of roughly 200,000 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 18,000.

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. A wide variety of commercial occupancies support the city's economic base—health care, retail, industrial, and the Port of Tacoma.

There are 72 square miles 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.

TFD Resources -2012

- 16 fire stations
- 446 commissioned and non-commissioned personnel (421 after a March 2012 reduction)
- 16 engine companies
- 4 ladder companies
- 5 medic companies
- 3 battalion chiefs
- 1 technical rescue unit
- 1 hazardous materials unit
- 2 fireboats



Station Locations



Station #1 901 Fawcett Ave, Tacoma



Station #2 2701 Tacoma Ave South, Tacoma



Station #3 206 Browns Pt. Blvd., Tacoma



Station #4 1453 Earnest S. Brazill St., Tacoma



Station #6 1015 East "F" Street, Tacoma



Station #7 5448 South Warner Street, Tacoma



Station #8 4911 South Alaska Street, Tacoma



Station #9 3502 6th Avenue, Tacoma



Station #10 7247 South Park St., Tacoma



Station #11 3802 McKinley Avenue, Tacoma



Station #12 2015 54th Avenue East, Fife



Station #13 3825 North 25th Street, Tacoma



Station #14 4701 North 41st Street, Tacoma



Station #15 6415 McKinley Avenue, Tacoma

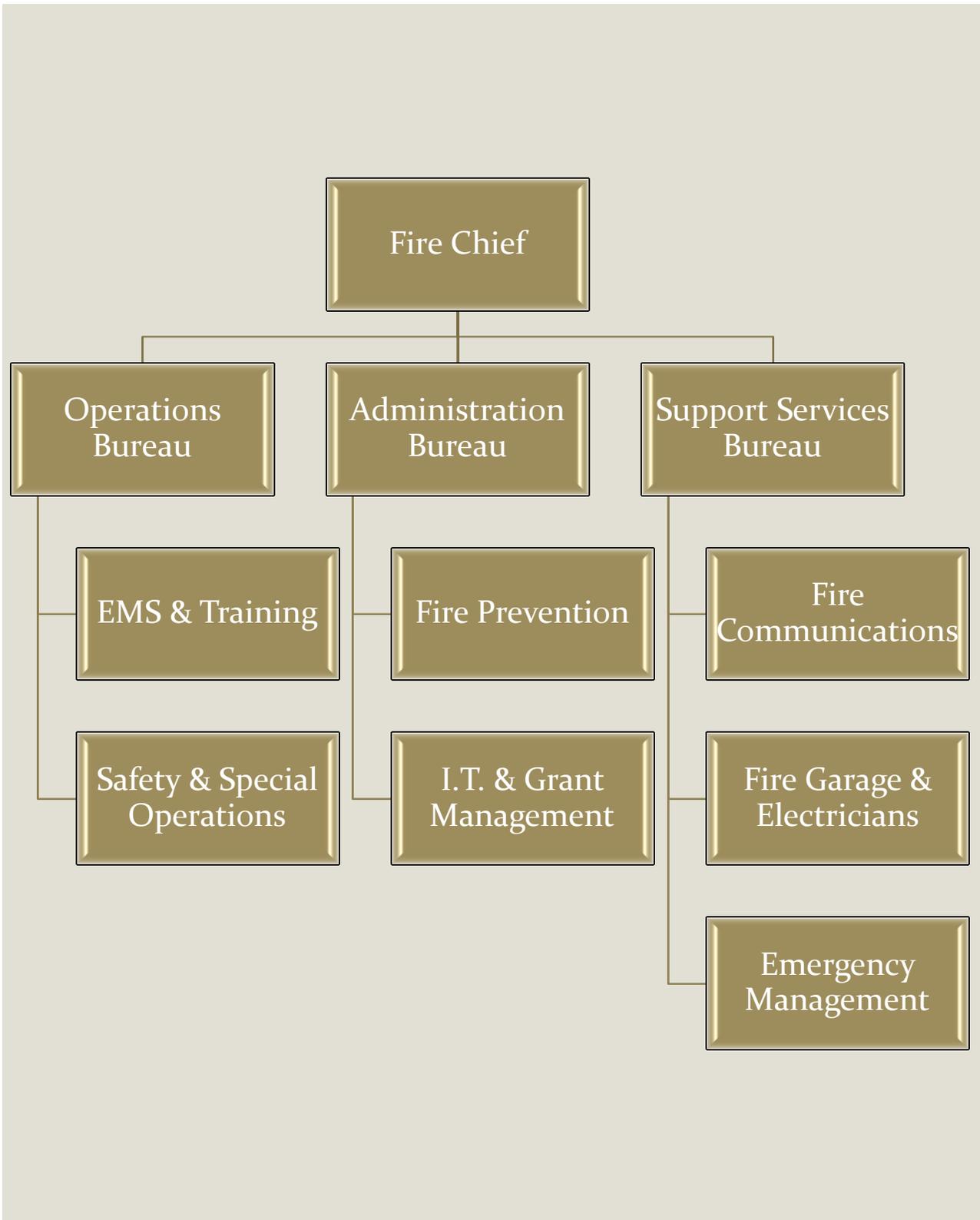


Station #16 7217 6th Avenue, Tacoma



Station #17 302 Regents Blvd., Fircrest

2012 Organizational Chart



Office of the Fire Chief

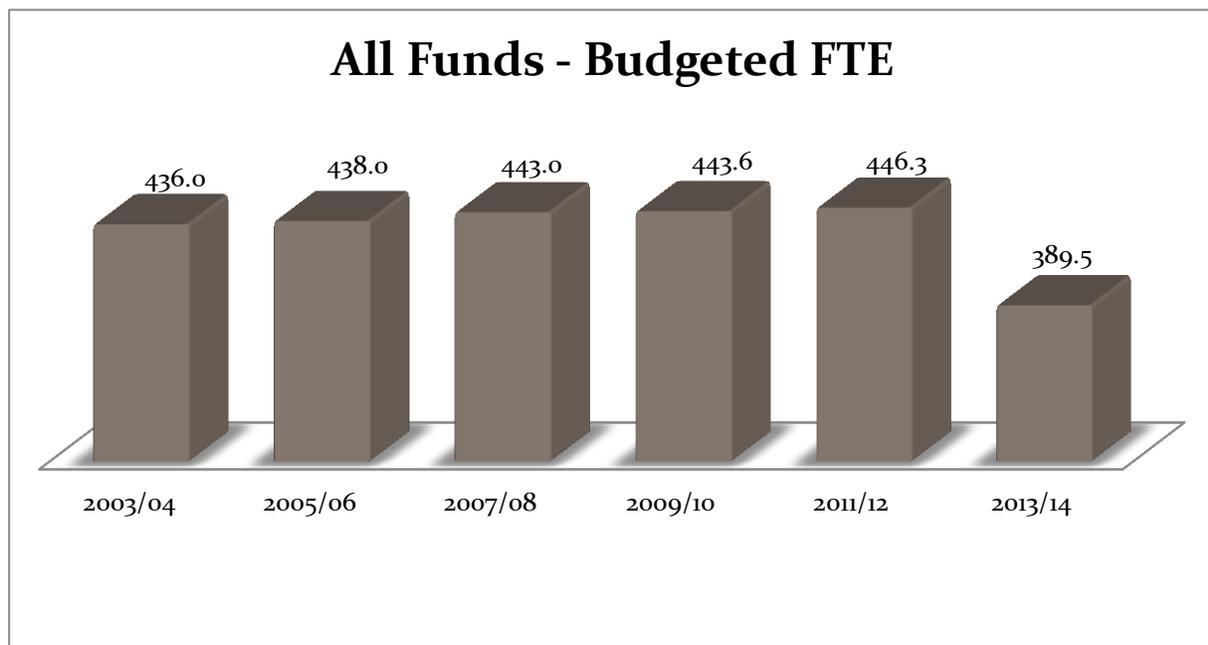
Budget, Finance, and Strategic Planning

Responsibilities in the section include supporting the development and implementation of departmental priorities, goals, objectives, policies and procedures for each assigned service area. Staff in this section also supports the development and maintenance of the biennial budget and provide other supporting financial services to the department such as purchasing, payroll processing, EMS billing, and administrative support services.

Budget and Finance

Overall, 2011–2012 TFD expenses totaled \$124,795,717, an increase of 5.6% over 2009–2010. However, most of the increase was grant related funding. The 2011–2012 Fire General Fund related expenses increased \$777,800, an increase of only .8%.

TFD began the year with 446.3 budgeted commissioned and non-commissioned personnel. As part of the larger City of Tacoma budget reductions process, the department eliminated 25.3 vacant positions in March 2012. With this decrease, we ended the year at 421 budgeted positions. Additional reductions for the 2013–14 biennium will bring department staffing down to 389.5 positions.



Although Fire Department funding for 2013–2014 increased by about \$2.1 million (1.7%) to \$126,902,530, the TFD General Fund budget declined by nearly \$3 million (-3.2%) to \$90,006,499. As in the previous biennium, most of the increase was grant related.

General Fund, Actual and Budgeted Expenditures

Expenditure Type	2003-2004	2005-2006	2007-2008	2009-2010	2011-2012
Subtotal, Personnel	\$68,228,025	\$72,018,644	\$78,700,512	\$82,543,557	\$84,570,336
Subtotal, Maint and Operating	5,475,284	6,366,414	8,287,443	7,491,963	7,300,252
Subtotal, Assessments	1,323,816	1,581,812	1,928,101	2,171,576	1,960,202
Other Expenses	314,096	64,594	11,626	3,705	12,106
Capital Outlay	<u>8,718</u>	<u>32,430</u>	<u>61,751</u>	<u>14,095</u>	<u>12,620</u>
TOTAL	\$75,349,939	\$80,063,894	\$88,989,433	\$92,224,896	\$93,855,516

All Funds, Actual and Budgeted Expenditures

Expenditure Type	2003-2004	2005-2006	2007-2008	2009-2010	2011-2012
Subtotal, Personnel	\$79,621,014	\$ 87,245,848	\$ 95,653,192	\$102,101,718	\$109,700,161
Subtotal, Maint & Operating	12,724,473	12,159,780	12,041,757	11,092,970	10,774,650
Subtotal, Assessments	2,104,270	2,195,712	2,999,271	2,874,258	2,643,671
Other Expenses	2,474,425	1,362,783	6,046,924	1,188,462	949,185
Capital Outlay	<u>579,134</u>	<u>814,467</u>	<u>1,863,842</u>	<u>922,066</u>	<u>1,794,256</u>
TOTAL	\$97,503,316	\$103,778,590	\$118,604,986	\$118,179,474	\$125,859,923

Strategic Planning



TFD was officially granted accredited agency status by the Commission on Fire Accreditation International (CFAI) on August 26, 2009. With this status, TFD became one of the fire service “elite,” both nationally and internationally. Currently, approximately 150 of our country’s more than 30,000 fire departments have achieved this status. As part of our ongoing pursuit of excellence, we are required to submit Annual Compliance Reports (ACR) to CFAI, demonstrating that we are maintaining our progress. Our ACR was accepted for 2012, and we will continue to submit reports each year until 2014—at which time we will be assessed for re-accreditation standing.

Finally, TFD’s administrative team spent considerable planning effort this year refining the department’s operation deployment model in anticipation of substantial staffing reductions for the 2013-14 biennium.

Operations Bureau

Who We Are

The Operations Bureau's responsibility is to provide fire, medical, hazardous materials and technical rescue response within the cities of Tacoma, Fife, Fircrest, as well as Pierce County Fire District 10. This bureau is under the leadership of Deputy Chief Faith Mueller, who replaced Deputy Chief Jon Lendosky when he retired in the spring of 2012. It includes our command staff, 16 engine companies, five medic companies, four ladders companies, two fireboats, one hazardous materials unit, and one technical rescue unit. In 2012, it was staffed with 74 firefighters daily, responding to emergencies 24 hours a day, 7 days a week, and 365 days a year. This bureau also includes the EMS and Training Division, Safety and Special Operations Division, and Fire Communications Center.

What We Do

The 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.

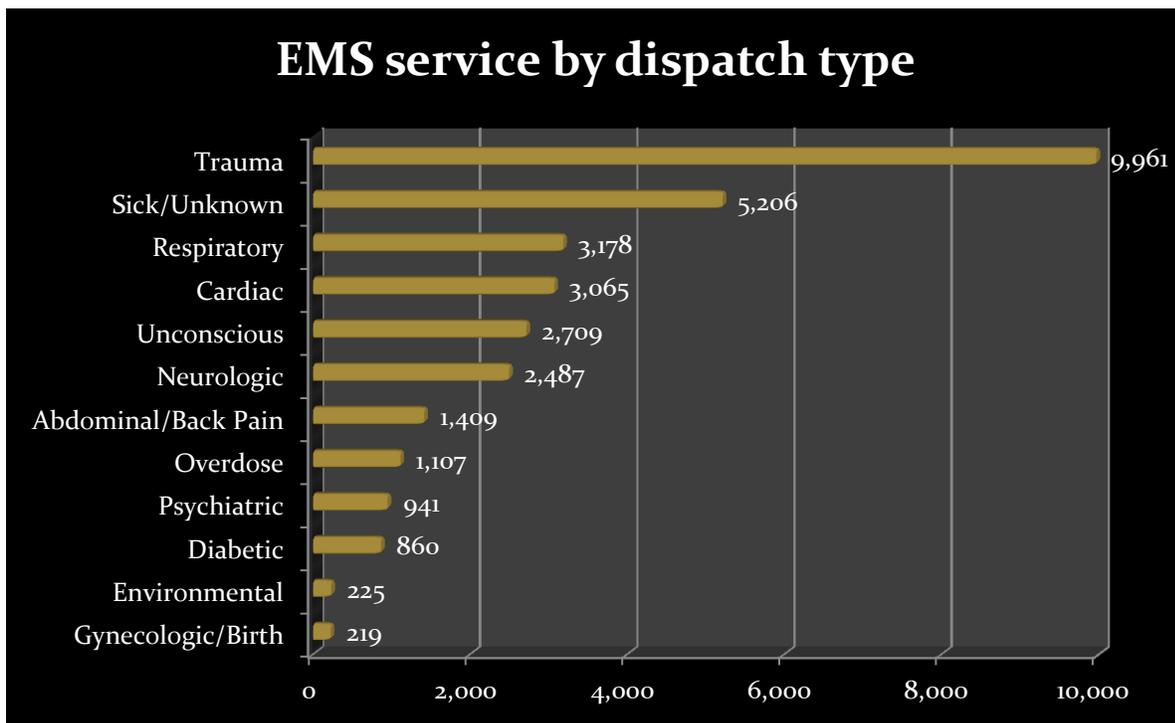


Commercial Structure Fire 4110 "E" 11th Street - March 2012

Emergency Medical Services (EMS) and Training Division

EMS

TFD has a 40-year 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 training program that now trains members of our department as well as professional firefighters from neighboring jurisdictions. The training consists of an intensive nine-month program that includes 640 hours of classroom time, 310 hours of hospital/clinical rotation, 550 hours of field work, plus an additional 1,000 hours of on-the-job training. In 2012, there were 65 firefighter/paramedics assigned to five ALS transport units and four ALS engine companies, with paramedics completing 7,175 ALS transports.

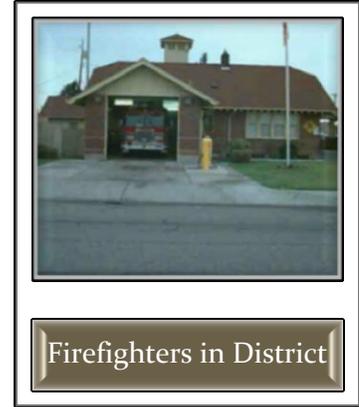
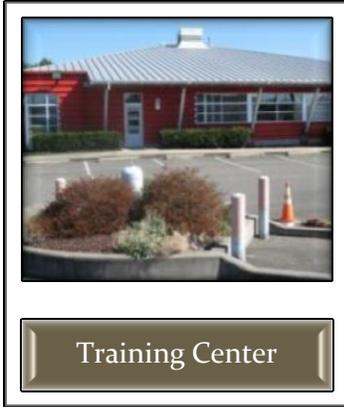


Training

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.

De-centralizing training was the most significant accomplishment in this division in 2012.

Previously, all training was held at the Training Center located in the Tideflats area of Tacoma. Using web-based modules, fire companies can now take the former “classroom” portion of their training from their station. This allows firefighters to remain in district, and increases their availability for emergency response.



TRAINING DIVISION		
Training	Operations - Total Training Hours	Other Staff - Total Training Hours
Individual Firefighter Standards	22,266.50	575.00
Reading Assignments	3,982.25	127.75
Engine Company Standards	4,264.75	60.75
Ladder Company Standards	2,943.00	21.50
Battalion Chief, Captains and Multi-company Training	5,579.00	83.00
Hazmat Drills	1,068.00	17.00
Marine Services Drills	932.00	105.75
Technical Rescue	1,519.00	8.00
Fire Communications	1,416.25	
Prevention and Preparedness Bureau	7.50	
Paramedic Additional Training	24.00	16.00
Formal Training	10,642.43	775.17
Firefighter I	405.00	
Firefighter II	43.50	
Training Totals	55,093.18	1,789.92

Safety and Special Operations Division

Safety

The Safety Division is responsible for incident scene safety, vehicle accident investigations, firefighter injury and death investigations, inspection and maintenance of standards for personal protective equipment, injury and accident analysis, trend identification, and recommendations for the prevention of such accidents. The fire service is constantly evolving, and firefighting is becoming much more technical and complex than in decades past. This, in turn, requires diligence and a strong commitment on the part of our Safety Division staff to keep our personnel healthy and safe.

Through a Assistance to Firefighters grant, the safety division coordinated the procurement of a high-tech driving simulator in 2012. This tool allows firefighters to improve their driving skills as they simulate emergency driving operations in a variety of hazardous conditions.

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.



Through a Port Security grant, the department purchased a Thermal Mass Gas Chromatograph/Mass Spectrometer (GCMS) in 2012. This laboratory grade instrument superheats materials and runs their vapors through a column that separates their makeup based on volatility. Each separate molecule is ionized and identified by its mass, giving us an accurate chemical identification. This device is being installed in our Mobile Hazardous response apparatus and will allow for accurate chemical identification of solids, liquids and gasses. TFD will be one of the first departments in the Country to have a mobile GCMS.

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 2012, the department responded to 24 Technical Rescue incidents.

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*.

The *Commencement* is equipped with two 535 horsepower marine diesel engines powering two 19-inch propellers and a 300 horsepower marine diesel engine that provides power to six 24-inch aluminum alloy fans. The fans can engage to create an air cushion under the ship much like a hovercraft, allowing it to travel up to 30 knots per hour and maintain a stable ride in choppy seas.

In 2012, the Marine Division responded to 149 incidents, including 66 for the *Commencement* and 83 for the *Destiny*.



Fireboat *Destiny*

In partnership with the Port of Tacoma, the *Destiny* was purchased with grant funding from the Department of Homeland Security and placed into service in May 2012. Fitted with a 1,800 gallon-per-minute Darley pump, the 30' boat is also equipped with a full complement of radar, sonar, and night vision equipment making it all weather, and all missions capable.

Administration Bureau

Who We Are

This bureau is under the leadership of Deputy Chief Jolene Davis, who replaced Deputy Chief Dan Crotty when he retired in the spring of 2012. The Administration Bureau provides systems that support firefighters throughout their career and maintain regulatory code functions.

What We Do

Staff in this bureau coordinate the recruitment and hiring of firefighters and provide services for our employees related to workers compensation processing, modified, and transitional assignments, and the administration of the Family Medical Leave Act. This bureau also includes Information Technology, the Grant Management Division, and Fire Prevention Division.

Information Technology and Grant Management Division

Information Technology

The TFD Information Services group consists of three Information Technology Analysts and three Application Development Programmers. Information Services (IS) personnel support a variety of systems and hardware, including dispatch systems, database, e-mail, and web servers. Customized applications have been developed for scheduling, reporting, building inspections, and training. Several mapping applications used by Fire Dispatch and for administrative decision analysis are maintained.

The IT Division worked very hard during 2012 to supply the Administration with response data, system analysis and GIS maps to support the budget planning and deployment change efforts. Several upgrades to mission critical software and hardware were completed, along with continued development of the electronic patient care reporting system which will launch in the 1st quarter of 2013.

Grant Management

TFD has been diligent in pursuing federal funding to support department operations. In 2012 the department received \$8.75 million in awards from an Assistance to Firefighter Grant, Staffing for



Port Early Warning System-Portable Siren

Adequate Fire and Emergency Response, Metropolitan Medical Response System, and Port Security Grant Program.

The funding has been used to support firefighter staffing, response apparatus, and equipment and operational specific training.

Fire Prevention Division

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, engineering, and education programs.

Fire Investigations

The FPD Fire and Arson Investigation Unit are responsible for investigating the origin and cause of all significant fires and to pursue all arson-related offenses.

TFD responded to 1,144 confirmed fires in 2012. Of those fires, the Fire Investigation Unit was called out to investigate 99 incidents. Of the investigated fires, arson and negligence were the most common causes.

Engineering Plan Reviews and Permits

Plans for new construction are reviewed for adherence to the fire and life-safety codes related to fire protection systems. Permits are issued for fire protection systems and other construction-related activity. High-risk structures/activities such as large public assemblies, the use of explosives, pyrotechnics, liquefied petroleum gas and hazardous materials are managed through the permitting and inspection process. In 2012, our plan reviewers spent over 2,000 hours evaluating these types of plans.

Code Enforcement

TFD is responsible for enforcing the Fire Code within the City of Tacoma. In 2012, Tacoma firefighters conducted 6,052 “company level” fire safety inspections. In addition, firefighters assigned to the FPD as fire inspectors, conducted 466 permit inspections and 2,570 code enforcement inspections.

Public Education

Personnel in public education focus on educating the community about the benefits of proper safety practices and identifying and eliminating hazardous conditions. Firefighters and fire prevention staff participated in over 600 classes and events for youth, businesses, and the community, reaching over 30,000 citizens with safety messages.

Long-term trends show that fire fatalities have dropped from 6.8 per year in the 1960's, to 1.8 per year the past decade. We believe that our education efforts, combined with consistent enforcement of the fire code and improved building engineering, have contributed to this significant reduction in fire fatalities in our community.

Fire Buffs Battalion

Tacoma/Pierce County Fire Buff Battalion was formed on November 23, 1986, with the primary mission of supporting firefighters engaged in firefighting activities. The services delivered range from providing food and drinks to on-scene personnel, to the documentation of fires and on-scene 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/Pierce County Fire Buff Battalion has come a long way with the help and support of the many wonderful volunteers and TFD. The Tacoma/Pierce County 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. The buffs provided assistance at 50 incidents in 2012.

Tacoma-Pierce County Chaplaincy

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 Joe Hibbard is an integral part of the service provided by the TFD. His goal is "to be visible and available to those in need," and this year Chaplain Hibbard logged 1,788 hours and traveled over 5,000 miles providing assistance. He responded to 60 fatalities, presided over funerals, provided counseling to both members of the department and public, and made numerous hospital visits.



Chaplain Joe Hibbard

Support Services Bureau

Who We Are

Under the leadership of Deputy Chief Jeff Jensen, the Support Services Bureau provides the systems and infrastructure that support the operations of the TFD.

What We Do

Staff in this bureau maintains department apparatus, provides dispatch and emergency communication services and maintains our municipal fire alarm system. Responsibilities in the section include the Fire Communications Division, Fire Garage, Electricians, and Emergency Management Division.

Fire Communications



TFD operates its own emergency Communications Center and receives calls via the 9-1-1 system, our municipal alarm system (which is tied to major buildings, schools, and hospitals), as well as from private alarm companies. The Tacoma Fire Communications Center (FCC) received 88,093 calls in 2012, and dispatched a total of 139,411 fire companies to incidents. In addition to emergency calls within our service area, we currently receive 9-1-1 calls and dispatch for Central Pierce Fire & Rescue.

The FCC is staffed with 22 commissioned personnel—15 from TFD and 7 from and Central Pierce Fire & Rescue. All dispatchers are certified as Emergency Medical Technicians and maintain the same fire operations training as their

counterparts in the field. Their experience and knowledge as firefighters helps them to more effectively dispatch the proper resources to emergency incidents, provide insightful pre-arrival instructions, and seamless on-scene coordination with incident commanders.

Fire Garage

The Fire Garage is the vehicle maintenance facility responsible for 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 daily messenger and supply delivery service, and the maintenance of all small tools and equipment used by TFD.

Fire Electricians

The TFD Electrical Maintenance Division consists of four electricians involved in a variety of tasks; maintaining municipal alarms system, routine communication,

electrical repairs and electrical upgrades, and several large-scale projects.

The Electrical Division started the year off with the cleanup of the January 2012 wind storm, which took out 9 municipal fire alarm circuits and our network to two fire stations. Significant projects included the completion of an electrical service upgrade to the Cushman Radio Site (involving its generator and transfer

switch), the relocation of the departments Safety Officer from station 17 to station 2, and the wiring of the Training Center's parking lot with power and network accessibility for the new driving simulator.

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 2012 include the on-going development of Continuity of Operations Plans with various City Departments to ensure that local government functions in the aftermath of a major disaster, Community Emergency Response Teams (CERT) trainings to prepare citizens to help themselves and neighbors during times of crisis, and participation in numerous functional exercises to help develop a resilient response system.



CERT Training, June 2012

Personnel Highlights

Chief Ronald W. Stephens Retires

After 35 years of service, Chief Stephens retired from the Tacoma Fire Department on March 30, 2012. During his career, he held a number of positions including: Firefighter, Lieutenant, Captain of the Training Division, Coordinator of the Hazardous Materials Team, a certified Hazmat Technician, Deputy Harbor Master, Assistant Manager of the Tacoma Emergency Operation Center, Assistant Chief of the Fire Prevention Bureau, and Deputy Chief of Administration. Upon the retirement of Chief Eileen Lewis in 2005, he has named interim Fire Chief. He was appointed Fire Chief in 2006.

Under his command, TFD gained national accreditation standing from the Commission on Fire Accreditation International in 2009. He also lead efforts to increase the diversity of the organization and developed a strong public service culture within the department. Chief Stephens was the first African American to hold the position of Fire Chief in the Department's history.



Fire Chief Ronald W. Stephens

Record-setting career with TFD comes to end

With nearly five decades of service, Battalion Chief Tom Haneline retired in June 2012. Chief Haneline joined TFD June 1, 1965. A fresh-faced 22 year old, he was pleased to be following in his father's footsteps with the department. He had the privilege of working with his dad, who was also a Battalion Chief at Fire Station 2, for about nine years before the elder Haneline retired.

Chief Haneline was promoted to Lieutenant in 1971, Captain in 1988, and Battalion Chief in 1992. One of our department's "iconic" professional fire officers, his peers considered him to be respectful, dedicated, professional and humble. Chief Haneline's 47 year career establishes the record for the longest career of a firefighter with the Tacoma Fire Department.



Battalion Chief Tom Haneline

Medal of Valor

The department's highest award, the Medal of Valor is given to firefighters who demonstrate acts of bravery and heroism in an extremely hazardous situation.

TFD was proud to bestow the award this year related to a June 5 water rescue incident. Crews responded to a report of a capsized boat in Commencement Bay, and upon arrival, found one of the boat's occupants had made it to safely to land, while the other was clinging to a flotation device approximately 100 feet off-shore. With the fireboat *Destiny* still en-route, and

the patient appearing to be losing the fight to stay above water, Firefighter Matt Fleming volunteered to be the rescue swimmer as the incident commander organized a shore-side rescue attempt. Firefighter Fleming discarded his excess clothing, donned a personal flotation device, secured a tag line and swam out in the 45 degree water to the patient. Once there, he secured the patient to a life ring and kept his head above water as police and firefighters pulled the pair to safety.



Also receiving a Certificate of Commendation for this rescue incident were the following TFD, Tacoma Police Department, and Rural/Metro Ambulance Company personnel.

Medal of Valor Award
Matt Fleming, Firefighter



Certificate of Commendation

Mark Stevens, Lieutenant
Mary Howatson, Firefighter/Paramedic
Bill Moody III, Firefighter
Jeff Bambrick, Firefighter/Paramedic
James Scott, Battalion Chief
Brian Garrison, Tacoma Police Sergeant
Michael Reeves, Police Patrol Officer
Patrick Stephen, Police Patrol Officer
Mike Shaw, Paramedic-Rural/Metro
Jaclyn Callanan, EMT-Rural/Metro

Promotions

EMPLOYEE	CLASSIFICATION
<i>James Duggan</i>	Fire Chief
<i>Jolene Davis</i>	Deputy Chief
<i>Faith Mueller</i>	Deputy Chief
<i>Kevin Caillier</i>	Captain Dispatch
<i>Dave McRoberts</i>	Battalion Chief
<i>Linclon Correa</i>	Battalion Chief
<i>Michael Newhouse</i>	Medical Service Officer
<i>Sue Boczar</i>	Deputy Fire Marshal
<i>Mary Hallman</i>	Fire Captain
<i>Chris Perry</i>	Fire Captain
<i>Warren Smith</i>	Fire Captain
<i>Mike Boulware</i>	Fire Captain
<i>Dave England</i>	Fire Captain
<i>Kris Johnson</i>	Fire Lieutenant
<i>Mike Langendorf</i>	Fire Lieutenant
<i>Mark Nygard</i>	Fire Lieutenant
<i>Justin Wake</i>	Fire Lieutenant
<i>Nels Chandler</i>	Fire Lieutenant
<i>Philip Erickson</i>	Fire Lieutenant
<i>Matthew McSharry</i>	Firefighter/Paramedic
<i>William Nelsen</i>	Firefighter/Paramedic
<i>Thomas Spoonmore</i>	Firefighter/Paramedic
<i>Nicholas Wilson</i>	Firefighter/Paramedic
<i>Duane Fish</i>	Fireboat Pilot

New Employees

EMPLOYEE	CLASSIFICATION
<i>Carolyn Sexauer</i>	Administrative Assistant

Service Retirements

Thomas Haneline,
Battalion Chief
Class of 1965



George Schoettle,
Fire Boat Pilot
Class of 1969



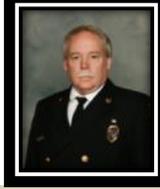
Roy Orlando,
Lieutenant
Class of 1973



John Carman,
Firefighter
Class of 1977



Jeff Jensen,
Deputy Chief
Class of 1977



John Melchiorre,
Firefighter
Class of 1977



Janus Moorhead,
Lieutenant
Class of 1977



Ron Stephens,
Fire Chief
Class of 1977



Bob Digmon,
FCC Manager
Class of 1978



Grant Erb,
Lieutenant
Class of 1978



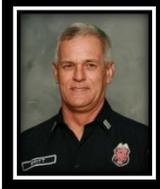
James Summers,
Firefighter
Class of 1978



Steve Wilkins,
Firefighter
Class of 1979



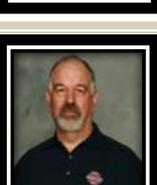
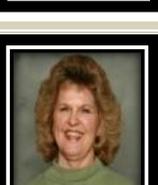
Lee Britt,
Deputy Fire Marshall
Class of 1980



Dan Carlman,
Lieutenant
Class of 1980



<p>Scott Casebolt, Lieutenant Class of 1980</p>		<p>Dan Crotty, Deputy Chief Class of 1980</p>	
<p>Ron Ernst, Firefighter Class of 1980</p>		<p>Bo Kalii, Firefighter Class of 1980</p>	
<p>Jon Lendosky, Deputy Chief Class of 1980</p>		<p>Howard Lindsey, Lieutenant Class of 1980</p>	
<p>Gordy Peterson, Lieutenant Class of 1980</p>		<p>Gary Steinhoff, Battalion Chief Class of 1980</p>	
<p>Bob Hilderbrand, Paramedic Supervisor Class of 1981</p>		<p>Bob Terrell, Captain Class of 1981</p>	
<p>Harold Kerns, Firefighter Class of 1982</p>		<p>Craig Miller, Firefighter/Paramedic Class of 1982</p>	
<p>Chuck Bisping, Firefighter/Paramedic Class of 1983</p>		<p>Bill Dixon, Firefighter Class of 1983</p>	
<p>Tony Henderson, Firefighter Class of 1983</p>		<p>Mike Walling, Lieutenant Class of 1983</p>	

<p>Doug McConnell, Lieutenant Class of 1984</p>		<p>Ralph Jansson, Lieutenant Class of 1986</p>	
<p>Greg Lowe, Firefighter Class of 1986</p>		<p>Curt Protacio, Lieutenant Class of 1986</p>	
<p>Lisa Flesher, Firefighter Class of 1987</p>		<p>Bill Schleicher, Lieutenant Class of 1988</p>	
<p>Kirsten Alexander, Firefighter Class of 1989</p>		<p>Janice Bachmeier, Firefighter Class of 1991</p>	
<p>Matt Flood, Lieutenant Class of 1991</p>		<p>Greg Nellist, Firefighter Class of 1995</p>	
<p>Peggy Buchanan, Administrative Assistant</p>		<p>Linda Day, Office Assistant</p>	
<p>Shari Lawrence, Customer Service Rep</p>		<p>Helen Smith, Senior Aide</p>	
<p>Butch Stancil, Diesel Mechanic</p>		<p>Diane Woody, Administrative Assistant</p>	

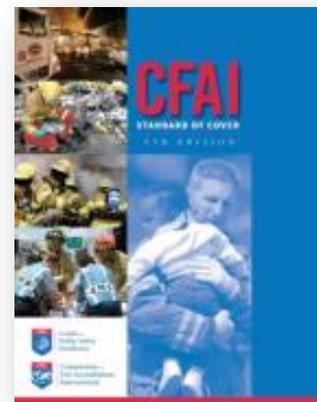
Performance Management

The Tacoma Fire Department adheres to the guidelines set forth from the Commission on Fire Accreditation International (CFAI) to establish, maintain, and oversee departmental performance management.

Tacoma Fire Department Response Totals (Final Situation Found)			
	2010	2011	2012
Fire	975	1,057	1,144
% increase/decrease	(-21.2%)	8.4%	8.2%
EMS	25,116	25,153	26,275
% increase/decrease	(-1.6%)	0.1%	4.5%
All other	12,130	11,520	11,440
% increase/decrease	3.6%	(-5.0%)	(-0.7%)
Total	38,221	37,730	38,859
% increase/decrease	(-0.7%)	(-1.3%)	3.0%

Tacoma Fire Department Response Standards

TFD response standards specify the minimum criteria needed to effectively and efficiently deliver fire suppression, emergency medical services, and special operations response. These response standards protect the citizens of Tacoma and the occupational safety and health of Tacoma firefighters. For the purposes of this report, the Commission on Fire Accreditation International, *Fire & Emergency Service Self-Assessment Manual, 8th Edition*, and *Standards of Cover, 5th Edition* was used as a guideline in the development of TFD response standards.



Call Processing Time

TFD call processing time standard is 90% of all 9-1-1 calls dispatched in 90 seconds or less.
(Phone pickup to first company assigned)

Year	% standard met	Actual Performance at 90% (min:sec)
2012	83.3%	1:44
2011	83.7%	1:43
2010	75.4%	1:58

Turnout Times

TFD turnout time standard is 90% of the turnouts being completed in 90 seconds or less.
(Time the company is assigned to en-route)

Year	% standard met	Actual Performance at 90% (min:sec)
2012	74.7%	1:58
2011	71.1%	2:04
2010	70.8%	2:03

First Arriving Company On-Scene—Urban Zone

TFD total response time standard (call processing + turnout + travel time) for the first arriving company on-scene of an emergency is 8:12 or less for 90% of incidents.
(call received to on-scene)

Year	% standard met	Actual Performance at 90% (min:sec)
2012	90.6%	8:03
2011	92.7%	7:30
2010	90.6%	8:01

First Arriving Company On-Scene—Suburban

TFD total response time standard for the first arriving company on-scene of an emergency is 9:30 or less for 90% of incidents. (call received to on-scene)

Year	% standard met	Actual Performance at 90% (min:sec)
2012	92.0%	9:01
2011	93.4%	8:42
2010	92.4%	8:58

Advanced Life Support

TFD total response time standard for the first arriving medic company at an Advanced Life Support Emergency is 10:30 or less for 90% of incidents. (call received to on-scene)

Year	% standard met	Actual Performance at 90% (min:sec)
2012	80.1%	12:40
2011	81.2%	12:41
2010	80.9%	12:32



Ladder 1 – 100-foot Crimson Tractor-drawn aerial

Response Totals by Company

Company Activity			
Company	2010	2011	2012
Engine 1	3,560	3,470	3,527
Engine 2	3,002	2,854	2,769
Engine 3	808	917	967
Engine 4	2,580	2,469	2,592
Engine 6	749	758	834
Engine 7	2,675	2,819	2,995
Engine 8	2,949	2,867	2,771
Engine 9	2,830	2,745	2,799
Engine 10	3,073	3,071	3,298
Engine 11	3,362	3,325	3,415
Engine 12	1,891	1,863	1,915
Engine 13	1,772	1,774	1,809
Engine 14	1,331	1,371	1,509
Engine 15	2,439	2,325	2,526
Engine 16	2,747	2,622	2,904
Engine 17	2,227	2,275	2,306
Ladder 1	2,071	2,119	1,967
Ladder 2	1,872	1,845	1,676
Ladder 3	1,652	1,584	1,430
Ladder 4	886	774	814
Medic 1	2,622	2,570	2,683
Medic 2	3,445	3,372	3,503
Medic 3	1,570	1,610	1,642
Medic 4	3,544	3,591	3,603
Medic 5	3,530	3,525	3,695
Medic 6 (peak-time)	537	575	196
Battalion 1	1,014	752	747
Battalion 2	1,679	1,265	1,224
Battalion 3	390	814	787
Safety 142	485	1,067	1,246
Fireboat(s)	131	70	148

Major Loss Fires (\$100,000 or more)

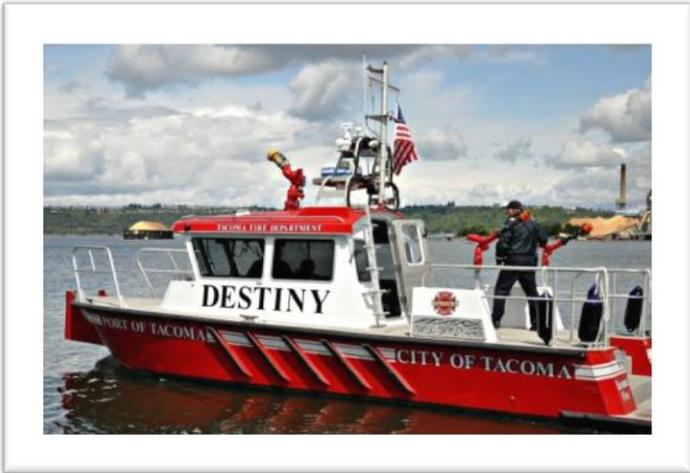
DATE	LOCATION	ESTIMATED LOSS
1/17/12	S. 13 th & Court D Street	\$142,500
<p>Description: Unknown persons forced entry into the vacant and boarded up 2-story commercial building and started a fire on the first floor. Extensive damage throughout the interior of the structure.</p>		
1/29/12	2834 Marine View Drive	\$150,000
<p>Description: Residential house fire most likely caused by the electrical failure of a duplex plug that was used for an air conditioning unit. Damage to the house and garage, with exposure damage to an adjacent house, garage, and vehicles.</p>		
3/28/12	4110 E. 11 th Street	\$234,000
<p>Description: The first arriving companies found heavy smoke and flames showing from the one story 5,119 square foot former "pallet recycling" storage warehouse and office building. Crews mounted an aggressive interior attack on the fire, but had to retreat to a defensive position, as the building's roof quickly deteriorated and began to collapse from the fire conditions. Complicating the incident was the discovery of potentially hazardous materials identified on the premises that required special precautions to be taken while fighting the fire.</p>		
6/12/12	801 E. Portland Ave	\$524,300
<p>Description: A mechanical malfunction of a conveyer belt resulted in a fire in the belt machinery and containment hopper at paper manufacturing facility.</p>		

6/13/12	1314 S. 13 th Street	\$206,832
<p>Description: First arriving crews found heavy flames and smoke showing from the front of the one story 1,224 square foot residence. Fire investigators determined that the cause of the fire was the ignition of combustible materials too close to a baseboard heater. The fire displaced 8 occupants from the house.</p>		
7/30/12	3429 55 th Ave NE	\$166,750
<p>Description: Fire started in the garage area of the 1,412 square foot tri-level house. Heavy fire damage to the 1st and 2nd floors and exposure damage to vehicles parked in the driveway. The cause was undetermined.</p>		
8/20/12	5240 S. Mason Ave	\$217,400
<p>Description: Overloaded extension cord sparked an early morning fire. At 3:11 a.m., working smoke alarms alerted the occupants to the fast moving fire that had spread throughout the interior and back roof of the home.</p>		
10/19/12	3714 N. 24 th Street	\$138,350
<p>Description: Crews arrived shortly after 3:00 a.m to find heavy flames and smoke showing from the 1 ½ story single family residence. Firefighters made an initial interior attack, however, had to transition to a defensive strategy as the roof of the structure threatened to collapse. Firefighters concentrated their efforts on protecting adjacent houses exposed to the fire, and dousing the blaze from the exterior with hand lines and above from an aerial ladder. Fire investigators determined that the cause of the fire was suspicious.</p>		
10/27/12	6617 S. Warner St	\$142,000
<p>Description: Fire investigators determined that the fast moving fire was intentionally set, causing extensive damage to the 1 story home.</p>		

Best Practice Initiative

The best practices initiative was developed to identify, evaluate, and implement industry leading concepts within TFD. The following recommendations were implemented in 2012.

BEST PRACTICE	SUGGESTED BY:
Safer freeway operations—enhance safe works zones by adding a Ladder and Battalion Chief to all car fires on freeway incidents.	BC Tom Haneline
Stair Chairs—added stair chairs (devices that mechanically move patients up and down stairs) to all Rural/Metro ambulances, reducing out of service time for Ladders and Medic companies to bring the chairs to incidents.	BC Gary Steinhoff
Assign two companies to all stabbing and shooting incidents.	BC Gary Steinhoff
Redeployment of Safety Officer 142—moved the Safety Officer to a more central location for quicker response to frequent freeway incidents.	BC Dale Vaughn, BC Michael S. Mitchell, BC James Scott
On-scene timer at fires—instituted a 10 minute interval timer at fire scenes designed to improve safety.	BC James Scott
Res-Q-Disk—hand-deployed rescue ring to assist with water rescues.	BC Ray Manglona
On-line Training—using web-based modules, fire companies can now take the former “classroom” portion of their training from their station. This allows them to remain in district, and increases their availability for emergency response.	BC John Pappuleas
Added Pulse/OX meters to the basic BLS inventory on all apparatus.	BC Michael S. Mitchell
Conditions, Actions, Needs (CAN) Reporting format at incidents.	BC Michael S. Mitchell



*PROTECTING PEOPLE, PROPERTY,
AND THE ENVIRONMENT*

Tacoma Fire Department
901 S. Fawcett Ave
Tacoma WA 98402
253-591-5737