



West Pierce Fire & Rescue

Annual Report

2016

WEST PIERCE FIRE & RESCUE

3631 DREXLER DRIVE WEST
UNIVERSITY PLACE, WASHINGTON 98466

253.564.1623
www.westpierce.org

RESPOND EFFICIENTLY • EXECUTE FLAWLESSLY • BE NICE!

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Position 4, 2016 - 2021

Jim Sharp
Fire Chief

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Assistant Chief

John Sheeran, Vice Chair
Position 5, 2014 - 2019

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Deputy Chief

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Director of Administrative
Services & Finance

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Position 1, 2014 - 2019

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Assistant Chief

Jenny Weekes
Community & Media Relations
Manager

John Clancy
Position 2, 2016 - 2021

Eric Norton
Assistant Chief

Tammy Lamb
Executive Assistant

Daniel Rankin
Position 3, 2012 - 2017

Karl Roth
Assistant Chief

Letter from the Chief

2016 was a milestone year for West Pierce Fire & Rescue. In March, we celebrated our fifth anniversary. It's difficult to believe it has already been five years since the Lakewood and University Place Fire Departments merged to create West Pierce. During that time, the District endured a lot of challenges and change. Along the way, we viewed each new challenge as an opportunity to improve and strengthen our organization.

The biggest change facing the District in 2016 was the transition of our regional dispatch center (Fire Comm) to South Sound 911. Prior to South Sound 911, there were multiple dispatch centers throughout the county utilizing a variety of different radio, phone and computer aided dispatch systems. Over the last few years, these have been unified under South Sound 911. Prior to this year, four different law enforcement dispatch centers were consolidated under South Sound 911 and in 2016, Fire Comm became the first fire/EMS dispatch center to be transitioned. This was no easy task, as Fire Comm serves as a dispatch center for 18 fire departments across Pierce County and has been a part of the District for the past 33 years. Prior to the merge creating WPFR, Fire Comm had been a part of the Lakewood Fire Department.



Another big change for West Pierce happened in our vehicle fleet. Programs to reduce energy usage in our stations have been around for quite some time, but we had done little to update the fuel efficiency in our fleet. In early 2016, we purchased the District's first plug-in hybrid. It has been almost a year now and it still hasn't made its way to the gas pumps. It provides a 90 percent reduction in operating costs when compared to the vehicle it replaced. We have budgeted to increase our fleet of hybrids with two more coming in 2017. On average, we expect to save around 1,000 gallons of fuel per vehicle, per year.

One thing that didn't change in 2016 was the five-year trend of increasing call volume. Fortunately, the rise in call volume wasn't quite as large as it has been for the past several years. Since 2011, we have seen our call volume climb more than 21 percent. Managing a continually higher demand for service becomes more challenging each year. To maintain success, we continue to analyze our response models and are routinely adapting new systems of delivery and service.

West Pierce Fire & Rescue is very proud of the services we provide to the citizens of Lakewood, University Place and Steilacoom. Each and every West Pierce employee remains committed to compassionately delivering the high quality services you deserve and have come to expect from your fire department. We look forward to 2017 and the opportunity to strengthen and build upon our valued community partnership. Every member of West Pierce Fire & Rescue is looking forward to earning your continued support.

A handwritten signature in blue ink that reads "Jim Sharp". The signature is fluid and cursive.

Jim Sharp, Fire Chief

Mission and Vision

Mission

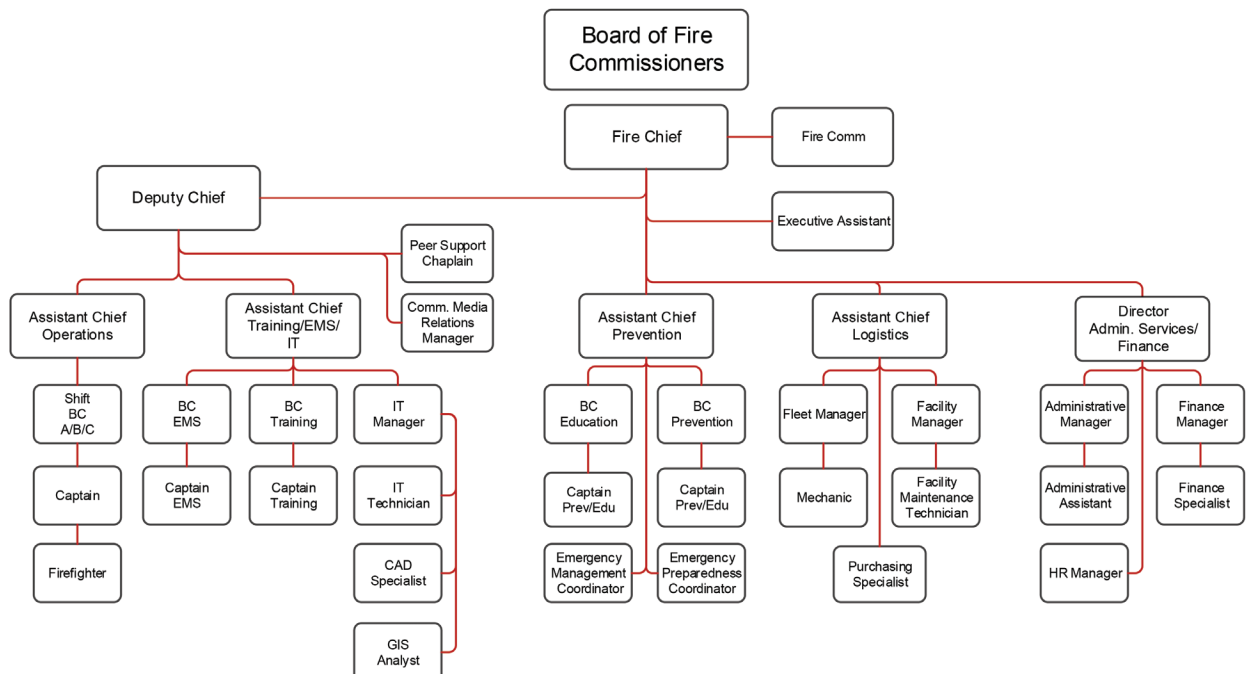
West Pierce Fire & Rescue, in partnership with the community, protects lives and property through a well-trained, cost effective, pro-active fire department, serving and educating citizens.

Vision

West Pierce Fire & Rescue is a premier fire and life safety organization, dedicated to providing modern, community focused service.

Values and Leadership Expectations

West Pierce Fire & Rescue values encouraging all employees to lead at every level. The following expectations are set in order to empower each employee: lead by example, integrity, technical proficiency, employ “situational leadership,” commitment, fairness, adaptability, accountability and succession.



District Profile

6 Fire Stations
133 Suppression Personnel
89 Emergency Medical Technicians
53 Paramedics
15 HazMat Technicians
18 Marine Pilots
29 Rescue Technicians
18 Rescue Divers
29 Rescue Swimmers
6 Engines
1 Ladder Truck
5 Medic Units
1 Brush Vehicle
1 HazMat Response Vehicle
1 Technical Rescue Vehicle
3 Marine Vessels
1 Dive Unit



Station 20
10928 Pacific Highway SW, Lakewood



Station 21
5000 Steilacoom Blvd SW, Lakewood



Station 22
8517 Washington Blvd SW, Lakewood



Station 23
14505 Grant Avenue SW, Lakewood



Station 24
8310 87th Avenue SW, Lakewood



Station 31
3631 Drexler Drive W, University Place

About West Pierce Fire & Rescue



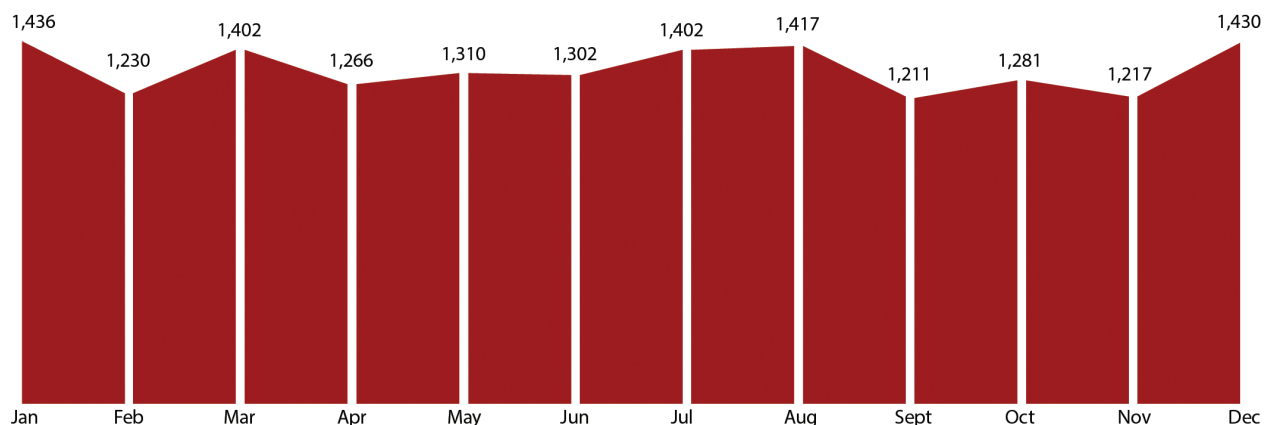
As a fire district, West Pierce Fire & Rescue (WPFR) covers 31 square miles, serving a population of 97,259. WPFR provides full service to the cities of Lakewood and University Place and contracted emergency services to the Town of Steilacoom.

West Pierce Fire & Rescue responds to a vast array of incidents on a daily basis. Various services are provided to the community including fire, Emergency Medical Services (EMS) and transport, technical rescue, hazardous materials response, special operations, fire prevention, inspections, code enforcement, fire investigation, as well as fire and life safety education.

There are currently six fire stations, which operate 24 hours a day and are located strategically throughout the District. Several major institutions lie within WPFR's response area including, but not limited to, Western State Hospital, Clover Park Technical College, Pierce College, Chambers Bay Golf Course, Lakewood Community Center, Meadow Park and Fort Steilacoom Golf Courses, and Steilacoom Ferry Landing.

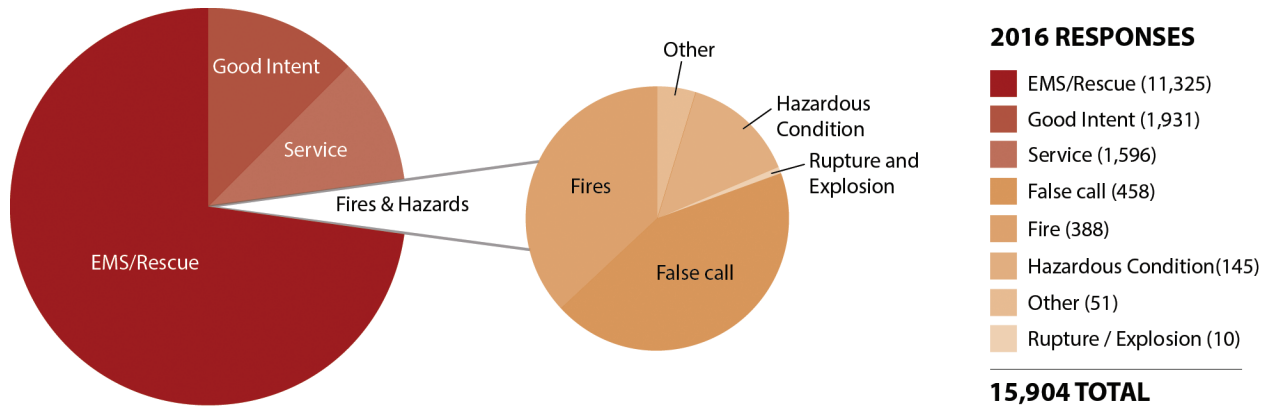
West Pierce Fire & Rescue protects many bodies of water throughout the District. Fire boat Endeavor is housed at Narrows Marina for incidents occurring on Puget Sound and is a regional asset to surrounding jurisdictions. Two other boats are in service for incidents occurring on any of the many lakes. Due to the different types of water responses, WPFR has specialized teams trained for these types of situations, including marine pilots, divers and rescue swimmers.

2016 TOTAL RESPONSES = 15,904



In 2016, West Pierce Fire & Rescue employed 176 full-time personnel and managed an additional 29 employees in Fire Comm, the regional dispatch center. Fire Comm provided fire and EMS dispatch services to 18 Pierce County fire departments, which transitioned to South Sound 911 at the end of 2016. All employees diligently work by the District's motto: **RESPOND EFFICIENTLY • EXECUTE FLAWLESSLY • BE NICE!**

Emergency Medical Services



As seen in the chart above, the majority of 9-1-1 calls received by WPFR are for emergency medical responses. District-wide, the Emergency Medical Services (EMS) Division supports 53 Paramedics and 89 Emergency Medical Technicians (EMTs) by providing continuing education in a variety of ways. This includes classroom and hands-on training, the use of online programs and focused EMS conferences, which provide ongoing education in order to deliver high caliber service and maintain EMS certifications. In addition, monthly training occurs with WPFR's Physician Advisor for medical lectures and review of EMS incidents.

With more than 70 percent of total call volume being medical, it is imperative to continually hone their skills so EMTs and Paramedics are at the ready for the next response. In June, four West Pierce Fire & Rescue firefighters successfully completed the Paramedic program at Tacoma Community College. Due to recent retirements, the corps of paramedics had dwindled. This shortage was forecasted and WPFR was successful in applying for and being awarded an Assistance to Firefighters Grant, which paid for tuition and other college fees, as well as covered the cost to backfill these four employees' positions while they were in school.

Upon their return to WPFR, their impact was immediately felt, as they brought with them an enthusiasm for patient

"Upon their return to WPFR, their impact was immediately felt, as they brought with them an enthusiasm for patient care that is contagious."

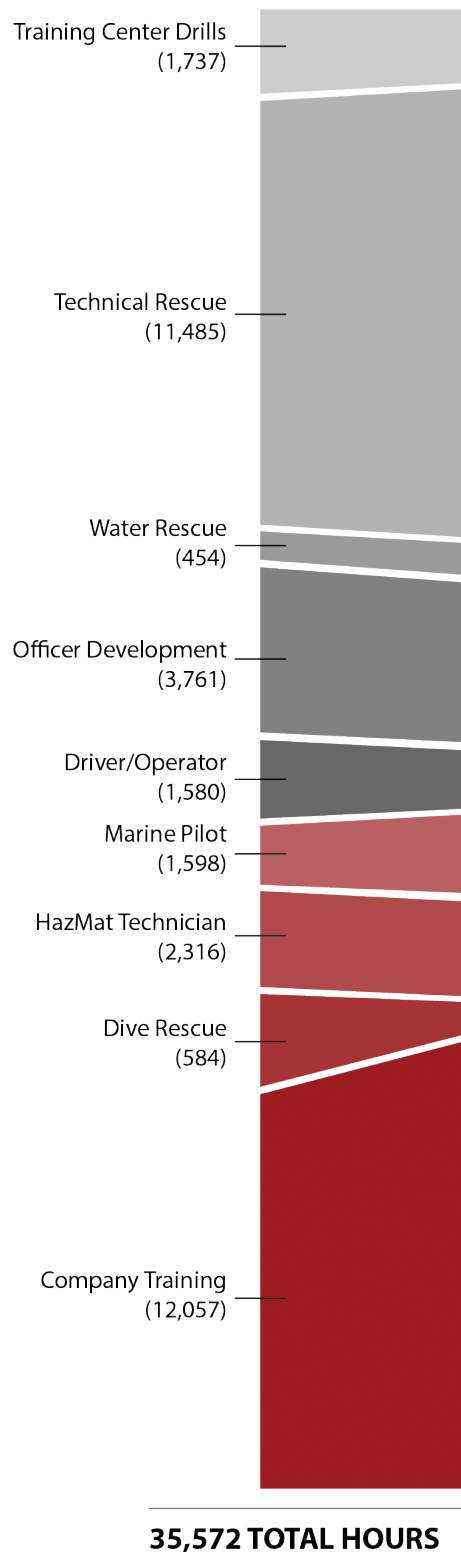
care that is contagious. Not only did they pass the rigorous course work, accompanied by hundreds of hours in clinical rotations, they excelled. Three of the four received awards at their graduation: Valedictorian, Faculty Award and Dean's List. WPFR is very proud and fortunate to have such remarkable employees.

In an effort to continue a strong training program, WPFR has entered into a collaborative partnership with the nursing program at Clover Park Technical College (CPTC). During a visit to CPTC in the summer of 2016, WPFR personnel were given a tour of an on-site simulation lab, which has several state of the art manikins for training nurses to provide patient care. These manikins are very lifelike with the ability to have respirations, a pulse, have an IV started, receive medications, respond to verbal questions via a remote controller and even deliver babies.

This partnership allows WPFR access to the lab for training and gives CPTC nursing students the opportunity to ride with paramedics to gain patient contact, experience EMS in the field and see the interactions with hospital Emergency Departments. This partnership has been very successful thus far and WPFR looks forward to more quality, collaborative training in 2017.

Training

2016 TRAINING HOURS BY DISCIPLINE



West Pierce Fire & Rescue's Training Division is responsible for scheduling, tracking and coordinating training for all personnel. The goal is to provide knowledge, skills and abilities needed to perform all required duties. These include, but are not limited to, firefighting fundamentals, safety, emergency vehicle operations, fire officer and command functions, specialized rescue operations, hazardous materials responses, dive and marine operations, customer service and leadership development.

The Training Division manages a computer-based program that documents training hours and classes of all personnel. This program also provides online assigned training that is shared by various agencies within Pierce County.

The fire service has changed over the past 20 years to reflect the needs of a complex society. As our communities grew, so did the risk associated with an increased population. The fire service has transformed into a multi-discipline, technically advanced group of personnel who are ready to respond at a moment's notice. With regular training, WPFR personnel are able to maintain these invaluable skills.

In addition to ongoing training, several training events were accomplished this year. As seen in the chart to the left, a wide variety of specialty training disciplines are required throughout the year, on top of all basic fire suppression and emergency medical training. Finally, the first regional Red Knights Recruit Academy in nearly a decade was executed, courses in tactical considerations for commercial structures were held, and Incident Command re-certifications and an emergency vehicle driving program were completed this year.

Red Knights Recruit Academy

In February 2016, the Red Knights Recruit Academy class began with 20 recruits, eager to serve their communities as firefighters. This regional recruit academy class was comprised of four departments: Gig Harbor Fire & Medic One (7), Graham Fire & Rescue (6), South Pierce Fire & Rescue (2) and West Pierce Fire & Rescue (5). Seventeen of these recruits came with varying degrees of fire service experience as volunteers and career firefighters, including part-time and temporary hires. Two recruits came to the academy from service in our Armed Forces. This class had multiple certified EMTs and Paramedics from very diverse backgrounds. Due to the economic recession, many fire departments were not hiring and WPFR had not hosted a regional recruit academy in nearly a decade.



This 13-week academy included more than 500 hours of training and would not have been possible without a core group of instructors and peer fitness trainers. Each recruit spent many hours learning on the drill ground, as well as studying firefighting techniques and hazardous materials response in the classroom. At the end of the academy, four written and three practical exams were administered. While training on the drill ground, they learned hose and ladder handling, search and rescue, ventilation, auto extrication and many more skills used by firefighters on a daily basis. In the classroom, they studied basic fire behavior and hydrodynamics, all while practicing safety, company integrity and strong teamwork.

Something all firefighters have in common is the desire to serve their communities with the highest standards. Recruits bring a new energy to WPFR and the community. They are eager to learn as senior firefighters pass on their trade to prepare them for the career ahead. Congratulations, Red Knights Class of 2016!



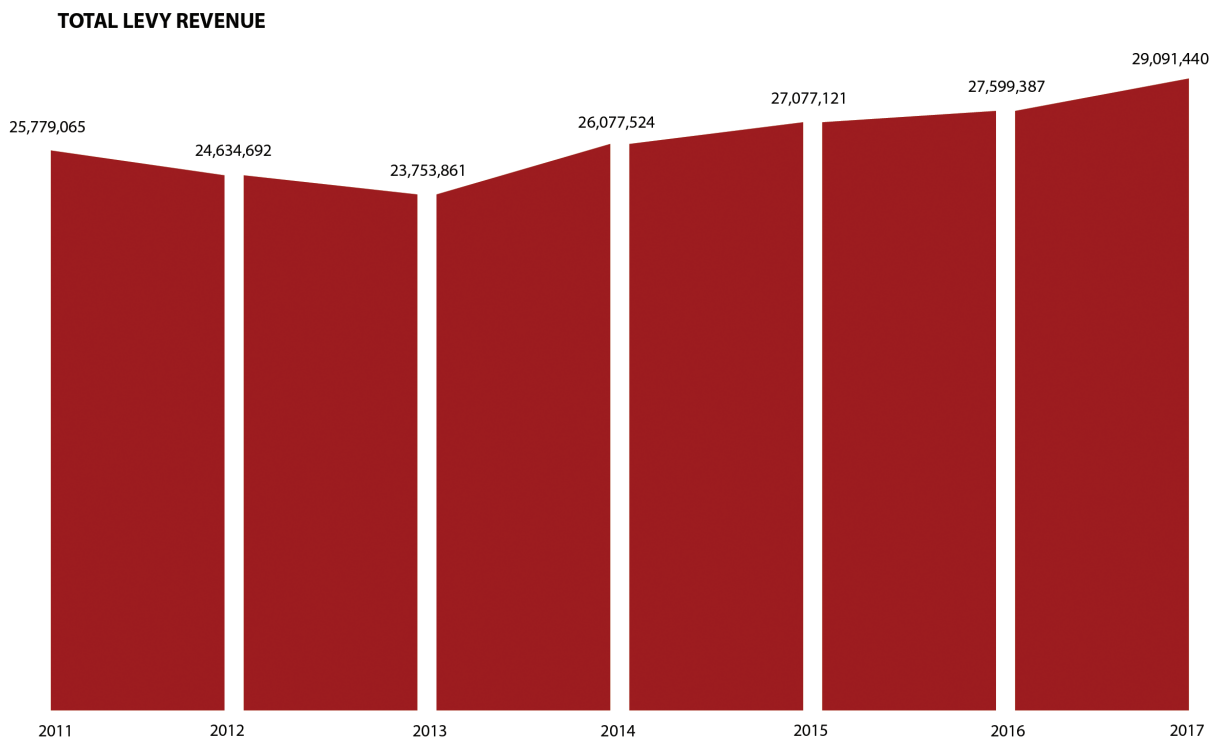
Administrative Services & Finance

More information and documents, such as WPFR's annual budget, public records request forms, various audit reports, permitting information and much more can be found by visiting www.westpierce.org

Administrative Services and Finance are joined under one division within West Pierce Fire & Rescue. In Finance, the responsibilities include, but are not limited to, payroll, accounts payable, accounts receivable, budget development, assets management, and grant administration and writing.

Administrative Services provides staff and program support to all divisions of WPFR. Administrative Services personnel perform a large scope of work that is essential to the performance of the various divisions within the organization. Some responsibilities include human resources, risk management, benefits coordination, records retention, public records requests, incident report reviews, scheduling and processing inspections, and contract management.

In 2016, a committee was formed to strengthen records retention practices at WPFR. The committee created a detailed plan that will allow for increased consistency and an improved process of collecting documents for annual archiving. This plan starts with reviewing records retention timelines defined by the Washington State Archives guidelines, as established by the Secretary of State. Expired records will then be purged in accordance with state laws. The remaining records will be filed as necessary, organized, inventoried and labeled consistently. This project will result in a more cost-effective use of agency resources and ensure openness and accountability as a government agency. It is estimated to be completed at the end of 2017 with an end goal to include electronic archiving.



Emergency Preparedness



Emergency preparedness within West Pierce Fire & Rescue is inclusive of preparing both WPFR personnel and the community. Not only does WPFR need to be ready to respond to a disaster, but the community must learn to prepare themselves should a major incident delay help from arriving as quickly as usual. It is imperative to train for these types of events, as infrequent as they may be.

In June, WPFR participated in an exercise as part of the regional Cascadia Rising drill. This was a large-scale, week-long exercise designed to test the many emergency systems and plans in place for the much-anticipated Cascadia earthquake. The main objective of this functional exercise was to activate and practice using the Incident Command System in the Department Operations Center. In addition, training events were conducted for field personnel not only to prepare for disaster responses and large-scale incidents, but to strengthen partnerships with agencies WPFR works with on a daily basis, especially should an Incident Command System need to be established.

In August, WPFR participated in active shooter drills hosted by the Lakewood Police Department and the Clover Park School District. Field personnel worked on skills such as entry, interior and exterior movement, and medical response. Supervisors and Command Staff participated in a Unified Command module, practicing communications and protocol implementation for patient extraction. This type of training is invaluable for police

and fire to become familiar with each other and to practice for an event of high risk and low frequency.

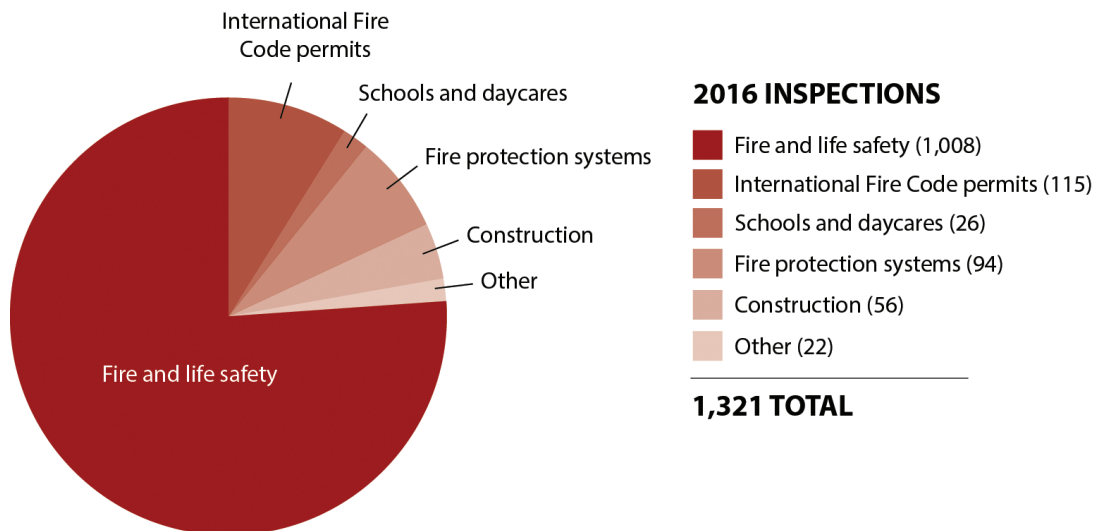
While WPFR continues to prepare for such emergencies, it is also important for the community to prepare themselves. The Community Emergency Response Team (CERT) program educates citizens about disaster preparedness and hazards that may impact their area. CERT participants receive over 20 hours of training in basic disaster response skills, such as preparedness, fire safety, light search and rescue, team organization and disaster medical operations.

Through a combination of lecture and hands-on exercises, CERT members learn how to assist others following an event where emergency responders are not immediately available to help. CERT offers citizens a more comprehensive understanding of emergency management, valuable community networking and opportunities to take Incident Command System courses. In 2016, West Pierce held four CERT classes at no cost to citizens who live or work within the borders of West Pierce. The CERT program continues to apply for grant funding whenever possible and this year, \$4,200 was awarded to support the program.

Supplemental trainings were held throughout the year to keep CERT volunteers engaged and their skills refreshed. One of these trainings focused on how to handle animals during and after a disaster, which was attended by more than 50 CERT members. April 2016 marked the 10th annual Disaster Preparedness Day, where WPFR partnered with the YMCA, American Red Cross, JBLM and other local organizations to provide information and prizes related to preparedness.

Much of the recruiting for CERT classes takes place at public events where class schedules and other preparedness materials are dispersed. Presentations about personal preparedness and the CERT program were also given year round to various businesses, churches, service clubs and neighborhood associations. The goal of these programs is to make the community more resilient in the event of a disaster.

Fire Prevention



The Fire Prevention Division handles code enforcement and public education for West Pierce Fire & Rescue. Much of the division's work is in conjunction with the City of Lakewood and the Clover Park and University Place School Districts. In both code enforcement and public education, these efforts ensure life safety, which include public education for all ages and groups, inspections, plan review and fire investigation.

Prevention personnel participate in meetings with city staff, businesses and the public throughout the year to focus on coordination of code enforcement, new construction, business remodels and business planning. Forty pre-application meetings were attended in 2016 with the City of Lakewood to provide preliminary comments on proposed projects that allow applicants the ability to determine the viability of projects. In addition, 235 plans were reviewed in partnership with the City of Lakewood Community Development department to ensure compliance with the International Fire Code. Plan review included residential, commercial, new construction, remodels and fire protection systems.

In 2016, the Prevention Division implemented a new electronic inspection program. This program allows field inspectors to complete their inspection report on-site before leaving the building. This creates a more efficient way of doing business for both WPFR personnel, as well as business owners and occupants.

Fire investigations are conducted by the Prevention Division to determine cause and origin. In 2016, 29 fires occurred which required an investigation. Investigators within the division have completed hundreds of hours of investigation training and are certified through the National Association of Fire Investigators.



Public Education

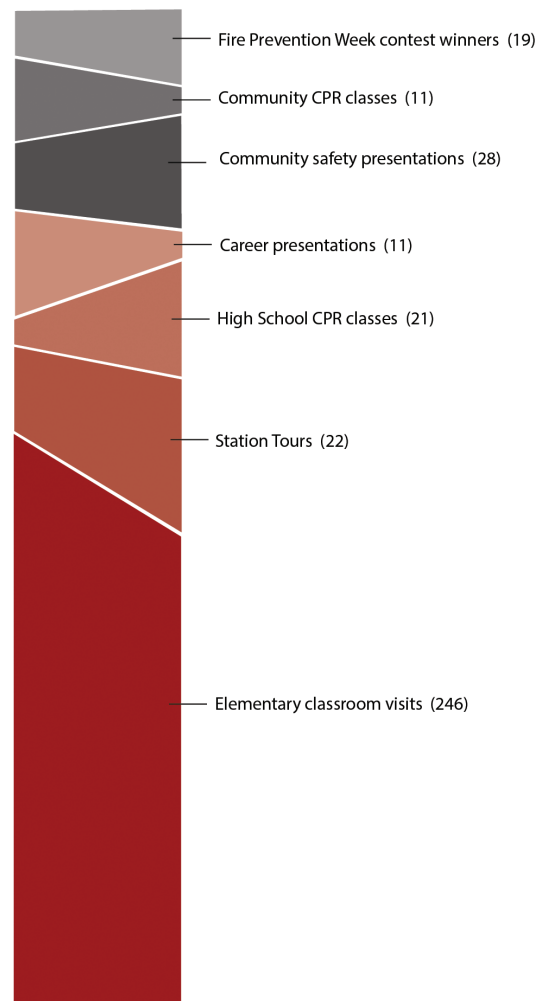
West Pierce Fire & Rescue provides fire and life safety education programs to the Clover Park and University Place School Districts, daycares and preschools within the District, and partners with various organizations for community events and public education efforts.

The partnership with the school districts plays a large part in fire prevention and life safety. This year, 246 elementary classrooms were visited, teaching a variety of safety lessons to different grade levels. During Fire Prevention Week in October, each elementary school student received a safety checklist to take home and complete with their families. Nineteen classrooms had 100 percent participation and received an ice cream party with firefighters. Additionally, CPR is taught at Lakes and Curtis High Schools, where 525 students earned their completion card in 2016. When not educating in the classroom, WPFR personnel work with school leaders and counselors to provide resources and educate juvenile fire setters on the dangers of playing with fire.

As you can see in the chart to the right, a multitude of safety presentations are delivered to all ages and groups through the District. A Safe Sitter babysitting course was held for 11-13 year olds, teaching basic tips for childcare, CPR and first aid. In addition, more than 800 smoke alarms were installed in homes, thanks to a grant-funded program, 23 car seats were inspected for correct installation, and 450 helmets and 52 life jackets were sold and custom-fitted.



PUBLIC EDUCATION PROGRAMS



Peer Support Advocates

Each day, citizens in the community experience an unplanned crisis: a car accident, medical emergency, fire in their home or business, or worse yet, the death of a friend, spouse or family member. Well-trained firefighters, EMTs and Paramedics respond and work efficiently to handle the emergency. When the immediate event is over, there are many needs which accompany a loss including, but not limited to, grief counseling, connecting with family, local clergy and/or funeral homes, arranging temporary shelter, clothing and food, or help finding other support resources. West Pierce Fire & Rescue is fortunate to have a dedicated team of Peer Support Advocates (PSA)/Chaplains who meet those in crisis, help ease their distress, and work to restore a sense of normalcy.

First Responders regularly encounter situations involving illnesses, traumatic injuries, devastating personal and property losses, and death. With two and three decade-long careers being common practice in the fire service, firefighters are continuously exposed to these repetitive, cumulative stressors. In some instances, the effects from this line of work spill over and affect self-care and the relationships with spouses, families and co-workers. First Responders have high rates of divorce, behavioral health issues, PTSD, substance abuse and sadly, suicide.

Over the last decade, efforts have increased to educate First Responders on these issues and help break down barriers to seeking and accepting help. The PSA/Chaplains provide this critical training to WPFR employees, enhancing awareness and the resources available to promote greater physical and emotional well-being.

In 2016 alone, the team invested nearly 3,000 hours meeting with citizens in need, supporting WPFR personnel and their families, training responders on the importance of self-care and assisting with District events. Collectively, they responded to more than 50 death scenes, providing family notifications, grief counseling and resource support to those in crisis.

West Pierce Fire & Rescue would like to thank each one of these individuals for helping WPFR become a healthier organization and better prepared to serve the community. WPFR is also proud to have them entrenched in the community, especially in their time of need.



Rich Carbone
Peer Support Advocate / Chaplain



Dianne Huffman
Peer Support Advocate / Chaplain



Larry Huffman
Peer Support Advocate / Chaplain

Facilities & Fleet Maintenance



The Facilities Maintenance Division consists of a Facilities Manager and three Facilities Maintenance Technicians. These dedicated personnel are responsible for custodial work, repair and general maintenance of all district facilities, grounds and related equipment. The division's work load is broad and varied. All work is performed by division technicians, with the exception of some contract services and maintenance requiring a special license, certification or skill set.

In addition to completing over 400 work orders in 2016, the team accomplished several large projects. Some of these include painting the exterior of the headquarters station, assisting with the installation of a new station alerting system and assisting with detailed energy use audits at all WPFR facilities.

The Facilities team also led four enthusiastic summer-hire students from the Bates Technical College Fire Service Program to service 963 fire hydrants and paint over 118 of those hydrants. This was the third year overseeing this month-long summer project, developed to meet the service and maintenance requirements for more than 4,000 hydrants located throughout the City of Lakewood.

The Fleet Maintenance Division is a proactive division that consists of a Fleet Manager and three Mechanics. All of these individuals are Emergency Vehicle Technician (EVT)/ASE (National Institute for Automotive Service Excellence) Certified Journeymen Mechanics. They keep the WPFR fleet (over 70 vehicles, boats and equipment) in top shape throughout the year, as well as maintain facility generators, compressors, power tools and much more.

In addition to the 472 work orders completed, Fleet Maintenance conducted 42 annual pump tests for both West Pierce and the Tacoma Fire Department and provided 89 annual apparatus services. A surplus medic unit was converted into a dump bed yard truck and a breathing air compressor was completely rebuilt for Station 20. They also purchased and equipped a Battalion Chief's vehicle and two medic units, which serve as replacements and moved the current vehicles into reserve status.



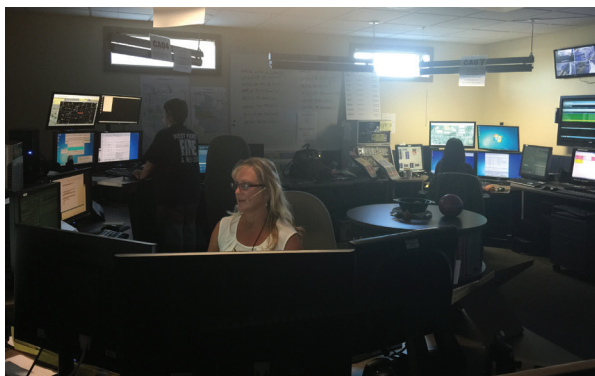
Technology & Communications

In today's world, technology is ever-changing and making sure systems are working properly is key to the success of WPFR. The Information Technology (IT) Division is responsible for all major computer software installations and upgrades, which enhance the District's resources and meet local, state and federal requirements. These ongoing upgrades are in addition to various projects that are performed regularly throughout the District for both administrative and field personnel.

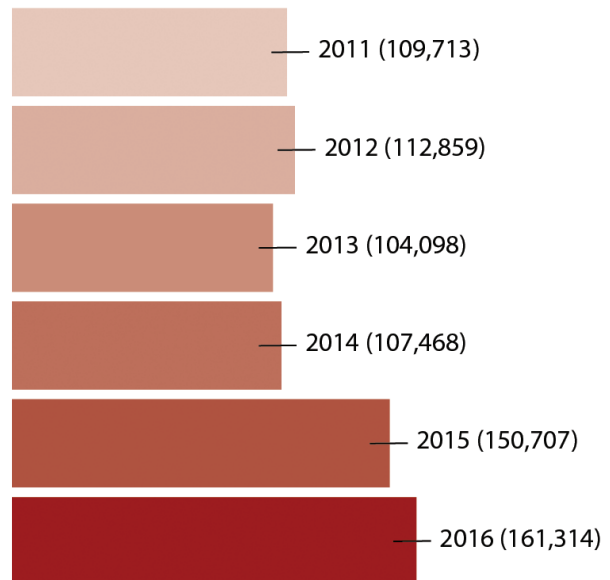
Many technology changes took place this year and a majority were in Fire Comm, WPFR's regional dispatch center. In 2016, a new 800MHz/700MHz trunked radio system was in use for the first full year. This digital radio system was a part of the original capital projects funded through South Sound 911. Once it was operational, this radio system replaced the antiquated VHF radio network that was in place. This system allows for vastly improved communications among field personnel and dispatchers, thereby greatly improving safety.

Another technical enhancement project that was implemented in 2016 was an automated station alerting and dispatch system. Through the system, a call is dispatched using an automated voice with all the pertinent dispatch information. This allows for greater consistency in the initial dispatch and frees fire dispatchers for other tasks as the 9-1-1 calls proceed.

The IT Division's work in coordinating the installations of this system has greatly enhanced the station alerting and audio communications for fire-related events throughout Pierce County. This system has been widely embraced as a critical enhancement, not only by fire dispatchers,



TOTAL 9-1-1 CALLS RECEIVED



but also by field personnel. It alerts firefighters to the call by increasing the speaker volume over the first few seconds of the call. This reduces stress caused by alerting at full volume during firefighters' sleep period, overall improving health and wellness of field personnel.

Intensive training also took place to prepare Fire Comm dispatch staff for the new computer aided dispatch (CAD) system before the new CAD was successfully deployed in November. The IT Division provided resources for multiple Pierce County fire agencies' Mobile Data Computers (MDC). In addition to MDC access to South Sound 911, the division coordinated access to software that provides event alerts and mapping for all Pierce County fire agencies. This new police/fire unified CAD system had been cutover to the Law Enforcement division of South Sound 911 previously. The cutover for Fire Comm occurred with no major challenges, but plenty of continuing work to refine the product, both for fire dispatchers and field personnel.

At the end of 2016, Fire Comm employees were transitioned into South Sound 911. This transition certainly didn't come without a large workload on WPFR personnel, not only in Fire Comm itself, but District-wide.

Fire Comm Transition

On December 31, 2016, Fire Comm dispatched their last call as a division of West Pierce Fire & Rescue. Starting January 1, 2017, they officially became part of South Sound 911, the regional 9-1-1 dispatch agency formed in 2011.

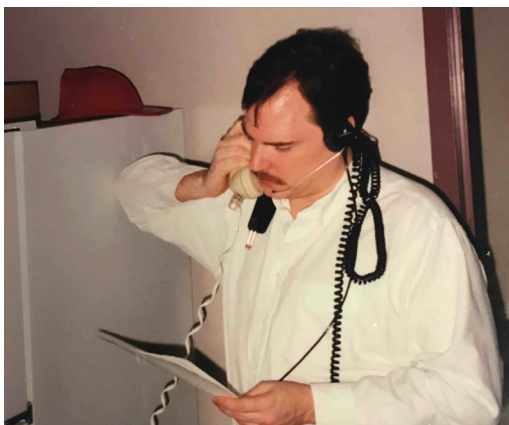
Long before the merger of West Pierce Fire & Rescue, or other regional entities such as Central Pierce Fire & Rescue and East Pierce Fire & Rescue, there was Fire Comm. Formed in 1983 as a joint venture between the Lakewood, University Place and Fircrest Fire Departments, Fire Comm was one of the first fire service regionalization efforts in Pierce County. As the largest agency of the three, Lakewood Fire Department became the lead agency for the group and hired the first Fire Comm dispatchers in January of that same year.

Over the next 33 years, Fire Comm became synonymous with fire dispatch, eventually providing service to fire departments throughout Pierce County. By 2016, Fire Comm was dispatching for 18 fire departments, ranging from Crystal Mountain to Key Peninsula.

In the early years of Fire Comm, operations were much simpler. All that was needed was a phone, a radio, and lots of paper and pencils. Today's modern dispatch centers are full of complex computer systems and digitally integrated networks. As technology continued to advance, maintaining Fire Comm became a major financial challenge for fire departments throughout the county. Fire Comm was operating in an outmoded 70-year old building, the phone and radio systems were antiquated technology no longer supported, and the computer aided dispatch (CAD) system was in need of an upgrade. Fire Comm was facing multiple multi-million dollar challenges, and they were only one of six different dispatch centers throughout Pierce County facing these same types of issues.

In 2011, West Pierce Fire & Rescue became a member agency of South Sound 911. The goal of South Sound 911 is to regionalize 9-1-1 call receiving and dispatch services for all law enforcement agencies and fire departments in Pierce County in a new state of the art facility. Over the last few years, all law enforcement dispatch services have been consolidated under South Sound 911, however, no fire department dispatch services had been incorporated at that time. After a year of careful planning, Fire Comm completed its official transfer to South Sound 911, closing a very special chapter in West Pierce Fire & Rescue's history.

Everyone at West Pierce Fire & Rescue is extremely proud of our role in Fire Comm and the 33 year legacy it left on the fire service community throughout Pierce County. Thank you to all Fire Comm employees for their considerable hard work and dedication throughout the years.



Call receiving in the 1990s



Most senior Fire Comm employees at a celebration in December 2016

Retirements, Promotions and New Hires

In 2016, five members of West Pierce Fire & Rescue turned the page to a new chapter in their lives - **retirement**. Their 153 years of combined service and valuable experience will be leaving, but making room for new faces and promotions. Thank you to all for their dedicated years of service and congratulations to those stepping into new roles within the organization.

Retirements

Assistant Chief Lloyd Christianson, 33 years
Captain Jim Rotondo, 41 years
Captain Greg Johnson, 35 years
Captain Rick Jankowiak, 24 years
Captain Michelle Johnson, 20 years

Promotions

Assistant Chief Hallie McCurdy
Battalion Chief Scott Adams
Captain David Hagenbuch
Captain Ernst Hebeisen
Captain Matt Wagner
Firefighter/Engineer Peter Kilga
Firefighter/Engineer Murray MacDonald

New Hires

Firefighter Kenneth Bergsma
Firefighter Victor Figueroa
Firefighter Paul Loyko
Firefighter Benjamin McElfish



Community Relations and Professional Associations



West Pierce Fire & Rescue personnel are involved in many community groups, service clubs and professional associations to not only enhance training opportunities, but for networking and building partnerships with other community oriented organizations with similar missions and goals.

American Red Cross • Boys & Girls Club of South Puget Sound • Caring for Kids • City of Lakewood • City of University Place • Clover Park Rotary • Communities in Schools • Emergency Food Network • Families Unlimited Network • International Association of Fire Chiefs • International Association of Fire Fighters • International Code Council • Kiwanis Club of Clover Park • Kiwanis Club of Steilacoom • Lakewood Chamber of Commerce • Lakewood First Lions Club • Lakewood Knights Lions Club • Lakewood Neighborhood Associations • Lakewood United • Light My Fire of Puget Sound • National Fire Protection Agency • Northwest Physicians Network • Partners for Parks • Pierce County Chaplaincy • Pierce County Department of Emergency Management • Pierce County Fire Chiefs Association • Pierce County Fire Commissioners Association • Public Relations Society of America • Rotary Club of Lakewood • Safe Kids Pierce County • Society of Human Resource Management • South Sound 911 • Tacoma Narrows Rotary • Tacoma/Pierce County Habitat for Humanity • Town of Steilacoom • Washington Association of Building Officials • Washington Emergency Public Information Network • Washington Fire Chiefs • Washington Fire Commissioners Association • Washington State Council of Fire Fighters • West Pierce CARES • YMCA of Pierce and Kitsap Counties • YWCA Pierce County

2017 and Beyond

2016 was a year full of challenges and change for West Pierce Fire & Rescue. While this can make for a heavy workload, it is WPFR's mission to create strategic and successful response models to serve the community the best way possible. 2017 will also bring challenges and change and make for an exciting time to see ideas and plans form into action.

West Pierce Fire & Rescue has defined a goal of the organization to better reflect the community it serves and to continue to develop a culture of inclusion. During 2016, the District's Equity and Empowerment Initiative grew from a goal to action. Research, meetings, discussions and asking difficult questions helped move the District forward with this very important undertaking. Two teams were formed, the Recruitment & Retention Team and the Equity Team, which began meeting in early 2017. Additionally, opportunities for facilitated discussions and open dialogue are scheduled throughout 2017 as the District moves forward with this initiative.

Since 2011, call volume has increased over 20 percent with the overwhelming majority being patients with minor or chronic medical problems. An aging population, substance abuse disorders, mental health issues and shortages of primary care physicians coupled with a variety of social problems, such as poverty and homelessness, have created a challenging health care environment for EMS providers. With more people relying on 9-1-1 to access basic medical care, West Pierce Fire & Rescue is continually re-evaluating how emergency medical services are delivered throughout the community. This work will continue into 2017 and beyond as new strategies are developed to provide responsive, efficient and compassionate medical care programs to our citizens.

In our first six years as a new organization, WPFR has worked diligently at creating a more unified culture, aligning best operational and administrative practices, collaborating with our cities, neighboring fire departments, public safety partners, and citizens to provide high quality, customer-focused service. Much has been accomplished, but with the constant change and evolution in the fire service industry, it is imperative to always be looking towards the future.

Every organization should be mindful of its Mission, Vision, and Core Values statements and periodically assess them for relevancy. In addition, regularly looking at the organization's strengths, weaknesses, opportunities and challenges, and implementing any necessary changes can help produce positive growth and success. Being intentional with these assessments, WPFR began a formal Strategic Planning process in 2016 and hopes to be completed by early 2018. It is believed effective Strategic Planning will help ensure decisions being made today are aligned with the District's Mission, Vision and Core Values and will help move WPFR into greater success in the future.





WEST PIERCE FIRE & RESCUE

Proudly serving the citizens of Lakewood and University Place

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TO: Board of Fire Commissioners

FROM: Deputy Chief Mitch Sagers

RE: 2016 RCW 52.33 Report

DATE: March 21, 2016

Enacted in 2005, RCW 52.33 requires each "substantially career fire department" to maintain a written document declaring the department as "established" and describing the department's basic organizational structure, core services provided, and response time objectives for such services. Beginning in 2007, RCW 52.33 requires such agencies to generate a report of their turnout and response time performance.

WPFR did not produce a 2015 report due to losing our data vendor. The 2016 RCW 52.33 Report is provided for your review. There is no requirement for formal Board action. As a reference, I have included Resolution 011313-002 which addresses our "establishment", core services, and the specific time objectives we strive to meet 90% of the time. Following the Resolution, you will find the report itself along with a summary.

These reports are valuable tools, helping us assess and improve our service delivery. If you have specific questions or would like additional information please feel free to contact me.

**PIERCE COUNTY FIRE PROTECTION DISTRICT #3
RESOLUTION NO. 011613-002**

**A RESOLUTION OF THE BOARD OF FIRE COMMISSIONERS FOR PIERCE COUNTY FIRE
PROTECTION DISTRICT NO. 3, ESTABLISHING THE CORE SERVICE PROVISIONS AND RESPONSE
TIME OBJECTIVES AS REQUIRED BY RCW 52.33.030**

WHEREAS, the Washington State Legislature adopted House Bill 1756 in 2005, and subsequently was codified as chapter 52.33 of the Revised Code of Washington; and

WHEREAS, the purpose and intent of this resolution is to provide documentation so as to comply with the intent of the statute; and

WHEREAS, such statute requires that each substantially career fire department maintain a written statement declaring the department “established”, and listing the following:

- Services required to provide;
- Basic organizational structure;
- Expected number of employees;
- Functions employees are expected to perform; and

WHEREAS, such statute also requires establishment of response time objectives for the major service components including fire suppression, emergency medical services, hazardous materials, and special operations; and

WHEREAS, such statute also requires compliance with the locally established response time objectives 90% of the time; and

WHEREAS, such statute requires issuance of an annual report documenting the achievement of each response time objective within the jurisdiction of the fire protection district;

NOW THEREFORE BE IT HEREBY RESOLVED AS FOLLOWS:

Section 1. Pierce County Fire Protection District No. 3 was established under RCW Title 52 in 1944 and thereafter a career fire department has been established.

Section 2. The core services provided by the district and the department, in accordance with the mission and statutes that govern fire protection districts and fire departments, are as follows:

- Fire Suppression;
- Emergency Medical Services (EMS) - Basic Life Support (BLS);
- Emergency Medical Services (EMS) - Advanced Life Support (ALS);
- Special Operations (Technical Rescue, Hazardous Materials);
- Marine Rescue and Firefighting;
- Fire Prevention/Public Education.

Section 3. The district has a basic organizational structure which includes elected officials, officers, and firefighters with Emergency Medical Technician (EMT) or Paramedic certifications.

Section 4. The District employs sufficient full-time staff necessary to maintain three-person engine and ladder companies and two-person EMS-transport units. These employees perform the tasks necessary to deliver the aforementioned core services.

Section 5. Definitions:

- Turnout Time: The time period beginning when units receive notification of the emergency to the beginning point of response time.
- Response Time: The time period beginning when units are en route to the emergency incident and ending when the units arrive at the scene.

The fire protection district hereby establishes the following objectives for the delivery of core services, as applicable:

Section 6. Service delivery:

ZONE 1: Service within the legal boundaries of Pierce County Fire Protection District #3

- **Turnout Time** (all incidents): 110 seconds
- **Response Time:**
 1. **Fire Suppression:**
 - (a) First arriving engine company: 6 minutes;
 - (b) Full first alarm assignment: 12 minutes;
 2. **Emergency Medical Service:**
 - (a) First arriving unit with a “first responder” or higher (BLS): 6 minutes;
 - (b) First arriving unit with a paramedic (ALS): 6 minutes;
 3. **Special Operations** (all disciplines):
 - (a) First arriving unit with Awareness-level capability: 6 minutes
 4. **Marine Rescue and Firefighting:** 15 minutes

ZONE 2: Contracted service outside the legal boundaries of Pierce County Fire Protection District #3

- **Turnout Time** (all incidents): 110 seconds
- **Response Time:**
 1. **Fire Suppression:**
 - (a) First arriving engine company: 6 minutes;
 - (b) Full first alarm assignment: 12 minutes;
 2. **Emergency Medical Service:**
 - (a) First arriving unit with a “first responder” or higher (BLS): 6 minutes;
 - (b) First arriving unit with a paramedic (ALS): 8 minutes;
 3. **Special Operations** (all disciplines):
 - (a) First arriving unit with Awareness-level capability: 8 minutes
 4. **Marine Rescue and Firefighting:** 30 minutes

Section 7. The annual report shall define any geographic areas and circumstances in which the achievement of these standards is less than 90% of the time. The annual report shall explain the predictable consequences of any deficiencies and address the steps that are necessary to achieve the objectives.

Section 8. Adoption of this resolution shall be retroactive to January 1, 2013 and rescind Resolution 060711-008.

**West Pierce Fire & Rescue
2016 RCW 52.33 Report**

1. Turnout Time¹

a) The National Fire Protection Association² defines **80** seconds as the turnout time¹ performance standard for a fire suppression¹⁵ and special operation response⁵. Our agency meets this objective **16** percent of the time. (2014 = 39%)

b) Our agency has defined **110** seconds as the turnout time¹ performance standard for a fire suppression¹⁵ and special operation response⁵. Our agency meets this objective **29** percent of the time. (2014 = 53%)

c) 90% of our fire¹⁵ and special operation⁵ responses have a turnout time¹ of **186** seconds or less. (2014 = 178 seconds)

d) The National Fire Protection Association² defines **60** seconds as the turnout time¹ performance standard for an emergency medical services response⁹. Our agency meets this objective **18** percent of the time. (2014 = 23%)

e) Our agency has defined **110** seconds as the turnout time¹ performance standard for an emergency medical services response⁹. Our agency meets this objective **69** percent of the time. (2014 = 66%)

f) 90% of our emergency medical services responses⁹ have a turnout time¹ of **150** seconds or less. (2014 = 157 seconds)

2. Response time¹⁰ for the arrival of the first arriving engine company¹² at a fire suppression incident¹⁵ (building or dwelling only)

a) The National Fire Protection Association² defines **4** minutes as the performance standard. Our agency meets this objective **55** percent of the time. (2014=57%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **89** percent of the time. (2014=89%)

- 90% of our response times¹⁰ for this objective are **5 minutes 50 seconds** or less. (2014 = 6 minutes 09 seconds)

- For **Zone 2***, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **0** percent of the time. (2014=100%)

- 90% of our response times¹⁰ for this objective are **7 minutes 29 seconds** or less. (2014 = 5 minutes 36 seconds)

*= only 1 incident for this objective in both 2016 and 2014

3. Response time¹⁰ for the arrival of the first arriving engine company¹² to all other fires¹⁶

a) The National Fire Protection Association² defines **4** minutes as the performance standard. Our agency meets this objective **45** percent of the time. (2014 = 55%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **76** percent of the time. (2014 = 76%)
 - 90% of our response times¹⁰ for this objective are **8 minutes 09 seconds** or less. (2014 = 7 minutes 27 seconds)
- For **Zone 2***, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **100** percent of the time. (2014 = 33%)
 - 90% of our response times¹⁰ for this objective are **3 minutes 02 seconds** or less. (2014 = 7 minutes 29 seconds)

*= only 2 incidents for this objective in 2016

4. Response time¹⁰ for the arrival of the 4th firefighter at a fire suppression incident¹⁵ (building or dwelling only)

a) The National Fire Protection Association² defines **4** minutes as the performance standard. Our agency meets this objective **54** percent of the time. (2014 = 50%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **89** percent of the time. (2014 = 83%)
 - 90% of our response times¹⁰ for this objective are **5 minutes 26 seconds** or less. (2014 = 6 minutes 42 seconds)
- For **Zone 2***, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **0** percent of the time. (2014 = 0%)
 - 90% of our response times¹⁰ for this objective are **7 minutes 29 seconds** or less. (2014 = 7 minutes 10 seconds)

*= only 1 incident for this objective in 2016

5. Response time¹⁰ for the deployment of a full first alarm assignment¹⁷ at a fire suppression incident¹⁵ (building or dwelling only). In WPFR, a full first alarm assignment includes 3 engines, 1 ladder, 2 medic units, and 1 Battalion Chief.

a) The National Fire Protection Association² defines **8** minutes as the performance standard. Our agency meets this objective **21** percent of the time. (2014 = 67%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **12** minutes as the performance standard. Our agency

meets this objective **74** percent of the time. (2014 = 92%)

- 90% of our response times¹⁰ for this objective are **14 minutes 32 seconds** or less. (2014 = 11 minutes 51 seconds)
 - For **Zone 2***, our agency has defined **12** minutes as the performance standard. Our agency meets this objective **0** percent of the time. (2014 = 0%)
 - 90% of our response times¹⁰ for this objective are **12 minutes 03 seconds** or less. (2014 = 13 minutes 11 seconds)
- *= only 1 incident for this objective in 2016

6. Response time¹⁰ for the arrival of a unit with first responder¹⁸ or higher level capability at an emergency medical incident⁹

a) The National Fire Protection Association² defines **4** minutes as the performance standard. Our agency meets this objective **43** percent of the time. (2014 = 52%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **79** percent of the time. (2014 = 83%)
 - 90% of our response times¹⁰ for this objective are **7 minutes 27 seconds** or less. (2014 = 6 minutes 53 seconds)
- For **Zone 2**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **47** percent of the time. (2014 = 60%)
 - 90% of our response times¹⁰ for this objective are **9 minutes 31 seconds** or less. (2014 = 8 minutes 15 seconds)

7. Response time¹⁰ for the arrival of an advanced life support unit¹⁹ at an emergency medical incident⁹, where this service is provided by the fire department²⁰.

a) The National Fire Protection Association² defines **8** minutes as the performance standard. Our agency meets this objective **77** percent of the time. (2014 = 90%)

b) Due to circumstances outlined in Appendix 1, our agency measures performance in 2 geographic zones:

- For **Zone 1**, our agency has defined **6** minutes as the performance standard. Our agency meets this objective **62** percent of the time. (2014 = 82%)
 - 90% of our response times¹⁰ for this objective are **11 minutes 10 seconds** or less. (2014 = 7 minutes 00 seconds)
- For **Zone 2**, our agency has defined **8** minutes as the performance standard. Our agency meets this objective **66** percent of the time. (2014 = 93%)
 - 90% of our response times¹⁰ for this objective are **12 minutes 31 seconds** or less. (2014 = 7 minutes 32 seconds)

Premises

- 1) We are only capturing the apparatus' times when that unit is responding and arriving priority.
- 2) We are only reporting on incidents that occur within our own service delivery areas.
- 3) Apparatus from neighboring agencies that respond into our jurisdiction Mutual Aid and Automatic Aid received apparatus will be measured.

Appendix 1: Geographic Zones

In 2013, West Pierce Fire & Rescue established that the service delivery shall be divided into two (2) zones as follows:

ZONE 1: Service within the legal boundaries of Pierce County Fire District #3 and the American Lake Veterans Hospital

ZONE 2: Contracted service outside the legal boundaries of Pierce County Fire District #3 (i.e. Town of Steilacoom)

Definitions

- 1) Turnout Time – The time interval that begins when the notification process begins by either an audible alarm or visual annunciation, or both, and ends at the beginning point of travel time of the first arriving unit. Reference NFPA 1710 3.3.53.8.
- 2) National Fire Protection Association (NFPA 1710 Standard - 2010 Edition) –The standard for the organization and deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments.
- 3) NFIRS – National Fire Incident Reporting System
- 4) Fire Incident – All NFIRS 100 incident types.
- 5) Special Operation Incident – Those emergency incidents to which the fire department responds that require specific and advanced training and specialized tools and equipment. Reference NFPA 1710 3.3.41.2.
- 6) CPR – Cardiopulmonary resuscitation
- 7) BLS – Reference NFPA 1710 3.3.36.2
- 8) ALS – Reference NFPA 1710 3.3.36.1
- 9) Emergency Medical Incident – The treatment of patients using basic first aid, CPR, BLS, ALS, and other medical procedures prior to the arrival at a hospital or other health care facility. Reference NFPA 1710 3.3.17. Note: Only NFIRS 321, 322, and 323 incident types.
- 10) Response Time (aka Travel Time) – Means the time immediately following the turnout time that begins when units are en route to the emergency incident and ends when the first arriving unit arrives at the scene. Reference NFPA 1710 3.3.53.7.
- 11) NFPA 1710 – The standard for the organization and deployment of fire suppression, emergency

medical operations, and special operations to the public by career fire departments.

12) Engine Company – Apparatus whose primary functions are to pump and deliver water and perform basic firefighting at fires; including search and rescue. Reference NFPA 1710 5.2.3.1.

13) NFIRS 111 – Building fire.

14) NFIRS 121 – Fire in mobile home used as fixed residence.

15) Fire Suppression Incident - Only NFIRS 111 and 121 incident types.

16) All Other Fires – All NFIRS 100 level incident types except 111 and 121.

17) Full First Alarm Assignment - Means the appropriate number and type of both apparatus and fire suppression personnel as defined by each jurisdiction sufficient to perform the eight NFPA defined fire-fighting tasks at a working structure fire incident. Reference NFPA 1710 5.2.4.2.2

18) First Responder – A trained individual providing initial assessment and basic first-aid intervention, including cardiac pulmonary resuscitation and automatic external defibrillator capability. Reference NFPA 1710 3.3.24

19) Advanced Life Support Unit – Personnel and equipment capable of providing ALS care.

20) Fire Department – Reference Revised Code of Washington 52.33.020 (4)

2016 RCW 52.33 Annual Report Summary

RCW 52.33 requires substantially career-staffed fire departments to document their core services and response time objectives which are intended to be met 90% of the time. Furthermore, agencies must annually report on their performance objectives, explain sub-90% achievements, and strategies for future improvement.

In 2010, the Pierce County Fire Chiefs' Data Collection sub-committee produced a standardized reporting template. This template includes performance objectives from NFPA's 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, 2010 Edition. Although a nationally recognized standard, few agencies have formally adopted NFPA 1710, as the staffing and resource requirements are financially prohibitive.

In 2013, our service delivery area was divided into two geographic zones. Zone 1 encompasses all areas within the legal boundaries of the Fire District and the American Lake Veterans Hospital. Zone 2 includes areas outside the District's legal boundaries, namely the Town of Steilacoom. We also reviewed our performance objectives and amended some of them based on previous year's data as well as the new geographic zones.

As required by RCW 52.33, this Annual Report shall identify and comment on West Pierce Fire & Rescue's performance against our agency-specific objectives. Intuitively, the consequences for not achieving our time objectives 90% of the time are longer total response times, which in turn delay interventions necessary to save lives and protect property.

For all Turnout Time objectives, the following explanations apply:

- WPFR maintains crew safety guidelines which require all personnel to don appropriate Personal Protective Equipment (PPE) prior to the apparatus' departure from the station.
- Calculation of turnout time requires dispatch to document either by radio or mobile data computer (MDC) message, that the unit is enroute. We know that multiple units radioing at the same time can create situations where the enroute messages can be missed, resulting in erroneous turnout times. In addition, crews may forget to acknowledge their response via MDC.

For all Response Time objectives, the following explanations apply:

- Response units already deployed on incidents may result in the deployment of another unit out of the response area to cover the incident, resulting in longer response times.
- Response times can be impacted by traffic congestion, road construction, railroad traffic, hazardous weather/conditions, etc.
- Safety is our primary goal. It is not our intent to encourage higher vehicle speeds which would place crews and the public at even greater risk for collisions, injury, or death.

WPFR is nearing the completion of a comprehensive Standards of Cover analysis of our service delivery. Some of the desired outcomes of this analysis include identifying the locations and types of fire and non-fire risk, geographic concentration of calls for service, and a unit's response reliability in their service area. With this data we will be able to make evidence-based recommendations to enhance our performance in the future.

WPFR did not produce a 52.33 report in 2015. The current data vendor failed to produce a satisfactory platform for the calculations and we terminated our contract with them. In mid-2015 WPFR contracted with a local vendor who has worked extensively with several Pierce County fire agencies on a standardized response report. In addition, several months were spent setting up rules within WPFR's Records Management System to improve the accuracy of the incident reporting system and cleaning out errors in the database.

The 2016 deficiencies and circumstances are as follows:

1.b. Turnout Time for fire suppression and special operations response: 29% achievement

- This is a decline compared to 2014 (43%)

We continue to address the importance of speeding up crew pre-departure preparations while paying particular attention to safety practices. Interval reports of turnout times are sent to crews for their review and comparison to other stations/units/shifts. In 2016, a new alerting system was installed at Station 31 which displays running turnout times on a digital screen as the units are preparing for departure. We have noticed improvements in the turnout times at this station. If in the future this equipment can be installed in remaining stations, improvement by other stations may be seen.

1.e. Turnout Time for emergency medical services response: 69% achievement

- This is a slight improvement compared to 2014 (66%)

2.b. Response Time for the arrival of the first engine company at a building or dwelling fire, Zone 2: 0% achievement.

- There was only 1 incident used for this objective, yielding either a 0% or 100% achievement.

3.b. Response Time for the arrival of the first engine company to all fires, other than building/dwelling fires

Zone 1 = 76% achievement

- This represents an equal achievement compared to 2014.

4.b. Response time for the arrival of the 4th firefighter at a fire suppression incident (building or dwelling only)

Zone 2 = 0% achievement

- In 2016, there was only one incident that met the specific alarm type, a confirmed building or dwelling fire. With only one incident for the alarm type, our achievement is zero percent. With so few building fires, this metric will often fluctuate widely.

**5.b. Response Time for the deployment of a full first alarm assignment* at building/dwelling fires
*3 engines, 1 ladder, 2 medic units, and 1 Battalion Chief**

Zone 1 = 74% achievement

- This is a decline compared to 2014 (92%). With increasing call volumes, increased transports by medic units, and the regular deployment of Ladder 21 to EMS calls, we are seeing longer

response times for medic units and Ladder 21 to structure fires. These issues have been negatively affecting our compliance with this metric.

Zone 2 = 0% achievement

- This is equal to our 2014 achievement. In 2016, there was only one incident that met the specific alarm type, a confirmed building or dwelling fire. Although the full assignment arrived in 12 minutes 03 seconds, 3 seconds greater than our objective. With so few building fires, this metric will often fluctuate widely.

6.b. Response Time for the arrival of a unit with first responder or higher level capability at an emergency medical incident

Zone 1 = 62% achievement

- This is a significant decline compared to 2014 (82%)

Zone 2 = 47% achievement

- This is a decline compared to 2014 (60%)

Call volumes and frequency of back to back alarms are increasing. We are also transporting more patients, frequently to downtown hospitals. As a result, response units may be deployed on other alarms or out of their first-due areas. This in turn will require units from other response zones/agencies to be dispatched, increasing response times.

7.b. Response Time for the arrival of an advanced life support at an emergency medical incident, where this service is provided by the fire department

Zone 1 = 62% achievement

- This is a significant decline compared to 2014 (82%)

Zone 2 = 66% achievement

- This is a significant decline compared to 2014 (93%)

Call volumes and frequency of back to back alarms are increasing. WPFR is also transporting more patients, frequently to downtown hospitals. As a result, response units may be deployed on other alarms or out of their first-due areas. This in turn will require units from other response zones/agencies to be dispatched, increasing response times.

The Standard of Cover project will help WPFR look at the workload, reliability of units, and out of service times. This information will allow for potential operational changes to improve performance. In addition, the District may revisit current core service response time objectives and propose changes, if necessary.

