



ANNUAL REPORT 2018

Richland Fire &
Emergency Services



1000 George Washington Way
Richland WA 99352

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RICHLAND FIRE & EMERGENCY SERVICES

History – The Early Years

The Richland Fire & Emergency Services (RF&ES) was established by City Charter in 1958. However, its official organization date with the State of Washington is March 25, 1959. The Department had existed prior to that date, however, it was under the control of the Federal Government, as part of the Hanford Project.



At that time, the fire department was operating out of one station, built in 1952, which is still considered the fire department's main station, Station #71, on George Washington Way and Swift Blvd. In October of 1958, the City built two new fire stations, one of which, Station #73 on the corner of Jadwin Avenue and McMurray Street, is still occupied by the fire department.

Mission, Services, and Stations

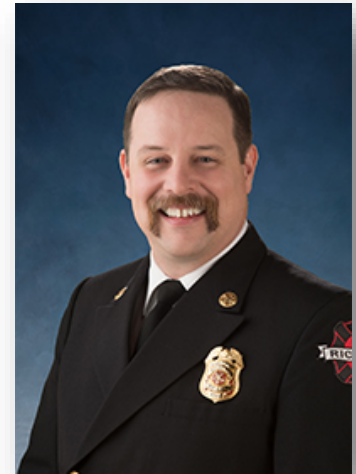
The department's **mission** is *To Protect and Enhance the Quality of Life*. Our 65-member department is dedicated to carrying out our mission each day with our vision, "Service above all," always at the forefront. We do this through our highly trained firefighting personnel, nationally recognized emergency medical responders and with a heightened focus on prevention and public education.

The RF&ES provides the citizens of Richland and surrounding areas with a range of emergency **services**, including fire suppression, hazardous materials response, emergency medical response and technical rescue, but also provides other critical services such as fire inspections, fire investigation, fire prevention and public education.

The department consists of four fire **stations**, which are staffed 24 hours a day, seven days a week. Our administrative office is located at Station #71, at the corner of George Washington Way and Swift Blvd, and is open Monday through Friday from 8:00 am to 5:00 pm.

MESSAGE FROM THE DIRECTOR

Since 1959 the men and women of Richland Fire and Emergency Services have proudly provided a wide range of services to the community. From the beginning, fire suppression and medical care have always been at the center of our mission, but so have pro-active efforts such as fire prevention, community education, and pre-incident preparedness. Today, Richland Fire and Emergency Services is an all-hazard response organization. Our primary work, like most other emergency services organizations, has shifted over the years to emergency medical services, and we also provide structural and wildland fire suppression, hazardous materials response, technical rescue response, community education and mentoring, fire prevention and fire code services, smoke detector checks for seniors, and a host of other initiatives which drive at improving the quality of life for our community.



In 2018 the department responded to 6,764 calls for services, backfilled four firefighter/EMT positions, purchased a new ladder truck and ambulance, expanded our commitment to reading with kids in the Richland School district, and responded to assist with the huge number of wildland fires across the state and the Okanogan County flood in May.

We also invested significant time and resources into planning for the community growth and the challenges that our city's geography presents to providing consistent emergency services response time standards. Future station site planning, disaster and wildland response and preparedness planning, as well as evaluating and planning interventions for community risk are some of the ways that Richland Fire and Emergency Services contributes to the quality of life and community-building in our amazing city.

On behalf of the men and women who proudly provide these services, welcome to our first written annual report, and I hope that you will find the information helpful.

Chief Thomas Huntington, EFO
Director of Richland Fire and Emergency Services

ABOUT RICHLAND FIRE & EMERGENCY SERVICES

We are...

Established by Washington State in 1959, Richland Fire and Emergency Services (RF&ES) has grown to 65 personnel, including 61 Firefighters, paramedics and battalion chiefs. Our line and administrative personnel together deliver a variety of fire, rescue and emergency medical services, as well as fire prevention, commercial property inspections and public education about fire and life safety, and much more.

In 2018

- Responded to 6,764 emergency calls
- Added four firefighter/EMTs to our team, to backfill recent retirees
- Spent over 100 hours reading with elementary school students at 5 schools, to encourage elevated reading scores
- Fulfilled over 40 citizen requests for smoke alarm assists



We provide...

Emergency fire and medical services through four fire stations, located strategically throughout the City of Richland (CoR). These stations are staffed 24 hours a day, seven days a week, by three rotating shifts.

We proudly serve...

Residents, businesses, and organizations within our 42.74 square mile response area, which include an estimated population of 56,243 citizens.

Organization

Led by Fire Chief Tom Huntington, the department divisions include:

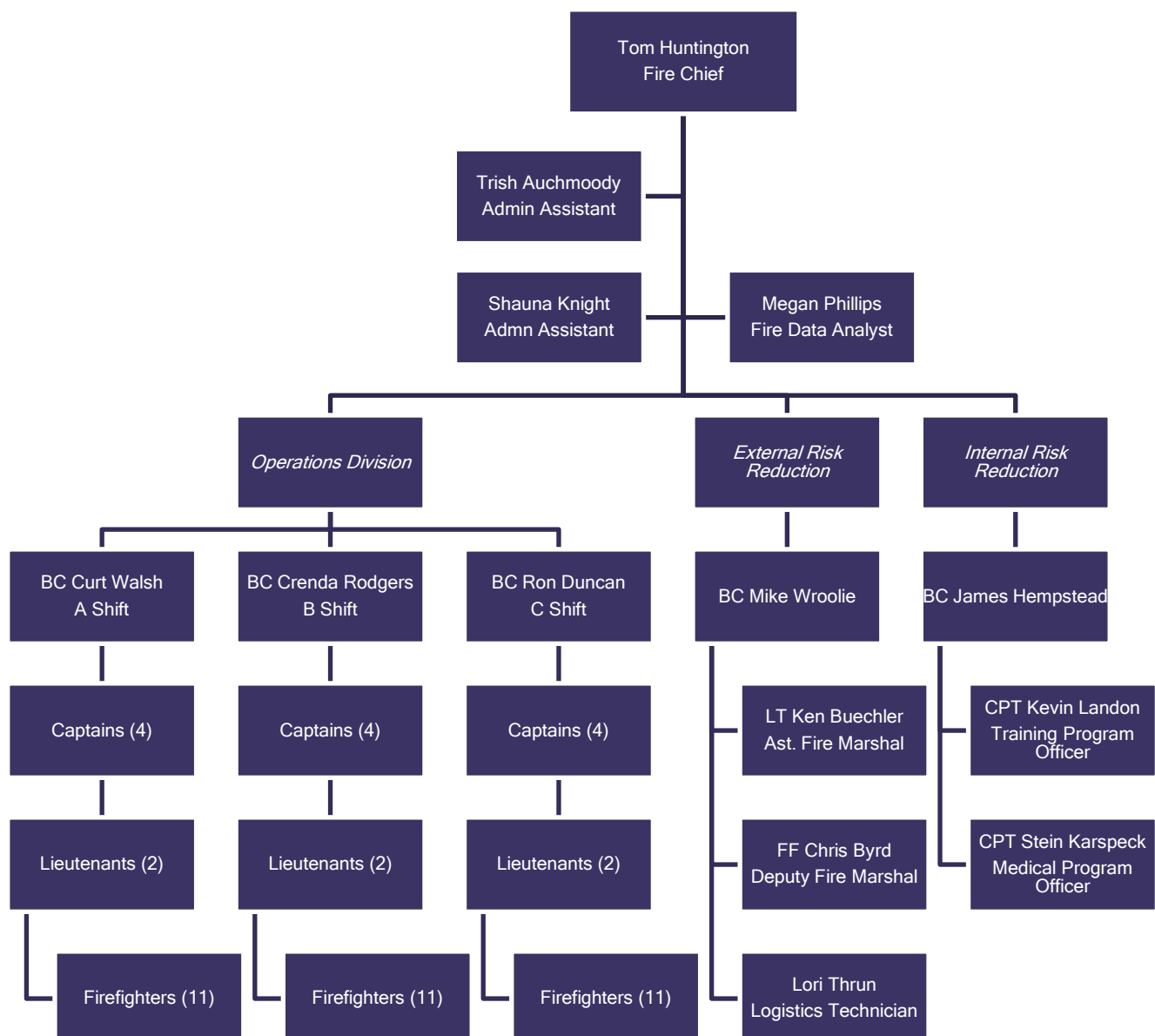
Administration - includes activities such as billing, data validation and analytics, inventory, vehicle maintenance tracking, and logistics.

Emergency Medical Services - supports and oversees delivery of high quality emergency medical services by emergency medical technicians (EMTs) and paramedics, through the use of the ambulance utility.

Operations - supports and oversees our 54 line personnel - firefighters/emergency medical technicians who respond to a wide variety of fire, rescue, and medical emergencies.

Prevention - protects life and property through education, building design review, fire and life safety code enforcement, fire investigation and community risk reduction education.

Training - ensures that personnel at all levels have the knowledge, skills, and abilities to safely and effectively respond to emergency calls for service.



ACHIEVEMENTS IN 2018

Shared Communications Center (Benton & Franklin Counties)

Benton County Emergency Services is made up of two divisions: the Southeast Communications Center (SECOMM) and Benton County Emergency Management (BCEM). SECOMM and BCEM work together to assist emergency responders and promote community safety. In 2018, SECOMM blended resources for both Benton and Franklin counties, to ensure the community receives proper response to 911 calls. SECOMM now supports Kennewick Police and Fire, Richland Police and Fire, West Richland Police, Pasco Police and Fire, Connell Police and Fire, Benton County Sheriff's Office, Franklin County Sheriff's Office, Prosser Police, Port of Pasco Police and Benton County Fire Protection Districts 1, 2, 4, 5 and 6, West Benton Fire District (Prosser), Franklin County Fire Districts 1, 2, 3, 4, 5, Walla Walla Fire District #5, and Franklin County Public Hospital District #1.

Records Management System Transition

With the help of City of Richland Information Technology (CoR IT) staff, RF&ES transitioned to a new Fire/EMS Records Management system. The former system was an antiquated platform that did not allow the department the ability to benchmark or customize data. The new software, *ImageTrend*, allows automated quality assurance capabilities, a more robust reporting tool set, the ability to customize data collection and reporting unique to our community's needs, as well as will improved workflow and crew time utilization. *ImageTrend* is also being used by the Prevention group to track all fire inspections and investigations. The benefit of this RMS transition is better field data collection, real time patient care documentation and technology integration with advanced life support tools. This directly translates to better documentation and improved crew time efficiency. The success of this implementation speaks to the quality of RF&ES staff, CoR IT staff, and the work done by the regional project managers.

Emergency Reporting Software

In 2018, the RF&ES transitioned to a new Fire/EMS Records Management System. The former system was an antiquated platform that did not allow the department the ability to benchmark or customize data. The new software, *ImageTrend*, allows automated QA capabilities, a more robust reporting tool set, a the ability to customize data collection and reporting unique to our community's needs, as well as will improve workflow and crew time

utilization. *ImageTrend* is also being used by the Prevention group to track all fire inspections and investigations.

Community Risk Reduction and Preparedness

RF&ES members worked on plans and targeted interventions to help improve community resilience in a number of areas. These include the completion of the first Richland Airport Emergency Plan, built in conjunction with Richland Police Services and Port of Benton; the continuation of work with homeowners along our most challenging wildland/urban interface areas; completion of a significant update to our Community Wildfire Protection Plan; work on the All Hazard Mitigation Plan (due to be complete in early 2019) with Benton County Emergency Management staff; as well as a commitment from WSU Tri-Cities to undertake emergency planning with Richland Police and Fire in 2019. In partnership with Kadlec Regional Medical Center, Lourdes Medical Center, and other local Fire/EMS agencies, RF&ES launched *PulsePoint* in May to a very positive community reaction. *PulsePoint* is a cell phone based emergency response app that utilizes the 911 dispatch system to alert CPR-trained bystanders about nearby sudden cardiac arrest events. We currently have 3,300 subscribers across the region and have had a number of community responses from app notifications.

Also in 2018, RF&ES was recognized for promoting “Community Risk Reduction” through the analysis of community risks. In April, Captain Joe DeRousie traveled to Reston, Virginia to present at a national symposium, to discuss some of our best practices, and advise other jurisdictions across the country on how to implement those strategies in their organizations.



Third Party Billing for EMS

In May 2018, after the loss of the city’s ambulance biller position, the department transitioned from an in-house billing process to a third party biller, Systems Design West, LLC, who provides customized billing services for ambulance transport, EMS incident response, and motor vehicle accident response exclusively for Fire and Rescue organizations. This was a significant effort between RF&ES staff and CoR finance department staff. Both departments worked tirelessly to make the transition successful without the benefit of that staffed position and in January 2019 caught back up to current billing cycle. The move to Systems Design West, LLC, will improve collection rates, improve turnaround times, and provide the

information that each of our departments need in order to continue to improve. This move, along with the move to a new records management system, has provided the opportunity to improve field reporting, and initiate a quality assurance process for documentation. To date, no benchmarking data is available on this transition, but staff anticipates reporting for 2019 on transition benchmarks. In addition to the work done as part of the billing transition, RF&ES staff were able to successfully re-validate with Medicare, which is a significant process of its own.

Funding Analysis

In an effort to evaluate funding sources for future growth needs and also try to keep General Fund dollars available, RF&ES worked with the CoR finance department on conducting two rate studies in 2018. The first study was to evaluate the feasibility of a funding model for tax-exempt government entities, and the other study a renewed rate study for our ambulance utility. Additionally, we enrolled in the Ground Emergency Medical Transport (GEMT) program which provides gap funding for patients with Medicaid coverage.

Succession Planning and Leadership Development

With the anticipated retirement of all five Battalion Chiefs in the next five years, we have invested in a number of in-house development opportunities and work assignments. We currently have the strongest BC candidate pool in the history of RF&ES. Additionally, we continue to work on an entry-level recruit academy concept for the region with Pasco and Kennewick Fire Departments. In 2018, two RF&ES Captains were accepted to the National Fire Academy's Executive Fire Officer Program, one of whom was also a speaker at a national symposium on community risk reduction.

Station Deployment Model

The department has been without a facility deployment plan up to this point, in part due to the difficulty in anticipating transportation corridors, development types and locations, and system demands. With a better information set, and strong collaboration with the community development department, public works, and parks and public facilities, we have built a strong, defensible, long-term model. In partnership with community development and parks and public facilities, we were able to acquire two station sites (#73 Jadwin Ave. and #75 Battelle Blvd.) in alignment with the Station Deployment Model. A third site (#76 Reata) will follow shortly.

ADMINISTRATION

Training

The RF&ES response team logged over 5,262 hours of training. Our inner department training Program Officer, Captain Kevin Landon, works diligently with all members of the team to ensure classroom, hands-on and online training sessions were appropriate and met the standards of the department and state.



In 2018

- 4 Firefighters graduated academy
- 3 Paramedics certified
- 28 EMS providers recertified
- 4 IFSAC Fire Instructors Certified
- 51 Driver Operator Qual Recertification's

WAC Mandated Training

Specific topics and competencies identified in the vertical standard of the Washington Administrative Code (WAC) for the fire industry (WAC 296-305). This standard covers a multitude of areas that address specific areas of potential risk or exposure for the industry. In total, RFD completed 3,825 hours of Primary WAC training in 2018.

Regional Entry Level Fire Recruit Academy

For the first time in the region, the local municipal fire agencies, including Pasco, Kennewick, and Richland, combined their efforts to host entry level fire recruit academies, held in Pasco, WA. Each agency provided subject matter experts, who delivered two full 14-week academy experiences in 2018. Each graduate achieved the IFSAC certifications of Firefighter 1, Firefighter 2, and Hazardous Materials Awareness and Operations.

Training Topics

- | | |
|---------------------------------------|--|
| • Incident Management | • Technical Rescue |
| • Emergency Medical Services | • Vent Enter Isolate Search (VEIS) |
| • Officers Training | • Vehicle Extrication & Stabilization |
| • Recertification of Driver Operators | • Hostile Incident Response |
| • Active Shooter Training | • Washington Administrative Code 296-305 |
| • Type 1 Engine Driver Operator | |

Prevention

Inspections & Fire Investigation

The Fire Marshal and his team are responsible for performing fire inspections, fire plan reviews, and fire investigations in the City of Richland. In 2018, his team:

- Evaluated and approved 180 new business licenses
- Completed 273 business inspections
- Conducted 191 commercial building plan reviews
- Inspected 26 new commercial sprinkler systems
- Performed 53 new building final inspections
- Inspected 248 new commercial alarms
- Inspected 151 new residential sprinkler system inspections
- Conducted 323 residential plan reviews
- Investigated five suspicious fires to determine cause



Outreach



In Our Schools

Partnerships with five elementary schools within the Richland School District have resulted in hours upon hours of firefighters reading with at risk kids, which the students earn on a merit based system, to encourage higher performance results in school. Anecdotal evidence from the participating Fired Up To Read (FUTR) students, teachers, and school staff show an increase in reading capacity and scoring outcomes, confidence, and a greater general interest in reading among students over the first three years. Data showed that all but two of the students that participated in the program in 2017/2018 exceeded the expected growth for reading, and those who did not still made growth. Students were chosen to celebrate their successes through invitation to the SOAR Awards breakfast, where they were invited to have a pancake breakfast with their reading mentors, get a tour of the fire station, and explore the apparatus'.

Community Relations

Partnerships with local organizations such as Kadlec Regional Medical Center, the Richland School District, and the City of Richland fostered participation at events such as Kidz Dig Rigz, National Night Out, and Safe Kids Saturday. Additional efforts supported by the department include annual events such as the Scott Firefighter Stairclimb in Seattle and the Muscular Dystrophy Association (MDA) Fill the Boot campaign. Initiatives sponsored by the RF&ES include the Community Outreach Golf Tournament, which raises funds directly donated back into the community to those in need, and a partnership with Kadlec to fill backpacks full of supplies for foster kids during the holiday season.



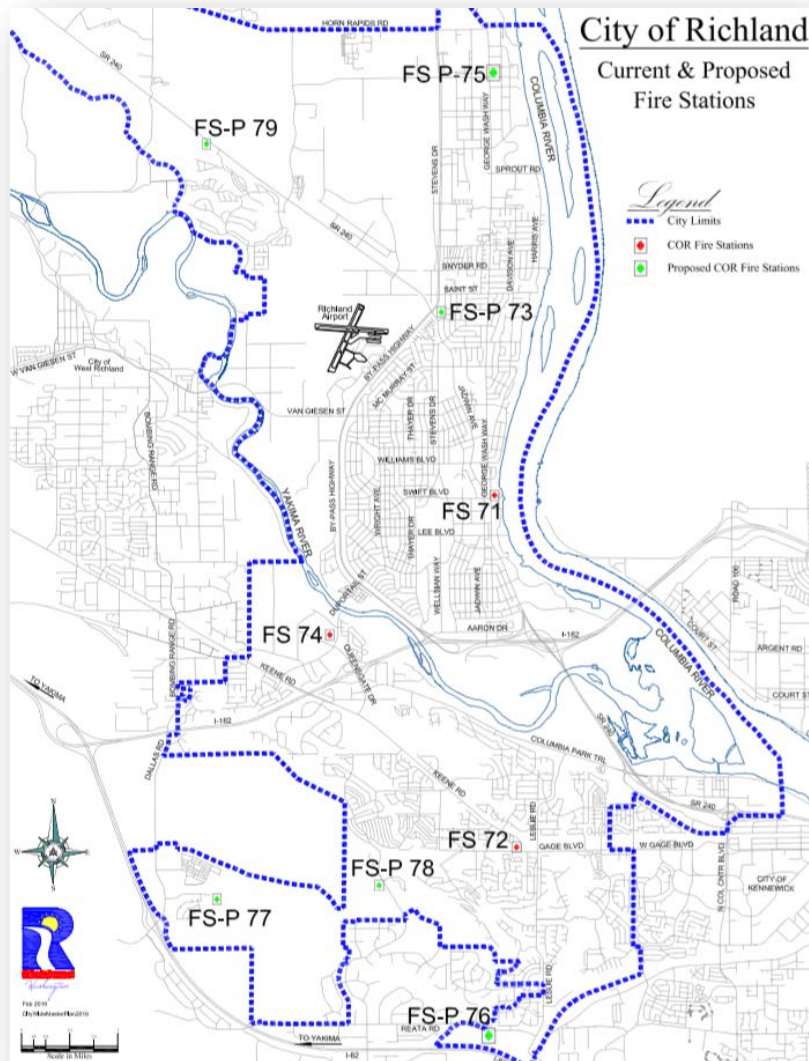
Community Outreach Program

The Community Outreach Program (COP) is a 501(c)(3) nonprofit organization led by members of the RF&ES team, Local 1052, and a select few community volunteers. The COP's mission is to immediately assist members of the community in their time of need, support community activities, provide educational awards, and be an established community resource. Funds are raised by the team through activities such as a community golf tournament, annual yard sale, and private donors. Funds are distributed to individuals and families impacted by emergency situations in the form of gift cards and cash at the discretion of the responding RF&ES team members. Cold Weather Kits and Trauma Teddies have also been generously purchased and handed out by RF&ES COP members. No city funds or resources are utilized for any portion of this outreach organization.



STATIONS, APPARATUS PROFILE & SERVICE AREA

Fire Stations



The RF&ES team currently operates out of four fire stations located within the city limits. The Department's main station, #71, is located on George Washington Way and Swift Blvd. This location serves as the administrative headquarters facility as well as provides emergency response. A second station, #73, is located at the corner of Jadwin Avenue and McMurray Street. This station was constructed in 1958, and is scheduled to be replaced/relocated in the near future. Station #72 is located at the corner of Keene Rd and Gage Blvd. Station #74 was built in 2015, to serve the City View area. Two additional

stations, #75 and #76, are currently proposed to be built within the next 7 years. The figure above shows the current and proposed station locations, as currently planned, as of January 2019.

Each of the four stations are equipped with at least one engine and one ambulance. As maintenance occurs and apparatus' are retired, these units may rotate between stations. In 2018, a new platform was procured, and will be put into service in early 2019. This new ladder truck will replace engine 1714 at station #74, as that unit is approximately 20 years old and is being retired due to rising maintenance costs.

Apparatus Profile



Station #71
est. 1952

1000 George Washington Way
Engine 1711 & 1719
Medic 1721 & 1729
BC 71



Station #72
est. 1991

710 Gage Blvd.
Engine 5042
Medic 1722 & 1712



Station #73
est. 1958

1900 Jadwin Ave.
Engine 1713 & 1753
Medic 1723



Station #74
est. 2015

2710 Duportail St.
Engine 1714
Medic 1724
P1714

Service Area

The City of Richland, Washington encompasses an area 42.74 square miles in size, located in southeastern Washington. Of the 42.74 square miles, 39.35 square miles is land and 3.39 square miles is water. As of July 1, 2017, the Census Bureau estimates the city's population at 56,243¹. The city grew approximately 2.84% in 2017. Census data for 2018 is not yet available.

The City of Richland is surrounded by the City of Kennewick, City of West Richland, the Hanford Nuclear Site, and the Columbia and Yakima Rivers.

¹ (Richland, Washington, 2017)

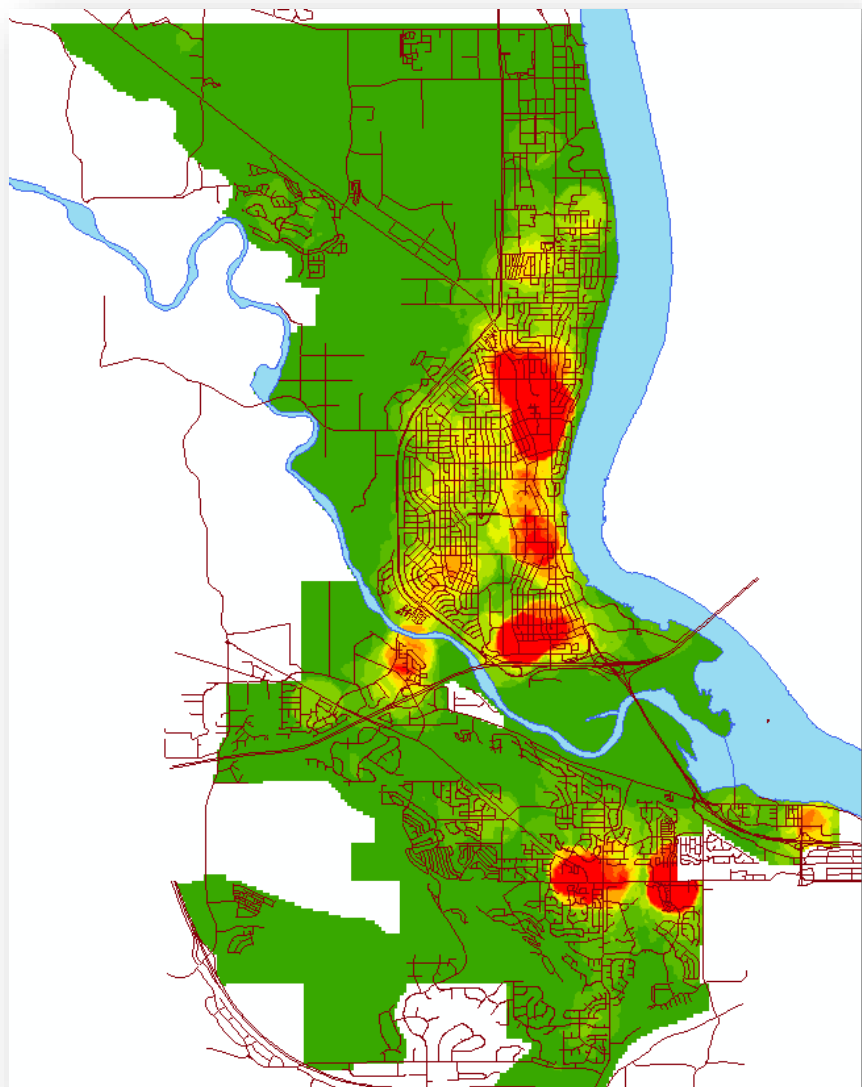
INCIDENT RESPONSE DATA

Total Calls

Between 2014 and 2018, incident call volume increased by 973 emergency calls, or 17%.

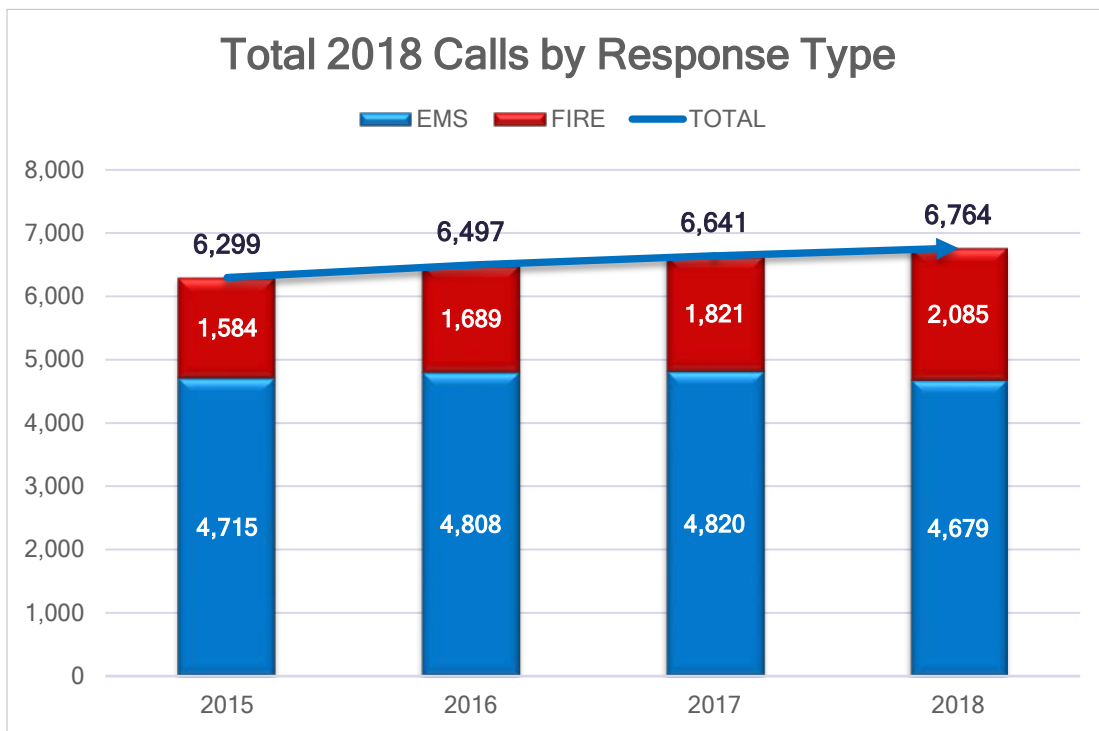
Call Type	2014	2015	2016	2017	2018
EMS	4,408	4,715	4,808	4,820	4,972
Fire	1,383	1,584	1,689	1,821	1,792
Total	5,791	6,299	6,497	6,641	6,764
% Annual Growth	6.7	8.8	3.1	2.2	1.8

As indicated on the image to the right, the 2018 call volume concentration heat map identifies call locations for all emergent event types. Utilization of this data, along with other contributing factors, allows the department to consistently monitor and plan for future expansion based upon calls for service. This map identifies call volume concentrations by three colors; red is a high concentration call area, yellow is medium concentration, and light green is low concentration. The prominent green on the map indicates the City of Richland physical area. Out of City calls account for 11% of the total responses, which are generally associated with mutual aid or automatic aid calls to Pasco, Kennewick, and neighboring fire districts.



Response by Call Type

RF&ES was dispatched to 6,764 calls in 2018, which resulted in 9,633 apparatus responses. That's an average of 19 calls and 26 apparatus dispatches per day.



FINANCIAL STATEMENTS

Statement of Financial Position

The RF&ES maintains and operates four fire stations spread throughout the City. The Department's total budget is about \$13 million and consists of a fire budget supported by the City's General Fund and a Medical Service budget supported by its ambulance utility charges and service charge reimbursements.

2018 General Fund Fire Budget	
Information Technology	\$688
Fire Administration	\$722,786
Fire VHF Service	\$89,410
Fire Suppression	\$6,264,684
Fire Suppression - Grants	\$461,190
Fire Prevention and Investigation	\$402,240
Training Division	\$420,903
Fire Facilities	\$75,134
Communication/Contracted Services	\$90,139
Total	\$8,527,174

2018 Medical Services Fund Budget	
<i>Revenues</i>	
Net Transport Revenue	\$1,472,521
Rate Revenue	\$2,158,202
Other/Miscellaneous Revenue	\$93,727
General Fund Contribution	\$550,000
Fund Reserves	\$149,880
Total Revenues	\$4,424,330
<i>Expenditures</i>	
Information Technology	\$8,139
Ambulance Services	\$4,329,199
Emergency Aid Contracted Services	\$86,992
Total Expenses	\$4,424,330

Station Costs by Fund

	Fire Prevention	Station 71	Station 72	Station 73	Station 74	Total
General Fund	\$477,030	\$2,371,356	\$1,996,245	\$1,979,628	\$1,702,914	\$8,527,174
Medical Services Fund	\$0	\$1,325,710	\$1,101,856	\$1,023,901	\$972,862	\$4,424,330
Total	\$477,030	\$3,697,066	\$3,089,102	\$3,003,529	\$2,675,776	\$12,951,504

Additional Information

The RF&ES engaged FCS GROUP to conduct a cost of service study in 2018, which includes an analysis of the cost of service, fire and EMS response data, and customer class data. This final report will be presented to City Council during the 2nd quarter of 2019.

2019 LOOK AHEAD

EMS System Investments

2019's budget includes a significant investment in EMS equipment and technology integration. With our current cardiac monitors nearing end of service life, and significant upgrades to field cardiac symptom diagnostics and associated improvement in patient care, we will be investing in new cardiac monitors and patient airway management tools. The new monitors allow through-CPR cardiac rhythm evaluation, support enhanced field data collection, and integrate with our patient care reporting system for true in-field, real-time patient care reporting. The new monitors will also allow crews to evaluate effectiveness of CPR and other interventions during and after patient care through enhanced capabilities of the new equipment.

In addition, RF&ES will be adding field ventilators and video laryngoscopes to support advanced airway management as part of the cardiac survival continuum. An important component to effectively utilizing the new equipment is both initial and on-going training for emergency responders. The purchase of several training mannequins will ensure that crews can do the repetitions, practice the procedures, and fine-tune communications necessary to provide best-in-class cardiac patient care.

The first action and best predictor of survivable cardiac events is early recognition and initiation of CPR. RF&ES will be partnering with other healthcare agencies in the region to deliver mass training for hands-only CPR, to provide initial patient support until EMS crews can arrive. We have begun planning with Richland Police Department as well and will be partnering with them to ensure that they have adequate AED's and high-performance CPR training.

In addition to these operational investments, we will be doing a major overhaul of our EMS support infrastructure. We have outgrown our ability to manually inventory, track, and re-order medical supplies, and have begun a process of identifying min/max numbers, streamlining storage and ordering practices, and preparing for inventory management technology integration later this year.

The investment in both our records management system upgrade, field reporting capabilities, improved data collection, and transition to a third party billing partner helped us to identify gaps in field documentation which impact billing efficiency. In 2019 will see a major investment in both improving data input, and also assuring protocol alignment and positive patient outcomes through care-continuum improvements.

Deployment of Apparatus P1714 and M1724

The new ambulance and ladder truck will go into service at station #74 on Duportail St. following equipment transfer and staff training.

Capital Facilities Projects 2019-2021

Work continues in the area of planning and land acquisition for future station sites. Identifying funding sources, refining the station deployment model, and developing potential project timelines are major areas of investment in 2019.

Hiring, Promotion, & Employee Development

This remains a top priority for the organization in 2019. We will host the first Battalion Chiefs test, in the last four years, in May in anticipation of a Battalion Chief position opening at the end of 2019 due to a retirement. In addition to a Battalion vacancy, we also anticipate rotation of some day-staff positions.

At entry-level, we will continue to test as necessary to keep a current hiring list, and we will begin to engage a more aggressive recruiting approach. This will be a multi-year build up, and then on-going to ensure that Richland is hiring top-tier candidates at entry. Entry-level hiring is critical because 100% of the uniformed staff positions are filled from within the organization with the exception of the Director.



Mission

Protect and Enhance the Quality of Life

Vision

Richland Fire and Emergency Services is
Community Driven, Customer Focused, Competition Ready

Values

Teamwork, Integrity, Excellence

Chapter 35.103 RCW: Revised Code of Washington Chapter 35.103 was passed into law during the 2005 legislative session (House Bill 1756). This law mandated certain response criteria be established and measured by fire departments across the State of Washington beginning in 2007 with an analysis of responses in 2006. The requirement was passed and is now the law for all substantially career fire departments. The purpose of this law is to report to the Governing Body of each fire jurisdiction, as well as to the residents of any given area, how the fire department is doing in meeting its established emergency response standards. These standards take into consideration a number of response types: A) Fire Suppression, B) Emergency Medical Services - Basic Life Support (BLS), C) Emergency Medical Services - Advanced Life Support (ALS), D) Special Operations (i.e. Hazardous Materials response and Technical Rescue response), E) Aircraft rescue and firefighting, F) Marine rescue and firefighting, G) Wildland firefighting.