

ANNUAL REPORT



2021

S P O K A N E F I R E D E P A R T M E N T



Trust ● Mutual Respect ● Integrity ● Empathy ● Transparency ● Equality



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MISSION

We enhance your quality of life, always earning your trust, by saving lives, preventing harm and protecting property with compassion and integrity.

VISION

The Spokane Fire Department's vision is to cultivate a culture and legacy of pride through teamwork, inclusion, respect, and professionalism; rooted in our community and service. Every member of the organization is bound together by our mission and a passionate commitment to saving lives.

VALUES

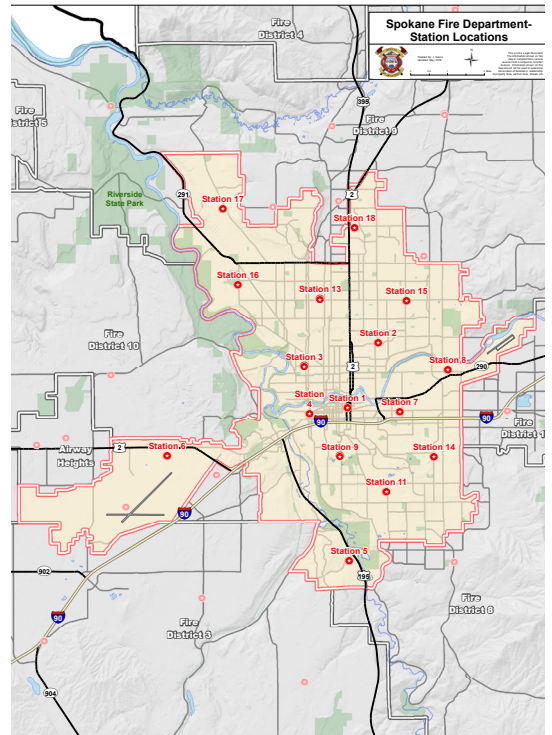
Trust - Mutual Respect - Integrity - Empathy - Transparency
- Equality

AGENCY OVERVIEW

The Spokane Fire Department (SFD) has existed as a fire protection agency within the State of Washington since 1884. The fire department is a unit of the City of Spokane general government as required of first-class cities under Chapter 35.22 RCW. The City of Spokane is the second-largest city in the State of Washington, located adjacent to the Idaho border. It has a Washington Survey and Rating Bureau (equivalent to the Insurance Services Office) rating of three (3). The Spokane Fire Department's service area is approximately 69.5 square miles and consists of a mix of urban, suburban, industrial, and wildland areas.

The primary services provided by the Spokane Fire Department include:

- Emergency Response/ Operations Fire/Rescue and Suppression Emergency Medical Services (BLS/ALS)
- Fire Prevention (Enforcement, Education, Engineering, Economic Incentives)
- Training; All Risks for Initial, Incumbent, Special Operations.
- Special Operations; Marine, Technical, Hazardous Materials, USAR





MESSAGE FROM FIRE CHIEF BRIAN SCHAEFFER

I am pleased to present this annual report for the year ending December 31st, 2021. Serving as the Fire Chief for the people of the City of Spokane is a great honor and one that I accepted with a profound understanding that we are the community's front line of defense against all risks. Failure in our mission would have unacceptable consequences, and in 2021, the pandemic tested our resolve in almost every way possible. As I write this letter in March of 2022, I confidently declare that we prevailed but unfortunately not unscathed.

2021 was the busiest year in the history of the SFD. We processed a total of 49,897 calls for service that generated 64,461 responses. However, the proudest moments for me and the organization were five specific incidents where the recruitment of the right people, aggressive training, and proper support came together and led to the rescue of six citizens from five separate working residential fires. The rescues were made during dangerous searches, in zero visibility, extreme heat, and some while working from ladders and through windows. Each rescue was equally heroic on the part of our people. The women and men of the SFD performed outstandingly again this year, and these rescues are the tip of the iceberg.

2021 introduced medical surges and clinical complexities that continued practicing medicine in motion-limiting PPE and specialized equipment. As a result, we modified our field operations to comply with the Washington State Governor's vaccine mandate that applied to healthcare providers in clinical settings. Unfortunately, several personnel separated employment as a result of the mandate. In response, our people stepped up our involvement and operational resources to community vaccination efforts, COVID-19 testing, contact tracing, and partnering with Spokane Regional Public Health District while maintaining our staffing levels for all risk emergencies.

Like many other public and private sectors in our community, the SFD struggles to achieve full staffing. Unfortunately, the consequences of pandemic-period hiring freezes and delays designed to protect potential recruits from COVID-19 occurred in 2021. The pandemic has had severe impacts on every sector throughout the region--and public safety careers were not immune. This year will continue to be challenging, but the nation has turned a corner, and we are moving in the right direction.

Our priorities for the upcoming year remain to build and strengthen our staffing, focus on improving our resilience, implement a community risk reduction plan, and develop a capital plan that addresses critical gaps in current facilities and presents goals for the future. In addition, we will work with the Mayor and Council towards advancing their goals to improve the safety of our community through the services we provide. The entire SFD family appreciates the outstanding support from Mayor Woodward, Spokane City Council, and the Spokane community.

As your Fire Chief, I am humbled and very grateful for your trust and support of our people and mission. I will continue to serve as an advocate for progress, fairness, and growth in the SFD and the City of Spokane.

2021 was the busiest year in the history of the Spokane Fire Department. We processed a total of 49,897 calls for service.





13.2%

**INCREASE IN
EMERGENCY
INCIDENTS**



4

**ARSON ARRESTS
MADE**



8,260

**INSPECTIONS
COMPLETED**



71

**SMOKE/CO
INSTALLS**

EVERY SECOND COUNTS

CASCADE OF EVENTS

The Commission on Fire Accreditation International (CFAI) has defined response time elements as a cascade of events. This cascade is similar to that used by the medical community to describe the events leading up to the initiation, mitigation, and ultimate cardiac arrest outcome. It is imperative to keep in mind that certain intervals described, such as turnout and travel time, can be directly influenced by the fire service via station locations and design, staffing levels, as well as local rules and procedures for a response. Other factors, such as the alarm interval, can be influenced indirectly through public education and engineering initiatives. The fire service can also affect the call-processing interval through its ability to define standards and compel performance by its dispatch centers.

TIME TEMPERATURE CURVE

TIME TEMPERATURE STANDARD

The "time-temperature curve" standard is based on data from the National Fire Protection Association (NFPA) and the Insurance Services Organization (ISO), which have established that a typical point source of ignition in a residential house will "flash over" at some time between five and ten minutes after ignition, turning a typical "room and contents" fire into a structural fire of some magnitude.

The utility of the time-temperature curve for fire station placement is limited to several factors, including:

- It does not account for the time required for the existence of a fire to be "discovered" and reported to the fire department via the 911 system.
- The time from ignition to flashover varies widely (5-30 minutes depending on building characteristics); thus, it cannot provide a reasonable basis for allocating resources.
- The curve is continuously shifting, given the numerous changes in building construction, built-in suppression systems, the increased use of fire-resistive materials for furniture, and other items typically found in the interior of occupied buildings.





CARDIAC ARREST SURVIVAL RATE

In communities where the fire service is the principal provider of Emergency Medical Services (EMS) first response, the goal is for basic life support (CPR and defibrillation) to be available to the victim of a cardiac arrest within four minutes of the event, advanced life support (paramedic service) should be available within eight minutes or less of the event. Early notification, distribution, and concentration of emergency response services are thus paramount to successful resuscitation efforts.

THE GOLDEN HOUR

In trauma events, the golden hour is the historic benchmark applied to victims with significant critical traumatic injuries. The golden hour reflects the concept that survivability decreases significantly if the patient isn't in the operating room within one hour of receiving a critical traumatic injury.





IMPACTS OF COVID-19

In 2021, the Spokane Fire Department transitioned from a response-only mode to supporting the vaccination efforts in the community. Spokane Fire Department, firefighter EMT's and Paramedics contributed to administering nearly 6,000 doses of the COVID-19 vaccination through our partnership with the Spokane Regional Health District.

In January and February, the Spokane Fire Department worked collaboratively with Fire and EMS Partners in Spokane County and in partnership with the Spokane Regional Health District to host a series of drive-through vaccination clinics at the Spokane Fire Department Training Center. These vaccinations were focused on First Responders and other people who met the criteria for people who fell into the Phase IA and IB categories for vaccine recipients. In all, over 5,200 individual doses of vaccine were administered over the course of these events. Of note, the firefighter EMT and Paramedics who staffed these clinics worked through a multitude of severe weather, including a significant, damaging windstorm, snowstorms, and several days that experienced sub-zero windchill temperatures.

Later in the Spring, the Spokane Fire Department's Integrated Medical Services and CARES Team made home visits to isolated and shut-in older adults administering COVID-19 vaccinations to people with multiple health issues that made them more susceptible to a severe case of COVID-19. In June of 2021, the Spokane Fire Department hosted 13 community vaccination clinics at fire stations throughout the City of Spokane. An unprecedented heatwave impacted these clinics and ultimately caused the cancellation of five more clinics due to safety concerns for the public and vaccination teams. Over 200 citizens of the City received the vaccination because of these clinics.



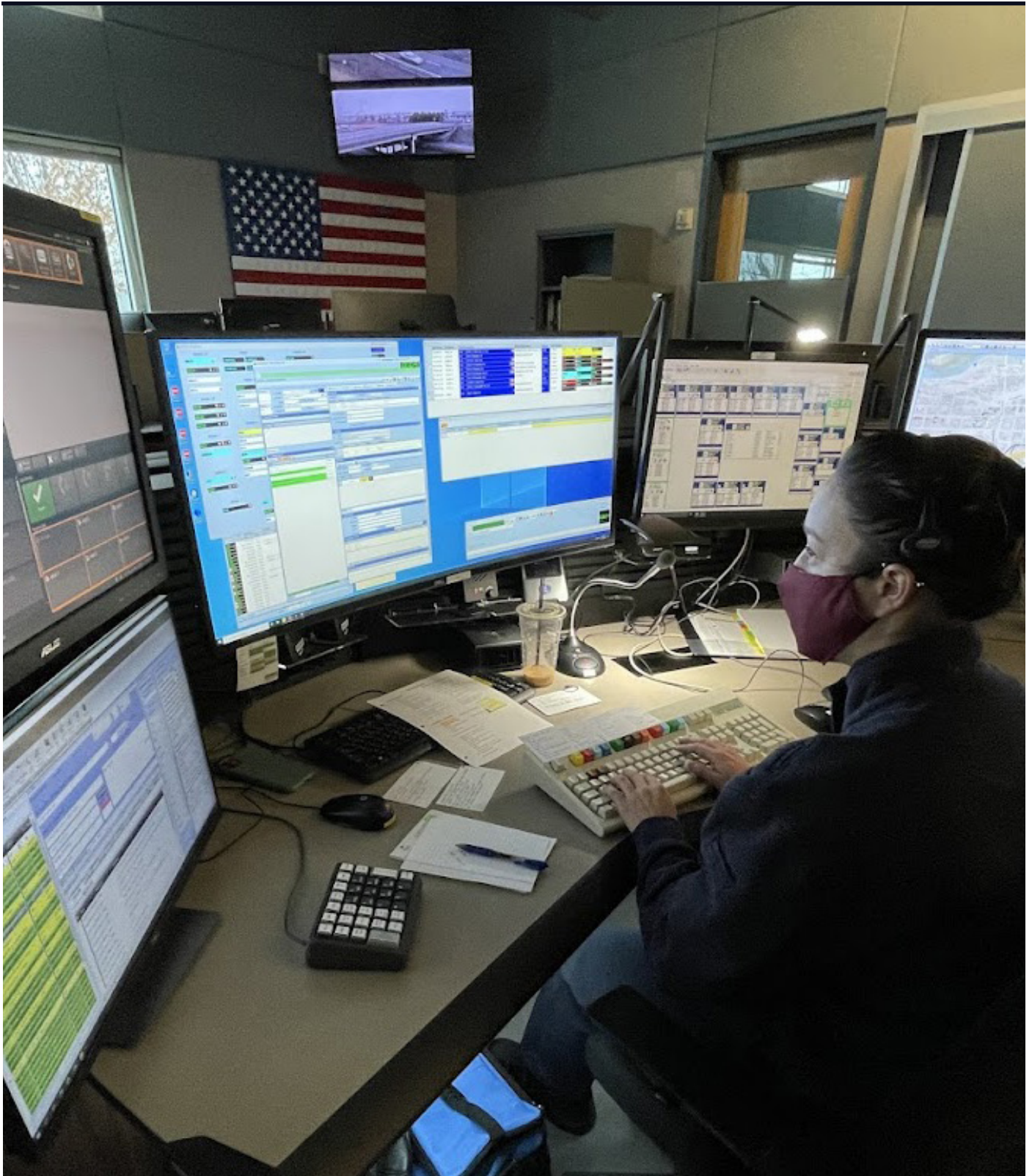
Vaccines Administered
5,515



**Community Vaccination
Clinics hosted by SFD**
13



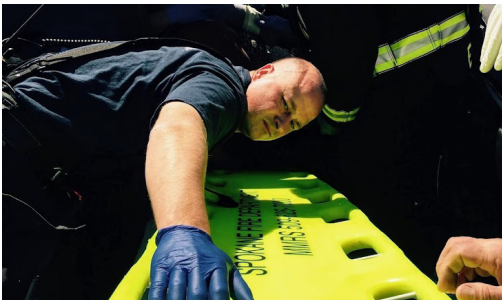
**Citizens Vaccinated at SFD
Clinics**
200+



FIRE COMMUNICATIONS CENTER



49,897
TOTAL EMERGENCY CALLS FOR
SERVICE



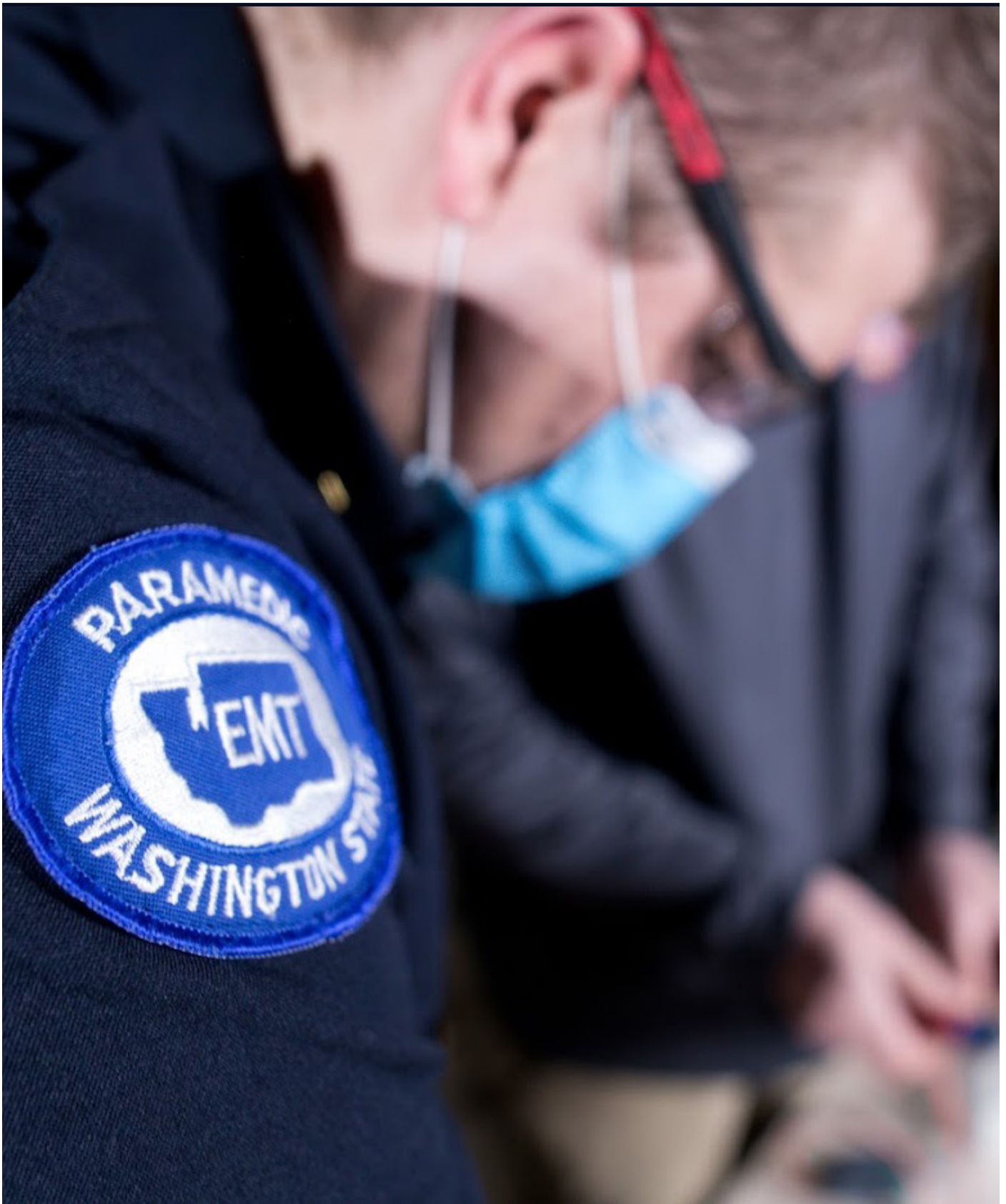
40,263
EMERGENCY MEDICAL CALLS



5,080
FIRE CALLS

The Spokane Fire Department Communications Center provides fire service communications, dispatch, and all-risk emergency coordination services to the City of Spokane Fire Department with fourteen shift personnel. On average, the center receives and dispatches over 135 emergency calls per day. For 2021, Fire Communication Center processed and dispatched 49,897 emergency incidences.

Fire Communication Specialists each receive 1000 hours of initial training. They are all EMT and EMD certified, making them highly trained and skilled to answer and provide instruction during medical emergencies. Throughout 2021, the Spokane Fire Department trained seven new Communications Specialists. The seven veteran employees and new trainees triaged and dispatched 40,263 EMS calls for the citizens and visitors of the City of Spokane, all while meeting the NFPA 1221 standard of dispatching critical calls in 64 seconds or less 90% of the time and urgent calls in 106 seconds or less, 90% of the time.



EMERGENCY MEDICAL SERVICES



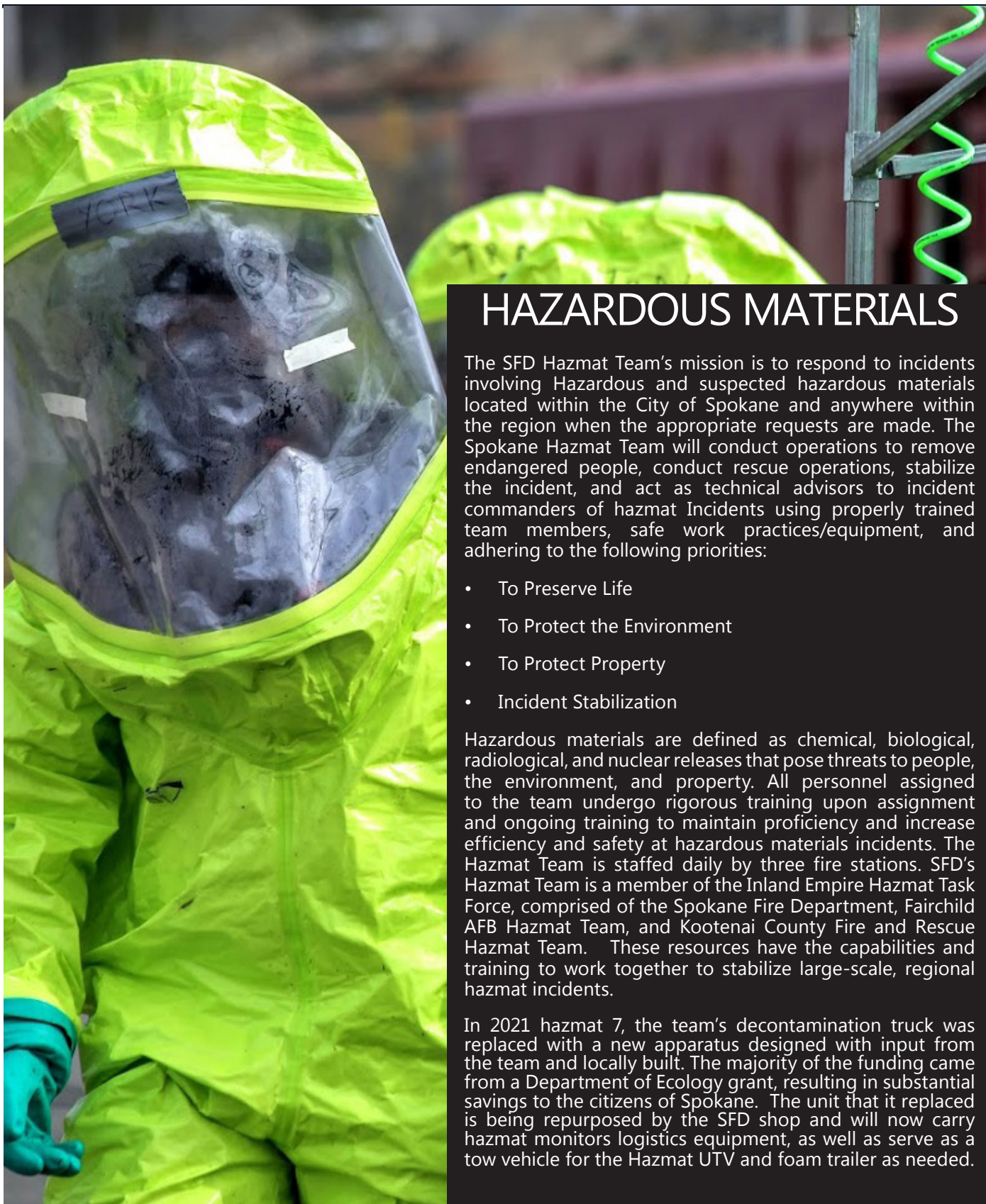
124
PATIENTS DEFIBRILLATED
WITH RETURN OF A PULSE



2,133
MOTOR VEHICLE
ACCIDENTS

While the COVID-19 pandemic continued throughout 2021, the Spokane Fire Department Emergency Medical Technicians and Paramedics did not let the pandemic impair their ability to provide care to severely ill and injured people in our community. Using lessons learned during the early phases of the pandemic, the men and women of the Fire Department provided superior care while still paying close attention to infection control measures that prevented the spread of the disease to our patients and each other. The Spokane Fire Department met, or exceeded, many of Washington State's clinical key performance indicators and continued to work collaboratively with our local hospital systems to improve and enhance the care provided to heart attack, stroke, and severe trauma patients. In 2021, the Spokane Fire Department responded to 229 incidents involving people who were directly witnessed by someone experiencing sudden cardiac arrest. One hundred twenty-four of these people had a functioning pulse returned and were subsequently transported to local emergency departments for definitive care.

The Spokane Fire Department was also a member of a COVID-19 vaccination task force that was a partnership between the Integrated Medical Services and the Spokane Regional Health District. During the early phases of the vaccination effort, the Spokane Fire Department hosted a series of drive-through vaccination clinics for those initially qualified to receive the vaccination. Over 5,000 individual vaccination doses were administered during these clinics. Additionally, the Spokane Fire Department's EMS Division partnered with the Fire Department CARES Team to administer vaccines to several homebound people.



HAZARDOUS MATERIALS

The SFD Hazmat Team's mission is to respond to incidents involving Hazardous and suspected hazardous materials located within the City of Spokane and anywhere within the region when the appropriate requests are made. The Spokane Hazmat Team will conduct operations to remove endangered people, conduct rescue operations, stabilize the incident, and act as technical advisors to incident commanders of hazmat Incidents using properly trained team members, safe work practices/equipment, and adhering to the following priorities:

- To Preserve Life
- To Protect the Environment
- To Protect Property
- Incident Stabilization

Hazardous materials are defined as chemical, biological, radiological, and nuclear releases that pose threats to people, the environment, and property. All personnel assigned to the team undergo rigorous training upon assignment and ongoing training to maintain proficiency and increase efficiency and safety at hazardous materials incidents. The Hazmat Team is staffed daily by three fire stations. SFD's Hazmat Team is a member of the Inland Empire Hazmat Task Force, comprised of the Spokane Fire Department, Fairchild AFB Hazmat Team, and Kootenai County Fire and Rescue Hazmat Team. These resources have the capabilities and training to work together to stabilize large-scale, regional hazmat incidents.

In 2021 hazmat 7, the team's decontamination truck was replaced with a new apparatus designed with input from the team and locally built. The majority of the funding came from a Department of Ecology grant, resulting in substantial savings to the citizens of Spokane. The unit that it replaced is being repurposed by the SFD shop and will now carry hazmat monitors logistics equipment, as well as serve as a tow vehicle for the Hazmat UTV and foam trailer as needed.

SPECIAL OPERATIONS

RESCUE TASK FORCE

The Spokane Fire Department's Rescue Task Force is a specialty team within the SFD that is tasked with providing medical care during mass casualty acts of violence or other active threat situations. RTF Teams are made up of specially trained Firefighters/EMTs and Firefighters/Paramedics from Stations 3, 13, and 14. They are part of a workgroup made up of Firefighters and Law Enforcement Officers that have the common goal of treating and rescuing victims from an active threat area. RTF Teams are designed to operate in the "warm zone" of dynamic threat situations, where they work in clear but not secure areas. As the law enforcement objectives of identifying, confining, and eliminating threats are proceeding, RTF Teams can be provided a separate security detail and enter the area to provide wound care for victims. The RTF Team's primary goal is to access, stabilize, and evacuate victims from these hostile environments.

6

CITIZENS RESCUED
FROM AN ACTIVE FIRE

TECHNICAL RESCUE

The Spokane Fire Department's Technical Rescue Team was established in the early 1990s. The team responds to rescue situations beyond the standard fire company's capabilities within the City of Spokane and throughout Spokane County. The team has responded to many challenging and high-profile incidents in its 20 plus years. These extreme rescue situations include building collapse, confined space rescue, trench/excavation emergencies, machinery rescue, and high and low angle rope rescue operations. The team comprises of 40 personnel with highly specialized training and equipment responding from Station 15 and Station 4. The Captains of Station 15 and 4 manage the team with program administration managed by a Battalion Chief, under the Deputy Chief of Operations supervision.

WATER RESCUE

The SFD Water Rescue Team provides first response rescue capabilities for all types of water-related incidents. The Spokane Fire Department Water Rescue Team also responds to emergencies throughout Spokane County in conjunction with the Spokane Valley Water Team and Spokane County Sheriff's Dive Team. In addition to providing swift water rescue on the Spokane River, the team will respond to ponds, ice, and flooding incidents. Forty highly trained technicians, responding from Station 2, located in the Logan Neighborhood, and Station 16, located near Joe Albi Stadium, utilize various equipment to include a jet boat, catarafts, and kayaks to conduct rescue operations. The Captains of Stations 2 and 16 manage the water rescue team with program administration handled by a Battalion Chief, under the Deputy Chief of Operations supervision.



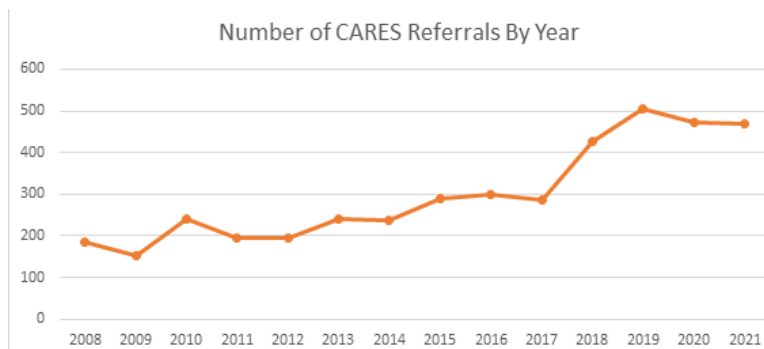
HEALTH CARE INNOVATION

The CARES Team is the Fire Department's social response team. Many times, Fire Department personnel encounter an individual who has significant needs apart from their physical health needs. When they encounter these situations, Fire Department EMS providers make a referral to the CARES Team requesting a follow-up visit. The CARES Team advocates on behalf of the client and assures that connections are in place to help the client improve their quality of life. The primary goal of the program is to improve quality of life and reduce unnecessary use of the emergency health care system through addressing needs based on the social determinants of health.

The CARES Team continued to offer limited in-person services throughout the COVID-19 pandemic, in 2021, the Team was able to increase capacity for in-person services. Many of Spokane's most vulnerable populations have limited access to technology, including reliable phone service. The CARES Team not only provided connected to services but also assisted with the use of technology to facilitate meaningful access to these services.

In 2021, the CARES team:

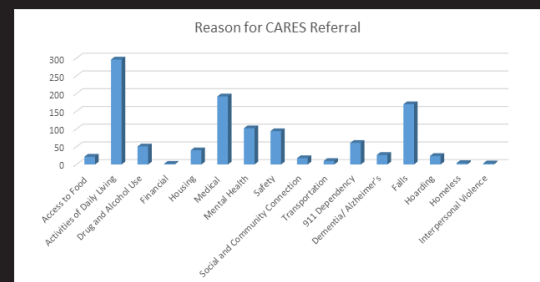
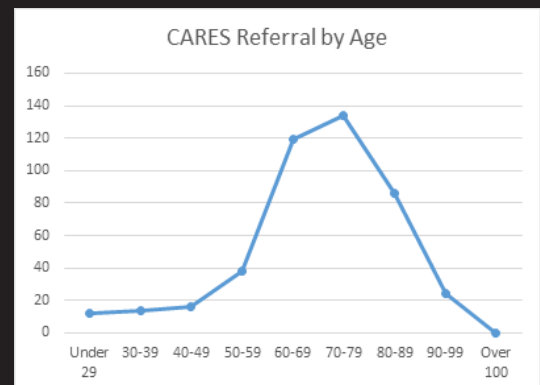
- Received 469 referrals from Spokane Fire Department EMS providers.
- Ensured that 386 individuals had sufficient community resources and support.
- Provided resources that allow vulnerable citizens in our community to remain in their homes in a stable, safe and healthy environment.



The CARES Team continues to track 911 calls for three months after closing a referral. At the three months post-closure date the CARES team will evaluate the effectiveness of the intervention provided. The CARES Team will review 911 calls three months prior to the team's involvement and then three months after the referral has been closed.

The CARES team is comprised of the Social Response Manager and students from local social work and nursing programs. Students are required to complete fieldwork as part of their school programs. Students are in unpaid practicum or internship placements with the CARES program and receive college credit for their work. In 2021, social work and nursing students provided 5,752 hours of volunteer time to support the work of the program.

3 Month Post Closure 911 Call Reductions			
	Average 911 Calls Pre-CARES	Average 911 Calls Post-CARES Closure	Reduction in Calls
2021	4.11	1.52	63%
2020	3.7	1.55	58%
2019	4.01	1.33	67%





PERFORMANCE MEASURES

Call Processing Time (Urgent)

Fire Dispatch call pickup to first unit assigned
Spokane Fire Department call processing time standard is 106 seconds, 90% of the time.

Year	% Met
2021	94.7%
2020	97.7%
2019	98.2%
2018	99.1%

Call Processing Time (Critical)

Fire Dispatch call pickup to first unit assigned
Spokane Fire Department call processing time standard is 64 seconds, 90% of the time.

Year	% Met
2021	91.2%
2020	93.1%
2019	95.5%
2018	96.2%

Critical EMS Turnout Time

Time unit assigned to en route
Spokane Fire Department turnout time standard is 60 seconds, 90% of the time.

Year	% Turnout Time Met
2021	25.5%
2020	24.2%
2019	28.5%
2018	30.9%

Critical Fire Turnout Time

Time unit assigned to en route
Spokane Fire Department turnout time standard is 90 seconds, 90% of the time.

Year	% Turnout Time Met
2021	69.3%
2020	63.2%
2019	67.5%
2018	65.6%

Emergency Incidents

Spokane Fire Department calls from 911



Emergency Incidents County Wide Responded to by SFD

Year	Units	% Increase
2021	49,897	13.2%
2020	44,079	-2.9%
2019	45,393	2.4%
2018	44,323	4.3%

Emergency Incidents In Spokane City Limits Responded to by SFD Units

Year	Units	% Increase
2021	47,191	12.7%
2020	41,862	-3.2%
2019	43,259	2.5%
2018	42,187	4.6%

First Arriving Engine At Fire

Fire Dispatch call received to on scene

Spokane Fire Department response time standard for the first arriving engine at a fire response is 8 minutes 30 seconds, 90% of the time.

Year	% Response Objective Met
2021	94.6%
2020	93.8%
2019	93.2%
2018	94.6%

Full First Alarm Assignment Met

Time unit assigned to on scene

Spokane Fire Department response time standard for full first alarm response (14 firefighters) when responding to a fire is 11 minutes, 90% of the time.

Year	% Response
2021	89.3%
2020	89.7%
2019	90.9%
2018	92.5%

Basic Life Support Unit

Call received by Fire Dispatch to on scene

Spokane Fire Department response time standard for the arrival of the first unit to a Non-Life Threatening Incident is 11 minutes, 90% of the time.

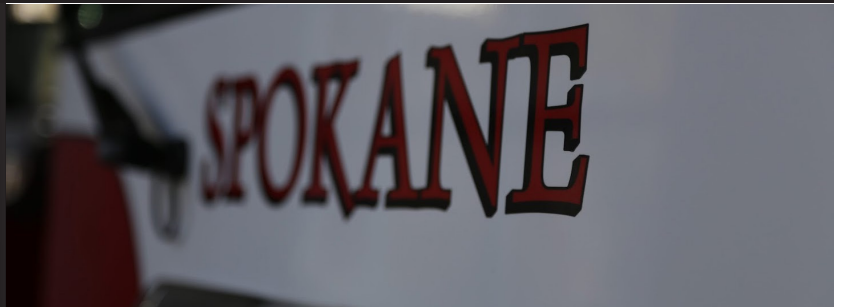
Year	% Response Time Met
2021	85.7%
2020	87.4%
2019	85.3%
2018	87.4%

Advanced Life Support Unit

Call received by Fire Dispatch to on scene

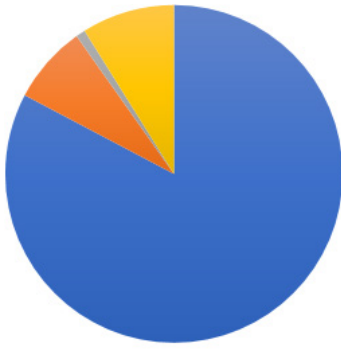
Spokane Fire Department response time standard for the arrival of the first unit to a Life Threatening Incident is 8 minutes 30 seconds, 90% of the time.

Year	% Response Time Met
2021	93.3%
2020	93.7%
2019	94.5%
2018	94.9%



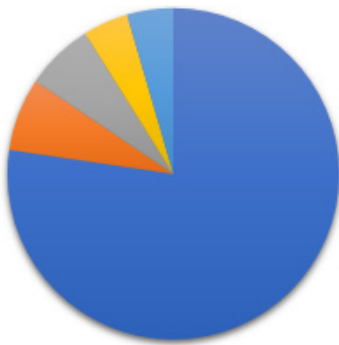


FINANCE



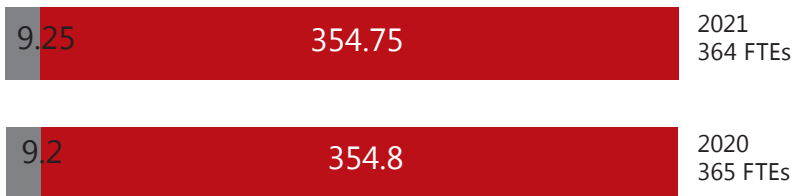
Overall Budget

	2021 Budget	2020 Budget
Fire/EMS	58,741,561.00	57,758,934.00
Fire Communications Center	5,090,200.00	2,242,175.00
Combined Communications Building	610,884.00	511,989.00
Asset Management/Fire Capital	5,979,479.00	3,988,307.00
Total	70,422,124.00	64,501,405.00



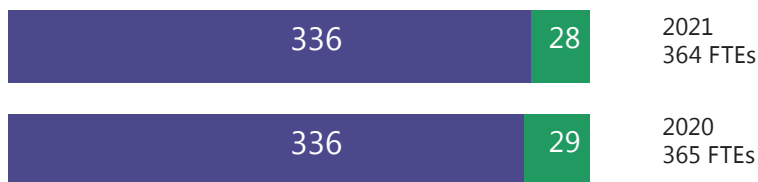
Budgeted Expenses

	2021 Budget	2020 Budget
Personnel	54,786,397.00	53,370,598.00
Maintenance & Operations	4,111,944.00	3,255,025.00
Capital	5,171,252.00	4,017,299.00
Interfund	3,294,833.00	3,810,333.00
Operating Transfers	3,057,618.00	48,150.00
Total	70,422,124.00	64,501,405.00



Budgeted FTEs

- Fire Communications
- Fire/EMS



Uniformed vs. Civilian FTEs

- Uniformed
- Civilian

SIGNIFICANT INCIDENTS

"the proudest moments for me and the organization were five specific incidents where the recruitment of the right people, aggressive training, and proper support came together and led to the rescue of six citizens from five separate working residential fires." Chief Schaeffer



May 18, 2021
814 South Lincoln Street

After 2 AM, companies were dispatched to an apartment fire at 814 South Lincoln Street after receiving multiple calls reporting a working fire located on the second floor of the apartment building. Firefighters arrived within 5-minutes of dispatch to find heavy fire showing from the back and side of the apartment building from both the second and third floors. Using ground ladders, first arriving companies rescued two adults threatened by fire from a second-floor balcony. In addition to the immediate rescue of the two adults, Firefighters simultaneously searched the entire building, extinguished the fire, ventilated the roof and attic space, and protected the nearby home to the north. The building ultimately sustained heavy fire damage to the upper floors and attic. The total value of the structure and contents is estimated to be over 1.5 million, and the loss total was limited to \$250,000 with SFD's intervention. The fire displaced nine adults from seven different apartment units.

July 4, 2021
2803 E 11th Avenue

A first alarm was dispatched for a quick-moving residential fire in a wildland-urban interface area trapping an at-risk resident inside the home. Off-duty Lieutenant Sampson was nearby and notified of the incident through PulsePoint. Arriving before to the SFD resources, he forced the home's main door, entered a smoke-filled environment, and rescued the resident. The patient received medical attention from SFD Paramedics and was transported to the hospital for further evaluation by AMR. The residence fire and advancing wildland fire on the hillside were stopped within 30 minutes by SFD companies with resources from a modified first alarm.

March 18, 2021
4515 N Alberta St.

An early morning fire in St. Charles Parish was discovered by Spokane Police Department while on patrol. The only occupant at the time was woke up by SPD Officers prior to arrival and the first alarm companies reported fire through the roof as they arrived. The alarm was upgraded to a Second Alarm, to ensure the fire was contained and didn't extend into the attached sanctuary. Significant fire damage was limited to Parish offices, however the rest of the building suffered smoke and water damage.

September 26, 2021
801 N Regal St.
Second Alarm Warehouse Fire

Shortly after 8:30 PM SFD companies were dispatched the former S and P Meats slaughterhouse. The building was known to crews as an abandoned and hazardous building. Crews noticed heavy smoke and visible fire from several blocks out and upgraded the incident to a "working fire", and to a second alarm shortly thereafter. Fire companies stretched hose lines for fire attack, performed vertical ventilation and conducted a rapid search of the building. Due to structural instability, hazardous interior conditions, and multiple void spaces allowing unchecked fire spread, crews were withdrawn and transitioned into defensive operations once it was confirmed that the building was vacant. The fire was confined to the building of origin, and there were no injuries to firefighters or civilians.

June 19, 2021
7006 N Colton St. F206
 Multiple Alarm-Apartment Fire

A fast-moving apartment fire was well developed prior to the SFD's arrival as companies reported smoke columns visible over two miles away. Fire Communication Specialists reported that multiple occupants were jumping off of balconies and out of windows as companies were responding. The first arriving companies were presented with an overwhelming number of rescues as they were met with several victims on the ground from jumping from their windows and many others in need of rescue in the building. A total of six adults and four children were rescued and transported to hospitals.



December 29, 2021
6901 N Wiscomb St.
 Multiple Alarm-Apartment Fire

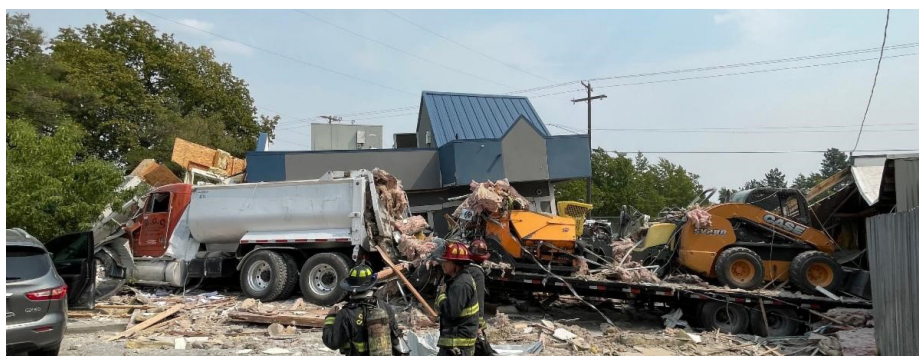
A late-night fire in a garden-style multiple-story apartment building required a second alarm due to first arriving companies identifying several patients and a working fire that had moved into the building's attic space. SFD and District 9 companies successfully limited the fire's damage to a moderate area in the building and prevented spread into nearby apartments. Multiple patients were treated by SFD Paramedics for smoke inhalation and exposure to the cold and later transported by AMR.

August 16, 2021
2304 W 2nd Ave.

An early morning fire in Browne's Addition summoned a first alarm to the Tiffany Springs Apartments reporting trapped persons and a working fire on the third floor of the building. When companies arrived, they discovered that the fire had already extended into the nearby historic residence converted into apartments at 2314 West 2nd Avenue. Multiple alarms were requested as constant attempts were being made to rescue trapped victims and keep the wind-driven fire from moving further into the historic neighborhood. Nearly every company in the city was on the scene, or assisting through move-ups and arranging shift change plans. Apartment residents in both buildings were led to safety, protected and accounted for by firefighters as efforts were made to reunite animals, friends and families throughout the morning. Two civilian victims succumbed to the fire in this incident.

August 20, 2021
South Freya/E. 5th Ave.
 Mass Casualty and Technical Rescue

A large dump truck pulling a flat-bed trailer containing large excavation equipment plummeted down South Freya Street with little to no braking. The truck continued downhill violently striking occupied cars in its path and eventually ramming through a business building and into an occupied Dutch Brothers Coffee Stand. The first arriving companies did an exceptional job at managing a very chaotic, dangerous, and spread-out scene (the debris field from the crash was approximately one to two blocks long). Resources from the SFD's Tech-Rescue Team, EMS Division, and additional Chief Staff joined the incident immediately. Due to the number of potential injuries and trapped occupants below the structure(s) debris, a mass casualty incident (MCI) was declared. The MCI declaration activates an existing plan with local hospitals to manage the movement of patients so that injured persons receive the correct level of care and one facility does not become overloaded. Additionally, in-house hospital staff and notified, off-duty staff are called in, scheduled surgeries may be delayed in anticipation of trauma cases, and regional healthcare networks are activated as a contingency. SFD Paramedics and AMR transport units treated and transported a total of 7 patients that were distributed among local hospitals. The technical rescue teams extricated all of the trapped occupants and accounted for everyone that was on the scene. All patients were taken via ambulance in fair condition and non-life-threatening injuries.



TRAINING DIVISION

The SFD Training Center houses both civilian and uniformed members of SFD, responsible for Fire and EMS training, the CARES program, the Behavioral Response Unit (BRU), comprehensive audio-visual products, and management of the Quartermaster program.

The SFD Training Division continued an aggressive training initiative into 2021. Due to the pandemic, an 11-person recruit academy scheduled for 2020 was postponed until March 2021. The Training Division focused on adapting incumbent operations level training around COVID-19 risk reduction best practices remaining compliant with state and federal mandates.



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16 WEEK RECRUIT ACADEMY

The 11 person recruit academy focused on adapting incumbent operations level training around COVID-19 risk reduction best practices remaining compliant with state and federal mandates.

SFD conducted several training programs throughout the year, which included: fixed facility live fire training, wildland refresher training, small-unit clinic-style training, fire ground search in realistic environments, new competency-driven testing, and hose deployment.

Many of the hands-on sessions of the Women in Fire Conference were hosted by the Training Division. The preparation for the conference was a significant undertaking. Hundreds of women and men from around the nation participated. Our limited staff ensured an exciting week of learning and networking.

The Training Division also aids in the rehabilitation process of injured firefighters through light-duty assignments and facilitating the time needed to attend medical appointments. These members contribute to projects and emerging programs throughout their recovery.

A myriad of local, regional, and national trainings are facilitated by the Training Division. Personnel has attended courses offered at the National Fire Academy in Emmitsburg, MD, fire service training conferences, and certification-level training. Participating in these training opportunities is essential as it invites our members and department to grow.



122,000

HOURS OF TRAINING

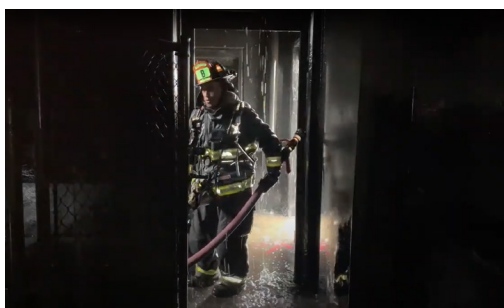
Cummulative hours of training across the
Spokane Fire Department Operations Team.



1,395
FIRE MARSHAL SITE VISITS TO RE-
NEW ANNUAL OPERATING
PERMITS



106
SPECIAL EVENT EVALUATIONS
CONDUCTED



714
CONSTRUCTION RELATED SIGN
OFFS

The Spokane Fire Department Fire Prevention Division consists of one Fire Marshal, one Assistant Fire Marshal, five Deputy Fire Marshals, one Fire Protection Engineer, an Office Manager, and two outstanding administrative staff. In January of 2022, with the support of the Spokane City Council, we will be adding five additional Deputy Fire Marshals, a Fire Protection Engineer in training, a Community Risk Reduction member for program delivery, and a Wildland Urban Interface planner. The Prevention Division's responsibilities include education, engineering, code enforcement, and special inspections for temporary special events. The Division currently utilizes the 2018 International Fire Code adopted by the State of Washington and the City of Spokane. The Fire Code provides the legal requirements for protecting property from the hazards of fire, explosion, or dangerous conditions in new and existing buildings. It provides a minimum level of life safety for the public and emergency responders during emergency operations.

In 2021, the Fire Prevention Division conducted 8,260 inspection activities requiring site visits or the review and approval of submitted reports. Of that number, seven different types of service reports were reviewed, totaling 4,352 activities, consisting of private hydrant reports, range hood service reports, fire alarm, sprinkler system reports, standpipe service reports, extinguishing system reports, and paint/spray booth service reports.

Additionally, 1,395 Deputy Fire Marshal site visits were conducted to renew annual operating permits for activities involving more hazardous operations, 106 special event evaluations were conducted, 786 plan review approvals by the Fire Protection Engineer and 714 construction-related sign-offs. The Division also monitors the end life dates for multiple single wall underground storage tanks in Spokane and notifies property owners when those tanks need to be removed.

FIRE PREVENTION

SPECIAL INVESTIGATIONS UNIT

The Special Investigation Unit (SIU) had a successful but challenging year in 2021. Our total investigations topped out at 254, similar to the previous year. Our relationship with the Spokane Police Department (SPD) is strengthened with continued positive interactions and outcomes. Detective Chris Bode is in charge of the Major Crimes Division. We work directly with Detective Bode or an assigned detective on arson and fatality fires. We continue to work closely with ATF's Senior Agent Todd C. Smith, a Certified Fire Investigator. This year Lt. John Goodman and Captain Bridget Luby participated in the Post-Blast Investigative Techniques (PBIT) Course following the invitation to participate in advanced fire investigation training at the ATF facilities in Huntsville, Alabama.

Ensuring that all investigators are trained to a level that qualifies them to testify in court as experts in fire investigation is a primary focus and our priority. COVID-19 continued to impact training in 2021, though some of the investigators were able to attend at least one in-person course. The new NFPA 921 2021 edition, Guide for Fire and Explosion Investigations, was released in January 2021, and the IAAI continues to offer regular virtual classes with the updates and changes to NFPA 921. Online training at CFITrainer.net courses continues to be required quarterly for all the Investigators.

The Special Investigation Office regularly reviews and helps crew members make necessary corrections within their ESO Fire reports and teaches basic fire investigation to department recruits and new officers. In addition to fire investigations, SIU maintains internal (Special) investigations records.

Current Full-Time Fire Investigators; Capt. Bridget Luby, Lt. John Goodman, and Lt. Tom Oliver

Current Supplemental Fire Investigators; Lt. Ethan Verduin, Lt. Ed Miller, Lt. Shane Sanders, Lt. Adam Knapp



COMMUNITY RISK REDUCTION

Educational programming provides data-driven fire and life safety information to our community. Various community programs are offered with increased emphasis placed on the national Community Risk Reduction priority populations: older adults, people living with disabilities, immigrants, refugees, families with young children, and low-income households. Examples of programming include; smoke alarm installation, home safety visits for low-income households, preschool and grade school fire safety curriculum, first responder interaction for refugees and immigrants, and fire and fall prevention programming for older adults.

*COVID-19 impacted our community throughout 2021, which resulted in a significant reframing of Community Risk Reduction programming. For the safety of our community and first responders, all in-person engagement was canceled for the majority of the year. Our Community Risk Reduction programming focused on supporting our community response to the COVID-19 pandemic while promoting our region's safety and unity.



COVID-19 Safety, Vaccine Clinics and more.

Alongside healthcare providers, First Responders were one of the first populations eligible to receive the COVID-19 vaccine. In early 2021, Spokane Fire Department joined regional partners to provide the EMS vaccination clinic for First Responders. As vaccines became more readily available, SFD supported subsequent clinics for City of Spokane Employee clinics and community vaccination clinics at Fire Stations throughout the City. Vaccination clinic activities started in early January and ran through June, including free clinics on evenings and weekends to accommodate varied schedules.

Preschool Program Spokane Fire Department works with preschool providers to help the community better recognize the higher risk status to children under the age of five. We provide an age-appropriate lesson on the sound of a smoke alarm, tools for adults vs. toys for kids, hands-off matches & lighters, and the chance for the children to see a firefighter slowly put on their gear. This positive interaction with first responders helps children feel more comfortable if they are in an emergency. In 2021 we offered a mix of virtual and in-person education as restrictions allowed.

SFD's grade school fire safety programs received a revamp through support from **Sound Off with the Home Fire Safety Patrol**. Spokane increased our safety awareness in natural waterways was reinforced through **Water Safety** messaging with **Spokane Parks and Recreation**, and we again paused to honor our healthcare providers through the **EMS Thank You parade**. 2021 continued to cause us to think outside the box regarding risk reduction efforts.

STATISTICS

COVID-19 precautions impacted community engagement throughout the year.

16 Presentations organized through the Community Risk Reduction office (amidst COVID-19 restrictions)

71 Smoke and CO alarms installed



A man in a Spokane Fire Department uniform is shown in profile, speaking at a podium. He is wearing a dark blue uniform jacket with a gold badge on the left chest and a patch on the right sleeve that reads "SPOKANE FIRE". His left sleeve features five gold stripes. The background is a blurred indoor setting.

REFLECTIONS:

I was assigned as Interim Fire Chief in 2016 and permanently appointed in 2017. Reflecting on the past five years has allowed me to step away from societal crises such as public health, the challenges of our unhoused community, and the international social justice crisis and recognize the importance of leading our people beyond grief to action. Reflecting on my tenure and our shared accomplishments should give us all pause and a profound appreciation for everyone's sacrifices that made these accomplishments possible.

My focus moving forward is recovery. The coronavirus crisis has stretched our limits and put our resolve to the test. We have been challenged by ensuring the safety and health of our people, maintaining morale and mission momentum, navigating constant change, and adjusting our strategy.

In the next several years, we will all be rolling up our sleeves and showing our scars to incoming new leaders. Remember this experience. Learn the lessons from our scars. Today's scars will be tomorrow's uniform stripes and bugles-wear them proudly.

FIVE-YEAR ACCOMPLISHMENTS:

STRATEGIC PLANNING-COMPLETED

Initiated strategic positioning and planning in 2016 and adopted the first three-year plan in 2017. The plan was updated in 2021 and a new process will be in place in 2024 for a community strategic planning process.

PUBLIC SAFETY LEVY-FUNDING SECURED

Spokane Voters overwhelmingly approved a Public Safety Levy in February 2019 securing all SAFER Grant positions initially created through Chief Schaeffer's 2016 FEMA grant request. The SAFER Deployment Plan added 48 new positions including enhancements for firefighter safety such as a 24/7 Safety Officer and increased staffing at the busiest demand zones with the ARU program.

ONGOING PROFESSIONAL DEVELOPMENT

An Advanced Leadership Course was created with SCGI Consulting and launched in 2016. The course is held over 6-months and includes on-site, team, and off-duty work. Since its inception, it has graduated five cohorts and over 100 SFD leaders that continue to contribute to the community daily. Additionally, the first Battalion Chief Development Academy was held in 2021 and a Company Officer Development Academy is planned for this year. These two programs are planned to be held every two years on a rotational basis.

WELLNESS AND MENTAL HEALTH FOCUS

Established a contracted Psychologist position and expanded the Peer Counselor Program, and entered into a new agreement with Ready Rebound to improve healthcare access and expediency of treatment for fire department personnel.

LABOR MANAGEMENT RELATIONS

SFD enjoys a healthy relationship between the IAFF 29, SAFO and the leadership team who together participated in the IAFF/IAFC Labor Management Alliance (LMA) to create a formal agreement guiding the department's labor-management partnership. The LMA doctrine and processes will be revisited after formal contract negotiations are completed between the City and Local 29. LMA training is expected to occur with both tenured and newly appointed union leaders and chief staff soon after.

EXPANDING OUR REACH

SFD has formal partnerships with Kootenai County (ID), Whitman County, Stevens County, Department of Natural Resources, Avista, and Spokane County Fire Agencies. For Spokane County Fire District 1, 8, 9 and Spokane International Airport, the SFD sends the closest resource for emergency incidents removing the political boundary for the best service to our customers.

SFD IS NOT OPERATING IN THE JURISDICTIONAL DONUT

The leadership team on management and labor are engaged with local, regional, and national organizations to help identify best practices and bringing those ideas and research back to Spokane. Many Labor and Administrative leaders serve on local boards and associations and serve throughout the nation on federal committees representing the industry and Spokane's interests.

CAPITAL REPLACEMENT PLAN

A capital replacement plan using an ongoing Spokane Investment Pool loan program was initiated prior to 2016. The budget continues to be updated and expanded for ever-changing needs of the organization funding. This funding plan includes the purchase of apparatus, PPE, and life-saving equipment needed to deliver fire and rescue services. The funding has been supported over the past five-years with other sources such as ARPA, AFG Grants, and FEMA COVID-19 Grants.

CONSTRUCTION PLANS

A third-party study is underway to evaluate all fire stations for safety, physical condition/stability, and planning needs for future stations. When completed, the SFD's facilities will meet safety codes, physical requirements, and future community growth needs.

LEGISLATIVE EFFORTS

Established an active legislative focus for engaging in the legislative process to advance the SFDs ability to provide quality service for our communities. The SFD actively participates with the Executive Branch's agenda, Legislative Branch's Agenda, IAFC, IAFF, NAEMT, and other organizations that further the improvement of the safety and treatment of our people and the community.

IMPROVED COMMUNICATION

Improved organizational transparency through improvements with internal communication. The Fire Chief continues to distribute monthly messages addressing emerging issues in the organization. A PIO was budgeted to assist us in telling the organization's story, highlighting individual members and their contributions, and representing the SFD to the community. Meetings with leaders at most levels have been held virtually for two years, however in 2022 the shift is moving back to in-person with options for a hybrid model. This shift is intended to encourage more dialog, discussion and sharing of perspectives throughout the organization.



THE FUTURE...

Recruit the highest quality people at all levels with the talents that will sustain and improve our community

Continue to increase staffing to achieve NFPA 1710 compliance while reducing overtime
Implement a sustainable Paramedic Staffing Plan that is equitable to all areas of the community

Continue the focus for overall improvement and employee safety and wellness in every position, regardless of assignment

Continue efforts to integrate a culture of Community Risk Reduction into the overall organizational philosophy, planning, and allocation of resources.



MISSION

We enhance your quality of life, always
earning your trust, by saving lives,
preventing harm and protecting property
with compassion and integrity.

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.

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