



Agenda
City Council Workshop Meeting
Tuesday, February 25, 2025
Richland City Hall ~ Council Chambers
625 Swift Boulevard

City Council Workshop - 6:00 p.m.

Agenda Items:

1. Website Redesign Update (10 minutes)
 - Hollie Alexander, Communications & Marketing Manager
2. City of Richland Park Reopening Presentation (30 minutes)
 - Christopher Waite, Parks & Public Facilities Director
3. Solid Waste Operations Update, Changes, and Vision (45 minutes)
 - Carlo D'Alessandro, Public Works Director
4. Standards of Cover - Turnout Response and Service Level (45 minutes)
 - Tom Huntington, Fire Chief

Future Workshop Agenda Items

Adjournment

This meeting will be broadcast live on [CityView Channel 192](#) on the City's website and on the [City's YouTube Channel](#).

Richland City Hall is ADA accessible. Requests for sign interpreters, audio equipment, and/or other special services must be received 48 hours prior to the meeting by calling the City Clerk's Office at 509-942-7389.



COUNCIL WORKSHOP COVERSHEET

Council Date: 2/25/2025

Department: City Manager

Strategic Priority I - High Performance Government

Subject:

Website Redesign Update (10 minutes)

Summary:

Communications & Marketing Manager, Hollie Alexander, will be providing an update and overview of the current status of the website(s) redesign and launch. After completing the quality control review, we are now awaiting the final completion of punch list items by our vendor, Granicus, related to both design and functionality. We are excited to announce that we are targeting a launch date for mid to late March.

Attachments:



COUNCIL WORKSHOP COVERSHEET

Council Date: 2/25/2025

Department: Parks & Public Facilities

Park Reopening Presentation

Subject:

City of Richland Park Reopening Presentation (30 minutes)

Summary:

In the fall of 2024, the Parks and Public Facilities Department closed portions of Columbia Park West and Wye Park due to excessive vandalism and the destruction of natural resources. During the closure, the Department made modifications to both parks to improve sight lines for safer park management. Additionally, in cooperation with other departments and outside agencies, staff has prepared a reopening plan. The presentation will address the history of the park closures, the modifications made to the parks, and the reopening plans.

Attachments:

I. Park Reopening Presentation



Wye Park and Columbia Park West Reopening Update

Richland City Council

Presented by: Chris Waite, Parks and Public Facilities Director

February 25, 2025



Presentation Objective

1. Problem Scope and History
2. Work Completed During Closure
3. Reopening Plan

Parks Management Priorities

1. Provide safe recreational amenities for the community to enjoy
2. Protect Natural Resources & Park Assets
 1. Vegetation
 2. Wildlife
 3. Structures, playgrounds, picnic tables and benches

(Notice: Future slides contain images that some may find disturbing)

Summary of Park Challenges



- Destruction of natural resources
- Human caused fires
- Vandalism
- Litter
- Illicit drug use

Park Closure Decision Process

- Closure is the option of last resort.
- We tried to mitigate the challenges at the park through various means before closing:
 - Increased park ranger patrols
 - Increased police patrols
 - Closure of individual amenities
 - Signage



Bateman Island

Closed

Columbia Park Trail

Columbia Center Blvd

N



Wye Park and Columbia Park West Management Challenges

- Comfort stations (restrooms) at the site have been closed the majority of the summer/fall season due to vandalism.
 - Flushing rocks, clothing and drug paraphernalia down toilets.
- Park staff struggled to keep the parks clean and safe for visitors with the existing resources.
- Cleanup routinely involves drug paraphernalia.
- Park property vandalized.
- The parks have experienced fires and fire related activity.



INCIDENTS

01/01/2024 – 10/31/2024

Park (Total Incidents)	2024	2023	2022	2021
Wye Park	169	66	41	36
Reach Museum	114	76	38	28
Bateman Island	74	43	41	20
Columbia Park West	158	29	14	8

**Proactive calls for service and high visibility efforts make up 50% of the 2024 park calls for service*

Trends by Park

All parks are trending high for dispatched calls for service compared to the past three years.

**Dispatched calls for service*

Top Dispatched Incidents (2024)

Welfare Check	24	4.7%
Loitering	19	3.7%
Follow-up	18	3.5%
Disturbance	17	3.3%
Information	14	2.8%
Suspicious	13	2.6%
Narcotics	11	2.2%
Alarm (Reach)	10	2.0%
Warrant Service	9	1.8%
Trespass	8	1.6%

Wye Park appears to be the park with the highest law enforcement presence of the 4 specified. Complaints of disturbances are more common at Bateman Island and Wye Park. Loitering is reported at the Reach Museum and Wye Park. Generally, reports of violent crime (assaults, weapons offenses, etc.) are rare at any of the parks – maybe 1 per year. Assists for EMS or fire occur slightly more often – about 1-2 per year at each park.

Top Proactive Types (2024)

Extra Patrols	162	32.0%
Field Contacts	118	23.1%
Traffic Stops	20	3.9%
Vehicle Impounds	3	0.6%



**126 Recorded Campsites System-wide During
a 10-month period.**



**Campsites are also in areas outside the closure.
They are primarily in the natural open spaces.**

















9-5-24 Fire

10-18-24 Fire

5-29-24 Fire



5-29-24 Fire, South of Reach Museum



9-5-24 Fire at Bateman Island



10-18-24 Fire at Columbia Park West





Work Completed During Closure

1. Extensive Park Cleanup
 1. 72-hour notice if no contact at abandoned camp site
 2. Bag and label personal belongings and retain at a storage facility
2. Permitting for vegetation management & coordination with USACE
3. Vegetation management (December – January)
4. Meeting with Benton County Human Services
5. Operational Analysis
6. Coordination with Richland Police Department

Operational Analysis

- Park Ranger Staffing & Allocation
 - 1 FTE, 2 seasonal (overlapping), 1 Intermittent
 - Reassigned numerous park ranger duties to other park staff
 - Park rangers will primarily focus on patrols, volunteer projects & special events
- Benton County Work Crew reprioritization
- Additional park staff will support park rangers as needed

Reopening Plan

- Phased reopening starting at Columbia Park West
- Increased ranger patrols and park visitor engagement
- Additional Richland Police Department patrols and enforcement
- Scheduled interdepartmental site visits with resource navigator
- Site modifications reduced low visibility areas along the shoreline. More extensive work could be necessary based on future conditions. (riparian area restoration)

Conclusion

- Due to the fires, property destruction and unsafe conditions, it was imperative to temporarily close the parks.
- The pressure on the park system was unsustainable.
- These parks are a location where community members interface with vulnerable members of our community.
- The Parks Department encourages a coordinated and compassionate effort between government agencies, non-profit entities and community members to address the complex challenges our unhoused community members face.



COUNCIL WORKSHOP COVERSHEET

Council Date: 2/25/2025

Department: Public Works

Strategic Priority I - High Performance Government

Subject:

Solid Waste Operations Update, Changes, and Vision (45 minutes)

Summary:

The City of Richland is unique in that it operates Solid Waste Collections and Disposal. Key to these operations is the City-owned Horn Rapids Landfill. The City's Solid Waste rates are similar to the solid waste market in the region. In order to maintain service, modest rate setting, and accountability/stewardship of our services, the following discussion items will be presented to Council:

- Landfill Expansion Phase 2
- Landfill Operating Hours
- Recycling Drop Boxes
- Glass Recycling
- The future of organic waste, the state of methane gas collection, other items of interest

A memo to Council with a brief description of the discussion topics is attached.

Attachments:

- I. Staff Report Memo to Council

CITY OF RICHLAND
PUBLIC WORKS

625 Swift Boulevard, MS-26
Richland, WA 99352
(509) 942-7390



MEMORANDUM

TO: Richland City Council

FROM: Public Works

DATE: February 25, 2025

SUBJECT: City Council Workshop - Solid Waste Operations Update, Changes, and Vision

The City of Richland is unique in that it operates Solid Waste Collections and Disposal. Key to these operations is the City-owned Horn Rapids Landfill. The City's Solid Waste rates are similar to the solid waste market in the region. In order to maintain service, modest rate setting, and accountability/stewardship of our services, the following discussion items will be presented to Council:

- Landfill Expansion Phase 2
- Landfill Operating Hours
- Recycling Drop Boxes
- Glass Recycling
- The future of organic waste, the state of methane gas collection, other items of interest

Landfill Expansion Phase 2: The City is preparing to construct the Horn Rapids Landfill Phase 2 Expansion Project to extend the life of the current cell of the landfill in support of continued solid waste disposal services to City residents. The estimated service life of the cell is approximately 20 years. The City has contracted with Great West Engineering, Inc. for design engineering services for the Project. Design is being performed and is anticipated to be completed in March of 2025.

The City has contracted with Apollo, Inc. to perform the earthwork portion of the project. The Solid Waste Fund does not have capacity to fund the Project with available fund balances. The City's best interests are served by utilizing low-interest financing to fund the Project. The estimated value of a bond is \$10,000,000. The term of the debt service on the bond will be 20 years. A rate study will be performed once the costs for financing are known. Due to the need to perform the landfill expansion work and to ensure that adequate funding exists to continue solid waste operations, Council received a recommendation from the Utility Advisory Committee to pursue financing through bond sales for the Landfill Expansion Phase 2 project.

Landfill Operating Hours: The Landfill operating hours are 8 a.m. to 4 p.m. Monday through Sunday, from March through October. In the winter months, the landfill is not open on Sundays.

Our competitors are not open on Sundays. 70 percent of our Sunday customers are Richland residents. The Landfill averages about 100 customers on Sunday. The cost to operate the Landfill on Sundays outpaces revenue generation. Staffing for summer shift work has historically been difficult to accommodate. Discussion with Council is requested on discontinuing Sunday operations in favor of extending Landfill hours Monday through Saturday.

Recycling Drop Boxes: The City of Richland utilizes both curbside pickup and recycling drop boxes. Curbside pickup is an optional program that residential customers can opt into at \$7.70 per month. Recycling drop boxes are located at four locations in the City, plus a DTG Recycling Center. Many of the locations are abused, used for illegal dumping, used by non-residents to dump recyclables, and have concerns over the unhoused population utilizing the sites. Unsecured drop off sites are no longer industry best practice due to the costs to operate and maintain these facilities. Discussion with Council is requested regarding consolidation of recycling drop boxes and site security.

Glass Recycling: The market for cost-effective glass recycling in the Pacific Northwest is no longer sustainable. Regionally, other solid waste collectors no longer collect glass. Our recycling vendor, DTG, can no longer source a financially feasible location to recycle glass. Nonresidents and businesses around the region dump glass recyclables at City drop boxes. The City does not collect glass in curbside recycling containers. Discussion with Council is requested on potentially discontinuing glass collections.

The Future of Green Waste: Chapter 70A.205 RCW was recently revised to require increased diversion of the organic fraction of solid waste from landfill disposal. The City currently has a yard waste program and compost program. A detailed feasibility study regarding the service changes and new programs required to meet the new requirements is wrapping up soon. A future engagement with Council will occur at a later date. Staff will provide an update on the methane gas collections at the Landfill now that the renewable natural gas operation has been operating for nearly a year.



COUNCIL WORKSHOP COVERSHEET

Council Date: 2/25/2025

Department: Fire & Emergency Services

Strategic Priority 4 - Quality of Life

Subject:

Standards of Cover - Turnout Response and Service Level (45 minutes)

Summary:

In 2023, the Tri-City municipal Fire & EMS departments engaged with Fitch & Associates, a leading EMS consulting firm in the US, to conduct a Standards of Cover and EMS services study for each agency, as well as a regional look at EMS service models. Staff offered a high level review of the study findings at the November 19, 2024 regular meeting and will begin the process of updating our current standards with Council at tonight's workshop. The executive summary from Fitch & Associates that was reviewed at that meeting is attached for background information to this agenda item as well.

A Standards of Cover (SoC) is a documented plan outlining how a fire department will distribute and concentrate its resources to effectively manage emergencies within a community, considering the identified risks and capabilities of the department, essentially defining the level of service a community can expect from their fire department. Per MRSC, state law does not contain specific requirements regarding the level of fire services to be provided by Washington cities or towns, and the provision and level of such services is a policy decision for each jurisdiction's legislative body to determine.

This workshop session will be the first of two, to review the study findings and staff recommendations related to Fire & Emergency Services service levels and response standards. Tonight's workshop will provide a review of our current (2009) Standards of Cover (SoC) and staff recommendations for updating those standards, including: turnout times (the time it takes crews to receive the call and leave the station), driving time (the time it takes from leaving the station to arrival at the emergency), and effective response force times (the time it takes for the minimum staffing and equipment necessary to mitigate the emergency to arrive).

A second workshop will follow in April to review recommended updates to the City's Comprehensive Plan service-level trigger points. Following the workshops, staff will provide council with a resolution to adopt an updated, more comprehensive, SoC for Richland Fire & Emergency Services. The updated SoC will provide the basis for overall system performance management and annual reporting, as well as additional criteria for future resource considerations such as planned stations, additional 24-hour staffing, peak activity unit(s), and future station deployment planning.

Attachments:

1. Richland Standards of Cover Executive Summary
2. 2025 Proposed Standards of Cover Service Level Times
3. 2025 RFES Standards of Cover Turnout Response and Service Level Presentation

Richland Fire and Emergency Services

STANDARDS OF COVER



Page 1

December 2023

Executive Summary

The City of Richland Fire and Emergency Services Department completed a Community Risk Assessment and Standards of Cover study in 2023. The Standards of Cover (SOC) is defined by the Commission on Fire Accreditation International (CFAI) as the “adopted written policies and procedures that determine the distribution, concentration, and reliability of fixed and mobile response forces for fire, emergency medical services (EMS), hazardous materials, and other technical types of responses.”

A comprehensive assessment of risks and demand were completed so that the city and department leadership can adopt policies with the utmost confidence to meet community expectations with a high degree of transparency.

This executive summary highlights the most substantive recommendations and alternatives for the department.

Overall, there are **five** main themes that were utilized to frame opportunities for improvement and a pathway forward that best aligned resource allocation to risks.

Once fully implemented, the citizens and visitors of the City of Richland would receive improved response capability and maintain or improve response time performance.

The current distribution of stations provides for a 7:42 (mm:ss) travel time, which is not in alignment with industry best practices.

Due to the rapid and continual growth in the City of Richland, it is recommended that the department continue to implement the current station expansion plan and staffing needs associated with the plan.

The department has not had a yearly building inspection program for several years. It is recommended that the department establish a comprehensive inspection and pre-incident planning program.

The department is encouraged to develop strategic planning processes to guide the next 3 to 5 years.

Top Five Priorities

1. Improving turnout and travel times.
2. Continuing to plan for future station locations and infrastructure to meet the demands of a growing community.
3. Planning to meet increased community demands for services.
4. Developing and implementing a 3-5 year strategic plan.
5. Establishing a fire inspection and pre-incident planning program.



Richland Fire and Emergency Services



Page 2

December 2023

Documentation of Area Characteristics

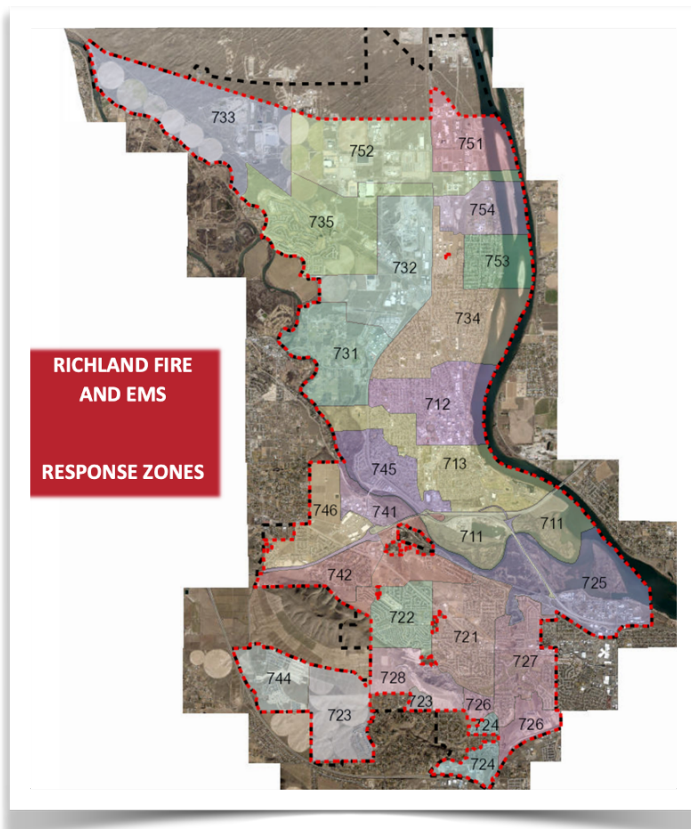
Richland Fire and Emergency Services (RFES) is a full-service fire department providing fire suppression, emergency medical services (EMS), fire prevention, hazardous materials, and technical rescue services for approximately 62,220 people occupying over 42 square miles in Benton County, WA.

The City of Richland is located in Benton County, Washington in southeastern portion of the state at the confluence of the Yakima and the Columbia Rivers. Along with the nearby cities of Pasco and Kennewick, Richland is one of the Tri-Cities and is home to the Hanford nuclear site.

Eighty-five (85) personnel provide emergency and support functions for the department out of 5 fire stations including 2 administrative staff (Fire Chief, Deputy Chief), 5 administrative support staff, and 78 career firefighters with a daily staffing of 16. The Fire Chief reports to the entire community represented by seven members of the City Council and the City Manager.

Observation

Richland Fire and Emergency Services Department provides high-quality fire suppression, EMS, fire prevention, hazardous materials and technical rescue services.



Richland Fire and Emergency Services



Page 3

December 2023

Legal Basis

Richland Fire and Emergency Services Department as it stands today is the result of the Federal Government's Hanford Project (1942), which the DuPont Company began providing fire protection from a small station on the southeast corner of George Washington Way and Knight Street. In 1946, when the General Electric Co. took over operations at the Hanford Site, they began operating what was known as the Richland Fire Department.

The Fire Chief, appointed by the City Manager, is the Chief Executive Officer of the department and has the authority for policymaking, appointment and discipline, and budgetary accountability.

Automatic/Mutual Aid

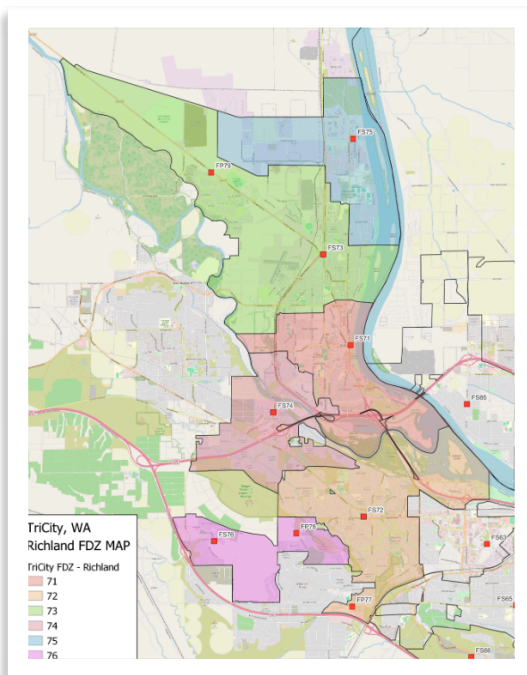
There is an interlocal agreement for automatic aid response that started in 2015. The parties agreed it is in the best interest of the citizens of the respective jurisdictions, and of mutual benefit to the delivery of emergency services if, in some circumstances, the services of one agency be extended outside corporate limits of that city or district into another. The automatic aid response agreement allows under most circumstances an agency to be dispatched to an emergency incident within the corporate limits of another for the mutual benefit of their citizens. Additionally, the department is a signatory of the Benton County Master Mutual Aid Agreement.



Response Area	EMS	Fire	Rescue	Hazardous Condition	Service	Good Intent	False Alarm and False Call	Other	Total	Responses per Day
Station 71	2,245	134	19	59	321	326	137	4	3,245	8.9
Station 72	1,950	69	1	39	369	233	109	2	2,772	7.6
Station 73	2,072	137	4	51	326	278	135	8	3,011	8.2
Station 74	1,170	100	3	32	215	232	53	0	1,805	4.9
Station 75	37	2	0	3	3	4	21	2	72	0.2
Other	509	112	11	8	48	390	33	0	1,111	3.0
Total	7,983	554	38	192	1,282	1,463	488	16	12,016	32.9

Community Risk Assessment

To study the unique features of Richland, the RFES utilized a comprehensive two-part documented and adopted methodology that organizes response areas into geographical planning zones. The first is by the department's entire response area. The second utilized a more granular assessment of station response zones (SRZs). These SRZs have specific resource allocation strategies based on calculated risks. From an emergency response standpoint, the city is divided into 5 SRZs, each with a dedicated fire station. The SRZs are not divided equally in terms of demographics and population density.



Variables of Risk

All variables measured at the SRZ level:

Population density

Square mileage of each SRZ

Median age of residents

Median household income

Unemployment rate

Percentage of homes greater than 50 years old

Number of moderate-, high- and maximum-risk structures

Community demand

Call concurrency

Socioeconomic and Demographic Risks

SRZs were utilized to assess each planning zone for risks that inform response time performance objectives. The risk assessment process utilized socioeconomic variables such as median household income and unemployment as well as demographic variables such as population density and median age. Other variables considered included square mileage, the number of moderate-, high-, and maximum-risk occupancies, and the percentage of homes greater than 50 years old.

**Additional detailed information is included in the Risk Assessment Report.*

Richland Fire and Emergency Services



Page 5

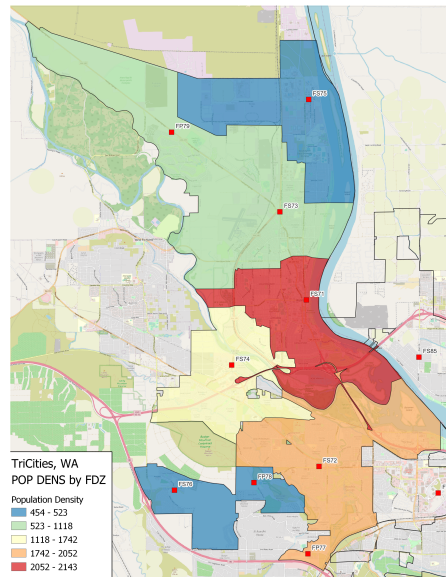
December 2023

Economic and Demographic Assessment by SRZ

Population density by SRZ was evaluated. Stations 71 and 72 have the highest population density within the city. Overall, the core of the city has the greatest population density. Station 75 had the lowest population density.

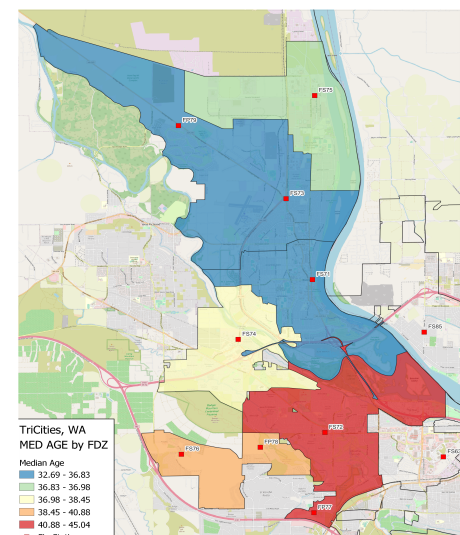
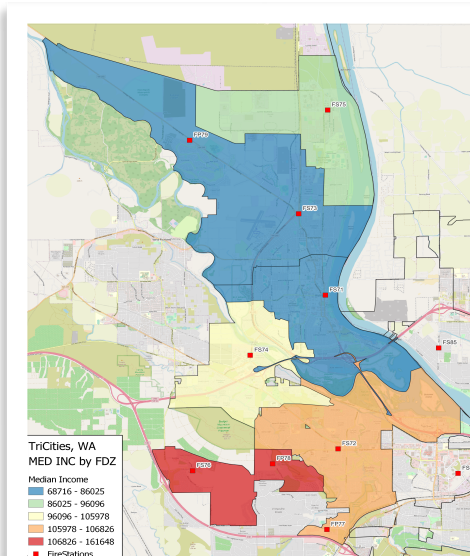
Research has demonstrated a relationship between age and use of EMS and fire services or the events leading to the need for EMS and fire services, wherein use and need tend to be highest among older adults, as compared to those in younger age groups.

For example, older adults (e.g., 65 years and older) or the elderly (e.g., 85 years and older) have been found to experience higher rates of burns, falls, fires, and fire-related injuries or death. Additionally, they exhibit increased rates of ambulance transport and use of EMS, in general. The elderly are also one of the most vulnerable groups during and following disasters such as hurricanes, tornadoes, and earthquakes.



Recommendation

The department should continue to monitor socioeconomic and demographic variables correlated with changes in risk.



Based on U.S. Census Bureau data for 2017-2021, adjusted for 2021 dollars, median household income for the City of Richland was \$83,066. The State of Washington had a median household income of \$87,648 during the same reporting period. The U.S. median household income for 2021 was reported by the U.S. Census Bureau as \$70,784.



Critical Tasking and Staffing to Risk

Fire Incidents

Fire-related critical tasking was completed for both risk classification and risk categorization by low, moderate, high, and maximum risks. The associated critical tasks were validated to ensure that the staffing strategy would accomplish the critical needs of the risk level and that the process of classifying and categorizing risks support the appropriate resource allocation at the moment of dispatch.

Effective Response Force for Fire Incidents				
Task	Maximum	High	Moderate	Low
Command	1	1	1	1
Fire Suppression	3	3	3	2
Water Supply	3	3	3	
Back up line-Standby			3	
EMS-Medical			3	
RIT			3	
Back up Line	3	3		
RIT-Standby	3	3		
Ventilation	3	3		
Search	3	3		
EMS-Medical	3	3		
Safety Officer	1	1		
Personnel	23	23	16	3
Unit Count	10	10	6	1

All effective response force (ERF) strategies were established through the critical tasking exercises and validated by ongoing assessment of real time events.

The department's commitment to safety, after action reporting, and monitoring of real time events provides administration with the ability to manage changes in a dynamic environment when needed.

EMS Incidents

EMS-related critical tasking was completed for both risk classification and risk categorization by low, moderate, high, and maximum risks. The associated critical tasks were validated to ensure that the staffing strategy would accomplish the critical needs of the risk level and that the process of classifying and categorizing risks support the appropriate resource allocation at the moment of dispatch.

Effective Response Force for EMS Incidents				
Task	Maximum	High	Moderate	Low
Patient Assist	0	6	2	3
Documentation	0	1	1	
Command	1			
Triage Unit	3			
Transport Unit	6			
RTF	3			
ERF Personnel	13	7	3	3
Unit Count	5	3	1	1

Critical Tasking and Staffing to Risk

Hazardous Materials Incidents

Hazardous-materials-related critical tasking was completed for both risk classification and risk categorization by low, moderate, high, and maximum risks. The associated critical tasks were validated to ensure that the staffing strategy would accomplish the critical needs of the risk level and that the process of classifying and categorizing risks support the appropriate resource allocation at the moment of dispatch.

Effective Response Force for HAZMAT Incidents				
Task	Maximum	High	Moderate	Low
Hazard Mitigation	3	3	3	3
Incident Command	1	1	1	
Assessment Team	0	0	3	
Decontamination	0	0	3	
Safety Officer	1	1		
Entry Team	3	3		
Back up Team	3	3		
Decontamination	3	3		
ERF Personnel	14	14	10	3
Unit Count	6	6	4	1

All effective response force (ERF) strategies were established through the critical tasking exercises and validated by ongoing assessment of real time events.

The department's commitment to safety, after action reporting, and monitoring of real time events provides administration with the ability to manage changes in a dynamic environment when needed.

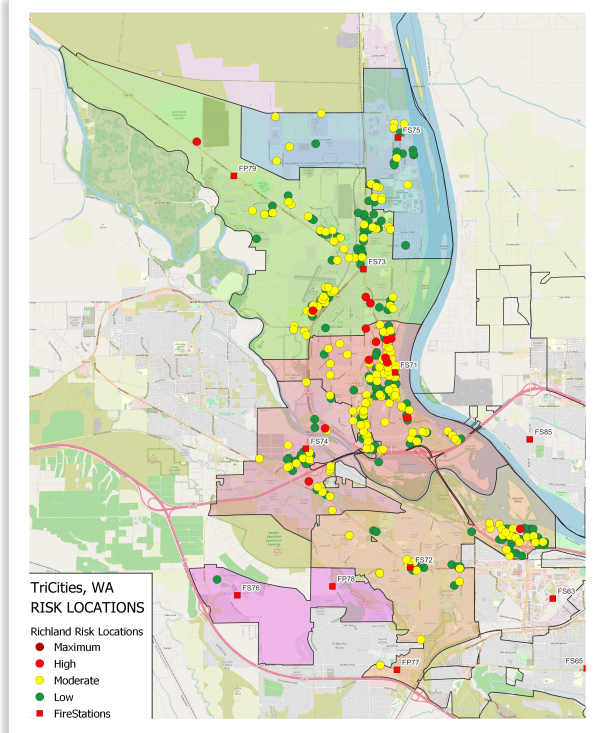
Technical Rescue Incidents

Technical-rescue-related critical tasking was completed for both risk classification and risk categorization by low, moderate, high, and maximum risks. The associated critical tasks were validated to ensure that the staffing strategy would accomplish the critical needs of the risk level and that the process of classifying and categorizing risks support the appropriate resource allocation at the moment of dispatch.

Effective Response Force for RESCUE Incidents				
Task	Maximum	High	Moderate	Low
Rescue Team	6	6	3	3
Medical	3	3	3	
Command	1	1	1	1
ERF Personnel	10	10	7	4
Unit Count	4	4	3	2

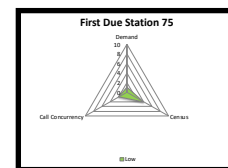
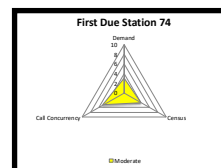
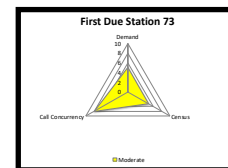
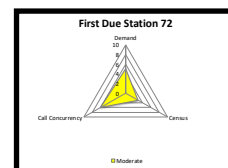
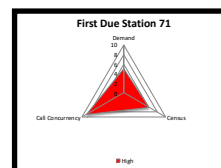
Occupancy Level Risk

Occupancy level data was utilized to measure the relative risk of buildings within each of the SRZ areas. Overall, 498 occupancies were provided by Richland to measure occupancy risk. 267 occupancies classified as low risk, 215 occupancies classified as moderate risk, and 16 occupancies classified as high risk in the jurisdiction.



Recommendation

The department should develop a more robust data collection process to support a more granular assessment of building and occupancy risks.

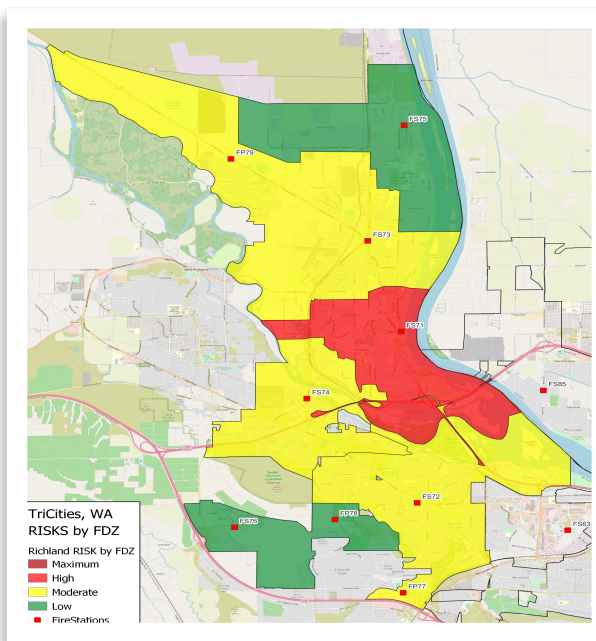


SRZ Level Risk

SRZs were assigned an overall risk level classification of low, moderate, high, or maximum based on the resulting value of the risk matrices.

Station 71 was classified as a high risk station (red). Stations 72, 73, 74, 77 (future) were classified as moderate risk (yellow) and Stations 76 (future) and 78 (future) were classified as low risk (green). Station 75 is rated at low risk, however, the Hanford Site is in this location and has numerous hazards that have extremely high risks, but very low possible occurrences. The hazardous sites have numerous safety controls in place.

Finally, 3-dimensional models were created to evaluate each SRZs unique risk profile.



Richland Fire and Emergency Services



Page 9

December 2023

Categorizing and Classifying Risk

We obtained data files from City of Richland Fire and Emergency Services Department spanning January 1, 2019 through December 31, 2022. For the purposes of this report, four full calendar years of data were utilized for analysis to reflect the most recent reporting periods of 2019 through 2022.

Demand zones or first due station areas throughout this report reflect future planned configurations, including any re-configuration of existing demand zones for Stations 71 through 75. Records in the data file were mapped to first due station area through use of X-Y coordinates, as available, in conjunction with GIS shape files. Thus, all metrics reflect a retroactive application of future planned configurations for demand zones. “Call Type” variable entries in the data file were classified into the program areas of EMS, fire, hazmat, and rescue based on departmental leadership decisions, and records were additionally assigned a risk classification based on departmental leadership criteria depending upon available data.

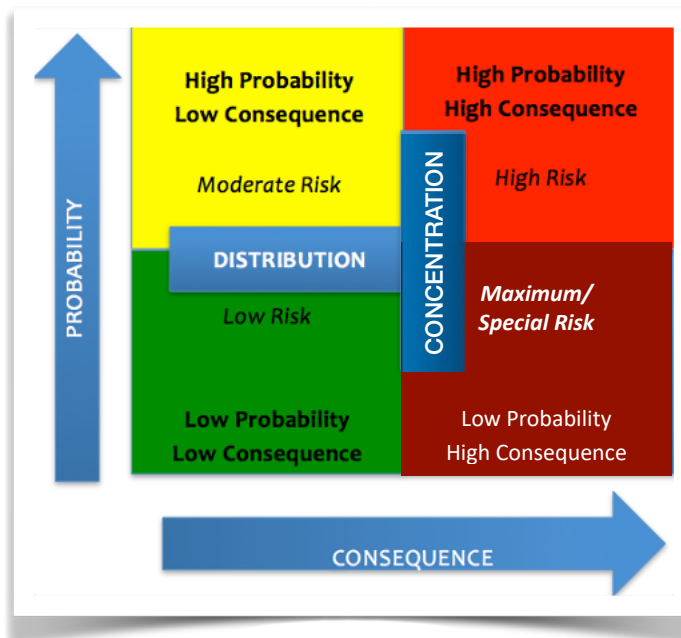
Call Type	Risk Classification
100 - Fire, other	Moderate
111 - Building fire	Maximum
1111 - Building fire - House	High
1112 - Building fire - Apartment	Maximum
1113 - Building fire - Commercial	Maximum
1114 - Building fire - Trailer	High
112 - Fires in structure other than in a building	Moderate
113 - Cooking fire, confined to container	Low
114 - Chimney or flue fire, confined to chimney or flue	
115 - Incinerator overload or malfunction, fire confined	
116 - Fuel burner/boiler malfunction, fire confined	
117 - Commercial Compactor fire, confined to rubbish	
118 - Trash or rubbish fire, (Contained within a structure)	
118 - Trash or rubbish fire, contained	
122 - Fire in motor home, camper, recreational vehicle	
123 - Fire in portable building, fixed location	
130 - Mobile property (vehicle) fire, other	
131 - Passenger vehicle fire	
132 - Road freight or transport vehicle fire	
133 - Rail vehicle fire	
134 - Water vehicle fire	
136 - Self-propelled motor home or recreational vehicle	
137 - Camper or recreational vehicle (RV) fire	
138 - Off-road vehicle or heavy equipment fire	
140 - Natural vegetation fire, other	
141 - Forest, woods or wildland fire	
142 - Brush or brush-and-grass mixture fire	
143 - Grass fire	
150 - Outside rubbish fire, other	

Call Type	Risk Classification
211 - Overpressure rupture of steam pipe or pipeline	Moderate
221 - Overpressure rupture of air or gas pipe/pipeline	Moderate
223 - Air or gas rupture of pressure or process vessel	Moderate
231 - Chemical reaction rupture of process vessel	High
243 - Fireworks explosion (no fire)	Low
251 - Excessive heat, scorch burns with no ignition	Low
300 - Rescue, EMS incident, other	Low
311 - Medical assist, assist EMS crew	Low
320 - Emergency medical service, other	Low
321 - EMS call, excluding vehicle accident with injury	Low
3211 - EMS call, Medical Alert Accidental Activation	Low
322 - Motor vehicle accident with injuries	Moderate
3222 - MVA - Watercraft with Injuries	Moderate
323 - Motor vehicle/pedestrian accident (MV Ped)	Moderate
324 - Motor vehicle accident with no injuries.	Low
3242 - MVA - Watercraft NO Injuries	Low
331 - Lock-in (if lock out , use 511)	Low
340 - Search for lost person, other	Low
341 - Search for person on land	Low
342 - Search for person in water	Moderate
350 - Extrication, rescue, other	Moderate
351 - Extrication of victim(s) from building/structure	Moderate
352 - Extrication of victim(s) from vehicle	Moderate
353 - Removal of victim(s) from stalled elevator	Low
356 - High-angle rescue	High
357 - Extrication of victim(s) from machinery	High
360 - Water & ice-related rescue, other	Moderate
361 - Swimming/recreational water areas rescue	Moderate

Correlated Risks

Risks may be divided into correlated and uncorrelated risks. All previous risk analyses have been primarily based on uncorrelated risks such as single unique events for EMS or a single property structure fire. Risks were calculated based on socioeconomic and demographic factors that may contribute to unique events. All previous analyses utilized a robust quantitative approach to measuring risk using a 3-axis, 3-dimensional Heron formula.

However, correlated risks occur with much less frequency and were assessed using a 2-dimensional probability and consequence model. Examples of correlated risks would include more regional or system wide events such as natural hazards and pandemics.



OBSERVATION

RFES utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.



Results of the correlated risk assessment process are provided below.

Low Risk	Moderate Risk	High Risk	Special/Max Risk
Construction Limitations	Topography- Response Barriers	Contagious and Chronic Diseases	Critical Infrastructure and Facilities
Rural Interface	Population Growth	Drought	Aircraft Emergencies
	Severe Weather	Transportation Network	Earthquakes
	Flood Events		Volcanic Activity
	Wildfires		

Richland Fire and Emergency Services



Page 11

December 2023

Historic Service Demands

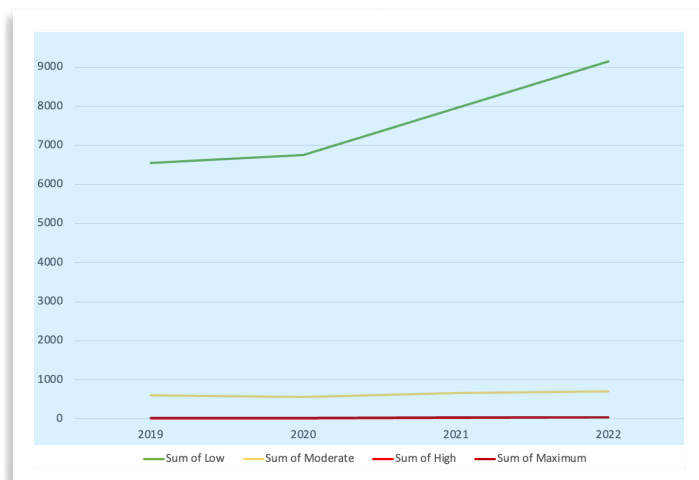
Historical service demands were classified by risk and distributed across the risk categories of low, moderate, high, and maximum risk.

Reporting Period ¹	Program	Number of Incidents					Percentage of Incidents ¹				
		Risk Rating					Risk Rating				
		Low	Moderate	High	Maximum	Total	Low	Moderate	High	Maximum	Total
2019	EMS	5,039	158	0	0	5,197	97.0	3.0	0.0	0.0	100.0
	Fire	50	93	16	26	185	27.0	50.3	8.6	14.1	100.0
	Rescue	15	6	0	0	21	71.4	28.6	0.0	0.0	100.0
	Hazardous Condition	59	22	2	1	84	70.2	26.2	2.4	1.2	100.0
	Service	521	0	0	0	521	100.0	0.0	0.0	0.0	100.0
	Good Intent	754	8	0	0	762	99.0	1.0	0.0	0.0	100.0
	False Alarm and False Call	100	313	0	0	413	24.2	75.8	0.0	0.0	100.0
	Other	15	3	0	0	18	83.3	16.7	0.0	0.0	100.0
	Total	6,553	603	18	27	7,201	91.0	8.4	0.2	0.4	100
2020	EMS	5,207	115	0	0	5,322	97.8	2.2	0.0	0.0	100.0
	Fire	63	112	20	30	225	28.0	49.8	8.9	13.3	100.0
	Rescue	8	7	0	0	15	53.3	46.7	0.0	0.0	100.0
	Hazardous Condition	51	18	0	0	69	73.9	26.1	0.0	0.0	100.0
	Service	585	0	0	0	585	100.0	0.0	0.0	0.0	100.0
	Good Intent	760	8	0	0	768	99.0	1.0	0.0	0.0	100.0
	False Alarm and False Call	69	306	0	0	375	18.4	81.6	0.0	0.0	100.0
	Other	6	3	0	0	9	66.7	33.3	0.0	0.0	100.0
	Total	6,749	569	20	30	7,368	91.6	7.7	0.3	0.4	100
2021	EMS	5,844	177	0	0	6,021	97.1	2.9	0.0	0.0	100.0
	Fire	75	111	31	38	255	29.4	43.5	12.2	14.9	100.0
	Rescue	9	4	0	1	14	64.3	28.6	0.0	7.1	100.0
	Hazardous Condition	68	32	1	2	103	66.0	31.1	1.0	1.9	100.0
	Service	862	0	0	0	862	100.0	0.0	0.0	0.0	100.0
	Good Intent	993	6	0	0	999	99.4	0.6	0.0	0.0	100.0
	False Alarm and False Call	81	326	0	0	407	19.9	80.1	0.0	0.0	100.0
	Other	12	2	0	0	14	85.7	14.3	0.0	0.0	100.0
	Total	7,944	658	32	41	8,675	91.6	7.6	0.4	0.5	100
2022	EMS	6,528	179	0	0	6,707	97.3	2.7	0.0	0.0	100.0
	Fire	61	114	37	37	249	24.5	45.8	14.9	14.9	100.0
	Rescue	10	5	0	1	16	62.5	31.3	0.0	6.3	100.0
	Hazardous Condition	94	26	1	0	121	77.7	21.5	0.8	0.0	100.0
	Service	1,192	0	0	0	1,192	100.0	0.0	0.0	0.0	100.0
	Good Intent	1,170	8	0	0	1,178	99.3	0.7	0.0	0.0	100.0
	False Alarm and False Call	89	364	0	0	453	19.6	80.4	0.0	0.0	100.0
	Other	5	8	0	0	13	38.5	61.5	0.0	0.0	100.0
	Total	9,149	704	38	38	9,929	92.1	7.1	0.4	0.4	100
All	EMS	22,618	629	0	0	23,247	97.3	2.7	0.0	0.0	100.0
	Fire	249	430	104	131	914	27.2	47.0	11.4	14.3	100.0
	Rescue	42	22	0	2	66	63.6	33.3	0.0	3.0	100.0
	Hazardous Condition	272	98	4	3	377	72.1	26.0	1.1	0.8	100.0
	Service	3,160	0	0	0	3,160	100.0	0.0	0.0	0.0	100.0
	Good Intent	3,677	30	0	0	3,707	99.2	0.8	0.0	0.0	100.0
	False Alarm and False Call	339	1309	0	0	1648	20.6	79.4	0.0	0.0	100.0
	Other	38	16	0	0	54	70.4	29.6	0.0	0.0	100.0
	Total	30,395	2,534	108	136	33,173	91.6	7.6	0.3	0.4	100

Overall, during the 4-year reporting period, low-risk incidents have increased dramatically.

The consideration of deploying BLS resources may require due consideration due to the increase in lower-acuity incidents.

Moderate-, high- and maximum-risk incidents remained relatively consistent throughout the reporting period.



Richland Fire and Emergency Services



Page 12

December 2023

Historical Performance

The department understands the relative opportunity to improve the citizens' experience by maximizing the efficiency of the dispatch interval and turnout time. Dispatch Time is defined as the time from when the 911 center receives a request for service until the fire department is notified to respond. Turnout Time is defined as the time between the fire department being notified of a call (dispatched) and when they are actually driving to the incident.

The NFPA and the Commission on Fire Accreditation International (CFAI), recommend a turnout time of 60-seconds for EMS incidents and between 80 and 90-seconds for non-EMS incidents, respectively. The department's current performance is at 1:54 (mm:ss) minutes for EMS and 2:12 minutes for fire related incidents, both exceeding the recommended best practice performance.

Travel Time is measured from when the apparatus and crews make notification that they are driving to the incident until they notify that they are on-scene. NFPA 1710 recommends a 4:00 minute travel time at the 90th percentile. CFAI had historically provided for a 5:12 minutes travel time at the 90th percentile. However, the current performance of 7:42 minutes is reasonably well aligned with the national experience for cities with similar geographic challenges.

RECOMMENDATIONS

The department should continue to evaluate the integrity of the dispatch and turnout time data to ensure accuracy.

Align dispatch and turnout times with best practices.



2021/22 90th Percentile Response

Program	Turnout Time	Travel Time	Turnout and Travel Time	Sample Size
EMS	1.54	7.30	8.42	6,202
Fire	2.12	7.06	8.42	175
Rescue	1.30	8.18	9.42	11
Hazardous Condition	1.54	8.00	9.00	114
Service	2.06	8.12	9.18	1,038
Good Intent	1.54	8.00	9.18	483
False Alarm and False Call	2.12	7.48	9.06	409
Other	1.42	11.48	12.36	12
Total	1.54	7.42	8.54	8,444

Distribution Study

Response time elements are evaluated by SRZ. Consistent with other city fire departments, the SRZs provide a travel time between approximately 6:48 minutes and 9:54 minutes at the 90th percentile.

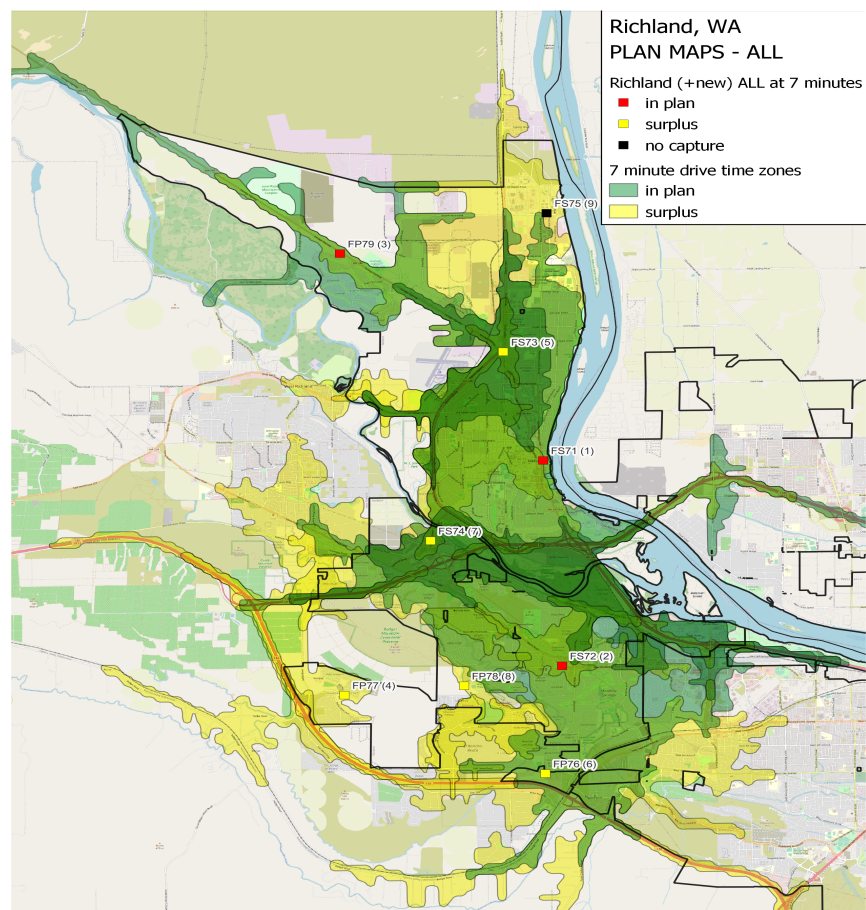
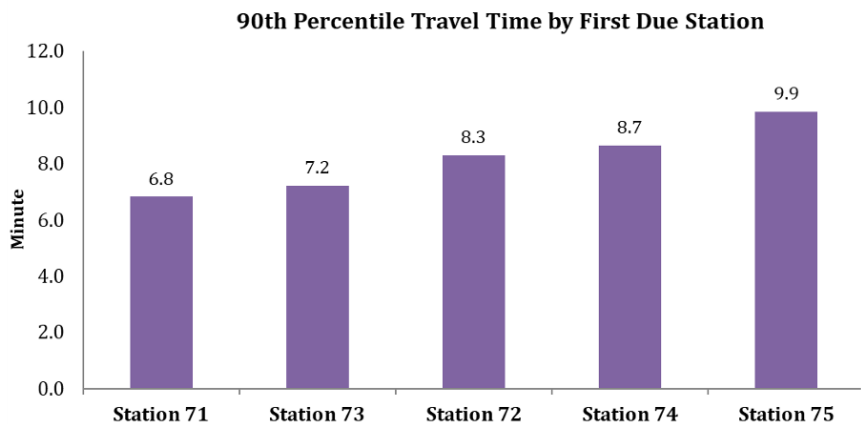
The 2022 historical performance demonstrated a 7:42 minute overall department travel time performance at the 90th percentile.

The planning assessment utilizes average road speeds and impedance; therefore, it is not uncommon for the fire department to outperform the more conservative GIS modeling. Overall, there is a high degree of agreement between the historical performance and the GIS modeling.

GIS analyses validated that 92.24% of the incidents could be responded to within 7:00 minutes travel time from the current station configuration.

The green shaded areas indicate the 92.24% response capability within 7:00 minutes. Any successively darker shades of green indicate that more than one station can service the area within 7:00 minutes.

The yellow shaded areas show the additional coverage within 7:00 minutes between 92.24% and 99%.



Concentration Study

The concentration of resources sufficient to respond to the frequency and duration of the community demand is utilized to evaluate the efficacy of the deployment strategy for the identified risk. Analyses reveal that the department has an average hourly demand of approximately 1.65 calls per hour during peak periods.

Considering the current maximum performance of approximately 10:00 minutes travel time, the minimum deployment required to meet community demands and maintain sufficient capacity for the desired performance, is 9 resources at all times.

The Effective Response Force (ERF) is the concentration or quantity of emergency personnel required to mitigate each class and category of risk. The appropriate ERF was established during the development of the risk based critical tasking.

NFPA 1710 suggests that the ERF should arrive in 8- minutes travel time or less.

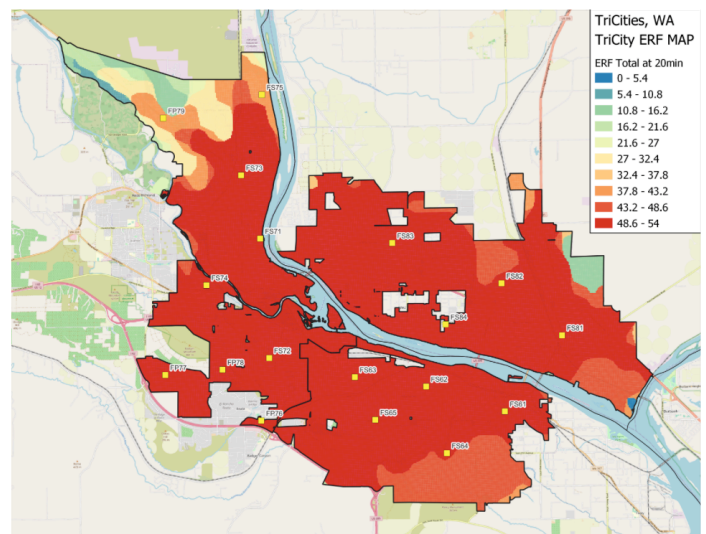
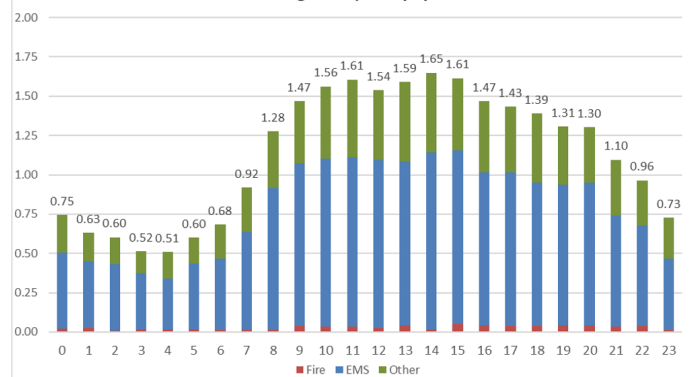
Alternatively, the CFAI provides a baseline travel time performance objective of 10:24 minutes 90% of the time or less as well as a 13:00 minute travel time ERF for suburban areas.

Under the current model configuration, RFES with five (5) stations, could cover approximately 90% of the community geography with a 16-person ERF within 20-minutes with the current staffing strategy. The maximum risk EMS ERF of 13 personnel would achieve 97% saturation at 16:00 minutes.

Observation

The department works with regional partners to establish critical tasking and ERF response standards.

Average Calls per Day by Hour

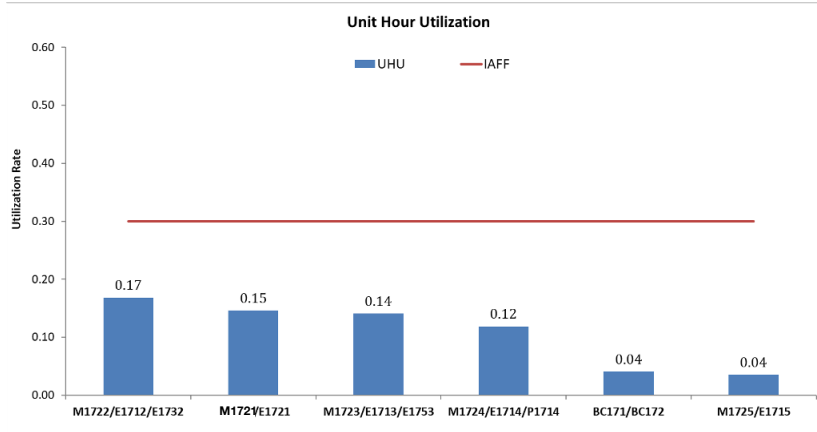
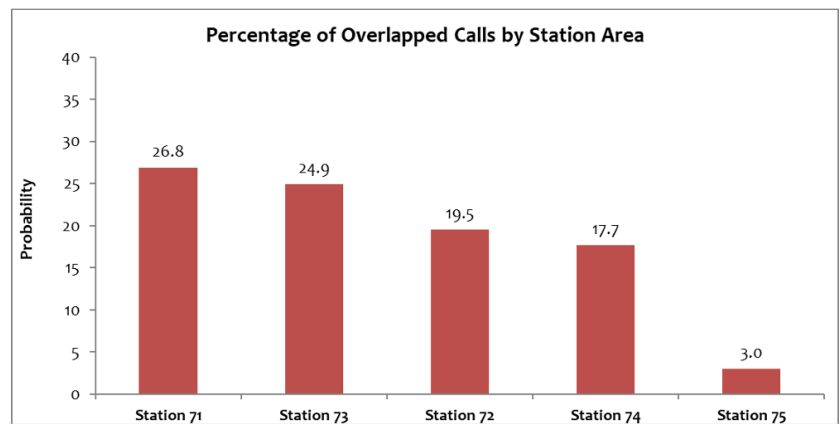


A regional response for major incidents could cover 90% of the TriCities area within 20 minutes and 54 person ERF as shown above.

Assessing System Resiliency

Stations 71 and 73 had the highest rate of call concurrency at 26.8% and 24.9%, respectively. Stations 72 and 74 had call concurrencies at 19.5% and 17.7%.

Please note that station 75 had a significant smaller sample size and therefore results should be considered with caution.

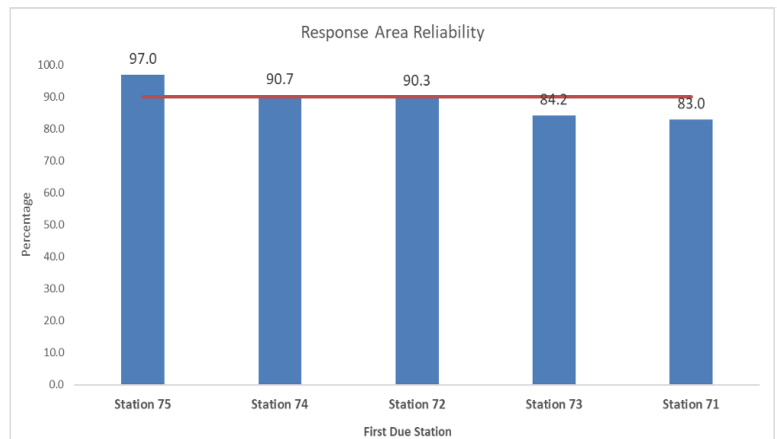


Unit Hour Utilization (UHU) is an objective measure of time on task for deployed resources. RFES is as busy as other similarly sized departments that provide first response EMS, patient transport service, and all-hazards responses. Most fire departments across the nation have non-transport UHUs between 5% and 15%.

Apparatus at station 72 is the busiest at 17%.

Station reliability is a measure of the ability of the units assigned to a specific station to respond to the calls within their first due SRZ.

Station 74 has the highest reliability at 90.7%. All remaining station zones were at or above 83% reliable. Please note that station 75 had a significant smaller sample size and therefore results should be considered with caution.



Richland Fire and Emergency Services

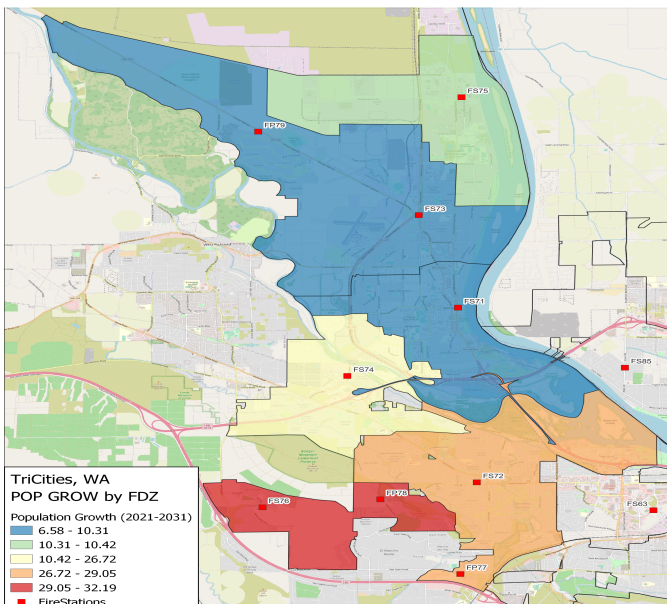
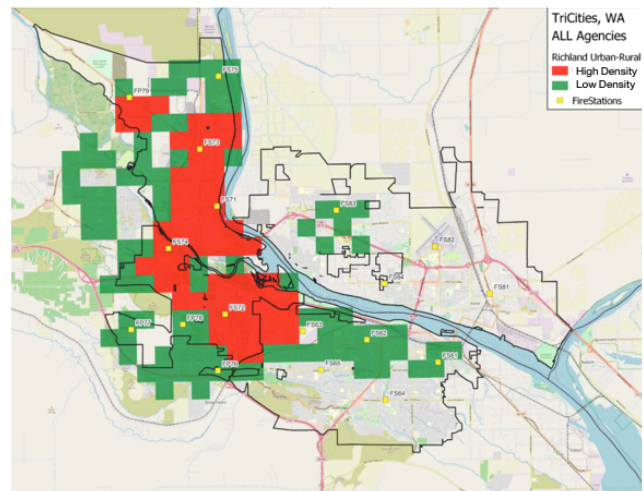


Page 16

December 2023

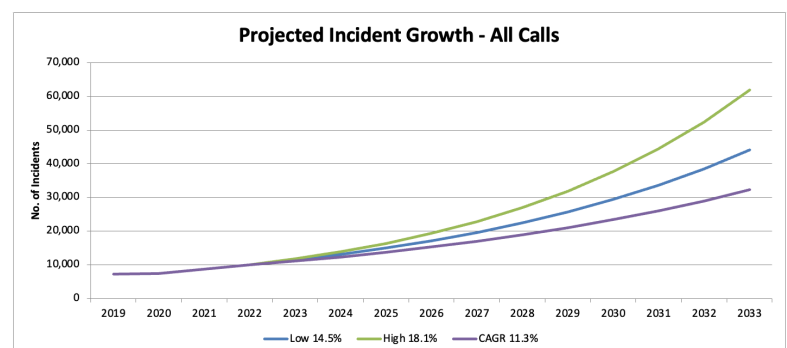
Commensurate Risk Model and Projected Growth

The call density analysis calculates the relative concentration of incidents based on approximately 0.5 mile geographic areas and at least half of the adjacent 0.5 mile grids. This assessment is based on call density and not population. The red areas are designated as high density level service areas and green areas are designated as low density.



Population growth projections through 2031 were evaluated by SRZ. Stations 76 (Future) and 78 (Future) are projected to have positive growth up to 32%. Overall, the north and north east has the least projected growth. The department's station planning efforts are well-aligned with projected growth.

From 2019 to 2022, calls for RFES services increased from 7,201 to 9,929 with an average growth rate of 11.3% per year. The figure depicts observed call volume during the last five-year reporting periods and various hypothetical growth scenarios through 2033.



Fire Station Location Analysis

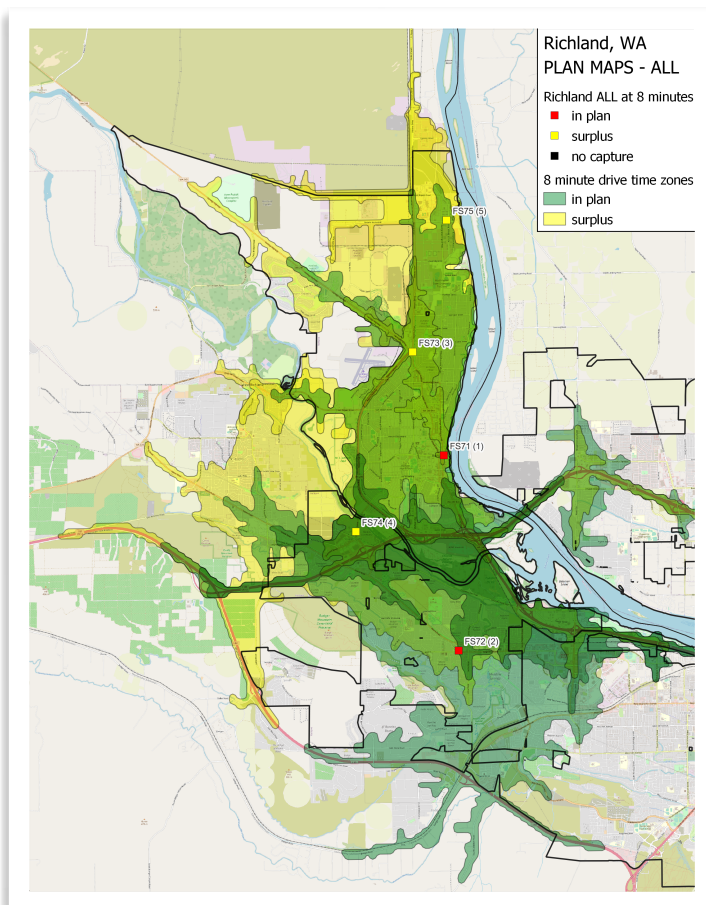
Comprehensive analyses were completed regarding fire station locations for various travel time alternatives. These strategies provided the department and city with the greatest flexibility to transparently establish the desired service levels and plan for the investment to accomplish operational initiatives.

Analyses within this study have validated that the department has utilized a well-developed station location process that has resulted in fire station locations that are reasonably well-aligned with risks.

The GIS report provided fire station location analyses that included configurations for all calls, and isolated EMS calls, for the following travel times: 4:00 minutes (NFPA 1710), 5:00 minutes (CFAI), 6:00 minutes, 7:00 minutes, 8:00 minutes and 10:00 minutes.

In addition, analysis also tested locations for an optimized configuration if the city had the ability to relocate fire stations.

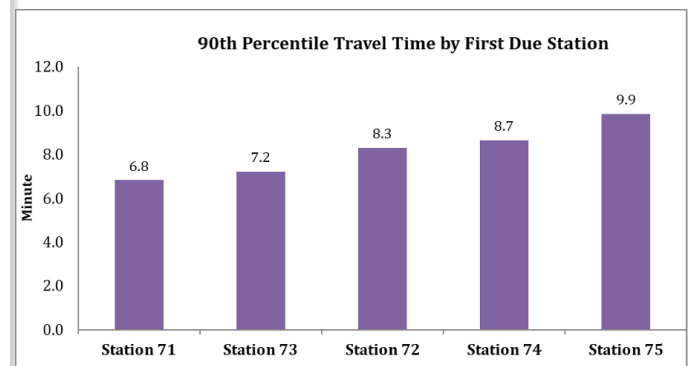
8-Minute Travel Time



GIS analyses confirm that the current Five (5) station configuration deployed by the Richland Fire and Emergency Services Department should be able to cover 93.5% of all calls within 8:00 minutes travel time.

However, a two (2) station configuration can cover 91.22% of the incident density without consideration for geographic needs.

The current maximum performance for travel time is at 9:54 minutes from Station 75. The best performance is 6:48 seconds from Station 71.



Assessment of EMS Deployment

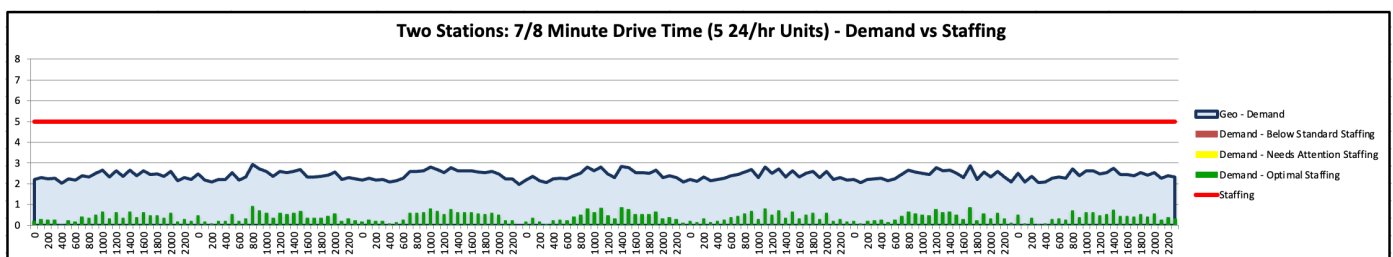
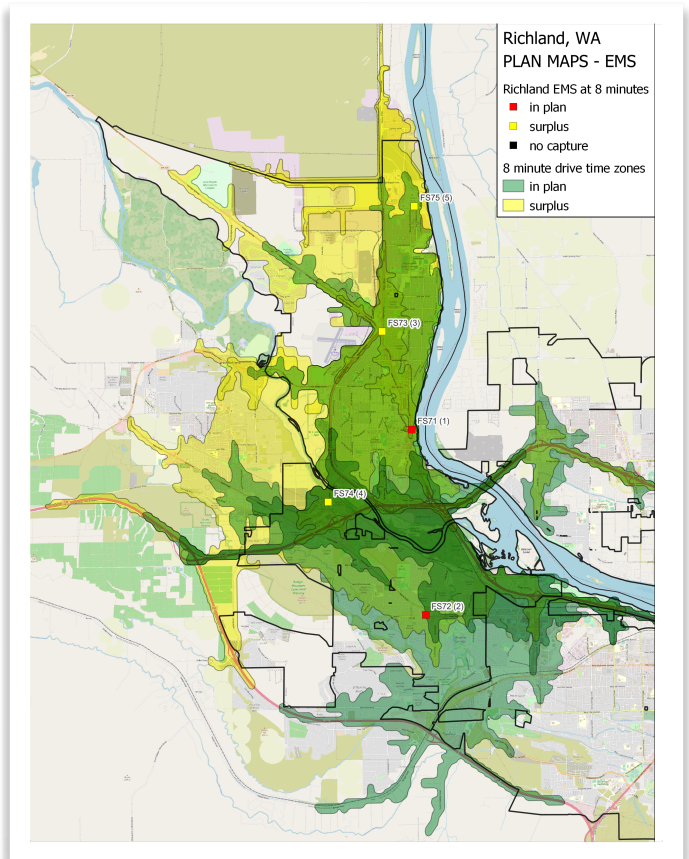
Community demand for emergency medical services accounts for the majority of the total requests for service. Analyses were completed to ensure an optimized deployment strategy for EMS while accounting for the unique conditions within the City. The current travel time for EMS incidents is 7:42 (min:sec) at the 90th percentile. Therefore, alternatives were created that would either optimize current performance or improve response time.

In all of the alternative response time configurations, geography was the limiting factor rather than workload. In other words, the majority of costs would be associated with ensuring delivery of the desired response time and capabilities as opposed to purchasing additional resources solely for workload.

Current Performance

8-Minute Travel Time to Current EMS Workload

The current practice of deploying five 24-hour patient transport units will cover 96.15% of the current EMS incidents within an 8:00 minute travel time. However, since RFES deploys the units through a cross-staffing approach, as community demand, the rate of call concurrency, and/or the call duration increases, the system would require a up to four dedicated ambulance resources.



Considering the Efficacy of Cross-Staffed Resources

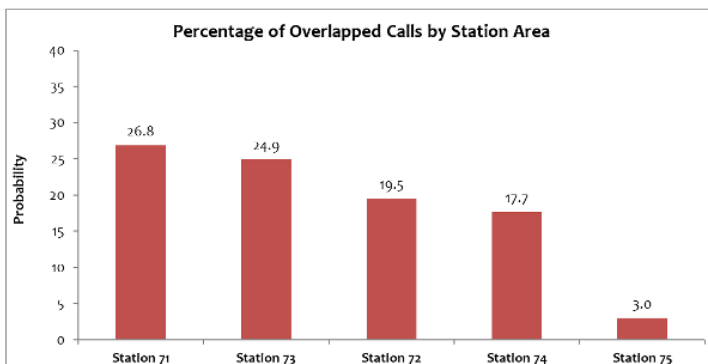
The efficacy of cross-staffing apparatus was evaluated. Historically, the department has benefited from the lean and efficient use of a single human resource crew to staff multiple apparatus types such as a fire engine and an ambulance.

At sufficiently low call volume and call concurrency, this is an effective operational decision that has served the organization well. However, in *FITCH's* experience call volumes greater than 1,500 calls per year and call concurrency greater than 15% introduces a higher probability of collision for needing an EMS transport unit while on a fire related call or a fire related call while on an EMS incident.

Recommendation

The department should consider deployment alternatives such as additional resources that reduce call volume and/or discontinuing cross-staffing primary resources.

In all of the alternative response time configurations, geography was the limiting factor rather than workload. In other words, the majority of costs would be associated with ensuring delivery of the desired response time and capabilities as opposed to purchasing additional resources to reduce workload.



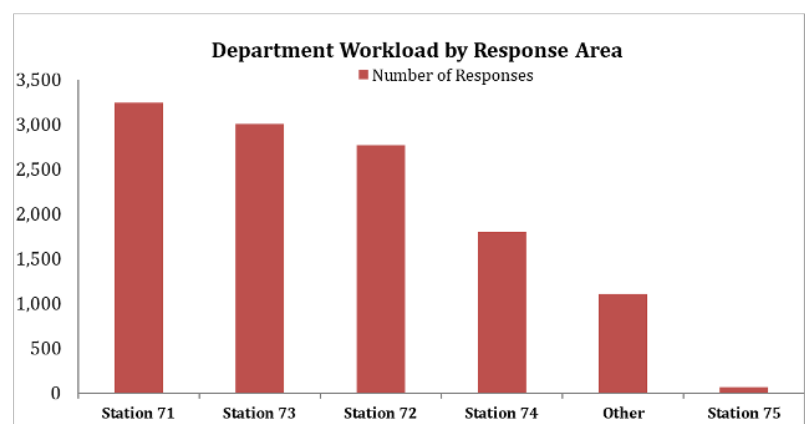
Call Concurrency

Stations 71 and 73 had the highest rate of call concurrency, or simultaneity of events, at 26.8% and 24.9%, respectively. In other words, 25%-27% of the time, when a unit responded to the first incident, a second or greater incident occurred at the same time before the unit could mitigate the first incident and return to available status.

Currently, all stations are deployed with the cross-staffed strategy. Therefore, Stations 71, 72, 73, and 74 exceed the recommended threshold of 15% call concurrency for a cross-staffed resource. Finally, no stations should exceed 30% call concurrency while continuing the current deployment strategy.

Call Volume

Stations 71 and 73 had the highest call volume with approximately 3,000 incidents or more. In addition, Stations 72 and 74 had call volumes at or above the recommended planning threshold of 1,500 responses per year.



Richland Fire and Emergency Services



Page 20

December 2023

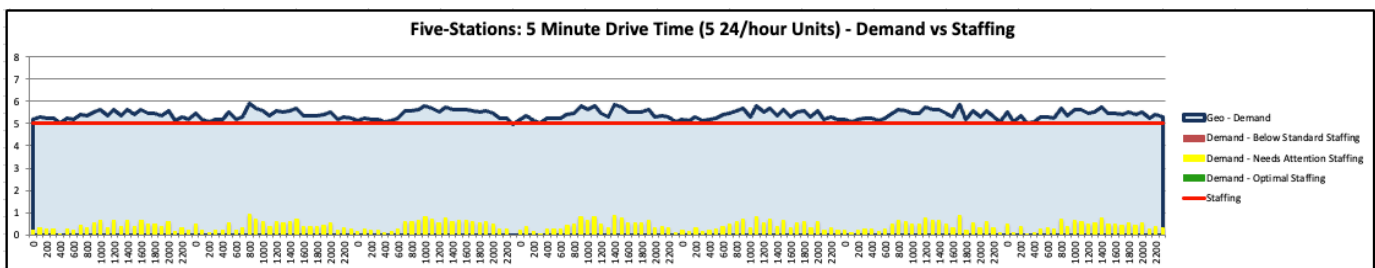
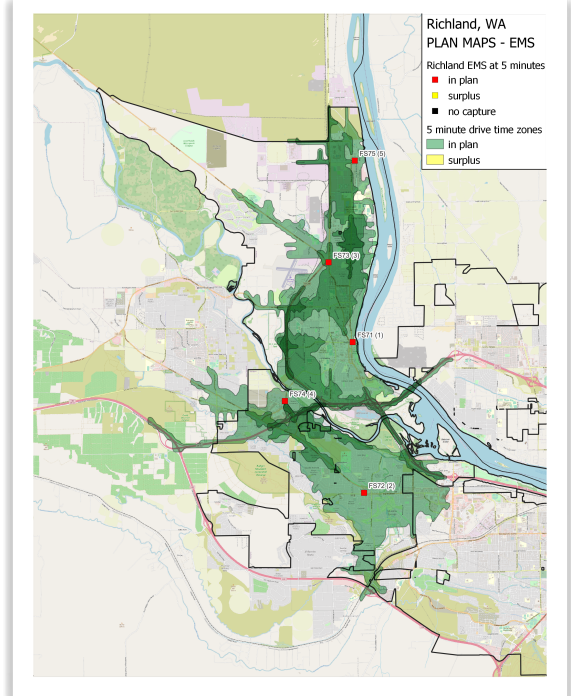
Assessment of Current Resource Allocation

5-Minute Travel Time to Current EMS Workload

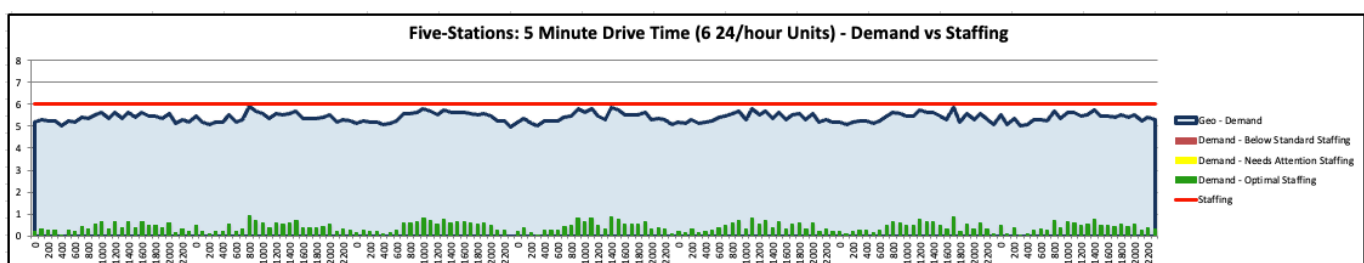
As previously discussed within the station location study, the current quantity and locations of the fire stations should be able to deliver a 5:00 minute travel time to 88.46% of the incidents.

However, the depth of resources is insufficient to have the availability to meet a 5:00 minute travel time. In other words, the stations are in good locations but have to have resources ready and available to respond. This would require the introduction of additional resources and/or discontinuation of cross-staffing resources in order to meet the demand for services and overcome the geographic limitations. In other words, the model is not receiving the full return on investment from the strategically located stations. In total, the ability to meet this deployment strategy would require six (6) dedicated EMS transport units and five (5) fire suppression units.

The figure below evaluates the demand by day of week beginning with Sunday and ending on Saturday (green and yellow bar graphs), and the geographic requirement to meet the desired response time of 5:00 minutes (light blue), and then finally, the current staffing (red line). Anytime the staffing line (red) is below the required demand (blue), then the system is under resourced. In this analysis, it shows that the department is under resourced throughout the busiest period of the day, if the desired outcome is a 5:00 minute travel time.



The optimized staffing to demand strategy is provided below with a minimum of six (6) medic units. This would improve travel time by approximately 3:00 minutes.

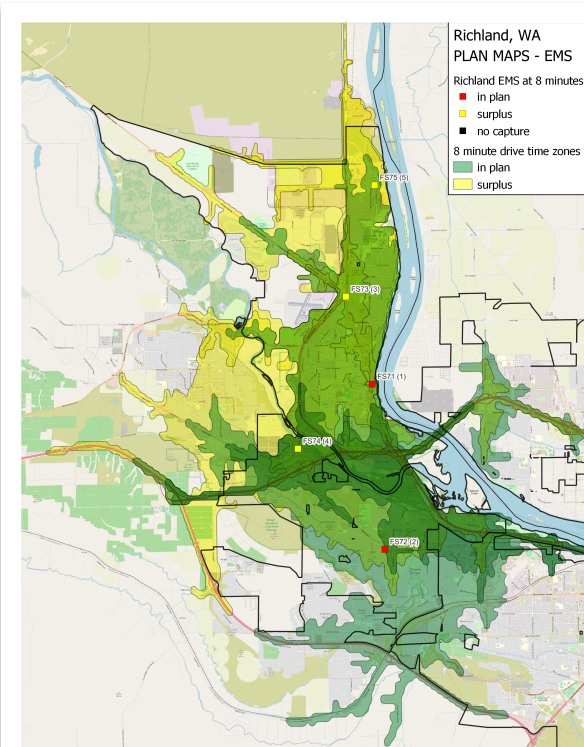
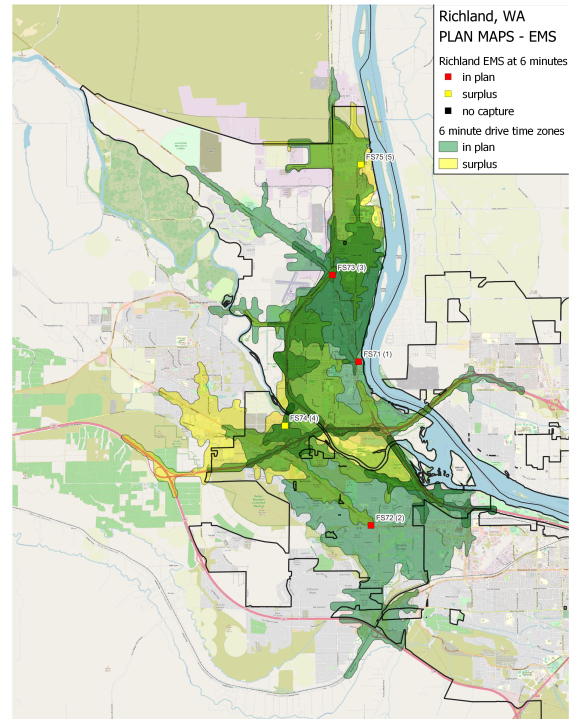
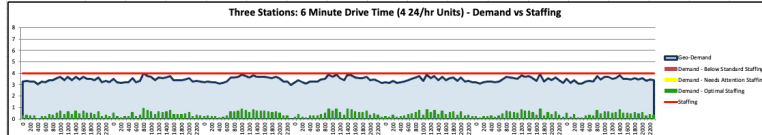


Optimized EMS Deployment for 6 and 7/8 Minutes

Previous analyses have focused on the best performance available within the current fire station configuration at 5:00 minutes. However, 6:00, 7:00, and 8:00 minute travel times were also evaluated that provide a reduced demand for resources. The resource allocation is the identical at either 7:00 or 8:00 minutes. These analyses will be an important consideration if the city considers migrating to dedicated staffed EMS resources in the future.

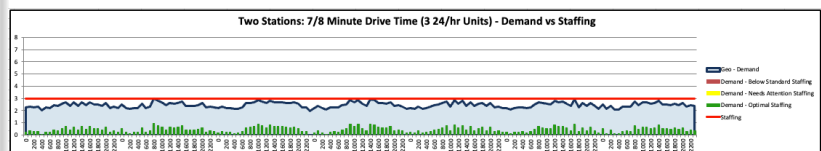
6-Minute Travel Time to Current EMS Workload

An EMS deployment of four (4) dedicated 24-hour patient transport units has capacity to cover 90% of the current EMS incidents within a 6:00 minute travel time. The EMS system UHU would be approximately 8% and only deploy from three (3) of the five (5) stations.



7/8-Minute Travel Time to Current EMS Workload

An EMS deployment of three (3) dedicated 24-hour patient transport units has capacity to cover 90% of the current EMS incidents within a 7:00 or 8:00 minute travel time. The EMS system UHU would be approximately 10%.



Richland Fire and Emergency Services



Page 22

December 2023

Assessment of Impact of Future Stations

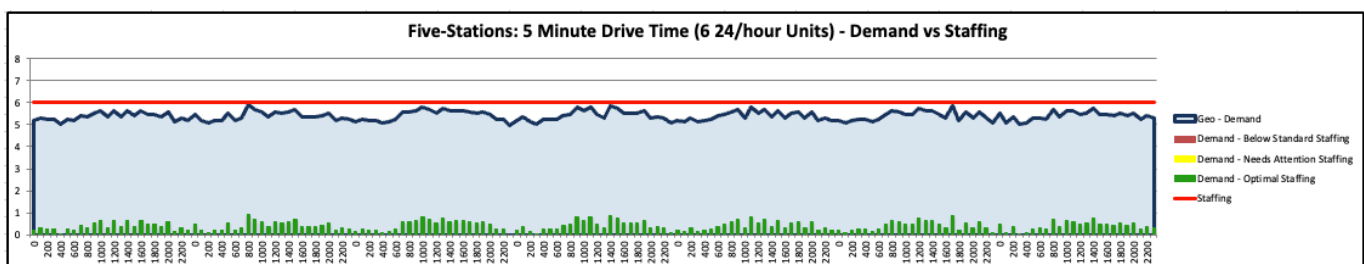
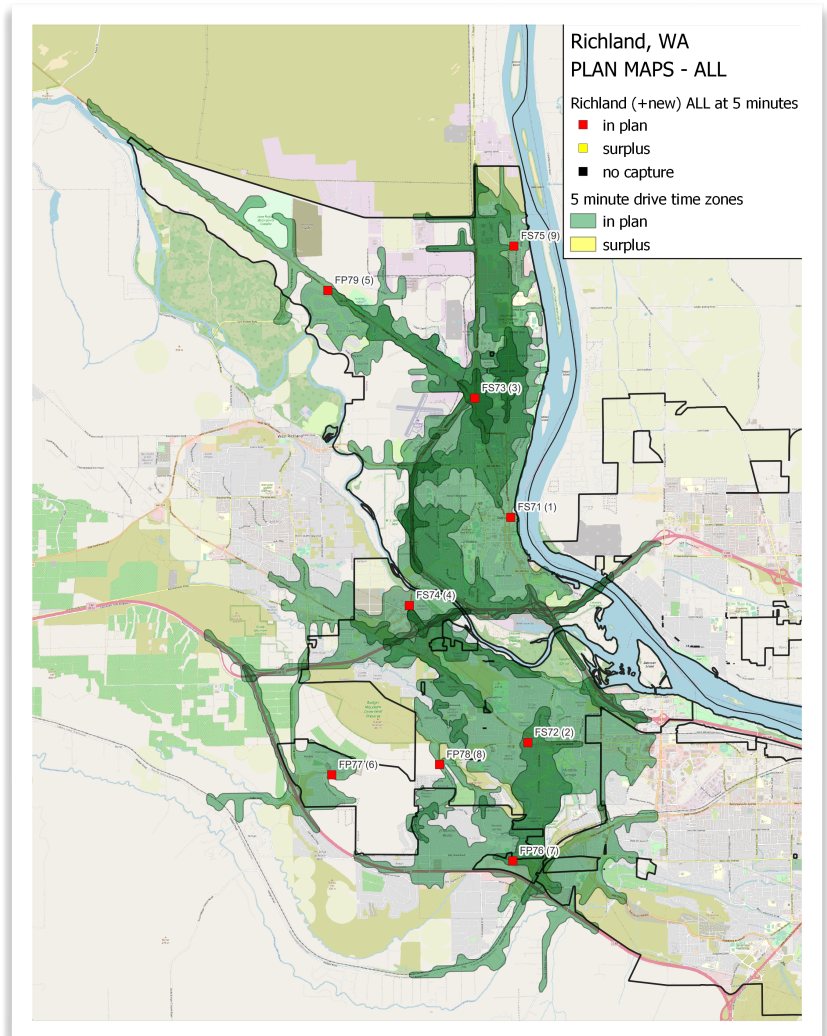
5-Minute Travel Time to Current EMS Workload

As previously discussed within the station location study, the current quantity and locations of the fire stations should be able to deliver a 5:00 minute travel time to nearly 90% of the incidents. However, there are areas of the city jurisdiction that exist outside of the 5:00 minute travel time capability. Currently, there is little call volume in these areas, but the city and department are well justified in providing the geographic coverage to the areas of need.

All proposed locations were evaluated within the framework of the current distribution of incidents. The proposed locations may service geographic needs irrespective of the community demand. However, considering the current demand for services, Station 79 consistently provided the best opportunity for efficiently capturing incidents.

The addition of proposed stations will require additional first due staffed apparatus, but would have limited impact on the need for additional dedicated EMS resources, since the recommendations contained herein already meet greater than 90% coverage.

The recommended EMS staffing strategy would be six (6) 24-hour medic units that will meet approximately 90% of all incidents within a 5:00 minute travel time. The staffing analysis is replicated here for the reader's convenience.



Richland Fire and Emergency Services



Page 23

December 2023

Consideration of an EMS Move-Up Plan

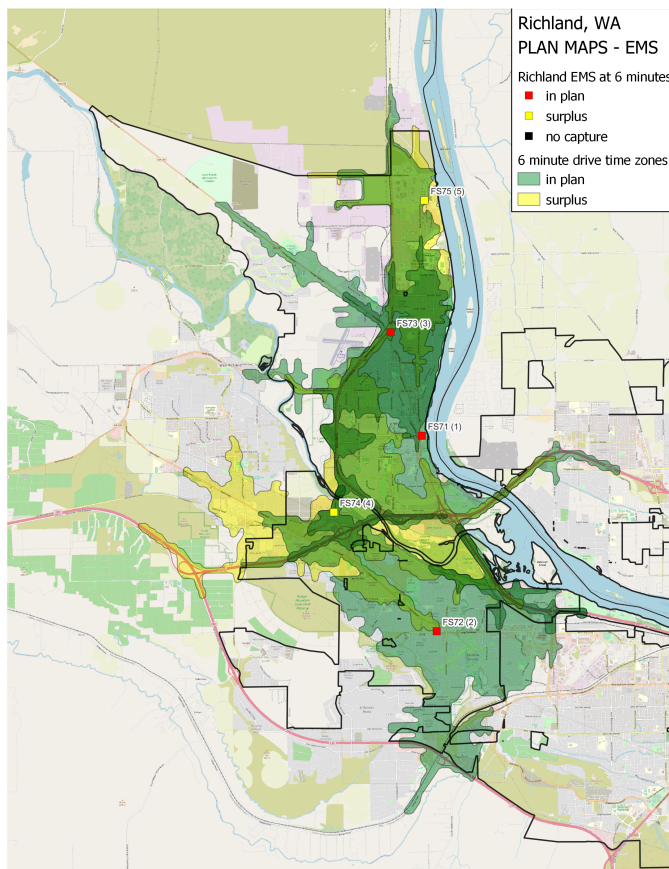
Using a 6:00 minute travel time as an example, analyses suggest that the if the department's deployment strategy for EMS incidents is with five (5) stations and four (4) medic units it should be able to meet a 6:00 minute travel time to nearly 92% of the incidents.

Recommendation

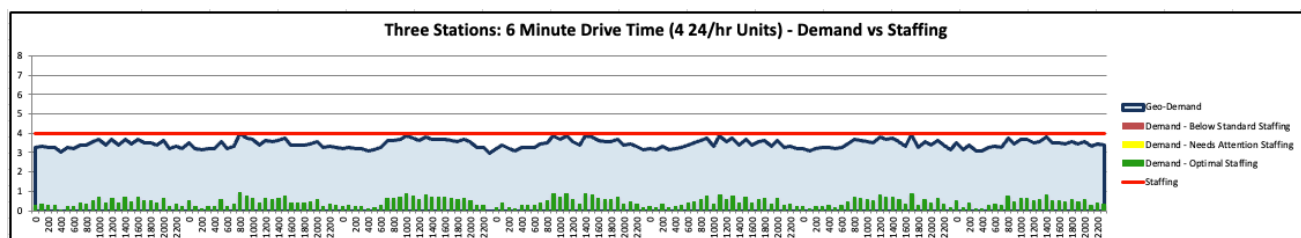
The department is encouraged to consider a formal move-up plan to maximize the efficient use of limited resources while meeting the desired response time performance.

The staffing to demand analyses, replicated here, demonstrates an efficient capacity to meet a 6:00 minute travel time with four (4) dedicated EMS resources.

A key component to the success of the deployment model is to judiciously follow a pre-planned and formalized move-up plan for EMS resources. When referring to the marginal utility analyses below, each station locations relative contribution to accomplishing a 6:00 minute travel time is outlined in the last column labeled "Percent Capture". This cumulative value demonstrates that, if properly resourced, Station 71 could capture 63% of all of the city's EMS calls within 6:00 minutes. Stations 71, 72, and 73 can cover greater than 90% of the incidents within 6:00 minutes. As additional resources are introduced into the deployment model, the department should follow the recommended move-up plan. In other words, if only two resources are left in the city they should be placed at Stations 71 and 72.



Rank	Station	Travel Time	Station Capture	Total Capture	Percent Capture
1	FS71	6	4,240	4,240	63.22%
2	FS72	6	1,680	5,920	88.27%
3	FS73	6	128	6,048	90.17%
4	FS74	6	106	6,154	91.75%
5	FS75	6	13	6,167	91.95%



Richland Fire and Emergency Services



Page 24

December 2023

Consideration of a BLS Tiered Response Model

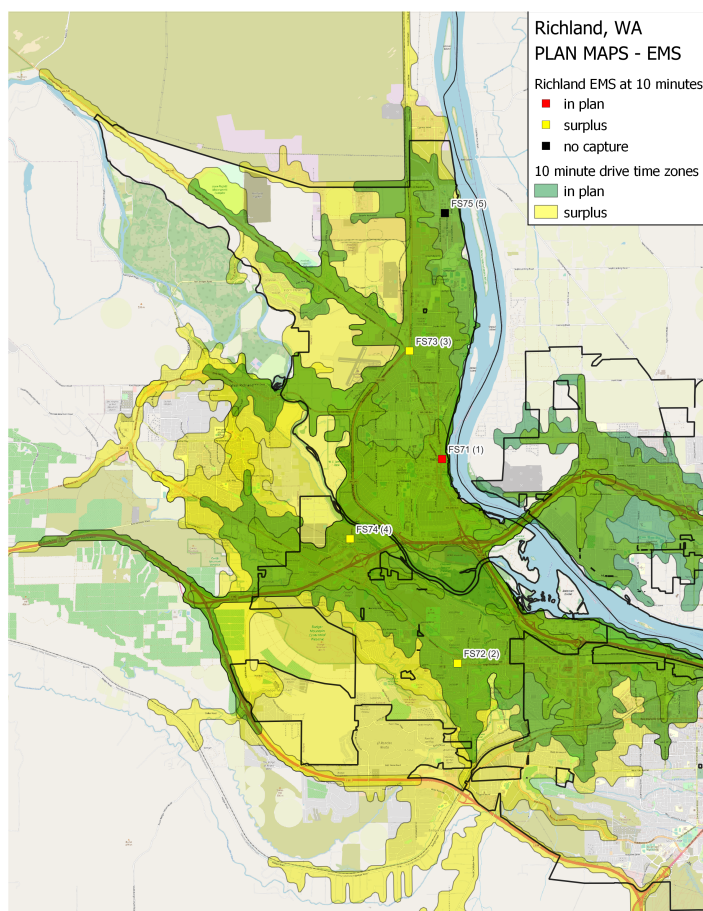
10-Minute Travel Time to Current EMS Workload

Evidenced-based research has found that there is considerable efficacy in providing high-quality Basic Life Support (BLS) services within the EMS deployment modeling. Various studies have found that BLS services can provide commensurate levels of care, and in some instances better care, than Advanced Life Support (ALS) services in high density environments when there is a robust access to hospitals. Therefore, there is little argument about the clinical efficacy of BLS deployment considerations.

The conversation typically resonates on the community expectations for service, the confidence in medical call triage capabilities, and the fiscal reality of a tiered response model with differentiated response time objectives.

Recommendation

The department is encouraged to consider introducing BLS resources to respond to lower acuity incidents and to reduce workload.



In the case of RFES, an opportunity exists to deploy BLS resources that better align resource capability and response time expectations based on the lower-clinical severity associated with BLS incidents. Simple examples may include chronic back-pain or other non-emergent needs for care that may not require a lights and siren response. Specifically, the BLS unit(s) could be deployed during the peak period of the day (12-hours) with the intent of responding to all BLS incidents that the unit is available for with the intent of insulating ALS capacity within the system for higher-acuity calls and for reducing workload on all 24-hour resources.

Following the marginal utility analysis completed below, a single resource could be assigned to Station 71 and could cover 93% of all incidents within a 10:00 minute travel time. The transparency of the policy should include the understanding that a BLS call may traverse multiple station areas on low-acuity events.

Rank	Station	Travel Time	Station Capture	Total Capture	Percent Capture
1	FS71	10	6,243	6,243	93.08%
2	FS72	10	283	6,526	97.30%
3	FS73	10	123	6,649	99.14%
4	FS74	10	4	6,653	99.19%
5	FS75	10	0	6,653	99.19%

Richland Fire and Emergency Services



Page 25

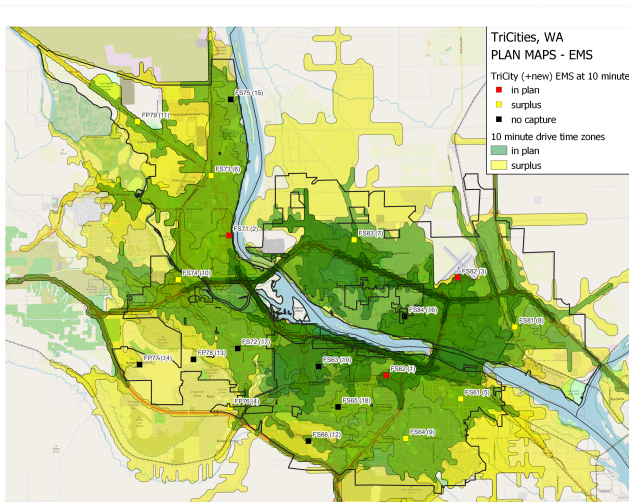
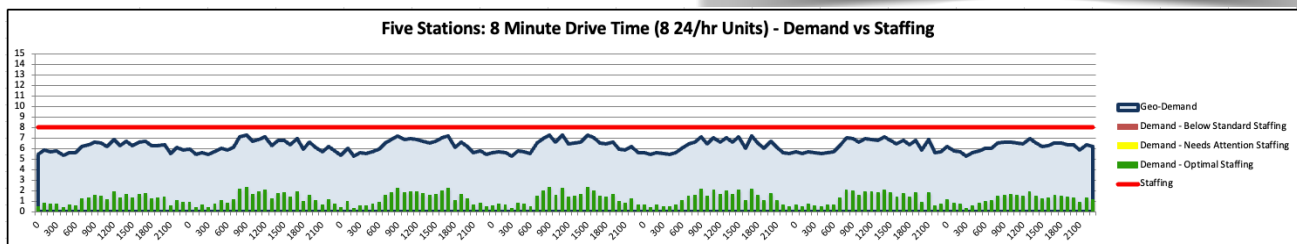
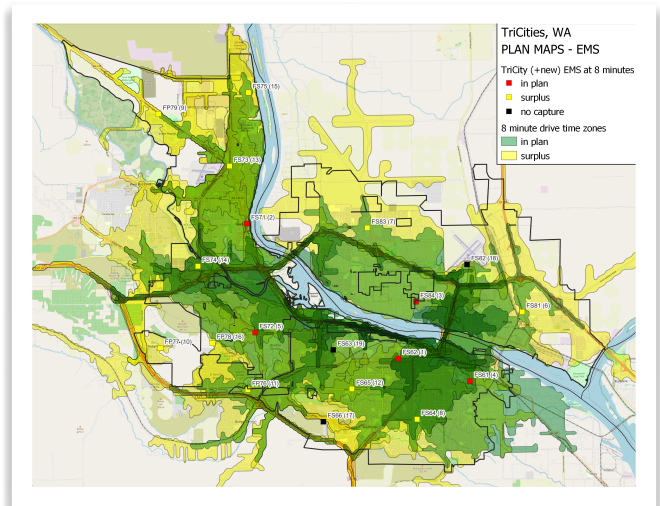
December 2023

Consideration for a Regional EMS Solution

The Tri-Cities have an opportunity to realize considerable efficiencies with the provision of EMS services. The mapping to the right validates that if the agencies were to provide EMS services as a seamless, or borderless, service delivery model, significant efficiencies may be realized. This change would require an enhanced automatic-aid agreement between all parties involved.

8-Minute Travel Time to Current EMS Workload

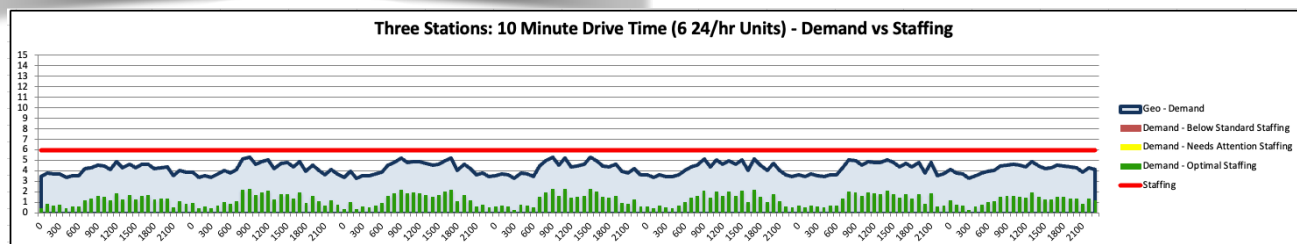
A regional EMS deployment of eight (8) 24-hour patient transport units has capacity to cover 92% of the current EMS incidents within an 8:00 minute travel time. The system UHU would be approximately 16% and only deploy from five (5) of the proposed 20 stations.



10-Minute Travel Time to Current EMS Workload

A regional EMS deployment of six (6) 24-hour patient transport units has capacity to cover 98% of the current EMS incidents within a 10:00 minute travel time. The system UHU would be approximately 21% and only deploy from three (3) of the proposed 20 stations.

Consistent with previous recommendations, the departments could continue to cross-staff resources and/or provide first responder services for higher acuity calls when needed.



Richland Fire and Emergency Services



Page 26

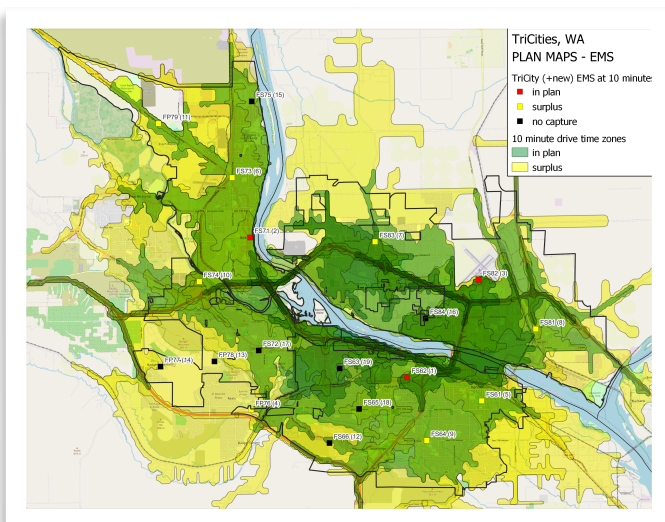
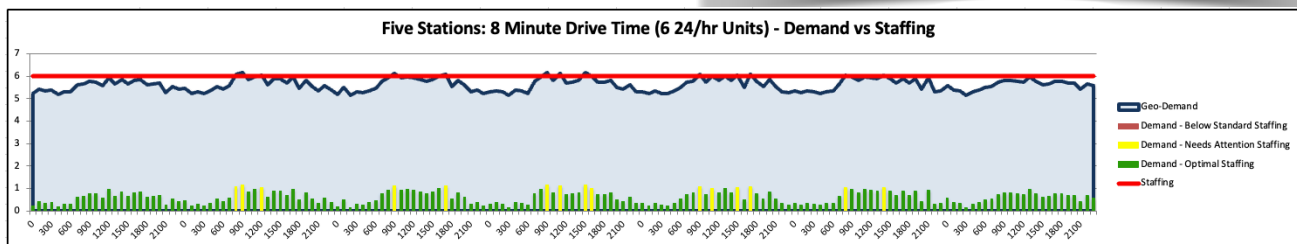
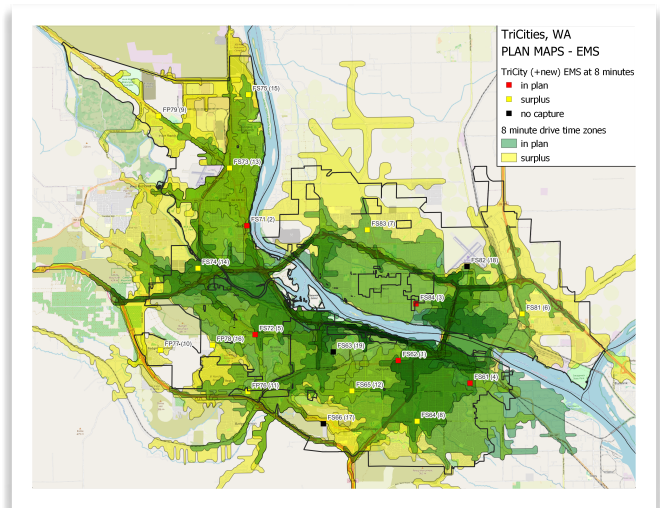
December 2023

Consideration for a Regional BLS Solution (~50%)

The Tri-Cities have an opportunity to realize considerable efficiencies with the provision of BLS services. The mapping to the right validates that if the agencies were to provide BLS services as a seamless, or borderless, service delivery model, significant efficiencies may be realized.

8-Minute Travel Time to Current BLS Workload

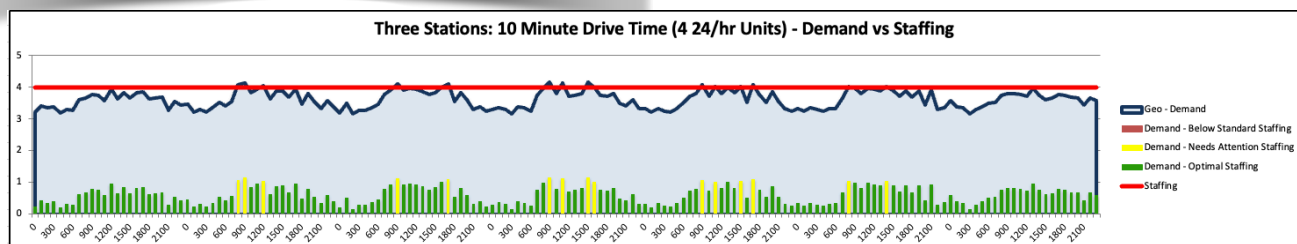
A regional EMS deployment of six (6) 24-hour patient transport units has capacity to cover 92% of the current BLS incidents within an 8:00 minute travel time. The BLS system UHU would be approximately 10% and only deploy from five (5) of the proposed 20 stations.



10-Minute Travel Time to Current EMS Workload

A regional EMS deployment of four (4) 24-hour patient transport units has capacity to cover 98% of the BLS incidents within a 10:00 minute travel time. The system UHU would be approximately 16% and only deploy from three (3) of the proposed 20 stations.

Since the BLS delivery model only accounts for 50% of the incidents, the individual cities would still need to account for the other 50% for ALS services.



Richland Fire and Emergency Services



Page 27

December 2023

EMS Revenue Assessment

The billing, collections, and revenues were assessed for the City of Richland for billable transports from 2021 and 2022. Each area of analysis is outlined below.

Payer Mix by Level of Service (Transport Volume)

Payer	2022 Volume	2021 Volume
Administrative	1%	0%
Commercial Insurance	28%	28%
Government	2%	2%
Medicaid	19%	19%
Medicare	48%	48%
Self Pay	2%	2%

Payer Mix by Level of Service (Net Collections)

Payer	2022 Collections	2021 Collections
Commercial Insurance	26%	20%
Government	2%	1%
Medicaid	22%	50%
Medicare	47%	28%
Self Pay	2%	1%

Nationwide vs. Richland Payor Mix by Level of Service (Net Collections)

Payer	2022 Collections	Richland 2022
Medicare	38%	47%
Medicaid	26%	22%
Commercial	12%	25%
Other	2%	3%
Self Pay	22%	2%

Observations

- This service mix is within what *FITCH* has observed in similarly-sized EMS systems and nationwide average service mix data provided by CMS.
- ALS transports accounts for 55.7% of the charges.
- BLS services accounted for 44.2% of the services.
- 99.9% of the transports were classified as emergent.

Ultimately, all of the analyses are aligned with *FITCH*'s observations from similarly sized EMS systems and the nationwide average service mix data provide by CMS.

Richland Fire and Emergency Services



Page 28

December 2023

EMS Rate Assessment

An industry best practice is to examine and compare the rates of similar-sized EMS services throughout the state to current rates annually. This ensures rates are sufficiently above Medicare to collect the maximum amount commercial payors allow. Most Washington fire departments that provide ambulance services offer a resident vs. non-resident rate. This stems from the financing mechanism of property taxes/levies placed on both commercial and residential properties. The service uses a contracted billing provider, Systems Design West (SDW). The fees charged are within the market average for outsourced revenue cycle management (RCM) services. SDW reported average rates across their client base, many of which are Washington services.

The 2023 resident rates charged by Richland are at the 44th percentile, and the non-resident rates are at the 100th percentile of the rates charged by agencies in the analysis. The rates charged in 2022 were quite low, and we agree with the rate increases implemented in 2023 to bring charges to a level commensurate with the other SDW clients that have rates in the top quartile.

Regular monthly analysis of aging, account activity, denial, and write off reports, average reimbursement per trip, combined with an annual contract review, is recommended to maintain high performing revenue cycle management. Analysis of these key performance indicators reveals the City of Richland is receiving good value from its billing operations; however, with the recommendations made in this report, improvements can be made that should result in slightly higher collections.

Average Days in Accounts Receivable or “Days in A/R” is the average time it takes for a service to receive payment from a responsible party. This metric describes insurance payments and patient payments.

Agencies need to know how to calculate days in A/R to quantify the efficiency of their billing operations. The standard calculation for days in A/R is computed by adding up the charges for a rolling period, dividing it by revenue collected, and multiplying by the analyzed period. The City of Richland reported Days in A/R of 82.4 in 2022, outperforming the industry average of fewer than 90 days. The DSO should be monitored for fluctuations that could indicate issues in a variety of areas, and benchmark DSO for agencies should be fewer than 50 days and as close to or approaching 30 days as possible. Our review of individual payor information for transports identified nearly 300 transports that did not have a primary payor listed due to a delay in receiving information that was downloaded into the system when the patient care report was completed. This causes an increased average Days in A/R. The department should review field processes regarding PCR completion to ensure that reports are completed in a timely fashion each day.

The accounts receivable aging report summarizes the total outstanding insurance claims and patient balances segmented by the age of the invoice. Agencies use the report to determine the effectiveness of credit and collection functions. There was 18% AR in the 90 Day + category compared to a benchmark of 10%. \$11,000 of the total balance in AR is in refund balances. PCRs are not being submitted in a timely fashion, and that appears to be the primary driver of the denials.

Recommendations

- It is recommended that the City of Richland evaluate the process to submit patient care reports in a timely fashion each day. Delays in submission are resulting in higher denials and higher average days in accounts receivable.
- If the Tri-Cities are interested in a regional EMS solution, it is recommended that the Tri-Cities agencies normalize the EMS transport rates.

Richland Fire and Emergency Services



Page 29

December 2023

Adopting Outcome Measures

In addition to setting goals or benchmarks related to impact or outcome measures, systems typically set goals or benchmarks related to outputs or process measures due to the presumed or evidence-based relationship between the two measures. For example, it is assumed that a faster response time would be beneficial for structure fires.

Outputs or process measures are typically more easily evaluated, as the system exerts direct influence over their outputs and processes, and can oversee related data collection and management. Impact or outcome measures become more difficult to evaluate when data collection and management are outside the purview of the system, and interpretation of data must account for other intervening factors.

Beginning to consider outcome measures allows the agency to desensitize some of the assumed output and process measures. For example, if structure fires are held to the room of origin at the desired percentage of time, then the City and Department may not have to act immediately if the response time increased by 30 seconds over the previous year. It provides greater flexibility for the policy group to attempt to understand which variables are contributing and their root causes.

Nevertheless, systems are encouraged to move beyond goal setting or benchmarking and evaluation related to outputs or process measures, and consider ways that impact or outcome measures can be evaluated, such as shown in the example below.

Fire Suppression		
Measure	Benchmark Performance	Current Performance
Structure Fire Incident Rates		
Number of Structure Fire Fatalities per 100,000 residents	≤ 1.11	#
Number of Structure Fire Rescues per 100,000 residents	#	#
Fire Spread – Degree of Confinement – All Building Fires with Fire Spread		
Fire Confined to Building of Origin	%	%
Fire Confined to Floor of Origin	%	%
Fire Confined to Room of Origin	%	%
Time to Fire Confined (from FD arrival)	10:00	mm:ss
Fire Spread – Degree of Confinement – Residential Structures with Fire Spread		
Fire Confined to Room of Origin		
Fires Controlled by Fire Suppression Systems		
Percentage of Fires Extinguished by Fire Suppression Systems in Protected Buildings	90%	%
Preventable Fire Incidents		
Percentage of Fires Unpreventable	%	%
Building Fires in Commercial Occupancies		
Fire Confined to Room of Origin	%	%
Fire Loss as a Percentage of Total Protected Property Value <u>with</u> Fire Protection System	%	%
Fire Loss as a Percentage of Total Protected Property Value <u>without</u> Fire Protection System	%	%
Property Saved in Buildings with Fires		
Value of Property Saved in Dollars	\$	\$
Fire Loss as a Percentage of Total Protected Property Value	0.05%	%
Emergency Medical Services		
Percentage of cardiac arrest patients receiving resuscitative efforts where return on spontaneous circulation is achieved	≥ 50%	%
Percentage of overall cardiac arrest patients with survival to discharge from hospital	≥ 33%	%
Percentage of EMS responses where treatment is indicated, and condition is improved or stabilized	≥ 90%	%

Adopting a System of Measures

However, it is still important to measure and manage the efficiencies of a well-run operation using a system of measures as presented in the table below. In this manner, the daily management continues in place, but the strict adherence to system design performance is secondary to the outcome measures. For example, if response time increases and there is no change in outcomes then it would be purely a policy choice to act. Conversely, if the outcomes change, then the Department leadership will turn to the system of measures and attempt to discern which of the variables or combination of variables may be contributing to the change in outcomes.

The summary of measures provided below include all aspects of time, apparatus staffing by type, relative risk ratings, and system resiliency measures such as reliability, call concurrency, workload, and unit hour utilization. For example, reliability should be at least 70% for each station and only if the reliability drops below the 70% threshold before considering a mitigation reaction. Similarly, call concurrency is credible until the call concurrency reaches 70%. In other words, only 30% of the calls are overlapping. Call concurrency is suggested as a per unit threshold unless the majority of calls are multi-unit responses. For example, if there are two units assigned to a station, the station level call concurrency can perform well at 60% or less for single unit responses.

Finally, the cross-staffing strategy speaks to an upper threshold of call volume of no more than 1,500 calls per year (4 calls per day) and a call concurrency of 15% or less, units can generally be confidently cross-staffed within the same station.

The system of measures provided are not intended to be overly prescriptive for the department. The department should adopt the system performance objectives internally and update as needed.

Type of Measure	Performance Metric	Recommended Performance	Priority	Review Period
Station/Unit Performance	Turnout Time – EMS	≤1.0 Min at 90%	Emergent	Quarterly
	Turnout Time – All Other	≤1.5 Min at 90%	Emergent	Quarterly
	Travel Time	≤6 Min at 90%	Emergent	Quarterly
	Minimum Engine/Quint Staffing	≥3 Firefighters	All Responses	Daily
	Minimum Medic Staffing	≥1 FF/PM ≥1 FF/EMT	All Responses	Daily
System Design and Performance	Dispatch Time	≤2 Min at 90%	Emergent	Monthly
	Station Risk Rating	Increases in Risk		Annually
	Reliability	≥70%		Quarterly
	Call Concurrency	≤30% Per Unit		Quarterly
	Call Volume	3,000 – Initial 1,000 – Ongoing		Annually
	Unit Hour Utilization	≤0.25 on 24-hour on EMS Units ≤0.15 on 24-hour on Engines and Aerials ≤0.50 on 12-hour units		Quarterly
	Cross-Staffing at Unit Level	<1,500 annual calls and <15% Call Concurrency		Annually

Continuous Improvement and Annual Appraisal

This SOC document is designed to guide the Department to continuously monitor performance, seek areas for improvement, and to clearly articulate service levels and performance to the community we have the privilege of serving. Therefore, the Fire Chief has established a Compliance Team to continuously monitor elements of this SOC and make recommendations for system adjustments or improvement quarterly.

Compliance Team and Responsibilities

The Compliance Team will consist of the following department members (TBD) and will have the responsibility of continuously monitoring changes in risk, community service demands, and department performance in each program area, fire department demand zone, and/or risk category.

- Chair – Fire Chief’s Designee
- Member – Operation
- Member – Fire Prevention and Risk Reduction
- Member – EMS
- Member – Planning

Recommendation

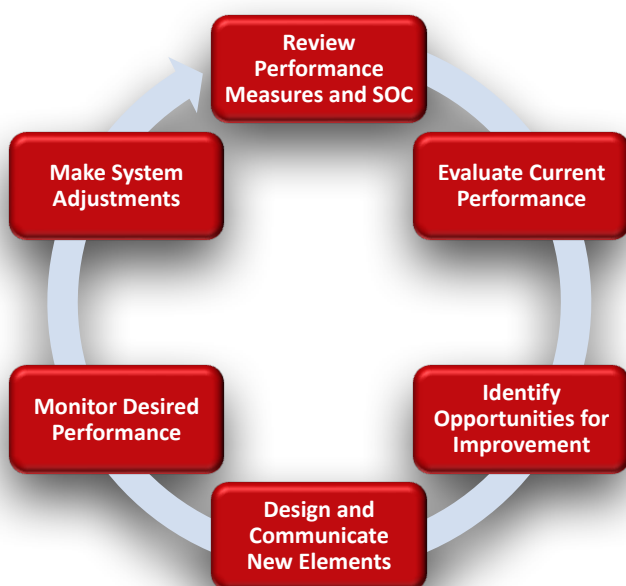
The department should regularly analyze performance data, and outcome measurements to ensure alignment with strategic goals and objectives.

Performance Evaluation and Compliance Strategy

The compliance team will evaluate system performance by measuring first due unit performance at the 90th percentile quarterly and annually. In addition, the Department will evaluate first due performance by each individual SRZ and by program area. Measures for the ERF by each program area, SRZ, and risk category will be evaluated annually. Annual reviews will be conducted in January of each year regarding the previous year. All response performance monitoring will exclusively evaluate emergency responses.

The Compliance Team will determine the strengths, weaknesses, opportunities, and challenges of the system performance annually and make recommendations for system adjustments to the Fire Chief. Finally, the team will annually update and evaluate the risk assessment matrices for relevancy and changes in community risk.

Ultimately, it is recommended that outcome measures are adopted and serve as the primary evaluation tool and that the traditional performance objectives and measures presented previously are utilized primarily as a management tool. In this manner, the Department will not be overly sensitized to incremental changes in performance criteria if the outcomes continue to be met.



Richland Fire and Emergency Services



Page 32

December 2023

Community Risk Reduction Strategies

Research has shown that the best opportunity to reduce loss of life and property destruction is to prevent these events before they occur. The term Community Risk Reduction (CRR) is an evolution and expansion of the core principles learned since the 1970s in fire prevention.

Therefore, the table below provides an example list of the types of CRR and prevention process efforts that all contribute to reducing risk in the community. This is intended to demonstrate the general depth and breadth of the types of things to measure and link to outcomes when available. However, it is not intended to be overly prescriptive as the department should evaluate what elements would provide the greatest synergy between operational, fiscal, and strategic planning goals.

An example of tracking community risk programs and performance is shown below.

Community Risk Reduction and Other Preventative Process Efforts		
Measure	Benchmark Performance	Current Performance
Fire Investigations Program		
Percentage of incendiary fire investigations that meet the elements for arson referred to the district attorney for prosecution	%	%
Percentage of fire investigations resulting in a classification of accidental, incendiary, that meet the elements for arson	%	%
Number of fire investigations conducted	#	#
Number of juveniles referred to the Youth Fire-Setter Intervention Program	#	#
Fire Code Compliance Program		
Percentage of fire protection system plan reviews completed within 5 business days of receipt	%	%
Percentage of identified high-risk commercial locations inspected by renewal date	%	%
Percentage of initial new construction inspections completed within 2 business days of request	%	%
Number of identified high-risk commercial locations inspected by renewal date	#	#
Number of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	#	#
Public Safety Education Services Program		
Percentage of elementary public schools in city limits participating in CRR activities	100%	%
Percentage of youth referred to department that have previously attended the Youth Fire-Setter Intervention Program	%	%
Number of Fire Department public safety education participants served	#	#
Number of elementary students in the city limits participating in CRR activities	#	#
Number of Health and Safety sessions provided	#	#
Number of hours spent on CRR requests for service	#	#
Number of smoke alarms distributed to residents	#	#
Emergency Medical Services Program		
Number of MIH interventions completed	#	#

Community Driven Strategic Planning

Best practices support the concept that the fire department would benefit from a focused strategic planning exercise to help guide the next five-year period. Therefore, it is recommended that the fire department create a strategic plan for the fire department that would include results found in the CRA and SOC strategic planning.

In *FITCH's* experience, the most successful strategic planning processes typically includes a high level of involvement from key leaders, both formal and informal, from within the organization such as the fire chief and labor group leadership, and external stakeholders and community members. While their participation is not required at each and every step, their buy-in along the way provides the highest chances of a successful planning effort for all stakeholders in the end.

At a high level, the process is intended to answer the following main questions:



Recommendation

The department should develop and implement a 3-5 years strategic Plan.

An integral part of the strategic planning process is the completion of a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats (SWOT).

The process is a broad-based stakeholder gap analysis where the Opportunities and Threats are more focused on external origins and Strengths and Weaknesses are more focused in internal origins.

The strategic planning process will assist the department in focusing on key initiatives for the next 5-year period.

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	S Strengths	W Weaknesses
External origin (attributes of the environment)	O Opportunities	T Threats



RICHLAND FIRE AND EMERGENCY SERVICES

PROPOSED RESPONSE TIME PERFORMANCE STANDARDS

Richland Fire and Emergency Services' Response Time Performance Standards measurement goal is 90% of the time.

Turnout Times - Measured from time of unit dispatch to enroute to scene.

EMS – Advanced Life Support (MED3 and MED4)	-	1:00
EMS – Basic Life Support (LIFT, MED1 and MED2)	-	1:30
Fire (all types excluding Wildland)	-	1:45
Wildland Fire	-	1:45
Low Acuity Incidents	-	1:30
Technical Rescue	-	1:00
Hazardous Materials	-	1:00
Aircraft Emergency	-	1:45
Marine Emergency	-	1:00

Travel Times – Measured from enroute time to first unit arrival on scene.

EMS – Advanced Life Support (MED3 and MED4)	-	5:00
EMS – Basic Life Support (LIFT, MED1 and MED2)	-	8:30
Fire (all types excluding Wildland)	-	5:00
Wildland Fire	-	6:00
Low Acuity Incidents	-	8:30
Technical Rescue	-	5:00
Hazardous Materials	-	5:00
Aircraft Emergency	-	5:00
Marine Emergency	-	No Standard

Response Times – Measured from time of dispatch to first unit arrival on scene.

EMS – Advanced Life Support (MED3 and MED4)	-	6:00
EMS – Basic Life Support (LIFT, MED1 and MED2)	-	10:00
Fire (all types excluding Wildland)	-	6:45
Wildland Fire	-	7:45
Low Acuity Incidents	-	10:00
Technical Rescue	-	6:00
Hazardous Materials	-	6:00
Aircraft Emergency	-	6:45
Marine Emergency	-	No Standard

Effective Response Force (ERF) – Measured from time of dispatch to last unit (as defined by category) arrival on scene.

EMS – Cardiac (MED4)	-	9:00
Fire – Residential	-	18:00
Fire – Commercial	-	20:00
Technical Rescue*	-	60:00
Hazardous Materials*	-	60:00
Aircraft Emergency*	-	18:00
Marine Emergency	-	No Standard

Note: Significant Tech Rescue and HazMat incidents will require call-in of off-duty regional team members from both RFES and other area departments, which will result in significantly longer ERF response times. In addition, a significant Aircraft Emergency **may require additional assistance from Pasco Fire Department's ARFF capabilities, increasing response times as well.*

RFES Standards of Cover Service Level Workshop



February 25, 2025

Workshop Item Agenda

Standards of Cover Update

- Tonight's Content – Response Standards
 - Review Current Standards
 - Introduce Updated Standards
- April's Workshop
 - Comprehensive Plan's Service Level Trigger Points
- Future Business Meeting
 - Resolution for adoption of updated Standards of Cover

What is a Standards of Cover?

- A documented plan outlining how a fire department will distribute and concentrate its resources to effectively manage emergencies within a community, considering the identified risks and capabilities of the department, essentially defining the level of service a community can expect from their fire department.
- It is often based on a community risk assessment and includes details like response times, apparatus deployment, and staffing levels.



Why Does This Matter?

- Drives decisions regarding resource deployment in the City
 - Station 75 with a larger BLS response area
 - Peak activity unit for central Richland (UHU)
- Drives qualifications for some call types
 - Special Operations
 - Wildland
- Contributes to staffing recommendations for future needs

Methodology

- National Standards vs. Community Standards
- GIS Analysis and Vendor Recommendations
- National Data
- Neighboring Agency Response Standards
 - Qualifying Factors – staffing, deployment, geographic coverage



Definitions

Turnout Time - Time between notification of a call (dispatch), and enroute time, or driving to the incident.

Travel Time - Time between enroute time or driving to the incident and arrival at the scene.

Response Time – Combined Turnout and Travel, time between dispatch and arrival at scene.

Effective Response Force (ERF) – Minimum number of firefighters and equipment needed to safely and efficiently address an incident. *Does not apply to all categories.*

Median – The middle value in a set of numbers.



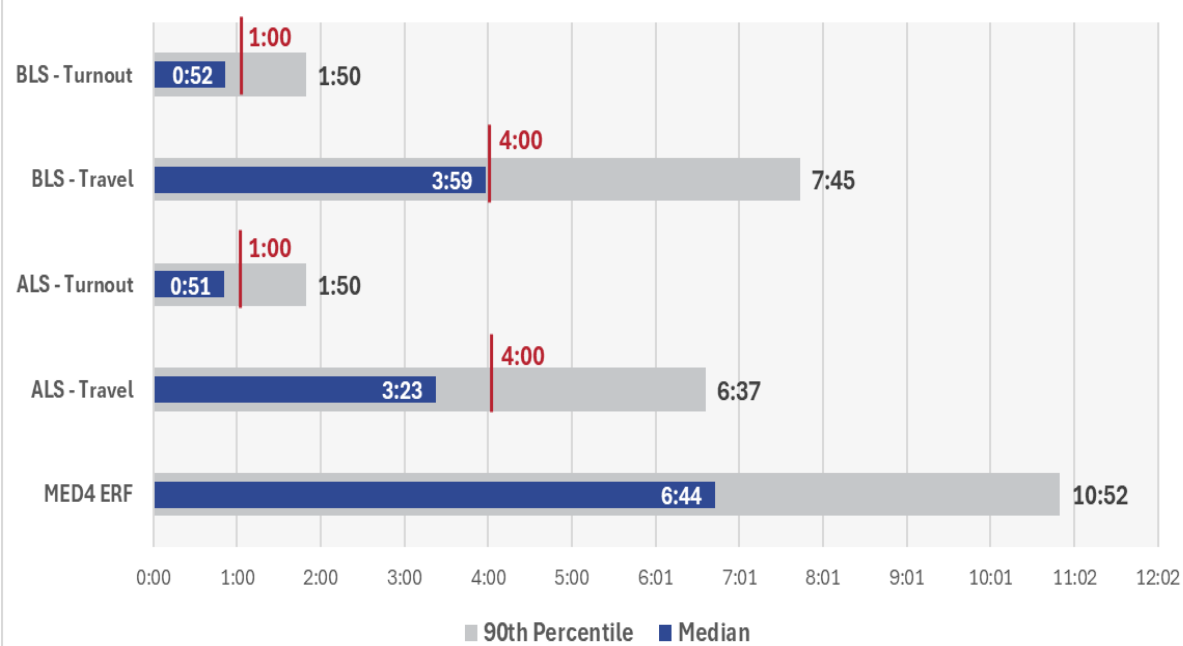
Calls For Service Categories

- EMS
 - Med 1 – Basic Life Support (BLS), non-urgent calls, includes Lift Assists
 - Med 2 – BLS calls with an expected transport
 - Med 3 – Advanced Life Support (ALS), includes paramedic intervention
 - Med 4 – ALS Breathing Stoppages
- Fire
 - Residential, commercial, vehicle or dumpster fires, etc.
- Wildland Fire
 - Fire in open or undeveloped area containing grass, brush or timber
- Special Operations
 - Technical Rescue, HazMat, Aircraft, Marine
- Low Acuity
 - Fire alarm, smoke or odor investigation, elevator rescue, etc.

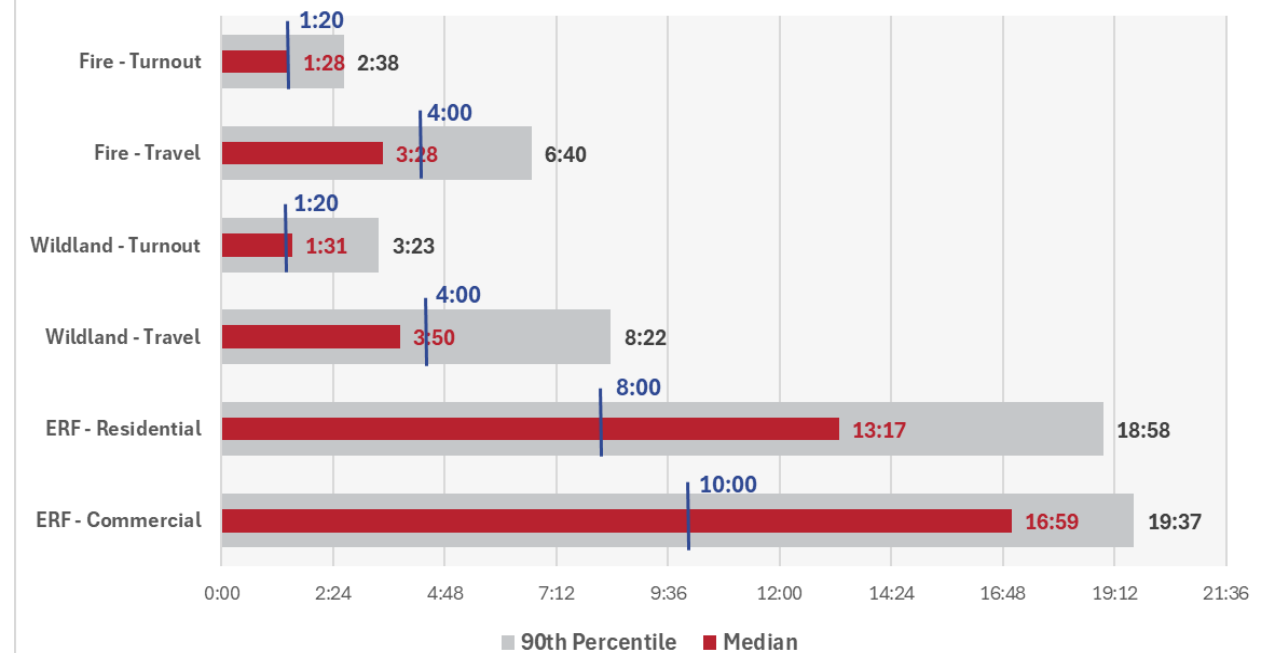


Current Performance

EMS Response Times



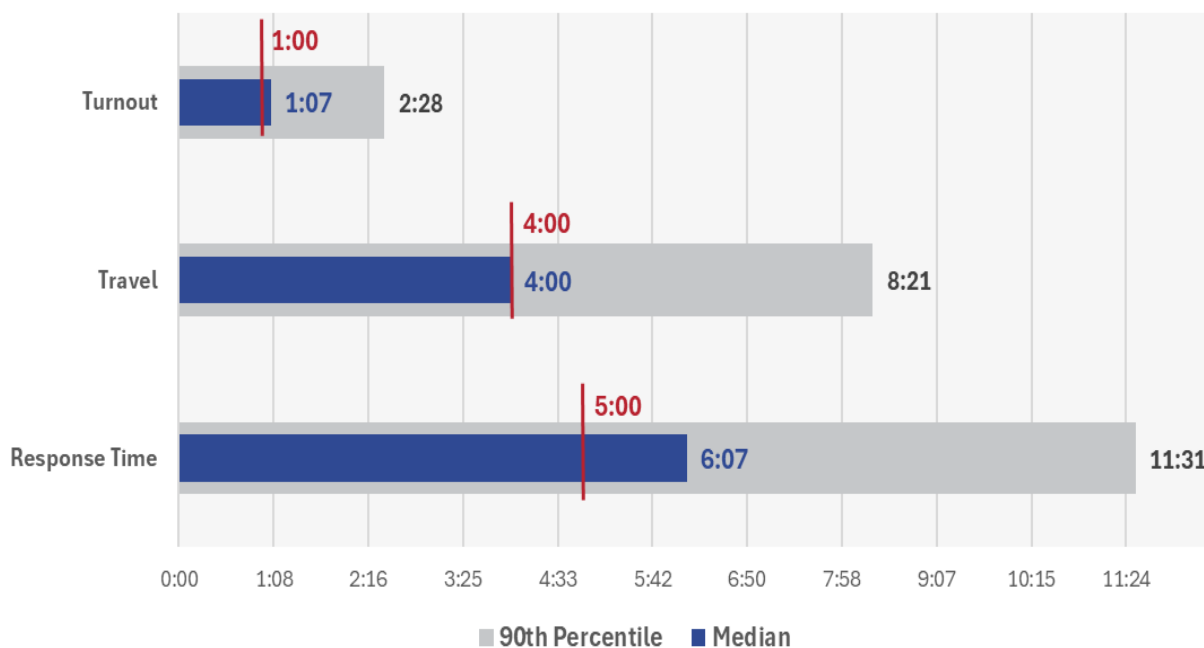
Fire Response Times



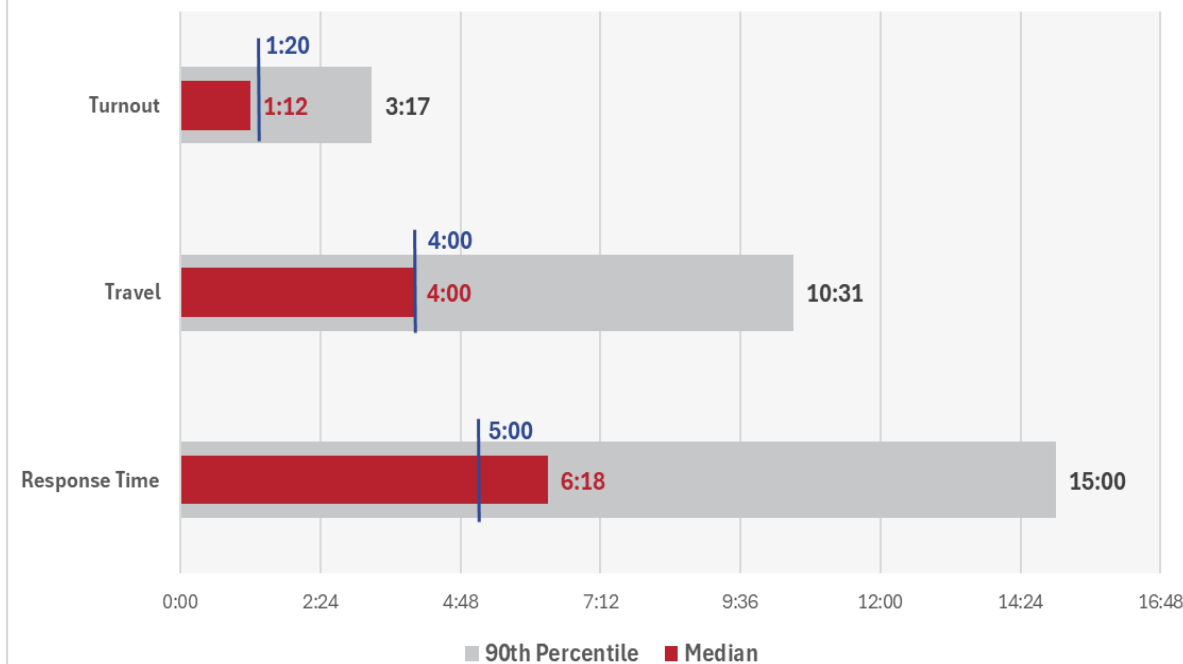


National Data Set

EMS Response Times



Fire Response Times



The dataset for the 2024 ESO Fire Service Index report is real-world data, compiled and aggregated from 6,522,791 incidents that occurred between January 1 – December 31, 2023 across the United States.

Updating Our Standards

- Changes to reflect the evolving needs of the community
 - Definitions
 - Times
 - Categories
- Update to standards to reflect resource changes

Turnout Time Recommendations

Current Standard (2009)

- EMS – 60 Seconds
- Fire – 105 Seconds
- Non-Emergent Assist – 5 Minutes

Recommended Standard

- EMS (BLS) – 90 Seconds
- EMS (ALS) – 60 Seconds
- Fire – 105 Seconds
- Wildland Fire – 105 Seconds
- Low Acuity – 90 Seconds

Turnout Time Recommendations (Special Operations)

Current Standard (2009)

- Tech Rescue – 60 Seconds
- HazMat – 60 Seconds
- Aircraft – 60 Seconds
- Marine – 60 Seconds

Recommended Standard

- Tech Rescue – 60 Seconds
- HazMat – 60 Seconds
- Aircraft – 105 Seconds
- Marine – 60 Seconds

Travel Time Impacts

- Time of Incident
 - Hour of day, day of week
- Traffic Conditions
 - Commuter hours, train delays, etc.
- Weather Conditions
- Concurrent calls
 - Multiple incidents in one Station or Zone area
- Access to Incident Location
 - E.g., traffic gridlock due to vehicle accident, freeway access, staging by Law Enforcement, etc.



Travel Time (First Arriving) Recommendations

Current Standard (2009)

- EMS (BLS) – 4 Minutes
- Fire – 4 Minutes
- Wildland – 4 Minutes

Recommended Standard

- EMS (BLS) – 8:30 Minutes
- EMS (ALS) – 5 Minutes
- Fire – 5 Minutes
- Wildland Fire – 6 Minutes
- Low Acuity – 8:30 Minutes



Travel Time (First Arriving) Recommendations (Special Operations)

Current Standard (2009)

- Tech Rescue – 60 Minutes
- HazMat – 120 Minutes
- Aircraft – 20 Minutes
- Marine – 8 Minutes

Recommended Standard

- Tech Rescue – 5 Minutes
- HazMat – 5 Minutes
- Aircraft – 5 Minutes
- Marine – No Standard

NOTE: Change in Standard criteria from Technician level to Operations level response.

Travel Time (ERF) Recommendations

Current Standard (2009)

- EMS (ALS) MED4 – 8 Minutes
- Fire (Structures) – 8 Minutes
- Tech Rescue – No Standard
- HazMat – No Standard
- Aircraft – No Standard
- Marine – No Standard

Recommended Standard

- EMS (ALS) MED4 – 9 Minutes
- Fire Residential – 18 Minutes
- Fire Commercial – 20 Minutes
- Tech Rescue – 60 Minutes
- HazMat – 60 Minutes
- Aircraft – 18 Minutes
- Marine – No Standard

Figure 3: Current Station Bleed Map for 5-Minute Travel Time – All Calls

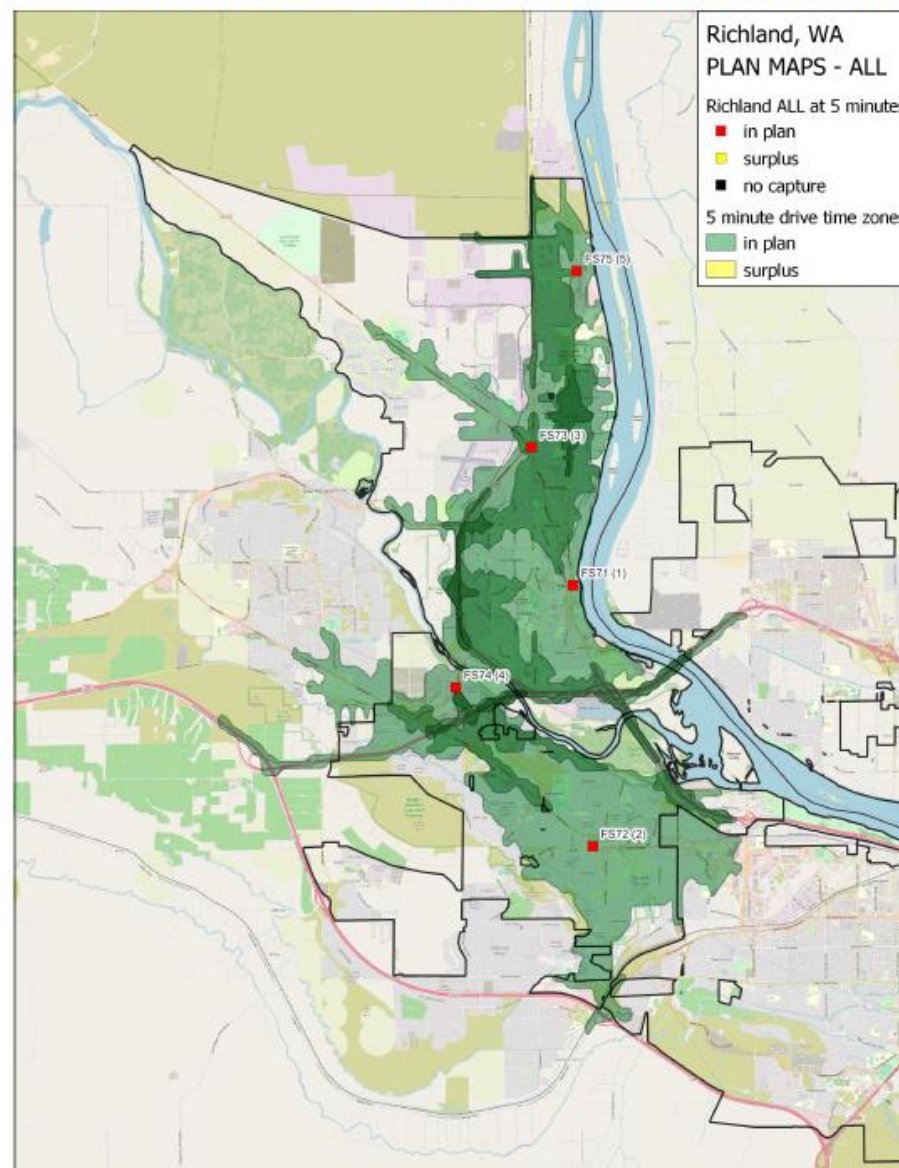


Figure 14: Current Station Bleed Map for 5-Minute Travel Time – All Calls

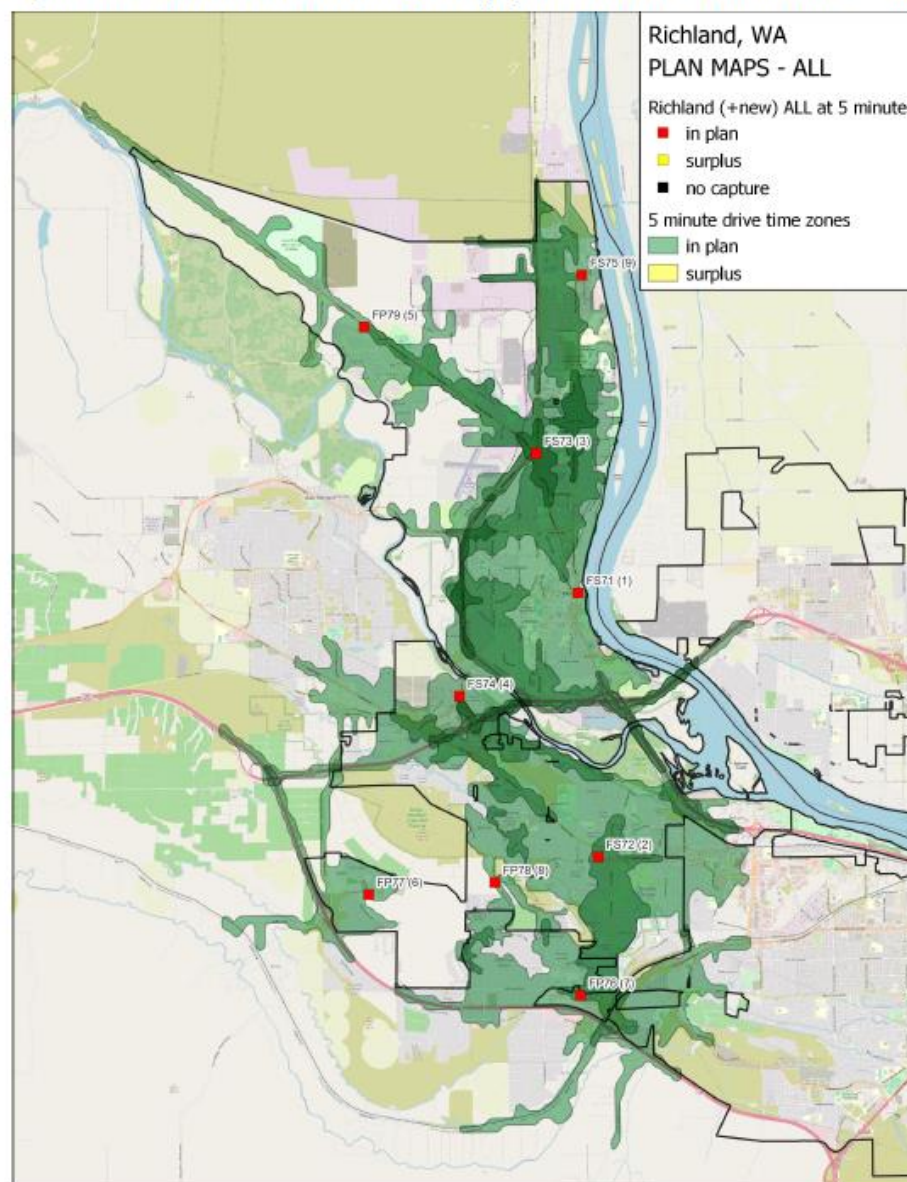
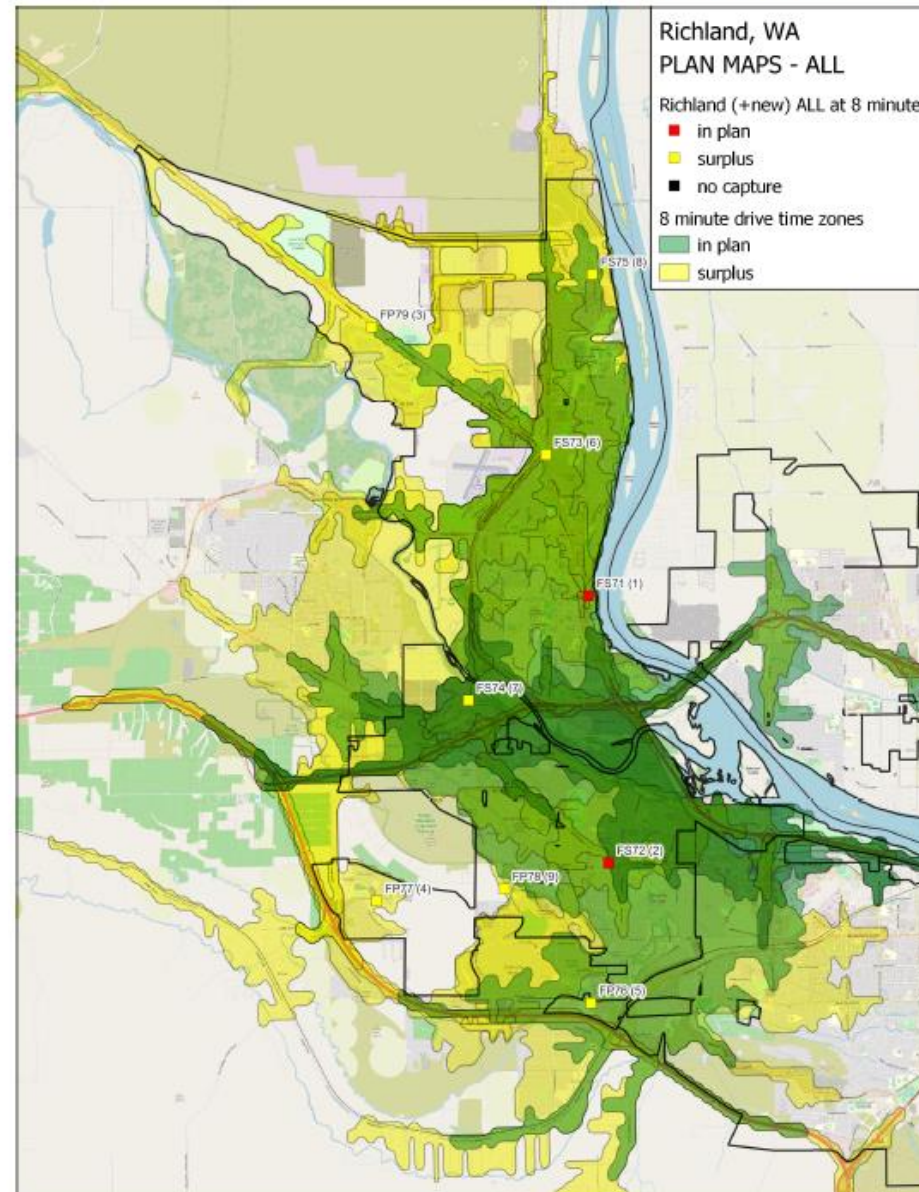




Figure 17: Current Station Bleed Map for 8-Minute Travel Time – All Calls



Next Steps

- April Workshop- Comprehensive Plan Service Levels
- June Resolution adopting an updated Standards of Cover



Questions or Comments