

2020

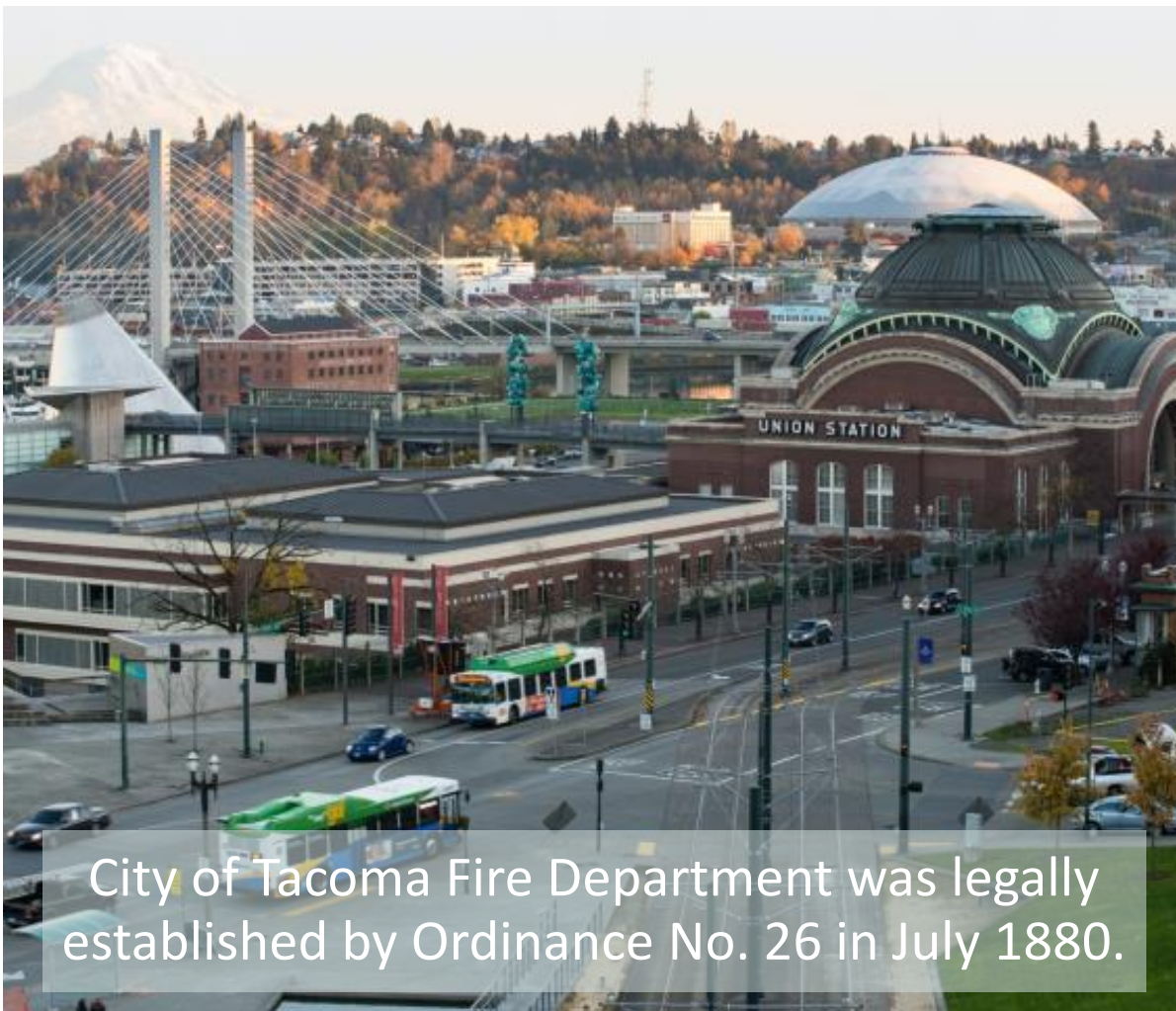
Tacoma Fire Department Annual Report



Serving Tacoma, Fircrest,
and Fife/Fire District #10

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City of Tacoma Fire Department was legally established by Ordinance No. 26 in July 1880.

EXECUTIVE SUMMARY

The Tacoma Fire Department (TFD) provides vital services to the community. From the collective efforts of our firefighters and administrative staff working with city management, other City of Tacoma departments, elected officials, neighboring fire departments, and the members of our community, we will continue to ensure that TFD meets the inevitable challenges that are a part of sustaining a first-rate municipal fire department.

KEY OBJECTIVES AND HIGHLIGHTS

Throughout 2020 the organization's primary focus was on response to the COVID-19 pandemic. As our community's provider of pre-hospital emergency medical care, the department played a significant role in helping mitigate the impacts of the pandemic. Externally, numerous operational changes were implemented to improve the safety of patients and our personnel, including modifying dispatch protocols to determine if a 9-1-1 caller met the criteria for COVID-19 symptoms and the addition of full personnel protective equipment on EMS calls. Internally, changes were made to fire station layouts, respiratory barriers were erected and personnel used PPE to help protect against the spread of the virus. We are grateful for the community support during these trying times and like all, we look forward to a better future.

Please note that the 2020 response time performance data presented in this report was impacted by modified protocols for dispatching and responding to EMS incidents due to COVID-19 and should not be used for year-over-year comparison.

Other highlights include:

- Hired and trained a new firefighter class.
- Was recognized by the American Heart Association with a Gold Plus EMS Mission Lifeline award for our demonstrated success in meeting the latest research-based standards for resuscitation care.
- Updated the City of Tacoma's Comprehensive Emergency Response Plan.
- Started a firefighter paramedic training class and selected a new medical director for the Department.



FACTS AND FIGURES

Fire departments commonly report on two distinct sets of data: incidents by initial dispatch type and incidents by the final situation found. Departmental activities are best understood by evaluating both our workload (dispatched incidents) and what services were provided (final situation found). Workload data is critical for establishing appropriate staffing levels and the necessary resources to meet requests for emergency service. Final situation found data most accurately explains the frequency that various types of incidents occur within our community and guides prevention efforts. For the sake of consistency, and except where noted, the data in this annual report is based on final situation found data.

Dispatched Incidents by Initial Dispatch Type

2020 by Month													
<u>Dispatched As</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Total</u>
Fire Auto/Alarm	356	344	387	323	378	383	514	470	459	421	361	405	4,801
EMS	3,369	3,175	3,156	2,586	2,937	2,988	3,213	3,279	3,191	3,285	3,101	3,224	37,504
Other*	334	357	300	293	391	490	313	322	404	315	285	305	4,109
Grand Total	4,059	3,876	3,843	3,202	3,706	3,861	4,040	4,071	4,054	4,021	3,747	3,934	46,414

Dispatched Incidents by Final Situation Found

2020 by Month													
<u>Final Situation</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Total</u>
Fire	85	81	97	132	139	135	276	207	201	121	119	123	1,716
EMS	2,952	2,750	2,608	2,103	2,364	2,440	2,613	2,686	2,569	2,745	2,531	2,682	31,403
Other*	1,022	1,045	1,138	967	1,203	1,286	1,151	1,178	1,284	1,155	1,097	1,129	13,655
Grand Total	4,059	3,876	3,843	3,202	3,706	3,861	4,040	4,071	4,054	4,021	3,747	3,934	46,414

*Examples of "other" incidents include search & rescue, hazardous conditions, technical rescue, hazardous materials, and investigations only.

Dispatched Incidents Year-Over-Year

<u>Dispatched As</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Total</u>
Fire	1,605	1,603	1,780	1,649	1,966	8,603
EMS	38,009	37,998	38,761	39,343	37,450	191,562
Other*	7,169	7,909	7,722	8,604	6,998	38,402
Grand Total	46,783	47,510	48,263	49,596	46,414	238,566

*Examples of “other” incidents include search & rescue, hazardous conditions, technical rescue, hazardous materials, and investigation only.



EMS

In 2020, our community members called 9-1-1 over 46,000 times to request help. TFD dispatched nearly 70,000 companies to assist with those incidents. One company is a fire engine or ladder truck staffed with three firefighters, or a medic company staffed with two firefighter/paramedics.

What types of problems did we help with? The majority were emergency medical situations. We assessed and treated over 32,974* people last year. The top five reasons for requesting help—getting hurt, feeling sick, breathing problems, heart issues, and losing consciousness.



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

FIRE

Community members also called upon us to extinguish 1,716* fires last year—an average of four times per day. Despite our notoriously “rainy” Northwest weather, the majority of our fires occurred outdoors (e.g., grass, brush, and trees) in the summer months.



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

COMMUNITY OVERVIEW

COMPOSITION

The City of Tacoma was incorporated in 1884. From its humble origins of less than 1,000 residents, the city has grown in population to over 217,000 today. TFD also provides contracted emergency response to the cities of Fircrest and Fife, as well as Pierce County Fire District #10, for an additional population of over 20,000.

Tacoma, like many established communities, is a mixture of old and new. Recently constructed high-rise condominium buildings in contrast with century-old, single-family residential neighborhoods. The city's economic base is comprised of a wide variety of industries—healthcare, education, retail, manufacturing, and the Port of Tacoma.

There are 72.1 square miles of land within the city limits and contract areas, along with 44 miles of shoreline, and 12 square miles of saltwater shore.

2020 BUDGETED RESOURCES

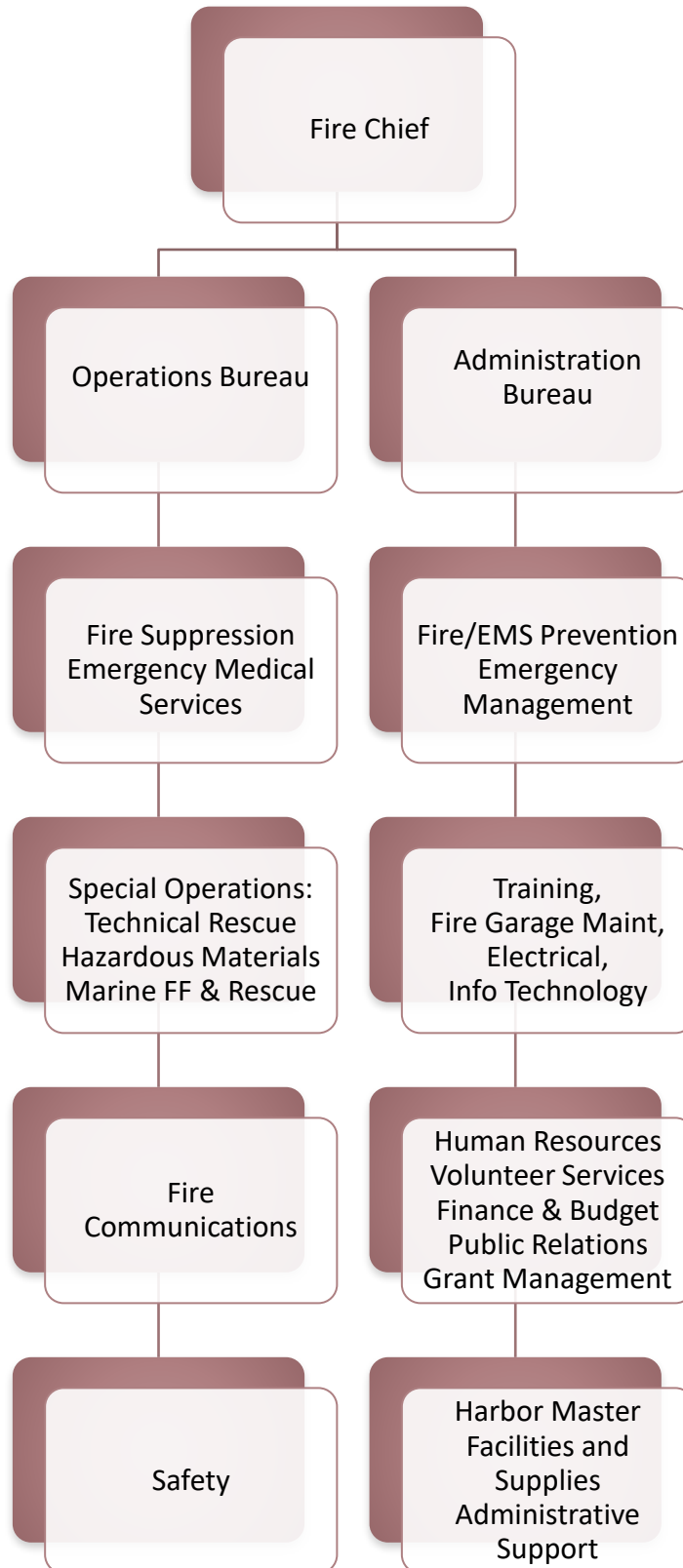
Budgeted Personnel

382 Commissioned Personnel
37 Non-Commissioned Personnel
419 Total Positions
74 Personnel Meeting Minimum Daily Fire Station Staffing Levels
1 Safety Officer
3 Battalion Chiefs

Stations, Companies, & Apparatus

16 Fire Stations
16 Engine Companies
4 Ladder Companies
5 Medic Companies
1 Technical Rescue Unit, cross-staffed
1 Hazardous Materials Unit, cross-staffed
2 Fireboats, cross-staffed

2020 ORGANIZATIONAL CHART



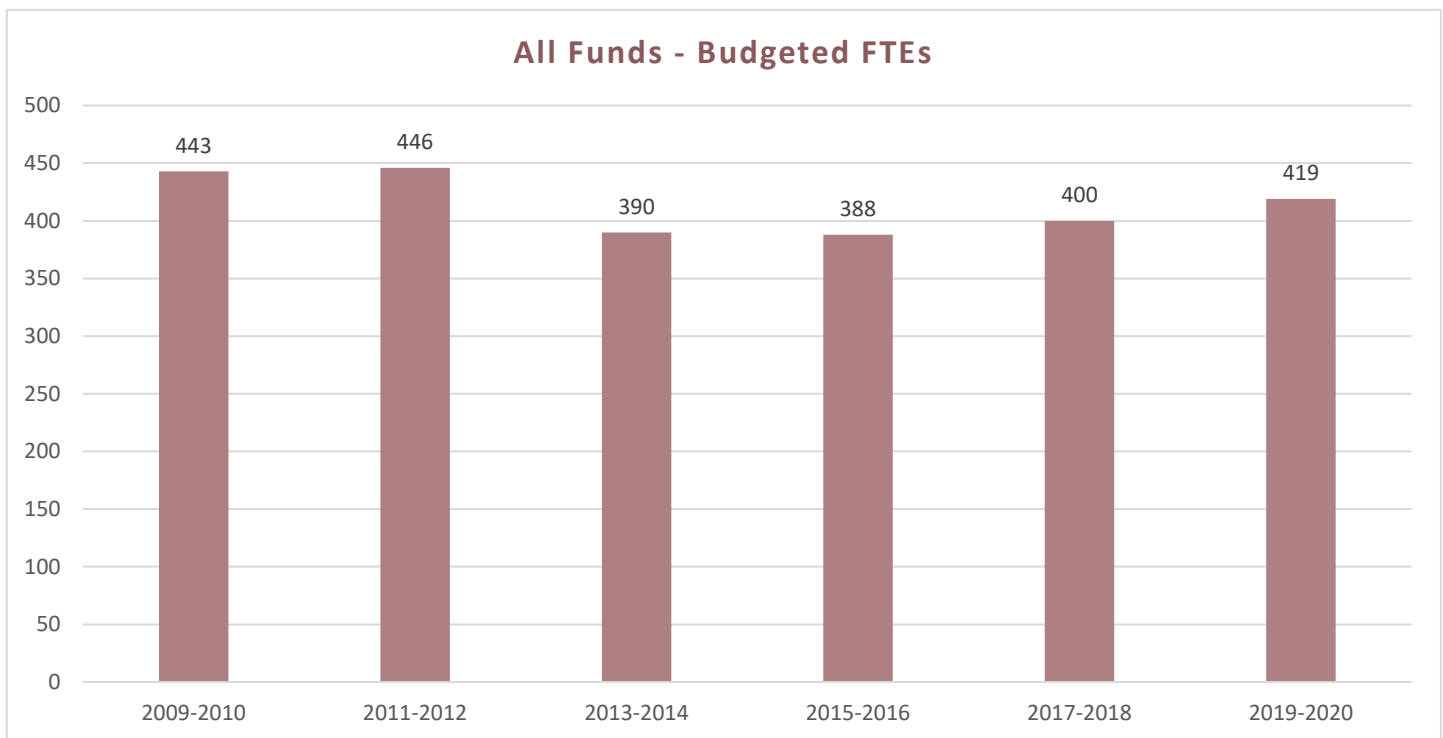
OFFICE OF THE FIRE CHIEF

BUDGET, FINANCE, AND STRATEGIC PLANNING

Under the leadership of Fire Chief Toryone Green, responsibilities in the section include the development and implementation of departmental priorities, goals, objectives, measures, policies, and procedures. Staff in this section also support the development and maintenance of the biennial budget and provide financial oversight.

Budget and Finance

Preliminary Final expenses for the Fire Department totaled \$84,513,466 in 2020. This was a \$361,722 decrease from the previous year primarily related to intentional reductions or delays in spending due to the economic effects of the COVID-19 pandemic.



General Fund, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Actual	Preliminary Final
<u>Expenditure Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Subtotal, Personnel	\$42,657,199	\$44,360,804	\$47,290,073	\$48,484,397	\$50,862,350	\$53,807,594
Subtotal, Maint & Ops	4,835,100	4,308,917	5,287,560	5,174,800	5,274,258	5,171,189
Subtotal, Assessments	927,003	1,315,359	4,143,414	4,029,986	5,801,141	5,341,699
Other Expenses	216,000	4,891	1,190,200	1,118,363	1,298,482	2,390
Capital Outlay	99,492	86,074	-	12,759	32,132	-
TOTAL	48,734,794	50,076,045	57,911,246	58,820,305	63,268,363	64,322,872

All Funds, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Actual	Preliminary Final
<u>Expenditure Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Subtotal, Personnel	\$56,200,031	\$56,482,375	\$59,600,399	\$62,373,991	\$65,343,236	\$69,894,076
Subtotal, Maint & Ops	6,907,566	6,506,078	7,410,649	7,317,951	8,093,619	7,700,632
Subtotal, Assessments	1,479,081	1,963,224	5,220,617	5,095,303	7,171,643	6,592,480
Other Expenses	559,660	435,023	2,053,934	1,663,266	4,152,170	326,278
Capital Outlay	1,501,776	1,202,088	72,707	23,767	114,520	-
TOTAL	66,648,114	66,588,787	74,358,306	76,474,276	84,875,188	84,513,466

OPERATIONS BUREAU

WHO WE ARE

The Operations Bureau's responsibility is to provide fire, medical, hazardous materials, marine, and technical rescue services within our response area. Under the leadership of Deputy Chief Michael Mitchell, this bureau includes personnel who staff our stations: 3 battalion chiefs, 16 engine companies, 5 medic companies, 4 ladder companies, and 1 safety officer. Operations personnel also cross-staff 2 fireboats, 1 hazardous materials team, and 1 technical rescue team. In 2020, the minimum staffing was 74 fire station personnel 24 hours a day, seven days a week, 365 days a year. This bureau also includes Emergency Medical Services, Special Operations Division, Safety Division, and Tacoma Fire Communications.

WHAT WE DO

Firefighters in the Operations Bureau respond to emergency requests from the public for:

- Fire—residential and commercial structure, high-rise, vehicle, grass, and brush.
- Medical Aid—from general feelings of being sick to trauma, falls, heart attacks, and strokes.
- Technical Rescue—vehicle, water, confined space, industrial building collapse, high-angle rope.
- Hazardous Materials Incidents—transportation, industrial, environmental, and terrorism.



Apartment Fire – 1800 blk South 84th – July 2020

FIRE SUPPRESSION

Community members called upon us to extinguish 1,716 fires last year—an average of 4 calls per day.

Property loss due to all structure fire incidents (n=272) was an estimated \$8,287,185. The estimated value of those structures was \$453,744,138. The value of the property saved through TFD suppression efforts was \$445,456,953 or 98 percent of the total value of the structures.

	2015	2016	2017	2018	2019	2020
Total Fire Loss	\$12,749,207	\$12,491,406	\$11,221,413	\$10,555,322	\$10,868,930	\$13,757,272
Property Loss Only	\$7,755,853	\$9,066,526	\$7,921,323	\$7,997,307	\$7,146,547	\$8,287,185
Fire Injury Civilian	4	5	18	5	9	24
Fire Fatality Civilian	0	5	3	1	0	3



Commercial Structure Fire – 6400 blk South 19th Street– July 2020

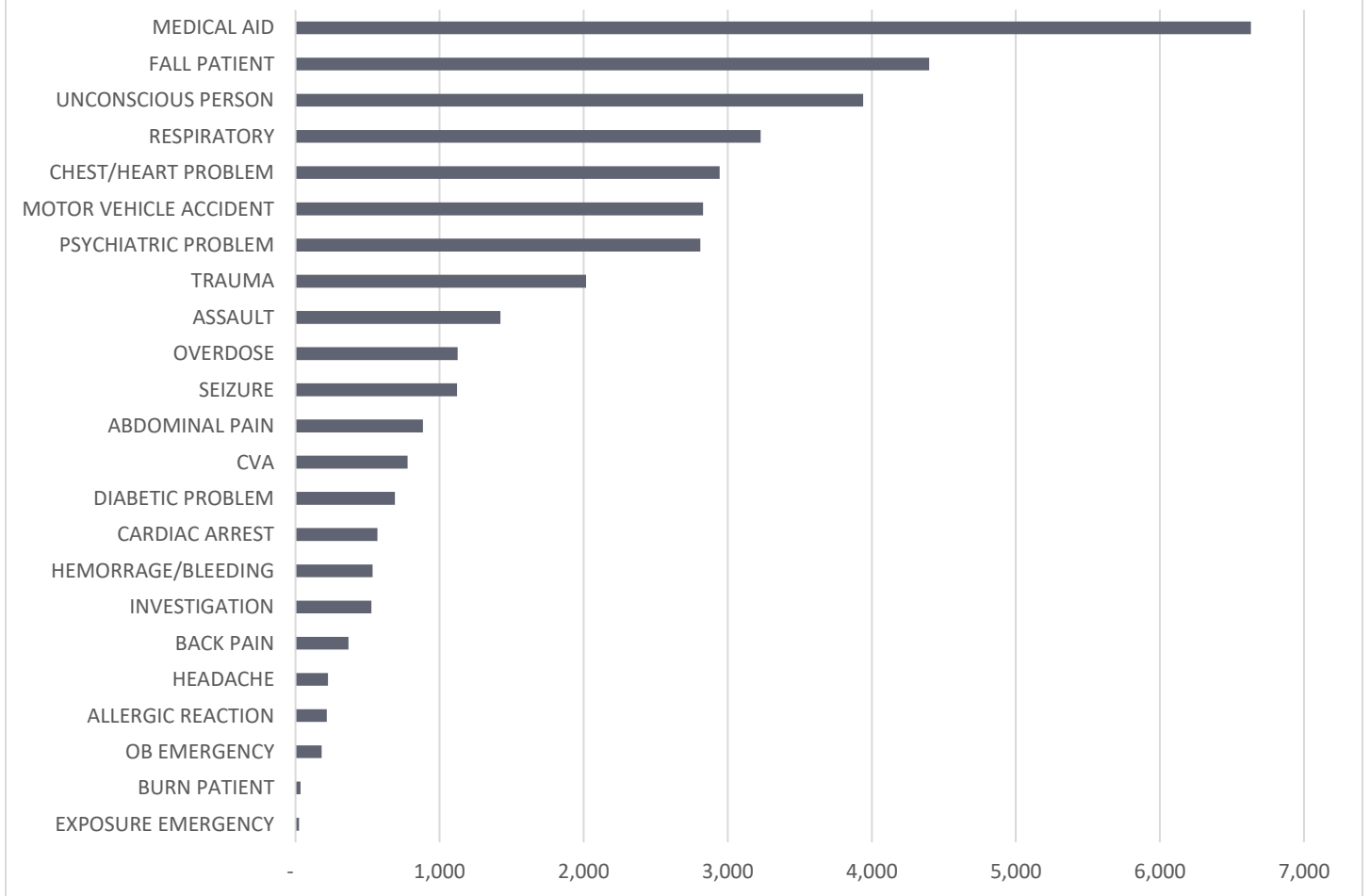
EMERGENCY MEDICAL SERVICES

TFD has a long-standing history of providing advanced life support (ALS) services to the community. The first group of firefighters received paramedic training in 1973, and the department began transporting patients regularly in 1991. In 1994, the department started its in-house, fully accredited paramedic program to train members of the department as well as professional firefighters from neighboring jurisdictions. In addition to classroom time, the program includes hospital/clinical rotations and fieldwork.

In 2020 firefighter/paramedics staffed five medic companies and three ALS engines. There were 6,112 ALS transports.



2020 EMS Services by Dispatch Type (Dispatch Data)



SPECIAL OPERATIONS—HAZARDOUS MATERIALS

The goal of TFD's Hazardous Material Team (Hazmat) is to respond to potential releases of hazardous materials to prevent, contain, or stop a release. The Hazmat Team also responds to confirmed or suspected incidents involving chemical, biological, radiological, or nuclear agents.

All Tacoma firefighters are trained to the Hazmat Operations level, with 27 firefighters certified to the Technician level. Core competencies for the Hazmat Team include the recognition and identification of hazardous materials, response chemistry, environmental regulations, radioactive materials, toxicology, air monitoring and equipment, decontamination procedures, spill control/containment, as well as medical monitoring. The full Hazmat Team responded to 25 incidents in 2020.

TECHNICAL RESCUE

The TFD Technical Rescue Team provides the necessary skills and equipment to react quickly in extreme rescue situations. The team members are trained in the following five technical rescue disciplines:

- Rope Rescue
- Structural Collapse
- Confined Space Rescue
- Trench Rescue
- Technical Extrication

The Technical Rescue Team is comprised of 24 Technician level personnel, supported by 50 personnel trained to the Technical Rescue Operations level. To become a Technical Rescue Technician, our personnel must complete approximately 250 hours of discipline-specific training. All technicians and operations trained personnel complete monthly training, one shift each month, to maintain proficiency and increase efficiency and safety at technical rescue events. In 2020, the full technical rescue team responded to 18 technical rescue incidents.



Tech Rescue Pt Defiance Park – February 2020

MARINE DIVISION

TFD's Marine Division fleet consists of a surface effect ship, the *Commencement*, as well as a rapid response boat, the *Destiny*, and 50-foot Metal Craft boat, the *Defiance*. In 2020, the Marine Division responded to 155 incidents, including 21 for the *Commencement*, 108 for the *Destiny*, and 26 for the *Defiance*.

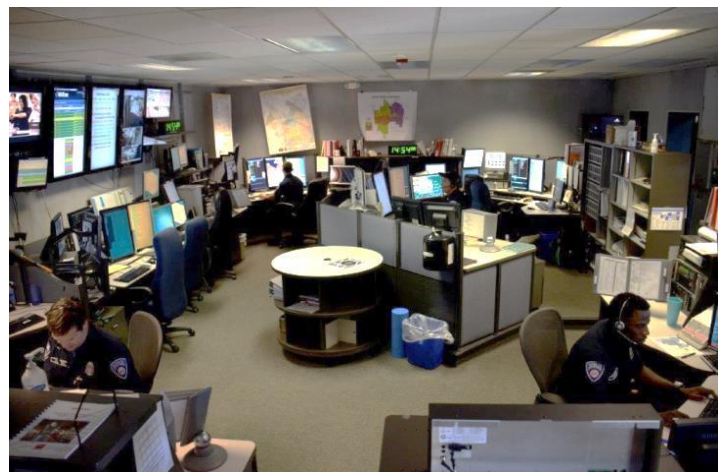


TACOMA FIRE COMMUNICATIONS

TFD operates an emergency communications center and receives calls via the 9-1-1 system and from private alarm companies. The Tacoma Fire Communications Center (TFC) received over 40,000 emergency calls in 2020, dispatching over 69,000 fire companies and private ambulances to those incidents.

TFC is an Association of Public-Safety Communication (APCO) certified communications center and uses the recommended call processing time standards of NFPA 1221.

Seventeen commissioned personnel staff TFC. All dispatchers are certified as Emergency Medical Technicians and maintain the same fire operations training as their counterparts in the field.



Dispatch Floor - TFC

TFC Officers and Firefighter/Dispatchers are considered the “first responder on the scene” and can substantially affect the outcome of an incident. Working in partnership with field operations personnel, TFC uses a “community member-centric” approach to decision making. With the support of Computer Aided Dispatch (CAD) and Automatic Vehicle Locator (AVL), TFC dispatches the closest available appropriate resources to ensure community members are receiving the highest level of care in the shortest amount of time to mitigate the incident.

SAFETY DIVISION

The Safety Division focuses on the health and safety of department members. Through effective management, education, training, and programs the goal of the division is to prevent accidents, injuries, illnesses, and fatalities.

Highlights in 2020 include:

- Provided for the safety and accountability of emergency responders for various high-risk incidents through its five safety Lieutenants and two administrative safety officers.
- Ensured the accurate processing of structural fire data reports and continued to support the department by representing the leadership of TFD at Port safety meetings, City of Tacoma construction projects, Pierce County LEPC, internal accident review, and the City safety committee.

Firefighter Loss

	2017	2018	2019	2020
Injury Loss - Firefighter*	21	15	21	46**
Life Loss - Firefighter	-	-	-	-

*On-the-job injuries that resulted in time loss **COVID exposures account for 28 of the 46 on-the-job injuries in 2020.



MVA 54th and Pacific Avenue - July 2020

ADMINISTRATION BUREAU

WHO WE ARE

Under the leadership of Deputy Chief John Pappuleaus, the Administration Bureau provides systems and infrastructure that support TFD operations and firefighters throughout their careers and maintains regulatory code functions.

WHAT WE DO

Responsibilities in this bureau include Emergency Management, Fire Prevention, Public Education, Fire and EMS Training, EMS Prevention and Outreach, Harbor Code Enforcement, Information Technology, Apparatus, and Vehicle Maintenance, Electrical Maintenance, Departmental Human Resources, Facilities and Supplies, Budget, Finance, and Grant Management, Public Relations, Volunteer Services, and Administrative Support.

COVID-19

Due to COVID-19 restrictions, most of the activities in the Administration Bureau were significantly modified or suspended in 2020. As such, the typical details contained in this section of the document are not provided in this year's annual report.



Tacoma Fire Training Center

PERFORMANCE INDICATORS

RCW 35.103 FIRE DEPARTMENTS—PERFORMANCE MEASURES

The Washington State legislature requires city fire departments to set standards for addressing the reporting and accountability of substantially career fire departments and to specify performance measures applicable to response time objectives for certain major services. The arrival of first responders with automatic external defibrillator capability before the onset of brain death and the arrival of adequate fire suppression resources before flash-over is critical during the mitigation of an emergency and is in the public's best interest. For these reasons, this section contains performance measures, comparable to industry research, relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations by substantially career fire departments. The following are TFD's adopted performance benchmark goals and 2020 actual performance at the 90 percentile.

Tacoma Fire Department Response Totals*

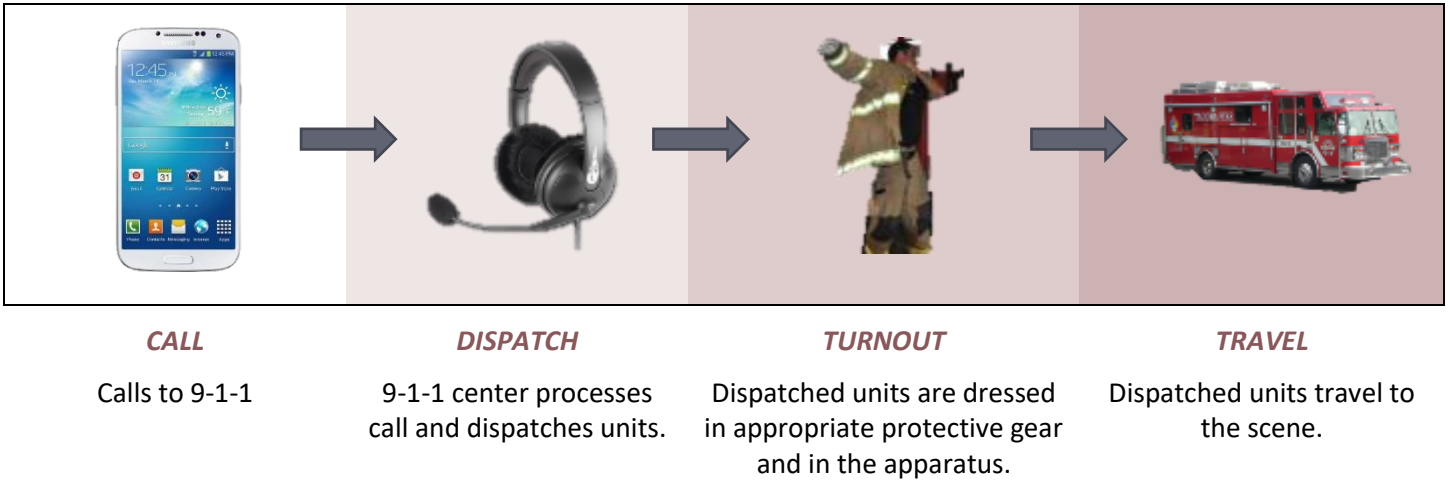
	2014	2015	2016	2017	2018	2019	2020
Fire	268	305	277	306	330	367	386
% increase/decrease	-6.9%	13.8%	-9.1%	10.5%	7.8%	11.2%	5%
EMS	25,690	27,223	28,389	28,226	29,301	34,669	31,401
% increase/decrease	7.6%	6.0%	4.3%	-0.6%	3.8%	1.2%	-9%
All other	6,125	6,043	6,080	6,103	6,142	1,539	1,384
%increase/decrease	.9%	-1.3%	0.6%	0.4%	0.6%	-0.3%	-10%
Total	32,083	33,571	34,725	34,635	35,773	36,575	33,171
%increase/decrease	6.1%	4.6%	3.4%	-0.2%	3.2%	1.0%	-9%

*(Based on priority incidents only, and final situation found data)

TACOMA FIRE DEPARTMENT BENCHMARKS OBJECTIVES

TFD response benchmarks specify the minimum criteria needed to effectively and efficiently deliver fire suppression, emergency medical services, and special operations response. These response objectives are designed to protect the community members of Tacoma and the occupational safety and health of Tacoma firefighters. For this report, NFPA 1221: *Standard for the Installation, Maintenance and Use of Emergency Services Communications Systems* (2016 edition), NFPA 1710: *Standard for the Organization and Deployment of Fire, EMS, and Special Operations* (2016 edition) were used as guidelines in the development of TFD response objectives. **Please note that the 2020 response time performance data presented in this report was impacted by modified protocols for dispatching and responding to EMS incidents due to COVID-19 and should not be used for year-over-year comparison.**

ANATOMY OF A 9-1-1 CALL



CALL PROCESSING TIME (DISPATCH)



This measure tracks the time elapsed from the receipt of a 9-1-1 call to the completion of the dispatch directing firefighters to respond. Performance benchmarks are one minute and four seconds or less for priority fire incidents and one minute and thirty seconds or less for priority EMS and specialty incidents (e.g., Technical Rescue, Hazardous Materials) for 90 percent of incidents. Times are based on TFD receipt of a call transfer from SS911 to dispatch.

2020 Calls to Dispatch

<i>Dispatched As</i>	Incidents	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	382	1:04	1:38	68%	0:57
<i>EMS</i>	31,137	1:30	1:42	85%	1:02
<i>Specialty</i>	1,359	1:30	1:17	93%	0:46
<i>Total</i>	32,878	-	1:41	85%	1:01

TURNOUT TIMES



This measure tracks the time elapsed from the receipt of notification of the emergency to the beginning point of travel time to the incident. Performance benchmarks are one minute for priority EMS incidents and one minute and twenty seconds for priority fire and specialty incidents or less, for 90% of incidents. Note the total number of turnout frequency is greater than the number of incidents as multiple units can be dispatched to one incident.

2020 Dispatch to Departure

<i>Dispatched As</i>	Turnouts	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	2,856	1:20	2:23	42%	1:29
<i>EMS</i>	42,731	1:00	2:07	38%	1:16
<i>Specialty</i>	2,826	1:20	2:24	34%	1:35
<i>Total</i>	48,413	-	2:09	28%	1:18

TRAVEL TIME—FIRST ARRIVING UNIT



This measure tracks the time elapsed from when the company goes en route to arrival on the scene of an emergency incident. TFD travel time benchmarks for the first arriving company on the scene of a priority fire or EMS incident is four minutes or less, for 90% of incidents. Note that due to the variability in marine incidents, a 20-minute travel time benchmark is currently associated with the marine response.

2020 Departure to Scene

<i>Dispatched As</i>	Incidents	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	361	4:00	7:05	44%	4:35
<i>EMS</i>	28,771	4:00	7:49	42%	5:01
<i>Specialty</i>	1,237	4:00	5:51	49%	4:35
<i>Total</i>	30,369	-	7:46	43%	4:59

TOTAL RESPONSE TIME

This measure tracks the time elapsed from when TFD receives a 9-1-1 call until the first unit arrives on the scene of a priority emergency incident. Total Response Time is the sum of 9-1-1 dispatch, turnout, and travel time and is considered industry best practice in performance reporting.

2020 Total Response Time

<i>Dispatched As</i>	Incident	Goal	Actual at 90%	% Meeting Goal	Average
<i>Fire</i>	363	6:24	9:20	62%	6:14
<i>EMS</i>	29,205	6:30	11:01	48%	7:31
<i>Specialty</i>	1,237	6:50	9:28	67%	6:34
<i>Total</i>	30,695	-	10:56	48%	7:28

Advanced Life Support

Tacoma Fire Department response time standard for the arrival of an advanced life support unit with two firefighter/paramedics is 10:30 or less, for 90 percent of incidents.

2020 Advanced Life Support Response Times

<i>Dispatched As</i>	Incident	Goal	Actual at 90%	% Meeting Goal	Average
<i>EMS</i>	8,736	10:30	19:11	67%	10:56

Effective Response Force at a Structure Fire

Tacoma Fire Department response time standard for the arrival of an effective response force with a minimum of 15 firefighters at the scene of a structure fire is 10:30 or less, for 90 percent of incidents.

2020 Effective Response Force Response Times

<i>Dispatched As</i>	Incident	Goal	Actual at 90%	% Meeting Goal	Average
<i>Structure Fire</i>	203	10:30	14:10	68%	10:14

Predictable Consequences and Plan of Action to Achieve Compliance

Given the current response time performance, the following are predictable results:

- As the population grows, we expect continuing increases in the demand for department services.
- We expect that response times will remain constant, but not meet all of our overall performance goals given our current level of resources.
- The geographical and road network challenges that delay travel time responses in Northeast Tacoma will continue until additional resources are added in that area.

TFD's plan of action continues to identify and implement operational efficiencies to offset unit availability. One example is the concentrated effort to reduce non-emergency response. Our FDCARES program intervention reduces high-utilizer participants' use of the 9-1-1 system by about 90% per year.



Brush Fire – North Bound I-5 at Hosmer - July 2020

Dispatch Totals by Company – All Incidents

Unit	2016	2017	2018	2019	2020
E01	4,348	4,250	4,218	4,617	4,130
E02	3,502	3,558	3,198	3,589	3,256
E03	1,148	1,212	1,296	1,233	1,211
E04	3,163	3,216	3,292	3,306	2,871
E05		402	1,791	1,663	1,680
E07	3,269	3,307	3,072	3,236	3,060
E08	3,569	3,775	3,771	3,905	3,518
E09	3,180	3,128	3,162	3,005	2,760
E10	4,502	4,445	4,443	4,421	4,306
E11	4,009	3,939	3,683	3,869	3,648
E12	2,503	2,484	2,514	2,427	2,408
E13	101	519	1,457	1,835	1,907
E14	1,660	1,700	1,864	1,607	1,539
E15	1,031	1,522	3,115	3,144	3,048
E16	3,259	3,241	3,077	3,029	2,890
E17	2,779	2,804	2,624	2,714	2,463
L01	2,586	2,885	2,968	2,951	2,408
L02	2,291	2,498	2,632	2,029	2,182
L03	1,956	2,083	1,926	1,647	1,156
L04	1,311	1,347	1,293	1,293	1,113
M01	2,054	2,016	2,222	2,387	2,108
M02	2,639	2,765	3,292	3,423	3,193
M03	1,209	1,133	1,354	1,456	1,323
M04	2,854	2,726	3,087	3,349	2,907
M05	2,534	2,502	2,790	3,115	2,704
M06	166	180	175	209	65
SAF03	1,312	1,403	1,670	1,514	1,235
SQ13	1,286	874	19	73	68
SQ15	2,019	1,559	-	-	-
BC01	922	933	941	1,068	866
BC02	1,448	1,514	1,640	1,677	1,323
BC03	1,086	1,122	1,171	1,147	981
COMMENCEMENT	1	4	1	6	21
DEFIANCE	44	20	30	16	26
DESTINY	118	109	99	96	108



**MISSION: TO PROTECT PEOPLE, PROPERTY,
AND THE ENVIRONMENT**

Tacoma Fire Department
901 Fawcett Ave
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