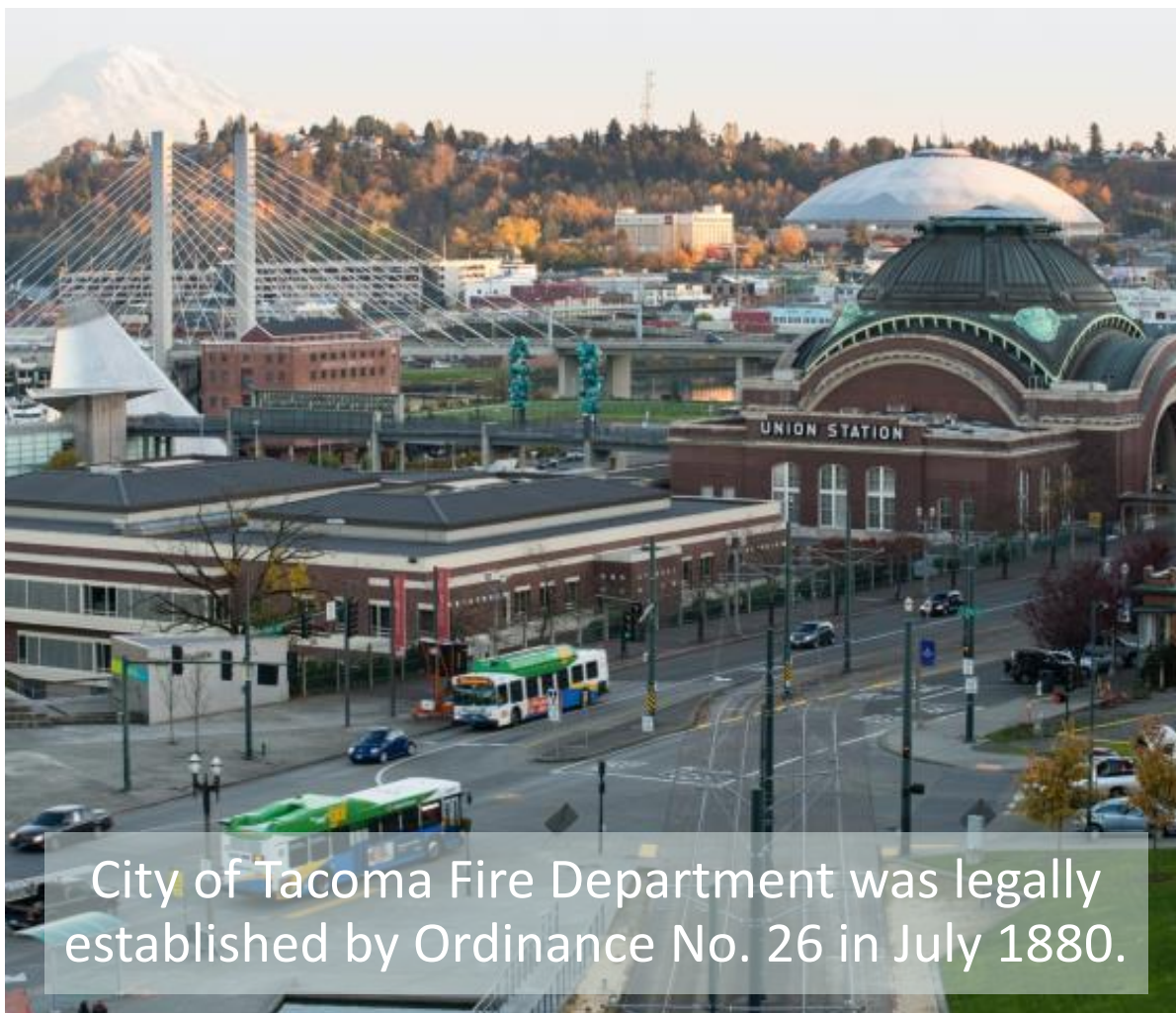


# TACOMA FIRE DEPARTMENT ANNUAL REPORT - 2021



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# 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 2021 the organization's primary focus continued to be on 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. We continued with the numerous operational changes that were implemented in 2020 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 all EMS calls.

**Please note that the 2021 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, or multi-year comparison.**

Other highlights included:

- Hiring three new firefighter recruit classes.
- Being 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.
- Implementing the first phase of the new basic life support transport program.
- Implementing a community advisory committee.
- Opening fire Station 5 serving the greater Tideflats and Northeast Tacoma area.



## 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

2021 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	360	330	392	433	434	551	749	613	585	508	446	538	5,939
EMS	3,285	3,070	3,409	3,488	3,661	3,836	3,974	3,796	3,635	3,646	3,620	3,658	43,078
Other*	334	300	351	351	344	372	391	311	343	388	350	370	4,205
Grand Total	3,979	3,700	4,152	4,272	4,439	4,759	5,114	4,720	4,563	4,542	4,416	4,566	53,222

### Dispatched Incidents by Final Situation Found

2021 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	113	107	152	166	168	251	431	281	254	185	145	142	2,395
EMS	2,727	2,535	2,791	2,785	2,957	3,056	3,014	2,990	2,825	2,858	2,813	2,918	34,269
Other*	1,139	1,058	1,209	1,321	1,314	1,452	1,669	1,449	1,484	1,499	1,458	1,506	16,558
Grand Total	3,979	3,700	4,152	4,272	4,439	4,759	5,114	4,720	4,563	4,542	4,416	4,566	53,222

\*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>2021</u>	<u>Total</u>
Fire	1,605	1,603	1,780	1,649	1,966	2,941	11,544
EMS	38,009	37,998	38,761	39,343	37,450	43,075	234,636
Other*	7,169	7,909	7,722	8,604	6,998	7,206	45,608
Grand Total	46,783	47,510	48,263	49,596	46,414	53,222	291,778

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

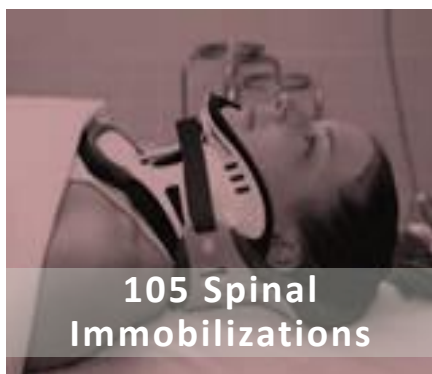
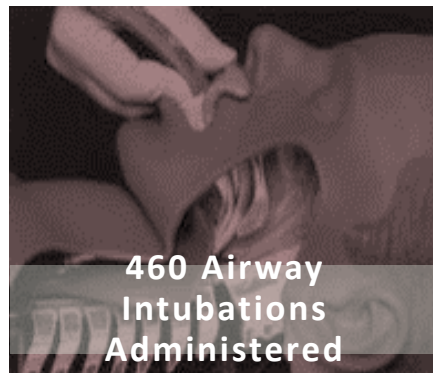


Ladder 1 – June 2021

## EMS

In 2021, our community members called 9-1-1 over 53,000 times to request help. TFD dispatched over 80,000 companies to assist with those incidents. One company is a fire engine or ladder truck staffed with three firefighters/EMTs, a medic company staffed with two firefighter/paramedics, or an aid unit staffed with two firefighter/EMTs.

What types of problems did we help with? The majority were emergency medical situations. We assessed and treated over 36,520\* people last year. The top five reasons for requesting help—getting hurt, feeling sick, breathing problems, heart issues, and losing consciousness.

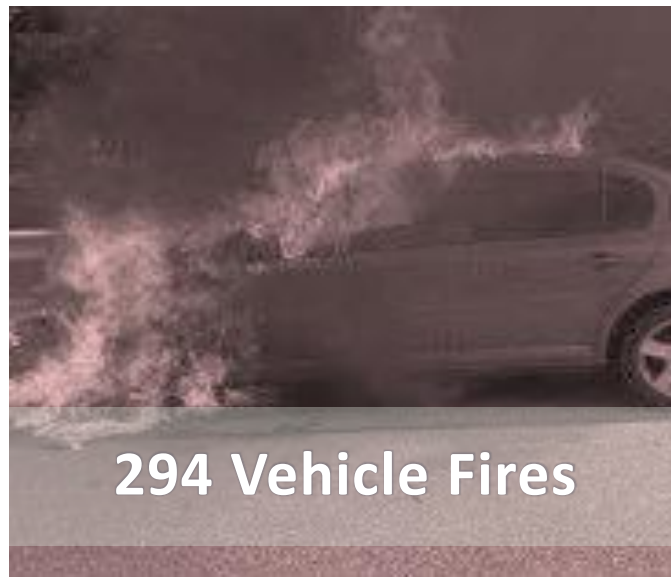
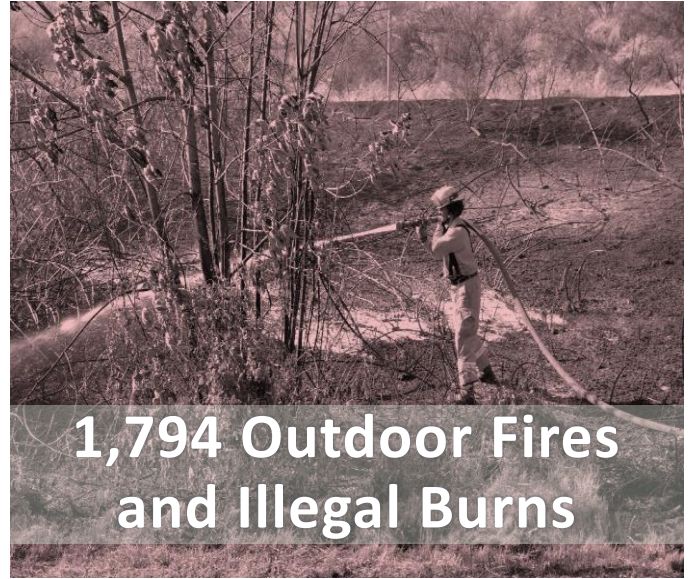


*\*Some EMS incidents had multiple patients, so the patient count is greater than the total EMS incidents.*



## FIRE

In 2021, we extinguished 2,420\* fires—an average of six times per day. The majority of our fires occurred outdoors (e.g., grass, brush, and trees) and in the summer months and several were associated with encampments throughout our response area.



*\*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 220,000 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 buildings in the downtown core 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.

## 2021 BUDGETED RESOURCES

### Budgeted Personnel

440 Commissioned Personnel  
52.8 Non-Commissioned Personnel  
492.8 Total Positions  
79 Minimum Daily Fire Station  
Staffing Levels

### Stations, Companies, & Apparatus

16 Fire Stations  
16 Engine Companies  
4 Ladder Companies  
5 Medic Companies  
2 Aid Companies  
1 Safety Officer  
3 Battalion Chiefs  
1 Technical Rescue Unit,  
cross-staffed  
1 Hazardous Materials Unit, cross-  
staffed  
2 Fireboats,  
cross-staffed



# 2021 ORGANIZATIONAL CHART



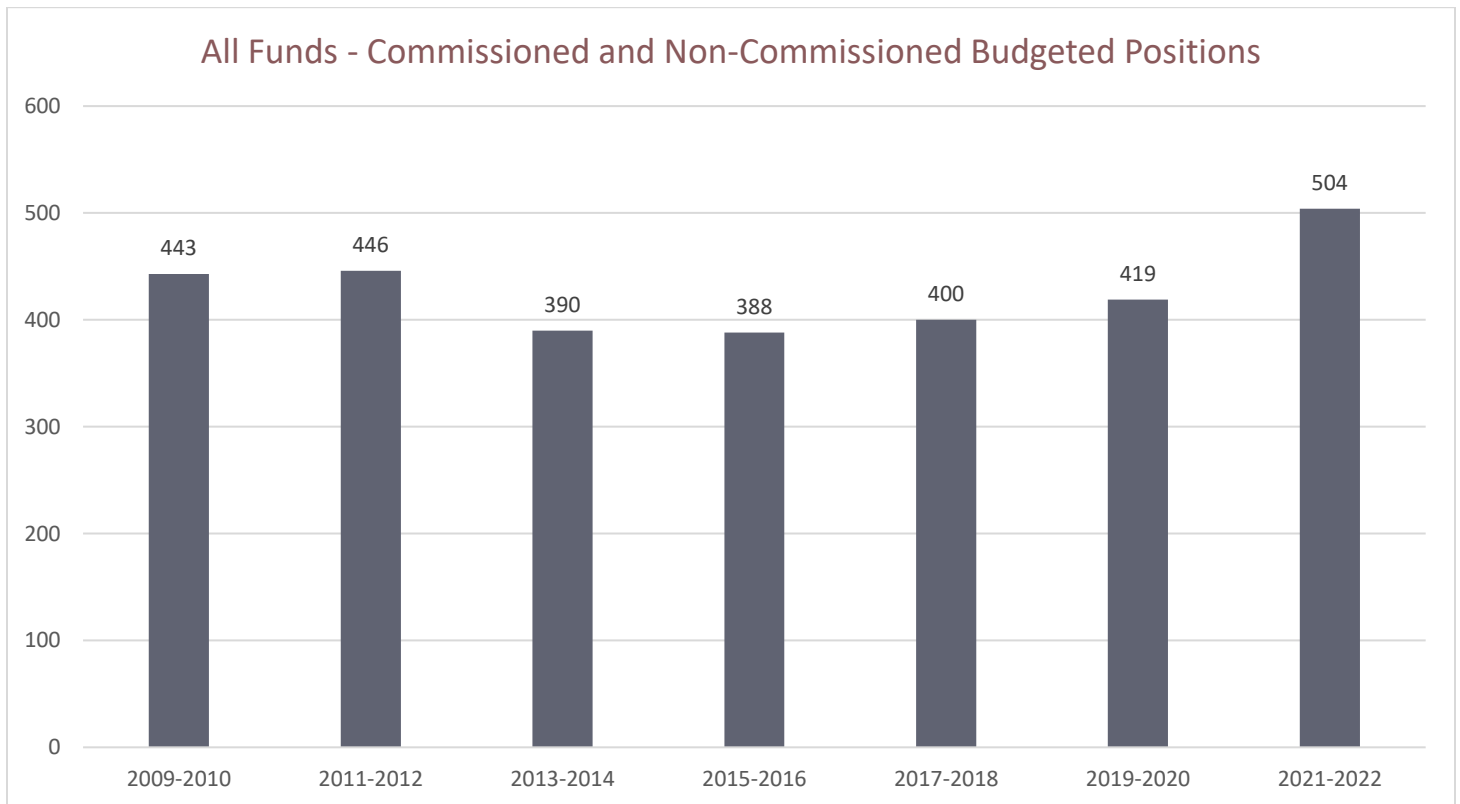
# OFFICE OF THE FIRE CHIEF

## BUDGET, FINANCE, STRATEGIC PLANNING & EMERGENCY MANAGEMENT

Under the leadership of Fire Chief Toryono Green, responsibilities in the section include Emergency Management for the City of Tacoma, and the development and implementation of fire 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 \$97,302,825 in 2021. This was a \$12,789,359 increase over the previous year, which was primarily due to the expansion (personnel, apparatus, and equipment) for the basic life support medical transport program.



## General Fund, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Actual	Preliminary Final
<u>Expenditure Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Subtotal, Personnel	44,360,804	47,290,073	48,484,397	50,862,350	53,807,594	57,411,907
Subtotal, Maint & Ops	4,308,917	5,287,560	5,174,800	5,274,258	5,171,189	5,069,101
Subtotal, Assessments	1,315,359	4,143,414	4,029,986	5,801,141	5,341,699	5,736,270
Other Expenses	4,891	1,190,200	1,118,363	1,298,482	2,390	2,390
Capital Outlay	86,074	-	12,759	32,132	-	9,927
<b>TOTAL</b>	<b>\$50,076,045</b>	<b>\$57,911,246</b>	<b>\$58,820,305</b>	<b>\$63,268,363</b>	<b>\$64,322,872</b>	<b>\$68,229,595</b>

## All Funds, Actual and Preliminary Final

	Actual	Actual	Actual	Actual	Actual	Preliminary Final
<u>Expenditure Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Subtotal, Personnel	56,482,375	59,600,399	62,373,991	65,343,236	69,894,076	77,396,721
Subtotal, Maint & Ops	6,506,078	7,410,649	7,317,951	8,093,619	7,700,632	11,224,063
Subtotal, Assessments	1,963,224	5,220,617	5,095,303	7,171,643	6,592,480	8,322,762
Other Expenses	435,023	2,053,934	1,663,266	4,152,170	326,278	349,352
Capital Outlay	1,202,088	72,707	23,767	114,520	-	9,927
<b>TOTAL</b>	<b>\$66,588,787</b>	<b>\$74,358,306</b>	<b>\$76,474,276</b>	<b>\$84,875,188</b>	<b>\$84,513,466</b>	<b>\$97,302,825</b>



# 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: three battalion chiefs, 16 engine companies, five medic companies, four ladder companies, two aid units, and one safety officer. Operations personnel also cross-staff two fireboats, one hazardous materials team, and one technical rescue team. In 2021, the minimum staffing was 79 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.



Commercial Structure Fire – 31<sup>st</sup> & South Pine Street – February 2021

## FIRE SUPPRESSION

Community members called upon us to respond to 2,941 fires last year—an average of 8 calls per day.

Property loss due to all structure fire incidents (n=332) was an estimated \$16,352,325. Of note this year were several high dollar total loss fires (vessel, structure, and contents) including the estimated \$18,000,000 loss of the Aleutian Falcon fish processing ship, the estimated \$7,775,200 commercial structure fire of a linen business, and the estimated \$2,036,500 loss at a manufacturing facility.

	2017	2018	2019	2020	2021
<b>Total Fire Loss</b>	\$11,221,413	\$10,555,322	\$10,868,930	\$13,757,272	\$47,391,992
<b>Property Loss Only</b>	\$7,921,323	\$7,997,307	\$7,146,547	\$8,287,185	\$16,352,326
<b>Fire Injury Civilian</b>	18	5	9	24	22
<b>Fire Fatality Civilian</b>	3	1	0	3	4



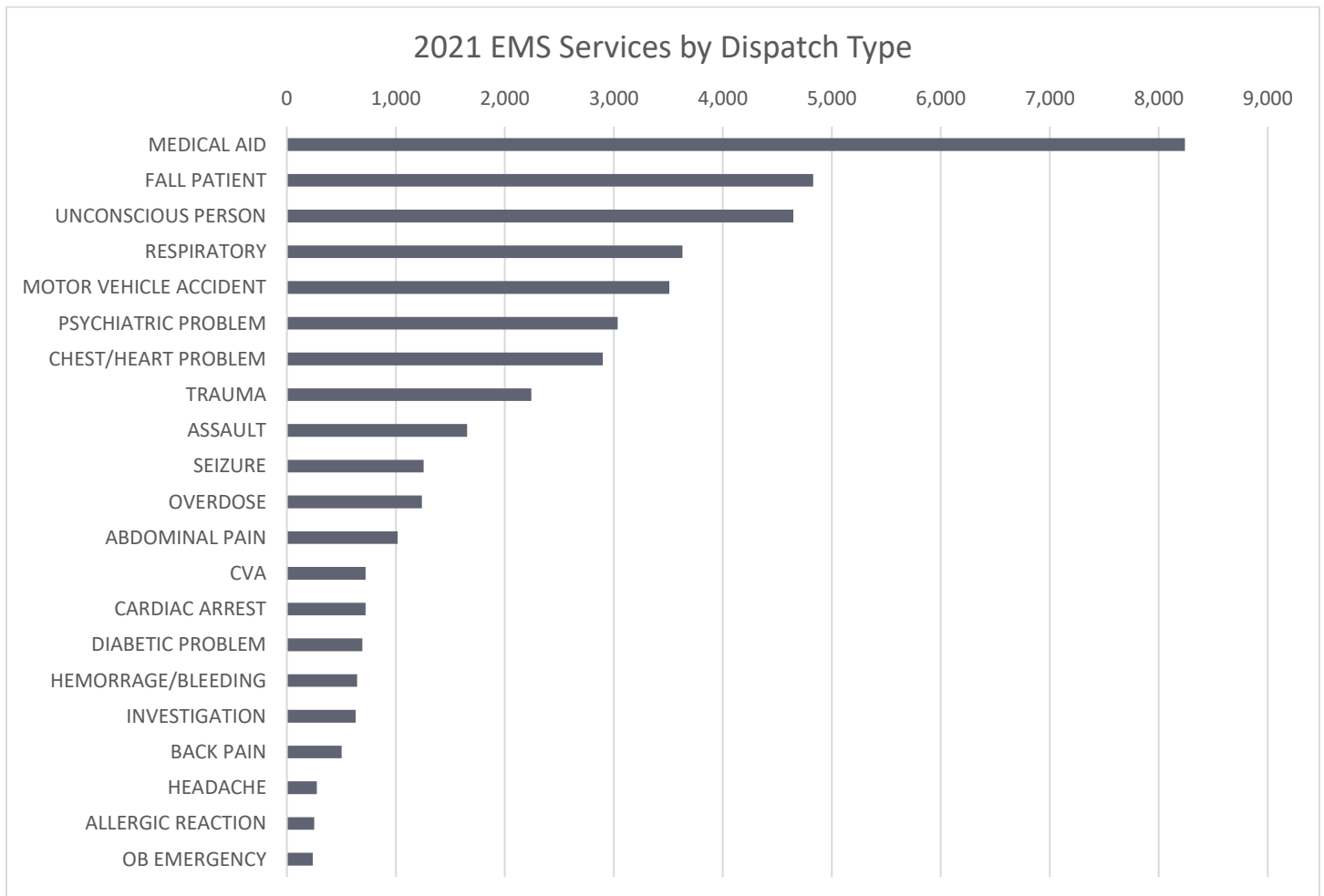
Commercial Fishing Ship Fire – February 2021

## 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. Seven paramedics graduated from the program in 2021. Also in 2021, the department began basic life support (BLS) transport service.



In 2021 firefighter/paramedics staffed five medic companies and completed 5,843 ALS transports. Firefighter/EMTs also staffed two aid companies and transported an additional 2,907 BLS patients to area hospitals.





## 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 21 incidents in 2021.

## 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

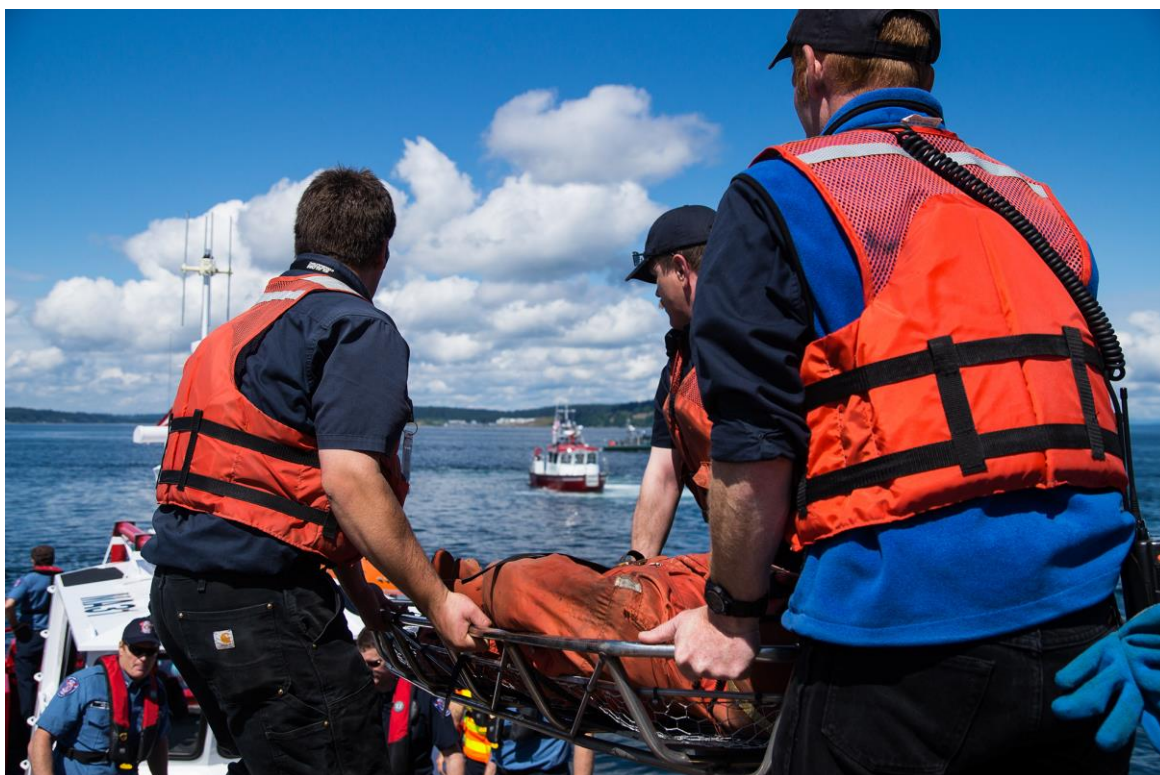
The Technical Rescue Team is comprised of 24 Technician level personnel, supported by 50 personnel trained to the Technical Rescue Operations level. To become a Technical Rescue Technician, our personnel must complete approximately 250 hours of discipline-specific training. All technicians and operations trained personnel complete monthly training, one shift each month, to maintain proficiency and increase efficiency and safety at technical rescue events. In 2021, the full technical rescue team responded to 18 technical rescue incidents.



Tech Rescue Training – June 2021

## MARINE DIVISION

TFD's Marine Division fleet consists of a rapid response boat, the *Destiny*, and a 50-foot Metal Craft boat, the *Defiance*. In 2021, the Marine Division responded to 139 incidents, including 23 for *Defiance*, and 108 for the *Destiny*.

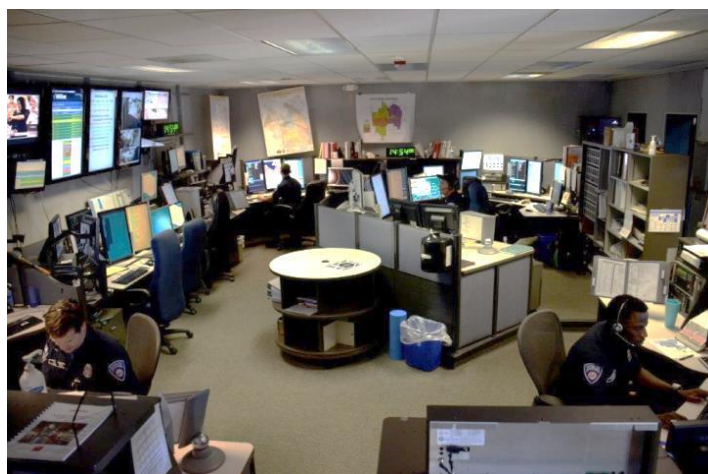


## TACOMA FIRE COMMUNICATIONS

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 50,000 emergency calls in 2021, dispatching over 80,000 fire companies 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.

Twenty-two commissioned personnel staff TFC. All dispatchers are certified as either emergency medical technicians or paramedics 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 impact 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 to quickly 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 2021 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	2021
Injury Loss - Firefighter*	21	15	21	46**	25
Life Loss - Firefighter	-	-	-	-	-

\*On-the-job injuries that resulted in time loss \*\*COVID exposures accounted for 28 of the 46 on-the-job injuries in 2021.



Vertical Ventilation of a roof – July 2021



# ADMINISTRATION BUREAU

## WHO WE ARE

Under the leadership of Deputy Chief Bruce Bouyer, 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 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, Public Relations, Volunteer Services, and Administrative Support.

## COVID-19

Due to COVID-19 restrictions, many of the activities in the Administration Bureau were significantly modified or suspended in 2021. As such, the typical details contained in this section of the document are not provided in this year's annual report.



Fire Station 5 – 3520 East 11<sup>th</sup> Street - Opened April 2021

# 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 2021 actual performance at the 90 percentile.

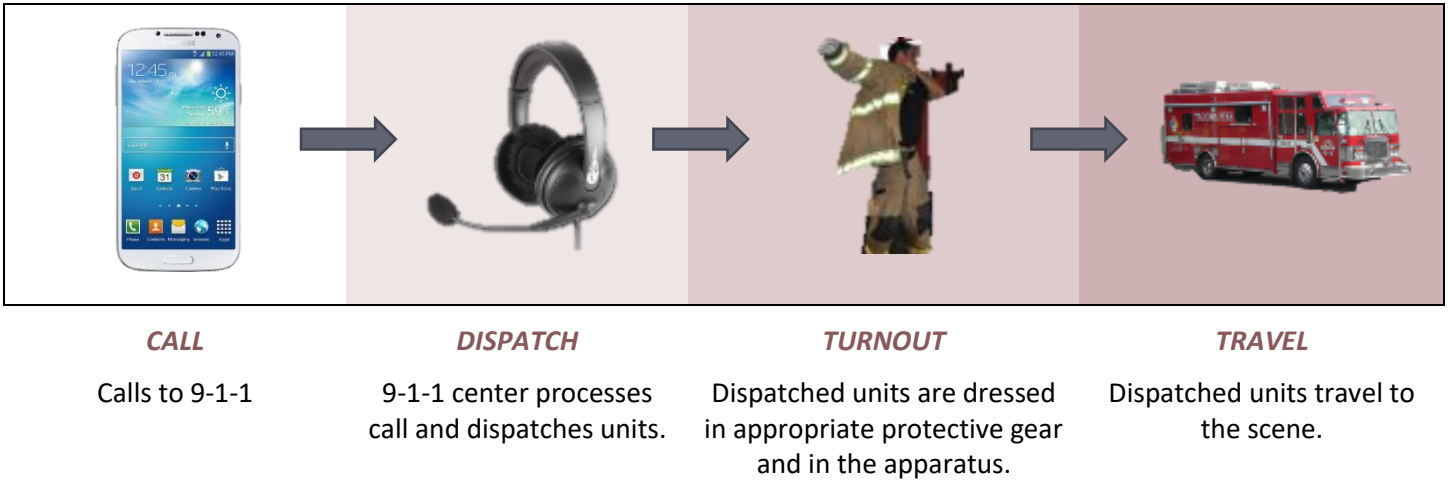
Tacoma Fire Department Response Totals*						
	2016	2017	2018	2019	2020	2021
<b>Fire</b>	277	306	330	367	386	468
% increase/decrease	-9.1%	10.5%	7.8%	11.2%	5%	21.2%
<b>EMS</b>	28,389	28,226	29,301	34,669	31,401	34,413
% increase/decrease	4.3%	-0.6%	3.8%	1.2%	-9%	9.5%
<b>All other</b>	6,080	6,103	6,142	1,539	1,384	1,559
% increase/decrease	0.6%	0.4%	0.6%	-0.3%	-10%	12.6%
<b>Total</b>	34,725	34,635	35,773	36,575	33,171	36,440
% increase/decrease	3.4%	-0.2%	3.2%	1.0%	-9%	9.8%

\*(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 2021 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 or multi-year comparisons.**

## 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.

### 2021 Calls to Dispatch

<i>Dispatched As</i>	<b>Incidents</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	457	1:04	1:46	66%	1:03
<i>EMS</i>	33,502	1:30	1:52	82%	1:11
<i>Other</i>	1,521	1:30	1:53	85%	0:59
<i>Total</i>	35,480	-	1:52	82%	1:10



## 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 turnout count is greater than the number of incidents as multiple units can be dispatched to one incident.

### 2021 Dispatch to Departure

<i>Dispatched As</i>	<b>Turnouts</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	3,746	1:20	2:31	42%	1:32
<i>EMS</i>	47,275	1:00	2:14	36%	1:16
<i>Other</i>	3,165	1:20	2:28	35%	1:34
<i>Total</i>	54,186	-	2:17	36%	1:20

## 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.

### 2021 Departure to Scene

<i>Dispatched As</i>	<b>Incidents</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	433	4:00	6:55	51%	4:25
<i>EMS</i>	31,406	4:00	8:27	37%	5:22
<i>Other</i>	1,382	4:00	7:35	46%	4:41
<i>Total</i>	33,221	-	8:23	37%	5:19

**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.

**2021 Total Response Time**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Fire</i>	436	6:24	9:33	63%	6:18
<i>EMS</i>	31,598	6:30	12:31	40%	8:14
<i>Other</i>	1,388	6:50	10:41	62%	7:05
<i>Total</i>	33,442	-	12:23	41%	8:09

**Advanced Life Support**

The 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.

**2021 Advanced Life Support Response Times**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>EMS</i>	8,506	10:30	21:15	63%	11:12

**Effective Response Force at a Structure Fire**

The 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.

**2021 Effective Response Force Response Times**

<i>Dispatched As</i>	<b>Incident</b>	<b>Goal</b>	<b>Actual at 90%</b>	<b>% Meeting Goal</b>	<b>Average</b>
<i>Structure Fire</i>	254	10:30	14:53	71%	10:39

### 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 or slow, not meeting 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 TFD CARES program intervention reduces high-utilizer participants' use of the 9-1-1 system by about 90% per year.



Commercial Structure Fire – October 2021

## Dispatch Totals by Company – All Incidents

<b>Unit</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<i>E01</i>	4,250	4,218	4,617	4,130	4,854
<i>E02</i>	3,558	3,198	3,589	3,256	4,416
<i>E03</i>	1,212	1,296	1,233	1,211	1,222
<i>E04</i>	3,216	3,292	3,306	2,871	3,535
<i>E05</i>	402	1,791	1,663	1,680	1,065
<i>E07</i>	3,307	3,072	3,236	3,060	3,643
<i>E08</i>	3,775	3,771	3,905	3,518	4,359
<i>E09</i>	3,128	3,162	3,005	2,760	2,970
<i>E10</i>	4,445	4,443	4,421	4,306	4,924
<i>E11</i>	3,939	3,683	3,869	3,648	4,279
<i>E12</i>	2,484	2,514	2,427	2,408	2,826
<i>E13</i>	519	1,457	1,835	1,907	2,234
<i>E14</i>	1,700	1,864	1,607	1,539	1,652
<i>E15</i>	1,522	3,115	3,144	3,048	3,599
<i>E16</i>	3,241	3,077	3,029	2,890	3,055
<i>E17</i>	2,804	2,624	2,714	2,463	2,914
<i>L01</i>	2,885	2,968	2,951	2,408	3,012
<i>L02</i>	2,498	2,632	2,029	2,182	2,691
<i>L03</i>	2,083	1,926	1,647	1,156	1,310
<i>L04</i>	1,347	1,293	1,293	1,113	1,369
<i>M01</i>	2,016	2,222	2,387	2,108	2,092
<i>M02</i>	2,765	3,292	3,423	3,193	3,249
<i>M03</i>	1,133	1,354	1,456	1,323	1,419
<i>M04</i>	2,726	3,087	3,349	2,907	2,891
<i>M05</i>	2,502	2,790	3,115	2,704	2,921
<i>M06</i>	180	175	209	65	145
<i>AID 1</i>	-	-	-	-	1,588
<i>AID 2</i>	-	-	-	-	1,799
<i>EMS1</i>	-	-	-	-	1,134
<i>SAF03</i>	1,403	1,670	1,514	1,235	1,375
<i>SQ13</i>	874	19	73	68	96
<i>SQ15</i>	1,559	-	-	-	-
<i>BC01</i>	933	941	1,068	866	945
<i>BC02</i>	1,514	1,640	1,677	1,323	1,804
<i>BC03</i>	1,122	1,171	1,147	981	1,201
<i>COMMENCEMENT</i>	4	1	6	21	0
<i>DEFIANCE</i>	20	30	16	26	23
<i>DESTINY</i>	109	99	96	108	118
<i>HM 12</i>	16	19	27	23	21
<i>RES 8</i>	28	24	34	18	18





**MISSION: TO PROTECT PEOPLE, PROPERTY,  
AND THE ENVIRONMENT AND  
PROFESSIONALLY AND COMPASSIONATELY  
SERVE THE COMMUNITY**

Tacoma Fire Department  
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