FIRE FACILITIES MASTER PLAN

CITY OF TACOMA

FEBRUARY 2024

ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

PROJECT OVERVIEW

This Fire Facilities Master Plan (plan) intends to help the Tacoma Fire Department (TFD) address its facilities needs, protect firefighter health, improve service and response, and plan for future growth. It provides a roadmap for the City of Tacoma (City) to budget for needed investments, focus resources, and take advantage of opportunities that may arise.

This plan summarizes the analysis, findings, and recommendations of an assessment of TFD facilities conducted between October 2022 and October 2023.

PLANNING CONTEXT

The Tacoma Fire Department has served the community for over 140 years, providing fire and emergency medical services (EMS) response. The TFD service area includes the cities of Tacoma, Fife, and Fircrest.

COMMUNITY GROWTH AND CALL VOLUME INCREASE

TFD serves growing communities with increasing needs for emergency services. Tacoma's population is expected to grow by 36% by 2050; see Figure 1. Call volumes in the TFD service area have increased dramatically as Tacoma's population has grown and are expected to continue to increase. Call volumes grew more than 40% between 2001 and 2019, with the highest increases in Downtown, South, and Central Tacoma; see Figure 2.

FIREFIGHTER HEALTH AND SAFETY

Firefighters face an elevated risk of physical and mental health problems due to hazards encountered during emergency response and at their outmoded facilities. Modern fire station design prioritizes firefighter health by separating hazardous materials from living quarters and increasing opportunities for respite and privacy to help alleviate occupational stressors.

ACCESS TO OPPORTUNITY

The *Tacoma Equity Index*[1] determines access to opportunity through data related to accessibility, the economy, education, livability, and environmental health. The results of this index not only show current context, but represent decades of historical under-investment in communities of color and lower income communities. This plan offers the opportunity to prioritize investment in historically under-served areas with low access to opportunity.

FACILITY[2] PORTFOLIO

26 facilities
451 commissioned personnel
60 non-commissioned personnel
89 daily minimum staff per shift[3]
180,000 square feet facility area

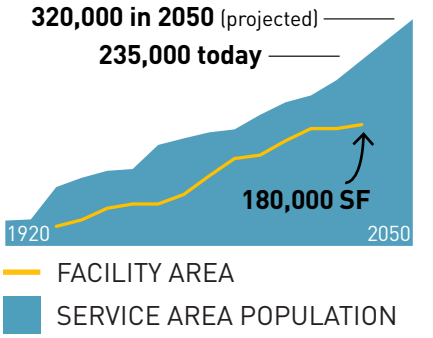


Figure 1. Tacoma population 1920-2050 (projected) and TFD facility area
Population source: US Census Bureau, Puget Sound Regional Council Vision 2050

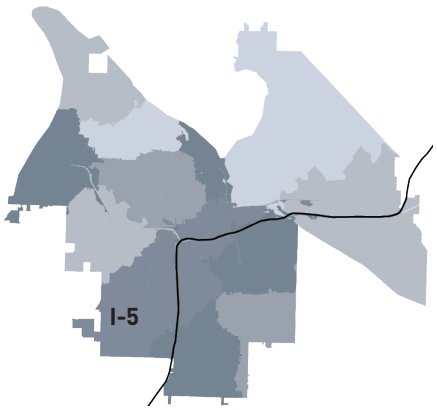


Figure 2. 2019 call volumes by response zones; higher volumes shown in darker tones

1 *The Tacoma Equity Index identifies disparities and measures access to opportunity; learn more here*
2 *This plan defines "facility" as a discrete building or campus (multiple buildings on a discrete site). Descriptions of facilities in the project scope begin on page 10*
3 *Daily minimum staffing is 89 during the day (0700-1900) and 83 overnight (1900-0700)*

ISSUES SUMMARY

In the past 30 years Tacoma has invested in three new fire stations: Station 16 in 1999, Station 8 in 2003, and Station 5 in 2021. Despite these investments and recent renovations to older facilities, many of TFD's 26 facilities have exceeded their useful life, are in poor or critical condition, are undersized, and lack modern systems to support firefighter health and safety. See average facility ratings in Figure 3.

KEY ISSUES

Aging portfolio is in critical condition and not configured for modern operations

Eighty-two percent (82%) of Tacoma's facilities were constructed prior to 1980 and have exceeded the typical service life of a building. Eighty-five percent (85%) of facilities were rated poor or critical. Many facilities have not been seismically upgraded to meet safety standards. Without investment, maintenance expenditures and risks will increase while workspaces become increasingly inefficient and service degrades.

Facilities are undersized for service needs

TFD facilities, particularly support facilities, are undersized to meet future needs; see Figure 4. Increased population and resulting demand for services will further strain over-capacity facilities.

Facilities are not designed for firefighter health

Facilities lack decontamination space and adequate delineation between contaminated zones and living quarters. Communal dorms are outmoded and do not allow for adequate respite and privacy; see Figure 5.

Outdated approach to gender neutrality

Most of TFD's facilities have inadequate living quarters, locker rooms, gender-neutral restrooms, and support facilities for diverse personnel.

NEED FOR INTERVENTION

Facilities were evaluated on a number of factors to determine the degree of need for intervention; see Figure 6. Findings of this evaluation informed the recommendations and phasing strategy.

Need for intervention was based upon the following factors:

- Facilities with poorest ratings or most severely undersized
- Facilities with high call volumes or heaviest use
- Facilities located in areas with low access to opportunity

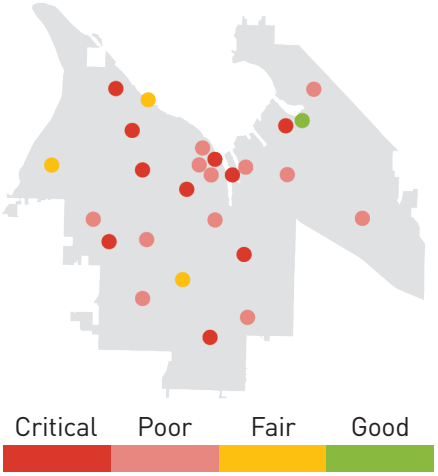


Figure 3. Average facility ratings

Figure 4. Fire Garage is undersized for modern apparatus

Figure 5. Station 10's dormitory lacks privacy and does not support adequate rest

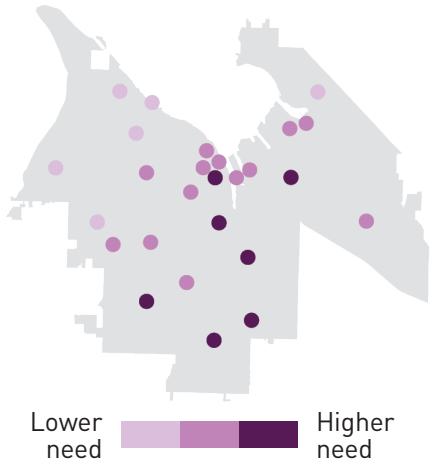


Figure 6. Degree of intervention needed at TFD facilities

RECOMMENDATIONS

The Tacoma Fire Facilities Master Plan recommends timely investments to address existing facility issues and operational challenges, keep pace with anticipated growth, and improve emergency response capacity. Implementation will position TFD to serve the community into the future.

Recommended projects were divided into three priority categories. The highest priority projects:

- Address facilities with poorest ratings or most severely undersized
- Invest in facilities with highest call volumes or highest level of use
- Are located in areas with low access to opportunity
- Increase capacity and help cover service gaps
- Offer opportunities for strategic phasing and relocation

The following summarizes recommended projects and cost estimates in priority groups. Costs are conveyed in 2026 dollars.

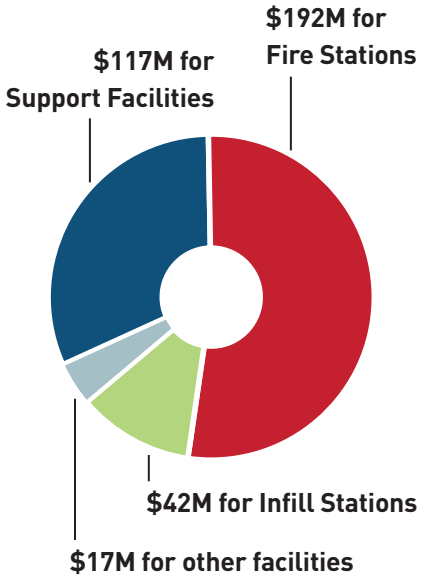


Figure 7. Recommendation costs by facility category, in 2026 dollars

FIRST PRIORITY - $198M

Relocate 7	$22 M
Relocate 10	$15 M
Renovate former 10	$3 M
Rebuild 15	$16 M
Relocate Fire Garage	$55 M
Renovate Training Center	$48 M
Renovate 11	$12 M
Renovate 2	$16 M
Renovate 4	$8 M
Temporary relocation for Stations 2 and 4[1]	$3 M

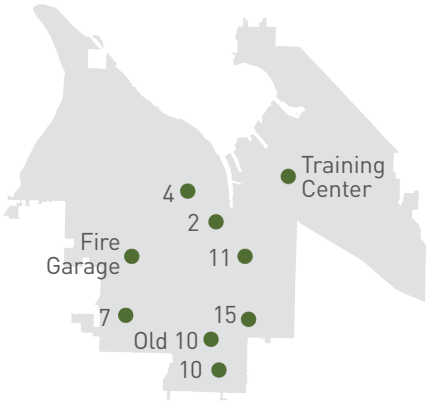


Figure 8. First priority recommendations

BENEFITS

- Invests in fire stations with high call volumes and areas with lower access to opportunity
- Prioritizes critical support facilities to improve operational efficiency
- Centrally locates Fleet Shop and Logistics functions
- Supports phased construction and utilizes existing facilities for staff relocation when possible

CONSIDERATIONS

- Relocations require land acquisition
- Temporary relocation required during rebuilds and renovations

1 *Excludes acquisition and/or lease costs*

SECOND PRIORITY - $49M

Renovate 6	$5 M
Renovate Electrical Shop	$6 M
Rebuild 9	$17 M
Renovate 13	$6 M
Relocate Admin	$8 M
Temporary relocation for Stations 6, 9, and 13[1]	$7 M

BENEFITS

- Improves emergency response in Downtown and West Tacoma
- Consolidates support functions to improve operational efficiency
- Renovates historic Station 13

CONSIDERATIONS

- Renovations and rebuilds require temporary staff relocation
- Feasibility of Electrical Shop addition requires further review

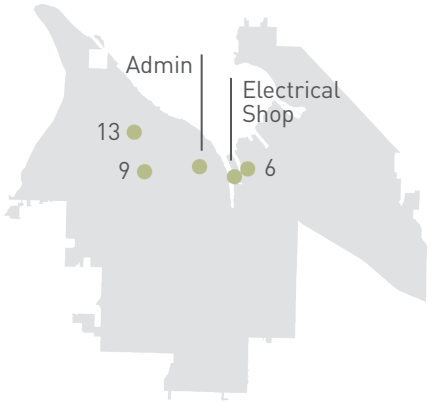


Figure 9. Second priority recommendations

THIRD PRIORITY - $121M[2]

Rebuild 1	$22 M
Relocate 14	$14 M
Renovate 16	$8 M
Relocate 12 and renovate 17[2]	-
Renovate 3, 5, and 8	$11 M
Build Infill Stations A, B, and C	$42 M
Renovate former 7 and former 14	$5 M
Renovate EMB, FCC/EOC, and MSOC	$6 M
Retain former 15	$1 M
Incorporate satellite training	$2 M
Temporary relocation for Stations 1, 3, 16, and 17[1]	$10 M

BENEFITS

- Addresses response gaps and cascading response failures
- Renovates former stations for short and long-term EMS response
- Retains historic facilities

CONSIDERATIONS

- Temporary site required to support renovation phasing
- Some improvements require coordination with partner agencies

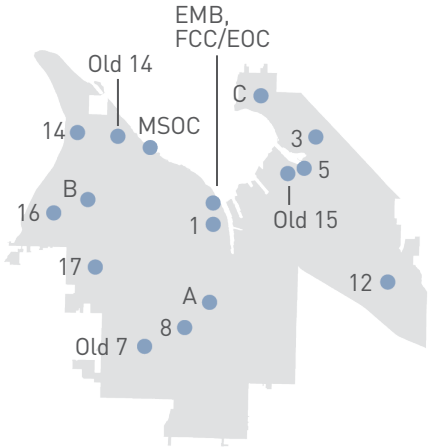


Figure 10. Third priority recommendations

1 Excludes acquisition and/or lease costs
2 Excludes $24M for Station 12 relocation and $5M for Station 17 renovation; requires coordination with partner agencies

MASTER PLAN BENEFITS

The recommendations of this master plan provide a strategic roadmap for future TFD facility investment efforts by detailing existing issues, identifying future opportunities, and prioritizing needed investments.

Additional benefits of implementing the plan include the following:

- Protects firefighter mental and physical health
- Modernizes TFD's portfolio to improve service, reduce costs, and cover gaps
- Preserves historic facilities and sites with no sale benefit
- Addresses high priority stations in South, Downtown, and Central Tacoma and key support facilities
- Builds resiliency and flexibility to support changing service delivery needs and community growth

INVESTMENT SUMMARY

FIRST PRIORITY	**$198M**
SECOND PRIORITY	**$49M**
THIRD PRIORITY	**$121M**
TOTAL	**$368M**

INTRODUCTION AND PLANNING CONTEXT

OVERVIEW AND PURPOSE

The Fire Facilities Master Plan (plan) for the City of Tacoma (City) aims to help the Tacoma Fire Department (TFD) improve emergency response, protect firefighter health, modernize facilities, and build resiliency in a growing community.

Tacoma's population is expected to grow 36% by 2050, and an increasing majority of TFD's calls involve emergency medical services (EMS) response. As service demands increase and response protocols change, Fire facilities that have served the city for decades will be unable to meet needs without timely investments to address deficiencies and plan for growth.

Major civic facility investments can take years to accomplish and require complex planning, community engagement, funding, and design processes. The Tacoma Fire Facilities Master Plan provides a strategic roadmap for the City to budget for needed investments, focus resources, and take advantage of new opportunities that may arise.

PROJECT OBJECTIVES

The City identified the following project goals:

- Document facility conditions and identify space deficiencies
- Estimate space needed to support operations and improve efficiency
- Evaluate renovation, expansion, or replacement opportunities at each facility
- Develop improvement concepts, estimate costs, and plan for phased investment
- Support the City's outreach efforts for funding requests

PLAN BENEFITS

This master plan will help Tacoma:

- Protect firefighter health
- Modernize facilities
- Preserve historic facilities
- Improve emergency response
- Build resiliency into the facilities system

CHAPTER ORGANIZATION

Figure 11. Built in 1907, historic Station 2 is TFD's oldest operating fire station

Figure 12. Completed in 2021, Station 5 is TFD's newest facility

PLANNING PROCESS

This plan was prepared by MAKERS architecture and urban design , LLP (MAKERS) and Mackenzie, Inc. (Mackenzie) in partnership with the City of Tacoma and the Tacoma Fire Department. Drew Collaborative Works Cost Management (DCW) provided cost estimates and BCE Engineers, Inc. (BCE) provided mechanical engineering expertise.

The plan was developed in five phases, as described below and shown at right.

- **Current conditions.** Investigated existing conditions to understand facility issues and opportunities.
- **Future needs and vision.** Determined space needs and brainstormed solutions to most challenging issues.
- **Alternatives.** Developed, analyzed, and evaluated alternatives to address facility needs.
- **Recommendations.** Refined and finalized recommendations and assessed financial feasibility.
- **Phasing.** Developed an implementation and phasing strategy for plan recommendations.

CURRENT CONDITIONS
Background review
Interviews
Facility tours and assessments
Best practices research

FUTURE NEEDS AND VISION
Existing facility key issues
Space needs assessment
Visioning workshop

ALTERNATIVES
Alternative concepts
Cost estimates
Alternatives evaluation
Preferred direction

PHASING
Priorities workshop
Funding priorities
Phasing strategy

RECOMMENDATIONS
Final recommendations
Summary report

DOCUMENT ORGANIZATION

The master plan is organized into four chapters:

- **Introduction and Planning Context.** Project overview, in-scope facilities, the changing city, firefighter health and safety, and portfolio-wide findings.
- **Fire Stations.** Major issues, space needs, alternatives evaluated, and recommendations for fire stations.
- **Support Facilities.** Major issues, space needs, alternatives evaluated, and recommendations for support facilities.
- **Implementation Priorities.** Recommended projects in priority order, benefits, considerations, and master plan outcomes.

Background information, analysis details, and assumptions supporting the master plan are captured in the following five appendices:

- **Appendix A: Fire Stations.** Evaluation of space, structural, seismic, mechanical, electrical, and plumbing deficiencies.
- **Appendix B: Support Facilities.** Evaluation of space, structural, seismic, mechanical, electrical, and plumbing deficiencies.
- **Appendix C: Background Analysis**. Assessment of facility ratings, review of environmental hazards, and summary of call volumes.
- **Appendix D: Space Needs**. Estimate of area required to support future operations.
- **Appendix E: Alternatives**. Summary of alternatives evaluated, concepts developed, and outcomes.
- **Appendix F: Cost Estimates**. Summary of cost assumptions and estimates referenced in this master plan.

IN-SCOPE FACILITIES

The project focuses on 26 facilities within the Tacoma Fire Department Service Area, which serves the city of Tacoma and the neighboring cities of Fife and Fircrest; see Figure 13. The 26 facilities included in the project scope are grouped into two categories: Fire Stations and Support Facilities; see Figure 14.

The City is fortunate to own most of its fire facilities with only three owned by other jurisdictions; Stations 3, 12, and 17 are owned by the Tacoma Library Board of Trustees, the City of Fife, and the City of Fircrest, respectively. Ten facilities are on the local or national historic register; see Figure 16 on page 12. This listing protects these structures' architectural features and requires an additional process to approve design modifications.

FIRE STATIONS

This category includes 17 fire stations, grouped into four geographic areas; see Figure 15 on page 11.

- **Downtown** includes stations 1, 2, 4, and 6
- **Northeast/Fife** includes stations 3, 5, and 12
- **South/Central** includes stations 7, 8, 10, 11, and 15
- **West/Northwest** includes stations 9, 13, 14, 16, and 17

SUPPORT FACILITIES

This category includes 10 facilities that support fire operations; see Figure 15 on page 11.

- TFD Headquarters (HQ), located at station 1
- Fire Training Center
- Fire Garage
- Fire Prevention
- Electrical Shop
- Electrical Maintenance Building (EMB)
- Emergency Operations Center (EOC)
- Fire Communications Center (FCC)
- Marine Security Operations Center (MSOC)
- Former Fire Station 15

MARINE

TFD has two marine response vessels, the Fireboat Destiny and Fireboat Defiance. Fireboat Destiny is currently moored at the Tacoma Yacht Club located at Dune Peninsula at Point Defiance Park and the Fireboat Defiance is currently moored at historic Fire Station 18 located on the Thea Foss Waterway.

FACILITY[1] PORTFOLIO

26 facilities
451 commissioned personnel
60 non-commissioned personnel
89 daily minimum staff per shift[2]
180,000 square feet facility area

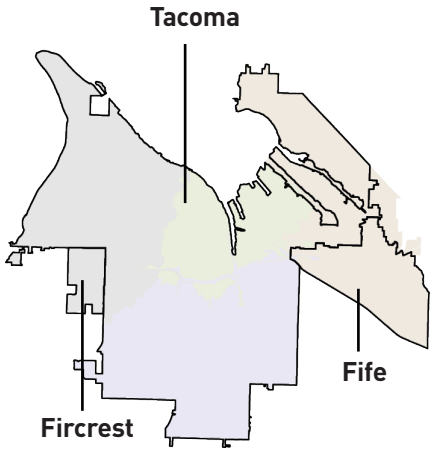


Figure 13. Cities and geographic service areas

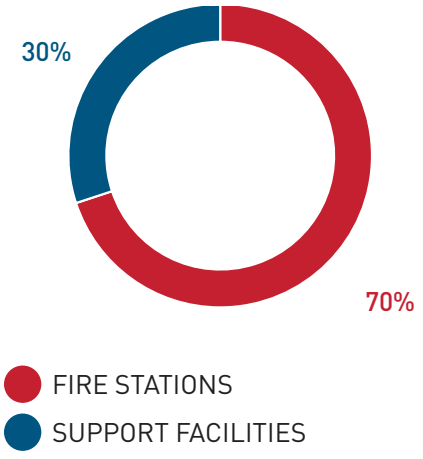


Figure 14. Facility area distribution by categories

1 *This report defines "facility" as a discrete building or campus (multiple buildings on a discrete site)*
2 *Daily minimum staffing is 89 during the day (0700-1900) and 83 overnight (1900-0700)*

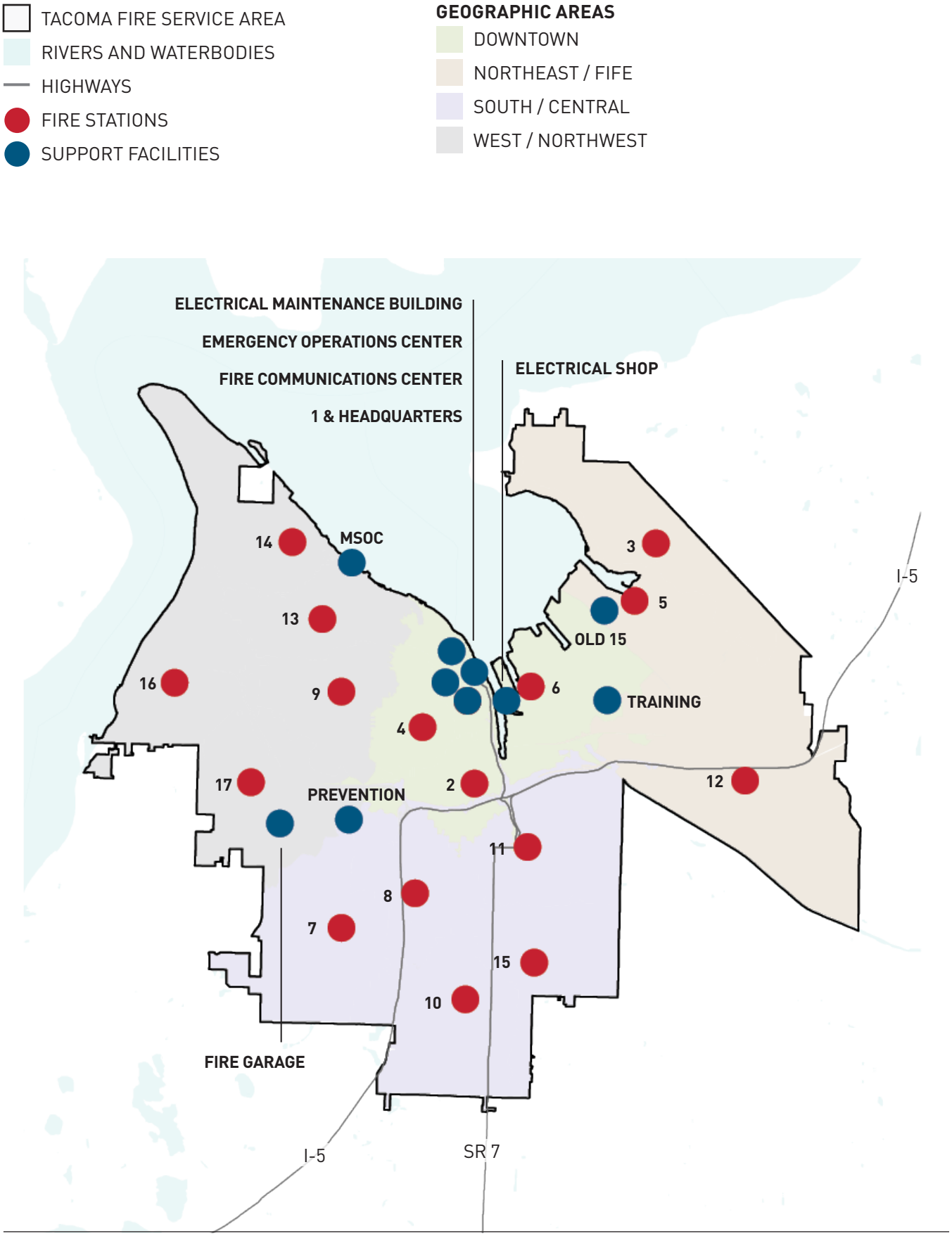


Figure 15. Tacoma Fire Department facilities

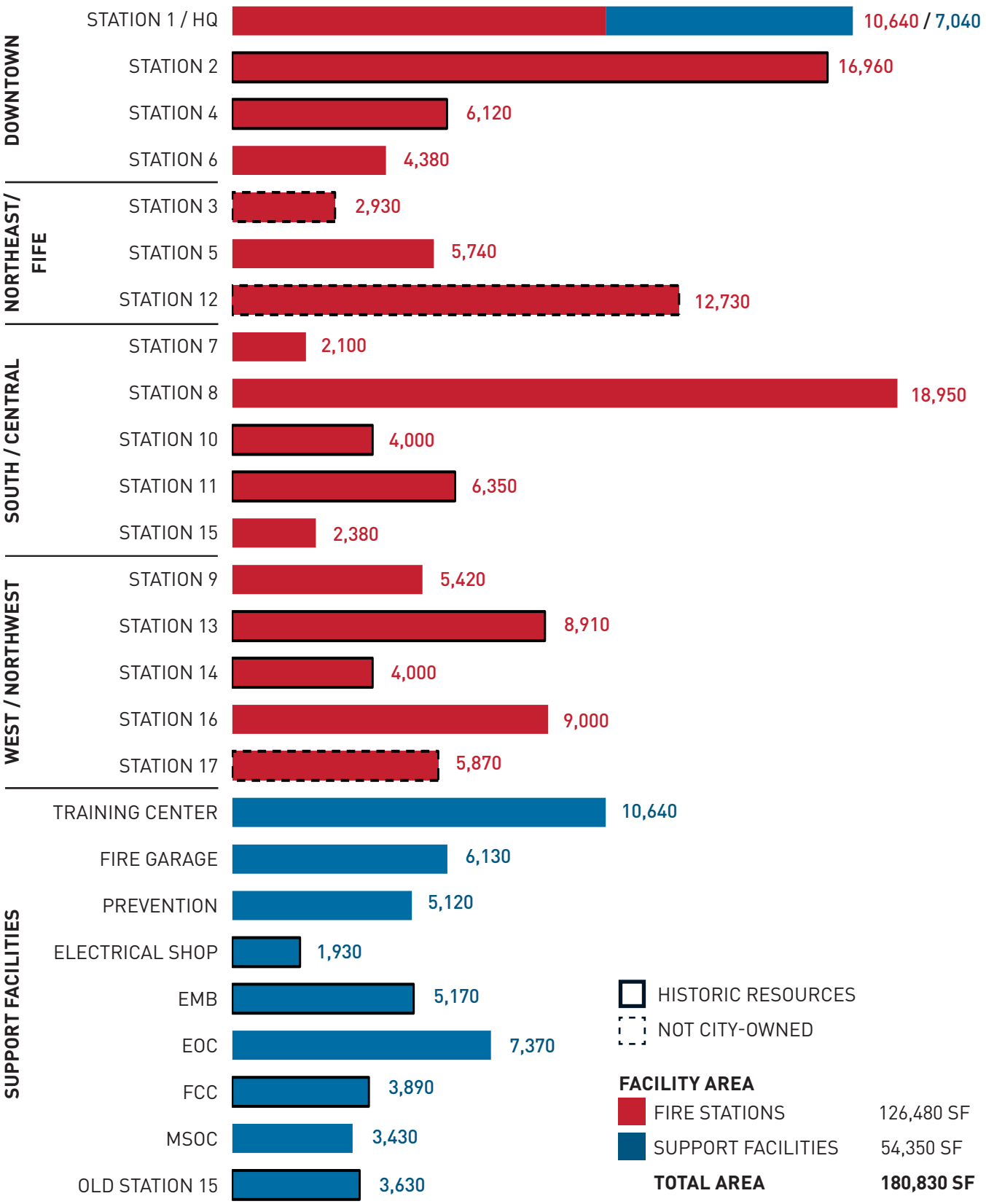


Figure 16. Facility area in gross square feet

THE CHANGING CITY

The Tacoma Fire Department serves a growing community with increasing needs for emergency services. Tacoma's population is expected to grow by 36% by 2050; see Figure 17. One effort contributing to the city's anticipated growth is the City of Tacoma's ongoing *Home in Tacoma* project[1], which aims to increase housing supply and affordability by updating Tacoma's residential zoning and other regulations to promote more diverse housing types. These changes are expected to increase Tacoma's population citywide, including in already developed areas. As population in the TFD service area increases, fire and EMS call volumes are also expected to increase.

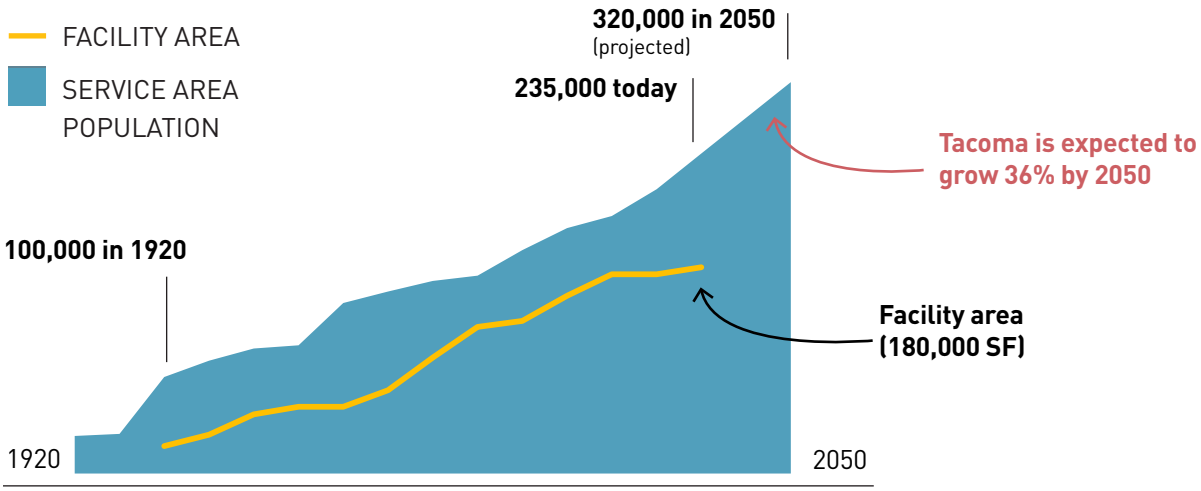


Figure 17. Tacoma population 1920-2050 (projected) and TFD facility area
Population source: US Census Bureau, Puget Sound Regional Council Vision 2050

ACCESS TO OPPORTUNITY

The *Tacoma Equity Index*[2] considers five criteria categories, detailed below, to determine access to opportunity. The results of this index not only show current context, but represent decades of historical disinvestment in communities of color and lower income communities. Equity is an important consideration when analyzing TFD's portfolio; this master plan offers the opportunity to focus investment in historically under-invested areas with low access to opportunity.

Tacoma Equity Index criteria includes:

- **Accessibility.** Access to transit, open space, food, Internet, etc.
- **Economy.** Median income, poverty and unemployment rates, etc.
- **Education.** Graduation rates, educational attainment, etc.
- **Livability.** Life expectancy, home value, safety, tree canopy, etc.
- **Environmental Health.** Heat islands, air pollution, contaminated sites, etc.

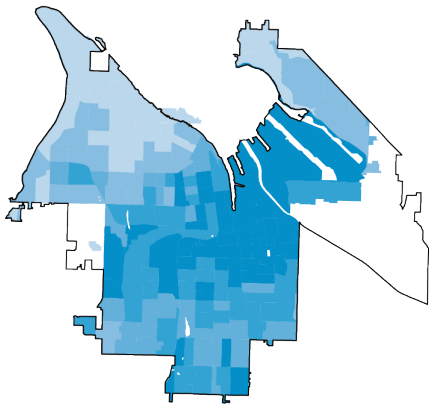


Figure 18. Darker blue indicates areas with lowest access to opportunity

1 *The Home in Tacoma project is the City of Tacoma's Affordable Housing Action Strategy. Learn more here*
2 *The Tacoma Equity Index identifies disparities and measures access to opportunity. Learn more here*

CALL VOLUMES AND TYPES

TFD responds to fire, EMS, and a mix of other calls related to search and rescue, technical rescue, and hazardous materials. Findings and recommendations from the *Community Risk Assessment and Standards of Cover Study (2023)*[1] that analyzed call volumes and response times in the TFD service area were considered in this plan.

In 2019 TFD responded to roughly 45,000 calls; 83% of these were responding to EMS incidents, 7% to fires, and 10% for other incidents; see Figure 19. While Downtown Tacoma saw the highest concentration of fire, structure fire, and EMS calls, fire response was also concentrated along I-5 in Central and South Tacoma; see Figure 20.

Call volumes in the TFD service area have increased dramatically as Tacoma's population has grown. Call volumes grew more than 40% between 2001 and 2019, with the highest increases in Downtown and Central Tacoma. EMS calls grew 60% between 2001 and 2019. See Appendix C: Background Analysis for more information.

The National Fire Protection Association (NFPA) recommends standards for response times, including dispatch, turnout (time for units to leave the station after a call is received), and travel times. It is TFD's goal to reach these recommended response times and provide efficient response throughout the service area.

High call volumes and traffic congestion have resulted in cascading failures in TFD's response. Firefighters today do not meet the NFPA's suggested response time standards and are routinely forced to respond to incidents without returning to the station to decontaminate. This has created geographic gaps in the system where TFD cannot respond within recommended time frames; see Figure 21 and Figure 22.

Additionally, the NFPA recommends maximum level of use for fire engines. Several engines exceed recommended use, including engines at Stations 1 and 2 in Downtown Tacoma and at Stations 7, 8, 10, 11, and 15 in South and Central Tacoma; see Figure 20.

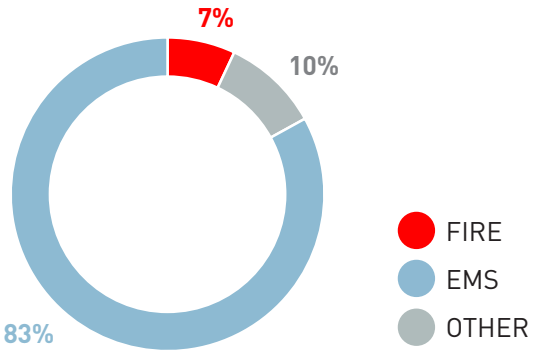


Figure 19. 2019 TFD call volumes by call type

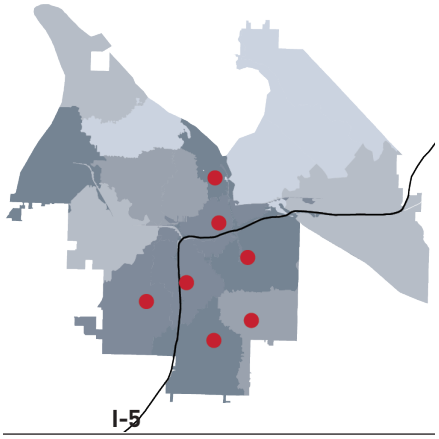


Figure 20. Highest 2019 call volumes are shown in dark gray; stations with engines exceeding recommended use shown in red

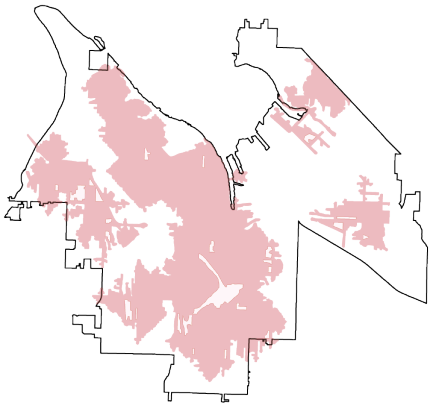


Figure 21. Engine 4-minute response gaps shown in white

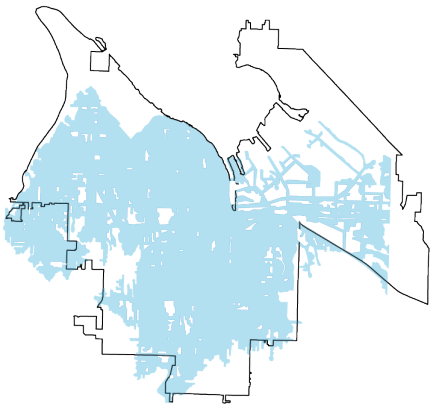


Figure 22. EMS/ambulance 8-minute response gaps shown in white

1 *The Community Risk Assessment and Standards of Cover Study, completed by Citygate Associates, LLC in March 2023, assessed the adequacy of TFD fire station locations, staffing levels, and apparatus use*

FIREFIGHTER HEALTH AND SAFETY

Because of the hazards encountered during emergency response, firefighters are at an elevated risk of certain physical health problems. These include a higher risk of cancer due to exposure to harmful chemicals resulting from fires, firefighting foam, and other toxic substances, as well as heart disease from exertion and stress. Risks to firefighter health don't disappear when crews head back to the station; toxic substances remain on responders' turnout gear and on the apparatus, presenting an ongoing health hazard.

Clean station design, the practice of separating contaminated "hot" zones, like apparatus bays and decontamination space, from clean "cold" zones, like living quarters, is the best practice. "Warm" zones help ease the transition between hot and cold zones. The goal of clean station design is to prioritize firefighter health by ensuring hazardous materials do not make their way into living quarters and continue posing a health risk.

Mental health impacts from emergency response, such as stress, fatigue, and post-traumatic stress disorder (PTSD), also pose an immense risk to firefighter health. Modern fire stations are being designed to help alleviate occupational stressors. Sleeping quarters are designed as private rooms rather than communal dormitories, to provide respite and privacy. Visual and auditory response alerting systems at stations with multiple apparatus can be adjusted in sleeping quarters for each crew to minimize unnecessary disruptions. Modern stations also include private, gender-neutral restroom, shower, and locker facilities.

> *A current TFD firefighter paramedic, Cody Shea, directed The Call We Carry, a documentary film highlighting PTSD challenges within the fire service.*
>
> *Learn more about the film at https://www.thecallwecarry.com/*

Figure 23. Decontamination room at a Hood River, OR fire station, with dedicated laundry and storage for turnout gear

Figure 24. Private dormitory at a Hillsboro, OR fire station

Figure 25. Private and gender neutral bathroom in a newly built fire station

PORTFOLIO-WIDE FINDINGS

This section summarizes the facilities and space needs assessments. Criteria considered in the assessment is detailed in Appendix C: Background Analysis and space needs calculations are included in Appendix D: Space Needs.

FACILITIES ASSESSMENT

Eighty-two percent (82%) of TFD's facilities were constructed prior to 1980 and exceed the typical service life of a building; this is particularly problematic for fire stations that are used continuously around the clock. Many are in need of significant repairs, not configured to support modern operations, and do not incorporate modern sustainable building practices.

Tacoma's facilities were rated in the following categories:

1. **Health, Safety, and Security.** Considers impacts of facility to employee health and safety, including decontamination sequences, alerting and communication systems, workout areas, indoor air quality, and building and site security.
2. **Condition.** Considers maintenance frequency and complexity, adequacy of building systems to support functions, seismic vulnerabilities, age of structure, and most recent comprehensive systems update or remodel.
3. **Workspace Function.** Considers size and layout of space(s) and ability to meet existing and future department needs.
4. **Workplace Quality and Gender Neutrality.** Considers quality and design of workspaces, gender neutrality of dormitories and restrooms, interior finishes, natural lighting and air quality, accessibility for disabled staff or visitors, welcoming public areas, and wayfinding.

Ratings were based on the consultant team's visual assessment, department interviews, discussions with users, and the City's *Facility Condition Assessment by MENG Analysis (2018)*. Average facility ratings are shown at right. Facility ratings by category are included in the Fire Station and Support Facilities chapters, and the basis for ratings by category are provided in Appendix C: Background Analysis.

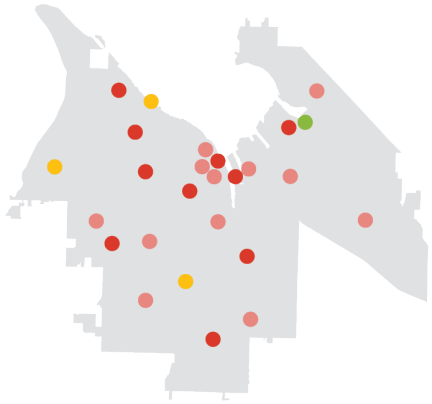


Figure 26. Overall facility ratings

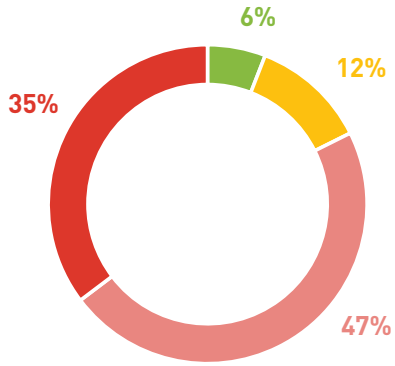


Figure 27. Fire Station average facility ratings

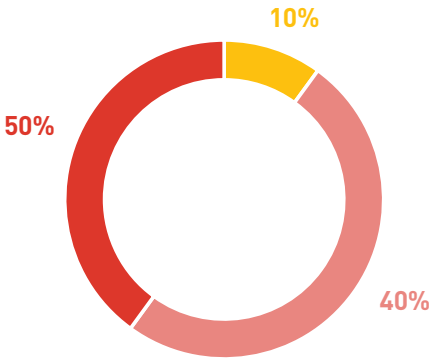
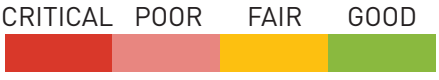


Figure 28. Support facility average ratings



SPACE NEEDS

As the Tacoma community grows, so will the need for TFD staff and facilities to maintain efficient and equitable response. Overall, TFD facilities are undersized to support operations; see Figure 29. The Training Center, Fire Garage, and Admin functions are severely undersized for future needs, as are Stations 7, 10, 11, 14, and 15. Future space needs at existing facilities are included in the Fire Stations and Support Facilities chapters.

Space needs are based on industry standards and best practices; assumptions of future staff and fleet growth were provided by TFD staff. This plan assumes TFD staffing meets NFPA guidelines, including the best practice to staff four firefighters per engine truck and five firefighters per ladder truck. Space needs are summarized below with details included in Appendix D: Space Needs.

FACILITY BEST PRACTICES

Facilities in TFD's portfolio were evaluated against modern facilities that display the best practices listed at right. Best practices informed future space needs assumptions.

FIRE STATION BEST PRACTICES

Flexible apparatus bays with sufficient circulation

Separation between hot, warm, and cold zones, with space for decontamination

Private, gender neutral living quarters

Comfortable and durable shared spaces

ADMIN FACILITY BEST PRACTICES

Well-designed and welcoming customer-facing functions

Good public wayfinding and ADA-accessibility

More shared and flexible workspaces

Good natural lighting and ventilation

Focus on employee well-being and shared staff amenities

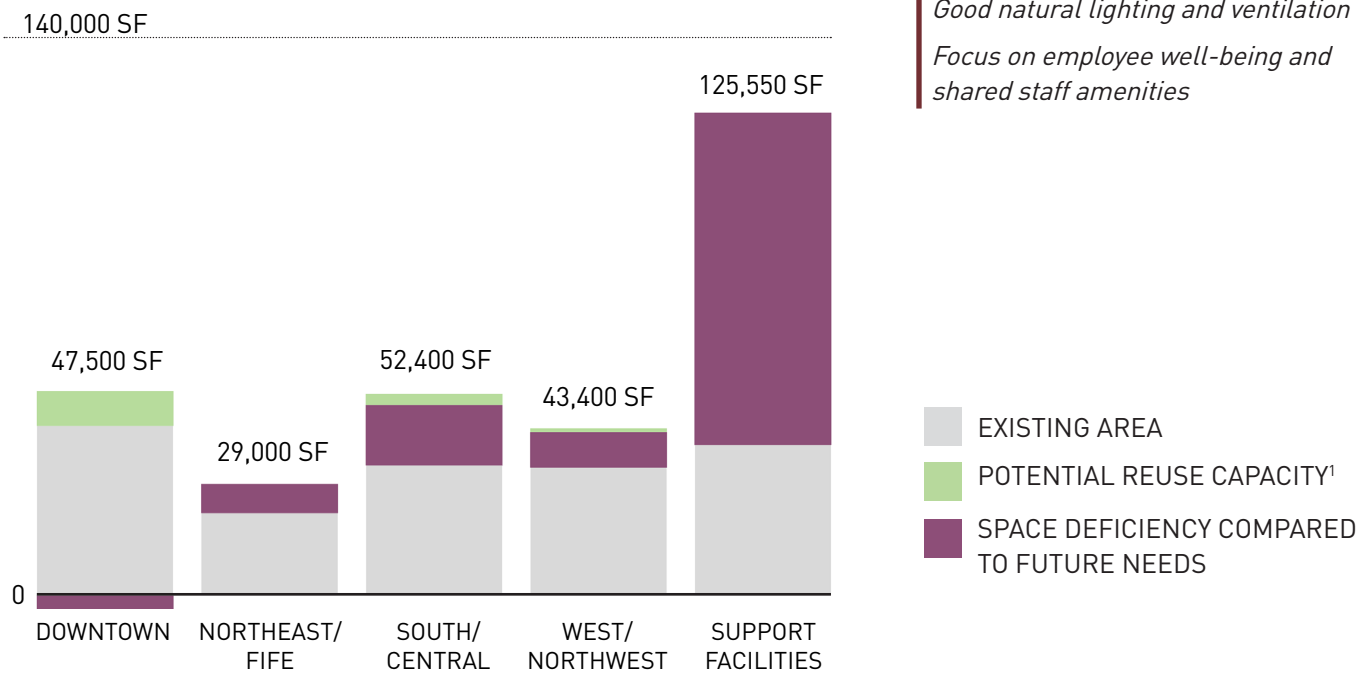


Figure 29. Future space needs for fire stations by geographic service area and support facilities

1 *These spaces have potential for reuse if existing support functions relocate*

NEED FOR INTERVENTION

As described in this chapter, TFD facilities were evaluated on a number of factors, including facility ratings, future space needs, level of use, and access to opportunity. Figure 30 summarizes the degree of need for intervention based on:

- Facilities with poorest ratings or most severely undersized
- Facilities with high call volumes or heaviest use
- Facilities located in areas with low access to opportunity

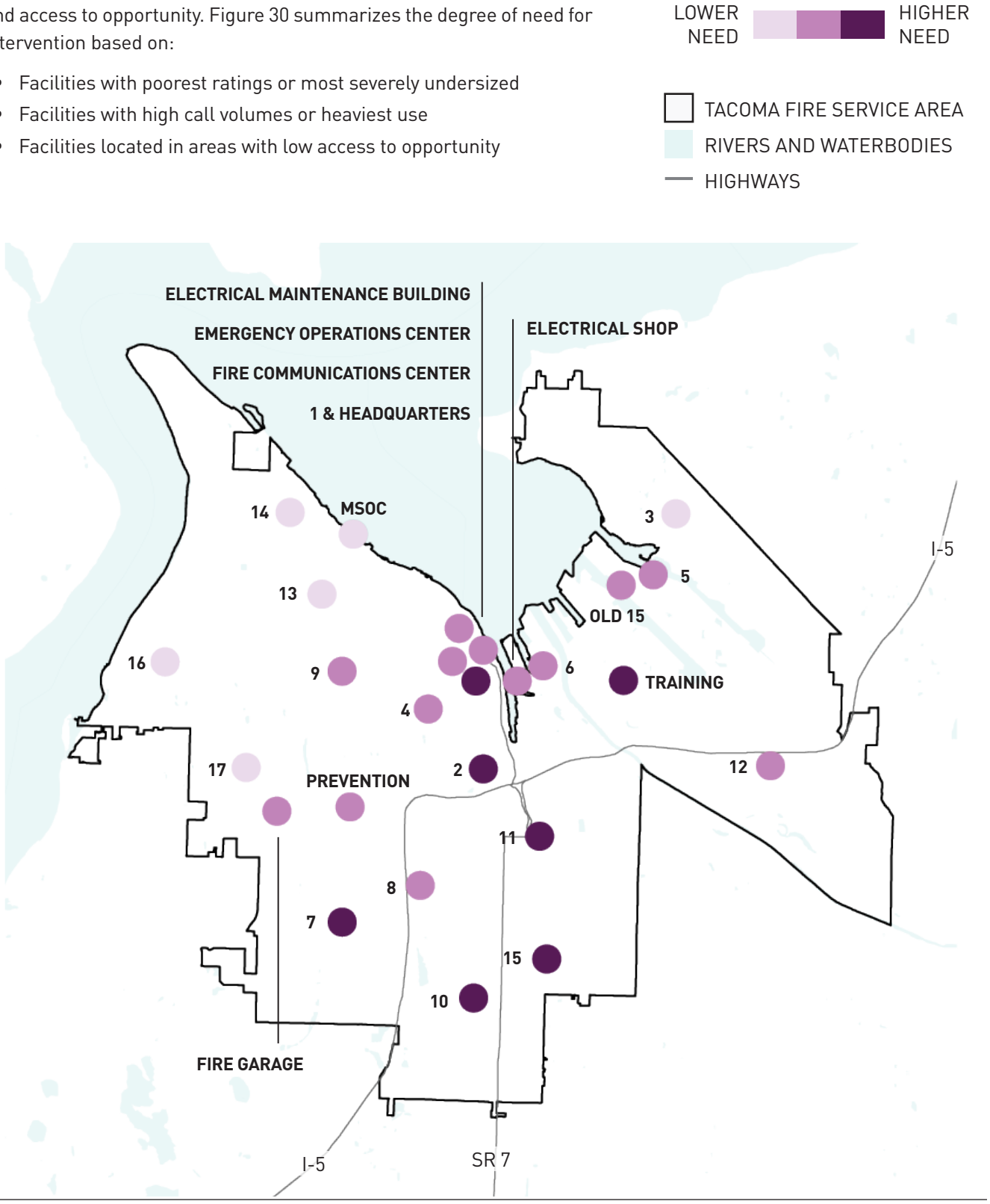


Figure 30. Degree of intervention needed at TFD facilities

FIRE STATIONS

ORGANIZATION

This chapter is organized by the five functional categories listed on the right. Each section includes:

KEY FINDINGS

Reviews existing conditions, highlights key findings, and estimates space needs for each facility; see Appendix C: Background Analysis and Appendix D: Space Needs for details.

RECOMMENDATIONS

Summarizes alternatives evaluated, reviews recommendations and includes rough-order-of-magnitude project cost estimates in 2026 dollars[1]. Alternatives concepts evaluated are described in Appendix E: Alternatives. Cost estimates have been developed using the assumptions detailed in Appendix F: Cost Estimates.

CHAPTER ORGANIZATION

1 *Project costs include 51% soft cost markup, 8% planning contingency, 5% escalation to target election date, and 5% escalation to bid date. Land purchase costs included for all Infill Stations and relocations, except for Station 12. Project costs exclude temporary relocation*

INTRODUCTION

Fire apparatus and EMS units are strategically located throughout the TFD service area to respond to emergencies and meet recommended NFPA travel time intervals and protocols.

TFD primary companies include 16 fire engines and four ladder trucks, each of which are staffed with three firefighters. These primary companies respond to a range of calls that include structure fires, vehicle fires, and medical emergencies. NFPA standards outline a travel time goal of four minutes from when the engine leaves the station until it arrives on scene.

Secondary response companies include five medic companies with advanced life support (ALS) staffed by two firefighter paramedics, and four aid companies with basic life support (BLS) staffed by two firefighters. These EMS units have an 8-minute NFPA travel time goal.

Cross-staffed specialty companies include a hazardous materials (Hazmat) unit, technical rescue unit, and two marine fireboats. Battalion chiefs are strategically located at larger stations in each geographic zone to coordinate major event response.

When a relatively small emergency occurs, the closest or "first-due" resources are deployed. In a more serious emergency, such as a structure fire or large medical emergency, multiple units may be required to respond from different parts of the service area.

Tacoma's fire stations have been grouped into four geographic areas in this master plan based on their first-in station response area and battalion crew chief locations; see Figure 31 on page 22. While these geographic groupings are intended to aid in comprehension of this plan's analysis, crews often respond to calls outside of their station's geographic zone.

- **Downtown** includes Stations 1, 2, 4, and 6. Stations in this area respond to calls in Downtown Tacoma, Central Tacoma, the North End, and the Tideflats area near the Tacoma Dome.
- **South/Central** includes Stations 7, 8, 10, 11, and 15. These stations respond to calls in South Tacoma, the South End, and the East Side areas.
- **Northeast/Fife** includes Stations 3, 5, and 12. These stations respond to calls in Northeast Tacoma, the city of Fife, the Tideflats area, and the Port of Tacoma.
- **West/Northwest** includes Stations 9, 13, 14, 16, and 17. Stations in this area respond to calls in Central Tacoma, the North End, the West End, and the city of Fircrest.

FAST FACTS

17 facilities
297 full-time employees
126,480 square feet
67 years average age

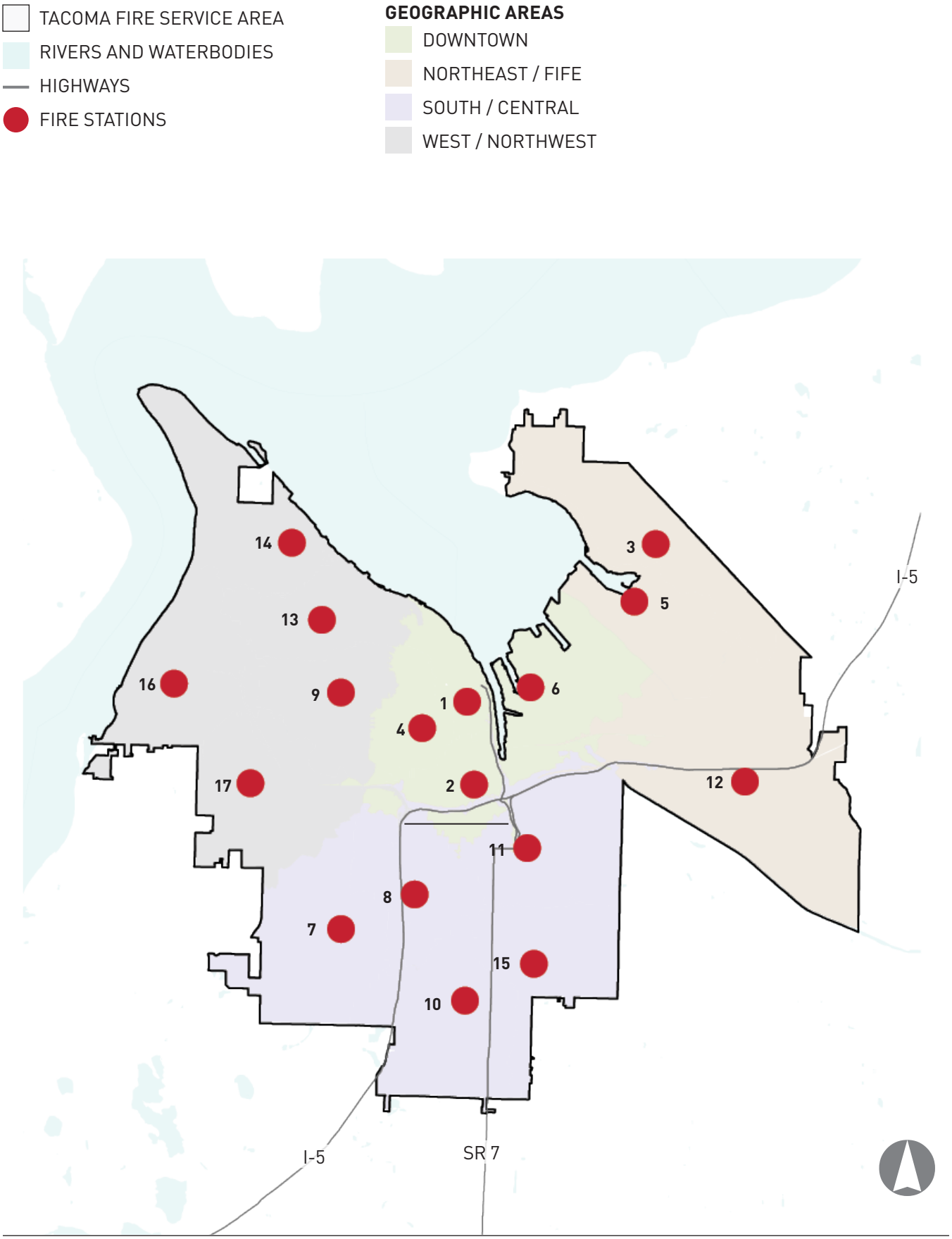
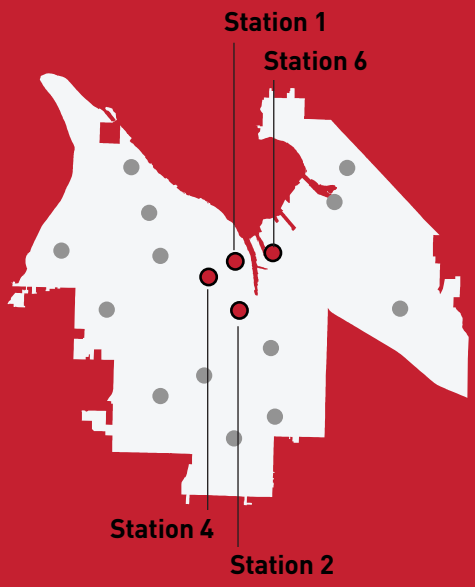


Figure 31. Tacoma Fire Stations and response areas

DOWNTOWN STATIONS

Four Tacoma fire stations are in the Downtown area: Stations 1, 2, 4, and 6. Fire station locations are shown at right.



Built in 1967, **Fire Station 1** located on Fawcett Ave in Downtown Tacoma responds primarily to Tacoma's downtown core and the Stadium District; see Figure 33 on page 24. Fire Station 1 is the busiest station in Tacoma, responding to approximately 8,000 calls in 2021. Station 1 houses Engine 1 and Ladder 1, the busiest ladder truck in Washington state that responds to most of the high-rise and structure fires in downtown. Fire Headquarters, which includes Administrative and Information Technology (IT) functions are located in the basement and top floor of Station 1.

Built in 1907, **Fire Station 2** is TFD's oldest operating station. This historic station is located south of Downtown on Tacoma Ave S and responds to calls near Downtown, Central Tacoma, and the Tacoma Dome; see Figure 34 on page 24. Station 2 houses Engine 2, Battalion 2, Safety 3, Medic 3, and one historic display engine. Specialty functions for fire hose repair, mass casualty storage, department-wide reserve turnout gear storage, and safety storage are also at this station.

Fire Station 4 is a historic station located west of Downtown on Earnest S Brazill St; see Figure 35 on page 24. This station responds to calls primarily in Downtown and Central Tacoma and in the Hilltop neighborhood. Station 4 houses Engine 4 and Medic 4.

Fire Station 6 is located on E "F" St, across the Murray Morgan Memorial Bridge from Downtown Tacoma; see Figure 36 on page 24. This station responds to calls in the Tideflats and Downtown Tacoma, and houses Aid 1 and EMS 1. Although call volumes at station 6 are relatively low compared to other TFD stations, they have increased by 93% since 2001.

	CALL VOLUME			STAFF	
	2019	% CHANGE[1]	FLEET	PER SHIFT	TOTAL
Station 1	5,600	42%	2	6	24
Historic Station 2	3,140	53%	4	7	28
Historic Station 4	2,430	-7%	2	5	20
Station 6	320	93%	2	3	12

Figure 32. Downtown station information

1 *Change between 2001 and 2019*

Figure 33. Station 1

Figure 34. Station 2

Figure 35. Station 4

Figure 36. Station 6

KEY FINDINGS

Although most Tacoma fire stations are in the right location to meet service demands[1], these outmoded facilities are undersized to meet current and future needs, lack sufficient decontamination sequences, do not address gender neutrality, hamper firefighter mental health, and do not meet modern firefighting standards. Key findings are listed below; facility age and assessment rankings are included in Figure 45 on page 27.

FIRE STATION 1

- Station is not seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Apparatus bay has tight clearance around rigs
- Turnout storage is located in apparatus bay, which is not best practice for decontamination and firefighter health
- Carpet is dated and stained, and is generally not recommended in modern stations as it is difficult to clean and sanitize
- Not ADA accessible
- Staff parking is not secure
- Common sleeping areas are not adequate or gender neutral
- Residential grade appliances and finishes lack durability
- Racquetball court on the lower level gets little consistent use
- Reflective front door provides additional security

FIRE STATION 2

- Historic station is not seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Security measures added in response to recent break-ins
- Common sleeping areas are not adequate or gender neutral
- Basement has extra space and could be reconfigured
- Flooding and mold issues in basement
- Skylight in apparatus bay leaks
- Lacks secure onsite parking and security cameras
- Not ADA accessible
- Apparatus bay lacks trench drains
- Fitness room is of poor quality and lacks adequate ventilation

Figure 37. Turnout storage is in Station 1 apparatus bay

Figure 38. Carpet in Station 1's day room is dated and stained

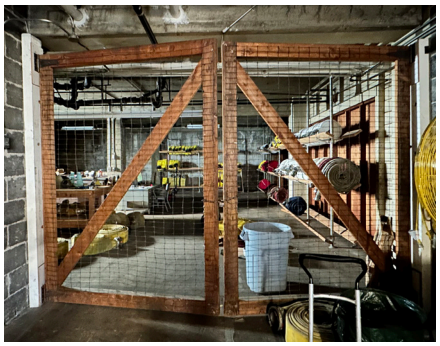


Figure 39. Security gate in Station 2 basement storage

Figure 40. Station 2 fitness room

1 *Community Risk Assessment and Standards of Cover Study (Citygate Associates, LLC, March 2023)*

FIRE STATION 4

- Historic station is not seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Drainage issues in basement where fitness room is located
- Staff parking is unlit, lacks security cameras, and is vulnerable to break-ins
- Separate male and female restrooms, but are not sufficiently sized
- Apparatus bay lacks sufficient clearance and bay doors have mechanical issues
- Entrance is not ADA accessible
- Lacks public vestibule
- Lacks dedicated dining room and outdoor space for staff
- Common sleeping area is not adequate or gender neutral
- Turnout storage is located in apparatus bay
- No dedicated decontamination space or separate laundry

FIRE STATION 6

- Workout area is located in apparatus bay, which exposes firefighters to vehicle exhaust
- Repeated break-ins at non-secure staff parking lot
- Common restroom areas are not adequate or gender neutral; only one shower for the entire station
- Bunk room windows are not operable and do not meet egress requirements
- Turnout storage is located in apparatus bay

Figure 41. Tight clearance in Station 4 apparatus bay

Figure 42. Water seeping through floor in Station 4 basement

Figure 43. Fitness equipment in Station 6 apparatus bay

Figure 44. Station 6 has insufficient restroom facilities

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	FUNCTION	QUALITY & GENDER NEUTRALITY
Station 1	1967	-	2.4	2.0	2.4	2.0
Station 2	1907	1934	2.5	1.3	2.8	1.8
Station 4	1935	-	2.0	1.6	2.1	2.3
Station 6	1964	-	1.9	1.7	2.1	2.3

FACILITY RATING LEGEND

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 45. Downtown fire station information

SPACE NEEDS

Existing Downtown station area and future space needs are summarized below. Building or site space needs may be lower than existing due to anticipated relocation or consolidation of functions to other facilities.

	EXISTING		SPACE NEEDS			
	Building[1]	Site[2]	Building	% Deficient	Site	% Deficient
Station 1	**17,010**	**0.50**	**15,250**	**-12%**	**1.20**	**58%**
Station 2	**16,960**	**0.34**	**19,170**	**12%**	**1.46**	**77%**
Station 4	**6,120**	**0.45**	**10,210**	**40%**	**0.78**	**42%**
Station 6	**4,380**	**0.52**	**9,300**	**53%**	**0.71**	**27%**

1 Area in gross square feet; includes hot, warm, and cold zones, and public access areas
2 Area in acres; accounts for site circulation; includes a 30% contingency to account irregular sites and meet stormwater retention, landscaping, and setback requirements

RECOMMENDATIONS

REBUILD STATION 1

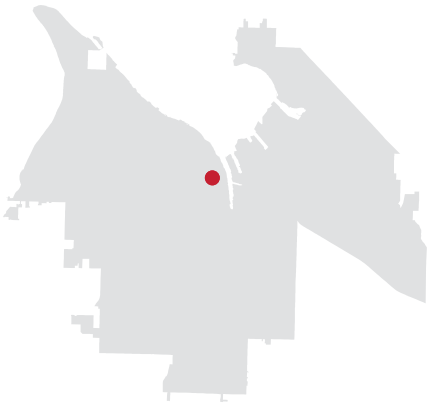
Two alternatives were explored for Station 1: renovating and rebuilding at the current location. While renovating Station 1 would add an apparatus bay, the constrained site and existing building footprint would not allow for sufficient vehicle maneuvering or on-site parking for staff during shift change. Rebuilding Station 1 on the existing site would allow for two additional apparatus bays while providing sufficient maneuvering and staff parking for shift change.

Because of the additional capacity a new building provides, rebuilding Station 1 at its current location was found to be the most feasible alternative. More information about analysis considerations can be found in Appendix E: Alternatives.

Rebuilding Station 1:

- Adds two apparatus bays to meet growing downtown call volume
- Better delineates hot and cold zones
- Supports sufficient parking for shift change

See Figure 46. This project is estimated to cost $22.4 million, excluding temporary facility costs.



Considerations:

- Fire Administration and IT must first relocate to another site
- Fire station staff to be temporarily relocated during construction

Figure 46. Site plan of Station 1 rebuild on existing site

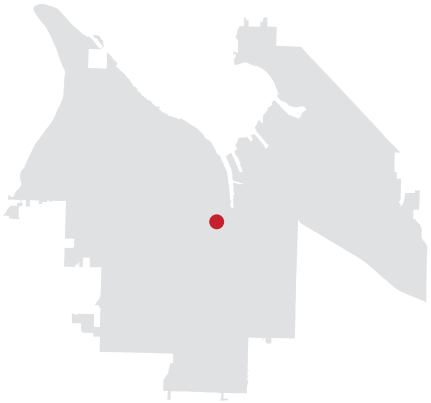
RENOVATE STATION 2

One alternative was explored at Station 2: renovating the historic facility. A renovation at Station 2 upgrades the historic building structure and preserves the facade while maximizing the current space for a ladder truck and accommodating additional fleet parking in the basement.

Renovating Station 2:

- Preserves historic building and completes major structural and envelope upgrades
- Maximizes current space for ladder truck
- Accommodates new units with a reconfigured basement
- Provides gender neutral living quarters and better delineates hot and cold zones

See Figure 47. This project is estimated to cost $15.8 million, excluding temporary facility costs.



Considerations:

- Staff to be temporarily relocated during construction
- Insufficient parking for shift change
- Basement vehicle maneuvering may be challenging

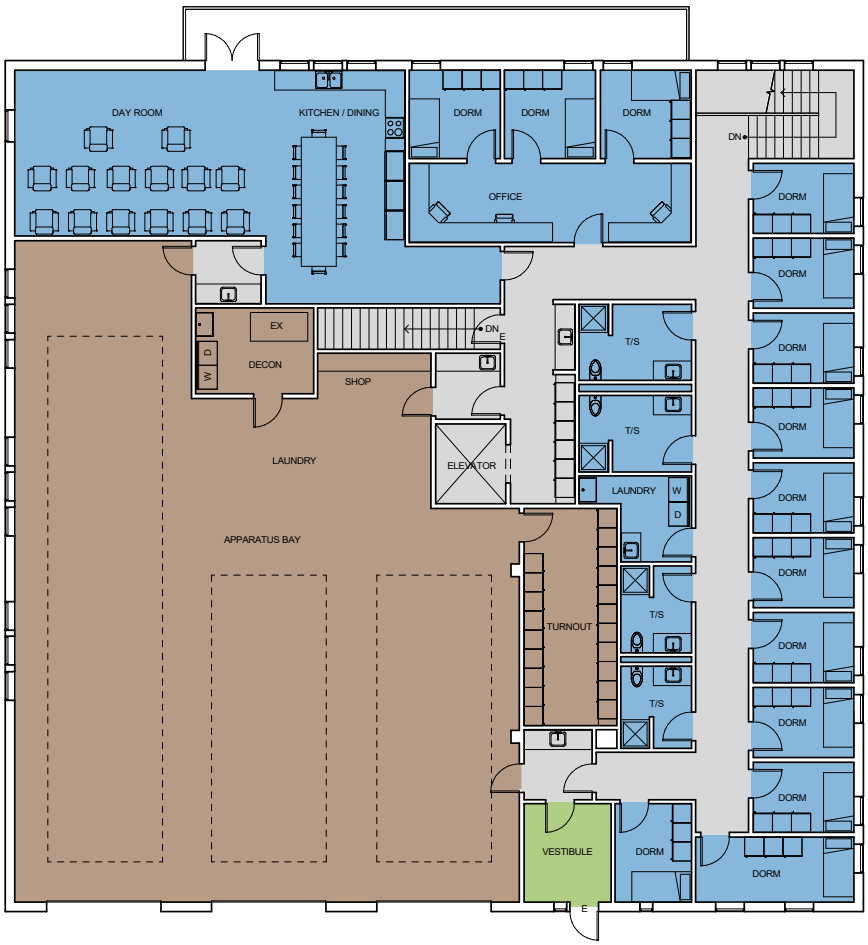
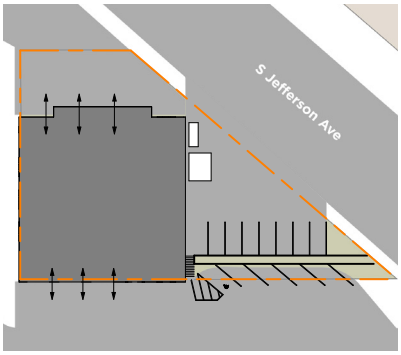
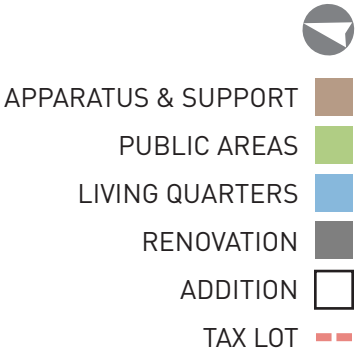


Figure 47. Floor plan of Station 2 first floor renovation

SITE PLAN





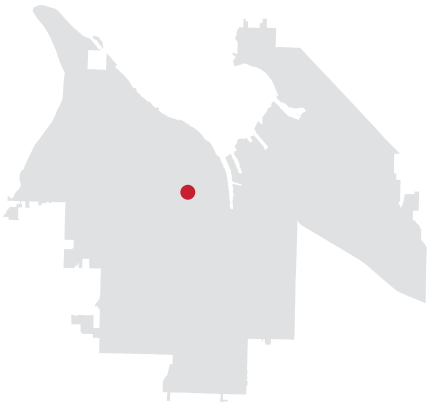
RENOVATE STATION 4

Two alternatives were explored for Station 4: renovating with a small addition and renovating with a large addition to accommodate a new ladder truck. While both alternatives provide structural upgrades to the historic facility and improve design for firefighter health, the larger addition accommodates an additional apparatus bay and private dormitories to staff a ladder truck. This alternative builds in flexibility for TFD to move a ladder truck to Station 4 in the future and better serve Downtown Tacoma, where the majority of structure fires requiring ladder response occur.

Renovating Station 4 with a larger addition:

- Preserves historic building and completes major structural and envelope upgrades
- Adds an apparatus bay for a new ladder truck on grade
- Provides gender neutral living quarters
- Better delineates hot and cold zones

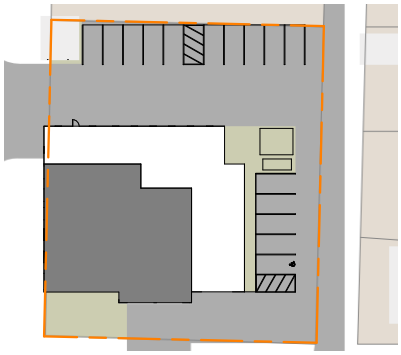
See Figure 48. This project is estimated to cost $8.4 million, excluding temporary facility costs.



Considerations:

- Staff to be temporarily relocated during construction
- Insufficient parking for shift change

SITE PLAN

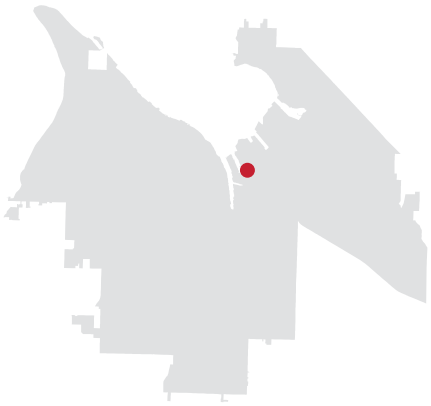


APPARATUS & SUPPORT
PUBLIC AREAS
LIVING QUARTERS
RENOVATION
ADDITION
TAX LOT

Figure 48. Floor plan of Station 4 first floor renovation and addition

RENOVATE STATION 6

One alternative was explored for Station 6: renovating and adding to the current location. The site can accommodate an addition, which includes two new private dormitories and a dedicated fitness room. The renovation allows for separation between cold and hot zones and private dorms for all staff. While this concept retains the double-stacked apparatus bay, renovating and adding to Station 6 was found to be the most feasible option.



Renovating and adding to Station 6:

- Supports growth through an addition
- Provides gender neutral living quarters
- Allows better delineation of hot and cold zones

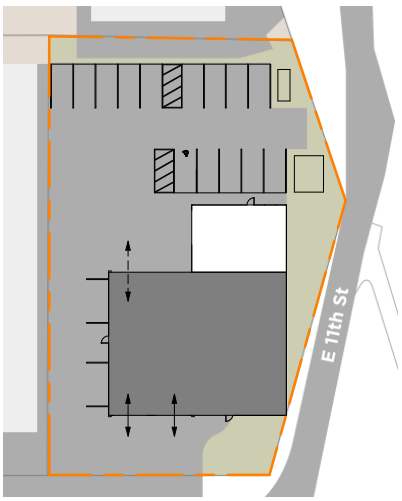
See Figure 49. This project is estimated to cost $5.1 million, excluding temporary facility costs.

Considerations:

- Staff to be temporarily relocated during construction
- Retains double-stacked apparatus bay
- Addition does not provide dedicated watch room
- Site improvements required to meet desired site parking needs

Figure 49. Floor plan of Station 6 renovation and addition

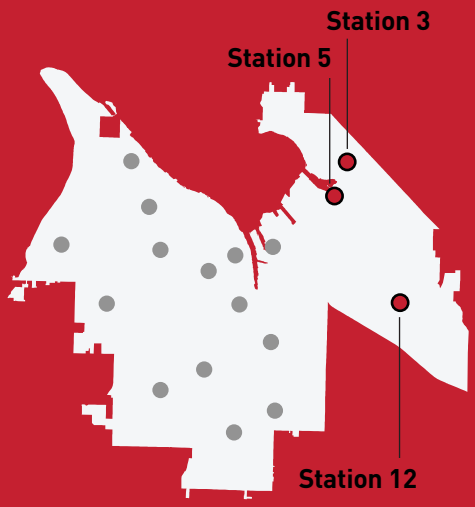
SITE PLAN



APPARATUS & SUPPORT
PUBLIC AREAS
LIVING QUARTERS
RENOVATION
ADDITION
TAX LOT

NORTHEAST/FIFE STATIONS

Three Tacoma fire stations are grouped into the Northeast/Fife area: Stations 3, 5, and 12. Fire station locations are shown at right.



Fire Station 3 is located in Northeast Tacoma on Browns Point Blvd NE; see Figure 51 on page 33. The station houses Engine 3, which responds to calls primarily in Northeast Tacoma. The site on which Station 3 is located is comprised of two parcels, one of which is owned by the Tacoma Public Library.

TFD's newest station, **Fire Station 5**, was built in 2021. It is located on E 11th St in the Tideflats area and responds to calls primarily near the Port of Tacoma; see Figure 52 on page 33. Station 5 houses Engine 5 and the Water Tender unit, and sits on the same site as former Station 15.

Fire Station 12 is located on 54th Ave E in the city of Fife and responds to calls in Fife and the Tideflats; see Figure 53 on page 33. Call volumes at Station 12 have increased by 76% since 2001. Station 12 houses Engine 12, Ladder 4, and Aid 3, as well as Hazmat fleet and trailers. TFD provides staffing for this station in partnership with Pierce County Fire District #10, the property owner.

	CALL VOLUME			STAFF	
	2019	% CHANGE[1]	FLEET	PER SHIFT	TOTAL
Station 3	1,080	51%	1	3	12
Station 5	180	N/A[2]	2	3	12
Station 12	2,400	76%	4	8	32

Figure 50. Northeast/Fife station information

1 *Change between 2001 and 2019*
2 *Station construction was completed in 2021*

Figure 51. Station 3

Figure 52. Station 5

Figure 53. Station 12

KEY FINDINGS

Key findings of Northeast/Fife stations are listed below; facility age and assessment rankings are included in Figure 60 on page 36.

FIRE STATION 3

- Generally meets modern firefighting requirements but is not seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Front entry is ADA accessible, but interior station elements like counters and restrooms are not
- Lacks dedicated decontamination and transition space between hot and cold zones
- Turnout storage is located in apparatus bay
- Common sleeping areas are not adequate or gender neutral; lacks partitions in shared dormitory
- Lacks secure onsite parking and security cameras
- Residential grade appliances and finishes lack durability
- Fitness area is located in apparatus bay, which exposes firefighters to vehicle exhaust
- Fuel tank is located too close to the facility, per current Fire Code requirements
- Tool shop is undersized and difficult to access due to materials stored in the space
- Site size limits expansion opportunities

FIRE STATION 5

- The City's newest fire facility, generally meeting modern firefighting requirements
- ADA accessible and seismically sound
- Staff parking is secure and entrances are accessed with a keycard
- Small lobby for public visitors
- Private and gender-neutral dormitories and restrooms
- Decontamination room adjacent to apparatus bay, but no transition space between hot and cold zones
- Turnout storage is located in apparatus bay
- Currently at maximum staffing capacity without room for growth
- Walls are thin; noise from neighboring dorms impacts sleeping areas
- Fitness room is slightly undersized

Figure 54. Station 3 shared dormitory

Figure 55. Fitness area in Station 3 apparatus bay

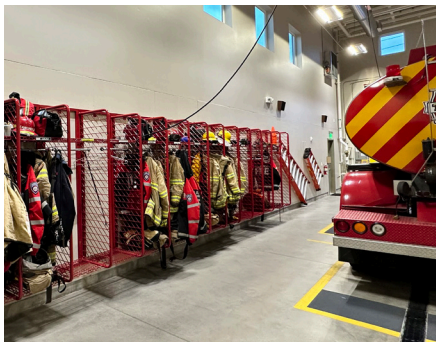


Figure 56. Turnout storage in Station 5 apparatus bay

Figure 57. Station 5 private dormitory

FIRE STATION 12

- Generally meets modern firefighting requirements but is not ADA accessible despite being a two-story building
- Conference room for Fire District 10 is adequately sized
- Lock between living quarters and public lobby is not functional
- Building layout is disjointed and leads to increased response times
- Skylight leaks and roof has drainage issues
- Minimal natural light
- Lacks secure staff parking
- Apparatus bays are not large enough to store the station's vehicles and equipment, leaving them susceptible to vandalism and unprotected from harsh weather, which increases maintenance needs and shortens replacement cycles; see Figure 58
- Apparatus bay does not have sufficient clearance around rigs
- Turnout storage is located in apparatus bay
- Station lacks sufficient storage
- Common sleeping and restroom areas are not adequate or gender neutral
- Residential grade appliances and finishes lack durability

Figure 58. Hazmat unit parked outside and unsecured at Station 12

Figure 59. Hygiene storage located in Station 12 day room

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	FUNCTION	QUALITY & GENDER NEUTRALITY
Station 3	1980	-	3.1	2.0	2.6	3.2
Station 5	2021	-	4.2	5.0	4.1	4.7
Station 12	1975	1995	2.4	1.8	2.4	2.4

FACILITY RATING LEGEND

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 60. Northeast/Fife fire station information

SPACE NEEDS

Existing Northeast/Fife station area and future space needs are summarized below. Building or site space needs may be lower than existing due to anticipated relocation or consolidation of functions to other facilities.

	EXISTING		SPACE NEEDS			
	Building[1]	Site[2]	Building	% Deficient	Site	% Deficient
Station 3	**2,950**	**0.58**	**10,150**	**71%**	**0.82**	**29%**
Station 5	**5,750**	**1.04**	**7,800**	**26%**	**0.58**	**-79%**
Station 12	**12,750**	**0.58**	**18,200**	**30%**	**1.29**	**55%**

1 *Area in gross square feet; includes hot, warm, and cold zones, and public access areas*
2 *Area in acres; accounts for site circulation; includes a 30% contingency to account irregular sites and meet stormwater retention, landscaping, and setback requirements*

RECOMMENDATIONS

RENOVATE STATION 3

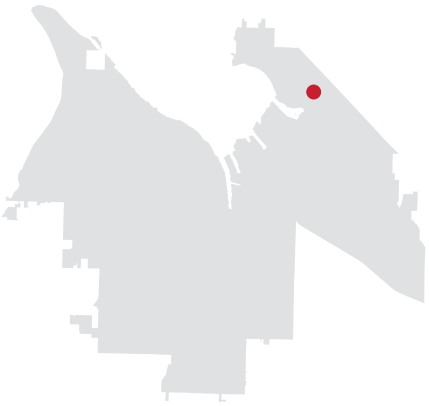
Two alternatives were explored for Station 3: renovating and adding or rebuilding at the current location. A renovation and addition would add one apparatus bay but offer an undersized fitness room. Rebuilding would add two apparatus bays and a right-sized fitness room. Neither option provides sufficient parking for shift change due to site limitations.

Although the rebuild alternative provides additional space, it does not meet all of TFD's needs and is more costly than the renovation and addition alternative. Therefore, renovating and adding to Station 3 was found to be the most feasible alternative.

Renovating and adding to Station 3:

- Adds one apparatus bay
- Better delineates hot and cold zones
- Provides gender neutral living quarters

See Figure 61. This project is estimated to cost $6.3 million, excluding temporary facility costs.



Considerations:

- Staff to be temporarily relocated during construction
- Requires fuel tank relocation
- Insufficient fitness room space and on-site parking for shift change due to site constraints

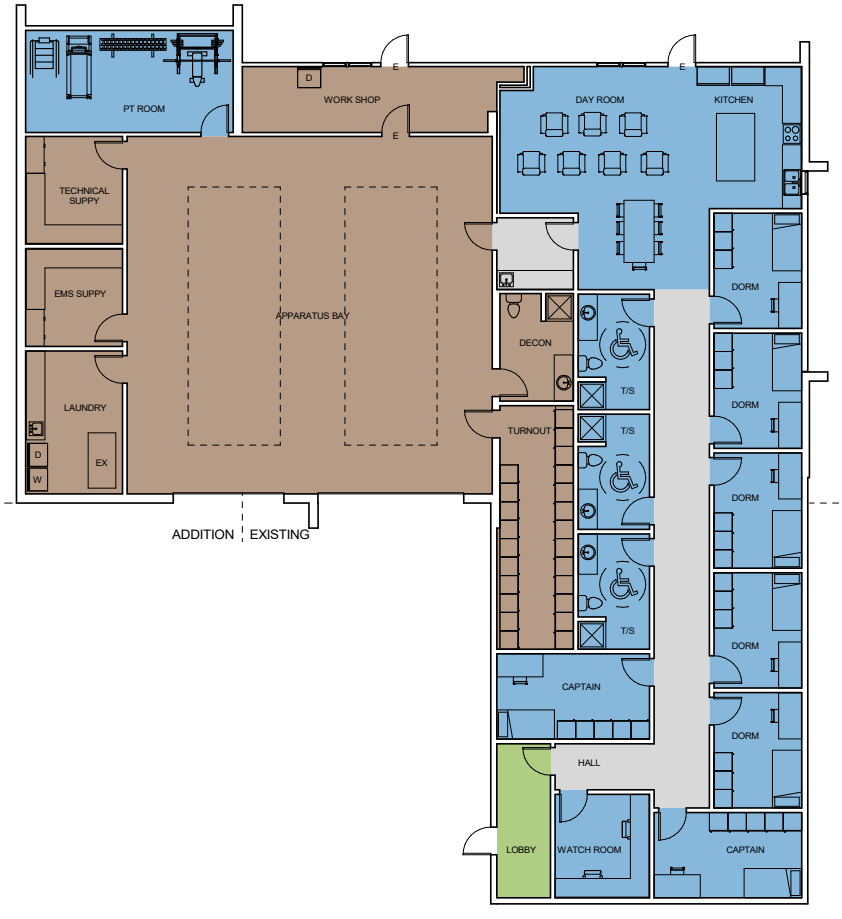
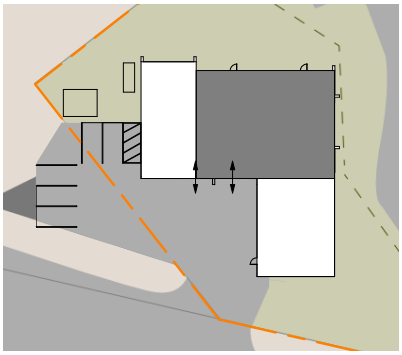


Figure 61. Floor plan of Station 3 renovation and addition

SITE PLAN



APPARATUS & SUPPORT
PUBLIC AREAS
LIVING QUARTERS
RENOVATION
ADDITION
TAX LOT

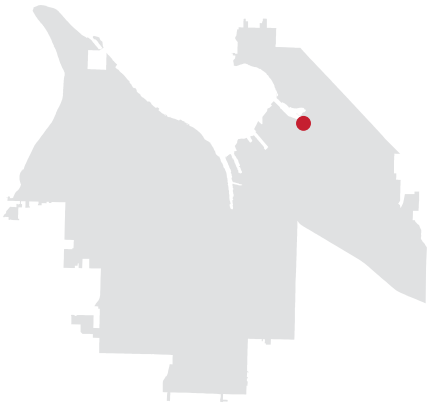
RENOVATE STATION 5

One alternative was considered for Station 5: renovating and adding to the current site. As Station 5 is TFD's newest station, constructed in 2021, it requires minor interior refurbishments. However, an addition of three private dormitories supports long-term growth and flexibility by allowing TFD to locate an additional staffed unit at Station 5 in the future.

Renovating and adding to Station 5:

- Makes minor interior refurbishments for safety and operational needs
- Supports long-term growth and allows for a staffed unit to be relocated in the future

See Figure 62. This project is estimated to cost $1.0 million.



Consideration:

- Consider retaining water tender unit if operational needs are met

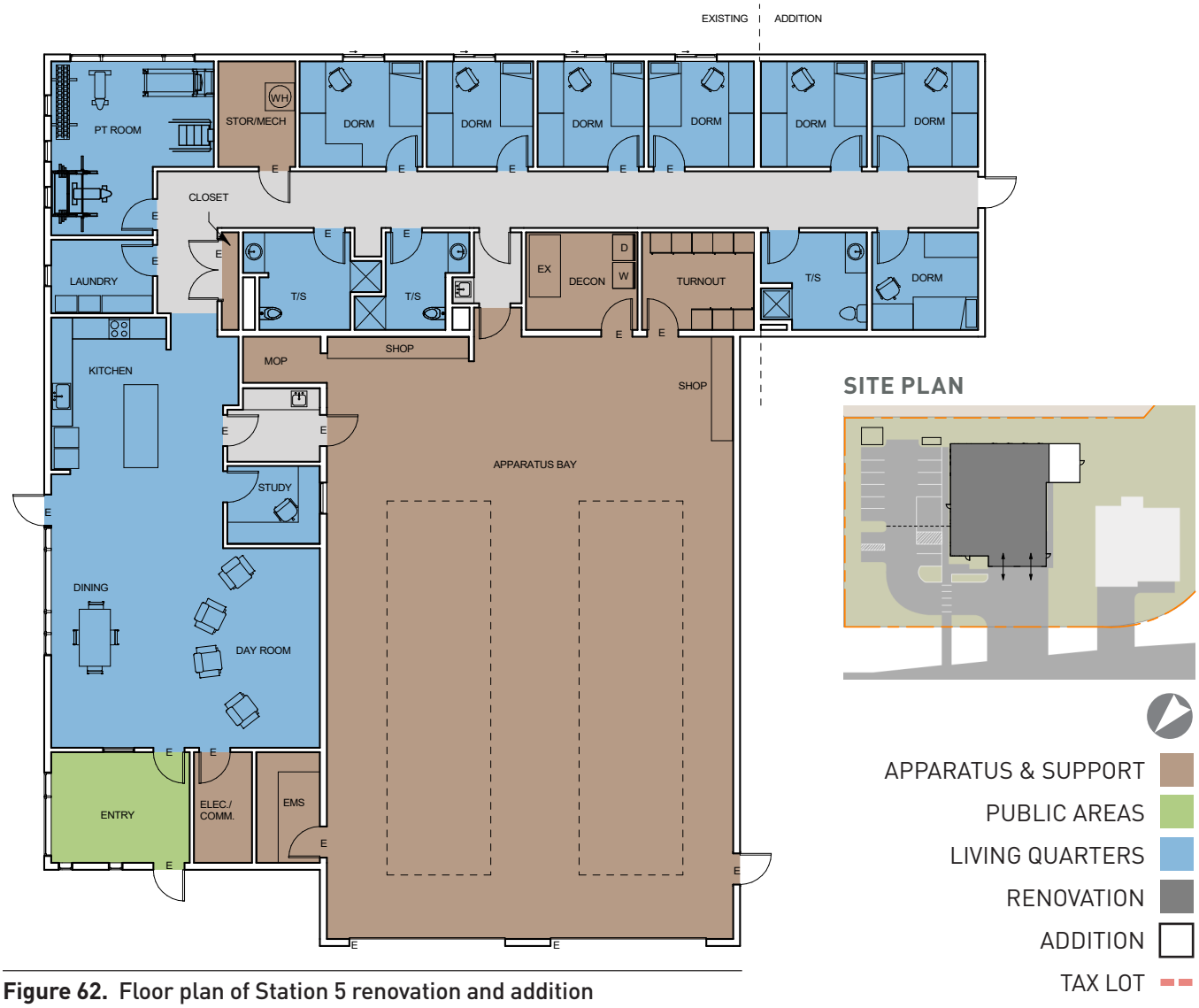
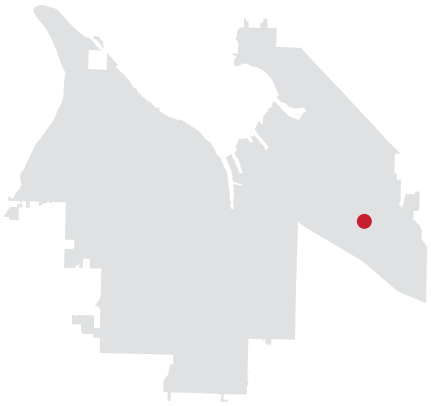


Figure 62. Floor plan of Station 5 renovation and addition

RELOCATE STATION 12



One alternative was explored for Station 12: relocating to a new site. Station 12 is undersized to meet future space needs and is not able to be renovated due to multiple piecemeal additions in the past. The City of Fife, who owns the Station 12 property, is interested in repurposing the property for a different use. Therefore, relocating and building Station 12 on a new site is the most feasible option to ensure the station can meet long-term space needs to house desired fire, EMS, and Hazmat units.

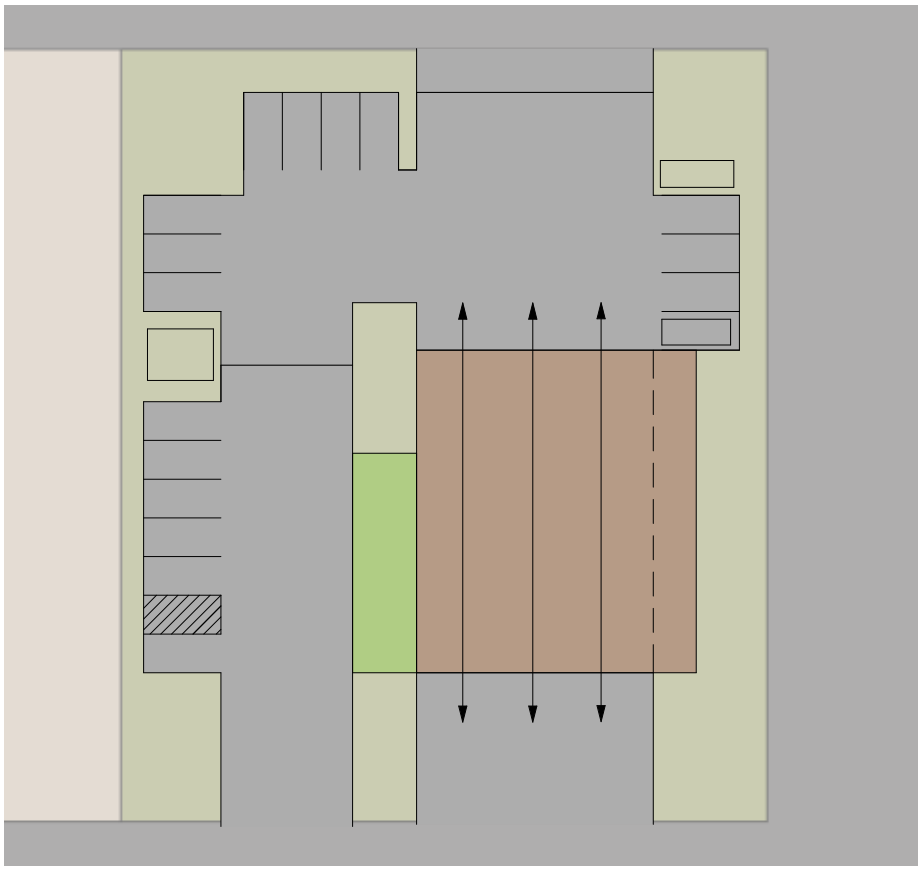
Relocating Station 12:

- Offers sufficient space to house desired fleet and equipment
- Assumes a two-story station

See Figure 63. This project is estimated to cost $24.2 million, excluding property acquisition costs.

Considerations:

- Relocation is contingent on partnership with Pierce County Fire District #10 and City of Fife
- Contingent upon buying property in Fife
- Land acquisition cost has been excluded, as Fire District 10 is anticipated to cover that cost



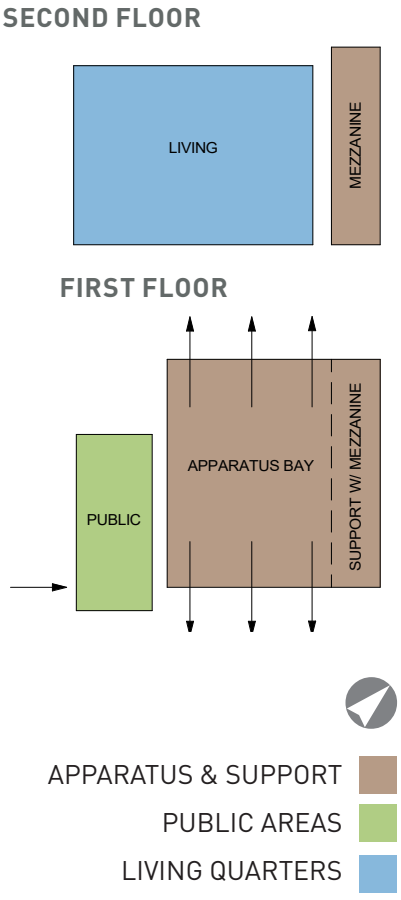
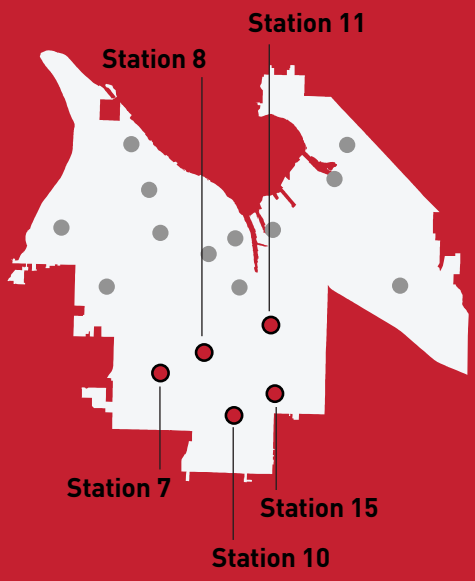


Figure 63. Theoretical site plan of Station 12 relocation

SOUTH/CENTRAL STATIONS

Five Tacoma fire stations are grouped into the South/Central area in this report: Stations 7, 8, 10, 11, and 15. Station locations are shown at right.



Fire Station 7 is located in South Tacoma on S Warner St and houses Engine 7; see Figure 65 on page 41. Station 7 sits on the same parcel as the South Tacoma branch of the Tacoma Public Library; the City of Tacoma and the Tacoma Public Library share ownership of the parcel.

TFD's largest station, **Fire Station 8**, is located in South Tacoma on S Alaska St and responds to calls in South Tacoma and the South End area; see Figure 66 on page 41. Station 8 has seen one of the highest call volume increases in the past 20 years, with an 83% increase in calls from 2001 to 2019. Station 8 houses Engine 8, Tower Truck 2, Medic 2, Battalion 3, Rescue 3, and other Technical Rescue equipment.

Fire Station 10 is an historic station located in the South End on South Park Ave; see Figure 67 on page 41. This station houses Engine 10 and responds to calls in the South End and South Tacoma. Station 10 has consistently been one of TFD's busiest stations, with the second-highest call volumes in the service area in 2019.

Located on McKinley Ave in the East Side, **Fire Station 11** is one of TFD's busiest stations; see Figure 68 on page 41. Station 11 houses Engine 11, Medic 5, and Aid 5, and responds to calls on the East Side, South End, and near the Tacoma Dome. The City recently acquired a lot adjacent to the site that is currently used for staff parking.

Originally built in 1929 as a single family residence, **Fire Station 15** was converted to serve as a temporary fire station 2006. The station is located on Tacoma's East Side on E McKinley Ave and responds to calls in the East Side and the South End; see Figure 69 on page 41. Station 15 houses Engine 15 and Brush Unit 15.

	CALL VOLUME		STAFF		
	2019	% CHANGE[1]	FLEET	PER SHIFT	TOTAL
Station 7	3,140	10%	1	3	12
Station 8	3,320	83%	5	9	36
Historic Station 10	4,800	15%	1	3	12
Historic Station 11	4,330	56%	3	5	20
Station 15	2,540	60%	2	3	12

Figure 64. South/Central station information

1 *Change between 2001 and 2019*

Figure 65. Station 7

Figure 66. Station 8

Figure 67. Station 10

Figure 68. Station 11

Figure 69. Station 15

KEY FINDINGS

Key findings for South/Central stations are listed below; facility age and assessment rankings are included in Figure 78 on page 44.

FIRE STATION 7

- Station has multiple security concerns, leading to installation of fences, security cameras, and bullet-proof paneling
- Location on heavily trafficked road impacts apparatus bay access; must back-in to apparatus bay due to tight apron
- Turnout storage is located in apparatus bay
- Lacks dedicated decontamination and transition space between hot and cold zones
- Lacks sufficient space for workstations
- Fitness area is undersized and has poor temperature control
- Staff parking is not secure
- Common sleeping and restroom areas are not adequate or gender neutral

Figure 70. Station 7 front entry and fitness room

FIRE STATION 8

- TFD's largest station includes a community room that is also used as a classroom
- Apparatus bay can accommodate on-site technical rescue training
- Is not ADA accessible
- Apparatus bays are not large enough to store all of the stations' vehicles, several units must be stored outside
- Turnout storage is located in apparatus bay
- Lacks secure staff parking and security cameras
- Residential grade appliances and finishes lack durability
- Common sleeping and restroom areas are not adequate or gender neutral
- Lack of appropriate laundry machines for the station's size

Figure 71. Vehicles parked uncovered at Station 8

Figure 72. Shared dormitory at Station 10

FIRE STATION 10

- Historic station is not ADA accessible
- One of TFD's busiest stations that is currently at maximum staffing capacity without room for growth
- Turnout storage is located in apparatus bay
- Apparatus bay does not have sufficient clearance or decontamination space; apron does not have adequate catch basin to wash apparatus
- Staff parking is not secure
- Common sleeping areas are not adequate or gender neutral
- Kitchen is undersized and station lacks a dining room
- Lacks general storage, office space, and public lobby

Figure 73. Engine 10 must be washed in alley behind Station 10

FIRE STATION 11

- Historic two-story station is not ADA accessible or seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Location on heavily trafficked road impacts apparatus bay access
- Apparatus bay has limited clearance
- Fitness area and turnout storage are located in apparatus bay
- Lacks dedicated decontamination and transition space between hot and cold zones
- Crews must go down stairs or a fire pole to get to apparatus bay from sleeping quarters; fire pole does not have appropriate safety features
- Common sleeping areas are not adequate or gender neutral
- Street noise impacts sleeping areas
- Restrooms are severely undersized with only one shower in the station; units go out of service while staff is showering, impacting response
- Kitchen and dining room are undersized with outdated residential grade appliances and finishes
- Poor heating and cooling throughout the station
- Staff parking is gated, but there is no visitor parking or security cameras
- Hose tower has cracks and is not structurally hardened

Figure 74. Up to eight staff share small kitchen in Station 11

Figure 75. HVAC system in Station 11 dormitory

FIRE STATION 15

- Has served as a "temporary" station since 2006
- Currently at maximum staffing capacity without room for growth
- Little site security since apparatus bay is located in a previous alleyway
- Staff parking is located in the backyard and other security measures have been added due to recent vandalism
- Lacks public entry and visitor parking
- Apparatus bay is located far from living spaces, which could impact response times
- Turnout storage is located in apparatus bay
- Residential grade appliances and finishes lack durability
- Dining room and storage areas are undersized
- Common sleeping and restroom areas are not adequate or gender neutral; a portable toilet is utilized as a second restroom
- The station is not fully backed up with a permanent generator and relies on two temporary portable diesel generators

Figure 76. Station 15 residential-grade bathroom

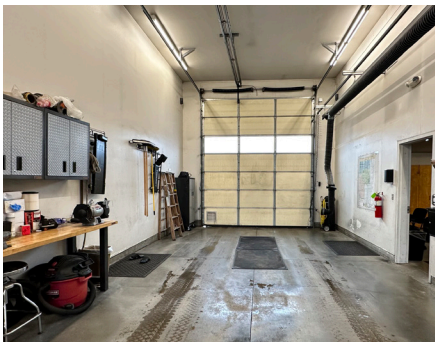


Figure 77. Temporary apparatus bay at Station 15

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	FUNCTION	QUALITY & GENDER NEUTRALITY
Station 7	1959	1988	**2.0**	**1.9**	**2.5**	**2.6**
Station 8	2003	-	**3.3**	**4.2**	**3.0**	**3.6**
Station 10	1928	-	**2.1**	**1.7**	**2.0**	**1.9**
Station 11	1909	1980	**1.9**	**1.2**	**2.2**	**2.1**
Station 15	1928	2006	**2.8**	**1.6**	**2.2**	**2.1**

FACILITY RATING LEGEND

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 78. South/Central fire station information

SPACE NEEDS

Existing South/Central station area and future space needs are summarized below. Building or site space needs may be lower than existing due to anticipated relocation or consolidation of functions to other facilities.

	EXISTING		SPACE NEEDS			
	Building[1]	Site[2]	Building	% Deficient	Site	% Deficient
Station 7	**2,100**	**0.23**	**11,550**	**82%**	**0.91**	**75%**
Station 8	**18,950**	**1.47**	**17,380**	**-9%**	**1.36**	**-8%**
Station 10	**4,000**	**0.27**	**10,720**	**63%**	**0.80**	**66%**
Station 11	**6,350**	**0.39**	**13,470**	**53%**	**1.00**	**61%**
Station 15	**2,380**	**0.28**	**11,550**	**79%**	**0.91**	**69%**

1 *Area in gross square feet; includes hot, warm, and cold zones, and public access areas*
2 *Area in acres; accounts for site circulation; includes a 30% contingency to account irregular sites and meet stormwater retention, landscaping, and setback requirements*

RECOMMENDATIONS

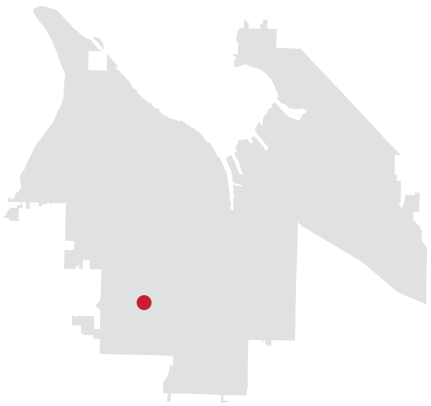
RELOCATE STATION 7

As of this plan's writing, TFD was in conversation with Tacoma Metro Parks about acquisition of a 0.96-acre site in South Tacoma to relocate Station 7. Unlike the current site, this new site could accommodate long-term space needs and incorporate modern station design. Thus, the recommendation is to relocate Station 7. Three layout concepts were considered for Station 7; see Appendix E: Alternatives.

Relocating Station 7:

- Meets long-term space needs with new station
- Incorporates clean station design and gender neutral living quarters
- Supports sufficient parking for shift change

See Figure 79. This project is estimated to cost $21.5 million, excluding property acquisition costs.



Consideration:

- Relocation site identified

RETAIN FORMER STATION 7

The recommendation to relocate Station 7 to a new site leaves the current Station 7 facility vacant. This plan recommends renovating this facility and retaining it for future EMS response, which provides future flexibility for TFD.

Renovating former Station 7:

- Retains the station for short- and long-term EMS response
- Improves EMS response capacity in the South End, supporting Standards of Cover study findings

This project is estimated to cost $2.0 million.

Consideration:

- Assumes existing Station 7 functions relocate to a new site

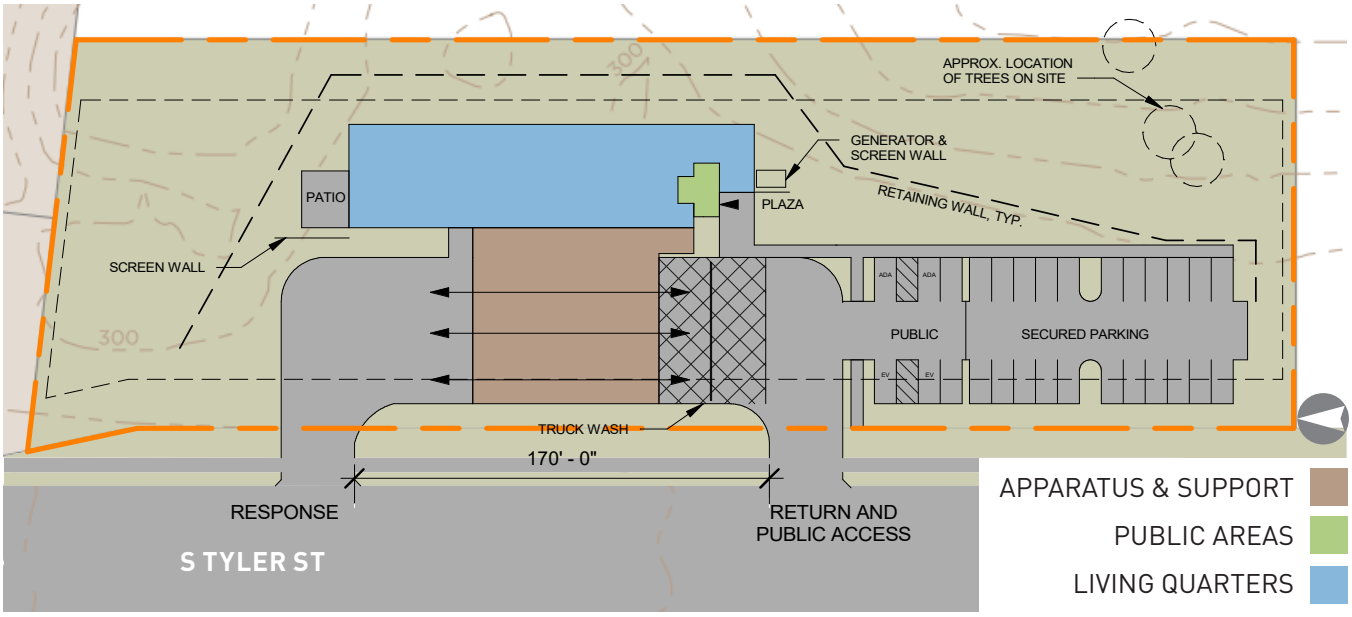


Figure 79. Site plan of Station 7 relocation

RENOVATE STATION 8

One alternative was considered for Station 8: renovating and adding to the existing site. This concept adds two apparatus bays to the Station's lower level to cover the Technical Rescue units. Minor renovations include reconfiguration to provide gender-neutral living quarters. Although this concept retains some double-stacking in the apparatus bay, renovating and adding to Station 8 is the most feasible solution to accommodate growth.

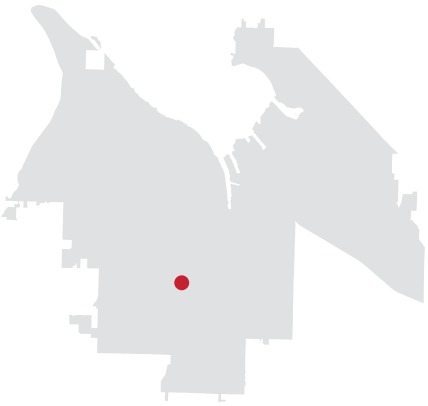
Renovating and adding to Station 8:

- Supports growth and Standards of Cover study findings of adding space for new units
- Provides gender neutral living quarters
- Allows for covered parking for Technical Rescue units in the lower-level apparatus bay addition

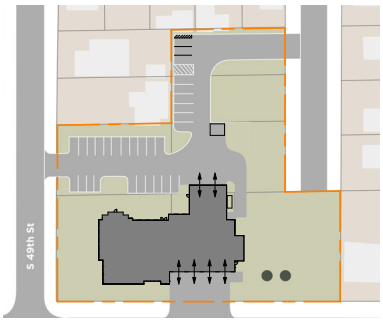
See Figure 80. This project is estimated to cost $3.8 million.

Considerations:

- Retains some apparatus bay double-stacking
- Does not address lack of natural light in basement fitness room
- Limited on-site satellite training



SITE PLAN



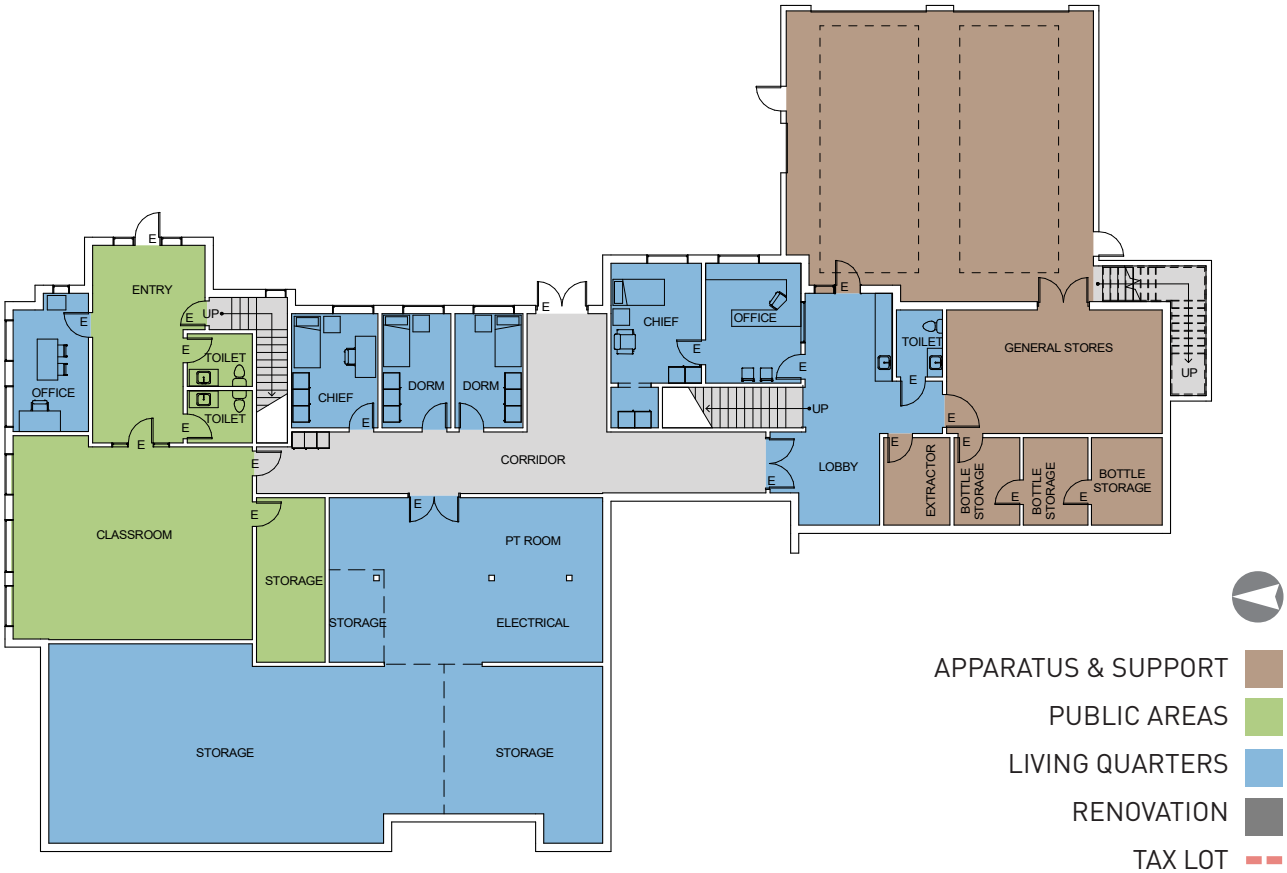
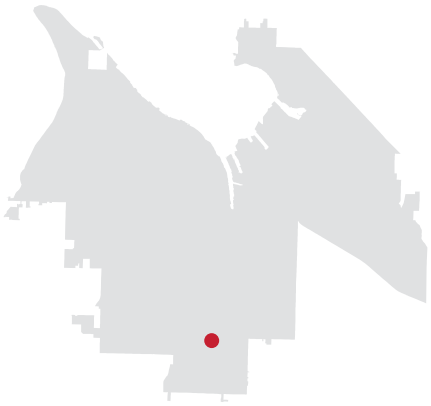


Figure 80. Floor plan Station 8 ground floor renovation and addition

RELOCATE STATION 10



Two alternatives were considered for Station 10: relocating to a new site in a one-story station or a two-story station. Station 10 is currently located in a historic building on a tight site, neither of which can meet long-term space needs, so relocation is required to address high call volumes in South Tacoma. The two-story concept is less expensive overall, as higher construction costs are offset by lower land acquisition cost. Therefore, relocating Station 10 and building a new two-story station is the recommended alternative.

Relocating Station 10:

- Meets long-term space needs and supports Standards of Cover study findings by building a new three-bay station in South Tacoma
- Assumes a two-story station

See Figure 81. This project is estimated to cost $14.8 million, including property acquisition costs.

Consideration:

- Contingent upon buying right-sized property

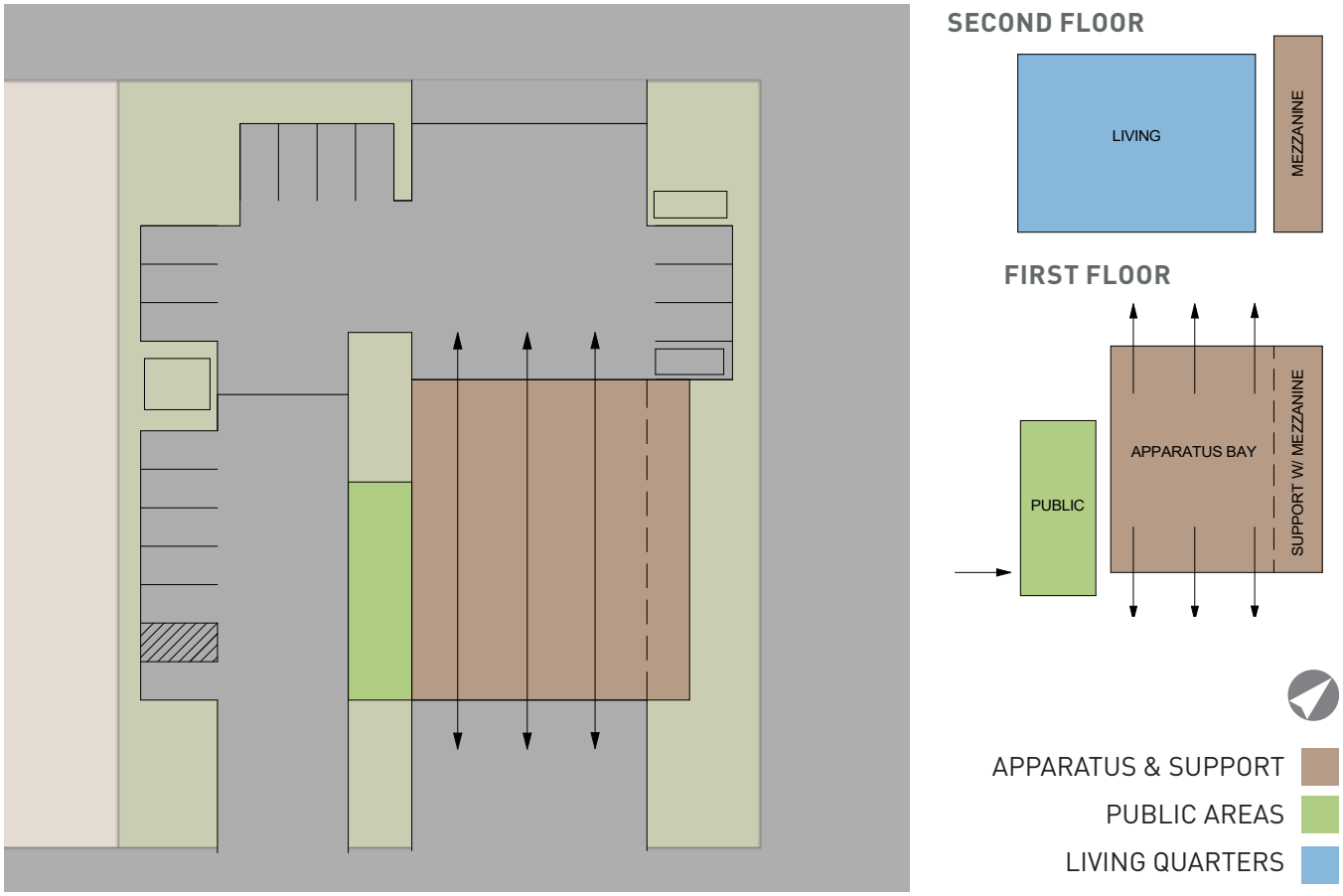
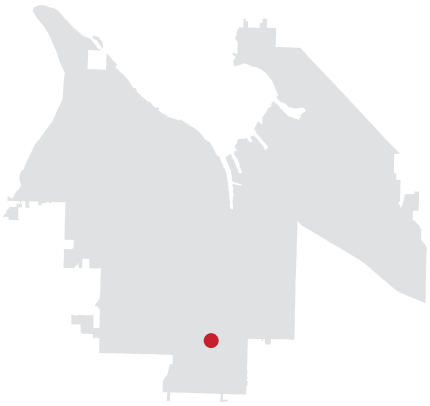


Figure 81. Theoretical site plan of Station 10 relocation

RETAIN FORMER STATION 10

The recommendation to relocate Station 10 to a new site leaves the current Station 10 facility vacant. This plan recommends renovating this facility and retaining it for future Community Assistance Referral and Education Service (CARES) response, which provides future flexibility for TFD.



Renovating former Station 10:

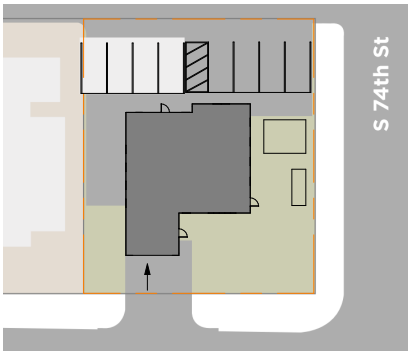
- Retains and renovates the station for CARES response
- Increases capacity for citywide CARES response, supporting Standards of Cover study findings

See Figure 82. This project is estimated to cost $3.0 million.

Consideration:

- Assumes existing Station 10 functions relocate to a new site

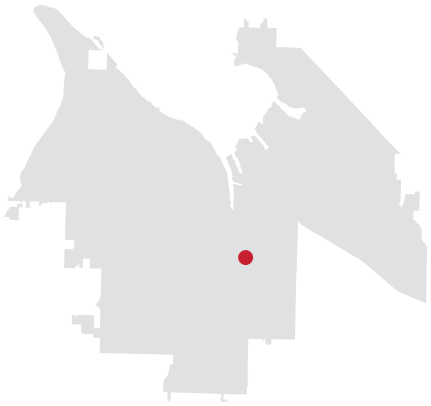
SITE PLAN



APPARATUS & SUPPORT
LIVING QUARTERS
RENOVATION
TAX LOT

Figure 82. Floor plan of former Station 10 first floor renovation

RENOVATE STATION 11



One alternative was considered for Station 11: renovating and adding to the current site. Station 11 is a two-story historic building on a site with room to grow; TFD recently acquired a parcel adjacent to the site. An addition will add two apparatus bays, decontamination space, a fitness room, four private dormitories, and two restrooms. This significant addition will increase capacity to address high call volumes in South and Central Tacoma and ensure Station 11 can accommodate future growth.

Renovating and adding to Station 11:

- Preserves historic building and completes major structural and envelope upgrades
- Supports growth and Standards of Cover findings with the addition
- Provides gender neutral living quarters and improves delineation of hot and cold zones
- Adds a dedicated fitness room and public entry

See Figure 83. This project is estimated to cost $12.5 million, excluding temporary facility costs.

Considerations:

- Staff to be temporarily relocated during construction
- Insufficient on-site parking for shift change
- Additional pull-through bays may be limited to smaller vehicles due to turning radius

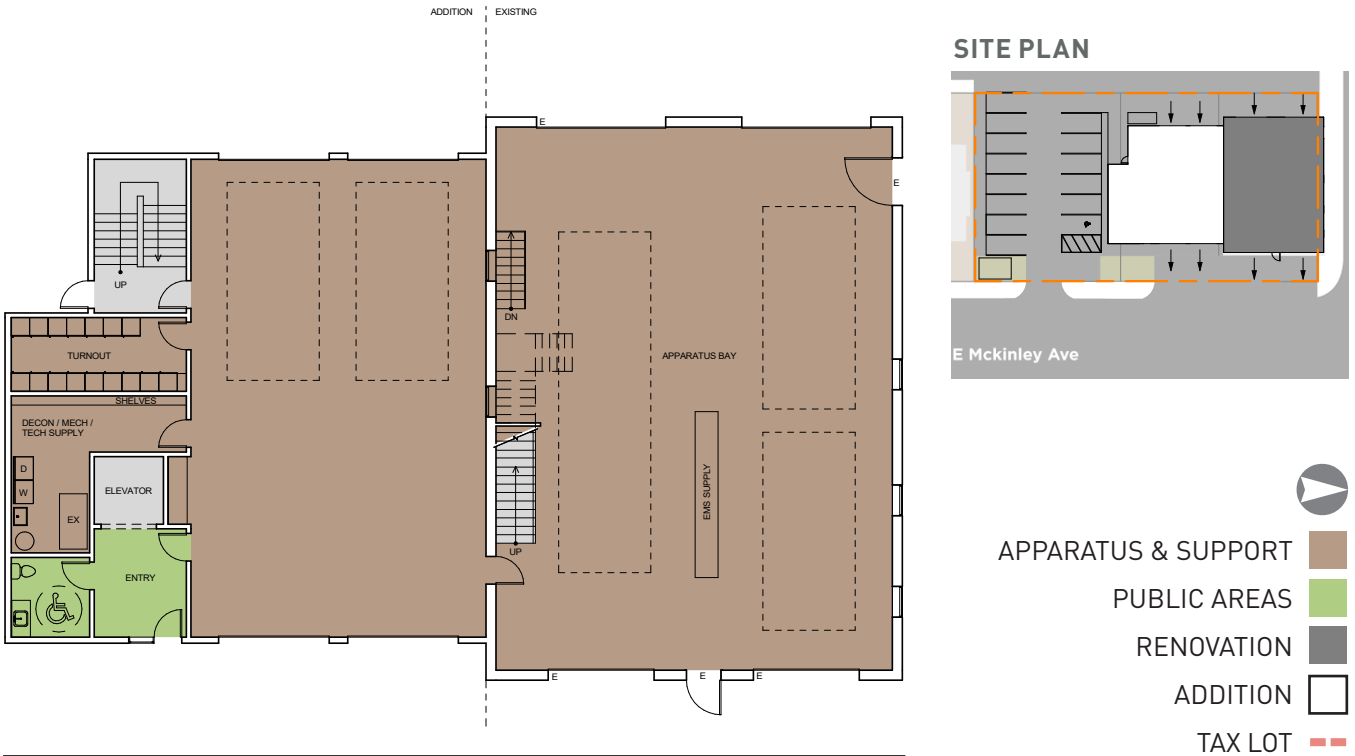
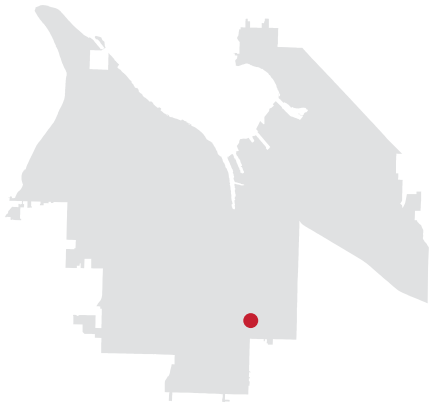


Figure 83. Floor plan of Station 11 first floor renovation and addition

REBUILD STATION 15



One alternative was considered for Station 15: rebuilding on the current site. Station 15 has served as a "temporary" fire station since 2006 and is severely undersized. However, the station is in a good location and the site can accommodate growth. Rebuilding at the existing site will ensure Station 15 can meet long-term space needs and adds capacity to address high call volumes in South Tacoma.

Rebuilding Station 15:

- Meets long-term space needs
- Better delineates hot and cold zones
- Provides gender neutral living quarters
- Assumes a two-story station

See Figure 84. This project is estimated to cost $15.8 million, excluding temporary facility costs.

Considerations:

- Staff to be temporarily relocated during construction
- Insufficient on-site parking for shift change

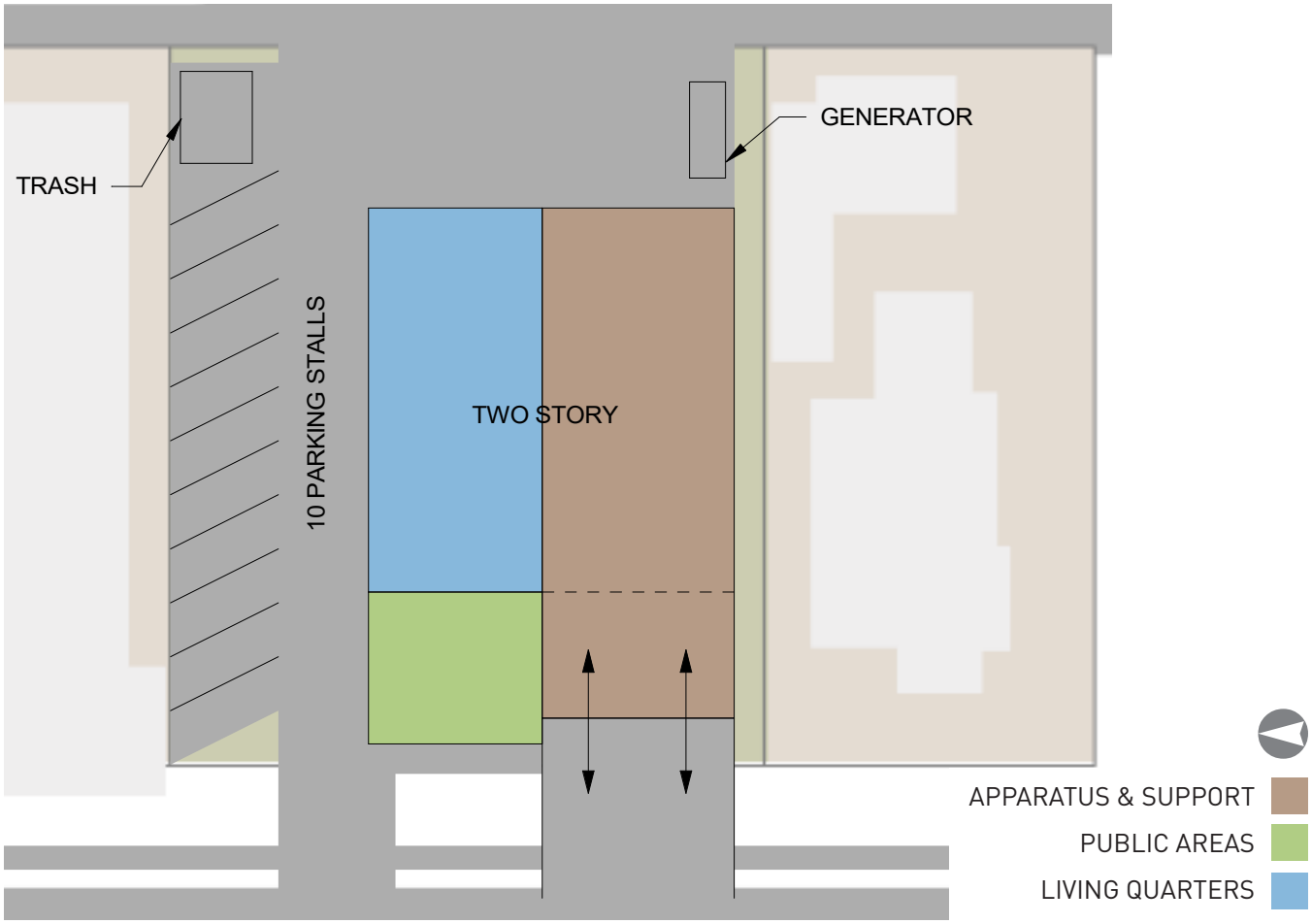
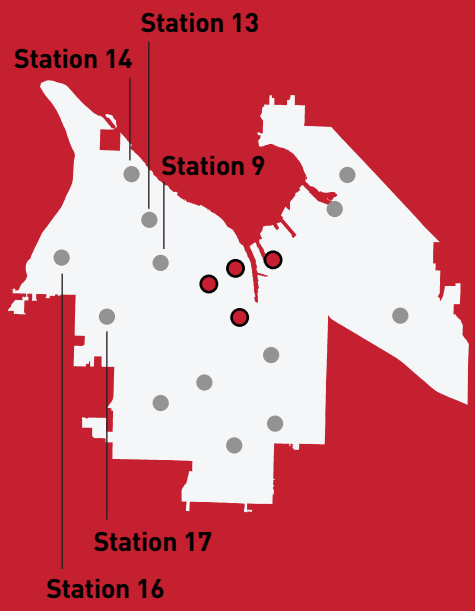


Figure 84. Site plan of Station 15 rebuild on existing site

WEST/NORTHWEST STATIONS

Five Tacoma fire stations are grouped into the West/Northwest area in this report: Stations 9, 13, 14, 16, and 17. Fire station locations are shown at right.



Fire Station 9 is located on 6th Ave in Central Tacoma and responds to calls in Central Tacoma and the North End; see Figure 86 on page 52. Station 9 houses Engine 9, Battalion 1, and Aid 4.

Built in 1911, **Fire Station 13** is a historic station located in Tacoma's North End; see Figure 87 on page 52. Station 13 houses Engine 13 and Ladder 3, and responds to calls in North End neighborhoods, including Old Town, Proctor, and the Stadium District.

Fire Station 14 is a historic station located on N 41st St in Northwest Tacoma, and responds to calls in the West End, North End, and Ruston; see Figure 88 on page 52. Station 14 houses Engine 14. Station 14 and Station 10 are "sister stations," both built in 1928 with identical layouts.

Fire Station 16 is located on 6th Ave in Tacoma's West End; see Figure 89 on page 52. The station responds to calls in the West End area, including the Westgate and Narrows neighborhoods and near Tacoma Community College. Station 16 houses Engine 16 and Medic 1.

Located on Regents Blvd in the city of Fircrest, **Fire Station 17** responds to calls in Fircrest and parts of West, Central, and South Tacoma, see Figure 90 on page 52. Station 17 houses Engine 17, Aid 7, Air Unit 17, and Brush Unit 17, as well as SCBA equipment maintenance and repair. The building is shared between Station 17 and the City of Fircrest Police Department. The City of Fircrest owns the Station 17 site.

	CALL VOLUME			STAFF	
	2019	% CHANGE[1]	FLEET	PER SHIFT	TOTAL
Station 9	2,840	34%	3	4	16
Historic Station 13	1,410	10%	2	6	24
Historic Station 14	1,550	31%	1	3	12
Station 16	3,730	46%	2	5	20
Station 17	2,360	68%	4	3	12

Figure 85. West/Northwest station information

1 *Change between 2001 and 2019*

Figure 86. Station 9

Figure 87. Station 13

Figure 88. Station 14

Figure 89. Station 16

Figure 90. Station 17

KEY FINDINGS

Key findings for West/Northwest stations are listed below; facility age and assessment rankings are included in Figure 99 on page 55.

FIRE STATION 9

- Due to recent vandalism and encroachment, security cameras were added, but staff parking is not secure
- Entries are not ADA accessible
- Apparatus bay doors do not function consistently and apparatus bay does not have appropriate drainage
- Turnout storage is located in apparatus bay
- Lacks dedicated decontamination and transition space between hot and cold zones
- Fitness room located upstairs from apparatus bay and does not meet structural load
- Poor ventilation in living spaces
- Residential grade appliances and finishes lack durability
- Common sleeping and restroom areas are not adequate or gender neutral
- Light and alarm tones are not specified in sleeping areas so staff are woken up more than necessary
- The site does not allow room for growth

FIRE STATION 13

- Historic station is not ADA accessible or seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Staff parking is not secure and there is no visitor parking
- Engines cannot drive in certain parts of apparatus bay due to inadequate structural integrity of lower level
- Basement has been reinforced to withstand engine weight, but structural integrity should be evaluated further
- Lacks dedicated decontamination and transition space between hot and cold zones
- Fire poles do not have appropriate safety features
- Common sleeping areas are not adequate and have very little privacy; bunks are directly next to exercise equipment
- Restrooms are severely undersized, with only one shower in the station
- Residential grade appliances and finishes lack durability

Figure 91. Turnout storage is stored in Station 9's apparatus bay

Figure 92. Station 9's dining area has poor finishes and ventilation

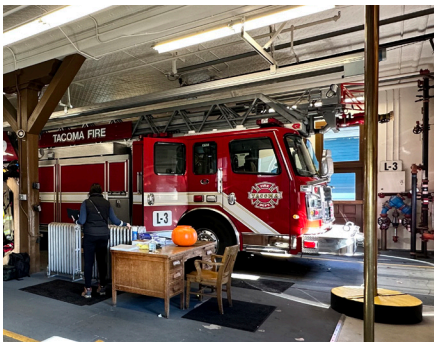


Figure 93. Station 13 apparatus bay

Figure 94. Beds are adjacent to fitness equipment at Station 13

FIRE STATION 14

- Historic station is not ADA accessible
- Poor site security, lacks security cameras
- Lacks secure staff parking and dedicated visitor parking
- Turnout storage is located in apparatus bay
- Residential grade appliances, finishes, and carpet lack durability
- Kitchen is undersized and dining room is absent
- Non-code compliant dormitory is located in the basement to house additional staff
- Fitness equipment is located in basement
- Lacks dedicated public lobby, co-located with day room
- Common sleeping and restroom areas are not adequate or gender neutral

Figure 95. Staff park in a carport off the alley behind Station 14

Figure 96. Station 14 day room doubles as a dining room and public lobby for blood pressure checks

FIRE STATION 16

- One of TFD's newer stations that has a classroom for TFD and community use
- Entry is ADA accessible but lacks sufficient wayfinding signage
- Dedicated public lobby and reception area
- Staff parking is not secure but security cameras are present
- Apparatus bay doors are in need of repair
- Turnout storage is located in apparatus bay
- Has a functioning fire pole
- Fitness room is undersized
- Common sleeping and restroom areas are not adequate or gender neutral

Figure 97. Classroom space at Station 16

FIRE STATION 17

- Station shares space with Fircrest Police Department
- Staff parking is not secure and security cameras have been added in response to recent vandalism
- Turnout storage is located in apparatus bay
- Lacks dedicated decontamination and transition space between hot and cold zones; dorms across hallway from apparatus bay
- Fitness equipment is severely limited and shares space with SCBA equipment, which is difficult to access
- Kitchen is undersized, with residential grade appliances
- Common sleeping and restroom areas are not adequate or gender neutral

Figure 98. Station 17 fitness room doubles as SCBA storage

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	FUNCTION	QUALITY & GENDER NEUTRALITY
Station 9	1965	-	1.9	1.8	2.1	2.0
Station 13	1911	-	1.7	1.3	1.8	1.9
Station 14	1928	-	2.0	1.6	2.2	2.0
Station 16	1999	-	3.1	3.8	3.5	4.2
Station 17	1979	-	2.5	2.6	2.4	2.7

FACILITY RATING LEGEND

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 99. West/Northwest fire station information

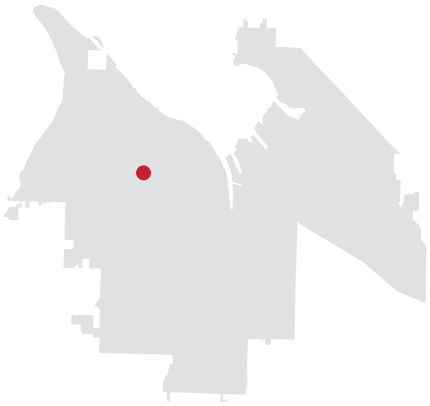
SPACE NEEDS

Existing West/Northwest station area and future space needs are summarized below. Building or site space needs may be lower than existing due to anticipated relocation or consolidation of functions to other facilities.

	EXISTING		SPACE NEEDS			
	Building[1]	Site[2]	Building	% Deficient	Site	% Deficient
Station 9	**5,420**	**0.28**	**11,550**	**53%**	**0.91**	**69%**
Station 13	**8,910**	**0.21**	**10,580**	**16%**	**0.81**	**74%**
Station 14	**4,000**	**0.16**	**9,270**	**57%**	**0.70**	**77%**
Station 16	**9,000**	**0.41**	**9,030**	**0%**	**0.71**	**42%**
Station 17	**5,870**	**0.42**	**13,540**	**57%**	**0.92**	**54%**

1 *Area in gross square feet; includes hot, warm, and cold zones, and public access areas*
2 *Area in acres; accounts for site circulation; includes a 30% contingency to account irregular sites and meet stormwater retention, landscaping, and setback requirements*

RECOMMENDATIONS



REBUILD STATION 9

One alternative was considered for Station 9: rebuilding on the current site. The existing building cannot adapt to accommodate future space needs, but the site is in a good location for emergency response. Rebuilding at the existing site will ensure Station 9 can meet long-term space needs and adds capacity to address calls in Northwest Tacoma.

Rebuilding Station 9:

- Meets long-term space needs
- Better delineates hot and cold zones
- Provides gender neutral living quarters
- Assumes a two-story station

See Figure 100. This project is estimated to cost $16.6 million, excluding temporary facility costs.

Considerations:

- Staff to be temporarily relocated during construction
- Insufficient on-site parking for shift change

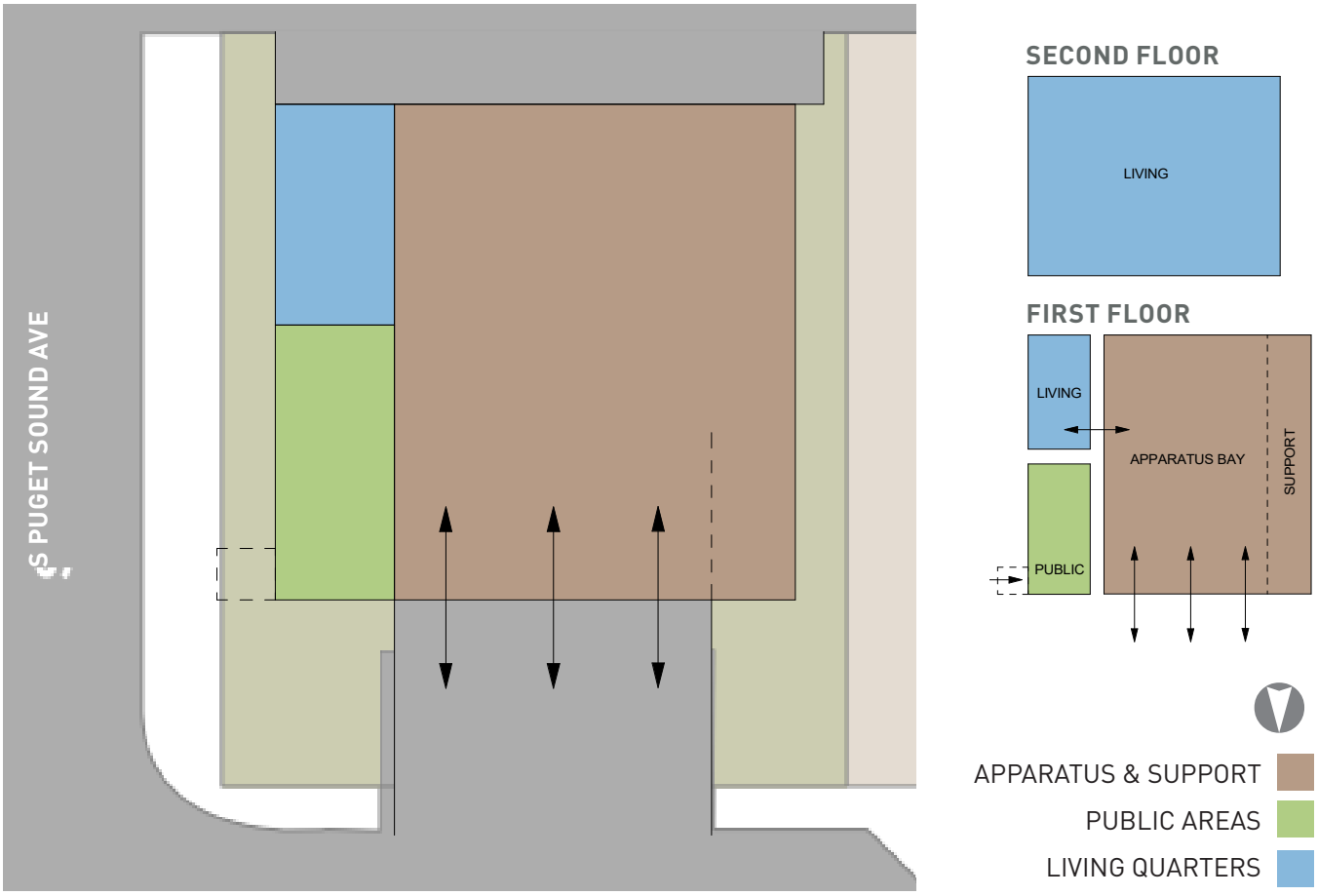


Figure 100. Site plan of Station 9 rebuild on existing site

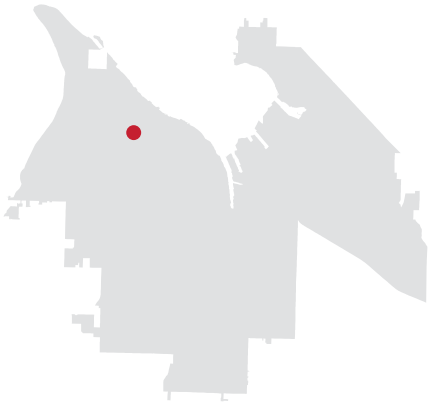
RENOVATE STATION 13

One alternative was considered for Station 13: renovating at the existing site. The historic building is in a good location for emergency response and can be structurally upgraded. Renovation and reconfiguration will improve the station's operational flow, create private dormitories, and add private restrooms and a dedicated fitness room. Renovating Station 13 preserves a community asset while accommodating growth.

Renovating Station 13:

- Preserves an historic building and completes major structural and envelope upgrades
- Improves operational flow
- Provides gender neutral quarters and delineates hot and cold zones
- Adds a dedicated workout room and public entry

See Figure 101. This project is estimated to cost $6.3 million, excluding temporary facility costs.



Considerations:

- Staff to be temporarily relocated during construction
- Likely requires fuel station relocation
- Insufficient on-site parking for shift change

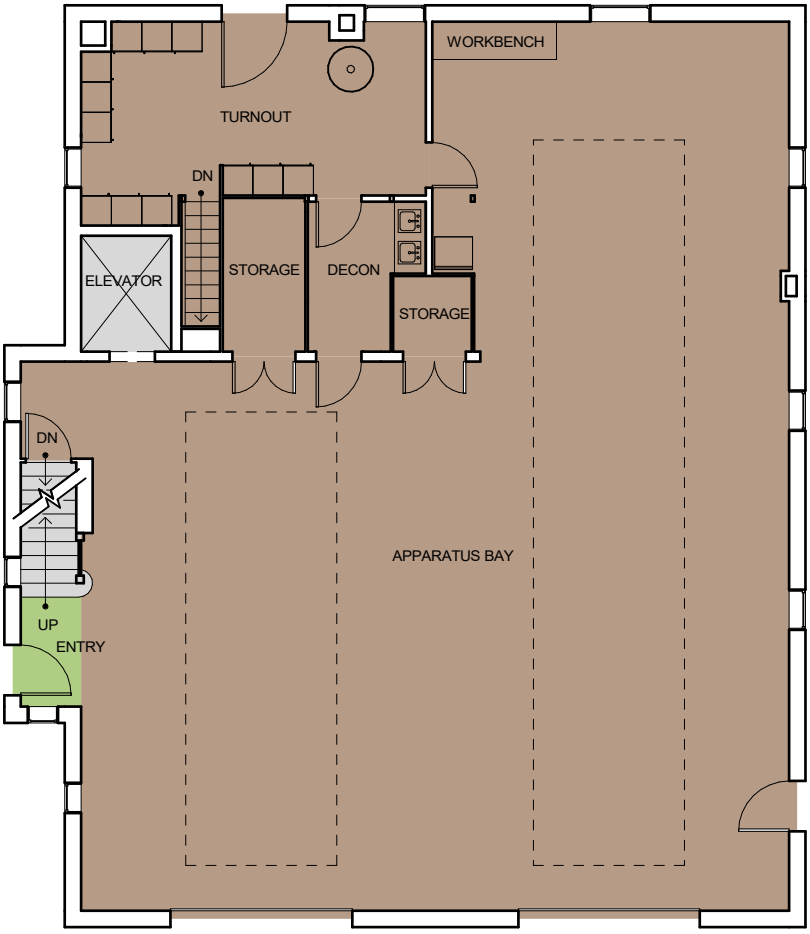
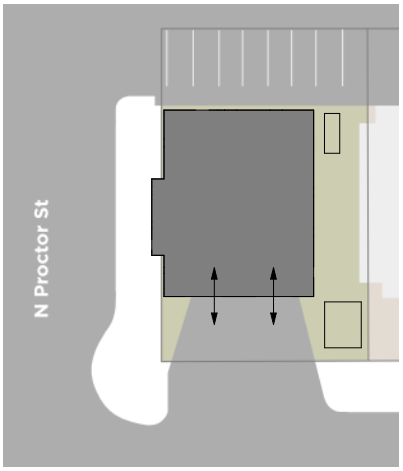


Figure 101. Floor plan of Station 13 first floor renovation

SITE PLAN



APPARATUS & SUPPORT
PUBLIC AREAS
RENOVATION

RELOCATE STATION 14

Two alternatives were considered for Station 14: relocating to a new site in a one-story or two-story station. Station 14 is currently located in a historic building on a tight site, neither of which can meet long-term space needs, so relocation is required to address calls in Northwest Tacoma. The two-story concept is less expensive overall, as higher construction costs are offset by lower land acquisition cost. Therefore, relocating Station 14 and building a new two-story station is the recommended alternative.

Relocating station 14:

- Meets long-term space needs and supports Standards of Cover study findings by building new two-bay station in Northwest Tacoma
- Assumes a two-story station

See Figure 102. This project is estimated to cost $13.9 million, including property acquisition costs.

Consideration:

- Contingent upon buying right-sized property

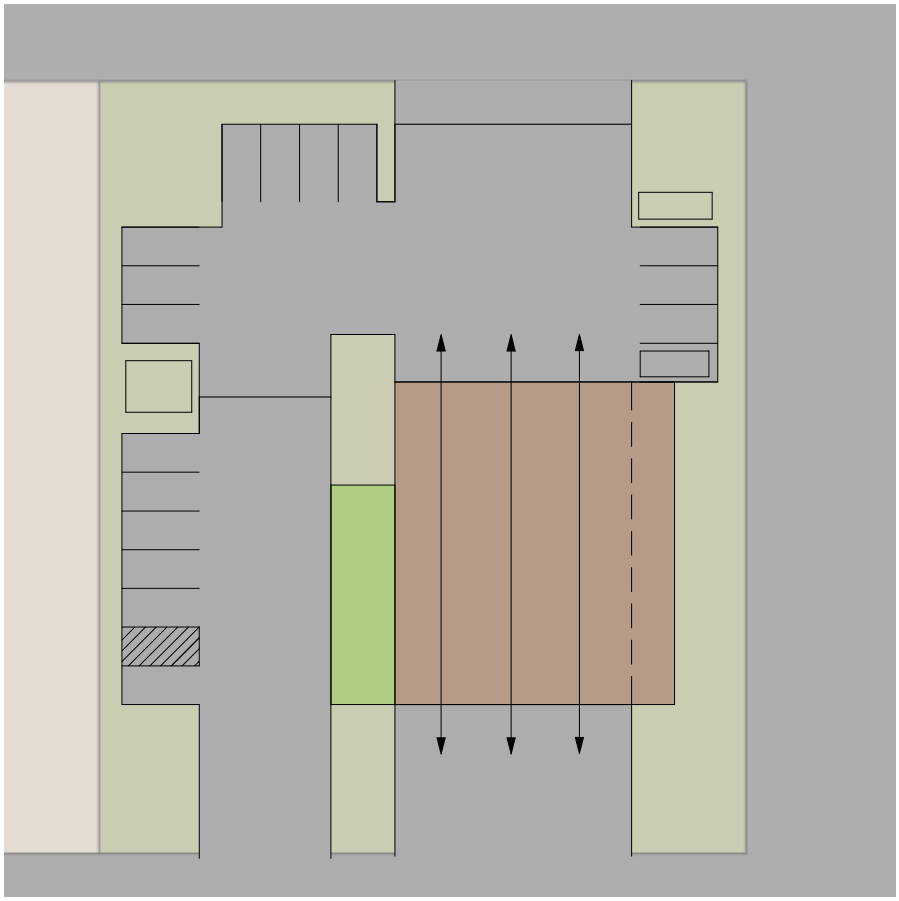


Figure 102. Theoretical site plan of Station 14 relocation

RETAIN FORMER STATION 14

The recommendation to relocate Station 14 to a new site leaves the current Station 14 facility vacant. This plan recommends renovating this facility and retaining it for future CARES response, which provides flexibility for TFD in the future.

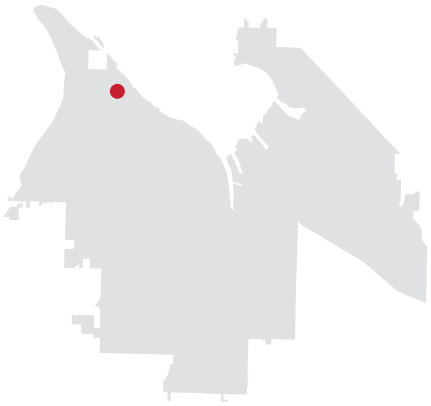
Renovating former Station 14:

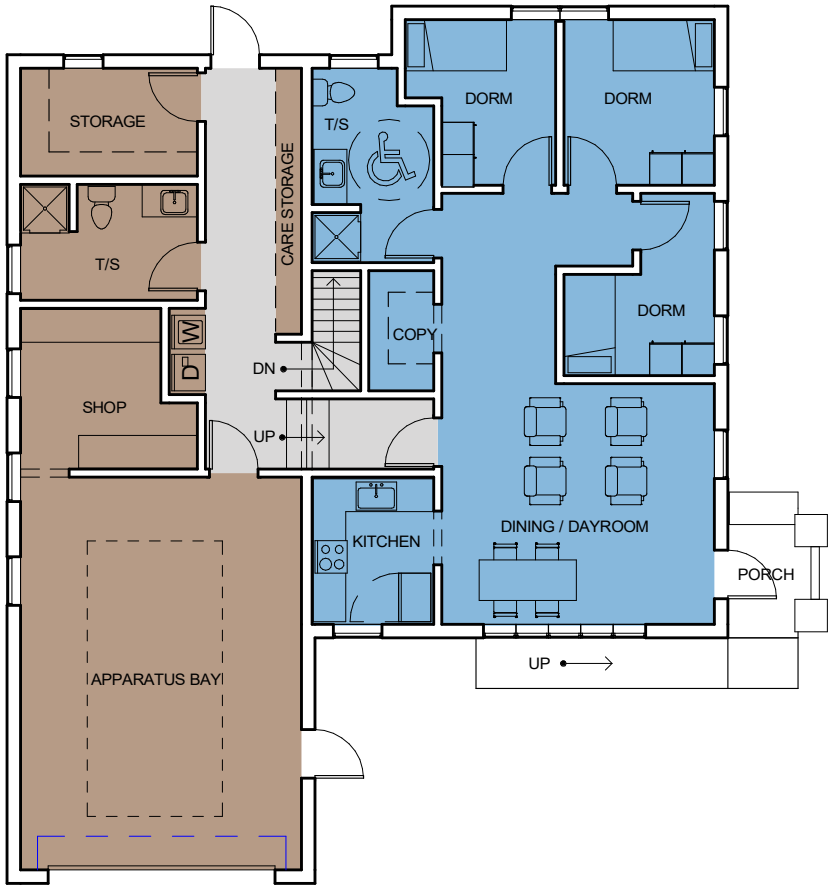
- Retains and renovates station for CARES response
- Increases capacity for citywide CARES response, supporting Standards of Cover study findings

See Figure 103. This project is estimated to cost $3.0 million.

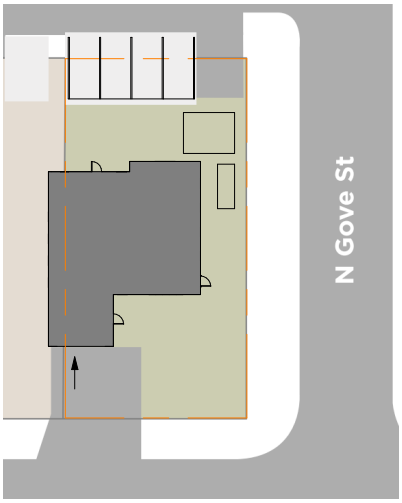
Consideration:

- Assumes existing Station 14 functions relocate to a new site





SITE PLAN

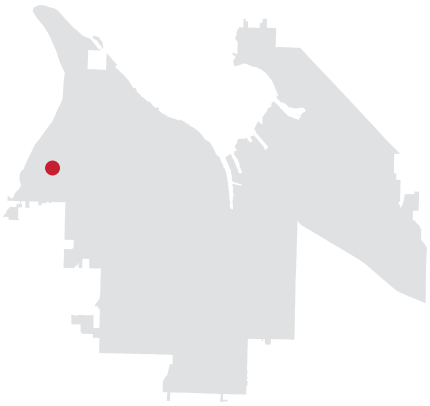


APPARATUS & SUPPORT
LIVING QUARTERS
RENOVATION
TAX LOT

Figure 103. Floor plan of former Station 14 first floor renovation

RENOVATE STATION 16

One alternative was considered for Station 16: renovating at the existing location. Station 16 is one of TFD's newer stations and requires only minor interior improvements. A small addition expands the station's day room, providing more shared living space for staff. Renovation of Station 16 will improve operational flow, improve firefighter health, and accommodate future growth.



Renovating Station 16:

- Supports growth and improves operational flow
- Provides gender neutral living quarters
- Better delineates hot and cold zones
- Improves the day room and workout room

See Figure 104. This project is estimated to cost $8.1 million, excluding temporary facility costs.

Considerations:

- Staff to be temporarily relocated during construction
- Requires major structural and envelope upgrades
- Insufficient on-site parking for shift change

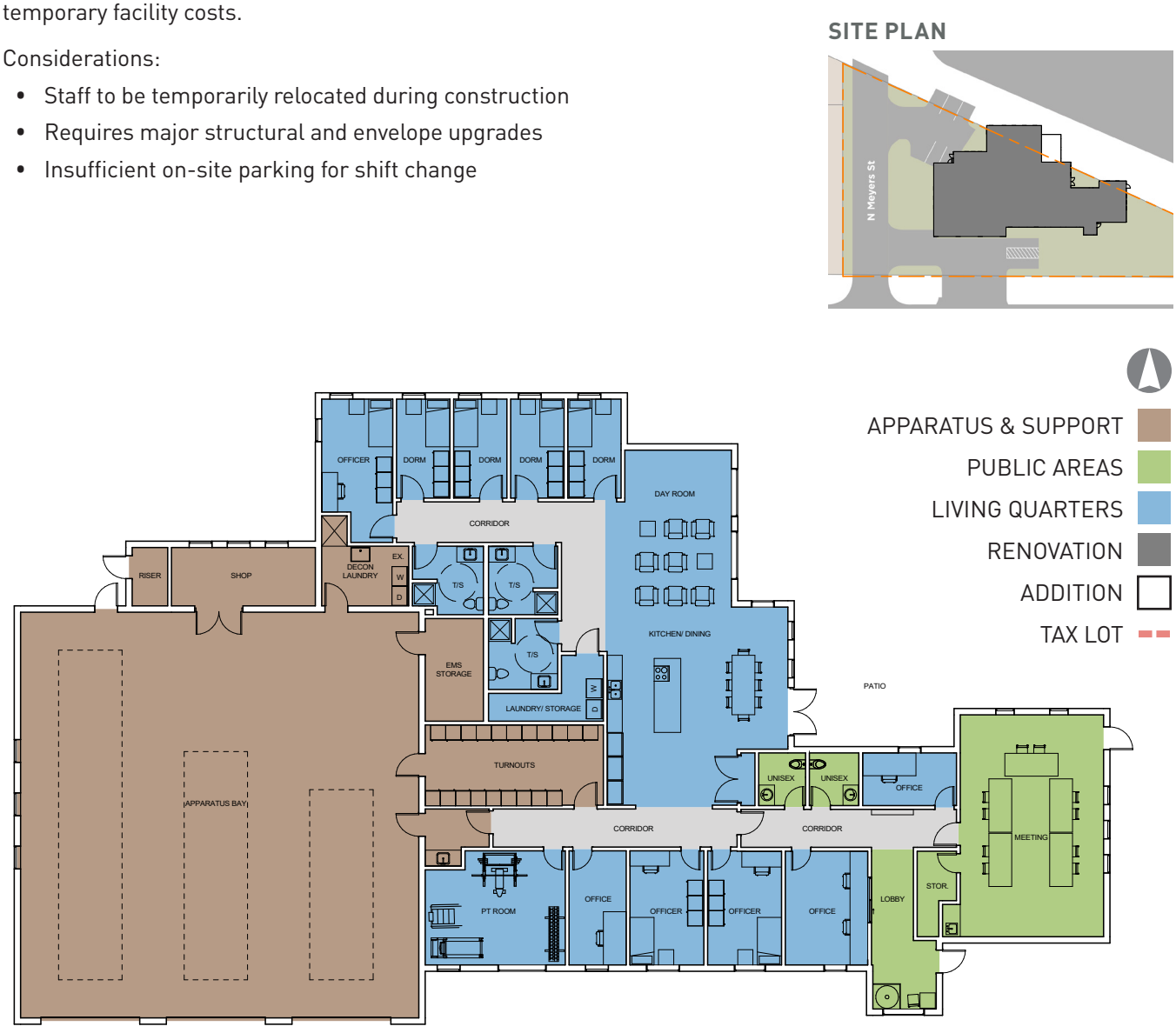
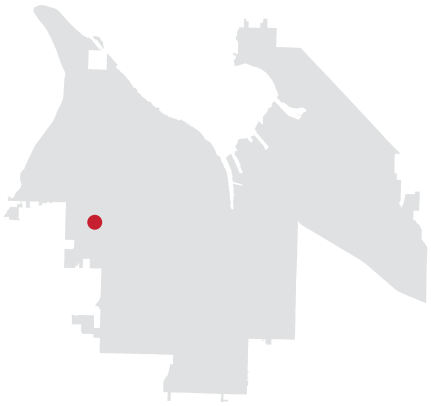


Figure 104. Floor plan of Station 16 renovation

RENOVATE STATION 17

One alternative was considered for Station 17: renovating at the existing site. Station 17, located in Fircrest, is in a good location and the building can accommodate growth, assuming the Fircrest Police relocate to the building's lower level. Renovation of Station 17 improves operational flow, provides private dormitories and restrooms, and allows for better separation between hot and cold zones.



Renovating Station 17:

- Supports growth and improves operational flow
- Provides gender neutral living quarters and better delineates hot and cold zones
- Adds dedicated workout room and public entry

See Figure 105. This project is estimated to cost $5.3 million, excluding temporary facility costs.

Considerations:

- Assumes Fircrest Police vacates current space
- Insufficient on-site parking for shift change

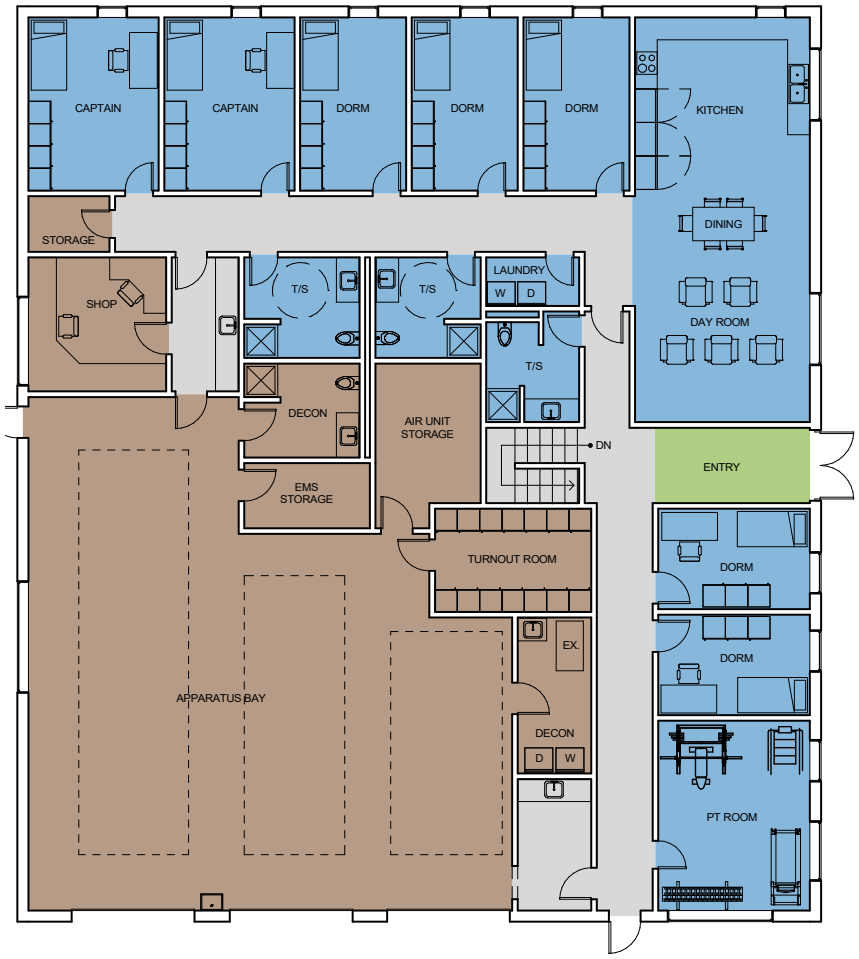
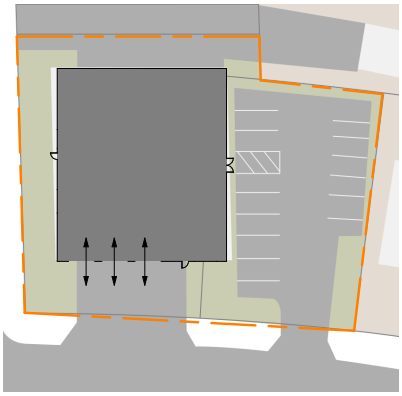
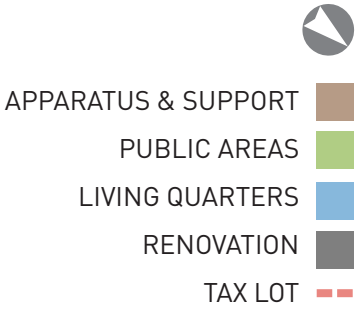


Figure 105. Floor plan of Station 17 renovation

SITE PLAN





INFILL STATIONS

Due to geography, traffic, and other factors, service area response gaps may continue to exist even if the proposed investments are made to TFD stations. New fire stations, called Infill Stations in this plan, can be strategically built to help cover these response gaps. This plan identifies three geographic locations where Infill Stations may be effective in reducing service area response gaps; see Figure 106 on page 63.

If strategically phased, infill stations could help reduce costs by serving as temporary relocation sites during station renovations.

BUILD INFILL STATIONS TO COVER GAPS

Building Infill Station A:

- Covers gaps in Central Tacoma with a three-bay station
- Alleviates pressure on busy Central and South Tacoma stations
- Estimated to cost $15.3 million, including property acquisition costs

Building Infill Station B:

- Covers gaps in Northwest Tacoma with a three-bay station
- Alleviates pressure and could support construction phasing for West/Northwest stations
- Estimated to cost $16.3 million, including property acquisition costs

Building Infill Station C:

- Covers gaps in Northeast Tacoma with a two-bay station
- Alleviates pressure and could support construction phasing for Station 3
- Estimated to cost $13.2 million, including property acquisition costs

Consideration:

- All infill stations are assumed to be two-story stations to reduce land acquisition costs and maximize feasibility

FUTURE SPACE NEEDS

Future infill station space needs are summarized below.

	SPACE NEEDS	
	Building	Site
Infill A - Central	**10,480**	**0.57**
Infill B - Northwest	**10,480**	**0.57**
Infill C - Northeast	**8,939**	**0.49**

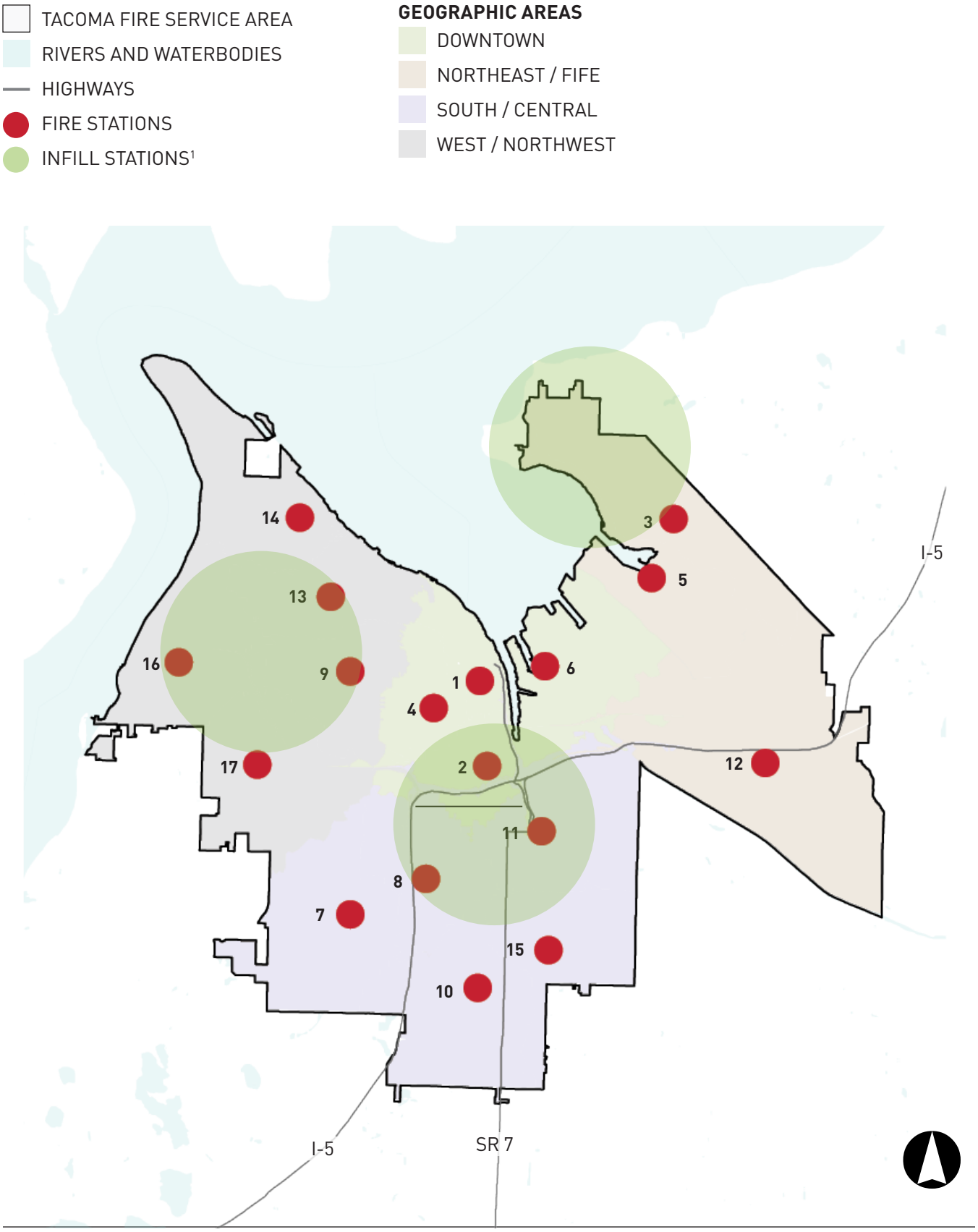


Figure 106. Tacoma Fire Stations with approximate locations of proposed Infill Stations

1 *General proposed area, not intended to show a particular location*

SUPPORT FACILITIES

CHAPTER ORGANIZATION

This chapter is organized by the five functional categories detailed at right. Each section includes key findings, summarizes alternatives evaluated, and highlights recommendations.

KEY FINDINGS

Reviews existing conditions, highlights key findings, and estimates space needs for each facility; see Appendix C: Background Analysis and Appendix D: Space Needs for details.

ALTERNATIVES EVALUATION

Summarizes alternatives evaluated. The complete analysis is described in Appendix E: Alternatives.

RECOMMENDATIONS

Reviews recommendations and rough-order-of-magnitude cost estimates in 2026 dollars[1]. Cost estimates have been developed using the assumptions in Appendix F: Cost Estimates.

CHAPTER ORGANIZATION

1 *Project costs include land purchase costs, 51% soft cost markup, 8% planning contingency, 5% escalation to target election date, and 5% escalation to bid date. Project costs exclude temporary relocation*

SUPPORT FACILITIES

TFD's daily operations are supported by ten facilities, grouped into five functional categories: Administration, Dispatch, Training, Fleet Maintenance and Logistics, and Electrical Maintenance. This chapter details key issues, space needs, improvement concepts evaluated, and final recommendations for TFD's support facilities.

Administration (Admin) is split between three facilities: **Fire Headquarters (HQ)** houses administrative offices and Information Technology (IT) functions; **Fire Prevention (Prevention**) houses fire investigation functions; and the **Marine Security Operations Center (MSOC)** houses the CARES team.

Dispatch is located at the **Fire Communications Center (FCC**) and is staffed around the clock.

Training takes place at two facilities: the **Fire Training Center** houses recruit classes, instructors and other staff, and supports most incumbent training. The **Emergency Operations Center (EOC)** houses paramedic training.

Fleet Maintenance and Logistics functions are performed at the **Fire Garage**, which also houses logistics storage in a temporary tent on the same site. Additional long-term storage is located at **former Fire Station 15**.

Electrical Maintenance functions take place at two facilities: the **Electrical Shop** at the former Fire Station 18 houses the chief electrician and is used for crew dispatch, and the **Electrical Maintenance Building (EMB)** is used to store supplies. The Electrical Shop provides oversight for one of TFD's fireboats. An additional fireboat is moored at the Tacoma Yacht Club.

FAST FACTS

10 facilities
108 full-time employees
47,400 square feet
69 years average age

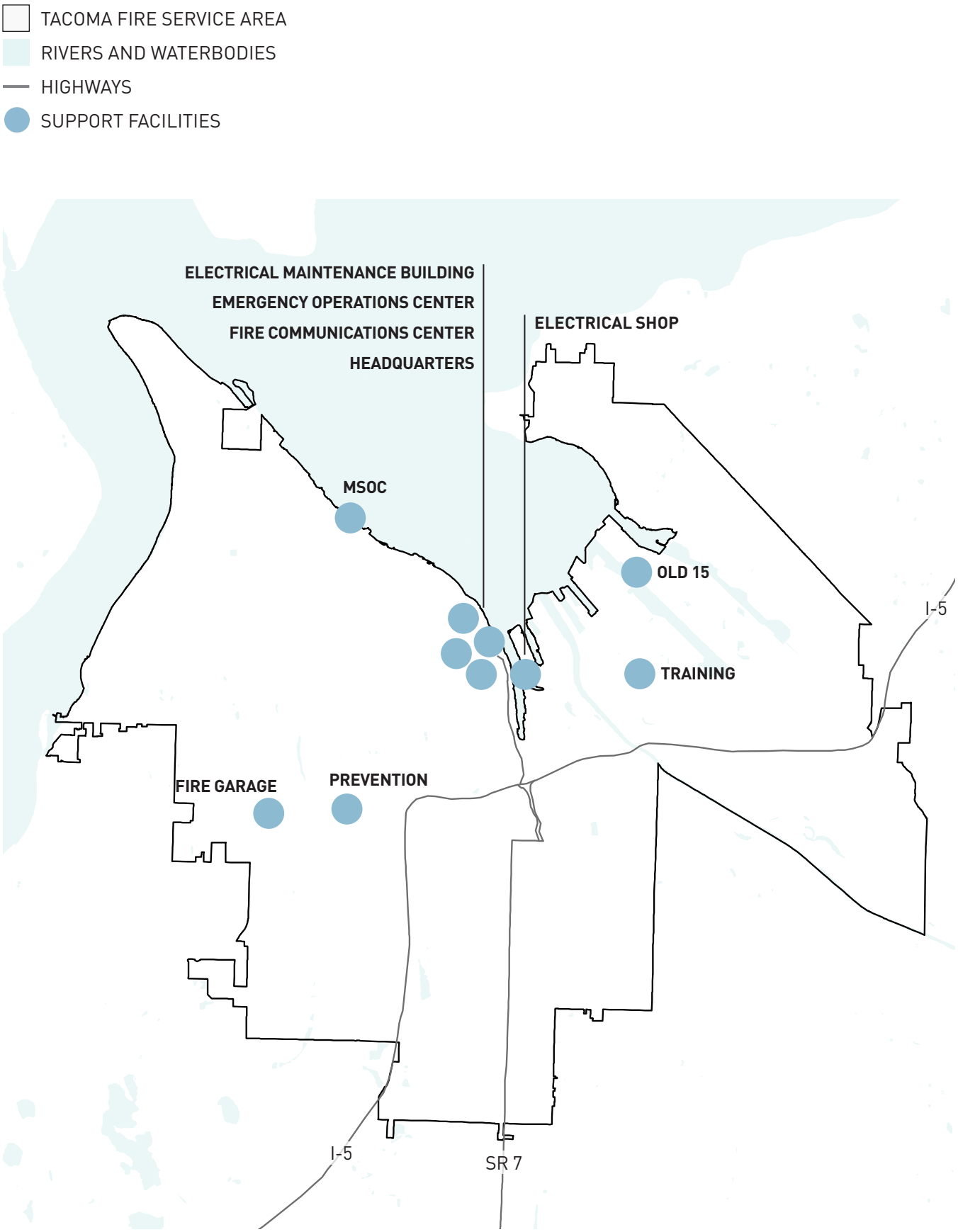
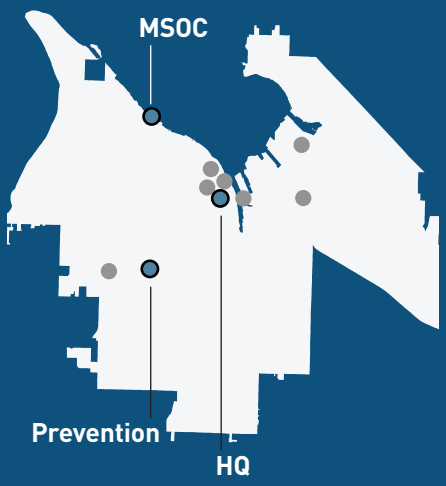


Figure 107. Tacoma Fire support facilities

ADMINISTRATION

Three TFD facilities house Administration functions: Headquarters, Fire Prevention, and MSOC. Facility locations are shown at right.



Headquarters (HQ) is located at Station 1 on Fawcett Ave in Downtown Tacoma; see Figure 108. Administrative space, including the Fire Chief's office, Finance and Planning staff, and a customer service counter are located on the second floor. IT functions are located in the basement.

The **Fire Prevention** building was constructed in 1954 on S 35th St in South Tacoma, and was last renovated in 1997; see Figure 109. The facility previously served as a fire station and currently houses Fire Investigation staff.

The **MSOC** is located on Ruston Way on the waterfront in the North End; see Figure 110. The building was originally constructed in 1980 as Fireboat Station 5 and was renovated in 2014 as MSOC. The facility no longer provides moorage for fireboats and is currently utilized by TFD's Community Assistance Referral and Education Service (CARES) and the Tacoma Police Department (TPD).

Figure 108. Fire Headquarters and Station 1

Figure 109. Fire Prevention

Figure 110. MSOC

KEY FINDINGS

TFD's Administration facilities are undersized to meet future needs and are beyond their useful life. Key findings, facility age and assessment ratings, and space needs are included below.

HQ

- Second floor customer service counter is not ADA accessible
- Building has not been seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Offices, workstations, and conference rooms are undersized
- IT workspace in basement lacks natural light
- Staff parking is limited and not secured
- Noise from apparatus bay doors on first floor can be disruptive

PREVENTION

- The building is of poor quality and well beyond its useful life; maintenance issues like roof leaks and mold are common
- Former apparatus bay has been converted into a classroom
- Lacks meeting space to interface with the public
- Lacks space for inspectors to store turnouts and clean gear and equipment after being in the field
- The site lacks room for sufficient staff parking or expansion

MSOC

- Building is in fair condition
- Staff parking is not secure
- Restrooms and other staff support spaces are undersized
- Lacks private offices and meeting space for CARES staff
- The building lacks room for expansion, unless TPD were to vacate their portion; the site may allow for some expansion

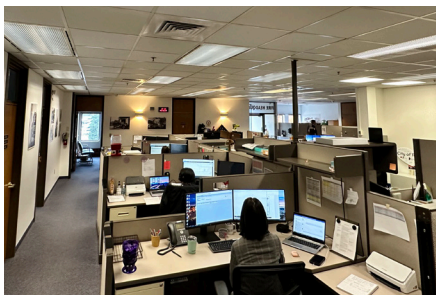


Figure 111. Staff share assigned workstations at Fire HQ

Figure 112. Prevention lacks space for decontamination and storage

EXISTING AREA[1]		SPACE NEEDS	
Building[2]	Site[3]	Building	Site
13,660	**N/A**	**17,448**	**1.27**

1 Includes space for Fire Code, Emergency Management, and Chaplain functions
2 Area in gross square feet; includes offices, support spaces, covered storage, and covered parking
3 Area in acres; accounts for site circulation; includes 10% contingency for stormwater retention requirements and 20% contingency to account for irregular sites and meet landscaping and setback requirements

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	WORKSPACE FUNCTION	QUALITY & GENDER NEUTRALITY
HQ	1967	-	2.4	2.0	2.4	2.0
Prevention	1954	1997	2.2	1.3	2.3	2.7
MSOC	1980	2014	3.7	3.5	2.8	3.7

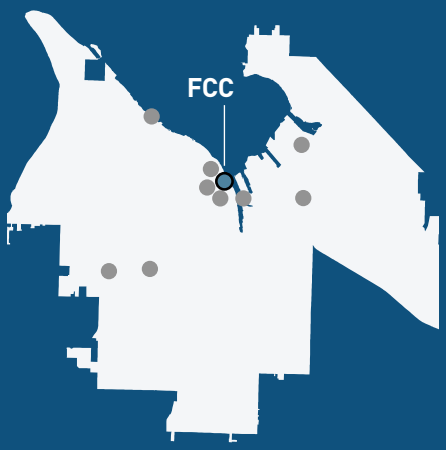
CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 113. Administration facility information

DISPATCH

The historic **Fire Communications Center (FCC)** houses TFD's emergency dispatch functions. Built in 1929 and renovated in 1957, the facility is located in Downtown Tacoma, between Tacoma Ave S and Fawcett Ave; see Figure 114. Emergency dispatchers occupy the facility around the clock, so the facility includes support spaces like sleeping quarters and a small kitchen. The Emergency Operations Center (EOC), which houses the paramedic training program, is located in the lower level of this building but considered as a separate facility in this plan.

Figure 114. FCC[1]



EXISTING		SPACE NEEDS	
Building[2]	Site[3]	Building	Site
9,870	0.26	10,972	0.63

KEY FINDINGS

The FCC is undersized to meet future needs and offers low quality support spaces.

- Historic facility is not ADA accessible or seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Dispatch call floor is undersized; additional workstations desired
- Support spaces for dispatchers are undersized and inadequate
- Lacks sufficient personal storage for staff
- Dormitories are of very poor quality and lack HVAC systems
- The site does not allow room for growth

ASSESSMENT RANKINGS

	HEALTH, SAFETY, & SECURITY	CONDITION	WORKSPACE FUNCTION	QUALITY & GENDER NEUTRALITY
FCC	2.3	1.6	2.1	1.5

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

Figure 115. FCC information

1 *EOC also shown in aerial*

2 *Area in gross square feet; includes offices, support spaces, covered storage, and covered parking*

3 *Area in acres; accounts for site circulation; includes 10% contingency for stormwater retention requirements and 20% contingency to account for irregular sites and meet landscaping and setback requirements*

TRAINING

Two TFD facilities house Training functions: the Training Center and the EOC. Facility locations are shown at right.

The **Fire Training Center** is located on Marshall Ave in the Tideflats area, and was built in 1998; see Figure 116. The facility's building houses offices for TFD staff and instructors, training classrooms, and support space like break and locker rooms. The facility's drill grounds house training props, including a temporary training tower to supplement the older condemned training tower. Recruit training occupies the Fire Training Center for the majority of the year, leaving little opportunity for required incumbent training.

The **Emergency Operations Center (EOC)** currently houses the paramedic training program and is located in the lower level of the FCC, between Tacoma Ave S and Fawcett Ave in Downtown Tacoma; see Figure 117.

Figure 116. Fire Training Center

Figure 117. EOC[1]

1 *FCC also shown in aerial*

KEY FINDINGS

TFD's Training facilities are undersized to meet future needs and are functionally inefficient. Key findings, facility age and assessment ratings, and space needs are included below.

TRAINING CENTER

- Main office building is in fair condition, but undersized
- Difficult to accommodate incumbent training; some paramedic training moved to EOC
- Classrooms are undersized for current and future needs
- Support spaces for instructors and recruits are severely undersized; shipping containers used as locker rooms
- Lacks sufficient storage; shipping containers used for spare turnouts and other storage
- Some drainage issues on site
- Training props are not sufficient; one training tower has a sinking foundation and the temporary training tower is past its useful life
- Lacks sufficient parking for staff, recruit, and instructor vehicles and training and reserve fleet
- Located in Tideflats area with high liquefaction risk; may be difficult to access in a seismic event

EOC

- Building is not seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Classroom is undersized for most hands-on training
- Paramedic training is ideally located with other training functions
- Support spaces like restrooms and break room are undersized to meet needs of recruits and instructors
- Sufficient storage space but unorganized and underutilized

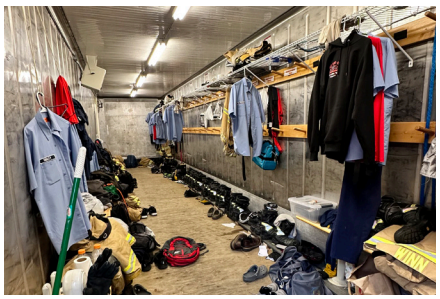


Figure 119. Shipping container doubles as Training locker room

Figure 120. EOC classroom hosts paramedic training classes

EXISTING		SPACE NEEDS[1]	
Building[2]	Site[3]	Building	Site
10,640	**4.51**	**31,160**	**4.97**

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	WORKSPACE FUNCTION	QUALITY & GENDER NEUTRALITY
Training Center	1998	-	2.3	2.7	1.8	3.8
EOC	1957	-	2.3	1.6	2.4	2.6

Figure 118. Training facility information

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

1 *Includes TPD training space needs*
2 *Area in gross square feet; includes offices, support spaces, covered storage, and covered parking*
3 *Area in acres; accounts for site circulation; includes 10% contingency for stormwater retention requirements and 20% contingency to account for irregular sites and meet landscaping and setback requirements*

FLEET MAINTENANCE AND LOGISTICS

TFD's Fleet Maintenance and Logistics functions occur at the Fire Garage, which also houses logistics storage. Former Fire Station 15 also houses some long-term storage.

TFD's **Fire Garage** is located in South Tacoma on S Orchard St; see Figure 121. The primary building is used for fleet maintenance, and was built in 1984. Some reserve fleet are parked on this site, but are not covered. The majority of TFD's logistics supplies is stored behind the Fire Garage building, either in a storage canopy, in shipping containers, or uncovered.

Former Fire Station 15 was built in 1929 in the Tideflats area on E 11th St; see Figure 122. Tacoma's newest facility, Station 5, was constructed on the same site as Former Station 15. The historic Former Station 15 is no longer used as a functioning fire station and is currently used for storage.

Figure 121. Fire Garage

Figure 122. Former Fire Station 15

KEY FINDINGS

TFD's Fleet Maintenance and Logistics facilities are undersized to meet future needs and are located in temporary and poor quality structures. Key findings, facility age and assessment ratings, and space needs are included below.

FIRE GARAGE

- Building is undersized for modern apparatus and lacks sufficient number of bays
- Lacks appropriate and secure logistics storage; supplies stored in temporary canopy, shipping containers, and uncovered in yard area
- Reserve fleet are parked outside, unprotected from harsh weather and susceptible to vandalism which increases maintenance and reduces lifespan
- Building is of poor quality and lacks sufficient HVAC system
- Staff support spaces are undersized and inadequate
- Parts storage is undersized and difficult to access on the upper level
- Welding area is not well ventilated and poses a health hazard

Figure 124. Fire Garage storage has little protection from the elements

Figure 125. Former Station 15 stores historic fire apparatus

FORMER FIRE STATION 15

- Historic building has reached the end of its service life and does not meet modern firefighting requirements
- Not ADA accessible
- Building currently used for storage
- Houses some historic fire fleet

EXISTING		SPACE NEEDS	
Building[1]	Site[2]	Building	Site
6,130	**1.15**	**45,518**	**3.93**

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	WORKSPACE FUNCTION	QUALITY & GENDER NEUTRALITY
Fire Garage	1984	-	**2.3**	**1.2**	**1.5**	**1.9**
Old Station 15	1929	-	**1.1**	**1.0**	**1.7**	**2.0**

Figure 123. Fleet Maintenance and Logistics facility information

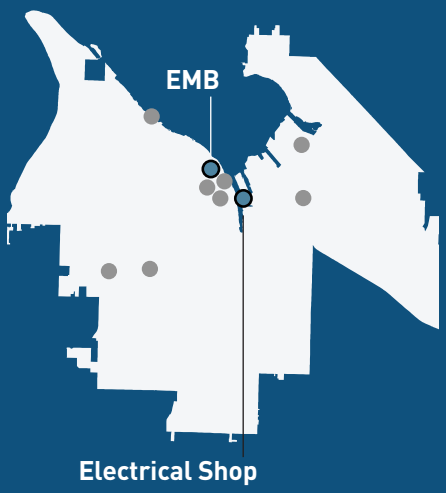
CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

1 *Area in gross square feet; includes offices, support spaces, covered storage, and covered parking*

2 *Area in acres; accounts for site circulation; includes 10% contingency for stormwater retention requirements and 20% contingency to account for irregular sites and meet landscaping and setback requirements*

ELECTRICAL MAINTENANCE

Two facilities house TFD's electrical maintenance functions: the Electrical Shop and the EMB. Facility locations shown at right.



Built in 1929, the **Electrical Shop** originally functioned as Fire Station 18. The facility is located on E 11th St across the Murray Morgan Memorial Bridge from Downtown Tacoma; see Figure 126. The historic facility currently houses TFD's electrical maintenance staff offices, and is no longer an operational fire station. One of TFD's fireboats are moored at this site.

A historic building constructed in 1910, the **Electrical Maintenance Building (EMB)** is located on Tacoma Ave S in Downtown Tacoma; see Figure 127. The facility houses an electrical maintenance workshop and storage.

Figure 126. Electrical Shop

Figure 127. EMB

KEY FINDINGS

TFD's Electrical Maintenance facilities are operationally inefficient and housed in buildings that are outdated and of poor quality. Key findings, facility age and assessment ratings, and space needs are included below.

ELECTRICAL SHOP

- Electrical maintenance functions and equipment are scattered between several locations, which makes workflow less efficient
- Historic building is at the end of its useful life
- Staff support and office spaces are outdated and in very poor condition
- Fence was recently installed in response to site security issues
- Site does allow opportunities to expand, but regulations for building in the right-of-way are uncertain
- One fireboat is moored at dock along Foss Waterway

EMB

- Historic building is not ADA accessible or seismically reinforced based on Tier 1 screening; further analysis will be required to determine extent of seismic retrofit needed
- Primarily used for storage of vehicles and supplies
- Building is in poor condition and lacks adequate staff support space
- Sufficient storage in basement, previously the apparatus bay
- Site does not allow room for growth

Figure 129. The Electrical Shop's kitchen is outdated and cramped

Figure 130. EMB's attic storage area is in poor condition

EXISTING		SPACE NEEDS	
Building[1]	Site[2]	Building	Site
7,100	**1.62**	**8,254**	**0.51**

	YEAR BUILT	LAST UPGRADED	ASSESSMENT RANKINGS: HEALTH, SAFETY, & SECURITY	CONDITION	WORKSPACE FUNCTION	QUALITY & GENDER NEUTRALITY
Electrical Shop	1929	-	2.0	1.5	2.0	2.2
EMB	1910	-	2.4	1.7	2.5	2.0

Figure 128. Electrical Maintenance facility information

CRITICAL	POOR	FAIR	GOOD
1.0-2.0	2.1-3.0	3.1-4.0	4.1-5.0

1 *Area in gross square feet; includes offices, support spaces, covered storage, and covered parking*

2 *Area in acres; accounts for site circulation; includes a 10% contingency for stormwater retention requirements; includes a 20% contingency to account for irregular sites and meet landscaping and setback requirements*

ALTERNATIVES EVALUATION

The team explored a variety of alternative approaches to address Support Facility issues and meet future needs. These included various consolidation, separation, relocation, and existing property investment scenarios described below and shown in Figure 131 on page 78. More information about the analysis can be found in Appendix E: Alternatives.

The first option explored was to **relocate all support facilities to a new central campus;** see Figure 132 on page 78. In this option, Admin, IT, Prevention, CARES, HOPE[1], Electrical Maintenance, Fleet Maintenance and Logistics, and Training functions are consolidated at a central 15-acre site.

Other concepts considered a range of co-location options to improve operational efficiency and functional adjacency; see Figure 131 on page 78.

KEY FINDINGS

1. Consolidated support options require a 15-acre site that may be costly and challenging to acquire; the full consolidation cost estimate exceeds $200 million.
2. The existing Fleet Shop facility cannot adapt to meet future needs and requires a central location; logistics is best located with fleet maintenance for staff oversight and management.
3. Administrative functions benefit from a centralized location; relocation to a downtown City building is most cost-effective.
4. The existing Training Center can adapt to meet future needs and the site has no sale benefit.
5. The Electrical Shop is in a good location and can adapt to meet future needs; reuse retains this historic facility and ensures staff oversight for Fireboat Defiance.

1 *The Holistic Outreach Promoting Engagement (HOPE) program is a new alternative response unit created during this plan's development*

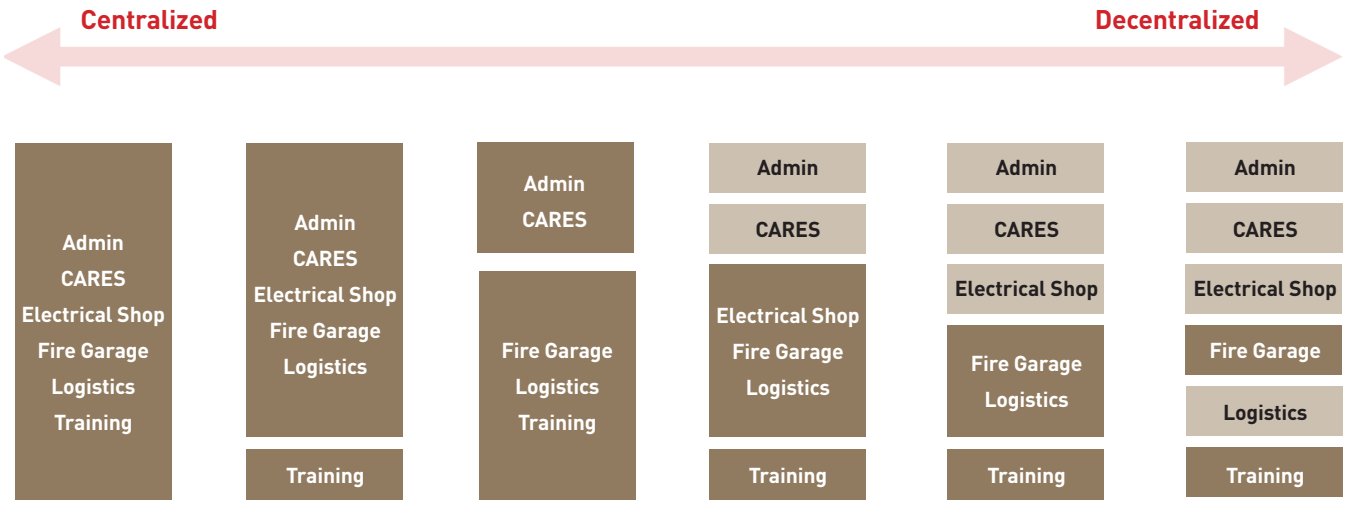


Figure 131. Range of support facility alternatives evaluated

REPURPOSED SITE
NEW SITE

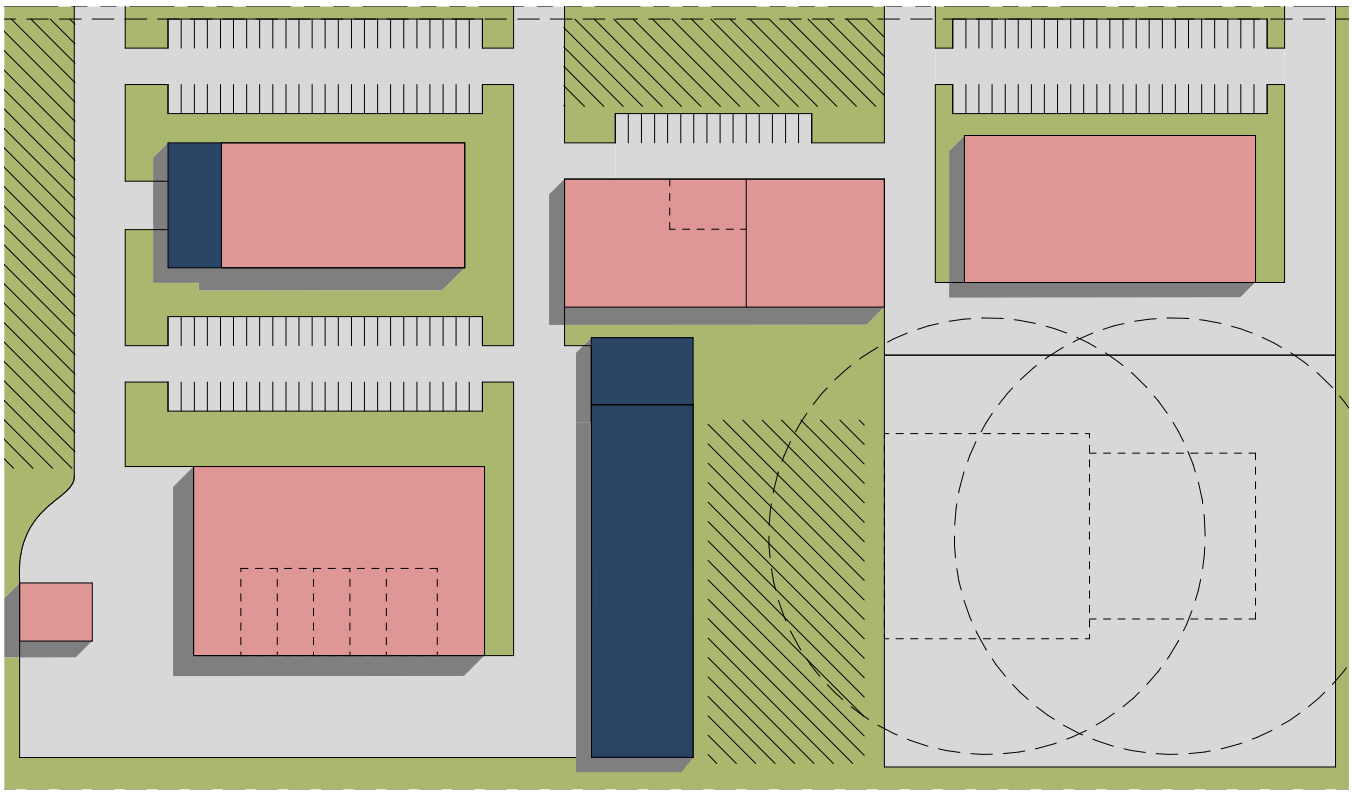


Figure 132. Theoretical site plan showing one consolidated site for support facilities

PROPOSED BUILDING
COVERED PARKING
LANDSCAPE AREA
STORMWATER DETENTION

RECOMMENDATIONS

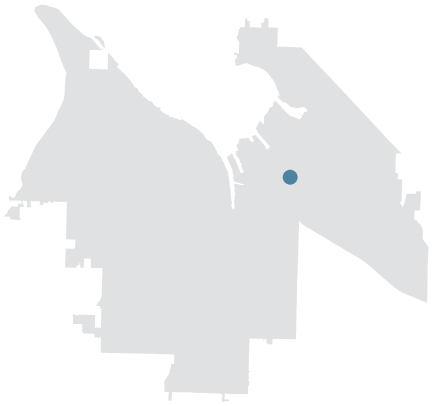
RENOVATE THE TRAINING CENTER

Three primary alternatives were explored for the Training Center: renovating and adding at the current site; relocating training functions to a new location; or relocating training and fleet maintenance and logistics functions to a new location. Co-locating training and fleet maintenance and logistics functions would require acquisition of a 12-acre site; relocating training alone to a new site would require a 9-acre acquisition.

Retaining the existing site offers cost savings and reduces risk as no land acquisition is required. The site has room to consolidate TFD training functions and accommodate growth. The recommended concept invests in the existing site with a renovation and addition. See more information about analysis considerations in Appendix E: Alternatives.

Renovating and adding to the Training Center:

- Expands the existing building for indoor training
- Adds accessory building for reserve fleet and TPD training garage
- Improves drill grounds and adds a new training tower, burn tower, and other training props
- Accommodates parking for recruits, instructors, and staff



See Figure 133 on page 80. This project cost estimate is $47.9 million, excluding temporary facility costs.

Considerations:

- Does not require land acquisition
- Site may be challenging to access after seismic event due to location
- Support incumbent training as feasible at Fire facilities throughout the system

RELOCATE THE FIRE GARAGE

Four alternatives were considered for the Fire Garage: relocating fleet maintenance, training, and logistics functions to a 12-acre site; relocating fleet maintenance and logistics to a 3-acre site; relocating fleet maintenance to a 2.5-acre site; or relocating fleet maintenance to the existing Training Center site.

As the likelihood of acquiring a 12-acre site is low and training functions are recommended to remain at the existing site, acquiring a 3-acre site in Central Tacoma for a new fleet shop and logistics facility was found to be the most feasible option. There may be an opportunity to co-locate TFD fleet maintenance and logistics with the City's Public Works functions, which are currently evaluating relocation to a new campus.

Relocating the Fire Garage:

- Co-locates fleet maintenance, logistics storage, and reserve fleet at a new Central Tacoma site
- Expands fleet maintenance capacity to meet future needs
- Covers reserve fleet, extending useful life and reducing costs
- Provides oversight for logistics

See Figure 134 on page 80. This project is estimated to cost $54.9 million, including property acquisition costs.

Considerations:

- Contingent upon buying property in Central Tacoma
- Opportunity for co-location with City of Tacoma Public Works

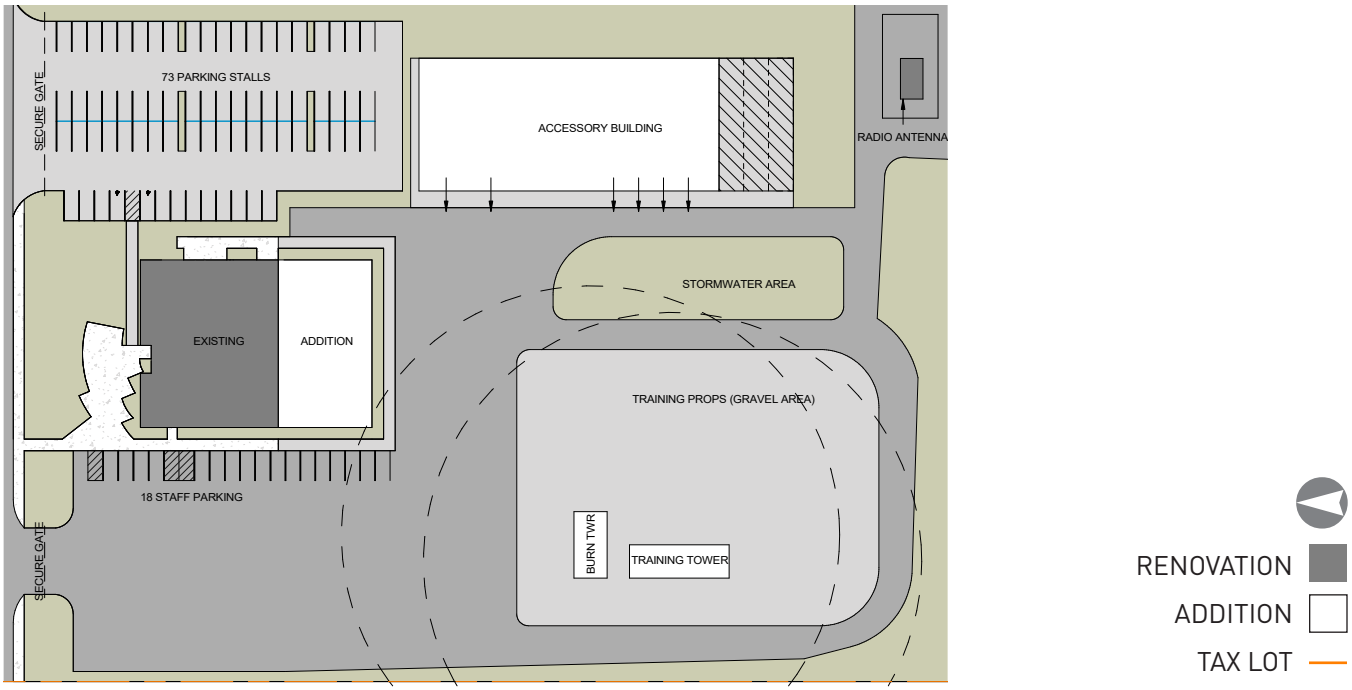


Figure 133. Site plan of Training Center renovation and addition

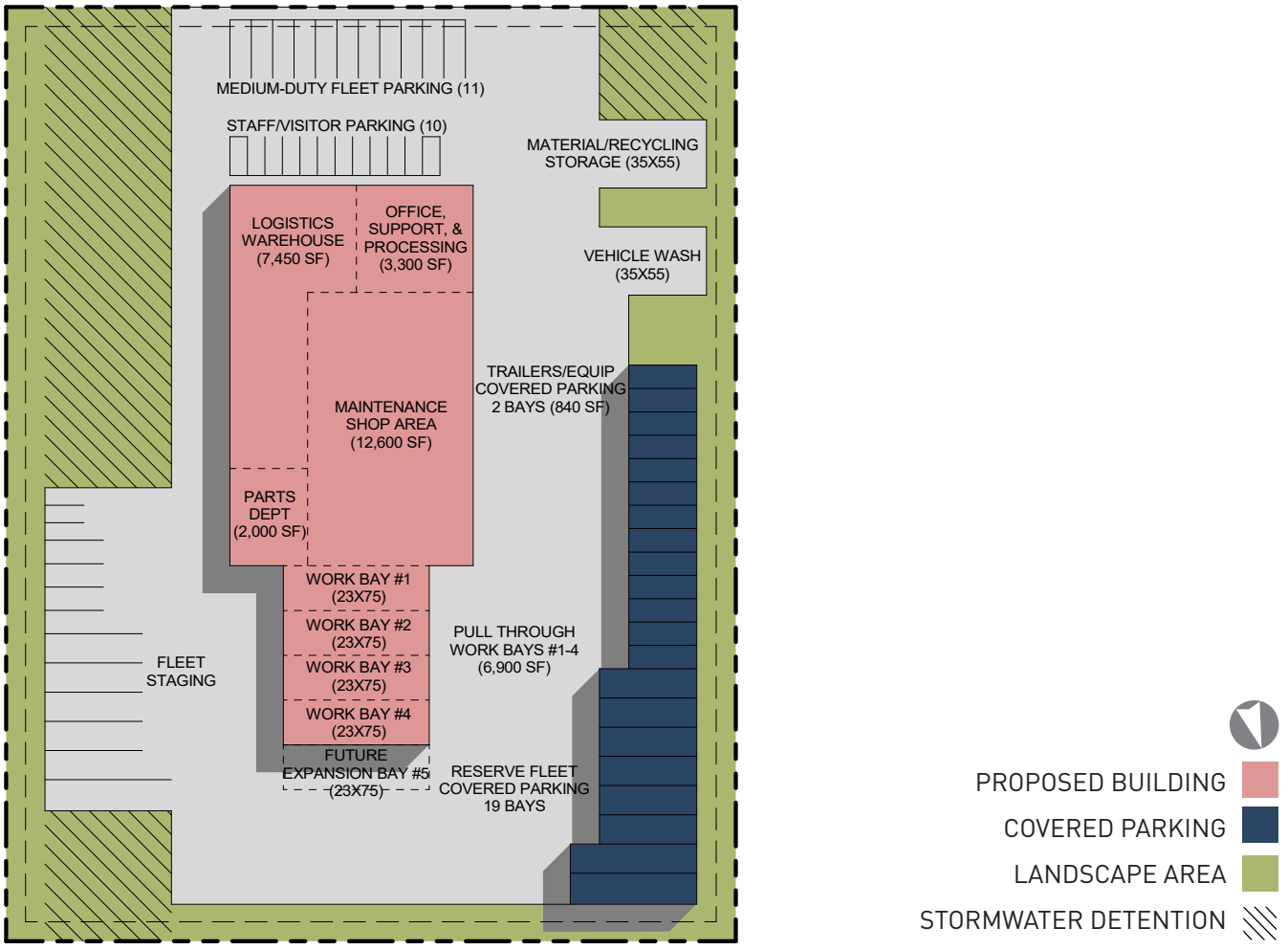


Figure 134. Theoretical site plan for the relocated Fire Garage, to include fleet shop, logistics, and reserve fleet

RENOVATE THE ELECTRICAL SHOP

Two primary alternatives were considered for Electrical Maintenance functions: renovate and add to the Electrical Shop or relocate to a new site. Both concepts consolidate Electrical Maintenance functions at the existing Electrical Shop and the EMB.

The existing site has room for growth and has no sale benefit as the facility is located in the right-of-way. Renovating and adding to the existing facility was found to be roughly a third of the cost of relocating and building a new facility. Because of the flexibility of the current site and the cost savings of utilizing current assets, the recommended concept renovates and adds to the Electrical Shop.

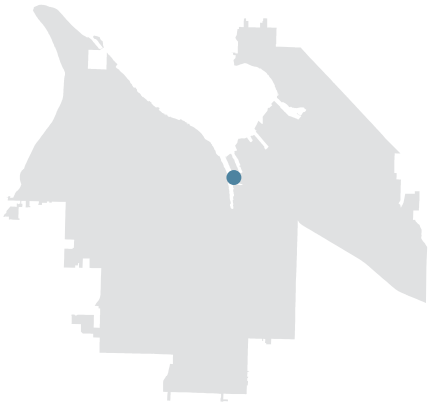
Renovating and adding to the electrical shop:

- Preserves the historic building to better utilize space
- Adds shop space and covers fleet, equipment, gear, and electrical equipment currently at EMB
- Retains staff presence for fireboat moorage
- Utilizes a site in the right-of-way with no sale benefit

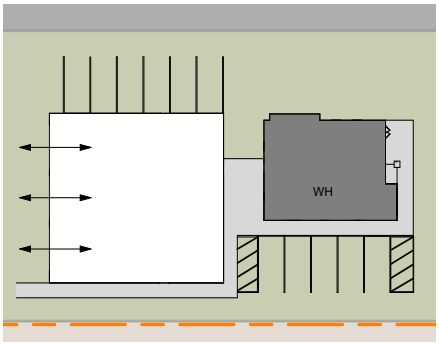
See Figure 135. This project is estimated to cost $5.6 million.

Consideration:

- Feasibility of construction in the right-of-way requires further review



SITE PLAN



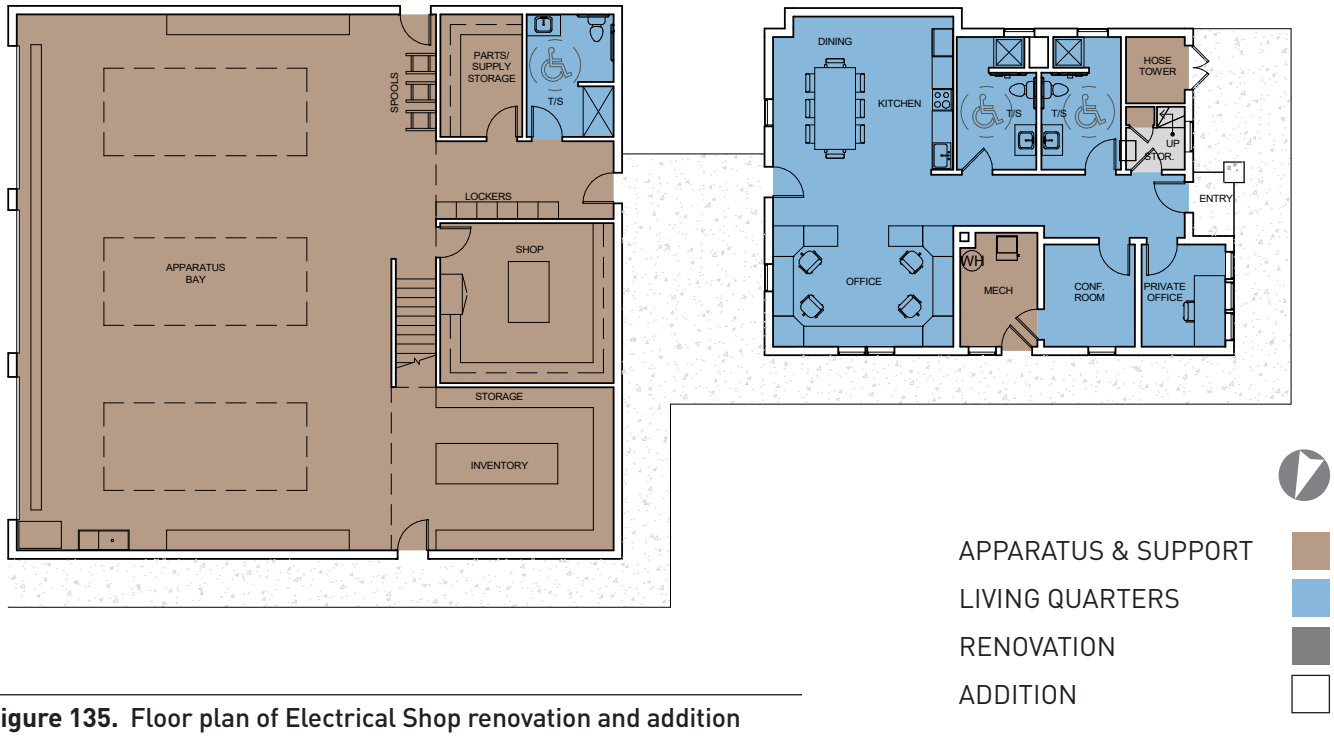


Figure 135. Floor plan of Electrical Shop renovation and addition

RELOCATE ADMIN TO TMB NORTH

Four alternatives were considered for Admin functions: relocating Admin and CARES functions to a new campus; relocating Admin to a newly acquired Downtown site; relocating Admin to a leased Downtown site; and rebuilding Admin with Station 1 at the existing site. All concepts assume co-location of Admin, IT, and Prevention functions.

Relocating Admin to a leased site in Downtown Tacoma was found to be the most feasible option, as it requires no land acquisition, meets long-term needs, and is the least costly alternative. The recommended concept assumes relocation to the Tacoma Municipal Building - North with co-location of Admin, IT, Prevention, CARES, and HOPE functions.

Relocating Admin:

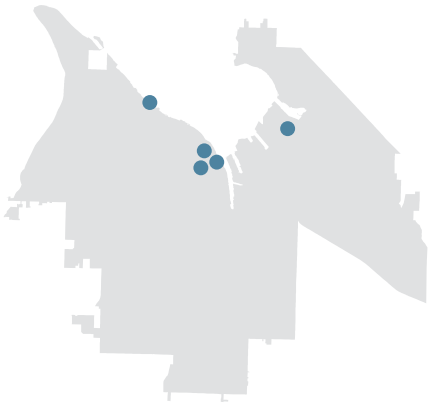
- Consolidates Admin functions in Downtown Tacoma
- Meets long-term needs and improves operational efficiency

This project is estimated to cost $7.5 million.

Considerations:

- Requires tenant improvements
- Requires leasing 22,000 SF in Downtown Tacoma
- Shares some common spaces with other City tenants

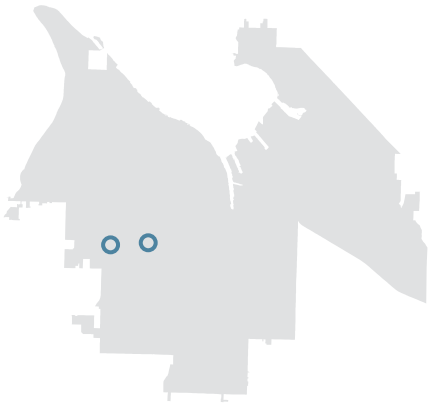
RETAIN EMB, FCC/EOC, MSOC, AND FORMER STATION 15 FOR FUTURE USE



The buildings are in good locations to meet long-term department needs and/or are significant to department history and should be retained for future use. The EMB and FCC/EOC are located in Downtown Tacoma, where land values are at a premium; retaining these facilities gives TFD flexibility for their future use. The MSOC has capacity for use as office space or for emergency response; its retention allows some flexibility in North Tacoma. The EMB and former Station 15 are both historic facilities that have been in TFD's portfolio for decades and they retain space for some long-term storage.

This plan recommends small renovations at these facilities. Complete renovation cost information is included in Appendix F: Cost Estimates.

VACATE THE FIRE GARAGE AND FIRE PREVENTION



This plan recommends facilities that do not meet long-term needs be surplussed once their existing functions are relocated. The Fire Garage is severely undersized for its current use, utilizes low-quality temporary structures, and is not in an ideal location for support functions or emergency response. Fire Prevention is a low-quality facility that lacks room to expand as the surrounding sites are being developed.

IMPLEMENTATION PRIORITIES

RECOMMENDATIONS

The Tacoma Fire Facilities Master Plan recommends timely investments to address existing facility issues and ongoing operational challenges, keep pace with anticipated growth, improve emergency response capacity, and build in flexibility to meet changing response protocols. Implementation will position TFD to serve the community into the future. Benefits of this plan are summarized on page 93.

Recommended investments in fire stations and support facilities total $368 million in 2026 dollars; see Figure 136. Costs will likely be incurred over a number of years and be funded through a variety of sources.

CHAPTER ORGANIZATION

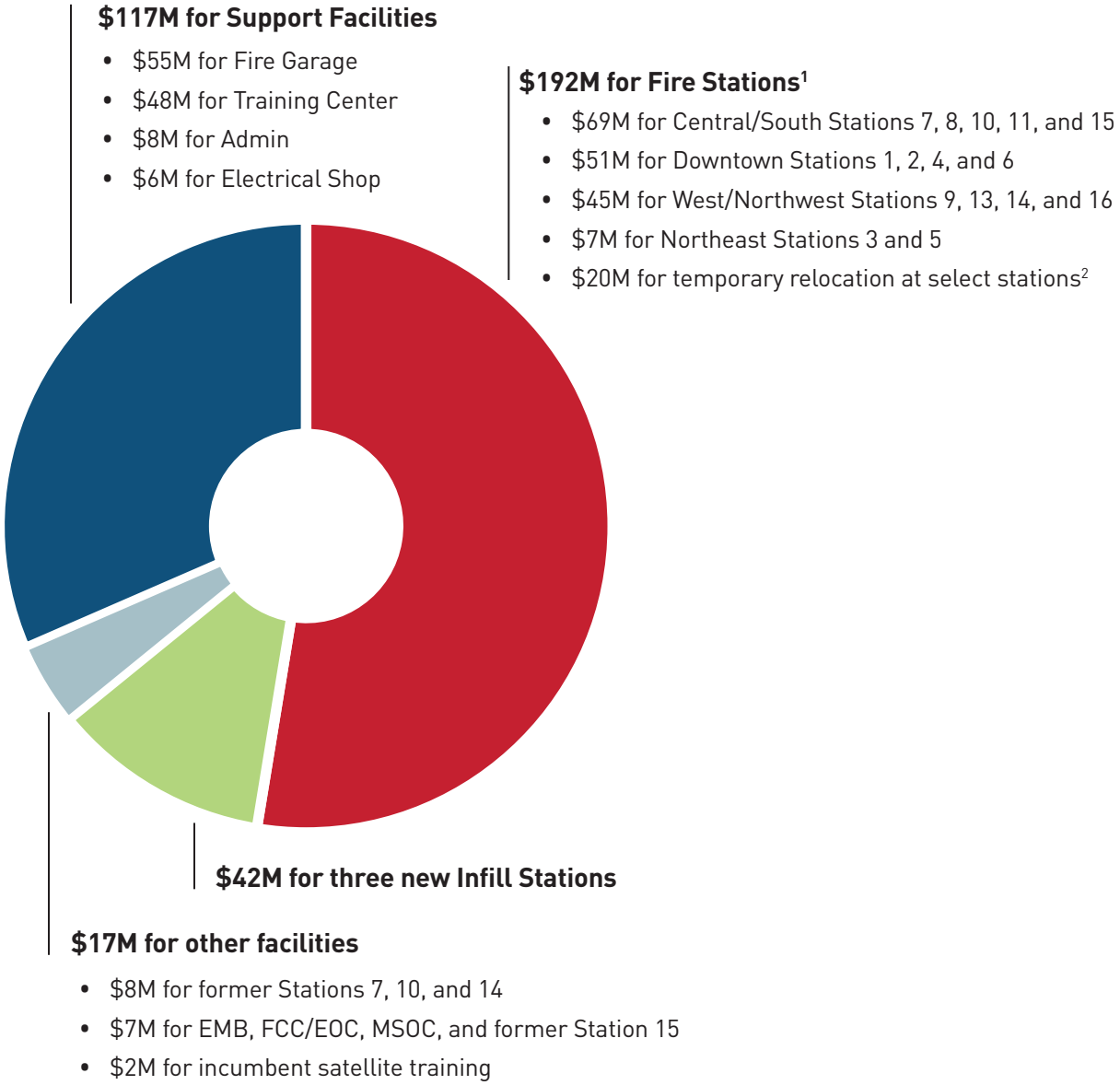


Figure 136. Rough order of magnitude costs of recommended investments in 2026 dollars

1 *Excludes $29 million for Station 12 relocation and Station 17 renovation as those projects require partnership with other jurisdictions*
2 *Excludes acquisition and/or lease expenses; pre-engineered solutions are utilized to house staff and apparatus during station construction*

FIRE STATION RECOMMENDATIONS

Recommended fire station projects and approximate costs in 2026 dollars are listed below in Figure 137. Cost details are included in Appendix F: Cost Estimates.

		PROJECT COST ($M)	RELOCATE[1]	REBUILD	RENOVATE[2]	INFILL
DOWNTOWN	1	$22		■		
	2	$16			■	
	4	$8			■	
	6	$5			■	
	Subtotal	**$51**				
NORTHEAST / FIFE	3	$6			■	
	5	$1			■	
	12[3]	-	■			
	Subtotal[3]	**$7**				
SOUTH/CENTRAL	7	$22	■			
	8	$4			■	
	10	$15	■			
	11	$12			■	
	15	$16		■		
	Subtotal	**$69**				
WEST/NORTHWEST	9	$17		■		
	13	$6			■	
	14	$14	■			
	16	$8			■	
	17[3]	-			■	
	Subtotal[3]	**$45**				
Temporary relocation[4]		**$20**				
TOTAL COST[3]		**$192**				

INFILL STATIONS	A	$16				■
	B	$14				■
	C	$12				■
TOTAL COST		**$42**				

Figure 137. Fire station recommendations and project costs in 2026 dollars

1 *Includes land acquisition cost for Stations 7, 10, and 14 relocations; excludes Station 12 land acquisition cost*
2 *Includes renovation and addition concepts*
3 *Excludes $24 million for Station 12 relocation and $5 million for Station 17 renovation; requires partnership with other jurisdictions*
4 *Includes temporary relocation costs for Stations 1, 2, 3, 4, 6, 9, 13, 16, and 17; excludes acquisition and/or lease expenses*

SUPPORT FACILITIES RECOMMENDATIONS

Recommended support facility projects and approximate costs in 2026 dollars are listed below in Figure 138. Costs for facilities recommended to be retained are also included. Cost details are included in Appendix F: Cost Estimates.

		PROJECT COST ($M)	RELOCATE[1]	RENOVATE[2]	RETAIN
SUPPORT FACILITIES	Admin	$8			
	Training Center	$48			
	Fleet Shop and Logistics	$55			
	Electrical Shop	$6			
	TOTAL COST	**$117**			
OTHER FACILITIES	EMB	$2			
	EOC/FCC	$2			
	MSOC	$2			
	Former 15	$1			
	Former 7	$2			
	Former 10	$3			
	Former 14	$3			
	Satellite training	$2			
	TOTAL COST	**$17**			

Figure 138. Support facility recommendations and project costs in 2026 dollars

1 *Includes tenant improvements for Admin relocation land acquisition cost for Fire Garage relocation*
2 *Includes renovation and addition concepts*

IMPLEMENTATION PRIORITIES

Prioritized recommendations are listed below in Figure 139 and Figure 140 on page 88, and mapped on Figure 141 on page 89. Key benefits and considerations can be found on page 90 through page 92.

Recommended projects were divided into three priority categories. The highest priority projects:

A. Address facilities with the poorest ratings and those that are most severely undersized

B. Invest in facilities with the highest call volumes and heaviest use

C. Are located in areas with low access to opportunity

D. Increase capacity and help cover service gaps

E. Offer opportunities for strategic phasing and relocation

It should be noted that new opportunities or circumstances could alter recommended phasing. Some projects require coordination with external partners to be implemented.

		A	B	C	D	E
FIRST PRIORITY	Relocate 7	●	●	●	●	
	Relocate 10	●	●	●	●	●
	Renovate former 10	●	●		●	●
	Rebuild Station 15	●	●	●		
	Relocate Fire Garage	●	●			
	Renovate Training	●	●	●		
	Renovate 11	●	●	●		
	Renovate 2	●	●	●		
	Renovate 4	●		●		
SECOND PRIORITY	Renovate 6	●		●		
	Renovate Electrical Shop	●		●		
	Rebuild 9	●	●			
	Renovate 13	●				
	Relocate Admin	●	●	●		

Figure 139. First and second priority projects

		A	B	C	D	E
THIRD PRIORITY	Rebuild 1	●	●	●		
	Relocate 14	●			●	
	Renovate 16		●			
	Renovate 17	●				
	Relocate 12	●		●	●	
	Renovate 3	●			●	
	Renovate 8		●	●		
	Renovate 5	●		●		
	Build Infill Station A				●	
	Build Infill Station B				●	●
	Build Infill Station C				●	
	Renovate former 7	●	●	●		
	Renovate former 14	●				
	Renovate EMB	●		●		
	Renovate FCC/EOC	●		●		
	Renovate MSOC	●				
	Retain Former Station 15	●		●		
	Incorporate satellite training[1]	●				

Figure 140. Third priority projects

1 *This is an allowance and will be incorporated at new Fire facilities*

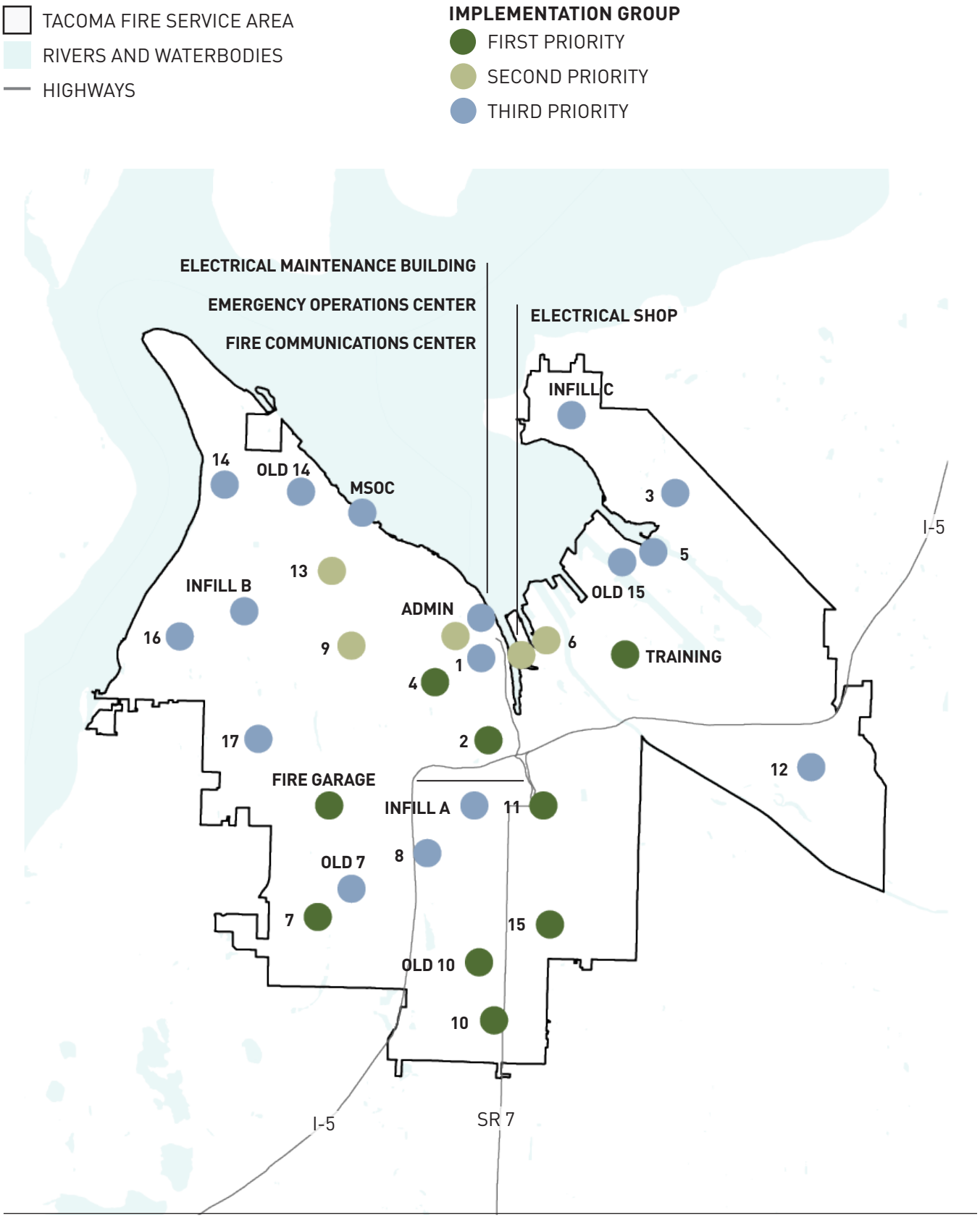
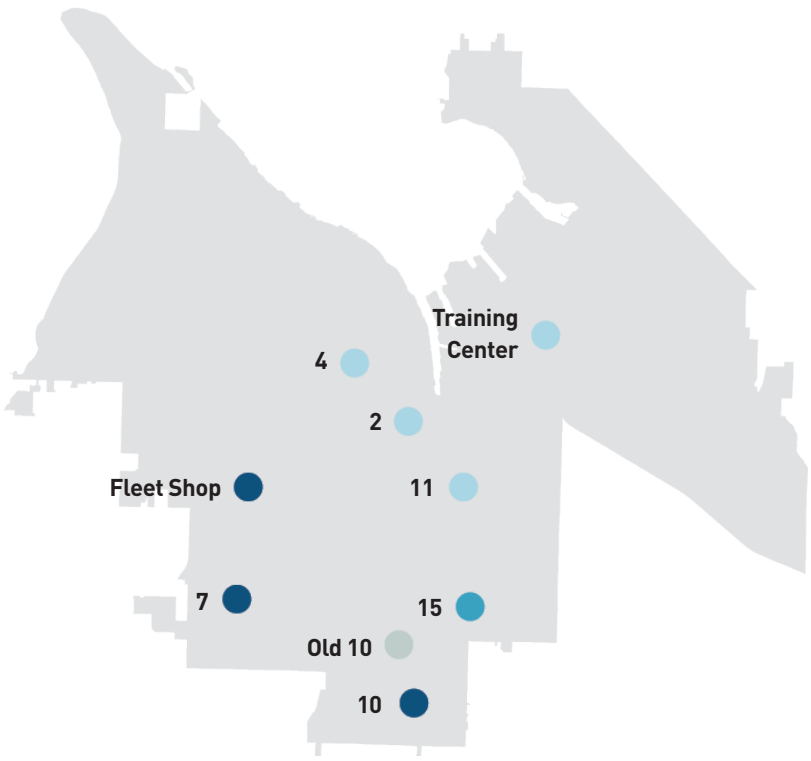


Figure 141. Recommended projects by priority group[1]

1 *Relocations and Infill Stations indicate a general recommended area, not a specific location*



FIRST PRIORITY PROJECTS - $198M

Relocate Station 7

Relocate Station 10

Renovate former Station 10

Rebuild Station 15

Relocate Fire Garage, Logistics, and Reserve Fleet

Renovate Training Center

Renovate Station 11

Renovate Station 2

Renovate Station 4

- RELOCATE[1]
- REBUILD
- RENOVATE
- RETAIN

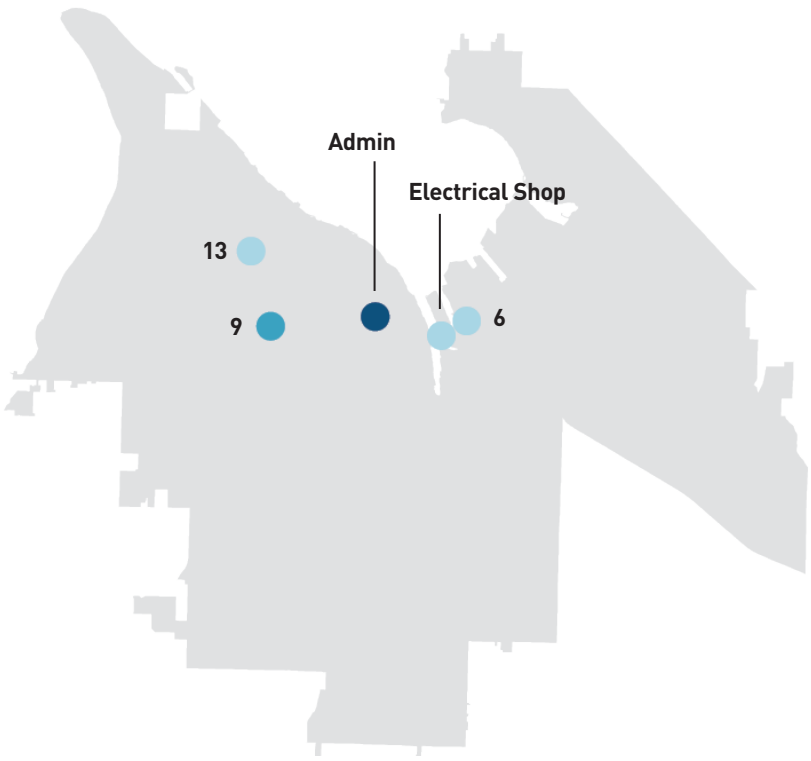
BENEFITS

- Invests in stations with high call volumes in areas with lower access to opportunity, improving response in South and Central Tacoma
- Supports phased construction and utilizes existing facilities for staff relocation when possible; former Station 10 supports Station 15 staff relocation, which in turn supports Station 11 staff relocation
- Reinvests in existing Training Center site in collaboration with Tacoma Police Department training needs
- Centrally locates Fire Garage and Logistics functions to improve operational efficiencies
- Accommodates existing and future space needs at existing stations through renovations and additions

CONSIDERATIONS

- Station 10 relocation and Fire Garage and Logistics relocation require land acquisition
- Relocation of Training functions required during renovation
- Temporary site in the Hilltop neighborhood is needed to support Station 2 and Station 4 staff relocation during renovations

1 *Indicates a recommended area, not a specific location*



SECOND PRIORITY PROJECTS - $49M

Renovate Station 6

Renovate Electric Shop

Rebuild Station 9

Renovate Station 13

Relocate Admin

- RELOCATE[1]
- REBUILD
- RENOVATE
- RETAIN

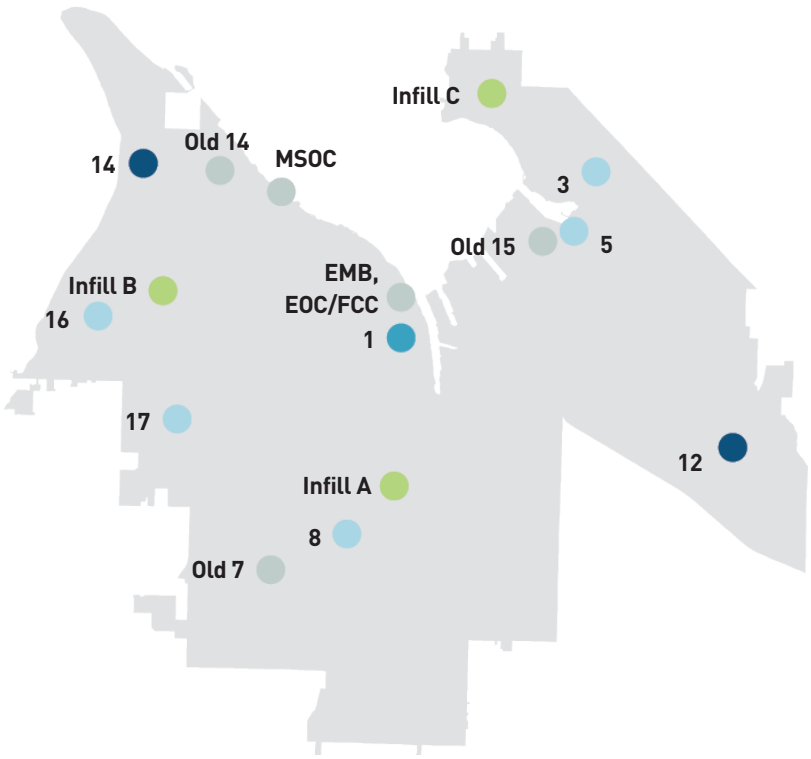
BENEFITS

- Improves emergency response in Downtown and West Tacoma
- Consolidates electrical maintenance functions to improve operational efficiency and reinvests at the Electrical Shop on a property the City already owns that can accommodate growth
- Renovates historic Station 13, a cherished community asset
- Admin relocation does not require land acquisition and consolidates administrative functions to improve operational efficiency

CONSIDERATIONS

- Station 6 renovation requires temporary staff relocation
- Feasibility of adding onto the Electrical Shop requires further review, as the site is located in the right-of-way
- Admin relocation requires tenant improvements
- Requires temporary site in the North End to support relocation during Station 9 and 13 improvements; site can be retained for future Infill B

1 *Indicates a recommended area, not a specific location*



THIRD PRIORITY PROJECTS - $121M[1]

Rebuild Station 1

Relocate Station 14

Renovate Stations 16 and 17

Relocate Station 12

Renovate Stations 3, 5, and 8

Build Infill Stations

Retain former Stations 7 and 14

Retain EMB, FCC/EOC, and MSOC

Retain former Station 15

Incorporate satellite training for incumbents

- RELOCATE[2]
- REBUILD
- RENOVATE
- RETAIN
- INFILL[2]

BENEFITS

- Rebuilds Station 1 at the existing site, avoiding land acquisition and adding capacity in Downtown Tacoma
- Addresses response gaps and cascading response failures with proposed Infill Stations
- Invests in assets the City already owns at Stations 3, 5, 8, 16, and 17
- Relocates Stations 12 and 14 to fill response gaps and support resiliency in Fife and Northwest Tacoma, respectively
- Incorporates satellite training for incumbents at new fire stations
- Renovates former Station 7 and former Station 14 for short and long-term emergency response
- Retains historic facilities, including EMB, FCC/EOC, and former 15

CONSIDERATIONS

- Temporary site near Tacoma Community College supports relocation during Station 16 and 17 renovations
- Temporary site in Browns Point is needed to support Station 3 staff relocation during renovation; site can be retained for Future Infill C
- Improvements at Stations 12 and 17 require coordination with partner agencies
- Assumes existing Fire Garage and Fire Prevention are vacated

1 *Excludes $24 million for Station 12 relocation and $5 million for Station 17 renovation; requires partnership with other jurisdictions*
2 *Indicates a recommended area, not a specific location*

MASTER PLAN BENEFITS

This master plan's recommendations provide a strategic roadmap for future Tacoma Fire Department facility investment efforts by detailing issues, identifying opportunities, and outlining needed investments in a prioritized fashion.

Implementing the master plan also offers the following benefits:

Protects firefighter mental and physical health

- Uses clean station design to create safe working environments with well-delineated hot and cold zones
- Provides private, quiet, and gender-neutral living quarters to increase opportunities for rest and respite
- Ensures workout rooms are adequately-sized and separated from hot zones

Modernizes Tacoma's portfolio to improve service, reduce operating costs, and cover response gaps

- Renovates stations to address short and long-term EMS needs, building flexibility and resiliency
- Adds infill stations to address traffic congestion, cover response gaps, and store some reserve fleet
- Improves working conditions and capacity at support facilities to accommodate TFD's core operational needs

Preserves historic facilities, cherished community assets, and sites with no sale benefit

Strategically prioritizes service by addressing high priority stations in South, Central, and Downtown Tacoma and at key support facilities

Builds in resiliency and flexibility to support changing service delivery needs and community growth

Figure 142. Private dormitories, like those at Station 5, benefit firefighter health

Figure 143. Renovating Station 13 preserves an historic community asset

Figure 144. Adding onto the Training Center adds capacity for recruits

Figure 145. Historic Station 11 will be renovated and expanded to better serve the community