

# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## INTRODUCTION

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### **VISION**

We will effectively and efficiently provide world-class fire department services that are "better than the best"---

If it's right for our customers, we'll do it  
When anyone requests our help, we'll provide it  
No matter what happens, we'll be ready for it

### **MISSION**

As a team of dedicated professionals, we serve the community's needs while protecting people, property and the environment.

### **VALUES**

Professionalism  
Service  
Respect

Teamwork  
Accountability  
Stewardship

Integrity  
Innovation

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### ***AS AN ORGANIZATION THAT VALUES HIGH PERFORMANCE, THE TACOMA FIRE DEPARTMENT.....***

- Is driven by the desire to meet or exceed customer needs and expectations.
  - Recognizes that exceptional employees are the key to exceptional customer service.
  - Seizes every opportunity to deliver outstanding customer service.
  - Shares a common language and understanding of key terms.
  - Uses creativity and innovation to quickly adapt to customer needs.
  - Takes calculated risks to improve customer service.
  - Measures performance in terms of impact and results achieved.
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# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## DEPARTMENT OVERVIEW

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In 2006, the Tacoma Fire Department (TFD) dispatched personnel to 41,693 initial requests for service in an area populated by 217,555 residents. Of those initial requests for service, 28,779 were EMS calls (69%) and 5,299 were fires (12.7%). The rest of the calls were related, but not limited, to issues like hazardous materials or conditions, investigations and search and rescue. The assessed value is nearly \$21.3 billion for the TFD service area that encompasses 71.6 square miles, including the city limits of Tacoma, Fircrest, Fife and Pierce County Fire District #10.

The TFD service delivery model is designed to maximize resources to ensure optimal service delivery to the community. This requires creating and sustaining an operational structure and response system that ensures TFD is always prepared and ready to respond to any type of emergency. Those emergencies could include fire suppression, search and rescue, salvage, basic and advanced life support treatment, transport of critically ill or injured patients, hazardous materials containment, and disaster response. This primary emergency response mission is supported by other critical functions including emergency communications and dispatch, fire inspection and investigations, vehicle and equipment maintenance, training, code enforcement and fire and injury prevention education.

In practical terms, it means strategically positioning TFD's 16 engine companies, four ladder companies, and five medic units throughout the TFD service area in a way that ensures timely response to protect the environment and/or minimize loss of life and property. There are industry standards, specifically NFPA (National Fire Protection Association) and the Pierce County Ambulance Rules and Regulations, that govern response times and therefore dictate how TFD resources are deployed.

In addition to these industry standards and local regulations, the positioning of TFD resources and staffing levels also is governed by geographical considerations. TFD provides service to a developed urban core and the 2,400 acre Port of Tacoma industrial area, a leading North American seaport. Commencement Bay, the body of water that contributes to the Port of Tacoma's success, together with the elevation changes on either side of the overall tideflats industrial area, also present major geographic obstacles to TFD's ability to respond in a timely manner to emergencies within its service area.

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# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## DEPARTMENT OVERVIEW (CONTINUED)

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These geographical challenges further underscore the need for TFD to have properly located units and stations, including fireboat capability, to ensure adequate response timeliness and subsequent loss mitigation. As a result, TFD operates on a dual response system. That means every TFD firefighter is a certified EMT and every engine and ladder company as well as the fireboat carries not only firefighting equipment, but also medical supplies and equipment, including oxygen and automatic external defibrillators (AED) for Basic Life Support (BLS) response. In addition to TFD's five paramedic staffed, transport capable medic units, the department also has four paramedic staffed engine companies for Advanced Life Support (ALS) response.

Further, all of these companies must be prepared to back each other up and to quickly transition from one type of emergency to another anywhere in the service area (e.g., from an EMS call to a fire call to a marine rescue to a hazardous materials spill). If one or more of these companies is assigned to an incident, then the next closest companies are dispatched and respond. When several companies in one part of the service area are committed to an incident, companies from other locations are moved temporarily into the area with inadequate coverage. This dual response approach using firefighting and EMS companies to back each other up across the service area is an accepted industry model and the method by which TFD is able to most cost effectively save both lives and property.

The emergency medical services provided by TFD personnel are a vital link in this community's health care continuum. Tacoma is the home of two tertiary care hospital systems, two Level II trauma centers (adults and children) and a highly trained physician community. Both hospital systems have invested millions of dollars in facilities, technology and personnel to support their respective missions of meeting community expectations for the provision of quality health care. They both are major employers who are making significant investments in the health of this community based on clinical research and best practices, all of which presume the availability of timely pre-hospital (EMS) intervention to ensure the best outcomes for patients, most especially victims of trauma, cardiac arrest and stroke.

The department's relationship with the local hospitals extends beyond the handoff between paramedics and emergency department personnel; TFD staff members have been instrumental in building partnerships with the hospitals and

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## TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

### DEPARTMENT OVERVIEW (CONTINUED)

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other health and human services providers to address broader community issues such as:

- A Sobering Center to provide a safe place for chronic public inebriants to be cared for outside of the hospital setting, easing the burden on already overcrowded emergency departments and high workload EMS units, allowing them to use their limited resources to care for true medical emergencies.
- A county-wide Divert Management plan to improve patient care by minimizing diversion of adult medical patients being transported from the field to Pierce County hospitals.
- An exclusive contract with a private ambulance company to improve the quality and continuity of patient care and overall BLS transport service as recommended in the 2002 Buracker performance audit. This arrangement also provides TFD with an additional \$420,000 in biennial revenue to support EMS operations.

The part-time fireboat is another critical operations function for the protection of over 40 miles of Tacoma shoreline. Historically, the Tacoma fireboats have been used for large and small vessels in distress, medical emergencies and evacuations, search and rescue and fire protection both on the water and for the shoreline that is within the 350–500 foot range of the fireboat's turrets. In addition, the emerging emphasis on homeland security has created another critical role for fireboats. For disaster preparedness and response, the value of the fireboat reaches far beyond the range of its turrets. Should the municipal water supply fail, whether as a result of a natural disaster or an act of terrorism, the fireboat will serve as a floating hydrant, providing significant firefighting water to land-based fire engines.

In addition to emergency response, the TFD engine and ladder companies are assigned responsibilities related to tool, equipment, and station maintenance. They also enforce the fire code by conducting basic fire inspections at over 5,700 structures, as well as providing public education on fire safety and prevention to children and families. These prevention activities are key elements in minimizing loss of life and property in both homes and businesses.

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# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## DEPARTMENT OVERVIEW (CONTINUED)

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TFD's ability to provide timely and appropriate response to emergency incidents also is dependent on several additional operations functions—most notably communications and dispatch and vehicle and equipment maintenance. Having a fully functional communications center is essential to the provision of public safety services. TFD staffs its Fire Communications Center (FCC) 24/7/365 with three fully trained firefighters who are certified in the State of Washington as Emergency Medical Technicians (EMTs) and in emergency medical dispatch (EMD). They also have additional training and/or experience in hazardous materials (HazMat), rope rescue, confined space, trench rescue, mass casualty incidents and weapons of mass destruction.

Their working knowledge of TFD procedures and how those procedures impact field operations is invaluable in assisting the companies that are responding to emergency incidents. For this reason, firefighter dispatchers are an integral part of the incident command system. During an incident, they monitor and manage the movement of engine and ladder companies across the service area to ensure no area goes without adequate emergency response coverage. The value of firefighter dispatchers further extends throughout the duration of the emergency incident as they continue to support incident command while the event unfolds over time.

Similarly, the TFD Garage supports the department's operations with not only vehicle repair and maintenance, but also fireboat maintenance, ground ladder maintenance, apparatus commissioning and station supply and mail distribution. This full service garage approach is key to ensuring vehicle and equipment reliability to protect the safety and welfare of citizens and the firefighters who serve them.

**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**SERVICE AREA MAP**

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# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## PLANNING ASSUMPTIONS

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The following planning assumptions guided the development of this strategic plan:

- If we work toward achieving our desired outcomes, we will realize our vision
- Planning should be proactive and prioritization of resources should align with industry standards and best practice for quality, professional service delivery
- Outcomes must be measurable, manageable and achievable
- Decision-making must be based on thoughtful use of relevant data
- Success depends on accountability at all levels; Fire Chief, department, bureau, division, battalion, station and individual
- All major strategies should be scoped, delineated and monitored using some type of project management model

## PLAN OVERVIEW

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To ensure TFD achieves the highest level of excellence, this strategic plan was developed within the context of refining the department's overall approach to organizational performance management.

First, TFD identified three goals that provide the direction and focus for the department's future. They are aligned with the City of Tacoma's strategic priorities and values and congruent with TFD vision, mission and values. They represent an ongoing commitment to understand and then meet or exceed the service expectations of our customers. These goals signify the ultimate impact that TFD would like to have on the community we serve:

- To contribute to the safety, health and livability of our community
  - To support environmentally responsible economic development
  - To efficiently and effectively meet or exceed customer expectations
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# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## PLAN OVERVIEW (CONTINUED)

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Achieving our goals will require TFD to drive some changes in community conditions which we have identified as the desired outcomes of our service efforts:

- Reduce preventable life and property loss
- Increase City and citizen preparedness to handle a disaster or other major emergency
- Enhance the leadership potential of TFD personnel
- Improve working relationships with customers
- Increase the diversity of the TFD workforce
- Improve firefighter safety

These outcomes all have both short-term and long-term implications. That is, we expect that the implementation of the strategies and tactics delineated later in this document will produce some desired change in the short-term (e.g., improved working relationships). Sustaining those gains, however, will require continuous focus on effective and efficient use of resources as well as a long-term commitment to organizational performance management.

Toward that end, each outcome has been assigned at least one strategy with accompanying possible tactics. Each strategy has then been assigned at least one measure that describes how success will be evaluated. For additional accountability, the strategies and tactics also have been assigned to a specific person with a specific timeline for completion.

Strategies will have identified baselines and benchmarks along with a standard for TFD performance within a given timeframe. These baselines, benchmarks and performance standards will be set based on the results of the Standards of Response Coverage (SORC) planning process. The subsequent “report card” produced by this planning process will serve as the mechanism by which TFD is accountable to the community for its performance.

Department performance monitoring will occur at least quarterly under the direction of the Fire Chief. Success will be measured in terms of how effectively and efficiently the strategies and tactics are producing the desired outcomes. Timely course corrections will occur as indicated based on actual performance results. This strategic plan will be updated at least annually to reflect the addition, deletion and/or modification of strategies, tactics, measures and/or timelines as appropriate.

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS**

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***Outcome: Reduce preventable life and property loss***

**Strategies**

1. Create and sustain a culture that values high performance and exceptional customer service

**Possible Tactics**

- Obtain and maintain department accreditation
  - Define “exceptional”
  - Recognize exceptional work right away, every day
  - “White shirt” (Chief Officer) ride-alongs and/or station rounds
  - Establish necessary processes and/or department infrastructure to support ongoing performance management
2. Enforce code compliance to ensure building fire and life safety and/or to protect the environment

**Possible Tactics**

- Self-inspection program for low hazard occupancies
  - Inspect all commercial buildings annually
  - Extend permit program to include permits approved by ordinance
3. Investigate and determine the cause of significant fires in a timely manner

**Possible Tactics**

- Define “significant”
  - Ongoing training and certification for investigators
  - Peer review of investigations
  - Evaluate need for additional staff and equipment
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Reduce preventable life and property loss***

**Strategies**

4. Strengthen working relationships with other agencies to improve service response

**Possible Tactics**

- Re-visit District 13 (Brown's Point/Dash Point) partnership
  - Consider new type of working relationship with Lakewood FireComm
  - Assume dispatch responsibilities for Central Pierce Fire & Rescue
  - Pierce County Divert Committee participation
  - Consider developing all-hazard MOUs with surrounding jurisdictions
5. Evaluate need for additional disciplines to support emergency operations

**Possible Tactics**

- Consider the following:
    - Swift water rescue
    - Dive team
    - Structural collapse
6. Create a master facilities plan to include:
    - Capital improvement projects
    - Deferred maintenance projects
    - Future needs

**Possible Tactics**

- Consider shared facilities with Central Pierce Fire & Rescue
  - Convert Station 5 into a shared public safety building with Tacoma Police Department and United States Coast Guard
  - "Campus concept" to consolidate department support functions
  - Station planning based on population growth and density
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Reduce preventable life and property loss***

**Strategies**

7. Develop a master plan for TFD Information Services to better support emergency operations, prevention and preparedness efforts

**Possible Tactics**

- Install and/or maintain equipment and technology at appropriate levels of readiness such as:
  - Electronic notebook reporting
  - Inspection reporting software
  - Automatic supplemental emergency generators
- 8. Provide better emergency services to geographical areas of need identified in the Standards of Response Coverage (SORC) plan
  - Fire suppression
  - Emergency medical services
  - Hazardous materials
  - Tech rescue
  - Marine shipboard firefighting and rescue

**Possible Tactics**

- Complete SORC plan
  - Evaluate the need to restore daily fireboat service
  - Random audits of ALS and BLS charts
9. Develop a funding plan to implement the master facilities plan

**Possible Tactics**

- Bond issue or other appropriate funding mechanism for station replacement, remodel and/or renovation
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Increase City and citizen preparedness to handle a disaster or other major emergency***

**Strategies**

1. Provide more comprehensive prevention and preparedness education to the public

**Possible Tactics**

- Evaluate and redesign existing public education programs and curriculum
  - Make all prevention and preparedness information available as a web-based service for public access
  - Develop and implement pre/post citizen survey to measure prevention awareness and perception of preparedness linked to participation in TFD programs and/or web access
2. Conduct disaster preparedness training for other City departments

**Possible Tactics**

- Develop and implement pre/post employee survey to measure perception of preparedness linked to participation in TFD programs
  - NIMS training
  - Tabletop drill
  - Full scale exercise
3. Review and/or complete and/or distribute emergency preparedness plans as required by state and/or federal agencies

**Possible Tactics**

- Plans include, but may not be limited to:
    - City of Tacoma Comprehensive Emergency Management Plan (CEMP)
    - Mitigation Plan
    - TFD Emergency Operations Plan
    - Link to City's ADA transitional planning
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Increase City and citizen preparedness to handle a disaster or other major emergency***

**Strategies**

4. Design, participate in and/or conduct required and/or necessary preparedness training and exercises for TFD personnel

**Possible Tactics:**

- Areas of focus include, but may not be limited to:
  - National Incident Management System (NIMS)
  - Metropolitan Medical Response System (MMRS)
  - Comprehensive Emergency Management Plan (CEMP)
  - Emergency Operations Center (EOC)
- 5. Formalize business disaster planning and emergency preparedness efforts

**Possible Tactics:**

- Develop and implement pre/post business owner survey to measure perception of preparedness linked to participation in TFD programs

***Outcome: Enhance the leadership potential of TFD personnel***

**Strategies**

1. Develop and implement an overall TFD succession plan

**Possible Tactics:**

- Clarify the responsibilities, competencies and experiences needed for personnel in key positions to ensure long-term TFD success
  - Assess TFD's current capability and readiness to fill key positions
  - Mentor and develop people who are potential candidates for key positions
  - Assist interested individuals in planning for their own development
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Enhance the leadership potential of TFD personnel***

**Strategies**

2. Expect and require competency beyond emergency response along with accountability beyond probationary periods

**Possible Tactics:**

- Assign meaningful officer probation projects
- City Manager's Office internship
- Encourage personnel to complete elective training/education such as:
  - Executive Fire Officer (EFO)
  - Chief Fire Officer (CFO)
  - Management/leadership
  - Computer skills
  - Finance/budgeting
  - Communication
  - Customer service
- Encourage college education for all personnel
- Encourage personnel to attain Bachelor degrees (or higher) for advanced promotions

***Outcome: Increase the diversity of the TFD workforce***

**Strategies**

1. Recruit, hire, train and retain a workforce that mirrors the diversity of the community

**Possible Tactics:**

- Enhance Recruitment Team approach
  - Community outreach plan
  - Physical abilities test (PAT) practice sessions
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Improve working relationships with customers***

**Strategies**

1. Maintain zero tolerance approach to discrimination, harassment and/or retaliation

**Possible Tactics:**

- Prompt investigation and referral of all EEO complaints to the department's EEO officer and to the City's EEO office
  - Annual EEO training
2. Strengthen and reinforce positive customer perceptions of TFD

**Possible Tactics:**

- Outreach plan to strengthen TFD connection to the community
    - Neighborhood Liaison Officer concept
    - Collaborate with other City departments on human services issues
    - Emphasize customer service in all TFD hiring, training and safety programs
    - Build and maintain positive, team-oriented working relationships based on guiding principles
  - Strengthen working relationships among all TFD personnel
    - Interdisciplinary ride-alongs
    - Customer service peer review for learning and improvement
  - Establish and maintain a TFD presence at the county, state and national levels
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Improve working relationships with customers***

3. Develop and implement a plan to support timely, accurate information flow within, into and out of the department

**Possible Tactics:**

- Explore new methods and mechanisms to enhance intradepartmental communication
- Maintain a communications master file to ensure consistency
- Expand the Public Information Officer (PIO) function to include a more proactive media relations strategy
- Two-way feedback mechanism for bringing ideas forward

***Outcome: Improve firefighter safety***

**Strategies**

1. Continue policy and procedure development

**Possible Tactics:**

- Annual policy review
- Link policy development to safety improvement
- Increase involvement of TFD personnel in policy development

2. Standardize operations to support consistency and cohesiveness between shifts

**Possible Tactics:**

- Provide training for personnel to improve quality of inspection reports
  - Identify opportunities to standardize all aspects of operations, including drills
  - Use internal customer survey to measure cohesiveness
  - Link consistency to response and service improvement measures
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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**OUTCOMES, STRATEGIES AND TACTICS (CONTINUED)**

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***Outcome: Improve firefighter safety***

3. Provide training for TFD personnel that meets or exceeds industry standards and/or best practice

**Possible Tactics:**

- Establish a Training Team
  - Continue emphasis on wellness/fitness
  - Develop an overall training plan
  - Ensure personnel attend all required training
4. Create a culture of learning from “close calls” to prevent undesirable events

**Possible Tactics:**

- Post incident critiques of all events at the company, battalion and/or bureau levels
- Strengthen emphasis on safety of TFD personnel in all training and for all responses and incidents
- ALS, BLS, Dispatch and Operations peer review
- Safety committee reorganization

**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY**

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***Outcome: Reduce preventable life and property loss***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Create and sustain a culture that values high performance and exceptional customer service	Fire Chief	<ul style="list-style-type: none"> <li>• Achieve accreditation by September 2009</li> <li>• Annual compliance reports for accreditation submitted on time</li> <li>• Customer perception of expectations being met or exceeded               <ul style="list-style-type: none"> <li>○ External</li> <li>○ Internal (other City depts.)</li> <li>○ Internal (TFD employees)</li> </ul> </li> <li>• Public perception of community safety relative to TFD services</li> </ul>
2008-2012	Enforce code compliance to ensure building fire and life safety and/or to protect the environment	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• % of commercial buildings inspected annually</li> <li>• # of hazards found</li> <li>• # of hazards corrected</li> <li>• # of fires in commercial buildings</li> <li>• # of incidents associated with non-permitted activities</li> <li>• # of referrals associated with non-permitted activities</li> <li>• ISO rating</li> </ul>
2008-2012	Investigate and determine the cause of significant fires in a timely manner	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• Time to investigate</li> <li>• Time to determine cause</li> <li>• Time to complete reports</li> <li>• % of certified investigators</li> </ul>
2008-2012	Strengthen working relationships with other agencies to improve service response	Fire Chief	<ul style="list-style-type: none"> <li>• CPFR dispatch begins on time, on budget</li> <li>• Service level standards as specified in the CPFR contract</li> <li>• Hand off times in hospital EDs</li> <li>• Out of service time</li> </ul>

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY (CONTINUED)**

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***Outcome: Reduce preventable life and property loss***

TIMELINE	STRATEGY	ASSIGNED TO	MEASURES
2008-2012	Provide better emergency services to geographical areas of need identified in the Standards of Response Coverage Plan <ul style="list-style-type: none"> <li>• Fire suppression</li> <li>• Emergency medical services</li> <li>• Hazardous materials</li> <li>• Tech Rescue</li> <li>• Marine shipboard firefighting and rescue</li> </ul>	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> <li>• Dispatch time</li> <li>• Turnout time</li> <li>• Travel time</li> <li>• Total response time:               <ul style="list-style-type: none"> <li>○ First in</li> <li>○ Full complement</li> </ul> </li> <li>• % of fires contained to:               <ul style="list-style-type: none"> <li>○ Room of origin</li> <li>○ Structure of origin</li> </ul> </li> <li>• Value of property saved</li> <li>• Structure fire deaths</li> <li>• % compliance with patient care protocols</li> <li>• Time until patient is en route from scene to appropriate hospital for:               <ul style="list-style-type: none"> <li>○ Trauma</li> <li>○ Heart attack</li> <li>○ Stroke</li> </ul> </li> <li>• % compliance with tech rescue protocols</li> <li>• # of firefighter injuries/deaths</li> <li>• # of civilian injuries/deaths</li> <li>• ISO rating</li> </ul>
2009	Evaluate need for additional disciplines to support emergency operations	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> <li>• Evaluation complete by 3-31-09</li> </ul>
2009-2010	Create a master facilities plan to include: <ul style="list-style-type: none"> <li>• Capital improvement projects</li> <li>• Deferred maintenance projects</li> <li>• Future needs</li> </ul>	Deputy Chief, Emergency Operations Bureau  Deputy Chief, Support Services Bureau	<ul style="list-style-type: none"> <li>• Plan complete by 6-30-09</li> </ul>

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY (CONTINUED)**

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***Outcome: Reduce preventable life and property loss***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2009-2010	Develop a master plan for TFD Information Services to better support emergency operations, prevention and preparedness efforts	Deputy Chief, Emergency Operations Bureau  Deputy Chief, Support Services Bureau	<ul style="list-style-type: none"> <li>• Plan complete by 6-30-09</li> </ul>
2009-2010	Develop funding plan to implement the master facilities plan	Fire Chief	<ul style="list-style-type: none"> <li>• Plan complete by 6-30-10</li> </ul>

***Outcome: Increase City and citizen preparedness to handle a disaster or other major emergency***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Provide more comprehensive prevention and preparedness education to the public	Deputy Chief, Prevention and Preparedness Bureau  Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> <li>• Citizen perception of preparedness and/or prevention awareness</li> <li>• # of juvenile fire starts</li> <li>• # of citizens performing CPR upon TFD arrival</li> <li>• # of citizens using AEDs upon TFD arrival</li> <li>• # of citizens trained in CERT</li> <li>• # of citizens trained in CPR/AED</li> </ul>
2008-2012	Conduct disaster preparedness training for other City departments	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• Employee perception of preparedness</li> <li>• % City employees NIMS compliant</li> </ul>
2008-2012	Review and/or complete and/or distribute emergency preparedness plans as required by state and/or federal agencies	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• Plan(s) complete on time</li> <li>• % required plans current at any given time</li> </ul>

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY (CONTINUED)**

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***Outcome: Increase City and citizen preparedness to handle a disaster or other major emergency***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Design, participate in and/or conduct required and/or necessary preparedness training and exercises for TFD personnel	Deputy Chief, Prevention and Preparedness Bureau  Deputy Chief, Support Service Bureau	<ul style="list-style-type: none"> <li>• # of exercises per year</li> <li>• % of personnel participating in required exercises</li> <li>• % compliance with requirements</li> <li>• % TFD personnel NIMS compliant</li> </ul>
2008-2012	Formalize business disaster planning and emergency preparedness efforts	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• Business owner perception of preparedness</li> </ul>

***Outcome: Enhance the leadership potential of TFD personnel***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2009	Develop and implement an overall TFD succession plan	Fire Chief	<ul style="list-style-type: none"> <li>• Plan complete by 12-31-09</li> </ul>
2008-2012	Expect and require competency beyond emergency response along with accountability beyond probationary periods	Fire Chief	<ul style="list-style-type: none"> <li>• % recruits who successfully complete recruit academy</li> <li>• % probationary employees who successfully complete probation</li> <li>• % probationary projects completed by uniform personnel within probationary period</li> <li>• % personnel who complete EFO course</li> <li>• % personnel who complete CFO course</li> <li>• % personnel who complete elective training/education</li> </ul>

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY (CONTINUED)**

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***Outcome: Increase the diversity of the TFD workforce***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Recruit, hire, train and retain a workforce that mirrors the diversity of the community	Deputy Chief, Support Services Bureau	<ul style="list-style-type: none"> <li>• % of minority and female personnel               <ul style="list-style-type: none"> <li>○ Recruits</li> <li>○ Field</li> <li>○ Officers</li> </ul> </li> <li>• Retention rate</li> </ul>

***Outcome: Improve working relationships with customers***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	Fire Chief	<ul style="list-style-type: none"> <li>• # of EEO complaints</li> <li>• Time to investigate</li> <li>• Time to referral</li> <li>• % of TFD personnel who receive annual EEO training</li> <li>• # of EEO classes provided annually</li> </ul>
2008-2012	Strengthen and reinforce positive customer perceptions of TFD	Fire Chief	<ul style="list-style-type: none"> <li>• Customer perception of expectations being met or exceeded               <ul style="list-style-type: none"> <li>○ External</li> <li>○ Internal (other City depts.)</li> <li>○ Internal (TFD employees)</li> </ul> </li> <li>• Public perception of community safety relative to TFD services</li> </ul>
2008-2012	Develop and implement a plan to support timely, accurate information flow within, into and out of the department	Fire Chief	<ul style="list-style-type: none"> <li>• TFD employee perception of improved communication</li> <li>• # of positive media stories</li> </ul>

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**TACOMA FIRE DEPARTMENT  
STRATEGIC PLAN 2008-2012**

**ACCOUNTABILITY (CONTINUED)**

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***Outcome: Improve firefighter safety***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>MEASURES</b>
2008-2012	Continue policy and procedure development	Fire Chief	<ul style="list-style-type: none"> <li>• % policies updated in timely manner</li> <li>• % policies current at any given time</li> </ul>
2008-2012	Standardize operations to support consistency and cohesiveness between shifts	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> <li>• % of standardization opportunities complete</li> <li>• Personnel perception of improved cohesiveness between shifts</li> <li>• Response and service improvement</li> </ul>
2008-2012	Provide training for TFD personnel that meets or exceeds industry best practices and/or standards	Deputy Chief, Support Services Bureau	<ul style="list-style-type: none"> <li>• Plan developed by 12-31-09</li> <li>• % of personnel trained to FF 1 and FF 2 standards</li> <li>• % of personnel who receive required annual training</li> </ul>
2008-2012	Create a culture of learning from “close calls” to prevent undesirable events	Fire Chief	<ul style="list-style-type: none"> <li>• # of major events with post incident critiques</li> <li>• # of close call reports</li> <li>• # of OJIs</li> <li>• # of vehicle accidents               <ul style="list-style-type: none"> <li>○ Preventable</li> <li>○ Non-preventable</li> </ul> </li> <li>• # of civilian injuries</li> <li>• # of civilian deaths</li> </ul>

# TACOMA FIRE DEPARTMENT STRATEGIC PLAN 2008-2012

## DEFINITION OF TERMS

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**Goal:** Designates ultimate impact expected to occur; gives direction and focus at the department level; provides an “umbrella” for service level planning.

**Outcome:** Anticipated change in community conditions; has a time element (short-term, intermediate, long-term); realistic, achievable; measurable

**Strategy:** Plan of action or approach to achieve desired outcomes

**Tactics:** Activities directed towards carrying out a strategy

**Programs:** TFD programs fall into two categories---

### **Direct Services**

Fire suppression  
Fire prevention/life safety  
Public education  
Fire investigation  
Tech rescue  
HazMat  
EMS  
Domestic preparedness planning and response  
Aviation rescue and firefighting  
Marine and shipboard rescue and firefighting

### **Operations Support**

Governance/Administration  
Assessment/Planning  
Finance  
Safety  
Human Resources  
Training  
Communications  
External relationships

**Measure:** Specific, observable indicators that describe how outcomes are being accomplished.

- **Effective:** Ability to exert positive influence to achieve desired results
- **Efficient:** Ability to produce desired results without waste or duplication of resources

**Performance Standard:** Targeted level of performance; has quantifiable measure for improvement (increase, decrease, maintain, sustain) over a specific period of time

- **Baseline:** An internal standard from which something can be judged; comes from what an agency is actually doing.
- **Benchmark:** An external standard from which something can be judged; comes from another organization to be used for comparison to an agency baseline.

**Actual Performance:** Report of progress towards achieving or exceeding performance standards

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