

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Reduce preventable life and property loss

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Deputy Chief, Emergency Operations	Improve emergency services to areas of need identified in the Standards of Cover (SOC) Plan <ul style="list-style-type: none"> • Fire suppression • Emergency medical services • Hazardous materials • Tech rescue • Marine firefighting and rescue 	<ul style="list-style-type: none"> • Complete SOC plan Q2-2009 • Complete program assessment as part of accreditation process Q2-2009 • Implement ongoing Operations and Dispatch Peer Review • Continue ongoing EMS Peer Review
2009	Deputy Chief, Emergency Operations	Evaluate need for additional disciplines to support emergency operations <ul style="list-style-type: none"> • Swift water rescue • Dive team • Structural collapse • Vehicle extrication • Intelligence gathering for Homeland Security 	<ul style="list-style-type: none"> • Complete as part of program assessment for accreditation

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Reduce preventable life and property loss (continued)

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Fire Chief	Strengthen working relationships with other agencies to improve service response	<ul style="list-style-type: none"> • Continued collaboration with CPFR, to include Puyallup • Continued participation on County, State and National Committees • Continue work on PSAP consolidation • Consider other potential partnerships <ul style="list-style-type: none"> ○ District 13 (Browns Point/Dash Point), Ruston
2009-2012	Deputy Chief, Prevention and Preparedness	Enforce code compliance to ensure building fire and life safety and/or to protect the environment	<ul style="list-style-type: none"> • Continued participation in City initiatives; Community Based Services, Safe & Clean • Continue annual commercial building inspections and self- inspection for low hazard occupancies • Extend permit program to include permits approved by ordinance

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Reduce preventable life and property loss (continued)

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009	Deputy Chiefs, Emergency Operations and Prevention and Preparedness	Create a master facilities plan to include: <ul style="list-style-type: none"> • Capital improvement projects • Deferred maintenance projects • Future needs 	<ul style="list-style-type: none"> • Consider sharing facilities, including Station 5, with neighboring agencies • “Campus” concept to consolidate department support functions • Station planning based on SOC plan recommendations
2009	Deputy Chief, Emergency Operations Assistant Chief, EMS	Develop a master plan for TFD Information Systems to better support emergency operations, prevention and preparedness efforts	<ul style="list-style-type: none"> • Install and/or maintain equipment and technology such as: <ul style="list-style-type: none"> ○ Electronic daybooks ○ Inspection reporting software ○ Automation of all reports ○ CAD and Zetron upgrades ○ Electronic patient care reporting
2009	Fire Chief	Develop funding plans to implement both master plans	<ul style="list-style-type: none"> • Bond issue or other appropriate funding mechanism

**TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE**

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

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Deputy Chief, Prevention and Preparedness Deputy Chief, Emergency Operations	Provide more comprehensive prevention and preparedness education to the public	<ul style="list-style-type: none"> • Ongoing evaluation and redesign of existing public education programs and curriculum • 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
2009-2012	Deputy Chief, Prevention and Preparedness	Conduct disaster preparedness training for other City departments	<ul style="list-style-type: none"> • Develop and implement pre/post employee survey to measure prevention awareness and perception of preparedness linked to participation in TFD programs and/or web access • Ongoing NIMS training as needed • Drills and exercises as required

**TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE**

Outcome: Increase City and citizen preparedness to handle a disaster or other major emergency (continued)

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Deputy Chief, Prevention and Preparedness	Review and/or complete and/or distribute emergency preparedness plans as required by state and/or federal agencies	<ul style="list-style-type: none"> • Update City of Tacoma Comprehensive Emergency Management Plan (CEMP) • Ongoing coordination with City's ADA transitional planning
2009-2012	Deputy Chief, Prevention and Preparedness Deputy Chief, Support Service	Design, participate in and/or conduct required and/or necessary preparedness training and exercises for TFD personnel	<ul style="list-style-type: none"> • Ongoing NIMS training as needed • Drills and exercises as required
2009-2012	Deputy Chief, Prevention and Preparedness	Formalize business disaster planning and emergency preparedness efforts	<ul style="list-style-type: none"> • Develop and implement pre/post business owner survey to measure perception of preparedness linked to participation in TFD programs

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Enhance the leadership potential of TFD personnel

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Fire Chief	Develop and implement an overall TFD succession plan	<ul style="list-style-type: none"> • 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
2009-2012	Fire Chief	Expect and require competency beyond emergency response along with accountability beyond probationary periods	<ul style="list-style-type: none"> • Assist interested individuals in planning for their own development • Encourage all personnel to complete elective training/education, including Bachelor degrees (or higher) for advanced promotions • Assign meaningful officer probation projects • Implement inhouse Officer Development Course in 2009

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Improve firefighter safety

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Fire Chief	Continue policy and procedure development	<ul style="list-style-type: none"> • Annual policy review and updates • Increase involvement of TFD personnel in policy development
2009-2012	Deputy Chief, Support Services	Provide training for TFD personnel that meets or exceeds industry best practices and/or standards	<ul style="list-style-type: none"> • Develop an overall training plan • Ensure personnel attend all required training • Continue emphasis on wellness/fitness
2009-2012	Fire Chief	Create a culture of safety to prevent undesirable events	<ul style="list-style-type: none"> • Implement Dispatch and Operations peer review • Strengthen emphasis on safety of TFD personnel in all training and for all responses and incidents

TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE

Outcome: Improve working relationships with customers

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Fire Chief	Create and sustain a culture that values high performance and exceptional customer service	<ul style="list-style-type: none"> • Obtain and maintain department accreditation • Implement processes and/or department infrastructure to support ongoing performance management
2009-2012	Fire Chief	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	<ul style="list-style-type: none"> • Prompt investigation and referral of all EEO complaints to the department's EEO officer and to the City's EEO office • Annual EEO training
2009-2012	Fire Chief	Strengthen and reinforce positive customer perceptions of TFD	<ul style="list-style-type: none"> • Outreach plan to strengthen TFD connection to the community • Emphasize customer service in all TFD hiring, training and safety programs • Interdisciplinary ride-alongs • Consider customer service peer review for learning and improvement • Develop and implement a customer service survey process

**TACOMA FIRE DEPARTMENT STRATEGIC PLAN
2009 UPDATE**

Outcome: Improve working relationships with customers (continued)

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Fire Chief	Develop and implement a plan to support timely, accurate information flow within, into and out of the department	<ul style="list-style-type: none"> • Implement new PIO function to include a more proactive media relations strategy; formalize with new policy • Explore new methods and mechanisms to enhance intradepartmental communication • Maintain a communications master file to ensure consistency

Outcome: Increase the diversity of the TFD workforce

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2009-2012	Deputy Chief, Support Services	Recruit, hire, train and retain a workforce that mirrors the diversity of the community	<ul style="list-style-type: none"> • Enhanced community outreach plan • Continue physical abilities test (PAT) practice sessions