

**Tacoma Fire Department**

# **Strategic Plan - 2010 Update**

**Tacoma Fire Department Strategic Plan**

**Commission on Fire Accreditation International**



**2010**

<b>OUTCOME: REDUCE PREVENTABLE LIFE AND PROPERTY LOSS</b>			
<b>TIMELINE</b>	<b>ASSIGNED TO</b>	<b>STRATEGY</b>	<b>TACTICS</b>
2010-2012	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"> <li>• Fire suppression</li> <li>• Emergency medical services</li> <li>• Hazardous materials</li> <li>• Tech rescue</li> <li>• Marine firefighting and rescue</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to monitor performance using the updated SOC plan</li> <li>➤ Implement ongoing Operations and Dispatch Peer Review and EMS Peer Review</li> <li>➤ Modify operational division service delivery model to include a third battalion</li> </ul>
2010	Deputy Chief, Emergency Operations	Evaluate need for additional disciplines to support emergency operations <ul style="list-style-type: none"> <li>• Swift water rescue</li> <li>• Dive team</li> <li>• Structural collapse</li> <li>• Vehicle extrication</li> <li>• Intelligence gathering for Homeland Security</li> </ul>	<ul style="list-style-type: none"> <li>➤ An analysis of response data indicates that the implementation of swift water rescue and a dive team are not currently supported; however, TFD will continue to monitor and adjust as needed.</li> <li>➤ Provide additional structural collapse and vehicle extrication tech training.</li> </ul>
2010-2012	Fire Chief	Strengthen working relationships with other agencies to improve service response	<ul style="list-style-type: none"> <li>➤ Continued collaboration with CPFR</li> <li>➤ Continued participation on County, State and National Committees</li> <li>➤ Continue work on PSAP consolidation</li> <li>➤ Consider other potential partnerships                             <ul style="list-style-type: none"> <li>▪ District 13 (Browns Point/Dash Point), Ruston</li> </ul> </li> </ul>

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2010-2012	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"> <li>➤ Continued participation in City initiatives; Community Based Services, Safe &amp; Clean</li> <li>➤ Continue annual commercial building inspections and launch new inspection form</li> <li>➤ Extend permit program to include permits approved by ordinance</li> <li>➤ Evaluate the Capturx digital pen technology</li> </ul>
2010	Deputy Chiefs, Emergency Operations & Prevention and Preparedness	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>	<ul style="list-style-type: none"> <li>➤ Hire architect to scope facilities issues</li> <li>➤ Consider sharing facilities, including Station 5, with neighboring agencies</li> <li>➤ “Campus” concept to consolidate department support functions</li> <li>➤ Station planning based on SOC plan recommendations</li> </ul>
2010	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"> <li>➤ Install and/or maintain equipment and technology such as: <ul style="list-style-type: none"> <li>▪ Electronic daybooks</li> <li>▪ Inspection reporting software</li> <li>▪ Automation of all reports</li> <li>▪ Electronic patient care reporting</li> <li>▪ Evaluate Capturx Pen technology</li> </ul> </li> </ul>
2010	Fire Chief	Develop funding plans to implement both master plans	<ul style="list-style-type: none"> <li>➤ Bond issue or other appropriate funding mechanism</li> </ul>

***OUTCOME: INCREASE CITY AND CITIZEN PREPAREDNESS TO HANDLE A DISASTER OR OTHER MAJOR EMERGENCY***

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2010-2012	Deputy Chief, Prevention and Preparedness	Provide more comprehensive prevention and preparedness education to the public	<ul style="list-style-type: none"> <li>➤ Ongoing evaluation and redesign of existing public education programs and curriculum</li> <li>➤ Develop and implement pre/post citizen survey to</li> </ul>

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	& Deputy Chief, Emergency Operations		<p>measure prevention awareness and perception of preparedness linked to participation in TFD programs and/or web access</p> <ul style="list-style-type: none"> <li>➤ Disseminate prevention materials to Neighborhood Councils</li> </ul>
2010-2012	Deputy Chief, Prevention and Preparedness	Conduct disaster preparedness training for other City departments	<ul style="list-style-type: none"> <li>➤ 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</li> <li>➤ Ongoing NIMS training as needed</li> <li>➤ Drills and exercises as required</li> </ul>
2010-2012	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"> <li>➤ Ongoing coordination with City's ADA transitional planning</li> </ul>
2010-2012	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"> <li>➤ Ongoing NIMS training as needed</li> <li>➤ Drills and exercises as required</li> </ul>
2010-2012	Deputy Chief, Prevention and Preparedness	Formalize business disaster planning and emergency preparedness efforts	<ul style="list-style-type: none"> <li>➤ Develop and implement pre/post business owner survey to measure perception of preparedness linked to participation in TFD programs</li> </ul>

<b><i>OUTCOME: ENHANCE THE LEADERSHIP POTENTIAL OF TFD PERSONNEL</i></b>			
<b>TIMELINE</b>	<b>ASSIGNED TO</b>	<b>STRATEGY</b>	<b>TACTICS</b>
2010-2012	Fire Chief	Develop and implement an overall TFD succession plan	<ul style="list-style-type: none"> <li>➤ Clarify the responsibilities, competencies and experiences needed for personnel in key positions to ensure long-term TFD success</li> <li>➤ Assess TFD's current capability and readiness to fill key positions</li> <li>➤ Mentor and develop people who are potential candidates for key positions</li> </ul>
2010-2012	Fire Chief	Expect and require competency beyond emergency response along with accountability beyond probationary periods	<ul style="list-style-type: none"> <li>➤ Assist interested individuals in planning for their own development</li> <li>➤ Encourage all personnel to complete elective training/education, including Bachelor degrees (or higher) for advanced promotions</li> <li>➤ Assign meaningful officer probation projects</li> <li>➤ Implement in-house Officer Development Course in 2010</li> </ul>

<b><i>OUTCOME: IMPROVE FIREFIGHTER SAFETY</i></b>			
<b>TIMELINE</b>	<b>ASSIGNED TO</b>	<b>STRATEGY</b>	<b>TACTICS</b>
2010-2012	Fire Chief	Continue policy and procedure development	<ul style="list-style-type: none"> <li>➤ Annual policy review and updates</li> <li>➤ Increase involvement of TFD personnel in policy development</li> </ul>
2010-2012	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"> <li>➤ Develop an overall training plan</li> <li>➤ Ensure personnel attend all required training</li> <li>➤ Continue emphasis on wellness/fitness</li> </ul>

2010-2012	Fire Chief	Create a culture of safety to prevent undesirable events	<ul style="list-style-type: none"> <li>➤ Implement Dispatch and Operations peer review</li> <li>➤ Strengthen emphasis on safety of TFD personnel in all training and for all responses and incidents</li> <li>➤ Modify operational response model to include three battalions to decrease span of control, add a safety captain position and expanded safety lieutenant's role</li> </ul>
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***OUTCOME: IMPROVE WORKING RELATIONSHIPS WITH CUSTOMERS***

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2010-2012	Fire Chief	Create and sustain a culture that values high performance and exceptional customer service	<ul style="list-style-type: none"> <li>➤ Maintain department accreditation status</li> <li>➤ Implement processes and/or department infrastructure to support ongoing performance management</li> </ul>
2010-2012	Fire Chief	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	<ul style="list-style-type: none"> <li>➤ Prompt investigation and referral of all EEO complaints to the department's EEO officer and to the City's EEO office</li> <li>➤ Annual EEO training</li> </ul>
2010-2012	Fire Chief	Strengthen and reinforce positive customer perceptions of TFD	<ul style="list-style-type: none"> <li>➤ Outreach plan to strengthen TFD connection to the community</li> <li>➤ Emphasize customer service in all TFD hiring, training and safety programs</li> <li>➤ Interdisciplinary ride-alongs</li> <li>➤ Consider customer service peer review for learning and improvement</li> <li>➤ Develop and implement a customer service survey process</li> </ul>

2010-2012	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"> <li>➤ Continue to expand PIO function's to include a more proactive media relations strategy; formalize with policy</li> <li>➤ Explore new methods and mechanisms to enhance intradepartmental communication</li> <li>➤ Maintain a communications master file to ensure consistency</li> </ul>
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***OUTCOME: INCREASE THE DIVERSITY OF THE TFD WORKFORCE***

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS
2010-2012	Deputy Chief, Support Services	Recruit, hire, train and retain a workforce that mirrors the diversity of the community	<ul style="list-style-type: none"> <li>➤ Enhanced community outreach plan</li> <li>➤ Continue physical abilities test (PAT) practice sessions</li> <li>➤ Evaluate CPAT process</li> </ul>