

Tacoma Fire Department

Strategic Plan 2011 Update

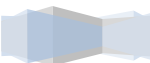
Tacoma Fire Department Strategic Plan
Commission on Fire Accreditation International



Protecting People, Property & the Environment

OUTCOME: REDUCE PREVENTABLE LIFE AND PROPERTY LOSS

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS/DUE
2011-2012	Deputy Chief, Emergency Operations	1. 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"> ➤ Continue to monitor performance using the updated SOC plan ➤ Analyze response data from the newly created Battalion 3 and Safety 142 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing
2011	Deputy Chief, Emergency Operations	2. Evaluate need for additional disciplines to support emergency operations <ul style="list-style-type: none"> • Structural collapse • Vehicle extrication • Intelligence gathering for Homeland Security 	<ul style="list-style-type: none"> ➤ Provide additional structural collapse and vehicle extrication tech training. ➤ Marine division working on new rapid response patrol watercraft. 	<ul style="list-style-type: none"> ➤ Ongoing ➤ 3rd Quarter



2011-2012	Fire Chief	3. Strengthen working relationships with other agencies to improve service response	<ul style="list-style-type: none"> ➤ Develop MOU with West Pierce Fire & Rescue for softening of the border calls ➤ Continued collaboration with CPFR ➤ 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 	<ul style="list-style-type: none"> ➤ 1st Quarter 2012 ➤ Ongoing ➤ Ongoing ➤ Ongoing ➤ Ongoing
2011-2012	Deputy Chief, Prevention and Preparedness	4. 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 <ul style="list-style-type: none"> ▪ Add residential fire safety, injury prevention and disaster preparedness to CBS by 12/31/2012 ➤ Evaluate FPB operational model 	<ul style="list-style-type: none"> ➤ Ongoing ➤ 2nd Quarter 2011 ➤ 4th Quarter 2012
2011	Deputy Chiefs, Emergency Operations & Prevention and Preparedness	5. 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"> ➤ Implement the initial phase of the Station 5 remodeling project ➤ Prioritize and implement deferred maintenance remodeling projects based on SOC plan recommendations 	<ul style="list-style-type: none"> ➤ 2011 ➤ 3rd Quarter



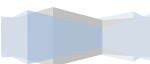
2011	Deputy Chief, Emergency Operations Assistant Chief, EMS	6. Develop a master plan for TFD Information Systems to better support emergency operations, prevention and preparedness efforts	<ul style="list-style-type: none"> ➤ Complete Master IS plan: ➤ Upgrade Personnel Tracking and Scheduling Software ➤ Electronic patient care reporting ➤ Evaluate Capturx Pen technology with inspection reporting software 	<ul style="list-style-type: none"> ➤ 4th Quarter ➤ 1st Quarter ➤ 4th Quarter ➤ 2nd Quarter
2011	Fire Chief	7. Develop funding plans to implement both master plans	<ul style="list-style-type: none"> ➤ Work with City Finance to determine Bond issue or other appropriate funding mechanism 	<ul style="list-style-type: none"> ➤ 3rd Quarter

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

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS/DUE
2011-2012	Deputy Chief, Prevention and Preparedness & Deputy Chief, Emergency Operations	1. 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 ➤ Disseminate prevention materials to Neighborhood Councils 	<ul style="list-style-type: none"> ➤ 4th Quarter ➤ 4th Quarter ➤ Ongoing
2011-2012	Deputy Chief, Prevention	2. Conduct disaster preparedness training for other	<ul style="list-style-type: none"> ➤ Develop and implement pre/post employee survey to measure prevention awareness and perception of preparedness linked to 	<ul style="list-style-type: none"> ➤ 4th Quarter



	and Preparedness	City departments	<ul style="list-style-type: none"> participation in TFD programs and/or web access ➤ Ongoing NIMS training as needed ➤ Drills and exercises as required 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing
2011-2012	Deputy Chief, Prevention and Preparedness	3. Review and/or complete and/or distribute emergency preparedness plans as required by state and/or federal agencies	<ul style="list-style-type: none"> ➤ Ongoing coordination with City's ADA transitional planning 	<ul style="list-style-type: none"> ➤ Ongoing
2011-2012	Deputy Chief, Prevention and Preparedness & Deputy Chief, Support Service	4. 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 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing
2011-2012	Deputy Chief, Prevention and Preparedness	5. 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 	<ul style="list-style-type: none"> ➤ 4th Quarter

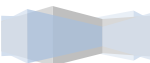


OUTCOME: ENHANCE THE LEADERSHIP POTENTIAL OF TFD PERSONNEL

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS
2011-2012	Fire Chief	1. 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 	<ul style="list-style-type: none"> ➤ 3rd Quarter ➤ 3rd Quarter ➤ Ongoing
2011-2012	Fire Chief	2. 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 ➤ Assign meaningful officer probation projects ➤ Continue in-house Officer Development Course 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ Ongoing

OUTCOME: IMPROVE FIREFIGHTER SAFETY

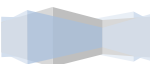
TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS/DUE
2011	Fire Chief	1. Continue policy and procedure development	<ul style="list-style-type: none"> ➤ "Sunset" General Orders with contemporary policies 	<ul style="list-style-type: none"> ➤ 4th Quarter 2011



2011-2012	Deputy Chief, Support Services	2. Provide training for TFD personnel that meets or exceeds industry best practices and/or standards	<ul style="list-style-type: none"> ➤ Develop a 3 year master training plan ➤ Ensure personnel attend all required training ➤ Continue emphasis on wellness/fitness 	<ul style="list-style-type: none"> ➤ 4th Quarter 2011 ➤ Ongoing ➤ Ongoing
2011-2012	Fire Chief	3. Create a culture of safety to prevent undesirable events	<ul style="list-style-type: none"> ➤ Strengthen emphasis on safety of TFD personnel in all training and for all responses and incidents 	<ul style="list-style-type: none"> ➤ Ongoing

OUTCOME: IMPROVE WORKING RELATIONSHIPS WITH CUSTOMERS

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS/DUE
2011-2012	Fire Chief	1. Create and sustain a culture that values high performance and exceptional customer service	<ul style="list-style-type: none"> ➤ Maintain department accreditation ➤ Implement processes and/or department infrastructure to support ongoing performance management 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing
2011-2012	Fire Chief	2. 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 	<ul style="list-style-type: none"> ➤ Ongoing ➤ 1st quarter



2011-2012	Fire Chief	3. Strengthen and reinforce positive customer perceptions of TFD	<ul style="list-style-type: none"> ➤ Emphasize customer service in all TFD hiring, training and safety programs ➤ Consider customer service peer review for learning and improvement ➤ Develop and implement a customer service survey process with Link on EMS bills and web site 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ 1st quarter 2011
2011-2012	Fire Chief	4. Develop and implement a plan to support timely, accurate information flow within, into and out of the department	<ul style="list-style-type: none"> ➤ Create a Master Communications Plan 	<ul style="list-style-type: none"> ➤ 3rd quarter 2011

OUTCOME: INCREASE THE DIVERSITY OF THE TFD WORKFORCE

TIMELINE	ASSIGNED TO	STRATEGY	TACTICS	STATUS/DUE
2011-2012	Deputy Chief, Support Services	1. 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 ➤ Evaluate CPAT process 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Ongoing ➤ 3rd Quarter 2011

