

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

2008 PROGRESS REPORT

Outcome: Reduce preventable life and property loss

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
2008-2012	Improve emergency services to geographical areas of need identified in the Standards of Cover (SOC) Plan	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> • Standards of Cover planning Jan.-Aug.,; stand down Sept.-Dec.; restarted Jan. 2009 with completion targeted for April
2009	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 	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> • Work to be done as part of the programmatic assessment related to accreditation; completion expected Q2-2009 • Implemented EMS bike team
2008-2012	Strengthen working relationships with other agencies to improve service response	Fire Chief	<ul style="list-style-type: none"> • Began CPFR dispatch in October 2008 • Established new MOUs <ul style="list-style-type: none"> >HazMat - CPFR and Puyallup >All hazards - Fort Lewis >Ladder service - Gig Harbor • Continued participation on Pierce County Divert Committee • Began discussions with Lakewood FireComm • Participation on E911 Emergency Communication Task Force re: PSAP consolidation
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"> • Ongoing staff participation in City initiatives: Community Based Services, Safe & Clean • Updated policy 6001 to support ongoing commercial building inspections

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2008 PROGRESS REPORT

Outcome: Reduce preventable life and property loss (continued)

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
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"> • Policy 6005 developed to define “significant” fires • Fire investigator attending specialized law enforcement arson training • Investigators meeting monthly • Established capability to obtain certifications on-line • Obtained new air monitoring equipment
2009	Create a master facilities plan to include: <ul style="list-style-type: none"> • Capital improvement projects • Deferred maintenance projects • Future needs 	Deputy Chief, Emergency Operations Bureau Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> • Will begin when Standards of Cover plan is done • May need to move target completion date beyond 6-30-09 pending facility assessment work overseen by Public Works Department
2009	Develop a master plan for TFD Information Systems to better support emergency operations, prevention and preparedness efforts	Deputy Chief, Emergency Operations Bureau Assistant Chief, Emergency Medical Services	<ul style="list-style-type: none"> • Still on target for completion by 6-30-09 • Automatic supplemental emergency generator installed at Station 17
2009	Develop funding plans to implement both the Information Systems and Facilities master plans	Fire Chief	<ul style="list-style-type: none"> • Moved completion date to 12-31-09; on track to meet that target

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2008 PROGRESS REPORT

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

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
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"> • Completed work to make all prevention and preparedness information available as a web-based service for public access • Ongoing work to evaluate and redesign existing public education programs and curriculum • Monthly distribution of prevention info at Neighborhood Council meetings
2008-2012	Conduct disaster preparedness training for other City departments	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> • NIMS training goals for 2008 met for IS-100, 200, 300, 700, 800; ongoing annual effort • Tabletop drill and full scale exercise completed in November 2008 • Provided CERT class for TPU
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"> • Completed TFD's emergency operations plan (Policies 2003 and 2004) • County mitigation plan ready for adoption by City Council • Ongoing coordination with City's ADA transitional planning
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"> • TFD paramedics attended Advanced HazMat Life Support training • Web EOC implemented at the City's Emergency Operations Center • TFD representative attended MMRS regional meeting • Rapid Responder website implemented for Battalion Chief access

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2008 PROGRESS REPORT

Outcome: Improve working relationships with customers

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
2008-2012	Create and sustain a culture that values high performance and exceptional customer service	Fire Chief	<ul style="list-style-type: none"> • Accreditation process 73% complete; on track to achieve by September 2009 • Ongoing department performance management process under development as part of SOC and accreditation self-assessment process
2008-2012	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	Fire Chief	<ul style="list-style-type: none"> • Ongoing collaboration with City's EEO office • Annual EEO training completed
2008-2012	Strengthen and reinforce positive customer perceptions of TFD	Fire Chief	<ul style="list-style-type: none"> • Ongoing participation and collaboration with other City department on human services issues <ul style="list-style-type: none"> >Community Based Services >Clean and Safe >Project Homeless Connect >Housing First • Ongoing presence at county, state and national levels <ul style="list-style-type: none"> ○ EMS exempt legislation ○ State and County EMS committees ○ National EMS Educators ○ Annual Trauma Conference ○ NFPA Boards ○ Pierce County Child Death Review Committee ○ Multidisciplinary team for child abuse case staffing ○ South Puget Sound Water Rescue Consortium
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"> • Redesigned department PIO role • Ongoing meetings with media representatives

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2008 PROGRESS REPORT

Outcome: Improve firefighter safety

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
2008-2012	Continue policy and procedure development	Fire Chief	<ul style="list-style-type: none"> • Ongoing work to convert old General Orders into new policy format; expect completion in 2009 • Ongoing work to update policies older than 5 years • Ongoing development of new policies as needed • Involving field personnel in policy development via officer probationary projects (e.g., standardized glossary of terms)
2008-2012	Standardize operations to support consistency and cohesiveness between shifts	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> • Developed ongoing Dispatch and Operations peer review for 2009 implementation; formalized by development of policies 8004 and 2006 • EMS peer review ongoing; updated policy 3508
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"> • Established Training Team; formalized via policy 7004 • Overall training plan on track for completion in December 2009
2008-2012	Create a culture of learning from “close calls” to prevent undesirable events	Fire Chief	<ul style="list-style-type: none"> • TFD Safety Committee reorganized • “Near Miss” reporting policy under development • Safety issues and incidents being reviewed at Company conferences

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2008 PROGRESS REPORT

Outcome: Enhance the leadership potential of TFD personnel

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
2009	Develop and implement an overall TFD succession plan	Fire Chief	<ul style="list-style-type: none"> • On track for completion by 12-31-09
2008-2012	Expect and require competency beyond emergency response along with accountability beyond probationary periods	Fire Chief	<ul style="list-style-type: none"> • Established team to develop Officer Development curriculum • Training Tracker now being used to track completion of elective training/education

Outcome: Increase the diversity of the TFD workforce

TIMELINE	STRATEGY	ASSIGNED TO	2008 PROGRESS
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"> • Linking to City's Neo-Gov project to simplify and expedite hiring and promotional processes • 2008 recruit class <ul style="list-style-type: none"> ○ 31% minority (5/16) ○ 19% female (3/16)