

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

**2009 PROGRESS REPORT**

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

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</b>
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"> <li>• Completed SOC plan and program assessment</li> <li>• Implemented ongoing operations, dispatch and EMS peer review</li> </ul>
2009	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>	Deputy Chief, Emergency Operations Bureau	<ul style="list-style-type: none"> <li>• Reformed and placed into service Tech Rescue Team</li> </ul>
2008-2012	Strengthen working relationships with other agencies to improve service response	Fire Chief	<ul style="list-style-type: none"> <li>• Continued to work on PSAP consolidation</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>• Continued participation in COT safe and clean team and community based services</li> <li>• Eliminated the self-inspection program due to lack of participation</li> </ul>

***Outcome: Reduce preventable life and property loss (continued)***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</b>
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>• Moved the completion of Policy 6005 - defining "significant" fires call out criteria to 4<sup>th</sup> quarter, 2010</li> </ul>

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2009	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, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> <li>• Completion date moved to 1<sup>st</sup> quarter, 2011.</li> </ul>
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"> <li>• Completion date moved to 4<sup>th</sup> quarter, 2010</li> </ul>
2009	Develop funding plans to implement both the Information Systems and Facilities master plans	Fire Chief	<ul style="list-style-type: none"> <li>• Moved completion date to 1<sup>st</sup> Quarter 2011; on track to meet that target</li> </ul>



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

TIMELINE	STRATEGY	ASSIGNED TO	2009 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"> <li>• Ongoing work to evaluate and redesign existing public education curriculum</li> <li>• Monthly distribution of prevention materials at Neighborhood Council Meetings</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>• On-going NIMS training as needed</li> <li>• Drills and exercises as required</li> </ul>

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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>Completed the City of Tacoma Comprehensive Emergency Management Plan Update</li> </ul>
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>Ongoing NIMS training as needed</li> <li>Drills and exercises as required</li> </ul>



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

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</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>Maintain department accreditation</li> <li>Maintain performance management initiatives</li> </ul>
2008-2012	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	Fire Chief	<ul style="list-style-type: none"> <li>Annual EEO Training</li> </ul>
2008-2012	Strengthen and reinforce positive customer perceptions of TFD	Fire Chief	<ul style="list-style-type: none"> <li>Emphasis customer service training in all TFD hiring, training and safety programs</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>Implemented a news and information web-site for the media and public</li> </ul>



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***Outcome: Improve firefighter safety***

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</b>
2008-2012	Continue policy and procedure development	Fire Chief	<ul style="list-style-type: none"> <li>Annual policy review and updates</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>Implemented Dispatch and Operations Peer Review</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>Overall training plan being developed and to be completed 1<sup>st</sup> quarter, 2011</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>Implemented Dispatch and Operations peer review</li> </ul>

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

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</b>
2009	Develop and implement an overall TFD succession plan	Fire Chief	<ul style="list-style-type: none"> <li>Assessed TFD's current capability and readiness to fill key positions</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>Implemented in-house Officer Development Course</li> </ul>

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

<b>TIMELINE</b>	<b>STRATEGY</b>	<b>ASSIGNED TO</b>	<b>2009 PROGRESS</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>Enhanced community outreach plan</li> </ul>