

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

2010 PROGRESS REPORT

Outcome: Reduce preventable life and property loss

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2009-2012	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 updated • Operations and Dispatch Peer Review functions are being implemented
2010	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"> • Ruled out swift water rescue and dive team; more cost efficient to use regional resources • Vehicle extrication discipline implemented as part of Tech Rescue • Still evaluating need for Structural Collapse; using PCSORT resources in the meantime • Participating in regional information sharing network for Homeland Security • Secured grant funding for rapid response patrol watercraft
2009-2012	Strengthen working relationships with other agencies to improve service response	Fire Chief	<ul style="list-style-type: none"> • Collaboration with Puyallup accomplished via its merger with Central Pierce Fire & Rescue (CPFR) • PSAP consolidation work has evolved into a partnership with Lakewood Fire to co-locate and eventually consolidate Fire/EMS dispatch functions • Creation of South Sound 911
2009-2012	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"> • TFD companies using new inspection form • Permit program extended to include more permit categories as established by the Fire Code; now available via TFD website

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2010 PROGRESS REPORT

Outcome: Reduce preventable life and property loss (continued)

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2010	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"> • Developed scope of work for Station 5 remodel project using a mixture of bond and grant funding • Overall facilities planning target completion date set to 4th Quarter 2011
2010	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"> • Changes in 2010 Census data are being incorporated into TFP planning zones as the information becomes available • Vendor selected for electronic patient care reporting • Inventory program purchased
2010	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 4th Quarter 2011

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2010 PROGRESS REPORT

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

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2009-2012	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"> • Established TFD blog and additional website content • NHC information posted on website • Sending out “Prepare in a Year” and seasonal home fire safety info on a regular basis • Map Your Neighborhood Program
2009-2012	Conduct disaster preparedness training for other City departments	Deputy Chief, Prevention and Preparedness Bureau	<ul style="list-style-type: none"> • “Drop, cover, hold” drill in the Muni Building • Participated in 25 public education events • Developed over 20 continuity of operations plans citywide
2009-2012	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"> • Promulgation of City of Tacoma Comprehensive Emergency Management Plan in 2010 • Ongoing coordination with City's ADA transitional planning
2009-2012	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, Training and Technology Bureau	<ul style="list-style-type: none"> • All Assistant Chiefs, Deputy Chiefs, Fire Chief trained at IS 400 level • All Battalion Chiefs and Captains trained at IS 300 level • TFD meets federal requirements for NIMS training for its personnel • All drills and exercises use NIMS

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2010 PROGRESS REPORT

Outcome: Improve working relationships with customers

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2009-2012	Create and sustain a culture that values high performance and exceptional customer service	Fire Chief	<ul style="list-style-type: none"> • Accreditation achieved August 2009 • Ongoing organizational performance management system fully implemented 2010
2009-2012	Maintain zero tolerance approach to discrimination, harassment and/or retaliation	Fire Chief	<ul style="list-style-type: none"> • Over 95% of TFD personnel attended annual EEO training
2009-2012	Strengthen and reinforce positive customer perceptions of TFD	Fire Chief	<ul style="list-style-type: none"> • Regular outreach to community via Neighborhood Council meetings and TFD blog • Peer review processes include customer service criteria • Hiring and promotions processes include customer service scenarios • Interdisciplinary ride-alongs took place between FCC personnel and CPFR personnel
2009-2012	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"> • Began using Twitter for internal communications; also linked to City Twitter • Rotating team of PIOs now have netbooks for immediate reporting via blog from incident scenes • Have designated lead person to handle media relations and provide supplemental and/or emerging info to the blog beyond what's reported at the scene • Master communications plan being developed due 4th Quarter 2011

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2010 PROGRESS REPORT

Outcome: Improve firefighter safety

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2009-2012	Continue policy and procedure development	Fire Chief	<ul style="list-style-type: none"> • 80% of policies updated/created as scheduled • Ongoing work to convert old General Orders into new policy format • 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
2009-2012	Provide training for TFD personnel that meets or exceeds industry best practices and/or standards	Deputy Chief, Training and Technology Bureau	<ul style="list-style-type: none"> • Completed department survey re: training needs • 100% of EMTs completed OTEP • Began OTEP for Paramedics • Daily drill emphasize wellness/fitness
2009-2012	Create a culture of learning from “close calls” to prevent undesirable events	Fire Chief	<ul style="list-style-type: none"> • Dispatch and Operations Peer Review implemented • Paramedics now carry equipment in backpacks to center the weight placement and prevent back injuries • Annual Safety update completed
2010	Development of the third battalion and dedicated safety officer position	Fire Chief Deputy Chief, Operations Bureau	<ul style="list-style-type: none"> • Implemented in August 2011

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2010 PROGRESS REPORT

Outcome: Enhance the leadership potential of TFD personnel

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2010	Develop and implement an overall TFD succession plan	Fire Chief	<ul style="list-style-type: none"> • Continuing to develop the succession plan
2009-2012	Expect and require competency beyond emergency response along with accountability beyond probationary periods	Fire Chief	<ul style="list-style-type: none"> • Fire Officer 1 Course continues • Established an affiliation with Kaplan University for AA/BA/MA on line • Assistant Chief accepted into the Executive Fire Officer program

Outcome: Increase the diversity of the TFD workforce

TIMELINE	STRATEGY	ASSIGNED TO	2010 PROGRESS
2009-2012	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"> • No recruit class in 2009 due to City hiring freeze • No recruit class in 2010 due to City hiring freeze