

1.3.1 Strategic-Master Planning



YOUR ORGANIZATION
STANDARD OPERATING PROCEDURES/GUIDELINES

TITLE: Strategic-Master Planning

SECTION/TOPIC: Organizational Planning and Preparedness

NUMBER: 1.3.1

ISSUE DATE:

REVISED DATE:

PREPARED BY:

APPROVED BY:

X

Preparer

X

Approver

These SOPs/SOGs are based on FEMA guidelines FA-197

1.0 POLICY REFERENCE

CFR	
NFPA	
NIMS	

2.0 PURPOSE

This standard operating procedure/guideline addresses Interorganizational coordination and planning, organizational planning (long-term and short-term), administrative systems, organizational evaluation.

3.0 SCOPE

This SOP/SOG pertains to all personnel in this organization.

4.0 DEFINITIONS

These definitions are pertinent to this SOP/SOG.

5.0 PROCEDURES/GUIDELINES & INFORMATION

5.1 Interorganizational Coordination and Planning:

INTRODUCTION

The City Fire Department Five Year Plan represents the efforts of many people in evaluating the Department and its mission. An important aspect of this process includes anticipating the future in terms of building a flexible organization. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers – the citizens of City.

The City and Department Mission and Value Statements serve as important reference points and decision guides in formulating this plan.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Value Statements.

Flexibility, as referenced above, indicates a commitment to address new issues and opportunities that are not identified in the plan and to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open-minded enough to continually explore new ways to better serve our customers and protect our workforce.

The ability of Department members to focus and to be flexible has been tested in recent years as never before. Focus has been required to increase the Department and City capability to respond to potential Weapons of Mass Destruction (terrorism) incidents while at the same time being flexible in terms of shifting critical issues, and budget reductions for several years following 9-11. We are doing more with less, which has placed a strain on all facets of the Department's operation. We will continue to perform at a high level, seeking reestablishment of reduced operating accounts and restoration of vacated positions as the City's financial condition continues to improve. This process is underway in 2006.

The first wave of the Deferred Retirement Option Program (DROP) for public safety personnel in State impacted the Department in 2006. This resulted in 15 retirements, hiring and training of new firefighters and promotion of Department members to fill vacated positions. Additionally, training of members in specialty assignments such as paramedics, hazardous materials technicians, and technical rescue technicians has led to new opportunities for many members of the Department.

The foundation for much of the formulated plan, in this document, reflects efforts to address issues and concerns identified by all Department members in a series of recurring Communication and Goal Setting Workshops. Additionally, issues and concerns identified by citizens and employees in other City departments also impact the development and ongoing refinement of this plan.

Each section of the plan begins with a goal statement followed by information on the program, resources requirements, and concludes with action plan objectives for the budget year in support of the goal.

The plan is evaluated, revised, and refined annually, resulting in a current Five Year Plan always being in place. The first year identified in the plan is the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at concerns and needs for the future.

More detailed and specific action plans will be required for many of the goals identified in the Five Year Plan. While modifications can be made at anytime due to priority changes, budgetary constraints, and planning refinements, the Five Year Plan provides an overview of anticipated activities and requirements. General economic conditions and, more specifically, the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the development of our Department over the next five years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers and address the budget process.

TABLE OF CONTENTS

Introduction Page

City Mission and Values Statement

Department Mission and Values Statement

Assumptions for Planning

Section 1 – Personnel Requirements

Section 2 – Health and Safety

Section 3 – Recruitment

Section 4 – Working Environment – Labor/Management - Member Relations – Diversity Action Plan

Section 5 – Training

Section 6 – Emergency Response

Section 7 – Medical Services

Section 8 – Emergency Management

Section 9 – Special Operations – Hazardous Materials

Section 10 – Special Operations – Weapons of Mass Destruction

Section 11 – Special Operations – Technical Rescue

Section 12 – Special Events

Section 13 – Fire Prevention and Inspection

Section 14 – Public Safety Education

Section 15 – Community Relations and Involvement

Section 16 – Fire Maintenance

Section 17 – Apparatus

Section 18 – Staff Vehicles

Section 19 - Computer Equipment & Information Systems

Section 20 – Equipment

Section 21 – Facilities

Section 22 – Cost Savings, Cost Recovery, and Revenue Generation

Section 23 – Continuous Improvement through Performance Measurement, Quality Management, and Assurance – Quarterly Management

Section 24 – Fire Service Accreditation

CITY MISSION AND VALUES STATEMENT

Mission –

To work with each other & the Community to make City the best place to live, work, and play.

City Values ...

People – We appreciate the talents of each person and encourage responsible decision-making at the most appropriate level. We recognize the importance of personal and professional development.

Integrity – We are honest, accountable, and trustworthy.

Respect – We welcome individual and professional differences and treat everyone with dignity, courtesy, and sensitivity.

Openness – We are accessible, and work as a team by sharing information, ideas, resources, and responsibility.

Creativity – We encourage imaginative problem solving, innovation, resourcefulness, and responsible risk taking.

Quality – We provide superior services and are committed to continuous improvement. We are attentive to the changing needs of the people we serve.

Diversity – We promote diversity in the workforce to meet the needs of a diverse community. We recognize that with diversity comes strength.

DEPARTMENT MISSION AND VALUE STATEMENT

We, the members of the City Fire Department dedicate our efforts to provide for the safety and welfare of the public through preservation of life, property and the environment.

It is the responsibility of each member to support the mission by subscribing to the following values.

For the Community:

We recognize that the community is the reason for our presence.

We value the faith and trust of the community, and continually work to deserve that confidence through our attitude, conduct, and accomplishments.

Lives are more valuable than property.

The safety of the public is of paramount importance, followed closely by the safety of our members.

All members of the public are entitled to our best efforts.

For the Department:

We strive for excellence in everything we do.

Honesty, fairness, and integrity will not be compromised.

We continually seek effectiveness, efficiency, and economy.

Unity and teamwork are stressed as being to our mutual advantage as individuals and as an organization.

Members are continually encouraged to improve themselves as individuals and employees.

The free exchange of ideas is encouraged.

We will provide professional and courteous service at all times.

We are sensitive to changing community needs.

ASSUMPTIONS FOR PLANNING

City is a highly urbanized, landlocked city of 40 square miles.

City will continue to in-fill in terms of new construction and population. The City was considered 98% developed at the end of 2005.

The City's 2005 census population was 100,000+ and is expected to reach 150,000+ by the year 2010.

Continued improvements in the fire-related provisions of our Building and Fire Codes will have a positive impact on new construction. Adoption of the 2003 International Fire Code and 2003 International Building Code with their amendments in the past year are clear examples of this initiative.

The extensive amount of high tech industry, development of the Big Project, protection of the nation's largest university, and the new and profound condition of terrorism present unique challenges for the Fire Department. Additionally, in-fill and redevelopment in the downtown area, particularly in terms of high rise living and work units will significantly increase the number of people in the area and the calls for service.

Service delivery to people is the hallmark of the City Fire Department. Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Operations, and Special Events services. This results in programmatic impacts on training development and maintenance, equipment and supplies, and time management.

In 2005, 76% of the 18,188 emergency responses were for medical services with 12% of the responses being fire related. It is anticipated that this medical service percentage will continue to be high due to the continued aging of the baby boom generation.

The increased use of smoke detectors and automatic fire sprinkler systems will result in earlier detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and lowered structural fire loss.

Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance the positive image of the Department in the community.

Fire station location and fire company deployment assumes continued City emphasis on traffic management, the continued implementation of the emergency vehicle traffic preemption system and management of vehicle capacity on arterial streets.

The need for an additional fire company has reached the critical stage. The Fire Department has not had an increase in response capability since 1995, despite a 54% increase in yearly emergency responses. Without a new fire company, more and more responses will be answered by units from districts adjacent to the incident, thereby increasing emergency response times to fires and emergency medical incidents.

As a destination City, it is host to an ever increasing number of special events. Many of these events require additional staffing and equipment in order to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.

The Department's positive relationship with other City departments and other valley fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to City residents.

Automatic Aid (dispatch of the closest fire companies to an emergency incident regardless of political jurisdiction) with the Neighboring Cities it continues to serve our communities well. Enhancing Automatic Aid with the Computer Aided Dispatch Interconnect has served to significantly strengthen each of our respective departments to provide high quality emergency services in an efficient manner.

The City Fire Department is an “All Hazards” type emergency service delivery organization. One that is highly involved in incident prevention and highly effective responses to incidents that do occur. City Fire Department’s involvement in emergency management has paid significant dividends for the City and we will continue to work with partners at the county, state and federal levels to further strengthen this critical mitigation, response capability, and recovery.

In the event of a major community health emergency, i.e. pandemic flu outbreak, it is expected that the City Fire Department will play a major role in terms of preventative measures such as mass immunizations and emergency medical response to the critically ill.

The March 2005 bond election played a critical role in the continued development of the City Fire Department as we make preparations for strengthening our service delivery capability in the early years of the 21st Century.

The greatly increased emphasis being placed on terrorism prevention and response will continue to challenge the Department and the City. An organization that develops a high capacity to respond to a terrorist incident becomes part of the overall deterrent to terrorism itself. The Department has accomplished a great deal in this regard in the past five years and much more will be done.

Valley Metro Light Rail is expected to be fully operational by 2008 with 20 miles of rail, and 6 of those miles running through City. Annual ridership for the entire line is anticipated to be 9.5 million.

The Department’s involvement in wildland fire response, both in state and out of state, has positioned us to be of assistance to other communities during large scale events.

The economic climate of the past five years has placed a strain on the Department in terms of administrative support, workload distribution, reduced ability to adapt to workload increases and an inability to be supported financially by the City in areas previously addressed by this plan. This issue has been addressed by a combination of lowered expectations and a plan to increase staff and operating accounts as our economic condition improves. A critical position of Senior Management Assistant was added in 2006-2007.

The City Fire Department remains critically short of support staff needed to operate a modern fire department, as evidenced by the personnel section of this plan. Failure to address organizational support will continue to result in unusually heavy workloads for Department members, with some members performing the work of others, which interferes with their ability to complete their own work assignments.

In 1997, the City Fire Department was the first agency in the world granted accredited agency status by the Commission on Fire Accreditation International. This accredited agency status was renewed in 2002 when the commission re-accredited the City Fire Department following a full-scale assessment of our operation. The maintenance of this status and participation in the accreditation program will serve as an additional force in our Department's commitment to continuous improvement. The Department will once again seek reaccreditation in 2007.

PERSONNEL REQUIREMENTS

SECTION 1

GOAL: To professionally staff the Department at a level, which will enable it to deliver services to citizens in an effective, efficient, and safe manner.

The City Fire Department is comprised of an outstanding group of individuals. It is important that an adequate number of staff be in place to support the efforts of a department currently containing 91% of its members in line positions. The Department has been very successful in utilizing civilians in appropriate positions. We now have 13% of our positions filled by civilian members. Additionally, it is critical that support staff people be in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed. (This premise is under significant strain due to elimination of two support positions as part of the City downsizing program in 2003. One position was restored in 2006-07.)

Current	1 Fire Chief
Fire Department	1 Assistant Fire Chief
	1 Assistant Chief/Fire Marshal
Staffing	2 Battalion Chiefs (District Managers)
	1 Battalion Chief (Medical Services)
	1 Battalion Chief (Special Operations)
	1 Battalion Chief (Support Services)
	1 Battalion Chief (Training/Professional Dev)
	1 Battalion Chief (Personnel/Safety)
	1 Fire Captain Assignment (Training)
	1 EMS Captain Assignment (Training)
	1 Medical Services Coordinator
	1 Ambulance Contract Coordinator
	1 Fire Captain Assignment (WMD)
	1 Haz/Mat Program Specialist
	8 Senior Fire Inspectors
	2 Public Education Specialists
	2 Administrative Assistant II
	1 Executive Assistant
	1 Senior Management Assistant
	1 Senior Fire Mechanic
	1 Fire Mechanic
	2 Fire Services Inventory Technicians
	1 Half-time Inventory Technician
	1 Half time Service Aide
	30 Fire Captains (23 of which are paramedics)

33 Engineers (19 of which are paramedics)
62 Firefighters (15 of which are paramedics)
 160.5 Total

	Personnel Requirements Schedule		
	<i>Anticipated costs for personnel include salaries (calculated at least 5% above minimum), insurance, and appropriate retirement contribution costs.</i>		Anticipated Costs
2006 – 07	<u>Part Time Medical Director</u> - This person would be a licensed emergency room physician, providing Fire Department medical direction through consultation and direction in all areas of pre-hospital emergency medical services. Responsibilities would include coordination and cooperation with base station physicians, continuing education, program direction and review, administrative assistance, quality assurance and protocol development. This position would standardize the oversight of the entire medical services program by addressing medical program management approximately 25 hours a month. (Cost to be covered in Medical Transportation Contract.)	\$	40,000
2007 - 08	<u>Assistant Fire Chief</u> – This position will finalize an administrative re-organization of the Department that began in 2005-06, when the Fire Marshal was promoted to Assistant Fire Chief, resulting in two Assistant Chiefs. This new position will result in a third Assistant Fire Chief who will oversee the Emergency Services Division of the Department, completing the re-organization approved by the City Manager.	\$	148,216
	<u>Additional Engine Company/Heavy Rescue Company</u> – The Department is in critical need of an additional fire company. Annual call volume is up 54% per year since the Department last added a fire company in 1995, and a huge increase in the number and size of high-rise buildings requires strengthened response capability. Staffing requirements for coverage on three shifts requires that five captains, three engineers and twelve firefighters be added. This request allows for the staffing of the heavy rescue vehicle that was purchased as a part of the Urban Area Security Initiative Rapid Response Team. For fire and EMS calls these personnel would respond on a standard fire/rescue truck, while for specialty calls they would respond on the heavy rescue truck. Utilizing the existing WMD Captain from Staff, and two of the additional Captains will be assigned to shift work responding to all working structure fires to serve as a safety officer, to	\$	1,654,588

	all hazardous materials and technical rescue incidents, and one would continue responsibility for WMD response, another would assume the additional responsibility for hazardous materials training, and the third Captain would assume additional responsibility for technical rescue training. This unit would be located in the central area of City and a current company would be moved to a new fire station in Southeast City. This request also includes one Battalion Chief position to assume additional District Manager responsibilities. A Staffing for Adequate Fire and Emergency Response (SAFER) grant will be explored for assistance in initial funding of these positions.		
2007 - 08	<u>Fire Mechanic</u> – An additional fire mechanic is required to address workload issues associated with preventive maintenance and timely repair of an apparatus fleet that has increased in number and sophistication. This mechanic will play a crucial role in succession planning for fire vehicle maintenance as our Senior Mechanic is currently five years from retirement. We have had only two mechanics since 1985, although we have added 10 major vehicles to the fleet in that time period.	\$	65,750
2008 - 09	<u>Technical Services Specialist</u> – This position is needed to support numerous activities in the information/automation area including hardware and software development, computer mapping, fire company inspections, pre-fire planning, and radio communications.	\$	59,294
	<u>Administrative Assistant II</u> – This is a replacement position for one given up during downsizing in 2003. This civilian position is needed to provide administrative support to a department of 160 members with only 3 administrative support personnel.	\$	51,493
2009 - 10	<u>Administrative Assistant I</u> – This person will be responsible for the management of all EMS records. Will file and sort approximately 14,000 reports per year and will be responsible for researching and retrieving EMS reports as requested. This person will manage the archival, storage and eventual disposal of EMS records as indicated. Will serve as a federally mandated fire department “Privacy Officer” in compliance with the Health Insurance Portability and Accountability Act of 1996. Additional responsibilities will include data entry, report generation and other administrative type duties.	\$	44,931
	<u>Fire Inspector</u> – This position is required to address fire inspection	\$	69,134

	workload issues (per the Accreditation Team’s recommendations) and will take into account additional planned developments totaling approximately 10 million additional square feet. Includes vehicle purchase. (Will research cost recovery options for this position.)		

HEALTH AND SAFETY

SECTION 2

Goal: To protect the health and safety of Department members through effective training, education, programs, and management. Development of policies and procedures that prevent injuries, illness, and maximize health.

Health and safety are of primary concern to all Department members. Health and safety are affected by many factors including training, equipment, facilities, operating procedures, staffing, medical supervision, government regulations, environment, lifestyle and nutrition, as well as attitude, awareness and perception.

Health will be addressed and maintained through:

- A department physical fitness/health/wellness officer, wellness and fitness team and peer fitness trainers.
- Medical examinations for Emergency Services personnel on a 12-month cycle.
- Medical examinations for all non-Emergency Services personnel on an 18-month cycle.
- Facilities built/remodeled with emphasis on employee health and comfort.
- Emphasis on physical fitness, health, wellness and safety.
- Emphasis on stress management and critical incident stress intervention.
- Providing appropriate inoculations and communicable disease screenings, including TB, Hepatitis and Influenza.
- Monitor I – IV Tiered Medical Evaluation Program.

Safety will be addressed and maintained through:

- Driver training for all personnel on a two-year cycle.
- A comprehensive fire apparatus preventive maintenance program.
- Emergency incident management and training.
- Formal review of all industrial injuries and accidents, and report of findings, in letter format, to all involved.
- Infectious disease exposure training, tracking, prevention, and provision of appropriate equipment and supplies.
- Compliance with nationally recognized standards and Occupational Safety and Health Administration (OSHA) mandates.
- Strong emphasis on “2 In and 2 Out”, Weapons of Mass Destruction and building construction knowledge.
- Thermal Imaging cameras.

2006 - 07 ACTION PLAN OBJECTIVES

- Conduct quarterly safety team meetings.

- Conduct fire inspections of all departmental facilities.
- Continue personal protective equipment inspections.
- Implement injury reduction program.
- Upgrade the Peer Fitness Training Program, to the “ACE” certification.
- Initiate use of Firehouse software tracking program with Risk Management for accident reporting.
- Implement a program for nutrition counseling.
- Implement a core strengthening program.
- Support and participate in the annual National Firefighter Safety Stand Down.
- Evaluate Code 3 driving and seatbelt policies.
- Evaluate Opticom on emergency signals in front of stations to make backing up vehicles safer.
- Evaluate the interiors of apparatus for injury prevention in case of an accident, and make improvements.

RECRUITMENT

SECTION 3

GOAL: To employ and retain a talented, committed, and diverse employee group for the City Fire Department in an effort to continue the strong legacy of service to the community and sustain the organization for the future. Keep City the best place to live, work, and play.

Fire Department Recruitment Team

The City Fire Department utilizes a Recruitment Team that is comprised of twelve members of the Department who are committed to attracting a diverse candidate pool to the firefighter selection process. This Labor/Management Team works year around to continually improve the Department's recruitment process, educate potential candidates about the City Fire Department, and communicate through a host of mechanisms when the Department's next testing process is to take place.

The strategy is to market the City Fire Department as the "Department of Choice" in terms of its outstanding workforce, competitive salary, and excellent benefits.

As a Department, we will positively use our influence in the community by having an ongoing presence in terms of recruitment in high schools and community colleges. We will utilize distribution lists to make people aware of great opportunities. We will encourage the media to do feature articles on our members, which will add to an already strong recruitment effort.

Recruitment Team Program and Efforts Consists Of:

- Advertisements in print media – newspapers, local Valley fitness publications and targeted publications such as Native Scene and the State University State Press Newspaper.
- Advertisements in Websites, i.e. Women in the Fire Service, International Association of Black Professional Firefighters, National Association of Hispanic Firefighters and Firehouse.com.
- City Fire Department Website, which has updated recruiting and testing information with links to the City Website.
- Word of mouth by Department members, which is always a strong recruitment tool for any organization.
- Personal appearances of Recruiting Team members in classes of community college fire science programs.

- Participation in local job fairs utilizing Department members and display boards.
- Use of recruitment flyers and “giveaways” at recruiting events such as job fairs.
- Establishing a recruitment booth at citywide events, such as the Oktoberfest.
- Pre-movie advertisements in movie theaters for up to a six week period prior to application deadline.
- Public service announcements on the radio.
- Posting of recruitment information in fitness centers and other appropriate venues.
- Working cooperatively with the State's Women's Athletic Department in an effort to make more potential female candidates aware of this career opportunity, such as the women's water polo team.
- Working actively with the Valley Bomberos organization in mentoring and recruitment.
- Conducting pre-test orientations to help insure candidates understand the nature of the job and the testing process.
- Conducting pre-test practice sessions for the Candidate Physical Ability Test to insure that everyone has equal knowledge of the process.
- Use of a PowerPoint presentation for orientations and job fairs.
- Use of interest cards to establish a connection with prospective candidates.

Planning For The Future – Additional recruitment considerations

- Use of City Cable Channel xx.
- Evaluate starting an Eastern Chapter of supporters.
- Use citizen CPR Training Program, Citizen Emergency Response Team Training Program and Wildland Fire Program as outreach opportunities to further recruitment efforts.
- Enhance media exposure on positive recruitment practices.
- Consider targeted recruitment efforts outside of Valley and State.

- Develop ability to more actively recruit people following their military service.
- Evaluate ability to recruit from the medical professions, such as hospitals.

City Wide Recruitment Committee

This is a new initiative that is intended to make even stronger the City's overall support for diversity. Members of the committee will share experiences about things that have worked for their Department in the recruitment process. This committee will help to get buy-in from all departments about the importance of supporting one another in the recruitment process and helping each other out. A "City Folder" will be created for various departments to have inserts in for their respective recruitment efforts.

The primary emphasis on recruitment for the Department is in Emergency Services for the firefighter position.

Firefighter

Qualities the Department is looking for in a firefighter include: a person who is honest and dependable, and who cares about and respects co-workers and members of the community. Someone who learns quickly; can remember and use this knowledge in stressful situations; uses common sense; has the ability to get along in confined living quarters; has organizational loyalty and strong personal values; is physically fit and committed to a healthy lifestyle which includes maintaining fitness, and is dedicated to their work.

New hires must be non-tobacco users and are required to sign a non-tobacco use agreement.

The testing process for firefighter selection will be conducted annually, (or as needed) in conjunction with the Human Resources Department. This process includes at a minimum: a general aptitude test, Candidate Physical Ability Test (CPAT), panel interviews, extensive background checks, and a pre-employment medical examination along with a drug screening.

An aggressive and pro-active approach is taken to make all eligible candidates in the job market aware of an upcoming testing process, and to acquaint candidates with the nature of the job, expectations, challenges, and opportunities that the position presents.

We continue to take action to ensure quality recruitment efforts that attract the most highly qualified applicants. Recruitments include strong efforts to notify, attract, and recruit qualified women and minority candidates. The addition of women and minority firefighters to the Department is the strongest possible recruitment tool, and these efforts will be continued in the future.

Preferred firefighter applicants have completed college level coursework in addition to completion of the high school/GED requirement. Possession of an State Emergency Medical Technician certificate is also preferred.

Ongoing Retirement Challenge

Currently, the City Fire Department has 137 members who are in the State Public Safety Retirement System. As of September 31, 2006, 36 members (or 26%) have twenty or more years of service, and are eligible for retirement.

The State Public Safety Personnel Retirement System has authorized a Deferred Retirement Option Program (D.R.O.P) allowing members of the system to declare at a given point following 20 years or more of service, their intention to retire up to five years in the future. During the DROP period they will cease to contribute to the retirement system, but will continue to be a city employee for up to five additional years and contribute monthly a pension amount that is credited to the DROP participant's account. At the five-year point the individual must retire or they will not be entitled to receive any funds from interest accumulated in their DROP account. At the time of this printing, nine members have entered the DROP program.

The Drop Program has created a strong challenge for our Department. The challenge has been to replace members at all levels of the organization, including recruitment and training of new firefighters, selection and training of fire company officers, chief officers, and an appropriate number of paramedic and special operations personnel. The first and most significant impact of the drop program occurred in June, 2006.

2006 – 07 ACTION PLAN OBJECTIVES

- Conduct recruitment and establish an eligibility list for the firefighter position.
- Develop recruitment, selection, promotion and training strategies that address the personnel needs of the Department while ensuring a diverse, productive and well trained workforce in preparation for the ongoing impact of the D.R.O.P. Program and beyond.
- Collaborate with the City Chapter of Local 493 on their \$15,000 fund to work on diversity recruitment.

**WORKING ENVIRONMENT- LABOR/ MANAGEMENT -
MEMBER RELATIONS - DIVERSITY ACTION PLAN**

SECTION 4

GOAL: To deliver highly effective services to citizens and visitors through a positive and cooperative working relationship between Fire Department Management and the City Chapter of Local xxx, the Service Employees International Union Local xx, and City Supervisors Council, that involves members throughout the organization.

The purpose of the Labor/Management and Member Relations process is to make the City Fire Department more effective as an organization.

The delivery of effective emergency services, fire prevention and public education services and support programs is highly dependent on positive working relationships and a positive approach to the care of and the development of our members.

The success of our Labor/Management, Members Relations process is dependent on a number of foundational elements, including that we all:

- Value input and diversity
- Build on an environment of trust
- Look for solutions where everyone wins
- Always work to strengthen relationships as well as address issues
- Agree to disagree at times – choosing to place emphasis on working on areas of agreement
- Protect the Labor/Management, Member Relations process
- Share the credit and the work of the process

Additionally, the Department is supportive of and utilizes the building blocks of employee relations, as identified in the City's Diversity Action Plan. These include:

- Strengthen Groups
- Promote Within
- Develop Careers
- Educate Employers
- Communicate & Listen
- Support & Coach
- Respect Everyone
- Compensate Fairly

A standing labor management committee is in place, co-chaired by the Fire Chief and Union President of the City Chapter of Local 493 of the International Association of Fire Fighters.

Standing committees are in place within the labor management process to deal with committee related issues, and to support a strong communication system within the Department for effective input, early problem identification and grass root solutions to issues within a committee's area of responsibility.

Standing committees co-chaired by a departmental chief officer and a union member include:

- Personnel and Safety
- Support Services
- Fire Prevention
- Emergency Services
- Training and Professional Development
- Special Operations
- Emergency Medical Services

Major initiatives for the labor management process include: organizational communication, support of members during times of injury or sickness, maintenance of a harmonious working environment, positive management of conflict, joint development and maintenance of personnel related policies and procedures and strong support for City and Department programs.

Diversity Action Plan

The City Diversity Update was conducted in 2004. The Fire Department and its members reflected very positively in the audit results, which is a credit to all department members. The audit has now evolved into a citywide Diversity Action Plan, which provides additional opportunities to support the Fire Department culture of continuous improvement and enhance a positive work environment. An outgrowth of the Diversity audit was the creation of the City Diversity Office, with which the Department works openly and cooperatively.

A Union member of the City Chapter of Local xxx represents the Department in a citywide Diversity Steering Committee, which examined the results of the diversity audit, and produced a diversity action plan containing five strategic areas. The Committee continues to work together to implement and update the Diversity Action Plan.

Strategies have been developed and measures of success identified in preparation for positively addressing the areas identified in the Diversity Audit.

The Department strongly supports the program strategies that have been developed to respond to and strengthen the five strategic areas of the 2006 City Diversity Strategic Plan that include:

- Inclusion and Equity
- Impartiality
- Healthy Networks
- Fair Promotions
- Solutions

A solutions checklist, or Situation/Self/Inventory, Openness, Levels, Volley Ideas and Employee Safe Havens (SOLVE) is available to all members as a tool for dealing with conflict within the organization. SOLVE can be used by individuals on their own or in conjunction with others. The SOLVE solutions checklist is available on the Diversity Office Website.

The Department supports the Six Sided Partnership as a citywide partnership to identify, discuss and resolve issues.

Support of citywide initiatives is strong and includes having departmental representative on the following committees:

- Diversity Steering Committee
- Multicultural Task Force
- Women’s Task Force
- City Learning Center Board of Directors

Standing Initiatives

Standing cooperative initiatives of the labor management process include:

- Good and Welfare of Department Members
- Recruitment and hiring of firefighters
- Annual Departmental Picnic
- Annual Remembrance for Firefighter/Paramedic xxxxxxxx
- Policy and procedure review and updates
- Labor/Management Committee meetings
- Community Service Opportunities
- Joint attendance at yearly Labor/Management retreat
- Support safe haven concept with Human Resources Manager and Diversity Manager

2006 - 07 ACTION PLAN OBJECTIVES

- Strongly support the 2006 – 2007 Memorandum of Understanding with Local xxx
- Work closely with xxxxxxx and xxxxxxx, SEIU Representatives in support of civilian members of the Department
- Hold quarterly Labor/Management committee meetings
- Coordinate xxxxx Observance at xxxxx
- Expand Urban Survival public education program in City elementary schools
- Support City Diversity Action Plan
- Monitor and report on the \$15,000 fund established by the City for Union diversity recruiting efforts.
- City Chapter Yearly Labor Management Retreat
- Award and Recognition Program “Appreciation Reception”
- Completion of Performance Development Plans on all members

TRAINING

SECTION 5

GOAL: To identify areas of need and develop training programs to assist our members to become more proficient in emergency service delivery, customer service, emergency incident management, safety, fire prevention, public safety education and personnel management and supervisory leadership.

Training is a critical function for any modern fire service agency. As our work becomes more complex and diversified, the knowledge required, professional standards, and government regulations lead to increases in overall training needs for the Department. Documentation and records management are essential elements of that process. Maintenance of existing key programs is vital.

Items identified requiring training program development or refresher training include:

- Driver/Operator/Training/Certification
- Violence in the Workplace
- Training for Acting Fire Captains and Battalion Chiefs
- Engineer and Captain Development Academy
- Personnel management and supervisory skills
- Diversity/Sexual Harassment/Hostile Work Environment

Key programs and opportunities that will continue to be provided are:

- Company development program
- Career seminar program offerings
- City Mandatory Supervisory Training I, II & III
- Incident Safety Officer Certification (all officers)
- Driver/ Operator/ Training/Certification
- Rope 1
- Advanced public executive training State University
- National Fire Academy attendance
- Captains probationary program
- Emergency medical technician (EMT) continuing education and re-certification
- Paramedic continuing education and re-certification, including toxicology
- Probationary firefighter training
- Basic Bi-lingual training program
- Computer training
- Minimum company standards and field operations exercises
- Hazardous material first responder continuing education
- Hazardous material technician continuing education

- Technical rescue training – confined space, high angle rescue, trench rescue, and water rescue
- Fire inspections and code enforcement
- External training opportunities (seminars, City Learning Center, State Fire School, etc.)
- Involvement of company officers in ongoing policy revision and program development
- Firefighter II Certification (International Fire Service Accreditation Congress, IFSAC)
- Quarterly Chief Officer Training
- Advanced Defensive Driving
- Tactical Training
- National Incident Management System Training (NIMS)
- Weapons of Mass Destruction Training (WMD)

Items necessary for increasing the capabilities of the training program include:

- Bury “confined space” drain pipe
- Research new digital process for training
- Provide an existing pumper truck assigned to the training center for practice purposes
- Barcode/inventory system for Training Center
- Modify cable TV from analog to digital
- Create a filing system for PowerPoint training programs
- Research and develop a high-rise training program
- Research purchasing a forklift
- Develop a plan to expand the Burn Room
- Research the installation of an traffic light at the Training Center entrance

			Anticipated Costs
2006 – 07	Replace digital projector	\$	4,500
	Purchase Driving Simulator through a Fire Act Grant (\$40,000 by the TFD and \$160,000 in grant monies)	\$	200,000
	Multi-Media replacement package	\$	13,500
	Replace smoke machines	\$	8,400
	Purchase training props	\$	9,000
	Purchase remote microphones for classrooms	\$	3,500
2007 – 08	Replace carpet at Training Center	\$	20,000
	Purchase a computer for video editing with software	\$	2,500
	Purchase a CGI monitor for confined space	\$	2,600
	Bury and connect tile pipe	\$	15,000

2006 – 07 ACTION PLAN OBJECTIVES

EMERGENCY RESPONSE

SECTION 6

GOAL: To deliver emergency services in a safe and efficient manner, with a response time of 6:00 minutes or less, 75% of the time. (From time of call receipt to arrival).

Currently the Department is attaining this goal 70% of the time. With the addition of the planned seventh station, we anticipate we will be able to reach this goal on a consistent basis.

One of the positive factors affecting our response time is that we dispatch the closest unit to an incident regardless of jurisdiction using the Global Positioning Satellite System (GPS). It is expected that use of this technology will soon be extended to ambulances operating in City. This technology allows us to pinpoint fire trucks to within ten feet of their actual location, thereby providing the quickest response to our citizens.

Emergency response represents the most visible aspect of the Department's mission. A major consideration in the delivery of effective emergency services is the time frame in which they are delivered. Emergency response time is defined as the elapsed time from when a call is received in the fire communications center, until the first unit arrives on the scene. Included are the components of alarm processing time, actual dispatch, turnout time, and travel time to the incident. Our definition of response time, and consequently our response time standard coincides with the response time definition as prescribed by the Commission on Fire Accreditation International.

Based on total responses for 2005, the average turnout and travel time in the City is 4 minutes and 19 seconds. A critical component of response time is turnout time (the amount of time that passes between firefighters being alerted and the time that fire apparatus is en route). The Department turnout standards are as follows:

- For calls not requiring protective clothing, such as EMS: 40 seconds or less.
- For calls requiring protective clothing, such as structure fires: 60 seconds or less.

Our Department is dispatched by the Regional Dispatch Center which has an average for processing calls (the elapsed time from answering the phone until dispatch) of 1:06 seconds. This time is not included in the turnout and travel time described in the above paragraph, but is part of the response time.

Automatic Aid (dispatch of the closest fire company regardless of political jurisdiction) has been in place with the City since 1976.

Automatic aid with the neighboring City has been in place since 1986. In January of 1998, we began automatic aid with the Neighboring City. A similar program with the Other Neighboring City began in 1999, and is having

2004 - 2005 Emergency Responses		
	<u>2004</u>	<u>2005</u>
Fire Responses	2,089	2,223
Emergency Medical Calls	12,608	13,806
Other Incidents	2,132	2,054
Special Operations	102	105
Total Emergency Incidents	16,931	18,188

a positive impact on response times in areas of City near neighboring cities, as well as, an overall improvement in delivery of Emergency Services for all of neighboring cities. Additionally, as of July 1, 2005 the neighboring Fire Department is a partner in the Automatic Aid system.

Automatic Aid is strongly supported by a regional communications and dispatch center operated by Other Fire Departments. City, along with neighboring cities are dispatched out of that center. Automatic Aid with the neighboring cities was strengthened this year by linking their communication center with Other City, thereby reducing alarm dispatch time and providing unparalleled redundancy in the event of a system failure in either of the neighboring cities.

Another major component in the emergency response sequence is the safety of the response. It is imperative that the response is made as safely as possible for the protection of both Department members and citizens. The Department reached a milestone last year with the completion of the “traffic signal preemption” system which allows fire vehicles to control traffic signals during emergency response. A total of 187 intersections in City are equipped with this technology. Traffic signal preemption allows for a reduction in response time, as emergency vehicles will not encounter red lights and cars will not “stack up” in intersections. Additionally, utilization of this technology improves emergency response safety for both Fire Department members and the public. Traffic signal preemption has also been added to ambulances that operate in City. After fourteen years of history with traffic signal preemption, it is clear it accomplishes what it is intended to do.

Selection of sites for future stations has been formulated from the Fire Station Location and Emergency Response Time Study of 1994 whose implementation will have a positive impact on overall response time (see Facilities – Section 21).

800 MHz Radio System

Recent evaluation of the new City metro 800 MHz radio system have shown there to be weaknesses within the design that have caused all the fire departments involved to collectively take a step back in order to reevaluate the system in its entirety. The weaknesses identified all have a bearing on firefighter safety. At this point in time, best estimates are that the project will be set back several years.

Until that time we will be purchasing enough 800 MHz portable radios to outfit all our companies. This accomplishes three goals for us. First, it will allow us to communicate safely and reliably at emergency scenes with Mesa Fire units who have already transitioned to 800 MHz. Second, it will provide interoperability with our Police Department as they transition to a digital 800 MHz system. Third, it will significantly support development of expertise and confidence in using the 800 MHz portable radios.

2006 - 07 ACTION PLAN OBJECTIVES

- Closely monitor turnout time.
- Research viability of automated turnout time monitors.
- Monitor planning and development of light rail system.
- Examine and refine analysis of emergency medical service response times.
- Evaluate company placement at the existing fire stations.
- Evaluate expansion of policy on Code-2 responses.
- Develop an emergency response plan specific to light rail.
- Set up training for all crews in proper response to light rail incidents.
- Continue membership on the Life Safety Committee for Valley Light Rail.

MEDICAL SERVICES

SECTION 7

GOAL: To save lives, reduce suffering and speed recovery from injury and illness by delivering basic life support (BLS), advanced life support (ALS/Paramedic) pre-hospital care medical services, and transportation throughout the community.

The delivery of emergency medical services to the citizens of City plays a major role in the operation of the City Fire Department. Currently, 77% of our emergency response activity is emergency medical in nature. Department members answer more than 13,000 calls for emergency medical service (EMS) each year. Approximately 47% of EMS calls require advanced life support (paramedic) intervention, and 60% of all EMS calls result in an ambulance transport.

Existing programs and opportunities that are provided by the EMS Section include:

- Quarterly emergency medical technician and paramedic training for all members.
- Paramedic and EMT Certification and Re-certification program.
- EMS documentation training for probationary firefighters and all emergency response personnel.
- Conduct research to evaluate new medical equipment.
- Provide support of CARE 7 program to enhance citizen services and to allow fire companies and police officers to return to in-service status.
- Quality assurance programs for emergency medical technicians and paramedics.
- CPR, AED, Blood Borne Pathogens and First Aid training for other City departments as well as citizens of City.
- CPR, First Aid, and AED training available in Spanish.

Issues affecting the EMS program include:

- External forces, such as changes in standards and testing procedures for certification and re-certification of emergency medical technicians and paramedics, as well as, improvements and changes in the community's standards of care. Examples of these include the progression toward

electronic patient care reporting and the anticipation of pre-hospital 12 lead EKG as a community standard of care.

- Federal and State mandates and requirements, i.e. HIPAA, safety needles through OSHA and other regulatory agencies, refrigeration and security for drug boxes, etc.
- The need to continually evaluate the appropriate level of emergency medical service to provide our citizens and the impact of requests for service that do not require emergency response.
- Examining alternative ways to provide paramedic and emergency medical technician continuing education and certification.
- Tracking training programs and measure service delivery through Firehouse Information Management System.
- Changes in the healthcare system, primarily the persistent overcrowding of hospitals which result in increased turnaround times at hospital emergency rooms and the anticipated increase in emergency medical incidents associated with an aging population.

		Anticipated Costs
2006 – 07	Purchase 3 heart monitors	\$ 66,000
	Purchase 5 transport ventilators	\$ 10,000
	Purchase 3 replacement suction units	\$ 2,500
	Purchase 2 AED's for Special Events	\$ 5,000
	Purchase Patient Care Reporting System	\$ 100,000
	Purchase adult airway mannequin	\$ 1,000
	Purchase pediatric airway mannequin	\$ 750
	Purchase online ACLS training program	\$ 3,500
	Purchase Nitrous Oxide delivery system	\$ 3,000
2007 – 08	Purchase 3 heart monitors	\$ 68,000
	Purchase 3 replacement suction units	\$ 2,500
	Purchase 3 transport ventilators	\$ 6,000
	Purchase 11 Temporal thermometers	\$ 3,000
	Purchase 1 Nitric Oxide delivery system	\$ 3,000
2008 - 09	Purchase 2 heart monitors	\$ 46,700
	Purchase 2 transport ventilators	\$ 4,200
	Purchase 20 replacement backboards	\$ 4,000
	Purchase Simbaby patient simulator	\$ 45,000
2008 – 09	Purchase 2 heart monitors	\$ 72,000
	Purchase 2 transport ventilators	\$ 4,200

	Purchase 20 replacement backboards	\$	4,000
	Purchase 10 replacement AED batteries	\$	5,000
2009 – 10	Purchase 2 heart monitors	\$	50,000
	Purchase 3 transport ventilators	\$	4,200
	Purchase 3 replacement suction units	\$	2,850
	Purchase 10 replacement AED batteries	\$	5,200
2010 - 11	Purchase 2 heart monitors	\$	52,000
	Purchase 3 transport ventilators	\$	4,200
	Purchase 3 replacement suction units	\$	3,000
	Purchase replacement SimMan medical patient simulator	\$	48,000

			Anticipated Costs
2007 – 08	Funds for ACLS/PEEP/TOX Certification/Recertification (Addition to base budget)	\$	6,000
	Funds for EMT Recertification (Addition to base budget every other year)	\$	10,000

2006 – 07 ACTION PLAN OBJECTIVES

- Implement the Electronic Patient Care Reporting (ePCR) system.
- Research EMS service delivery in the high-rise environment.
- Develop a PowerPoint program for training contract ambulance personnel on City operating procedures.
- Expand Spanish language CPR, First Aid and AED training capabilities.
- Develop plans for SimLab construction.
- Continue expansion of EMS equipment preventative maintenance program.
- Place into service a “Training Ambulance”.
- Hire a part-time Administrative Medical Director.
- Put into practice various methods for reducing unit out-of-service times.
- Hire and train the Medical Transportation Contract Coordinator.

EMERGENCY MANAGEMENT

SECTION 8

GOAL: To ensure that appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur and prepare the City in the management of response and recovery operations for large scale emergencies.

The primary components of our emergency management efforts are building community partnerships with business, industry and citizens, proactive steps to mitigate emergencies and planning and preparation efforts for response and recovery operations.

The Fire Department is charged with the responsibility of overseeing the City's emergency management effort. In mid 1998, the City was chosen by the Federal Emergency Management Agency as a Project Impact community whose goal is to help make communities more disaster resistant. While Project Impact no longer exists at the Federal Level, the intent of the program serves as the basis for the City's ongoing effort to prevent disasters from occurring and minimizing damage from those that do occur. The City Emergency Operations Plan will continue to serve as the focal point for emergency response operations and preparedness.

The Department of Homeland Security mandated the adoption and implementation of the National Incident Management System (NIMS) in mid 2005 for local governments. In the event that a local government chooses not to adopt NIMS, federal grant funding for Weapons of Mass Destruction will not be available for those communities. The Fire Department's primary objective in 2006 is to ensure NIMS compliance for the City, including the City of Emergency Operations Plan.

The Fire Department acquired a communications van from the Information Technology Department in 2004. The van is equipped with sophisticated communications equipment to provide interoperability between any agency that responds to an incident in City and City departments. The communications van is also available for major incidents outside the City. As grant funding becomes available, further equipment enhancements are planned that will allow this van to provide telephone service for the Emergency Operations Center (EOC) in the event that telephone service is lost to the EOC.

Types of situations which may require activation of the Emergency Operations Center (EOC) and implementation of the Emergency Operations Plan include:

- Serious and/or long-term hazardous materials incidents.
- Preparation for, or results of, severe storms.
- Water release situations, which threaten or have caused serious flooding and/or damage.
- Situations which result in mass casualties, significant numbers of homeless citizens or fires of conflagration proportions.
- Plane crash incidents.
- Major transportation or industrial incidents.

- Major structural collapse situations.
- Civil disturbances.
- Major public events.
- Acts of terrorism.
- Any situation requiring significant or extensive warning to the public.

The EOC has radio transmission and reception capabilities for all City departments. Additionally, an amateur radio system provides for additional/supplemental communication capability. It is expected that communications will be initiated early and will be ongoing from our EOC with both the county and state emergency operations centers and emergency operations centers in other municipal jurisdictions.

			Anticipated Costs
2007- 08	Satellite communication system	\$	25,000
	Video link for mobile command center to EOC	\$	20,000

2006 – 07 ACTION PLAN OBJECTIVES

- Conduct a minimum of one emergency management exercise.
- Acquaint all Fire Department members with the Emergency Management Plan.
- Develop plan for continuation of Project Impact related activities.
- Continue to provide Emergency Preparedness brochures, information and training for citizens and employees.
- Continue to provide Community Emergency Response Team training for the citizens of City.
- Implement and train all necessary employees and elected officials in the National Incident Management System.

SPECIAL OPERATIONS – HAZARDOUS MATERIALS

SECTION 9

GOAL: To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective and efficient manner, thereby protecting people, property, and the environment.

Hazardous materials management is of concern, both nationally and locally. With the ever-increasing number of chemicals and the extensive amount of high-tech research and industrial activity in the City, the need for a comprehensive effort to both prevent and prepare for hazardous materials emergencies is vital.

Hazardous materials operations are managed within the protocols established by the Department's hazardous materials policies and procedures.

Investigation of hazardous materials incidents will generally be a Fire Department responsibility in cooperation with the City's Environmental Services Division, supplemented by representatives from other appropriate agencies.

The City's industrial hygienist's position has proved to be very a beneficial resource. On an annual basis, the Fire Department relies on this person to assist in the development and management of the respirator program, hazardous materials emergency response, hearing conservation program, blood-borne pathogen program, structural firefighting clothing contamination studies, and indoor air quality monitoring.

• Hazardous Materials Response Team

The National Fire Protection Association Standard 472 lists the training competencies for hazardous materials emergency response. Our hazardous materials response team meets or exceeds current competencies for a technician level team (most advanced level). The hazardous materials response team consists of up to eight members on each of the three shifts, on staff WMD Captain, and one Hazardous Materials Specialist.

• Training

Training requirements for technician level consists of an initial 200-hour hazardous materials technician certification course that is supplemented by 40 hours of continuing education annually as required to maintain certification. Meeting the requirement for the number of hours presents an ongoing challenge. Continuing education occurs through the City Fire Department's Special Operations Section. With over 240 personnel requiring continuing education, a proposal for regional training is being worked on.

All other Department personnel are trained to the first responder operations level. Ongoing annual training for "first responder" must meet the training skills and competencies that are required by federal regulations.

• **Hazardous Materials Information Management**

EPA reporting requirements, including SARA Title III guidelines result in extensive information being available to fire departments. Putting this information into a format that will make it accessible, usable and meaningful is an ongoing challenge, which has been met through adoption of an electronic information system. A tracking system for hazardous materials occupancies has significantly strengthened our control of hazardous materials and management of hazardous materials information.

• **Agencies which the City Fire Department interacts with in managing hazardous materials:**

Local Emergency Planning Committee (LEPC) – The Local Emergency Planning Committee is a federally mandated committee designed to ensure that planning for and responding to hazardous materials incidents occurs in all geographical areas of the United States. In State, there is one Local Emergency Planning Committee per county. We work closely with the County LEPC through participation on the Committee and in development of risk assessments for local industries.

State Department of Environmental Quality – Involved with regulation and clean-up operations.

State Department of Public Safety – Interacts with our team primarily on freeway incidents or upon request.

City Police Department – The Fire Department will assist the Police Department in operations involving clandestine drug labs.

Water Utilities Department and Environmental Services Division – Has responsibility for the management of the overall City environmental effort and can provide technical and regulatory assistance at incidents.

Other Fire Department Hazardous Materials Response Teams
 Neighboring Fire Departments

			Anticipated Costs
2007-08	Replace toxic gas monitors	\$	5,500
2007-08	Purchase a wireless Internet connection system (anticipated funding from grant)	\$	50,000
2007-08	Purchase two Gas Ports	\$	4,400

2006 – 07 ACTION PLAN OBJECTIVES

Implement regional hazardous materials continuing education.
Maintain “First Responder” training for all Department members.
Maintain technician-level certification for all hazardous materials response team members.

SPECIAL OPERATIONS – WEAPONS OF MASS DESTRUCTION

SECTION 10

GOAL: To assess, prepare, and train for effective and safe response to incidents that involve Weapons of Mass Destruction.

Focus on Weapons of Mass Destruction (WMD) has increased nationally in recent years, most notably since September 11, 2001. WMD incidents are defined as events caused by an individual or group in an effort to change or intimidate society. The weapons may be chemical, biological, nuclear, incendiary or explosive in nature. The many public events hosted in City require a complete risk analysis of potential threats.

The Special Operations Section conducted a risk, threat, and vulnerability assessment during the third quarter of 2003. The City Police Department was consulted and concurred with the assessment. This assessment of City was incorporated into an overall assessment of State County and used by the State Division of Emergency Management in allocating grant funds from the Department of Homeland Security.

The City Fire and Police Departments have both received grants each year since 2001. In 2004 both Departments agreed to work jointly to develop a Rapid Response Team using a Department of Homeland Security Urban Area Security Initiative grant which is administered through the City. The Fire Department has purchased a Rapid Response Truck and will provide staffing. The Police Department is purchasing vehicles to transport members of the SWAT and EOD units. Several exercises are scheduled over the next two years for the Rapid Response Team to participate in.

The City Fire Department purchased two specialty vehicles in 2004 with State Homeland Security Grant Program funds. One vehicle is equipped with highly specialized equipment for the detection, identification, and response to weapons of mass destruction. The other vehicle has equipment for managing complicated rescue situations, such as structural collapses, confined space emergencies, trench collapses and drowning incidents

Agencies which the City Fire Department interacts with in preparing for WMD incidents:

Water Utilities Department/Environmental Services Division - Involved with controlling transportation routes during incidents.

City Police Department – A WMD incident is a criminal act and both departments must work jointly in managing an incident.

State National Guard 91st Civil Support Team – Provides sophisticated identification and response technologies.

State County Department of Emergency Management – Allocates State resources and administers the State Homeland Security Grant Program and the Urban Area Security Initiative grants.

State Counter Terrorism Information Center – Acts as a clearing house for the most up to date terrorist activity information; is staffed by numerous state, local, and federal emergency response agencies.

City – Administers the Urban Area Security Initiative and coordinates the Rapid Response Teams for the Metropolitan Area.

		Anticipated Costs
Equipment Acquisition Schedule		
2006 - 07	Replace MSA APR adapters with updated version to fit new SCBA facepieces or purchase individual masks that are CBRNE approved through grant funds. Replace expired APR filters throughout the Department	\$ 140,000

		Anticipated Costs
2007 - 08	Provide specialized training in technical rescue and hazardous materials for 18 members deployed as Rapid Response Team	\$ 45,000

2006 – 07 ACTION PLAN OBJECTIVES

- Continue to revise Fire Department policies for WMD response.
- Research and purchase new detection and identification equipment as technology changes.
- Participate in the planning for the national Top Off 4 exercise.
- Provide assistance to the State Counter Terrorism Information Center through Department Terrorism Liaison Officer (TLO) program.
- Continue to administer and coordinate all Department of Justice grant funds.
- Conduct sixteen hour Emergency Response to Terrorism course paid for by the IAFF.
- Participate in the national Top Off 4 exercise that is scheduled for March 2007 in the City Area.
- Place Rapid Response Truck in service.
- Plan for and budget staffing for the Rapid Response Truck.

SPECIAL OPERATIONS – TECHNICAL RESCUE

SECTION 11

GOAL: To provide technical rescue capability with the necessary equipment and training that is compliant with National Fire Protection Association Standards 1983, 1470, and 1670.

Definition: Technical rescue is defined as rescue situations that present more complex and dangerous circumstances than what are routinely encountered. These types of incidents require a higher degree of training and specialized equipment to conduct safe operations. Several types of emergency incidents require this level of response, including confined space rescue, trench and excavation collapse, high and low angle rope rescues from buildings and rough terrain, swift water rescues, boat based rescues, structural collapses, submersion incidents, and non-typical/unique accidents.

Our capabilities have increased substantially in recent years through equipment purchases and training. Capabilities include rope rescue, confined space, trench rescue, structural collapse, limited water rescue, and underwater response. Equipment includes rope and harness systems, vehicular extrication equipment, water rescue equipment, trench rescue shoring, structural collapse equipment, SCUBA and related underwater gear, and a fire rescue boat.

Initial training requires a 200-hour Technical Rescue Technician class for each selected team member, with weekly continuing education. The team leader is the Battalion Chief of Special Operations.

Developmental and Ongoing Issues:

- Research and identify all legal requirements regarding special operations.
- Identify ongoing training needs and provide quality continuing education to ensure high levels of expertise and response capability.
- Ensure maximum support for the Rio Salado project.
- Provide a rescue team presence whenever the lake is open for a large special event.
- Identifying and securing on-site quarters for special operations equipment and personnel in the event of an incident.
- Developing a SCUBA team for incidences at the Town Lake or other bodies of water, with the strong support of the Water Utilities Department.
- Manage the new and unique challenges posed by City Lake.
- Manage the new potential for rescue provided by increased downtown development.

			Anticipated Costs
2006 - 07	Replacement of departmental rescue rope (3,150 feet)	\$	8,000
	Replace 7 rescue harnesses that have confined space capabilities.	\$	3,000
	Replace personal flotation devices.	\$	2,100
	Purchase 4 sets SCUBA gear	\$	12,000

2006 – 07 ACTION PLAN OBJECTIVES

- Conduct 5 week ERDI training course for nine new divers in January.
- Research enhanced training and response capabilities for the Town Lake.

SPECIAL EVENTS

SECTION 12

GOAL: To deliver emergency services in a safe, effective and efficient manner to participants and customers of community/special events without impacting normal emergency services delivery to the citizens of City.

The City hosts more community events than ever before. As the City Town Lake project continues to develop, even more events will be planned and hosted in the coming years.

During calendar year 2005, the City Fire Department provided emergency services to 187 community events compared to 138 in 2002, and 82 events in 2001. Due to high attendance and/or the nature of events, it is often necessary to require or recommend City Fire Department staffing to deliver the necessary emergency services to the event.

By staffing special events, the City Fire Department is meeting the needs of the City, its promoters or sponsors, and customers without adversely impacting normal emergency service delivery to City citizens. Staffing is accomplished by placing types and numbers of teams into service at events using the most effective means to provide the service. This may be accomplished through the use of Tents, Bikes, Medic Carts, Walking Teams, Special Event Truck, the Fire Boat, and/or Fire Apparatus.

An hourly rate per person staffed is normally charged to the sponsor/promoter of a special event. All funds received are reimbursed directly to the City Fire Department.

Ongoing events staffed by the City Fire Department include:

- Spring and Fall Festival of the Arts
- *Rock and Roll Marathon
- *Iron Man Triathlon
- *Block Party
- College Football Party
- MLK Celebration
- Triathlon Series
- American Cancer Society Heart Walk and Breast Cancer Walk
- Spring Training Games
- *Fourth of July City Celebration
- Oktoberfest
- Pro Beach Volley Ball
- City Triathlon

(*non-reimbursable events)

The Battalion Chief of Personnel and Safety manages special event operations with logistical assistance provided by a Firefighter from Emergency Services. Operations are conducted out of Fire Station x. The current space allows us to store and distribute radios, batteries, medical supplies, bikes, and Medic Carts.

Fire Station x on the Avenue includes a designated special event area. Due to its location it increases safety to our members traveling to and from events, reduces travel time to events, and enhances storage, distribution, and security of special event equipment.

Some agencies/organizations that the City Fire Department interacts with in managing Special Events include:

- City Community Services
- City Special Events Task Force
- City Police Department
- State University
- Avenue Merchants
- Sister Cities
- Downtown City Community
- Football Bowl
- Professional Football
- City Fire Department
- Ambulance Service

	Special Events/Health & Safety Acquisition Schedule	Anticipated Costs
2006 – 07	2 Pulse Ox. Units*	\$ -0-
2007 - 08	2 Pulse Ox. Units* Purchase 2 Bicycles and Equip	\$ 2,000
2008 - 09	2 Pulse Ox. Units* 2 End Tidal CO ₂ Detectors* Purchase Medic Cart	\$ -0- -0- 10,000
2009 – 10	2 Pulse Ox. Units*	\$ -0-
2010 – 11	Hire part-time interns (2) one for injury reduction & fitness and one for nutrition (*Units to be transferred to Special Events from Medical Services Section)	\$ 36,000

2006 - 2007 ACTION PLAN

- Work with Outsourced Solutions (Block Party) and the Downtown City Community (Art Festival) to transition event boundaries that will incorporate the Treatment Room at Station x into Fall Festival of the Arts event.
- Work with Outsourced Solutions (Block Party) and the Avenue Merchants (Art Festival) to develop event site maps that are more legible and include business, addresses, names, hydrant, and automatic sprinkler fire department connections.
- Evaluate events that require staffing.

FIRE PREVENTION AND INSPECTION

SECTION 13

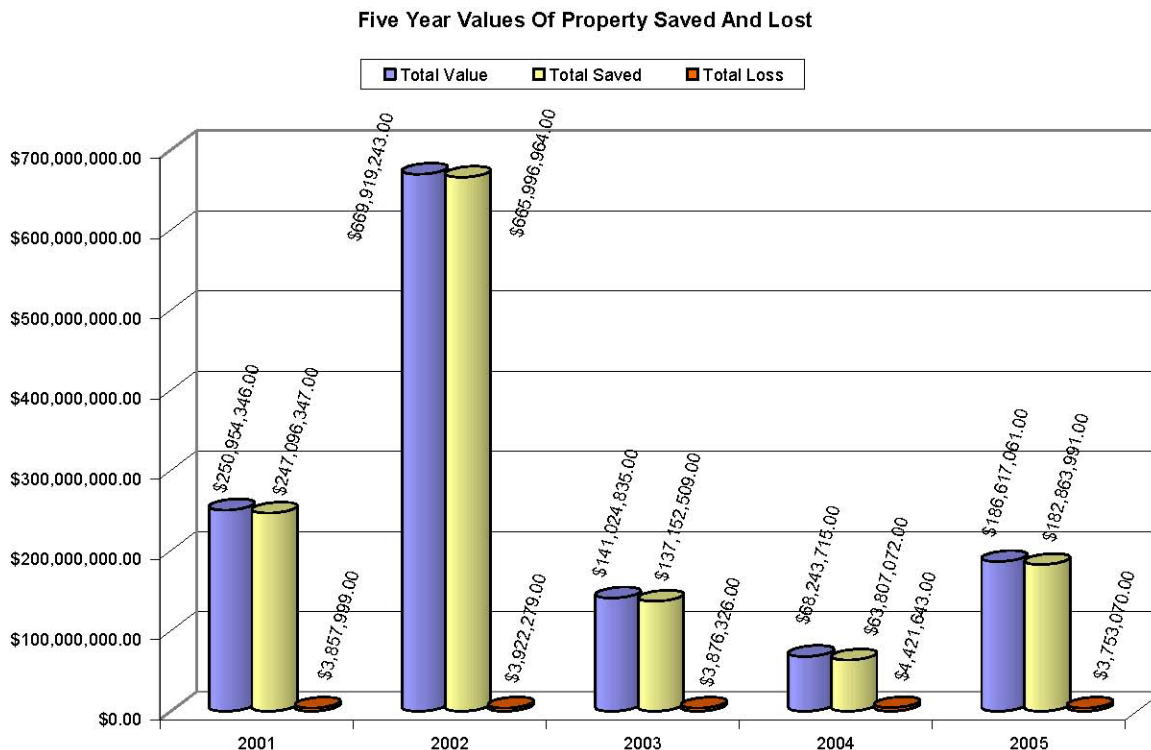
GOAL: To prevent loss of life, injury and property loss to fire through the creation, implementation, and management of comprehensive and effective building and fire codes, education programs and fire inspections.

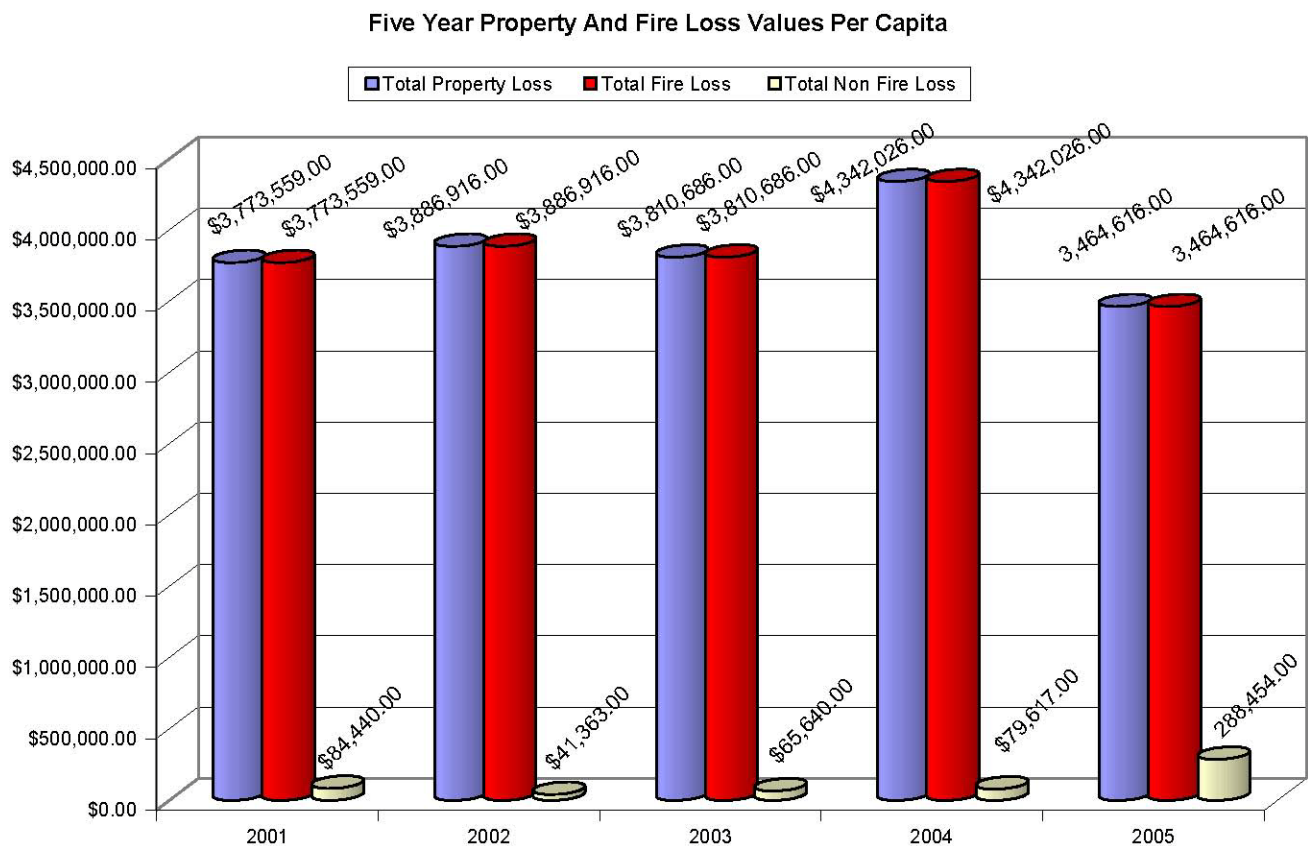
Primary Fire Prevention functions focus on fire and building code development and management, public education, fire inspection, code enforcement, and fire/hazardous material release investigations. The integration of activities in these areas will produce the most effective use of available resources and ultimately, result in achievement of the Department’s goal – preventing fires, saving lives, minimizing property loss, injuries, educating the public, protecting property and the environment.

Property Loss Experience For City

Total Fire Loss – Loss directly related to damage caused by fire only i.e., structure, contents, and vehicles.

Total Property Loss – Is Total Fire Loss as described above plus non fire loss incidents i.e., flooding conditions, hazardous materials releases, structural collapse, etc.





Additional fire prevention functions include: plan development/review, issuing permits, fee collection, juvenile firesetter intervention, pre-fire plan program, Firehouse Information Management, and Public Information Functions.

Fire Department Inspection Philosophy and Types of Inspections Performed

Conducting periodic fire inspections for compliance with the 2003 International Fire Code (IFC), with emphasis on positive public education contacts. The Department's major focus will be education and customer service rather than enforcement. This will help ensure life safety conditions within an occupancy or structure, reduce exposure to fire and property loss, while maintaining a positive relationship with the community.

Objectives of inspection activities are to:

- Prevent fires and loss of life and property in structures
- Enhancing firefighter safety by improving the working environment to which they may be called to fight fire
- Gain compliance with the 2003 IFC

- Develop pre-fire plans
- Familiarize firefighters with buildings/occupancies to which they may be called to conduct emergency operations
- Maintain in good operating condition existing automatic fire detection and extinguishing systems
- Develop the respect and support of the citizens served by establishing a positive relationship between the Fire Department and the community
- Help owners and/or occupants to understand and eliminate unsafe conditions
- Prevent illegal storage, disposal or release of hazardous materials
- Minimize exposure of property to fire loss
- Educate the business community and Firefighters on the Department's Vacant, Abandoned and Dangerous Building program

Types of inspections conducted include:

- New building construction; Automatic Fire Extinguishing System (AFES), alarms, special systems and fire apparatus access
- New licensing and renewals
- Multi-family residential
- Institutional – daycares, hospitals and nursing homes
- Historical
- High rise buildings
- All commercial and industrial occupancies
- Monthly night inspections of assembly occupancies
- Tenant improvements of commercial/industrial and public educational buildings
- Fire pump systems for Automatic Fire Extinguishing System (AFES)
- Self-inspection by occupant/owner on B-2 and M occupancies
- Single family homes inspected upon request
- Complaints

Note: The campus of State University, with the exception of fraternities, and all of City's existing public schools come under the jurisdiction of and are inspected by the State Fire Marshal. New construction in City Public Schools is inspected by the City Development Services Department.

Salt River Project facilities are inspected by their risk management personnel.

Incident Investigations

Fire inspectors from the Fire Prevention/Public Safety Education Division routinely investigate fires. Suspicious/arson fires are investigated by the Arson Task Force, which is comprised of fire inspectors and City police detectives.

Types of incidents investigated are:

- All structure fires
- Suspicious/arson fires
- Fires or industrial accidents involving a serious injury or fatality
- Frequent/patterned-type grass, brush or dumpster fires
- Illegal storage, disposal or release of hazardous materials
- Illegal trenching operations
- Structural collapse
- Cave-ins
- Electrocutions

City Fire Department Review Services – Permit Process

The following permit/review services will be provided by the City Fire Prevention/Public Safety Education Division. All other permit and review requirements will be handled by the Development Services Center.

- Fireworks/explosives
- Special events
- Tents and canopies
- Burning permits
- Extension of premises (i.e. for special events, bars and restaurants)

2003 International Fire Code

The City, in March of 2006, adopted the 2003 International Fire Code (IFC) with amendments. The most notable amendment to the 2003 IFC is a change in the requirements for automatic fire extinguishing systems (AFES) in B occupancies from 5,000 square feet to 0, with some exceptions. Additionally, single family residences 5,000 square feet or greater will be required to install an AFES.

Hazardous Materials Storage/Disposal Sites

The Fire Prevention/Public Safety Education Division is currently:

- Continuing to list hazardous materials based businesses into the Web-based Environmental Compliance Solutions (ESC) program.
- Classifying occupancies according to quantity and type of materials stored.
- Identifying buildings requiring a placard with the NFPA 704M-diamond system.
- Mitigating problems associated with improper storage, disposal or release.

- Attempting recovery of City expenditures related to unauthorized hazardous materials releases and arson fires.
- Performing site file searches.

City Risk Management Profile (Fire Inspection Workload)

The Department continuously updates its citywide risk assessment through its occupancy inspection program. The overall goal is to assess the nature and magnitude of hazards or risks within the city to aid in identifying appropriate strategies, methods of operation, and resource allocations to mitigate potential emergencies and respond to anticipated fire inspection workloads.

Dwellings (all types) -	70,000 units
Office complexes -	148 complexes for 6,595,132 sq. ft. *
Industrial complexes -	88 complexes for 17,000,000 sq. ft. *
Commercial centers -	85 centers for 25,863,679 sq. ft. *
Schools (public) -	35 schools for 8,000,000 sq. ft. *

*Square footage figures include all commercial buildings in the City – not just complexes and centers.

In 2004 – 2005, the Fire Department conducted inspections of approximately 32% of the 69 million sq. ft. existing for inspection. It is anticipated that within the next five years an additional 10 million sq. ft. of industrial, commercial and office space will be constructed. A large portion of this new construction will be in the form of high rise buildings.

While fire company and fire inspection personnel perform a significant number of the fire inspections in the city, greatly increased emergency response activities in terms of emergency medical calls and a diverse range of other duties has reduced the Department's ability to significantly impact the rapidly expanding inspection workload.

Plan Development Review – Permit Process

The following types of issues or special features require fire prevention plan development/review and/or permitting under the umbrella of the Development Services Department (DSD).

- Underground/aboveground tank installations.
- Knox boxes – storage of building key and emergency information.
- Emergency access control for gated communities
- Site plans/fire apparatus access
- Automatic fire sprinkler and alarm system
- Commercial kitchen hood extinguishing systems

- Hazardous materials inventory and storage
- Fuel storage systems
- Fire pump/special fire protection systems
- Dust collection systems
- Compressed gases/LNG residential refueling stations
- State required licensing, i.e., group homes, adult care homes, liquor license
- All new construction in public schools
- Gate access
- Pre-fire plan requirement for new buildings
- Strategize staffing for future development plans

2006-07 ACTION PLAN OBJECTIVES

- Continue code enforcement/inspection training for Emergency Services personnel.
- Continue self-inspection program for selected occupancies. (self inspections sent out once a year in October – 100 addresses to be selected.)
- Continue fire company inspection program for selected occupancies utilizing management districts for fire companies which involve one Emergency Services captain being “teamed” with a Fire Prevention inspector to manage the inspection program for a specific district.
- Review and inspect plans and projects associated with development of the Rio Salado project by the redefined downtown area.
- Work with ASU’s Risk Management to ensure proper access and fire safety of existing buildings and proposed developments.
- Continue evaluating exiting/evacuation plans of all City buildings. Perform fire drills in all appropriate City facilities with Risk Management.
- Publish standard statistics on City Fire Department’s Website to include response times, fire loss, drowning, and kitchen fires.
- Publish the Annual Report on the Fire Department Website.
- Participate in National Preparedness month, in September, with the goal of increasing public awareness about the importance of preparing for emergencies.

PUBLIC SAFETY EDUCATION

SECTION 14

GOAL: To educate citizens on the role they can play in making the community safer by preventing fires, minimizing long-term health risks, and preventing hazardous materials incidents.

Public safety education is a responsibility of all members of our Department. Educating citizens concerning services provided by the Department and how to summon those services can play a critical role in determining whether there is a successful outcome to an emergency incident. Public safety education is clearly an important consideration in developing proper safety behaviors.

Public Education Effort

Recognizing National Emergency Medical Services Week to ensure greater community understanding of these services.

Fire Prevention Week – Priority will be given to those activities which support public fire education efforts. As our number one goal is prevention of loss of life and property, we commit the month of October to Fire Prevention Week activities.

Campus Fire Safety Month – The Department will work with State University to enhance fire safety education for ASU students both on and off campus. National Campus Fire Safety Month was approved by the U. S. House of Representative in September of 2006 to raise awareness of the importance of fire safety on our campuses.

Citizen First Aid/Cardiopulmonary Resuscitation (CPR) – The Department will continue to work in conjunction with the Community Services Department to provide regularly scheduled CPR courses for the public and City departments. A high priority will be placed on providing CPR classes to high school students in health and child development classes and those requiring CPR certification for job requirements. Courses will be scheduled to meet community needs. The Department will place additional emphasis on providing CPR training for all City departments with an interest in receiving the training. CPR, First Aid and Automated External Defibrillation (AED) classes are now available in Spanish.

Water Safety – “Operation Water Watch” – The Operation Water Watch program will be conducted spring through summer of each year. Emphasis will be placed on distribution of water safety messages through both the print media and cable Channel x. Also, distribution will be made of the City’s Operation Water Watch videotape and safety educational items through Fire Prevention.

Fire Safety Demonstrations – Public education sessions will be conducted to educate citizens in prevention of kitchen fires and to teach the proper use of fire extinguishers.

Fire Station Tours – Introduce both children and adults to fire personnel, fire equipment, fire stations, and the services provided by our Department.

Preschool/Day Care Talks – Familiarize preschoolers with proper safety behaviors.

Safety education program for the elderly.

Getting Acquainted – Participate in the Neighborhood Watch Program through cooperation with the Police Department and City Neighborhood Office. Fire companies will be involved through the Department's management districts.

Operation Prom Grad – In partnership with the City Police Department, a mock demonstration is conducted for City High School students dramatizing the consequences of drunk driving. Prom grad programs will occur once a year, usually at City High School.

Juvenile Firesetter Intervention Program – In 2005, 14 children were referred to our program from parents, school officials or the justice system. Referral forms are available online.

Website – Our Website contains fire and life safety information on topics that affect our community. The site is updated as needed and safety tips for the season are updated monthly.

Continue public relations effort with the restored Van Pelt Fire Pumper and Public Education Pickup Truck.

Provide Community Emergency Response Team (CERT) training to public.

Distribute Emergency Preparedness Guides.

Present the Urban Survival curriculum in partnership with the Fire Fighter's Union, to participating City elementary schools, (4th and 5th grade). Currently, we have 13 firefighters trained in the curriculum. Two firefighters are instructing the Urban Survival Program in two schools.

Urban Survival Curriculum – In City Elementary Schools after school program K-5.

Continue to install smoke detectors in low income housing and through homeowners and neighborhood associations.

Volunteer Program – Utilize citizen volunteers to install grant funded smoke detectors in mobile home parks.

2006 – 07 ACTION PLAN OBJECTIVES

- Conduct the following:
- Operation Water Watch program
- Comprehensive education effort during Fire Prevention Week and throughout October.
- In-service training classes for firefighters in public education
- Fourth of July and December holiday safety effort
- Continue the following:
- In conjunction with Local xx, expand the Urban Survival pilot program with City Elementary School District school and School District school
- Work with Police Department on the crime-free, multi-family housing project
- Kitchen fire safety awareness program
- Participate in conjunction with Risk Management in a citywide employee health and safety fair similar to those offered by large corporations
- Conduct public safety education events at State Mall
- Implement free smoke detector program, including installation targeted for all of City's mobile home parks to help address senior citizen safety and other at risk populations. This program is funded by a Fire Act grant awarded in 2005
- Participate with local businesses' employee health and safety fairs
- Put together a high-rise tenant packet for distribution
- Examine public educational opportunities regarding injury prevention and reduction for high risk citizen groups

COMMUNITY RELATIONS AND INVOLVEMENT

SECTION 15

GOAL: To provide information and services to the citizens of our community that will enhance current programs, assist people, and provide information concerning the many services provided by our Department.

Informing citizens about the types of services and the degree of caring provided by Department members is crucial. How well the Department is appreciated and utilized by citizens can be greatly enhanced by a positive customer service approach and a well thought-out, consistent public relations effort.

Public Relations Effort

Provide public service announcements and seasonal safety messages to media outlets on a continuing basis for:

- 4th of July
- Halloween
- Christmas Tree Safety
- Pool Safety

Provide emergency scene information to the news media.

Publicize Fire Prevention Week activities in October.

Provide a limited ride-along program – with special consideration for City Council, City employees, appropriate medical personnel, members of other agencies, and individuals as defined in the policy and procedure.

Trauma bear program for children – Provide teddy bears to children who have been injured or have witnessed a traumatic incident involving a loved one.

Speakers program for presentations to civic groups.

Water safety program.

Distribute a brochure with the goal of informing citizens about the Department and its services.

Continue to support the CARE Program – Provide counseling/support services to individuals in crisis such as family members of critically injured individuals; victims of sexual assault, fire victims, domestic violence situations and suicides.

2006 – 07 ACTION PLAN OBJECTIVES

Continue to co-host with the City Police Department a Fire/Crime Prevention Week kick-off event each year.

- Host City Leadership Day at the Fire Training Center each year.
- Participate in City Cares project through City Leadership each year.
- Provide refresher media training for command staff.
- Provide initial media training for company officers.
- Continue utilizing City Television for public safety messages and Department information.

FIRE MAINTENANCE

SECTION 16

GOAL: To provide safe and effective fire apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.

The Department's fire maintenance effort, as an integral part of the Support Services Section, is responsible for the preventative maintenance, repair, rehabilitation and timely replacement of the fire apparatus fleet.

We are very proud of the responsive nature and flexibility of the Department's maintenance operation. It is clearly an operation that many fire departments strive toward.

Preventive maintenance (identifying potential problems, preventing breakdowns from occurring, and providing education and instruction to members) will continue to be the focus of this effort.

The fire apparatus inspection and maintenance program is carried out by the respective crews in conjunction with a fire mechanic, and is very successful. It allows us to evaluate the vehicle's overall condition, identify potential problems, and make corrections in an effort to prevent breakdowns during emergency operations. Additionally, the fire apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

Fire Maintenance may, when necessary, contract with an outside vendor for certain types of work including major engine overhaul, automatic transmission overhaul and major spring work.

			Anticipated Costs
2006 - 07	Upgrade response vehicles light bars and rear halogens to LED on E275, E277, and SS271.	\$	10,000
	Purchase an industrial Chop Saw for aluminum fabrication work.	\$	1,000
2007 - 08	Upgrade light bars and rear halogens to LED on E271 and E274.	\$	4,000

2006 – 07 ACTION PLAN OBJECTIVES

Conduct NFPA annual 5 year safety tests on aerial ladder trucks and ground ladders.

Conduct annual pump test on all apparatus as needed and per NFPA guidelines.

Maintain the quality of preventive maintenance on all response vehicles while evaluating the frequency and schedule of maintenance visits.

Maintain fire mechanic's EVT, ASE, and State Fire Mechanics certifications and training. This includes EVT and ASE400, State Fire Mechanic 250.

Continue to research practical and functional alternatives for safe clearance to perform undercarriage maintenance and repair.

FIRE APPARATUS

SECTION 17

GOAL: To purchase apparatus that provides reliable and effective service delivery with high regard for employee safety and comfort.

A modern and reliable fire apparatus fleet is crucial to the effective delivery of emergency services when responding to fire, emergency medical, hazardous materials, and all other types of emergencies.

Frontline apparatus will be evaluated for replacement after 10 years of service or when the mileage exceeds 120,000. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement.

Apparatus #	City Equipment #	Type of Apparatus
E271	019	2000 Saulsbury 1250 GPM Pumper
E272	042	05 Seagrave 1500 GPM Pumper with 50' Telesquirt
E273	028	97 Saulsbury 1250 GPM Pumper
E274	018	2000 Saulsbury 1250 GPM Pumper
E275	026	97 Saulsbury 1250 GPM Pumper
E276	029	97 Saulsbury 1250 GPM Pumper
E277	025	99 Saulsbury 1250 GPM Pumper
L276	049	04 Emergency One Bronto Sky F114 Ladder
LT276	050	98 Freightliner/FL70 Ladder Tender
L273	012	93 Emergency One Quint 75' 1500 GPM
SS271	044	96 Freightliner/SVI Scene Support Vehicle
HM272	007	91 Utilimaster Hazardous Materials Vehicle
BC271	048	04 Chevrolet Suburban
Reserve	037	91 Emergency One 1500 GPM Pumper
Reserve	036	89 Emergency One 1500 GPM Pumper
Reserve Ladder	023	91 LTI 90' Aerial Ladder
SI 272	009	04 Hackney M-II
S276	010	04 Hackney M-II
SQ 271	021	05 American La France Heavy Rescue

			Anticipated Costs
2005 – 06	Purchase replacement ladder truck for L273 (City Equipment #012). Vehicle #012 to reserve. Vehicle #023 to auction or trade-in.	\$	1,150,000
2006-07	Purchase alternate response vehicle for L273	\$	40,000
	Purchase replacement ladder tender for LT276 (City Equipment #050). Vehicle #050 to auction.	\$	250,000
	Purchase replacement pumper truck for E273 (City Equipment #028). Vehicle #028 to Reserve. Vehicle #036 to auction.	\$	420,000
2007 -08	Purchase vehicle with transport capabilities to replace Special Events-271 (City Equipment #008). Vehicle #008 to auction.	\$	100,000
	Purchase one pumper truck to place at future Fire Station 7.	\$	440,000
	Purchase replacement pumper truck for E276 (City Equipment #029). Vehicle #029 to Reserve. Vehicle #037 to auction.	\$	440,000
2008-09	Purchase replacement for Hazardous Materials vehicle (City Equipment #007). Vehicle #007 to auction. *	\$	300,000
	Purchase replacement pumper truck for E275 (City Equipment #026). Vehicle #026 to reserve. Vehicle #028 assigned to Training Center.	\$	450,000
2009 – 10	Purchase replacement pumper truck for E277 (City Equipment #025). Vehicle #025 to reserve. Vehicle #028 to auction. Vehicle #029 assigned to training center.	\$	460,000

Appropriation Approach: Funding for apparatus will be incorporated into the Fire Department base budget in appropriate years.

*Funding to be pursued/secured through Homeland Security Grant

2006 – 07 ACTION PLAN OBJECTIVES

- Research technology and design features to reduce fuel consumption, and to increase operational efficiency in fire apparatus.

STAFF VEHICLES

SECTION 18

GOAL: To provide vehicles for the safety and comfort of Department members and represent the Department and City in a manner that supports a positive public image.

Staff vehicles will be purchased in accordance with City fleet guidelines and will be in service as long as possible. Employee safety, maintenance and repair costs, and public image concerns will be considered in determining the replacement schedule.

			Anticipated Costs
2005 – 06	Purchase 2 sedans to replace C274 and C279 (City Equipment #1066 and #1069 respectively). Vehicles #1066 and #1069 to auction.	\$	45,000
	Purchase one replacement pickup for Fire Investigations (City Equipment #011). Vehicle #011 to auction.	\$	30,000
2006 – 07	Purchase 4 Impalas for C275, C278, C2734 and C2736 (City Equipment #1068, 1067, 1065). Vehicles #1068, 1067, 1065 to auction.	\$	88,000
2007 – 08	Purchase one replacement Pick-up truck for Car 2724 Fire Service Inventory Technician (City Equipment #035). Vehicle #035 to auction.	\$	25,000
	Purchase one replacement 1 Ton Pick-up truck with utility body and 100 gallon fuel dispenser for Car 2722 Fire Mechanics Truck (City Equipment #038). Vehicle #038 to auction.	\$	45,000
	Purchase Impala to replace C2702 (City Equipment #829). Vehicle #829 to auction.	\$	22,000
	Purchase new Impala for Assistant Chief	\$	22,000
2009 – 10	Purchase passenger transportation vehicle to replace van (City Equipment #34). Vehicle #34 to auction.	\$	25,000
	Purchase new Impala for Fire Inspector	\$	22,000

- Funding to be pursued/secured through Homeland Security Grant.

2006 – 07 ACTION PLAN OBJECTIVES

- Place into service 2 sedans to replace C274 and C279 that were purchased in 2005. Vehicles #1066 and #1069 to auction.
- Place into service a pickup to replace C2700 that was purchased in 2005. Vehicle #11 to auction.

COMPUTER EQUIPMENT & INFORMATION SYSTEMS

SECTION 19

GOAL: To enhance the ability to manage and evaluate our Department's services, needs, and accomplishments, and accordingly, determine future goals through effective information management.

Oversight and management for all computer hardware, software/systems, and network for the City are the responsibility of the Information Technology Department (ITD). ITD and the Fire Department work closely toward achieving our stated goal. Their expertise is invaluable in helping us acquire and implement new systems, as well, as maintaining existing ones. The Fire Department has a liaison who works with the ITD Business Analyst and Programmer assigned to our Department. Once any initial software purchase has been made, ITD assumes the ongoing associated maintenance costs.

The following items specifically highlight several functions of the Department's Information Management Systems and Equipment:

- Our Department utilizes a fire management software system as its primary record management system. This software will be updated to a Web version in the 2006-2007 fiscal year.
- Computer Mapping and Pre-Fire Planning – The Department has for many years been using the City Geographical Information System (CGIS) to produce our Department maps in a half section format. We are now developing our pre-plans using Auto CAD Lite, exporting to CAD. The Department has also purchased four digital cameras for use in photographing areas of significant interest in preplanning designated occupancies.
- Vehicle Maintenance – Our Maintenance Division utilizes the system which is also the system used by the City's Equipment Maintenance Division. It allows us accurate record keeping and tracking of cost per mile to operate our vehicles.
- Our current presence on the Internet consists mainly of an informational Website. Items on that site include: general information on the Department and facilities, online policies and procedures, online forms, fire prevention and public education information, information on CPR, employment/recruiting/testing information, and links to associated sites. The Website is updated routinely.
- Company Planning and Training Calendar – This component has become much more effective since it was implemented and accessed in Outlook, at all Department locations. Training records are entered into the Training Module of Firehouse software.
- National Fire Protection Association (NFPA) codes (online version) – Use of the online subscription NFPA codes continues to allow all our users access to current up-to-date codes.

- The photo documentation imaging storage software used for fire investigation photos and other investigation purposes prior to January 1, 2005. Beginning January 1, 2005 digital photos have been stored on the Firehouse server and then attached to each incident record. This also allows a digital photo to be attached to all modules including Occupancies and Staff Records.
- Supply Requests and Station Maintenance – ePCR software was purchased to track inventory supplies and costs, and is solely used by the Department's warehouse.
- Command Staff is provided with Personal PDA's to synchronize data from Microsoft Outlook and other applications.
- CAD RMS is provided for Command Staff, the Fire Training Center and Fire Prevention for incident history, unit location and for messaging.
- Our Department utilizes software that is a computer aided staffing and workforce data based program.

There are several areas in which automated information management will be addressed by the Department in upcoming years. Some of those include:

- Fire Company Routing and Deployment Analysis Software – Will allow the Department to make deployment changes taking into consideration traffic issues, fire station locations, and fire company deployment. The Department will continue to research their software applications for this use.
- City Geographical Information System (CGIS) and ESRI/ArcView– We anticipate starting to use this system as a means of analyzing our emergency activity. It will be a very useful tool in detecting trends in both fire and emergency medical service activity.
- Upgrade video feed into Fire Administration/EOC by video phones, flat panel display, computerized projection and interactive touch screens.

Microwave or fiber optic network system integrating all Fire Department facilities.

- All Fire Department computers are under the City's computer refresh program. Currently there are 79 computers assigned to the Fire Department. This allocation provides all staff members with their own computer, as well, as each engine and ladder company with two computers each. All Fire Department computers currently run on Windows XP. Each computer is refreshed in accordance with the City's refresh program, every three years, according to the date it was placed in service. This results in some of the computers getting refreshed each year but none remaining longer than three years. The result is that the Fire Department continually stays current with the

latest in technology. The Fire Department and ITD work closely during the refresh period to make sure all specific needs of the Fire Department are met. Additionally, each of the Fire Department's servers is refreshed every three years.

Acquisition Schedule			Anticipated Costs
2006 – 07	Purchase ESRI mapping software	\$	8,000
	Update of TeleStaff to WebStaff		
	Add 2 (refresh) computer leases. (desktops are \$600 annually, laptops are \$800 annually)	\$	Annually 1,200
	Update software to the Web version xx	\$	13,000
2007 – 08	Update staffing software to Version xx/Web version	\$	10,000

EQUIPMENT

SECTION 20

GOAL: To provide a well-maintained inventory of major equipment, which is critical to the safe delivery of effective and efficient emergency services.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The Department strives to provide the very best in fire hose and nozzles as they play a key role in firefighter effectiveness and safety. This equipment is purchased on an ongoing basis through the Department's fire hose and nozzles account.

With six fire stations and accompanying support facilities, appliances such as dishwashers, clothes washers and dryers and refrigerators can break down with no warning. If it is cost effective to do so they are repaired, if not they are replaced on an as needed basis.

Acquisition Schedule			Anticipated Costs
2006 – 07	Replace 2 Thermal Imaging Cameras	\$	20,000
	Replacement of 115 Self Contained Breathing Apparatus – including spare bottle and initial parts inventory (purchased with partial funding from Fire Act Grant)	\$	625,000
	Replace extrication tool package on E272, L273, L276 (purchased with funding from UASI and SHSGP Grants)	\$	95,000
2007 – 08	Replace 2 Thermal Imaging Cameras	\$	20,000
	Air compressor for Station 3	\$	2,000
	Purchase 2 Rapid Attack Monitors	\$	2,200
2008 – 09	Replace 2 Thermal Imaging Cameras	\$	20,000
	Purchase 2 Rapid Attack Monitors	\$	2,200

FACILITIES

SECTION 21

GOAL: To construct and maintain fire facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, and the health, safety and comfort of our members.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Department. The number and location of fire stations plays a significant role in determining emergency response time and, directly impacts the quality of our City's fire and emergency medical services.

Support facilities including fire administration, fire maintenance, fire warehouse, self-contained breathing apparatus repair, and fire training are important operational concerns whose goal it is to support the delivery of high quality services.

Facilities Status

- Fire Stations

Fire Station #1 – This facility is seven years old. It is in an excellent strategic location. Overall condition is excellent.

Fire Station #2 – Separate bathroom facilities for male and female firefighters were incorporated in 2001 and the apparatus room was expanded to house newer design fire apparatus and continue to accommodate a two-company hazardous materials response team at this facility. The lobby and computer area were expanded as part of this project. Roof leaks were also addressed, at that time, however due to the extremely flat nature of the roof, leaks continue to persist. Additionally due to expanded equipment and resources the department has assumed since 9-11 this Station is now significantly undersized for our operations. Overall condition is good.

Fire Station #3 – The kitchen countertops were replaced in 2004 and last year the undersized lockers for firefighter protective clothing were replaced with lockers similar to those we are installing in newer facilities. Separate bathroom facilities for female firefighters were added in 2003 although they are minimal at best due to the confines of space available. Handicapped restroom access does not exist in the station. Also the concrete apron for the south driveway and numerous areas of curbing are in need of replacement. This facility also presents unique problems in that the center bay was built significantly narrower than the other bays and therefore parking apparatus in that bay is prohibited. Overall condition is good.

Fire Station #4 – Due to size limitations, this station is satisfactory for only one engine company. An automatic fire sprinkler system and an apparatus exhaust filtration system were added in 2005 through

Federal Fire Act Grant funding. Some other remodeling (women's bathrooms, kitchen/dining and exercise room) are scheduled to be addressed in 2007-08 CIP project. Overall condition is good.

Fire Station #x – Was completed and placed in operation in November 1994. The facility is well designed and very functional. Some minor concrete and gas line modifications are needed to the back patio. Overall condition is excellent.

Fire Station #x – The new Fire Station #x on the Avenue was completed and opened for service on February 25, 2004. With its opening the old fire station on State Dr. was closed. Overall condition is excellent.

- Fire Administration and Support Facilities

Administration and Fire Prevention & Public Safety Education Building – This facility is seven years old and serves us well although in the current configuration we will likely outgrow it in terms of office space in the near future due to planned personnel additions. Overall condition is excellent.

Fire Maintenance – This facility was completed in 1988, but even with some additions in 2001 its size for the Department is marginal. Office space was expanded allowing for adequate space for the Senior Fire Mechanic, the Inventory Control Specialist, and elimination of the need to store manuals and records in the shop area in 2001. The parts storage area holds only a portion of the normal inventory and tires must be kept outside which negatively impacts their life. Ceiling height restricts our ability to lift apparatus for maintenance and repair. The under vehicle maintenance pit is significantly undersized in terms of both depth and length. Overall condition is very good.

Warehouse Facility – This facility was completed in 1988, and is located adjacent to Fire Maintenance. The storage space was expanded by 1,000 square feet in 2001. However, even with those additions we are woefully in need of additional space. The Department has outgrown this facility in all of its facets – warehouse storage space, office space, and SCBA maintenance area. Overall condition is very good.

Training Facility – This facility was completed in April 1993 and has been well received by both Department personnel and those visiting from other agencies. The extensive use of this facility and the significant benefits derived for our members have exceeded expectations. This past year an apparatus/storage building was built to house both fire and police vehicles which were being stored at the old fire station on the Street (The National Guard has purchased that property and taken possession). The burn building was retrofitted in 2003, with fire resistant tiles to reduce building deterioration caused by repeated fire exposure. With only two classrooms we are frequently looking for alternative venues to hold the large variety of classes that occur on a regular basis. Overall condition is very good.

Fire Station Relocation Plan		Anticipated Costs						
<p>The Fire Department's Fire Station Location and Response Time Study completed in 1988 and revised in 1994, provides a number of options in an effort to optimize service delivery to City citizens in the future. Both studies revealed a clear need to bolster and re-distribute resources. The fire station location plan required four site acquisitions and four fire stations to be constructed. Phases 1 and 2 have been completed. Several options are under consideration for Phase 3.</p> <p>Initial presentation to the City Council on the fire station location plan was made in September 19xx. The City Council has received progress reports as the plan has moved forward.</p>								
Phase 1	<p>19xx</p> <p>Constructed and put into operation a new fire station (Station #5) in North City. This required the addition of one engine company and 15 personnel.</p>							
Phase 2	<p>19xx – 20xx</p> <p>Split the previous Fire Station #x into two stations including:</p> <p>199xx</p> <p>A new Fire Station #x (northeast corner of Street and Drive), and a Fire Administration and Fire Prevention/Public Safety Education Office Building.</p> <p>20xx</p> <p>A downtown station #x (the Avenue, north of Drive).</p>							
Phase 3	<p>2006 – 2009</p> <p>Analysis with regard to final fire station locations in south City is ongoing. At a minimum a new station and corresponding company will be required in the southeast quadrant of the City. A City Fire Station recently opened at the Street and Drive will have a positive impact.</p> <p>A Southeast Station:</p> <table> <tr> <td>Land – (CIP)</td><td>\$</td><td>600,000</td></tr> <tr> <td>Structure – (CIP)</td><td>\$</td><td>2,900,000</td></tr> </table> <p>Benefits – To improve emergency response time in the southeastern portion of the City, and to strengthen the department's overall emergency response capability.</p>	Land – (CIP)	\$	600,000	Structure – (CIP)	\$	2,900,000	
Land – (CIP)	\$	600,000						
Structure – (CIP)	\$	2,900,000						
Facilities Planning, Construction and Renovation Schedule								

Facilities Planning, Construction and Renovation Schedule			
2007 – 08	Renovation of Fire Station #x including all items identified on the previous page under Facilities Assessment (CIP)	\$	430,000
	Classroom addition at the Fire Training Center (CIP)		200,000
2007 – 10	New Support Services Facility (CIP)		1,400,000
	Land	\$	4,116,000
	Structure	\$	
2008 – 10	Fire Station #x for Northwest Quadrant (CIP)	\$	3,500,000
2009 – 11	New Fire Station #x (at existing location) (CIP)	\$	5,210,000

2006 – 07 ACTION PLAN OBJECTIVES

- Identify site and purchase land for northwest quadrant station.
- Identify site and investigate possible purchase of land for new Support Services Facility.

***COST SAVINGS, COST RECOVERY AND REVENUE
GENERATION***

SECTION 22

GOAL: To recover costs associated with services provided of a regulatory nature and for specific commodities used in both emergency medical services and hazardous materials emergency response. To explore avenues of revenue generation that support Department programs and enhance customer service.

Fire Prevention Fees

Included are fire inspections, permit fees, plans/development reviews, and sprinkler system inspections. At this time, most fire inspections, public education, and emergency services with exception of paramedic level care are provided at no cost as part of the Department's basic customer service package.

Activities:

- Billing and payment of permit fees are managed by the Development Services Department with revenue deposited and monitored within the Fire Department.
- A user fee schedule, first adopted in 19xx and updated in April of 20xx, is in place for the following Fire Prevention services:
 - LP gas installation
 - Fuel storage systems
 - Fireworks permit
 - Spray booths
 - Tent inspections
 - Sprinkler system inspections
 - Special extinguishing system install permit
 - Alarm system install permit
 - Storage of hazardous materials
 - State required licensing inspections (i.e., adult day care, group care home, liquor license, medical facilities, etc.)

Arson fire cost recovery:

- Restitution and fines through the legal process for City-owned property, including dumpsters damaged by fire.

Hazardous materials incident cost:

- Cost recovery for operations involving improper storage, disposal, or unauthorized release of hazardous materials.

Emergency Medical Fees

The City Fire Department implemented an ALS Recovery Fee in August of 1997. This fee is for Fire Department paramedic services provided during the treatment and transportation of a patient to the hospital. The ambulance provider returns to the City a portion of the fee it collects for every ALS transport. This fee, in essence, becomes a “user fee” in which the patient reimburses the City for services through the ambulance provider. This program is made possible under the fee structure set up for transporting agencies by the State Department of Health Services and it is standardized throughout State County.

2006 - 2007 ACTION PLAN OBJECTIVES

- Continue recouping costs (\$80,000 annually) of disposable medical supplies from transportation provider.
- Pursue cost recovery for a portion (75%) of the upcoming electronic patient care reporting system.

***CONTINUOUS IMPROVEMENT and QUALITY MANAGEMENT
THROUGH QUARTERLY GOALS, PERFORMANCE
MEASUREMENT, and QUALITY ASSURANCE***

SECTION 23

GOAL: To operate from an established philosophy and framework that allows for and encourages continuous improvement of our Department's management of goals and objectives and evaluation of services, and provides a mechanism for moving the Department forward with a common understanding.

Continuous Improvement

Continuous improvement/quality management and assurance begins with training. The quality of services delivered by our Fire Department is determined largely by the quality of our members, their training, and our programs. The culture of continuous improvement of our Department and its services requires support in the form of "continuous learning" by all members.

Quality will give any individual or organization a long-term competitive advantage. Quality, woven in the character of the individual and in the culture of the Department, can't be duplicated. These attributes are embodied in both the City and the Department Mission and Values Statements, which serve as a foundation for our approach to quality management.

The goal is our continuing ability to provide quality to our customers in both emergency and non-emergency encounters. It requires relentless commitment to community-wide and organization-wide learning and experimentation. This is a never-ending endeavor.

Quality management means that the Fire Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of Departmental process, resulting in high quality services to the public.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Support by each segment of the Department
- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Attitude
- Personal and professional development

- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity

The primary values identified in the City Mission and Values Statement provide an additional opportunity to reinforce the Department Mission and Values Statement and explore new opportunities to support other City departments and to effectively serve our community at large.

Quarterly Goals

This program allows us to establish objectives and measure the degree of accomplishment during a given time period.

Our approach is to look at the year in advance in conjunction with the Five Year Plan and yearly-planning calendar. This is to incorporate quarterly goals and objectives into overall yearly goals and objectives.

Quarterly goals and objectives are identified by coordinating required activities at the administrative, management, and supervisory levels of the Department.

Overall, Departmental goals are established at the beginning of each quarter, and reviewed at the end of the quarter in an effort to measure the degree of accomplishment.

A Quarterly Goals report is distributed at the beginning of each quarter, and an Accomplishments Report, following the end of each quarter, to all Fire Department members.

Quality assurance will be managed in the following primary ways:

- EMS Quality Assurance – Continual monitoring of the quality of EMS delivery and reporting through adherence to standards of care established by the City Fire Department, City Hospital, Emergency Medical Systems, Inc., and the State Department of Health Services, through incident evaluation and records review.
- Incident Analysis – Conducted, as defined in Policy and Procedures xxxx, at either the company, shift, or Departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known Department-wide.
- Feedback from Customers – Solicited from target groups, which include citizens from an emergency incident or fire prevention/public safety education program, via customer service response cards. Responses will be analyzed and along with data from citywide satisfaction surveys

and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of Department performance.

- Field Operations Exercises – This program follows the format of learning through performance and review. Department training staff creates challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned.
- Minimum Company Standards – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards, and at the same time allows the Department to evaluate training needs at the company, shift, and Departmental level.

2006 - 2007 ACTION PLAN OBJECTIVES

- Look for opportunities to support and reinforce both the City and Department Mission and Values Statements.
- Provide strong support for operation of the City Learning Center.
- Solicit citizen feedback on perception of the quality and level of service provided through a Customer Service Survey program, which will be conducted quarterly through targeted mailings of response cards.
- Continue Fire Company Planning and Training Program.
- Conduct quarterly meetings identify goals and follow up on accomplishments.
- Continue tracking program status through Project/Process Tracking Report.
- Develop policy and procedure for operation of fire company management districts.

FIRE SERVICE ACCREDITATION

SECTION 24

GOAL: To maintain accredited agency status and to utilize the Department prepared Self Assessment and the Peer Assessment Team report from the Commission on Fire Accreditation International as major resources for the continuous improvement of the City Fire Department.

The Commission on Fire Accreditation International (CFAI) was established as an independent, non-profit entity in 1996.

The purpose and benefits for a fire department's involvement in fire service accreditation include:

- Promoting excellence within the fire and emergency services professional community.
- Encouraging quality improvement through a continuous self-assessment process.
- Providing a detailed evaluation of the department and the services it provides to the community.
- Identifying areas of strengths and weaknesses within a department.
- Providing assurance to peers and the public that the organization has a defined mission and objectives and strives to go beyond them.

The Commission on Fire Accreditation International granted accredited agency status to the City Fire Department in September of 1997 and re-accreditation in August of 2002. The accreditation period is five years at which time it is necessary to apply for re-accreditation.

The Commission on Fire Accreditation International conducts a comprehensive evaluation of all aspects of a modern fire department with a focus on program analysis for continuous improvement and planning for the future.

The categories and criteria section of the accreditation self-assessment manual identifies ten major categories with corresponding support criteria and performance indicators against which is measured the status of current programs, an appraisal of their effectiveness, and identification of a plan for the future.

The ten categories include:

1. Governance and Administration
2. Assessment and Planning
3. Goals and Objectives
4. Financial Resources
5. Programs (including Fire Suppression, Fire Prevention, Public Education, Fire Investigation, Technical Rescue, Hazardous Materials, Emergency Medical Services, Emergency/Disaster

Management, Weapons of Mass Destruction, and other programs including City's citizen Cardio Pulmonary Resuscitation, and CARE crisis response team program.

6. Physical Resources
7. Human Resources
8. Training and Competency
9. Essential Resources
10. External Systems Relationships

A compliance report is required to be submitted each year detailing response to recommendations made by the Commission and describing any changes in the Department's operations which would have either a positive or negative impact on service delivery to citizens.

The June 2002 Peer Assessment Team Report from the Commission made both strategic and specific recommendations which include:

Strategic Recommendations and Planned Department Response

1. The Department should consider establishing a response time criteria for an effective firefighting force (i.e., 2 and 1 response).

We have developed the capability to collect and analyze response data for a 2 engine, 1 ladder, structural fire response. We have expanded that ability to include 3 & 1 assignments.

2. The Department should consider establishing a response time criteria for each of the special operations programs.

The Department now has the ability to segregate out hazardous material incidents in response to this recommendation. The goal is to have hazardous materials response capability on scene within eight minutes, and we now have the same capability with technical rescue incidents.

3. The Department should consider setting a minimum staffing standard for both Technical Rescue Technicians and HazMat Technicians.

A minimum staffing standard has been set. A minimum of three of the four technical rescue, and a minimum of six of the eight for hazardous materials.

4. The Department should consider developing a system to monitor time elements for performing critical tasks on the emergency scene. Training evolutions could provide baseline data in preparation for adopting departmental standards.

This is currently a part of the Department's minimum company standards program. Minimum company standards are being expanded in concert with this recommendation.

5. The self-assessment manual standards of cover reporting process could be improved by separating out resource allocation for fire and non-fire emergencies rather than a single listing just under fire risks.

The self assessment process for both Fire and Non-Fire Risk has been ongoing since 1998. Risks for Fire and Non-Fire are updated in the occupancy records in the Firehouse Information Management System. Updating is accomplished by checking the appropriate risk checkbox. Reports are then generated with all occupancies assigned to each risk category. In some cases, occupancies are listed in both Fire and Non-Fire Risk categories. Resources are equally adaptable for both Fire and Non-Fire Risks.

6. Consideration should be given to increasing the frequency of code enforcement inspections in commercial occupancies to at least once every one to two years.

One Inspector was added in 2006, and one Inspector is in the Five Year Plan – additional inspectors are required to move toward accomplishment of this goal. Fire Inspector workload will be analyzed in an effort to provide more inspection time and the fire company inspection program has been better monitored resulting in improvements in both quality and quantity of inspections. Additionally, funding was secured in the 2006/2007 budget to hire an additional full-time fire inspector to help address inspection workload and frequency.

7. Consideration should be given to improving the operational reliability of fire hydrants by increasing the frequency of fire hydrant inspections to at least once every year.

We continue to work with the Water Utilities Department on this issue. The City has some 8,000 fire hydrants. They have all been placed on an Information Management System, and are now on a 12 month frequency.

8. The Department should continue to participate in the regional consortium for automatic aid services.

We have maintained and will continue to maintain full participation.

9. The City should consider allocating revenues generated by the fire department (such as the ALS recovery fees and plan check fees) to those fire department accounts in order to offset ongoing operating costs.

This is being done currently with approximately one-third of the ALS fee. We have increased the amount which comes directly to the Fire Department, through the ambulance contract. This change provided funding for a new Ambulance Contract Manager position. A new request for proposal for the ambulance contract has been completed and has been sent out for response.

10. The Department should expand its public education efforts to target educational programs and intervention devices (i.e., smoke detectors, fire extinguishers, grab bars, etc.) in high-risk communities. Concerted efforts in the mobile home parks and elderly developments should be pursued as these represent the higher fire and injury risks in the City area.

As a result of this recommendation, we have made several significant enhancements to our Public Education Program. We have become highly involved in working with the City's Commission for Disabled People, by creating an outreach and educational partnership. Fire Department public education volunteers have worked through a number of mobile home communities installing smoke detectors at no charge to residents, and handing out fire safety information brochures.

Specific Recommendations and Planned Department Response

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category I. Governance and Administration

Criterion 1A: Governing Body

Performance Indicators

1A.3 The City should consider finalizing and documenting the process for filling the Chief Fire Officer position. This process, whether conducted on a national or local level, should allow for an open competitive review of all candidates meeting the minimum qualifications for the position in order to identify the best-qualified candidate.

This has been standardized by the Human Resources Department in conjunction with the City Manager's Office.

1A.7 In order to identify the role that citizens play in the development and enhancement of fire-rescue services, the department should consider including the various citizen boards related to the fire department on its organizational chart.

Boards and Commissions are now included in a City Organizational Directory.

Category V Programs

Criterion 5A: Fire Suppression

Performance Indicator

5A.3 a. The department should consider working with neighboring cities to adopt a common thread type (either National Standard or something similar). City utilizes National Standard for their 4" hose supply; however, their attack lines are different thread types from surrounding departments, which means the engines must carry a multitude of couplings/adapters.

All future purchases of supply hose will include 4" Stortz fittings, and all 1 3/4" attack hose will include NST thread. This change will reduce the number of required adapters and speed delivery on hose orders. We evaluated changing the City specific 2 1/2" thread and have determined this to be cost prohibitive at this time.

5A.3 b. The department should follow its Strategic Plan and utilize NFPA 1901 standard in future purchases of apparatus equipment. One of the department's ladder trucks currently does not carry a 35' ladder, which is part of the NFPA 1901 standard.

A new ladder truck is on order with an NFPA 1901 complement of ground ladders.

Criterion 5C: Public Education

Performance Indicator

5C.6 The department should continue analyzing emergency workload and cause and origin of fire to prioritize educational programs that address local problems. The analysis should also include whether the implemented programs have made a difference in the area's local fire and injury problems.

We continue to analyze workload, and cause and origin of fires to help prioritize educational programs. Data is analyzed currently with fluctuating results. We are continuing to work on and enhance analysis capabilities in this area.

Criterion 5E: Technical Rescue

Performance Indicator

5E.3 The Department should maintain the goals set in the Strategic Plan with regards to the acquisition of technical rescue equipment.

We continue to exceed goals of the strategic plan due to Weapons of Mass Destruction Grant Awards.

Criterion 5I: Response to Weapons of Mass Destruction

Performance Indicator

5I.3 The Department should consider a designated means of transporting Weapons of Mass Destruction equipment.

New vehicle was placed in service during December 2004. Additionally, a new heavy rescue vehicle has been delivered and is currently being equipped out.

Category VI Physical Resources

Criterion 6D: Tools and Small Equipment

Performance Indicator

6D.4 Consideration should be given to finding a system that will fulfill the job requirements, and is less labor intensive. Currently the department is utilizing an inventory control system to track the supplies and equipment in the warehouse. However, the program is not user friendly and does not provide the level of tracking and ordering that is needed.

A new system has been purchased, installed, and is operational. The AIM Business Solutions System has proven to be a significant improvement for the Department.

Category VII Human Resources

Criterion 7B: Recruitment, Selection, Retention and Promotion

Performance Indicators

7B.2 In order to increase the representation of minorities, the department should consider more proactive recruiting in targeted communities, utilizing churches, civic groups and neighborhood groups. Tutorial sessions might be conducted in addition to the study guides that are already provided to applicants to assist them in preparing for the written test. Also, since the department only hires a small amount of employees each year, it may wish to consider partnering with neighboring fire departments and establish one applicant pool listed from the available labor force to maximize efforts.

The Department's Recruitment Team has enhanced the overall recruitment program. The Department, in cooperation with the Human Resources Department, and the City Diversity Department is working toward cooperative and comprehensive recruitment outreach effort for the fall of 2006.

7B.11 The department should consider conducting periodic employee surveys (possibly every five or six years) to coincide with the department's biennial budget and strategic planning process.

We are evaluating this in line with the City's periodic survey process. We will continue to participate in the City survey at a minimum. The comprehensive Diversity Audit of all City departments conducted during 2002 contained a morale component. The consultant's report identified the Fire

Department as the one other city departments could model themselves after. A follow-up survey was administered in the fall of 2004. This report continued to show the Fire Department as the lead department in the majority of the areas covered. Unfortunately, the report was highly critical of the Department for not having hired any women firefighters since the last report, despite the fact that the Department had no hiring opportunities during this time.

2006 – 07 ACTION PLAN OBJECTIVES

- Plan for re-accreditation in 2007.
- Submit annual compliance report to Commission on Fire Accreditation International.
- Utilize involvement in and response to the Commission on Fire Accreditation International as an evaluation instrument to guide the Department towards continuous improvement.

5.2 Organizational Planning (long-term and short-term):

5.3 Administrative Systems:

5.4 Organizational Evaluation: