

Peoria Fire Department

2009-2014 Strategic Plan



Strength

Honor

Compassion

Thomas E. Solberg, Fire Chief

TABLE OF CONTENTS

| | |
|---|----|
| CITY OF PEORIA | 3 |
| PEORIA FIRE DEPARTMENT: MISSION, VALUES, MOTTO | 4 |
| EXECUTIVE SUMMARY | 5 |
| STRATEGIC GOALS | 6 |
| STRATEGIC GOAL: 1 | |
| OBJECTIVE 1.1 | 7 |
| OBJECTIVE 1.2 | 8 |
| OBJECTIVE 1.3 | 9 |
| STRATEGIC GOAL: 2 | |
| OBJECTIVE 2.1 | 11 |
| OBJECTIVE 2.2 | 13 |
| STRATEGIC GOAL: 3 | |
| OBJECTIVE 3.1 | 14 |
| OBJECTIVE 3.2 | 15 |
| STRATEGIC GOAL: 4 | |
| OBJECTIVE 4.1 | 17 |
| OBJECTIVE 4.2 | 18 |
| STRATEGIC GOAL: 5 | |
| OBJECTIVE 5.1 | 20 |
| OBJECTIVE 5.2 | 22 |
| OBJECTIVE 5.3 | 23 |



Professional

Ethical

Open

Responsive

Innovative

Accountable



MISSION ● VALUES ● MOTTO

We are committed to protecting and caring for our neighbors, our guest and each other, while maintaining the communities trust and respect through superior life safety services.



TEAM

TRUST

EFFICIENCY

PROFESSIONALISM



SERVING WITH, STRENGTH, HONOR, COMPASSION



Executive Summary

The following goals are the foundation for the Peoria Fire Department's Five Year Strategic Plan. In preparation for the fire accreditation process through the Commission on Fire Accreditation International, the department completed a comprehensive self assessment and developed a standards of cover document and this strategic plan which identifies these five key performance goals. Each new goal includes a detailed description, states the objectives, bullet points the action items and then lists the anticipated outcomes. In addition, the responsible divisions are appointed with the time lines and department priorities being duly noted.

This planning process was a true department effort, involving members from every division and across the entire organization. The overall fire department operating budget for FY09 consists of \$21,983,316 with a Capital Improvement budget of \$1,551,000. Peoria has been experiencing the same economic downturn the rest of the state has and that downturn has had an impact on the overall budget. The department has gone through extensive measures to ensure core services remain intact by identifying efficiencies. This has allowed the department to make adjustments to the budget and to be able to still provide a high level of service to our customers. The projected operating budget for FY10 is \$20,220,873 with a Capital Improvement budget of \$500,000.

STRATEGIC GOALS

1. Provide the Citizens of Peoria with effective and efficient fire, emergency medical, hazardous materials, mitigation and technical rescue service delivery, to ensure long-term sustainment of all services.
2. Provide a safeguard for the community through proactive prevention, preparedness and mitigation efforts, along with enhancing public value through educational programs and customer service activities.
3. Strengthen current fire department membership relationships through the labor management process and to create opportunities to develop new ones with all stakeholders.
4. Develop plans to standardize an all hazards emergency response to include all undeveloped areas of Northern Peoria and Lake Pleasant.
5. Promote the long term fiscal health of the fire department by introducing innovative measures, with the use of new technology available for mandatory fire and emergency medical services training. In addition, the department will introduce new computer software systems for records management, fleet maintenance and inventory control to ensure both operationally readiness and efficiency.

STRATEGIC GOAL: 1

Provide the Citizens of Peoria with effective and efficient fire, emergency medical, hazardous materials mitigation and technical rescue service delivery, and to ensure long-term sustainment of all services.

Description: The community has set high expectations for the City of Peoria Fire Department to provide a variety of services to its citizens by providing an “all hazards response” to their emergency needs. As a public safety department responsible for the health and safety of our citizens and guest to the city, we must not only maintain our focus on the continuance of offering these needed services, but to also exceed their expectations by creating public value in the services we provide them.

Objective 1.1:

The Peoria Fire Department will aggressively resume efforts to become accredited through the Commission of Fire Accreditation International.

Responsibility: *Fire Administration Division*

Importance: *High*

Timeline: *Ongoing*

ACTION ITEMS:

- The department will conduct a Self Assessment of departmental operations and programs
- Conduct a comprehensive risk analysis
- Perform a critical task analysis
- Conduct various response and historical analyses
- Develop standardize performance measurements
- Evaluate all factors/findings and develop a Standards of Cover document
- The department will adopt the 2010 Standards of Cover document as a result of the Accreditation process.
- Once accredited, the department will maintain it’s accredited status with CFAI and work towards achieving goals and objectives

- Department will participate in the Annual Compliance Reporting for CFAI

OUTCOMES:

- The Department will achieve the status of Accredited Agency.

Objective 1.2:

Evaluate response times to fire, medical, hazardous materials and technical rescue incidents on a quarterly basis to ensure emergency deployment objectives are being met and make the appropriate modifications if necessary.

Responsibility: *Fire Administration Division*

Importance: *High*

Timeline: *Ongoing*

ACTION ITEMS:

- The Department will continue to have representation on the Regional Operational Consistency Committee (ROCC), to ensure Standard Operating Procedures (SOP's) are current, distributed and appropriately utilized.
- A new Request for Proposal (RFP) / ambulance contract will be negotiated in 2010. This RFP will require the ambulance provider to measure response data by specific response zone and provide more regular, detailed service level reporting.
- The Department will continue the Standard Operating Procedures, review labor/management processes to ensure quality service delivery.
- The Department will improve emergency response times in all areas possible through participation in automatic aid contracts, reducing turnout time and standardizing reporting methods.

OUTCOMES:

- Gather accurate data to evaluate the City of Peoria's needs in emergency response from the Fire Department.
- Enhance emergency service delivery to the citizens of Peoria.

Objective 1.3:

The Department will continue to develop programs and services that support the overall mission and will continue to monitor all programs to ensure they remain consistent with the department mission.

Responsibility: Fire Administration, Operations, Prevention and Training Divisions

Importance: *High*

Timeline: *Ongoing*

ACTION ITEMS:

- The Department will continue to seek input regarding department goals and objectives through open meetings and annual goal setting meetings. The labor/management goals will be approved through the Fire Chief and Executive Steering Committee.
- Member representation on regional committees will be supported to assess medical control protocols and to make changes as necessary.
- The Department will evaluate the communications system as required to ensure that a coordinated effort occurs within city departments and other outside agencies during an emergency.
- The Department will evaluate standardization requirements, cost containment efficiencies, program accountability and quality control, to ensure a high level of public safety protection for the City of Peoria.
- The Department will evaluate performance measurements for providing an all-risk agency response, in addition to reducing liability to the City.
- The Department will broaden the understanding of the roles and responsibilities of personnel management and decision-making. Fire ground safety and efficiency will be

- improved through training in fundamentals (Firefighters, Engineers and Captains) and advanced tactics and strategy (Battalion Chief and Deputy Chief).
- The Department will maintain annual continuing education training for technical rescue and hazardous materials first responders.
 - The Department will monitor HIPAA regulations and interpretations, update as necessary in consultation with the City Attorney's Office, and train staff accordingly.
 - Associations with the Westside Training Consortium for the development of regional, standardized, multi-company training will be maintained. The Training Division will continue to assess the department's training needs and develop training programs accordingly.
 - The Department will actively participate in both the Central Arizona Life Safety Council and ROCC to ensure operational compatibility between agencies. The department will reinforce this regionalism by sending personnel to regional training.
 - The Department will develop an annual survey to ensure consistency with the department's mission statement.

OUTCOMES:

- Deliver outstanding customer service to our citizens.
- Create a shared vision throughout the fire department and community on emergency service awareness programs provided.
- Create a safe and informative environment for our customers and firefighters.
- Interact regionally with fire agencies in the areas of training, communications and emergency response, to ensure efficiency and consistency in fire service deliveries.

STRATEGIC GOAL: 2

Provide a safeguard for the community through proactive prevention, preparedness and mitigation efforts along with enhancing public value through educational programs and customer service activities.

Description: The Peoria Fire Department recognizes the importance of prevention, preparedness and mitigation efforts by placing a high importance to them. Understanding that an emergency avoided because of effective prevention measures is a best practice in the safety of our public and emergency responders.

Objective 2.1:

Enhance prevention programs, evaluate annually and develop programs according to relevant public needs

Responsibility: Operations Division and Fire Prevention

Importance: *High*

Timeline: *Ongoing*

ACTION ITEMS:

- The Department will continue to work towards collecting electronic pre-fire plans for all commercial structures in the City of Peoria. An assigned Fire Captain has been identified to continue to update the various map zones information as hydrants are added or changed.
- The Department will seek out all hazardous material locations to be listed and identified in the city GIS system as determined by the pre-fire plans completed by field personnel.
- The Department will continue to garner the support of outside agencies as well as research potential grant funding opportunities to meet the current fire prevention needs of the citizens.

- The Department's public education program will continue to seek community involvement, new business partnerships and volunteers as a means of providing fire and life safety information to the citizens of Peoria. The programs will be developed according to public need.
- Water pressures obtained through flow tests will be monitored for anomalies as required from the fire department throughout the year.
- Maps and preplans will be updated electronically to Phoenix CAD and Peoria GIS.

OUTCOMES:

- Provide quality fire prevention protection and educational programs to the community.
- Provide the City of Peoria with appropriate fire response based on water supply to ensure firefighting needs are met.

Objective 2.2:

Enhance Emergency Management Preparedness

Responsibility: Emergency Management and Training Division

Importance: Medium

Timeline: 12-36 months

ACTION ITEMS:

- The City of Peoria will work with local jurisdictions to create and maintain a comprehensive hazard mitigation plan that addresses issues that directly impact the city.
- The Peoria Fire Department will conduct seminars, tabletop, functional, and full-scale exercises that will involve both city employees and outside agencies, to ensure that all agencies will become comfortable and function as a cohesive group during emergencies. These exercises will also ensure that all assigned Emergency Operations Center (EOC) staff can operate quickly and effectively during an emergency.
- The Department will continue to serve as the clearinghouse for tracking NIMS training and compliance for all city employees.
- The Department garners the support of outside agencies as well as available grant funding to meet the current needs of the citizens.

OUTCOMES:

- Provide the City of Peoria with comprehensive emergency operation plans.
- Maintain a regional response in the mitigation of identified target hazards.
- Develop plans to ensure community readiness by ensuring redundant systems and plans are in place to meet the community's recovery needs.

STRATEGIC GOAL: 3

Strengthen current fire department membership relationships through the labor management process and to create opportunities to develop new ones with all stakeholders.

Description: The relationships we develop and maintain as a fire department, with individuals, labor organizations, both public and private organizations directly affect our ability to provide service delivery and directly impact our mission and goals as an organization.

Objective 3.1:

Enhance Labor/Management Process

Responsibility: *All Divisions of the Peoria Fire Department*

Importance: *High*

Timeline: *Ongoing*

ACTION ITEMS:

- The Department will continue to seek input regarding department goals and objectives through open meetings and annual goal setting meetings. The labor/management goals and organizational structure will be evaluated to ensure they are effective. Changes will be approved through the Fire Chief and Executive Steering Committee (ESC).
- The Department will continue to publish and distribute goals and objectives through the Five Year Strategic Plan, the Annual ESC Labor/Management Goal Setting Document, and the Annual Operating Budget document.
- The Department will continue to engage not only city departments but also external agencies to improve relations.
- The Department will provide an inclusive voice to all stakeholders (including field personnel). The department is committed to providing its customers with the highest level of protection against loss of life and property by planning, designing, purchasing and evaluating apparatus purchasing and replacement schedules.

- The Department will continue to work closely with various members of the ESC Labor Management Committee and each respective sub-committee to provide support to the department members and their respective needs.

OUTCOMES:

- Enhance transparency throughout the fire department.
- Provide and encourage inclusion to all fire department members.
- Create a shared vision for the fire department.
- Provide outstanding customer service both internally within our organization and externally in the community.

Objective 3.2:

Create opportunities to Improve Member Services within the Fire Department by working on areas related to firefighter Health and Safety Wellness.

Responsibility: Fire Operations Division

Importance: High

Timeline: Ongoing

ACTION ITEMS:

- Explore opportunities to minimize the effects of stress on employees using a holistic approach towards education and early treatment. Develop a comprehensive policy and procedure, train/educate employees as to options and process, market, and collect general data.
- The Department will continue reviewing the short and long-range financial plans at the annual Labor Management ESC goal setting meeting. Fire department goals and objectives will be reviewed, operational needs assessed and priorities determined.

- The Department will continue to inform all Fire Department employees of the employee assistance programs provided by the City and the department. Managers will be encouraged to utilize these systems to assist employees when appropriate.
- The Department will work internally on improving safety standards with the Safety Committee by providing and promoting a safe work environment, and maintaining OSHA compliance.

OUTCOMES:

- An increased awareness of safety, health and wellness of the fire department and respective members.
- Working collaboratively with both labor and management to ensure teamwork within the organization.

STRATEGIC GOAL: 4

Develop plans to standardize an all hazards emergency response to include all undeveloped areas of Northern Peoria and Lake Pleasant.

Description: As a fire department that has been tasked with the responsibility to provide primary emergency service within incorporated city boundaries, it is imperative that a standard response be developed to provide an appropriate response to the Northern portions of our city. Open lands and the Lake Pleasant area draws recreational type activities that at times require emergency services.

Objective 4.1:

Improved readiness for fire, medical, technical rescues and to provide a consistent emergency response to Northern Peoria.

Responsibility: Operations Division

Importance: *High* **Timeline:** *On Going*

ACTION ITEMS:

- The Department will conduct a comprehensive review of Peoria's deployment needs using the Standards of Response Coverage methodology ensuring the appropriate level of service delivery for the Northern area of Peoria.
- The Department will protect the City of Peoria interests in rural/undeveloped areas, and augments rural residential/commercial fire protection resources.
- The Department will work towards acquiring a Type 3 – Wildland Engine to gain greater access into undeveloped/recreational areas.
- The Department will continue to research all available grant opportunities to enhance the equipment and apparatus.

- The Department will continue to support Wildland Training/Certifications to help protect interface areas of the City.
- Conduct annual response time analyses and evaluate historical trends for all incidents to ensure the department is improving and maintaining the appropriate resource allocation in Northern Peoria, and modify as needed.
- Purchase land for Support Services facility in FY11 to be located in Northern Peoria
- Research economic trends annually to ensure the Capital Improvement Program adequately supports departmental operational needs (infrastructure, equipment, apparatus)

OUTCOMES:

- Increased awareness of the operational needs in Northern Peoria.
- Provide the citizens with the appropriate level of response to emergencies in Northern Peoria

Objective 4.2:

Standards of emergency response for Lake Pleasant.

Responsibility: Operations, Fire Prevention Divisions

Importance: *Medium* **Timeline:** *12-48 Months*

ACTION ITEMS:

- The Department will develop a water rescue program to include Marine Fire Operations, Watercraft Operations, Surface Water Rescue, and Marine Haz-Mat Operations.
- The Special Operation's Chief in coordination with department members will review and modify (as needed) Standard Operating Procedures (SOPs) annually including those SOPs that are integral to Lake Pleasant operations to ensure efficiency in marine and shipboard operations.

- The Department will maintain open communications with Pleasant Harbor and Scorpion Bay Marina's management to formulate a plan to improve fire detection, protection, and suppression abilities. Regular meetings will be scheduled and issues on lake use and service needs addressed.
- The Department will foster and support regional collaboration to improve and enhance communications interoperability between public safety agencies.
- The Department will provide all public and private leaders with training that promotes efficient and effective response to all critical hazards.

OUTCOMES:

- Enhance awareness in the operational needs for Lake Pleasant.
- Provide the fire department direction in the appropriate level of response to emergencies within the Lake Pleasant region.

STRATEGIC GOAL: 5

Promote the long term fiscal health of the fire department by introducing innovative measures in the use of new technology available for mandatory fire and emergency medical services training. In addition, the department will introduce new computer software systems for records management, fleet maintenance and inventory control to ensure both operational readiness and efficiency.

Description: The Peoria Fire Department must take creative steps to ensure its own future in providing emergency services to our citizens by balancing the need for sustained growth and addressing the challenges created by the downturn in the economy

Objective 5.1:

Provide leadership to ensure long term sustainability for the fire department.

Responsibility: *All Fire Department Divisions*

Importance: *High* **Timeline:** *Ongoing*

ACTION ITEMS:

- The Department will continue to work with city management and elected officials in obtaining direction in budget and planning issues. The Chief Officers and management staff will finalize a new base and supplemental budget for council review and approval annually.
- The Department will evaluate capital improvement program funding requests annually to ensure they align with organizational goals.
- The Department management team will continue to conduct financial monitoring and reporting throughout the fiscal year for all areas of the budget.

- The Department will coordinate grant seeking efforts enhance or sustain department priorities and focus efforts on identifying grant opportunities to meet established goals.
- The Department will seek centralized Medical Direction; Coordinate the delivery of medical direction with base hospital medical directors. Oversee and assist in development of community service programs, quality assurance, risk management, protocol and medical treatments. Serve as a liaison to the medical community, representing the department in administrative and legislative processes at the local, regional and state levels. Serve as baseline resource for centralized medical control. Serve as a consultative medical resource for the City.
- The Department will continue to place importance on professional development by supporting educational and mentoring opportunities with programs like the Regional Battalion Chiefs Academy and Collegiate Mentoring programs.
- The Department will ensure that the Automotive Technicians maintain their Automotive Service Excellence (ASE), and Emergency Vehicle Technician (EVT) certifications, along with Dräger SCBA certifications.
- The Department will continue to ensure that all applicable training on safe operations and maintenance is done as well as incorporating those training/maintenance needs into the company standards.
- The Department administrative structure and processes of the Fire Department will continually be re-evaluated and changes facilitated in both staffing and administrative responsibilities where necessary.
- The Department will continue to research volunteer and mentoring programs whereby the department will benefit from needed administrative support while also meeting their mission to serve and support the community.

OUTCOMES:

- Provide the Fire department with leadership and guidance to ensure sustainability of the emergency services provided to the City of Peoria.
- The promotion of education, safety and financial stability within the fire department.

Objective 5.2:

Implement new technology to enhance services and promote efficiency

Responsibility: *All Fire Department Divisions*

Importance: *High* **Timeline:** *Ongoing*

ACTION ITEMS:

- The Department will implement and maintain EMS electronic documentation software and hardware system to enhance the continuity of patient care.
- A department Records Management System has been approved in the fiscal year 2010 budget process. A contract has been awarded and implementation will begin by the summer 2010. Once fully implemented, this system will allow Peoria Fire Department to analyze hazardous material incidents, training and certification records, physical resources inventory, EMS run data as well as organize commercial occupancy and inspection data to help develop improvements to these programs. This system will also provide more detailed reports to better assess public education programs needs.
- The Department will implement the Faster software system for vehicle and fleet maintenance to track warranty, turnaround, and the rework (comeback) statistics as an assessment tool.
- The Peoria Fire Department will participate in a regional effort to adopt an 800MHz radio system. The City of Peoria Capital Improvement Program (CIP) has an anticipated implementation date for the radio system of FY11.
- The Department will continue working with the City of Phoenix to complete an ongoing project to replace the current fire station alerting system controller, upgrade fire station packages via a wide area network, in addition to the existing radio link. This will increase system reliability by providing an additional communications path that is not dependent upon radio infrastructure
- The Department will implement video conferencing to all locations in order to provide consistent communications and to support departmental training. This will allow fire

companies to stay in their coverage areas reducing out of service time and mileage for mandated fire, EMS, technical rescue and hazmat training.

- The Department will continue to use the City's intranet to provide instruction and information sharing directly to each work station.
- All training and video communications will be recorded to capture mandated training information. This will provide companies that were on a call at the time of instruction, the flexibility of receiving the required training later thus improving service delivery.
- The Department will support the use of new technical devices such as; cell phones, computer tough books and other new technology to enhance communication and efficiency within the fire department.

OUTCOMES:

- Provide alternative methods in the sharing of information.
- To promote innovative ways in becoming more effective and efficient in the use of our fire department training.

Objective 5.3:

Research and promote opportunities to achieve economies of scale and gain efficiencies within the department

***Responsibility:** All Fire Department Divisions*

***Importance:** High **Timeline:** Ongoing*

ACTION ITEMS:

- Develop a Departmental Operating Budget for FY11 and review/modify FY12 as needed.
- Conduct various SWOT analyses annually.
- Conduct cost benefit studies where appropriate

- Capitalize on city-wide efforts to gain economies of scale (office supply ordering, procurement, etc.)
- Maintain member representation on city-wide committees such as the Revenue Committee, Cell Phone Committee, Communications Committee, Fleet Solutions Group (initiated in FY09).
- Ensure member representation on ongoing sub-committees such as the Revenue Action Team and Vehicle Replacement Committee (FY10).
- Cross train office staff.
- Identify an internal Sustainability Committee in the Fire Department with representatives of labor and management to share ideas from city-wide committees and research alternative means of maintaining viable services within the department.
- Research regional means to gain economies of scale within the fire service industry and conduct the appropriate feasibility studies.
- Conduct program analyses annually to identify programs that are self sustaining and modify programs that are inefficient.

OUTCOMES:

- Sustain a high level of service to the citizens of the City of Peoria.
- Achieve overall financial saving by gaining economies of scale department wide.