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Message from the Chief of the Department

Since its creation one hundred and twenty-one years ago, the Prescott Fire Department has been committed to protecting lives and property in this great community.

This Strategic Plan is a landmark document that represents the first attempt by the department to clearly define what the department expects to accomplish in the next five years. The goals and objectives derived from the action items detailed here form a foundation upon which to build the future of the department. While some initiatives already are underway, others will begin shortly, and still others wait for funding. A commitment to strategic planning ensures that the Prescott Fire Department will continue to provide Prescott with the highest level of service.

This plan is intended to bring focus to a number of the departments most important services, programs, and issues. This focus will allow us to identify and build on what the department does as described in the City and Fire Department's Vision, Mission and Values Statements.

Darrell Willis, Fire Chief



The Prescott Fire Way

"Our Vision"

Excellence in Service

Every member of the Prescott Fire Department contributes to the quality of life within our community. We protect and support the needs of our "neighbors" to the fullest extent possible while helping and supporting ourselves. We believe in our proud traditions and our dynamic future. Our community respects and values our services and we constantly reinforce that the responsibilities with which we are entrusted are well placed.

"Our Mission"

Respond Fast Solve the Problem Be Nice Go Home Safe

We are dedicated to "Excellence in Service" by providing the most efficient and effective services to our community. Our people pledge a commitment to preserving the quality of life. We protect lives, property, and the environment with compassion, vigilance, and dedication to excellence.

"Our Values"

Teamwork

Teamwork is the basis of our success. We work as a team because we value each other, the community and the citizens we serve.



Integrity and Honesty

Whenever we make a decision, provide a service or interact with others, we act with strong character and integrity.

Trust

The foundation of our success is the trust we earn from the community we serve and the trust we have in each other.

Ethics

We take pride in maintaining the highest professional standards in all of our actions.

Personal Responsibility

We contribute positively to the Prescott Fire Department and City of Prescott missions and take ownership of our various roles and responsibilities.

Care and Respect

We treat the community we serve and each other with care and respect.

Reliability

Our commitment to the public we serve is unwavering and consistent.





CITY OF PRESCOTT FIRE DEPARTMENT

TOP FIVE STRATEGIC PRIORITIES

- 1. Improve the infrastructure of the Prescott Fire Department
- 2. Deploy our resources effectively and efficiently.
- 3. Develop and manage our resources to meet our vision and missions.
- 4. Develop our employees and organization.
- 5. Reach out to our community and the citizens we proudly serve.



Strategic Priorities and Action Items

Strategic Priority #1

• Improve our existing and future Infrastructure for the Prescott Fire Department. <u>This #1 priority is the catalyst for all subsequent strategic priorities in this document to become reality.</u>

Provide a long-range plan to ensure it supports the City and Fire Department Missions.

- 1. <u>Action Item:</u> Build a downtown Fire Station 76 with Administration office facility:
 - ➤ Funding for the design of this facility is included in the FY 2006/2007 budget at \$350,000.
 - Funding is needed in the FY 2007/2008 budget at \$5,500,000 to build this facility.
 - This facility is a much needed infrastructural need to carry out our mission and maintain current and future public safety.
- 2. <u>Action Item:</u> Refurbish the Public Safety Training Center:

The Police and Fire Departments have determined the critical need to refurbish and upgrade this outdated thirty-two year old facility built in 1974.

- Funding for the design of this facility is included in the FY 2006/2007 budget at \$250,000.
- Funding is needed in the FY 2007/2008 budget at \$6,900,000.
- This facility also houses the Wildland Fire Division personnel and equipment, which is currently an outdated storage building.
- This facility is in current disrepair and does not meet NFPA or OSHA standards.



3. Action Item: Complete the radio infrastructure:

Complete the project of bringing automatic vehicle locators (AVLs) and mobile data computers (MDCs) on-line with our computer aided dispatch program.

- ➤ Budget \$2,000,000 in FY 2007/2008 for project completion.
- ➤ This action item will drastically increase the effectiveness and efficiency of services provided by the Fire and Police Departments. It will facilitate better response time, public safety, and firefighter and police safety.

4. <u>Action Item:</u> Design and build the City's <u>seventh</u> fire station:

Fire Station 77 will be located at Watson Lake Park. Response times have dramatically increased in the eastern portions of the city; current average response time to this area is 6:30 minutes. This does not meet the current mission of the Fire Department.

- Funding of \$250,000 for the design is needed in the FY 2007/2008 budget.
- Funding of \$2,500,000 for construction is needed in the FY 2008/2009 budget.

5. <u>Action Item:</u> Design and build the City's <u>eighth</u> fire station:

Fire Station 78 will be located northeast of the Prescott airport.

- Funding of \$250,000 for design is needed in the FY 2009/2010 budget.
- Funding of \$2,500,000 for construction is needed in the FY 2010/2011 budget.
- ➤ This facility will mirror Fire Station #77 to provide lower construction and planning costs, while providing future public safety needs as the City of Prescott expands into this area.



6. Action Item: Renovation of all City Fire Stations: (see Addendum # 1 - Page 19)

The City's five fire stations are at least thirteen years old, several being thirty years old. Except for one of the stations (75) none have had any remodeling or renovation since they were constructed. Current modern fire apparatus being purchased does not fit well in our stations. There is need for major roofing repairs, HVAC replacement, plumbing needs, apparatus door replacements, and station furnishing and appliances are outdated. Our current station bay rooms do not meet NFPA and OSHA standards with respect to diesel engine exhaust systems and firefighter protective equipment storage areas. A systematic approach to renovation is needed.

- > Budget \$150,000 in FY 2007/2008.
- ➤ Budget \$155,000 in FY 2008/2009.
- Budget \$160,000 in FY 2009/2010.
- Budget \$165,000 in FY 2010/2011.

7. <u>Action Item:</u> Relocation of the current airport station.

In the current airport master plan a proposal was made to relocate the current airport Fire Station 73. When the funding is established, the Federal Aviation Administration will provide 95% of the funding of the relocation project.

- ➤ Budget \$150,000 in FY 2008/2009 for the relocation of Fire Station 73.
- 8. Action Item: Maintain current and anticipated service levels.

To maintain current and anticipated service levels, additional personnel are required.

- ➤ Budget for three additional firefighters to staff the airport 24/7 in FY 2007/2008, cost \$150,000 annually. This has been a prior budget request.
- ➤ Budget for one additional clerical/secretary position for fire prevention division in FY 2007/2008, cost \$28,000 annually.
- ➤ Budget for one 40-hour Training Captain and one Training/Wildland Division clerical/secretary position in FY 2007/2008, cost \$90,000 annually.
- ➤ Budget for twelve additional firefighters to staff Station #77 (Watson Lake Park) in FY 2009/2010, cost \$600,000 annually.
- ➤ Budget for twelve additional firefighters to staff station #78 (North Prescott) in FY 2011/2012, cost \$700,000 annually.



9. <u>Action Item:</u> To maintain efficient, cost effective and up to date specialized firefighting equipment.

- Establish a capital replacement plan for specialized fire suppression equipment.
- ➤ Budget \$20,000 annually for replacement radios.
- ➤ Budget \$15,000 annually to replace heavy extrication equipment.
- ➤ Budget in FY 2007/2008 \$75,000 to acquire five thermal imaging cameras.
- ➤ Budget in FY 2008/2009 \$40,000 to replace the emergency breathing air compressor.
- ➤ Budget in FY 2009/2010 \$75,000 to replace self contained breathing apparatus.
- ➤ Budget in FY 2011/2012 \$75,000 to replace remaining self contained breathing apparatus.
- ➤ Budget in FY 2011/2012 \$175,000 to replace emergency cardiac monitors.

10. <u>Action Item:</u> To provide current response capability with the necessary firefighting apparatus and equipment. All current vehicles are funded by the vehicle replacement program.

- ➤ Budget and purchase replacement Utility Truck for Station 71 in FY 2007/2008, cost \$250,000. Current vehicle is a converted 1990 Chevy Mac tool van.
- ➤ Budget and purchase replacement Hazardous Materials Truck for Station 75 in FY 2007/2008, cost \$250,000. Current vehicle is a converted 1988 Chevy Mac tool van.
- ➤ Budget and purchase a new Type One Engine for Station 76 in FY 2007/2008, cost \$400,000.
- ➤ Budget and purchase a new Type One Engine for Station 77 in FY 2008/2009, cost \$450,000.
- ➤ Budget and purchase a new Type One Engine for Station 78 in FY 2010/2011, cost \$500,000.

Follow-up Response: Fire Chief



- Deploy Prescott Fire Department resources effectively.
- 1. <u>Action Item:</u> Conduct a Standard of Coverage Assessment.

The demand for services has increased drastically without a corresponding increase in staffing, stations, and equipment. The following steps have been identified for this Action Item:

- ➤ Evaluate current staffing needs and deployment for all divisions of the fire department. Provide realistic and cost effective strategies.
- Review the needs and justification for future administrative staff positions.
- Establish baseline draw down levels for minimum daily coverage, while not jeopardizing firefighter and public safety.

Follow-up Response: Deputy Chief

2. <u>Action Item:</u> Explore response strategy alternatives.

The department currently responds to every call for service. While this level of response is done, it may not be the most appropriate use of Fire Department resources. To ensure the most effective strategies are used, the following steps have been identified for this Action Item:

- Review and constantly evaluate firefighter and public safety issues created by our response strategies.
- Explore the use of tiered responses.
- Explore the use of alternative response unit(s).
- ➤ Identify alternative responses to chronic false alarms and nuisance calls.
- Review and consider modifications to how we respond to certain calls that may not require our services.

Follow-up Response: Deputy Chief



3. Action Item: Prioritize current responsibilities.

Our view of ourselves, as a "can do" organization, may have caused us to take on too many special projects and tasks. It is now time to re-examine these projects and tasks. The following steps have been identified for this Action Item:

- ➤ Utilize firefighter and public safety as paramount when determining current responsibility.
- ➤ Identify, list, evaluate, and prioritize all current duties, programs, and responsibilities.
- ➤ Identify any underutilized resources.
- ➤ Eliminate, modify, or find alternatives to low priority programs and responsibilities.

Follow-up Responsibility: Battalion Chiefs

4. <u>Action Item:</u> Maintain leadership in the fire service profession.

Participate in organizations outside the City of Prescott and to assume leadership roles in these organizations.

- ➤ Be open and objective to new approaches and change, with firefighter and public safety serving as a priority.
- Encourage an environment where innovation is welcome and encouraged.
- ➤ Create and provide training that challenges us to improve and model our mission of being "Leaders of the Region".
- ➤ Provide training opportunities for area fire departments with which we collaborate and embrace.
- ➤ Encourage staff members to become involved in City, County, State, and National Fire Organizations.

Follow-up Response: Fire Chief



• Develop and manage our resources.

Finding innovative solutions for the development and management of our resources will provide the necessary support for the Fire Department to carry out its mission. Reviewing and improving existing resources and developing mechanisms to acquire new resources will be necessary to support implementation of this strategic plan.

1. <u>Action Item:</u> Review the Department Policy, Procedures, Rules and Regulations.

The department policy, procedures, rules and regulations should be updated to reflect how we currently do business. To ensure consistency and relevance the following steps have been identified for the Action Item:

- Establish a committee to oversee the process with representation from the entire department.
- Ensure all Policies and Procedures are in one document.
- Ensure Fire Chief approves all additions and revisions.
- Ensure proper publication of all documents.

Follow-up Responsibility: Deputy Chief

2. Action Item: Review the cost of "How We Do Business".

Reviewing how we do business and the cost of resources will ensure we are working in the most efficient manner possible. We desire to be responsible to the needs of our community while providing the best service available. We will determine how we can expedite our services and offer unique service. The programs that should be reviewed are:

- Emergency Medical Services
- > Fire Protection
- ➤ Wildland Fire Protection
- > Training and Education
- Special Operations and Events

Follow-up Response: Deputy Chief



3. <u>Action Item:</u> Control the cost of our services.

In order to manage our resources while providing the best possible services to the community, we must control the cost of our services to maximize effectiveness. In order to control cost, the following steps have been identified for this Action Item:

- Research and utilize grant opportunity and funding.
- Publish the department budget for all employees to be informed of.
- Each program manager will submit a budget.
- Communicate the importance of individual responsibility and accountability for our budget.
- Educate all employees on the budget process and proper purchasing practices.
- Ensure new programs are properly funded prior to implementation.

Follow-up Response: Deputy Chief

4. Action Item: Sensitivity and awareness of City Council issues

To ensure that we are performing in harmony with the City's mission and that we are receptive to the City Council's policies on relevant issues, we need to increase our sensitivity and awareness of those issues in order to best implement City Council policy. The following steps have been identified for this Action Plan:

- ➤ Be aware of the issues facing the City and City Council.
 - Know the City Council goals and objectives.
 - Staff will regularly review and discuss the City Council agenda to better meet and respond to the needs of citizens we serve.
- Educate the City Council about the mission and services provided by the Fire Department with improved outreach, communication, and information.
 - Seek every opportunity to include the City Council at all Fire Department functions.
 - Seek every opportunity to communicate information to the City Council to allow them to accurately make decisions regarding public safety, firefighter safety, and the services we provide.
- ➤ Become more familiar with City plans and documents to streamline the relationship we have with other City departments.

Follow-up Response: Fire Chief



• Develop our employees and organization.

We believe that to best serve our community, we must invest in our employees and our department. Within the next five years, 50% of our current employees are eligible for retirement. To this end we have developed the following Action Items to ensure our department continues to provide the highest level of service to our community.

1. <u>Action Item:</u> Develop career path training.

Continue to refine and develop the position task book program for each position within the department. This includes:

- Basic job training for all new employees that is consistent and accurate.
- Continuing training that acts as building blocks, each building on the last.
- ➤ Encourage and utilize college and university management programs for future leaders.
- Utilize HR training opportunities.
- > Seek out, identify, and support employees who desire to lead the organization in the future.
- Continue to support the City Manager's talent development program.
- Require a leadership academy for all current and prospective officers.
- Refine recurring schedules for all promotional exams.
- ➤ Aggressively anticipate vacancies and always have a current list of eligible individuals.
- Aggressively train personnel so they are ready to assume positions when vacancies occur. This will be accomplished through position task books and the shadow program which our organization has implemented.



- Reach out to our community.
- 1. <u>Action Item:</u> Utilize fire stations as community centers.

Fire stations are strategically located to be an integral part of neighborhoods. To enhance our relationship with the community, we can open the fire stations to residents, groups, clubs, and organizations by providing space and assistance for activities and meetings. The following steps have been identified in support of this Action Item:

- ➤ Design future fire stations to include a community center, as well as office space for police officers or other city departments to utilize. Police officers would have the ability to complete documentation in their 'beat' for better response ability.
- ➤ Provide a demonstration garden to show the community how to landscape with drought and fire resistant vegetation, and landscape fire stations with firewise landscaping.
- Invite our neighbors into our fire stations regularly.
- ➤ Provide a fire department museum for citizen, visitors, and educational organizations to utilize to learn more about fire safety and the history of the Prescott Fire Department as the "Leader of the Region" and oldest fire department in the state of Arizona.
- Provide for wildland fire education, firewise building construction, and landscaping.
- > Provide programs in our fire stations such as:
 - Fire safety education.
 - Fire station tours.
 - Apparatus housing ceremonies.
 - CPR and First Aid training.
 - Honor Guard ceremonies and presentations.
 - Providing a 'Safe House' for children and battered spouses.
 - Facilitating a Fire Department Explorer program for teenagers.
 - History and museum tours.
 - Philanthropic events.



2. <u>Action Item:</u> Enhance our public education program

Public education is one of the most cost-effective methods the department has to prevent the occurrence of emergencies and limit the impact of emergencies when they occur. Through the effective use of public education, we are able to involve individual community members in our mission in a direct and personal manner. The following steps have been identified to enhance our public education program.

- ➤ Define the scope of the public education program to ensure consistency throughout the program and in our presentations to the public. Analyze current trends and innovations provided by other local and state fire department prevention programs to assure we are "<u>Leaders of the Region</u>" in public education.
- Assess staffing and funding needs to ensure consistency and coordination.
- Define the education and training to be provided and how best to provide those services.
- ➤ Develop and implement a wildland fire public education program.

Follow-up Responsibility: Fire Marshal

3. Action Item: Promote the Prescott Fire Department.

To become more visible and educate the public about the services we provide, we should take a proactive approach to better promote the Fire Department to the community. The following steps have been identified for this Action Item:

- ➤ Wildland / Urban Interface education and outreach.
- > Enhance our web site.
- ➤ Be involved in community programs.
- Partner with other agencies and City departments.
- Utilize all forms of media to deliver our messages.
- ➤ Be involved with homeowner associations.
- ➤ Develop a public information plan, and assign a Public Information Officer with the skills and characteristics necessary to be "The Face of the PFD" for the media.



4. <u>Action Item:</u> Enhance our participation in special event planning.

The Prescott Fire Department is part of the permitting and planning process for special events; our primary role is to ensure public safety in all venues. To enhance our participation in special event planning, the following steps have been identified.

- ➤ Work closely with the City special events coordinator.
- > Streamline our part of the permitting process.
- Provide consistent, convenient, and timely inspection.
- > Enforcement of code requirements in a consistent manner.
- ➤ Clearly define and communicate our resource and support needs.
- ➤ Cooperate with other agencies involved in special event planning.
- Communicate with all department staff relevant special event information

Follow-up: Fire Marshal, Deputy Chief

5. Action Item: Increase out reach to other City Departments.

As part of the City Team, we need to communicate with other City Departments to educate them about the services we provide and to develop a common vision for providing services to our community. In order to enhance work relationships with other City Departments, the following steps have been identified for this Action Item.

- Educate other City departments about the services we provide.
- ➤ Provide assistance and training to other City departments on subjects for which we have expertise.
- Ask other City departments to educate us about the services they provide.
- > Share information, such as promotions, changes of assignments, and contact information through honor ceremonies and information sharing with all departments and the media.
- > Provide disaster training at least once each year.

ADDENDUM # 1

Prescott Fire Department Stations

Station 71: 333 White Spar Road

Built: 1959

<u>Use:</u> Auto Dealership converted in 1991 to a Fire Station

Equipment: Engine 71, Battalion 1, Truck 71, Patrol 71, Engine 711, Utility 71

Wildland Structure Protection Truck & Trailer, out of town travel vehicles

USFS works out of this station

2 Antique Fire trucks housed here (1926 LaFrance and 1956 Seagraves)

Police Department Command Vehicle

Station 72: 1700 Iron Springs Road

Built: 1979

<u>Use:</u> 2 bay Fire Station, Administration Office, Fire Prevention Division

1990 Fire Dispatch established in basement area

2001 Wildland Fuels Management Division established with office space

Equipment: Engine 72, Truck 72, Engine 722

Station 73: 1980 Clubhouse

Built: 1974

Use: 2 bay Fire Station

Equipment: Engine 73, Foam 73, Patrol 73

ARFF Station, Airport Rescue Foam 73 housed here

Station 74: 2747 Smoke Tree Lane

Built: 1987

Use: 2 bay Fire Station

Equipment: Engine 74, Support 74, Rescue Boat 74, TRT Trailer 74

Technical Rescue Team Station with Support 74 and Rescue Boat 74

Station 75: 315 North Lee Blvd.

Built: 1993

Use: 2 bay Fire Station

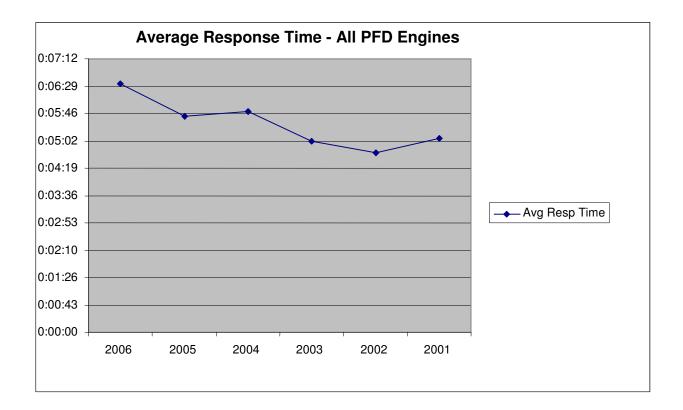
2001 added 2 additional bays and living quarters

2001 leased new addition to Life Line Ambulance Co.

Equipment: Engine 75, Haz Mat 75 & Patrol 75

Hazardous Materials Team, Life Line Ambulance

ADDENDUM #2



ADDENDUM #3

