



*Fiscal Year 2006-2009
Strategic Plan*



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MISSION STATEMENT

“Dedicated to Excellence in Service”

We are dedicated to providing the highest level of service in the prevention and mitigation of emergency incidents in a growing community and treating our citizens and employees in a fair and considerate manner while remaining financially responsible.

VALUES

“We value a creative and proactive work place”

We view the people of our community and our visitors as customers who deserve our concern, care and attention.

We recognize our employees are our most valuable resource and we are committed to them and their safety.

We recognize that our personal conduct is inseparable from the professional reputation of the fire department.

We support an organizational climate of mutual trust and respect.

We believe in a team oriented, positive, and honest environment for all employees.

We strive for excellence through teamwork, unity, leadership, personal and professional development, personal health and fitness, training and preparedness.

We believe in open communication and mutually beneficial partnerships with neighboring fire agencies and communities.

We recognize the importance of cost effective resource management.

We encourage innovation and ownership within the fire department.

Introduction

The 2006–2009 Central Yavapai Fire District three year strategic plan represents the efforts of many people evaluating the District and its mission. An important aspect of this process includes anticipating the future in terms of building a progressive and flexible organization. Our organization must respond to change, solve complex problems, collaborate on issues, and assess community needs and resources required to meet those needs and formulate a plan to provide comprehensive and cost effective services to our customers—the citizens of the Central Yavapai Fire District.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the District’s most important issues to improve services and programs. This focus allows us to identify and build on what the District does as described in our 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 members

The foundation for this plan reflects the efforts to address issues and concerns identified by all District members who participated in the initial S.W.O.T. (Strengths, Weaknesses, Opportunities, Threats) analysis. Our special thanks to the following personnel who evaluated all the comments and concerns identified in the S.W.O.T. analysis and formulated the goals outlined in this plan. They are:

Board Chairperson Sandra Heiden
Board Clerk Charles Allen
Board Member Frank Claunch
Fire Chief David Curtis
Assistant Chief Mike Parrish
Admin. Services Director Mary Dalton
Fire Marshal Charlie Cook
Chief Mechanic Dale Wagner

Battalion Chief Pruett Small
Battalion Chief Don Vasquez
Battalion Chief Gary Cordes
Battalion Chief Scott Bliss
Captain Doug Berg
Firefighter Dennis Brown
Firefighter Craig Stooks
Attorney Bill Whittington

The goals listed in this strategic plan are not in any order or ranking of importance.

Several of the goals listed in this strategic plan are the result or by-product of goals established from the previous strategic plan. For example, a previous strategic goal was to explore alternative funding sources for the Fire District. As a result of this goal a bond election was held. The bond election was approved and this generated several long term goals. These goals are included in this strategic plan.



Introduction continued

Below is a list of these goals:

1. Update five year master staffing plan
2. Review and enhance Fire District training
3. Fleet maintenance facility upgrade
4. Fire District accreditation
5. Remodel Station 54
6. Develop training center
7. Complete communications upgrade

Even though there is not a specific goal relating to external relationships with local area emergency service organizations, the Central Yavapai Fire District has a strong belief in developing and maintaining these relationships. Our purpose is to enhance the emergency response delivery system to both our citizens and the citizens of our neighboring jurisdictions.

Currently, the Fire District has the following Intergovernmental Agreements:

1. Prescott Fire: Automatic Aid, Joint Hazmat Team
2. Chino Valley Fire: Mutual and Automatic Aid, Apparatus Maintenance
3. Groom Creek Fire: Mutual Aid, Apparatus Maintenance
4. Mayer Fire: Mutual Aid, Apparatus Maintenance
5. Camp Verde Fire: Apparatus Maintenance
6. City of Prescott: Prescott Regional Communication Center
7. Yavapai County Mutual Aid
8. State of Arizona Mutual Aid, Water Agreement
9. State of Arizona Land Department Cooperative Agreement
10. Southern Yavapai Fire Department: Apparatus Maintenance
11. Town of Prescott Valley: Grounds Lease Agreement
12. U.S. Dept of Agriculture and Prescott National Forest: Apparatus Maintenance
13. Williamson Valley Fire District: Mutual Aid, Apparatus Maintenance
14. Cherry Volunteer Fire Association: Apparatus Maintenance
15. Montezuma Rimrock Fire District: Apparatus Maintenance
16. PAW/UIC: Wildland Urban Interface Memorandum of Understanding
17. Sedona Fire District: Communications
18. Yavapai Regional Medical Center: Base Hospital Agreement

All agreements are reviewed on an annual basis during the last quarter of the fiscal year. Recommendations for changes for updates are agreed upon by both agencies and shall have final approval by both agencies boards.

GOAL 1: Maintain Competitive Wages and Benefits

Objective 1A: Perform wage/benefit study every three (3) years using an outside consultant

Timeline: January 2007
Responsibility: Administrative Division / Union

Action Items:

1. Next study to be ready for 2008-2009 FY budget process
2. Discuss process and comparison items with consultant (Assignment pays: CEP and Hazmat)
3. Make recommendation to Fire Board

Objective 1B: Target wages to fall between 50% and 75% of salary scale of like departments as determined by wage/benefit study

Timeline: January 2007
Responsibility: Fire Board

Action Items:

1. Determine desired/appropriate percentile for wages to meet
2. Make recommendations to Fire Board

Objective 1C: Identify appropriate index for determining cost of living wage adjustments for fiscal years between wage/benefit studies

Timeline: January 2007
Responsibility: Administration Division / Union

Action Items:

1. Identify available indexes and what they measure
2. Make recommendation to Fire Board

GOAL 2: Complete Communications System Upgrade (Logistics/Support Services)

Objective 2A: Complete Central Yavapai Fire District's (CYFD) Regional VHF and Microwave Communications System

Timeline: March 2006
Responsibility: Maintenance Section / Program Manager

Action Items:

1. Complete installation of mountain top hardware
2. Resolve partnering agencies interference (technical)
3. Training of all CYFD employees on VHF System
4. Install VHF field hardware
5. Transition from old system to new system (i.e. reprogramming radios)
6. Complete Station 59 tower and microwave

Objective 2B: Research external revenue sources

Timeline: December 2006
Responsibility: Administration Division

Action Items:

1. Establish equipment leasing contracts (private, commercial, government)
2. Enhance intergovernmental agreements (IGA) for contract labor
3. Review Staffing levels for IGAs

Objective 2C: Implement wide area data system

Timeline: July 2007
Responsibility: Maintenance Section

Action Items:

1. Enhance IGA with DPS on Data Network
2. Install mountain top equipment

3. Research and coordinate with Prescott Regional Communication Center for message system
4. Determine software format for data
5. Purchase and install field hardware
6. Field training and policies

Objective 2D:

Complete station networking system

Timeline:

January 2008

Responsibility:

Administration Division

Action Items:

1. Budget for upgrades
2. Complete towers at all CYFD facilities
3. Establish connectivity for phone, computer terminals, and station alerting (i.e. microwave and landlines)

GOAL 3: Take necessary steps to maintain response performance to calls for service as stated in the CYFD Standards of Coverage for Emergency Response document

Objective 3A: Staff a second engine at Station 53 over the next three years

Timeline: Prior to July 2009
Responsibility: Administration Division

Action Items:

1. Work with budget committee and Fire Board to secure funding

Objective 3B: Establish fire station locations using Standards of Coverage

Timeline: December 2006
Responsibility: Administration Division

Action Items:

1. Review call volume for engine company response areas
2. Review response times for engine company response areas
3. Research available property locations with high call volumes and response times
4. Project call volume for build out of existing developments
5. Purchase property

Objective 3C: Construct new station on land determined in Objective 3B

Timeline: 2008 – 2009
Responsibility: Administration Division

Action Items:

1. Complete planning process
2. Work with architect to develop building plans
3. Put plans through bidding process and award bid

4. Oversee construction process

Objective 3D:

Purchase and staff engine to work out of new station

Timeline:

July 2009

Responsibility:

Administration Division

Action Items:

1. Work with Budget Committee and Fire Board to secure funding
2. Develop bid specifications for engine
3. Put engine specifications through bidding process and award bid
4. Complete acceptance process for engine

Objective 3E:

Establish ordinances providing for public safety land to be set aside in future developments

Timeline:

December 2007

Responsibility:

Community Risk Management Division

Action Items:

1. Work with Yavapai County to develop ordinances for public safety buildings in County areas of the fire district
2. Work with incorporated areas to establish ordinances providing for public safety land
3. Determine site requirements needed for public safety land (1 acre-site ready)
4. Work with developer to secure public safety site during preliminary development stages

GOAL 4: Continue To Enhance Our Image/Relationship with Communities in the Area

Objective 4A: Become more visible to the public during non-emergency events

Timeline: On going
Responsibility: Administration Division

Action Items:

1. Encourage staff to participate in local service groups
2. Participate in community events
3. Continue to participate and support the Trauma Intervention Program
4. Encourage District members to participate in local organizations
5. Provide quarterly public education programs to the public such as CPR, babysitter training, seniors, etc.
6. Hold annual chamber mixer at station
7. Publish monthly Public Service Announcements
8. Conduct customer service surveys
9. Seek out and provide speakers to organizations

Objective 4B: Interact with local government agencies

Timeline: On going
Responsibility: Administration Division

Action Items:

1. Meet quarterly with local town managers
2. Participate in local planning groups
3. Participate in local economic development group
4. Meet with Williamson Valley group



GOAL 5: Update Five Year Master Staffing Plan

Objective 5A: Identify future staffing needs for Operations Division

Sub-objective 5A-1: Determine need for four (4) person engine companies and implementation of plan, if needed

Timeline: January 2007
Responsibility: Administration Division / Union

Action Items:

1. Research industry standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formulas
2. Determine organizational impacts – pros/cons
3. Determine financial impacts
4. Provide recommendations and possible implementation schedule
5. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Sub-objective 5A-2: Determine appropriate number of fulltime employees (FTEs) needed to cover paid time-off openings in Operations Division

Timeline: January 2007
Responsibility: Administration Division / Union

Action Items:

1. Research industry standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formulas
2. Determine probability of filling current and projected open positions with current methods
3. Determine number of FTEs needed
4. Determine financial impacts
5. Determine organizational impacts

6. Provide alternative methods for providing needed coverage
7. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Sub-objective 5A-3: Determine training director position implementation plan

Timeline: April 2006
Responsibility: Administration Division

Action Items:

1. Complete Training Director job analysis (job description and pay range)
2. Determine support staff needs using industry standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formulas
3. Determine financial impacts
4. Determine organizational impacts
5. Recommend timeline for implementation
6. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Sub-objective 5A-4: Determine alternate staffing methods

Timeline: January 2007
Responsibility: Administration Division / Union

Action Items:

1. List alternative staffing concepts (red shirts, squads, fuel crew concept, and reserve participation)
2. Determine financial and organizational impacts
3. Determine appropriateness of concepts to assist in other staffing issues
4. Provide recommendation and timelines
5. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Sub-objective 5A-5: Review reserve program staffing needs

Timeline: January 2008
Responsibility: Operations Division

Action Items:

1. Identify industry guidelines for reserve staffing (fire ground /position coverage)
2. Review effectiveness of current reserve program
 - a) Response to fire ground and auxiliary staffing
 - b) Financial
3. Make recommendations regarding continuation or modifications to program

Objective 5B: Identify future staffing needs for Administration Division

Timeline: July 2006
Responsibility: Administration Division

Action Items:

1. Research standards and guidelines – including FTE formulas
2. Assess current staffing appropriateness (needs analysis)
3. Determine formula for future staffing needs
4. Assess impact of current division structure and make possible recommendation for changes
5. Determine organizational benefits and detractors to change in current administration structure
6. Determine financial impact
7. Provide recommendation and possible implementation schedule
8. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Objective 5C:

Identify future staffing needs for Community Risk Management Division (CRMD)

Timeline:

July 2006

Responsibility:

Community Risk Management Division

Action Items:

1. Research standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formulas
2. Assess current staffing appropriateness (needs analysis)
3. Determine formula for future staffing needs
4. Assess impact of current division structure and make possible recommendation for changes
5. Determine organizational benefits and detractors to change in current CRMD structure
6. Determine financial impact
7. Provide recommendation and possible implementation schedule
8. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Objective 5D:

Identify future staffing needs for Maintenance Section

Timeline:

July 2006

Responsibility:

Maintenance Section

Action Items:

1. Research standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formulas
2. Assess current staffing appropriateness (needs analysis)
3. Determine formula for future staffing needs
4. Assess impact of current division structure and make possible recommendation for changes
5. Determine organizational benefits and detractors to change in current maintenance structure
6. Determine financial impact

7. Provide recommendation and possible implementation schedule
8. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

Objective 5E:

Determine organizational need for a Support Services /Logistics Division in conjunction with the Training position

Timeline:

July 2006

Responsibility:

Administration Division

Action Items:

1. Research standards and guidelines (including NFPA, OSHA, Accreditation, ISO, etc.) and appropriate formuals
2. Assess current need/complete needs analysis
3. Complete division analysis to include support services division director job description and pay range; division duties and responsibilities
4. Determine organizational benefits and detractors to addition of division/inclusion of maintenance section, communications, etc.
5. Determine financial impact
6. Provide recommendation and possible implementation schedule
7. Upon approval from Fire Board, include staffing recommendation in five (5) year staffing plan

GOAL 6: Review and Enhance Central Yavapai Fire District's Training

Objective 6A: Review current joint training program

Timeline: August 2006
Responsibility: Operations Division

Action Items:

1. Recommend to modify or discontinue joint training
2. Training officers shall advise CYFD staff of recommended changes in operational procedures or tasks prior to implementation

Objective 6B: Identify needs for current and future training for all divisions and sections

Timeline: July 2006
Responsibility: Operations Division

Action Items:

1. Meet with Division/Section heads to ascertain efficiency and relevancy of current training topics and/or programs
2. Identify from each Division/Section future training needs
3. Consider financial impact
4. Document needs and schedule as needed or practical

Objective 6C: Develop a training manual for Central Yavapai Fire District

Timeline: July 2007
Responsibility: Operations Division

Action Items:

1. Create a committee to review, revise and develop operational tasks such as minimum company standards, ventilation practices, hose loads, etc.
2. Schedule meeting as needed to assess the progress and needs



3. Coordinate with the Standard Operating Guideline Review Committee (SOGRC) in the development of operating tasks
4. Research other agency training manuals
5. Coordinate the development of all operating tasks with local agencies as needed
6. Develop a standard format
7. Staff shall review initial changes in operational tasks with agency training officers prior to implementation
8. Final approval shall come for the Fire Chief or his/her designee
9. Committee involvement shall be on a volunteer basis
10. This will be an ongoing process to keep the training manual current

Objective 6D: Identify outside instructors for specialty training

Timeline: January 2007
Responsibility: Operations Division

Action Items:

1. Identify specialty training topics and associated instructors
2. Include costs for outside instructors in annual budget preparation

Objective 6E: Determine needed qualifications for District Training Officers

Timeline: July 2006
Responsibility: Administration / Operations Divisions

Action Items:

1. Review NFPA recommendations
2. Review and evaluate CYFD requirements
3. Determine selection methods for future training officers
4. Determine number of interested members



Objective 6F: Determine annual operating costs

Timeline: January 2007
Responsibility: Operations Division

Action Items:

1. Consider outside instructors
2. Audio/visual materials
3. Reference/study materials
4. Props/smoke
5. Use of in-house instructors (overtime)
6. Coverage for on-duty members to attend (backfill)
7. Beverages/food for extended courses
8. Certificates/plaques

GOAL 7: Provide Basic Spanish Language Training for Fulltime CYFD Operations Personnel

Objective 7A: Enhance the delivery of emergency services through improved Spanish language communications capability

Timeline: March 2007
Responsibility: Administration Division

- Action Items:**
1. Conduct needs assessment on the feasibility of providing Spanish language training
 2. Determine financial impact
 3. Establish curriculum content and determine if it meets stated goal.
 4. Complete evaluation of options for training, i.e. in house, outside instructors, college classes.
 5. Determine date and location of training
 6. Develop implementation schedule

Objective 7B: Post-training evaluation of Spanish language proficiency in CYFD personnel

Timeline: January 2008
Responsibility: Administration

- Action Items:**
1. Administer follow-up proficiency testing six (6) months after class completion written test and verbal skills proficiency assessment
 - a) Written test and verbal skills proficiency assessment
 - b) Identify individual's to administer proficiency testing/assessment
 - c) Establish a "Spanish Only" day one shift per month. District members would practice speaking (conversational) Spanish at stations to maintain language skill



2. Identify individuals needing assistance or remedial training
 - a) Assess needs/weaknesses and provide follow-up training/experience
 - b) Determine method for remedial training
4. Solicit feedback from public/patients (Mail or telephone survey) to evaluate District's Spanish speaker's field proficiency. Share results with crew members involved in situation/incident.

GOAL 8: Complete Accreditation Self Review Process

Objective 8A: Complete risk assessment

Timeline: March 1, 2006
Responsibility: Program Manager

Action Items:

1. Complete risk assessment using RHAVE program

Objective 8B: Complete process to effectively review call times, types, and locations

Timeline: April 1, 2006
Responsibility: Program Manager

Action Items:

1. Complete Excel program capable of analyzing different years of response data using a cut-and-paste method. This program will generate necessary charts and graphs base on the annual data
2. Compile annual data into multi-year overview to include maps illustrating call times geographically

Objective 8C: Based on the results of Objectives A and B, complete Standard of Coverage

Timeline: June 1, 2006
Responsibility: Administration Division

Action Items:

1. Using the data presented in Objective A, separate District into suburban, rural, and frontier response type areas.
2. Develop accepted response time standards for the three response types.
3. Address acceptable time standards for call handling and turnout activities. (This may be a problem due to continuing time recording discrepancies.)
4. Review and agree on accepted apparatus responses to different types of calls (EMS, Structure Fire, Wildland Fire, etc.) and different risk types.

Objective 8D:

Complete Performance Indicators

Timeline:

March 2006

Responsibility:

Administration Division / Program Manager

Action Items:

1. Complete Performance Indicator drafts
2. Edit drafts
3. Complete final copy
4. File with references

Objective 8E:

Host Peer Assessors

Timeline:

Sometime after September 1, 2006

Responsibility:

Program Manager

Action Items:

1. Arrange transportation
2. Arrange clerical support
3. Arrange hotels accommodations
4. Arrange dinner
5. Handle all travel reimbursement

GOAL 9: Complete the Maintenance Facility upgrade

Objective 9A: To oversee/manage the construction of the new building for the maintenance section

Timeline: September 2006
Responsibility: Maintenance Section

Action items:

1. Meet with construction company to establish time frames
2. Attend weekly construction meetings
3. Visit site to ensure construction is according to plans
4. Review, approve, and submit financial draws from contractor
5. Provide weekly updates to Fire Chief
6. Provide monthly update to Fire Board

Objective 9B: Move the fleet maintenance section into the new building

Timeline: November 2006
Responsibility: Maintenance Section

Action Items:

1. Establish 2006-07 budget line items necessary for the move
2. Develop moving plan
3. Advise contract fire departments of the move dates
4. Coordinate the move while keeping a minimum level of service in place
5. Clean up the old yard and building

GOAL 10: Increase the leadership and management abilities/skills of our Engineers

Objective: 10A: Plan and conduct an Acting Captain's Academy

Timeline: April 2006

Responsibility: Administration Division

Action items:

1. Determine course outline
2. Determine course dates and times
3. Establish instructor list
4. Determine course text and provide to students
5. Determine and secure course location
6. Conduct Academy

GOAL 11: Remodel Station 54 to increase the living and office areas within the funding allowed for in the Bond

Objective 11A: Conduct a space and needs analysis

Timeline: July 2007

Responsibility: Program Manager

Action Items:

1. Form study group
2. Solicit ideas/concerns from District members
3. Work with architect to develop floor plan
4. Present floor plan to staff and Fire Board for approval
5. Meet with Prescott Valley Building Department for initial plan review approval

Objective 11B: Work with architect to develop plans and go out to bid for contractor

Timeline: December 2007

Responsibility: Administration Division / Program Manager

Action Items:

1. Conduct initial meeting with architect to establish project guidelines
2. Meet weekly with architect to review project progress
3. Present final drawings to Fire Board for approval
4. Establish bid timelines
5. Requests bids from contractors
6. Open bids according to timeline
7. Review bids with architect
8. Recommend contractor to Fire Board for approval
9. Notify successful contractor of award

10. Notify unsuccessful contractors

Objective 11C: **Oversee and manage the construction of the remodel**

Timeline: **June 2008**

Responsibility: **Program Manager**

Action items:

1. Meet with construction company to establish time frames
2. Attend weekly construction meetings
3. Visit site to ensure construction is according to plans
4. Review, approve and submit financial draws from contractor
5. Provide weekly updates to Fire Chief
6. Provide monthly update to Fire Board
7. Determine living quarters for personnel during remodel
8. Move personnel into new quarters

GOAL 12: Increase the number of qualified Reserve Firefighters

Objective 12A: Recruit, test, and select personnel for the academy

Timeline: January 2006
Responsibility: Administration / Operation Divisions

Action items:

1. Update recruitment package
2. Advertise for reserve firefighters
3. Review applications
4. Conduct testing orientation
5. Conduct testing process
6. Select final candidates
7. Conduct initial academy orientation
8. Complete physicals, fingerprint checks, and drug screening

Objective 12B: Organize and conduct academy

Timeline: June 2006
Responsibility: Operations Division

Action items:

1. Select instructors
2. Determine course dates and times
3. Establish Yavapai College credit
4. Establish instructors
5. Determine course outline and hours
6. Conduct academy
7. Conduct graduation
8. Place reserves in service

GOAL 13: Complete Acquisition of land and develop Fire District Training Center

Objective 13A: Complete acquisition of land

Timeline: April 2006
Responsibility: Administration Division

Action items:

1. Complete escrow process on land purchase
2. Rezone land to PL-PAD
3. Complete basic land boundary survey

Objective 13B: Finalize master plan and programming

Timeline: March 2006
Responsibility: Administration Division

Action items:

1. Conduct user group meetings on master plan
2. Contract for necessary surveys
3. Develop architectural drawings of buildings
4. Determine project phase in timeline
5. Develop final master plan/site drawings for Fire Board and CC&R (codes, covenants, and restrictions) approval.

Objective 13C: Construct training tower

Timeline: December 2006
Responsibility: Program Manager

Action items:

1. Meet with tower manufacturer
2. Determine construction timeframe with architects
3. Determine tower details
4. Develop tower bid specifications
5. Determine companies to request bids from



6. Go out to bid
7. Review bids
8. Make recommendation to Fire Board
9. Award bid
10. Arrange for erection of tower
11. Oversee tower erection

Objective 13D: Complete phase one

Timeline: December 2006
Responsibility: Administration Division

Action Items:

1. Determine props to be constructed
2. Complete architectural design
3. Complete Civil Engineering
4. Go out to bid for contractor
5. Oversee construction

Objective 13E: Complete phase two

Timeline: July 2008
Responsibility: Administration Division

Action items:

1. Determine props / buildings
2. Contract for architectural services
3. Go out to bid for contractor
4. Oversee construction

GOAL 14: Implementation of new Fire House Records Management System

Objective 14A: Complete installation and configuration of Fire House program

Timeline: February 2006
Responsibility: Administration Division

Action items:

1. Configure backup file location
2. Configure individual user's logon account
3. De-active modules that are not going to be utilized
 - a) NFIRS Incident
 - b) EMS/Search & Rescue Incidents
 - c) Dispatch Remote Station Incidents
4. Setup user accounts
 - a) Determine format of user identification
 - b) Enter personal information; i.e. address, hire date, rank, station and shift, engine, emergency contacts, etc.
5. Setup and verify passwords
6. Verify security levels with Fire Chief and Administrative Services Director
7. Configure security settings for users
8. Program managers to review codes
 - a) Training codes
 - b) Vehicle codes
 - c) Equipment codes
 - d) Etc
9. Verify and configure system wide code tables
 - a) Street index
 - b) Training codes
 - c) Instructor ID's
 - d) Vehicle codes
 - e) Station ID's
 - f) Activity tables

Objective 14B: Configure, setup, and implementation of Journal Module

Timeline: March 1, 2006
Responsibility: Administration Division

Action items:

1. Verify configuration and proper operation
 - a) Update Staff Activity Positions & Staff Activity Types tables
2. Train personnel
 - b) Prepare hand-outs

Objective 14C: Configure, setup, and implementation of Training Module

Timeline: March 1, 2006
Responsibility: Administration Division

Action items:

1. Verify configuration and proper operation
 - a) Review and revise codes
2. Train personnel
 - b) Prepare hand-outs

Objective 14D: Configure, setup, and implementation of Scheduling Module

Timeline: March 15, 2006
Responsibility: Laura Matthews, Leona Jaeger

Action items:

1. Verify configuration and setup shift schedule
2. Determine proper operation of module
3. Train Personnel

Objective 14E: Configure, setup, and implementation of Certification-Training Program Records Module

Timeline: April 15, 2006
Responsibility: Administration Division

Action items:

1. Verify configuration and setup code table
 - a) EMT, Paramedic, CPR, Haz Mat, etc

2. Determine proper operation of module
3. Enter data – Current / Past?
4. Train Personnel

Objective 14F: Configure, setup, and implementation of Inventory Module

Timeline: May 15, 2006
Responsibility: Administration Division

- Action items:**
1. Determine operation of module
 2. Meet with Program Managers to review and update code tables
 - a) EMS Supplies – Captain Rorick
 - b) Vehicle Maintenance – Chief Wagner / Engineer Mauldin
 - c) Vehicle Equipment Inventory – Chief Bliss
 - d) Uniforms – Engineer Slothower
 - e) Personal Protective Equipment – Captain Prange
 - f) Radio Equipment – Captain Berg
 - g) Hose Equipment – Captain Cole
 - h) SCBA Equipment – Engineer Lys / Mechanic Scaife
 - i) Janitorial – Engineer Moore
 - j) Mapping – Captain Leyboldt
 - k) Vehicle Engineer Log – Engineer Mauldin
 3. Train Program Managers to use inventory module

Objective 14G: Transfer of previous years' training records from older version of Fire House

Timeline: After Fire House Enterprise is operational by department (August 2006)
Responsibility: Administration Division

- Action items:**
1. Consult with Fire House
 2. Consult with Corporate Network Solutions
 3. Consult with Julie Wilson

Objective 14H: **Records Management Staffing Position Analysis**

Timeline: **March 2006**
Responsibility: **Administration Division**

Action items:

1. Complete Needs Analysis for a District Records Management Staffing Position
2. Determine job duties and tasks to be assigned to Records Management position
3. Assess position requirements such as time required to complete job duties
4. Determine necessary training or qualifications for Records Management position
5. Determine financial impact of implementing a records management position
6. If necessary, complete implementation schedule and budget request

Objective 14I: **Configure, setup and implementation of Inspection Program Module**

Timeline: **January 2009**
Responsibility: **Community Risk Management Division**

Action Items:

1. Complete the setup of the occupancy inspection module. (Timeline: Completed)
2. Update all occupancy files with the most current information. (Timeline: January 5, 2007)
3. Refine reports to better reflect the needs of all the users. (Timeline: December 31, 2006)
4. Develop a quality assurance program to verify that correct data entry is being completed by engine companies. (Timeline: January 2008)
5. Train engine companies to enter inspection data after completing their assigned occupancy inspections. (Timeline: 2008/2009)

Objective 14J: Configure, setup and implementation of Hydrant Program Module

Timeline: January 2009
Responsibility: Community Risk Management Division

Action Items:

1. Complete the setup of the hydrant module. (Timeline: September 2006)
2. Enter incoming hydrant book information into Fire House. (Timeline: April 2007)
3. Refine reports to better reflect the needs of all the users. (Timeline: December 31, 2007)
4. Develop a quality assurance program to verify that correct data entry is being completed by engine companies. (Timeline: January 2008)
5. Train engine companies to enter hydrant data after completing their assigned hydrant servicing. (Timeline: 2008/2009)

Objective 14K: Maintenance/Updates of Firehouse Software

Timeline: On going
Responsibility: Could be assigned to records management position

Action Items:

1. Continual Updates to Fire House Software
 - a) Internal updates
 - I. Streets – Records Management Personnel, Captain Leyboldt
 - II. Training Codes – Records Management Personnel
 - III. Personnel Changes – Records Management Personnel, Administrative Staff
 - b) External updates – from Fire House
 - I. Program Updates
 - II. Purchase new Modules (mapping)