



Anchorage Fire Department

STRATEGIC PLAN

2009-2015

Our Mission: "To Serve our Community before, during, and after an emergency."

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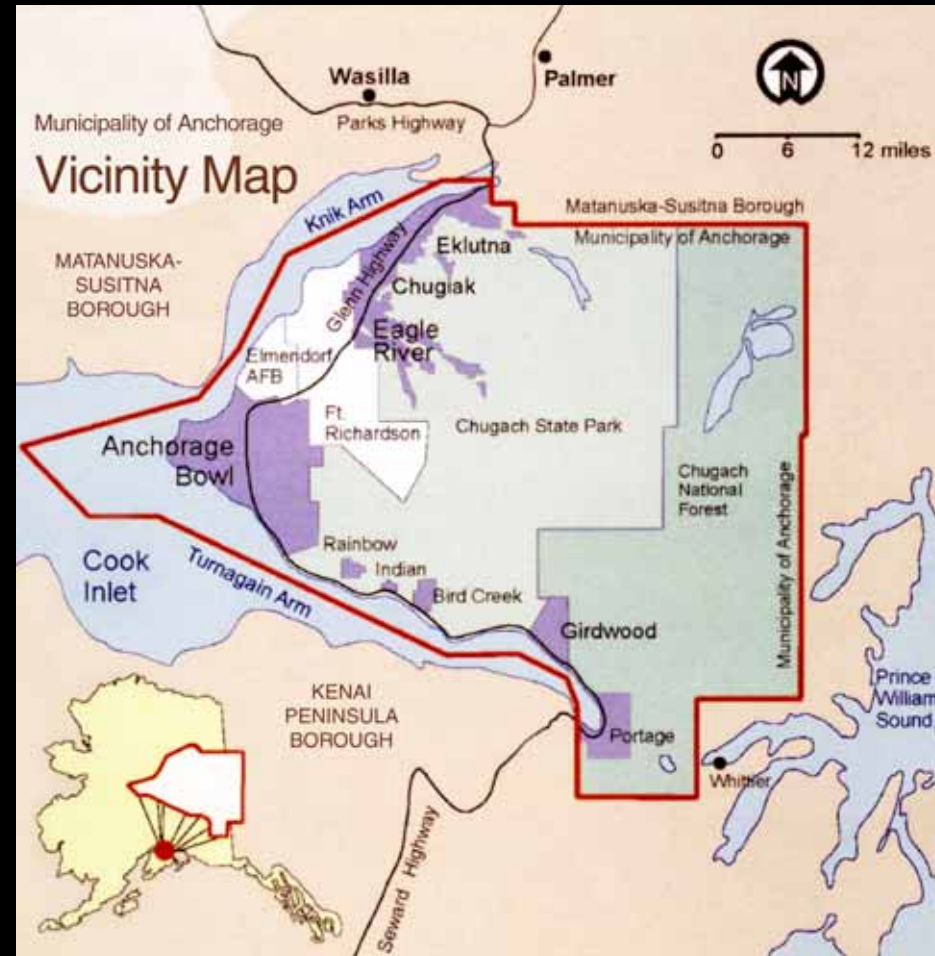
Background

Community Overview

Surrounded by the natural beauty of the Chugach Mountains and Cook Inlet, Anchorage is located in one of the world's most spectacular settings and is one of the country's most livable cities. The Municipality encompasses 1,961 square miles (land & water) that span an area from Eklutna on the north to Portage on the south. Approximately 78% of the Municipality is uninhabited; the MOA boundaries are indicated by the red line in the map to the right. With a 2006 population estimate of 278,700, Anchorage is the largest city in Alaska and home to over 40% of the state's residents. Clean, healthy and vibrant, Anchorage is a young, modern city where day-to-day living is further enriched by smaller communities as unique as Eagle River and Girdwood.

Anchorage, Alaska's largest city, is the state's center of commerce. The Port of Anchorage, the Ted Stevens Anchorage International Airport, and the Alaska Railroad combine to make Anchorage the primary cargo distributor in the state. Anchorage is the headquarters for many firms in the oil and gas, finance, real estate, transportation and communications industries. Numerous visitor and tourist facilities and services are available throughout Anchorage. More than 10,000 military personnel are stationed at Fort Richardson and Elmendorf Air Force Base. During the 1970's, the development of the Prudhoe Bay oil fields and the Trans-Alaska Pipeline sparked rapid growth in Anchorage. Population, office space and housing tripled within a 10-year period. Anchorage is gradually becoming less industrialized and is broadening its economic landscape with more retail trade and a larger service sector to primarily serve tourists. Other economic opportunities include construction, light manufacturing, high technology, software development and seafood processing.

Taken together, businesses that create new wealth in Alaska or reduce the state's dependence on imports are defined as the economic base. Two of the fastest growing segments of the Anchorage economy are communication and services.



The Anchorage Fire Department (AFD) Operations Division consists of over 300 personnel covering three rotating 24-hour shifts in fourteen fire stations. On every shift, there are fifteen engine companies, eight Mobile Intensive Care Units, five truck companies, and five water tenders collectively serving as the department's front line emergency medical, rescue, and fire suppression response capability. Each shift is overseen by five Battalion Chiefs (three Command, one EMS, and one Safety). Also available through cross-staffing are an additional rescue

company and a variety of well-equipped specialized units, including dive, foam, hazmat, mountain and water rescue. The fire department operates a 911 dispatch center, which coordinates fire and EMS response to all areas of the Municipality.

In addition to traditional fire suppression duties, the fire department provides comprehensive Emergency Medical Services to the community. All firefighters are trained to provide medical treatment and skill levels range from Emergency Medical Technician to Mobile Intensive Care Paramedics. All fire companies are equipped with a variety of specialized medical equipment including semi-automatic defibrillators. Many of the Engine companies are staffed with Paramedics and carry additional Advanced Life Support equipment. The fire department's Mobile Intensive Care ambulances are staffed with one Paramedic and one EMT and provide transport to area hospitals.

Service within the main bowl area offers a variety of challenges. Rescue to off-road terrain that requires 4-wheel drive, and occasionally, helicopters, occurs only short distances from major highways and the high-rise, downtown urban area. The Port of Anchorage, Ted Stevens International Airport, Merrill Field (one of the busiest general aviation airports) and the hub of the Alaska Railroad pose potential industrial and transportation hazards. Suburban and rural areas add to the mix and an active population spread over a wide socioeconomic range contributes to a full spectrum of emergency response activity. The Anchorage Fire Department serves a diverse need with a fully blended fire and rescue service.



Approach & Methodology

Over a five month period, the Anchorage Fire Department conducted strategic planning interviews with all of its personnel, including the Fire Chief, all other Chiefs and the Municipal Manager. The fire department utilized survey instruments to gather input. One of the survey instruments was from the Baldrige National Quality Program, titled “Are We Making Progress?” A second survey was given to Operations personnel only and it addressed operational issues like run volume, response times and workload sharing.

Subsequent to the interviews with all the fire department’s personnel, members of the command and senior staff convened for a two-day strategic planning workshop, where the information was culled and positions debated. This Strategic Plan is the end-result.

Through discussions at the strategic planning workshops, the group identified strategies and activities which contribute to fulfillment of several goals or end results, so as a result, the fire department has chosen a non-linear approach to its Strategic Plan. The following describes the terminology chosen and the schematics of the document.

DESCRIPTOR

Vision
Mission
End Outcomes
Services Levels
Strategic Priorities
Initiatives

DEFINITION

Where do we want to be in the future?
What is our purpose today?
What do our customers want?
How well are we performing?
How are we going to achieve the end outcomes?
What future activities or projects will we undertake?

The Vision Statement outlines what the fire department wants to be. It concentrates on the future; it is a source of inspiration and should describe an ideal state of being.

The Mission Statement is a brief statement of the fire department’s purpose and focuses on the present.

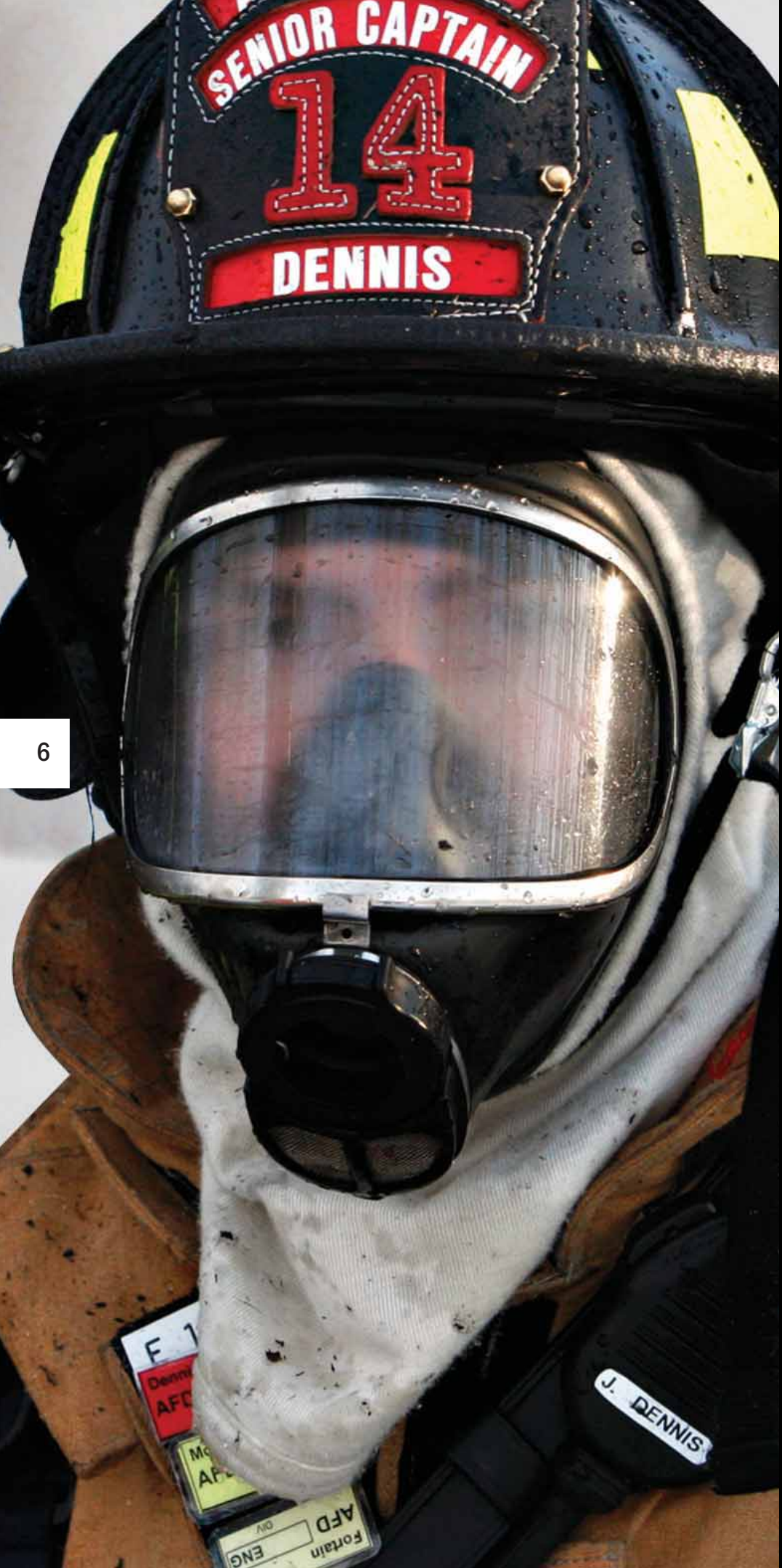
End outcomes represent specific, measurable positive conclusions, as a result of services or activities provided by the fire department. End outcomes are derived by asking the customer “what do you want?” End outcomes are used to measure organizational success and support achievement of the fire department’s vision and mission. Complete compliance with end outcomes represent the highest level of service delivery the fire department can provide; this would represent flawless performance.

Service Levels describe the level of service the fire department is providing to the community. These are detailed descriptions and are assigned to specific work groups. The service level statements contain two parts, the objective and a result. The service level statements represent an objective (or target) the fire department is attempting to achieve. The actual performance (or compliance) is reported as the result. With this information, the fire department can identify any gaps in its stated service levels. Similar to the dashboard in a vehicle, the service level statements reveal the “speed”, “engine temperature” and “oil pressure”; while these gauges might indicate all systems are okay, they don’t necessarily guarantee a successful end outcome.

Strategic Priorities represent the strategies the fire department employs in an effort to achieve the end outcomes. They answer the question “how are we going to achieve the end outcomes?” They are organized in priority and are inputs to the development of new services or projects the fire department wishes to undertake.

Initiatives represent new activities, services, or projects that support the end outcomes, through fulfillment of the strategic priorities. These are large scale, typically, capital improvement type efforts. They may be high cost or impact a large number of people, both internal or external to the organization. Initiatives can include significant changes to organizational processes and procedures.





Executive Summary

This Strategic Plan seeks to invite discussion by taking the “mystique” out of the fire department. It identifies our mission-critical activities, along with their associated costs, and puts them into operational perspective. It then provides the specific, measurable actions necessary to maximize efficiency and resources. This will enable us to project, with some validity, our immediate (one to five year) requirements, as well as set the course for those long-term.

Guided by our goals and their associated objectives, the department has evaluated service trends and growth projections to improve services within our financial purview and to otherwise develop recommendations for consideration by the community at large. Our budget continues to focus on the three top priorities Anchorage residents tell us are most important to them: protecting public safety and health, improving our city’s transportation, and promoting community and economic development.

These highlights, contained herein, allow for delivery of existing services, and generally do not involve short-term expansion of service levels or add new services. These highlights will also allow the department to restore previous service levels in areas where increased demand for service has resulted in a decline of those service levels.

Plan Highlights:

Public Education & Community Risk Education

The fire department recognizes the value in partnerships, so our strategy is to partner with other external organizations to educate and distribute our life safety messages. The department will also increase participation in community activities and non-traditional services.

Emergency Response

Redeploying existing apparatus offers the opportunity to decrease response times. Population growth and new construction in other under-served areas also demands the addition of new services.

Human Resources

The department promotes a safe and healthy work environment where people come first.

Infrastructure

The critical infrastructure components include 14 fire stations, 50 emergency apparatus and a myriad of equipment for use during emergency response.

Optimize Performance

The department is always looking for opportunities through innovative use of technology and/or process improvements while continuing to search for new ways of improving our services to the community.

AFD Vision

The “grand vision” for the Anchorage Fire Department is quite simple: we have no interest in being good - we want to be the best – period! We intend to be “here” caring for people - quickly and efficiently solving problems and providing operationally excellent, world-class emergency and “loss-prevention” services today, tomorrow and, indeed, 100 years from now.

By recognizing that success means placing family – including “team”- before self (semper fidelis) we will achieve greatness by:

- Ensuring that “everybody goes home”
- Providing the highest quality, cost effective emergent care and mitigation to all-hazards calls for assistance
- Providing the best customer service at all times. Treat everyone with the utmost courtesy and respect
- Embracing integrity is paramount. We recognize “the badge” gives fire fighter’s unlimited power and entrée into peoples lives at their most vulnerable moments and we must always be good stewards of that sacred trust
- Giving back to the community wherever and whenever possible
- “Owning our work” and serve as a role model for health, fitness and safety resource
- Endeavoring to enforce building and fire code models



Craig Goodrich
Fire Chief



“To serve our community before, during and after an emergency.”

Organizational Philosophies

- We do the right thing.
 - We believe leadership by every member at every level in the organization contributes to the success of the AFD.
 - We strive for consistency, accountability, reliability and self-discipline.
 - We believe in transparency of purpose and open communication.
 - We reward innovative thinking and initiative.
- 8
- We expect all members to make decisions they are able to defend.
 - We empower all members to make decisions appropriate for their role in the organization.
 - We promote reasonable risk-taking and discretion when it benefits the public and our members.
 - We realize the benefits of providing the highest level of customer service and public relations possible.
 - We realize the importance of representation at public meetings and boards.
 - We provide leadership to emergency service organizations on the State and National levels.

Command and Senior Staff



TOP ROW: (left to right)

Mike Levy, M.D. - *Medical Director*
Cleo Hill - *Public Affairs, Battalion Chief*
Larry Jones - *Budget & Finance Director*
Young Suenram - *Operations Battalion Chief*
John Adamson - *Operations Battalion Chief*
Jim Vignola - *Operations Battalion Chief*
Chris Bushue - *Operations Battalion Chief*
Jim Foster - *Operations Battalion Chief*
Tim Garbe - *Operations Battalion Chief*
Mike Crotty - *Emergency Medical Battalion Chief*
Ray Barber - *Operations Battalion Chief (retired)*
Tom Preston - *Operations Battalion Chief*
John Huxley - *Operations Battalion Chief*
Gary Bullock - *Operations Battalion Chief*
Tom Oxnam - *Safety Battalion Chief*
Mark Jones - *Safety Battalion Chief*
Anne Sigsworth - *Emergency Medical Battalion Chief*
Karen Norsworthy - *Human Resource Director*
Tom Kempton - *Public Information Officer (retired)*

BOTTOM ROW: (left to right)

Jeff Dobson - *Training Battalion Chief*
Brian Keene - *Assistant Chief*
Erich Scheunemann - *Assistant Chief/EMS*
Wade Strahan - *Assistant Chief*
Doug Schrage - *Operations Chief*
Craig Goodrich - *Fire Chief*
Michelle Weston - *Administrative Chief*
Mark Hall - *Fire Marshal*
Jim White - *Planning and Development Division Chief*
Soren Threadgill - *Liaison, Health and Safety Division Chief*
Bridget Bushue - *Training and Public Affairs Division Chief*

Fundamental Principles

- We consider the benefit of our actions to the community, department, and individual.
- We seek compliance with professional standards wherever applicable.
- We promote advanced professional training and educational opportunities including National Fire Academy attendance and the pursuit of post-secondary academic education.
- We seek the integration of disparate operations and to provide a variety of work experiences to our members.
- We seek continual improvement of processes and service delivery.
- We provide for the development of our future and current officers.
- We pursue continuous improvement and operational excellence in every facet of service delivery and internal processes through technological advancement and innovation.
- We represent the AFD and the Municipality of Anchorage in organizations, on committees, and at conferences (nationally, statewide and regionally).
- We promote safety, health, and fitness.
- We strive to attain stable, sustainable budgets, deliver core services efficiently, and keep the economy healthy.

Be informed (know expectations)

Have influence (be part of the process)

Be respected (do the right thing)

Be recognized and rewarded (to feel value)



Primary Standards and Guidelines

The fire service is one of the most heavily regulated industries. Operations are subject to the regulations and control of numerous federal, state, local, and third service agencies or organizations. Generally, the AFD seeks to comply with most applicable NFPA Standards and Guidelines where other industry standards do not exist. A partial list of the most relevant codes, standards, and guidelines is included here.

- Anchorage Municipal Code
- AFD Standard Operating Guidelines
- Alaska Statutes Chapters 18.08 (Emergency Medical Services) and 18.70 (Fire Protection)
- Alaska Occupational Safety and Health Administration regulations
- NFPA 450 Guide for Emergency Medical Services and Systems
- NFPA 1500 Standard on Fire Department Occupational Safety and Health Program
- NFPA 1581 Standard on Fire Department Infection Control Program
- NFPA 1583 Standard on Health-Related Fitness Programs for Firefighters
- NFPA 1670 Standard on Operations and Training for Technical Search and Rescue Incidents
- NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments
- NFPA 1901 Standard for Automobile Fire Apparatus
- NFPA 1911 Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus
- Commission on Fire Accreditation International
- Insurance Services Office



End Outcomes

End Outcomes are measured annually.

1. Improve outcome for sick, injured, trapped, and endangered victims

TARGETS:

- Increase survivability of cardiac arrest patients by 3% per year

2. Prevent unintended fires

TARGETS:

- Reduce the number of unintended fires by 10% per year

3. Eliminate fire deaths and injuries

TARGETS:

- Reduce the number of civilian fire fatalities by 50%
- Reduce the number of firefighter injuries by 50%

4. Reduce fire damage

TARGETS:

- Contain 90% of fires to room of origin
- 75% or less of 5-year average annual Anchorage fire property losses
- 10% or less non-fire losses on 95% of structure fires
- Contain wildland fire spread to less than 20% of size on arrival, with no structures lost

5. Provide a high degree of customer satisfaction

TARGETS:

- 90% satisfaction with treatment and transport
- 90% satisfaction with treatment for pain



Service Level Objectives

OPERATIONS DIVISION

Customer Service-Service Level Objectives:

1. 90% or more of composite survey responses “very satisfied”.

Fire Prevention Service Level Objectives:

1. Determine cause and origin for all fires within 30 days.
2. Inspect 100% of all high risk occupancies annually.
3. Inspect 100% of all buildings subject to code enforcement every three years.
4. Review 100% of plans for new construction within 60 days of receipt.
5. Review 100% of community right-to-know reports annually.

Emergency Medical Service Level Objectives:

1. Ambulance requested but not available, zero times per month.
2. 911 transfer from police dispatch to fire dispatch within 30 seconds, 90% of the time.
3. Emergency calls dispatched in 60 seconds or less, 90% of the time.
4. Turnout in 60 seconds or less, 90% of the time.
5. Arrival of a basic life support unit within four minutes or less to 90% of code red medical emergencies.
6. Arrival of an advanced life support unit within 8 minutes or less to 90% of code red medical incidents.
7. Arrival of a transport unit within 8 minutes or less to 90% of code red medical incidents.
8. Status 2 pediatric care compliant with protocol 95% of time.
9. Code 99 care compliant with protocol 95% of time.
10. Status 1 care compliant with protocol 95% of time.
11. ASA given and pain scale documented per protocol 95% of time.
12. 12-Lead ECG interpreted correctly 95% of time.
13. 90% of entrapped victims extricated within 10 minutes of arrival.
14. 50% of victims of water emergencies successfully rescued and/or resuscitated.

Fire Suppression Service Level Objectives:

1. 911 transfer from police dispatch to fire dispatch within 30 seconds, 90% of the time.
2. Emergency calls dispatched in 60 seconds or less, 90% of the time.
3. Turnout in 60 seconds or less, 90% of the time, for code red responses.
4. Arrival of a fire pumper within four minutes or less to 90% of structure fires.
5. Arrival of 15 firefighters in eight minutes or less, 90% of the time for working structure fires.
6. Response time never to exceed 15 minutes.
7. Four firefighters on the initial arriving fire company, 100% of the time.
8. Pre Fire Plan all commercial buildings; 7 new, 12 revisits per year per company officer.

ADMINISTRATIVE DIVISION

Apparatus and Maintenance Service Level Objectives:

1. Maintain apparatus and equipment in an operational condition and to manufacturer’s specifications.
2. Implement a preventative maintenance program and track apparatus maintenance costs and apparatus records effectively.
3. Maintain fully qualified technologically current mechanics with a dedicated training program.
4. Provide fire apparatus engineers with ongoing education on apparatus preventative maintenance and provide support to the line.
5. Run all shop operations with an adherence to safety for shop personnel and shop performed work.

Training Service Level Objectives:

1. All personnel to attend/complete individual training, 90% of the time.
2. Maintain currency of required certifications and licensure for 100% of personnel.
3. 90% of class evaluation forms marked satisfactory or better.

Vehicle Maintenance



Fire Operations



Vehicle Extrication



Command





Car Seat Program



Fire Prevention



Dispatch



New Hire Training



Public Education

Planning and Development Service Level Objectives:

1. Provide one hour of technical training for P&D staff weekly.
2. Maintain CAD up-time of 99% or higher.
3. Keep address information current within two business days of updates.
4. Release all completed incident reports within two business days.
5. Complete technology acquisitions within three business days from selection and evaluation process.
6. Maintain CAD and supporting applications within one version of current.
7. Reduce callouts by 5% each year until zero.
8. Maintain bandwidth capacity at 50% utilization for internal and external.
9. Provide ad-hoc reports within 3 business days.

Safety and Health Service Level Objectives:

1. Respond to all accidents, injuries and exposures within one hour notification.
2. Provide investigative reports to Senior Staff and risk management for all accidents and injuries within 48 hours.
3. Coordinate the provision of Annual Fitness Assessments to personnel annually.
4. Provide safety oversight on emergency responses.
5. Coordinate annual physical examinations, TB tests and flu shots for all personnel.
6. On a continual basis, recommend, direct and/or assist with making safety improvements within the department.

Public Affairs Objectives:

1. Provide accurate, timely public information to the media.
2. Foster a positive open relationship with the public in terms of conveying fire prevention messages, educating the public about our fire and EMS service and the quality of our services offered to the public.
3. Provide free car seat inspections for the public.
4. Provide free fitting of bike helmets.
5. Continue to educate and prepare the community to respond to a wildfire event.
6. Be advocates for CPR in our community.

Contract Administration Service Level Objectives:

1. At all times, adequate EMS medical supplies will be procured and maintained to resupply ambulances and re-stock hospitals.
2. Disposable PPE (personal protective equipment) will be maintained on hand for resupplying the Safety Officers and Battalion Chiefs as needed.
3. Work orders for Facility and Exercise Equipment requests will be reviewed each regular 40-hour workday for immediate response, forwarding to facility maintenance or other disposition.
4. Ambulance billings will be sent to the billing contractor within five working days of all records completed.
5. Upon return of controlled substance logs for the month, reconciliations will be maintained current within two months.
6. When AFD receives a request for EMS records, 80% will be responded to within 1-3 working days; 100% will be responded to not later than 5 working days after receipt.
7. Staff support is provided to the EMS Board; minutes and agenda are prepared and distributed one week before meetings.

Purchasing Service Level Objectives:

1. Non-utility accounts payable approved, coded, and processed for payment within 30 days from invoice date.
2. Utility accounts payable processed for payment within one week from date of receipt.
3. Account receivables set up and invoiced within two weeks from date of receipt of sufficiently documented billing request.
4. Asset Management PeopleSoft Interface approved on or before month-end.
5. Asset Management PeopleSoft Interface reconciled against applicable Procurement Card and CSA "MuniMart" purchases within one month from date of purchase.

Payroll/Personnel Service Level Objectives:

1. Bi-weekly payroll processing requirements are completed in accord with the applicable schedule and deadlines established by the Municipal Payroll Supervisor.
2. Responses to requests for payroll information and assistance are provided in a timely manner, with the goal of maintaining a same-day response rate of at least 90%.
3. Bi-weekly pay rate reconciliation and verification procedures achieve a "pay rate applied" versus "pay rate actual" variance of less than 5%.
4. Periodic sampling confirms that the department's in-house personnel FileMaker data base reflects a "current employee record" versus "actual employee status" variance of less than 5%.

Strategic Priorities & Initiatives

PUBLIC EDUCATION & COMMUNITY RISK REDUCTION

The fire department recognizes the value in partnerships with other organizations, so its strategy is to partner with other external organizations to educate and distribute its message. These efforts include:



- Distribution of smoke detectors and carbon monoxide detectors through a cooperative agreement with Safe Kids, Providence Hospital, and Home Depot.
- Distribute bicycle helmets and inspect car seats.
- Attend community council meetings to maintain communication with residents about local issues.

RESIDENTIAL SPRINKLER ORDINANCE

The single most important fire safety item the community of Anchorage could enact is the adoption of a residential sprinkler ordinance. Residential sprinklers save lives and reduce property damage as a result of fire. The cost of installing residential sprinklers has dropped dramatically in recent years and is economically feasible to accomplish. The long-term implications of a residential sprinkler ordinance will have both a profound effect on life safety in addition to widespread economic benefits. Annually, more than 80% of



structure fires occur in residential occupancies, so this initiative should have a significant impact on reducing fires and decreasing fire deaths.

Target: 100% of all new residential construction built after 2010 to include sprinklers.

EARLY CARDIOPULMONARY RESUSCITATION (CPR)

Improved patient outcomes are linked to early bystander CPR; data indicates rapid CPR will double the chances of survival. This initiative will provide CPR training opportunities through a variety of teaching methods including online, traditional classroom, and “CPR Anytime” self-directed instruction. CPR Anytime is a unique self-directed program designed by the American Heart Association, targeting the general public, those who do not traditionally attend CPR courses.



The department would also like to partner with the Anchorage School District to target teaching staff and students.

Target: Have all municipal employees trained in CPR in 2010

BUILDING INSPECTION

Another important activity is inspection of buildings for fire code violations. This proactive activity not only substantially reduces the likelihood of a disastrous fire from occurring, if a fire were to occur it decreases the likelihood of death and injuries to both civilians and fire fighters alike. Currently, the Municipality of Anchorage has two separate building service areas; only buildings within the Anchorage Building Service Area are subject to inspection by the Anchorage Fire Department. Further, there are approximately 40,000 occupancies subject to inspection in the Anchorage Building Service Area. With the existing fire inspection staff, only 9,600 buildings are able to be inspected per year, falling short of the fire department’s service objective of inspecting every occupancy every three years. The fire department has established as a priority to:

- 1. Incorporate all areas of the Municipality of Anchorage into a single building service area.**
Target: Long Term
- 2. Increase fire inspection staff from eight to twelve.**
Target: Medium Term
- 3. Increase the reliance on line personnel for building inspections.**
Target: Short Term

WILDLAND FIRE MITIGATION STRATEGIC PLAN SUMMARY

Excerpted from the MOA Community Wildfire Protection Plan (Feb 2008)

Firewise Education delivered to homeowners and neighborhoods to support emergency preparedness, neighborhood cooperation, and community responsibility.

“A sprinkler system costs one to two percent of the total construction costs.”

Forest Treatment across public and private lands to reduce fire spread and intensity while maintaining healthy forests that have a greater capacity to survive a changing environment through research, monitoring and stewardship.

Wildland Fire Response Capability maintained and improved through continual training of all emergency responders, effective management of ingress and egress routes during an emergency, and maintenance of functional water resources.

Post-incident Recovery plan to address infrastructure and economic impacts of public and private entities along with restoration of environmental impacts after a wildland fire.

EMERGENCY RESPONSE

While the fire department makes tremendous investments in prevention and public education efforts, we also recognize the importance of quick and effective emergency response. In an effort to balance the need to improve service while at the same time minimizing increased operating costs, the fire department has chosen to redeploy existing resources where possible. Redeploying existing apparatus offers the opportunity to decrease response times. Population growth and new construction in other under-served areas also demands the addition of new services.

Initiatives include:

- 1. Open an ambulance in Jewel Lake/Sand Lake area.** Compliance with the eight minute service level objective is at 47%, far short of the 90% target. Ambulance service is currently dependent on ambulances coming from the Spenard, Dimond or Huffman fire stations.
Target: Proposed Bond Initiative 2009
- 2. Seek sustainable funding and more efficient utilization of Chronic Inebriate Contract Services (Community Service Patrol);** AFD administers the chronic inebriate transport contract. Requests for this service has increased 7% over the last year. Chronic inebriates not transported by CSP to the sleepoff center are transported by AFD to local hospitals.
Target: 2009

- 3. Analyze fire service resources and fire station locations in Eagle River.** Comprehensive analysis of Eagle River, Chugiak and Southfork fire resources and response modeling is needed to determine deployment of additional Eagle River and Chugiak fire stations and/or resources for the community.
Target: 2009

- 4. Analyze the Huffman Fire Station location and seek legislative funding for Station relocation and/or remodel and determine the feasibility of future fire/EMS resource deployment to the Potter Valley.** The roadway where the Huffman fire station currently exists is scheduled for major upgrades over the next two years. The new traffic pattern includes round-a-bouts and dividers down the center of the roadway. There is also heavy business and residential areas adjacent to the existing location; this parcel of land could be better utilized. There are also disruptions generated by emergency apparatus departing and returning to the station. The parcel is also very small and not suitable for many of the activities which occur at the station. The station is also old and outdated and is in need of serious repair. Considering the opening of Station 15 near Klatt, the northern portion of this area can now be protected by Station 15. All of these events combined create an opportunity to move the station south. Legislative funding for this station was initially included in the 2009 State Capital Budget but vetoed from the final version.
Target: 2011

- 5. Open stations in Abbott Loop and Midtown.**
 - A. Open a fire station in the area of Abbott Loop and move existing engine company from the Dimond fire station.** The Abbott Loop area is not within the four minute response of the closest fire stations.
Target: Long Term
 - B. Open a fire station in the midtown area and move an existing engine company from the downtown fire station.** Add a new ambulance to this station. The midtown area is one of the fastest growing areas of the community; as a result the response volume in this area continues to increase. This location provides the ability to maintain a higher concentration of fire fighting resources near downtown, while at the same time improving response times to a larger area.
Target: Long Term



Strategic Priorities & Initiatives

- 6. Open a fire station in the area of Minnesota and Raspberry Road with a new engine company.** This area is also outside of the four minute response area of the closest fire stations. With the extension of 76th Ave from Minnesota to C Street, this location provides excellent 360 degree coverage to adjacent areas.

Target: Medium Term

- 7. Staff all companies with a firefighter/paramedic, making all companies four-person.** Four-person companies have been proven to increase firefighter safety and improve effectiveness during emergency operations. Another benefit to four-person companies is the fire department could reduce the number of companies sent to full-alarm assignments. Ensuring every company was staffed with a paramedic/firefighter will also ensure consistency among response areas.

Target: Medium Term

- 8. Seek Legislative funding to replace the Muldoon Fire Station.** The current location of this fire station meets fire and EMS response goals, however the fire station facility is reaching its life expectancy. Legislative funding for this station was initially included in the 2009 State Capital Budget but was vetoed from the final version.

Target: 2011

- 9. Open a station in the proposed Romig Community Center; redeploy the Spenard engine and/or ambulance to this location.**

The Anchorage School District has proposed construction of a community center at the Romig Middle School. This is near Minnesota and Northern Lights, an area which has marginal compliance with four minute service objectives. Northern Lights is the longest east/west roadway in Anchorage and runs directly through the midtown area, providing excellent access to other areas of the community.

Target: Long Term

- 10. Open a fire station near Northern Lights and Bragaw and redeploy the Airport Heights truck company to this location.**

The downtown and the Airport Heights truck companies have considerable overlap in their 8-minute service areas. Their current positions were selected in the 1950's when Anchorage consisted of downtown, Government Hill, Fairview and Mountain View. At that time (and under the fire suppression model of that time) these positions were optimal. Over the last fifty years, the 8-minute service area for the Airport Heights truck company has predominantly moved to the east. As an interim measure, Truck 3 should be moved to Station 4. As a long-term solution, a new station should be built which provides for the best eight minute service area to East Anchorage; analysis shows the target location is near Northern Lights Blvd. and Bragaw Street. The agency should also advocate for the extension of Elmore Road, between Northern Lights and East 36th Ave. The road extension will give excellent access to all portions of this service area. This station location also places a Truck company central to three of the communities target hazards; Providence, Alaska Regional and Alaska Native Medical Hospitals.

Target: Long Term



Wildland Operations



Planning and Development





Medical Training



Fire Training



Fire Safety



Hazardous Materials

HUMAN RESOURCES

The fire department considers its employees as one of its most important resources. The fire department places great emphasis on developing and improving its human resources. Future plans to accomplish this are:

1. **Rebuild and Expand the Fire Training Center.** In fall 2009, construction and renovation of the Fire Training Center began as a result of \$18 million in funding from the State Legislature and a \$1.3 million bond. The new training center will triple in size the existing 25 year old facility with new live burn props, increased classroom space and a new training tower.
Target: Funded and Opening Winter 2010.
2. **Transition dispatch work schedule to 24 hours.** The fire department's dispatchers currently work a 12 hour schedule, with a minimum of three dispatchers on duty at a time. The fire department plans to move the dispatchers to a three platoon 24-hour work schedule. With this schedule, dispatchers will have more time off to spend with family and the dispatch center staffing will be increased to between five and seven dispatchers on duty during every shift. This additional staffing will decrease call-taking and dispatch times during peak periods of operation.
Target: Medium Term
3. **Strengthen our Health and Wellness programs.** This includes the reintroduction of our Docs2U program which provides worksite chiropractic services, continued rollout of the Municipality of Anchorage MuniWellnessWorks program which began providing health fairs and online wellness information and programs this year, and safety culture improvements through participation in The Influence of Safety Culture on Line of Duty Death and Injury in the US Fire Service study conducted by Oklahoma State University and the International Fire Service Training Association (IFSTA).
Target: Short Term

4. **Recruitment program.** The fire department would like to increase its workforce diversity through a broader recruitment program.
Target: Short Term
5. **Areawide credentialing and/or currency of Paramedics and Emergency Medical Technicians.** Renewal of MICP licenses and EMT certifications of fire department employees involves a credentialing process including completion of annual training hour requirements and the satisfactory participation in a multi-faceted on-going education and testing process conducted under the supervision of the Mayor's EMS Board. Satisfactory completion of proficiency standards, and satisfactory completion and documentation of biannual currency (patient contact) requirements is required of all operational MICPs who do not regularly work on the ambulances. Eventually this currency program will be expanded to include all EMTs as the department integrates these employees further into patient care responsibilities.
Target: Short Term
6. **Establish a training partnership with the University of Alaska-Anchorage.** The fire department will utilize emergency services courses offered by the University of Alaska as part of the department's career advancement training. The department will forecast promotional training requirements 24 months in advance and request specific courses from UAA to be used as required training for promotion. A training partnership between the fire department and UAA already exists, though improvement of this partnership will begin by specifying courses for fire department career advancement in the fall of 2009.
Target: Medium Term
7. **Develop a program for rotating Fire Officers through Fire Prevention, Training, and Dispatch.** These other disciplines offer opportunities to broaden employee's skill sets and also offers a different perspective into different department operations. The knowledge gleaned can be applied to emergency operations.
Target: Ongoing

Strategic Priorities & Initiatives

INFRASTRUCTURE

The fire department is also very dependent on its infrastructure to provide an adequate level of service to the community. The critical infrastructure components include 14 fire stations, 50 emergency apparatus and a myriad of equipment for use during emergency response. Without this infrastructure, the fire department would be unable to fulfill its mission. For this reason, the fire department considers maintaining its infrastructure as a strategic priority. Upcoming initiatives include:

- 1. Renovate fire maintenance facility and transition to a seven day operation.** The current facility was built 30 years ago when fire apparatus were smaller and the AFD fleet was 75% smaller. The mechanics service all fire, EMS, and rescue equipment (boats, snowmachines, breathing air compressors) for the Anchorage, Chugiak and Girdwood Fire Departments. The current facility and staffing levels need to be increased in size to support the volume of equipment serviced. New fleet management software is also being implemented.
Target: Short Term
- 2. Replace all cardiac monitors and automatic external defibrillators (AED).** Areawide EMS deploys cardiac monitors throughout the MOA. These monitors are obsolete and need to be replaced in 2009.
Target: Proposed Bond Initiative 2009
- 3. Replace all Self Contained Breathing Apparatus (SCBA).** The fire department's existing SCBA equipment is more than ten years old and no longer complies with the national safety standard for this equipment. AFD has started researching and testing new airpacks to determine the replacement model. Due to the volume of air resource related work, AFD will fund one dedicated air resources technician in 2009 and add one additional breathing air compressor.
Target: Funded 2008 Bond, Replacement in 2009

- 4. Upgrade the Computer Server Room and increase security of IT Systems.** The fire department maintains a server room for its Computer Aided Dispatch system, Records Management System and other mission critical applications. The server room needs to be rewired and a modern fire suppression system installed. This project will cost an estimated \$100,000.
Target: 2009
- 5. Renovate the Spenard Fire Station.** This project was funded by the State Legislature in 2008 with a \$4.5 million grant with a local match component of \$600,000. The station will gain additional apparatus space and improved living quarters. This station provides critical EMS and fire support to Ted Stevens International Airport and is one of the busiest fire stations in Anchorage.
Target: Funded 2008 State Grant with an Additional 2009 Proposed Bond Scheduled for Completion Winter 2009
- 6. Upgrade the Video Center to digital high-definition.** The Video Center provides extensive public education material for the fire department and also serves as a central means for communication among the various remote worksites.
Target: Short/Medium Term
- 7. Rebuild the Airport Heights Fire Station.** This project was funded by the State Legislature in 2008 with a \$6 million grant with a local match component of \$300,000. The station will gain additional apparatus space and improved living quarters. This station provides service to Merrill Field, Airport Heights and Mountain View and is home to the USAR (Urban Search and Rescue Team).
Target: Funded 2008 State Grant with an Additional 2009 Proposed Bond Scheduled for Completion Winter 2009
- 8. Eagle River Fire Station Addition:** This project was funded by the State Legislature in 2008 with a \$496,000 grant with a local match component of \$400,000. The station will gain additional dorm space to facilitate future increased staffing and an additional training room.
Target: Funded 2008 State Grant with an Additional 2009 Proposed Bond Scheduled for Completion Winter 2009

Water Supply



Information Technology

Facility Construction



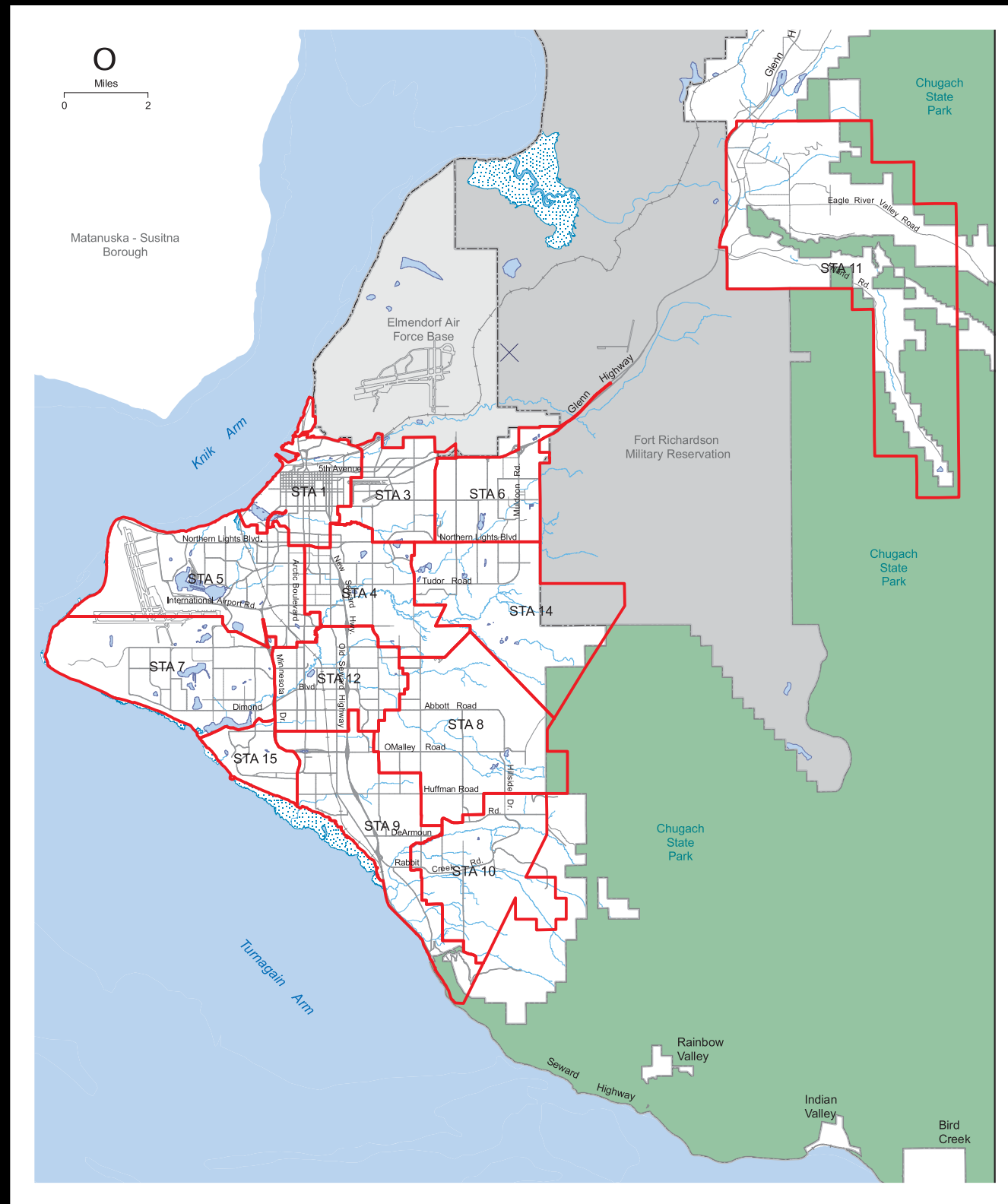
OPTIMIZE PERFORMANCE

The fire department is always looking for opportunities to optimize its performance through innovative use of technology and/or process improvements while continuing to search for new ways of improving our service to the community in a cost effective manner. Several projects the fire department plans to implement include:

1. New inventory tracking and control systems for AFD assets, EMS supply, fire logistics and shop inventories to decrease costs.
2. Deploy in March 2009, an electronic Patient Care Reporting system to include mobile field reporting and an electronic interface for transferring patient information from the electronic Patient Care Reporting system to the medical billing vendor. This project was funded with bond and federal grant funds.
3. Provide mobile mapping/information technology in all engines and command staff vehicles by summer 2009 to enhance response accuracy. This project was funded by a state legislative grant in 2007 and 2004 federal grant funds.
4. Search for “piggyback opportunities” with other existing government contracts with AFD supply vendors to decrease annual supply contract costs. Explore ways to decrease freight costs on contracts.
5. Research and implement cost saving measures for fuel, station maintenance and station utilities costs.
6. Recover full costs for fire investigations, event standbys and resource deployments out of area.
7. Consolidate purpose and standardization between Anchorage, Chugiak and Girdwood Fire Service Areas to reflect an areawide approach.
8. Expansion of bio-surveillance capabilities to agencies outside of the fire department.
9. Replace fire inspector vehicles with hybrids in 2011.
10. Combine the fire and police department dispatch centers into one location or install an electronic transfer of 911 incident data between APD Tiburon CAD and AFD Trittech CAD.
11. Build and renovate fire stations with more long-lasting durable materials, appliances and fixtures that have a commercial use application rather than low volume household use.



Fire Station Response Area



Anchorage Fire Department

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