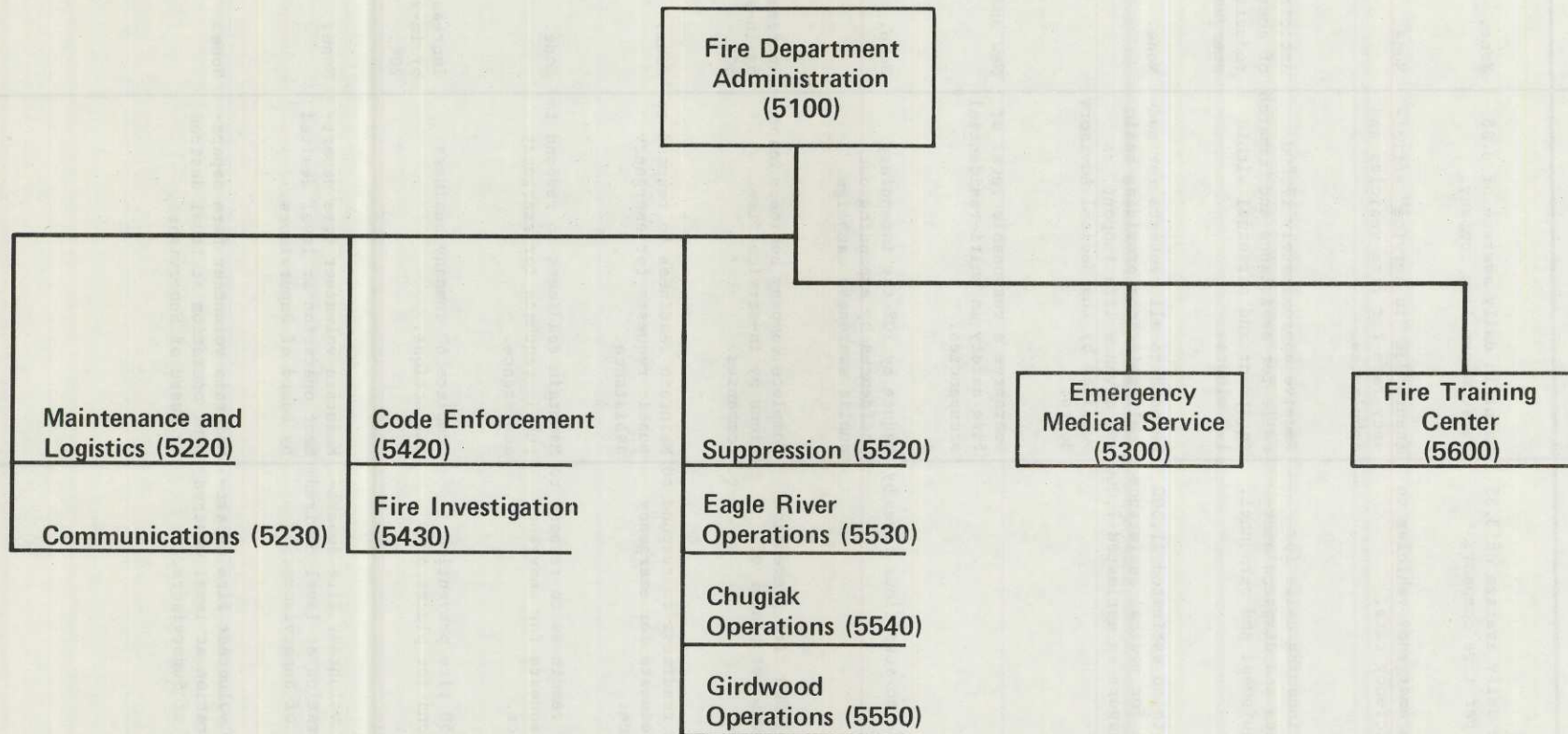


## ORGANIZATION CHART

### Fire Department



DEPT. Fire		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
5100	Administration	Maintain daily average of 3.85 persons per fire company.	Maintain daily average of 3.85 persons per fire company.	None.
5220	Maintenance and Logistics	Maintain emergency vehicles to 93% efficiency rate.	Ensure 93% "in service" efficiency rate for fire vehicles and ambulances.	None.
5230	Communications	Receive incoming calls for assistance and dispatch emergency equipment and personnel.	Receive approximately 17,000 calls for assistance and dispatch equipment and personnel within 1.0 minutes.	Anticipated slight increase of emergency service and reduction of time to dispatch emergency equipment.
5300	Emergency Medical Service	Respond to an estimated 11,500 requests for medical assistance and transport an estimated 7,000 patients.	Respond to all requests for medical assistance providing basic and advance life support, as outlined by the Medical Advisory Board.	None.
5420	Code Enforcement and Education	N/A	Guarantee a reasonable level of fire safety in multi-residential occupancies.	New budget unit for 1979.
5430	Investigation	Reduce arson/suspicious fires by 15%.	Reduce by 10% the incendiary incidences by expanding our public awareness campaign.	None.
5520	Suppression	Perform 1,000 fire prevention inspections for places of business.	Complete company business inspections by in-service fire companies.	Increase business inspections by in-service companies by 50%.
		Maintain readiness to respond to public requests for emergency assistance.	Maintain readiness to respond to public requests for emergency assistance.	None.
5530	Eagle River Operations	Maintain readiness to respond to public requests for emergency assistance.	Maintain readiness to respond to public requests for emergency assistance.	None.
		Perform 50 fire prevention inspections for places of business.	Complete 60 company business inspections.	Increase business inspections by in-service companies by 20%.
5540	Chugiak Operations	Maintain volunteer fire department operation at level desired by Board of Supervisors.	Maintain volunteer fire department operation at level desired by Board of Supervisors.	None.
5550	Girdwood Operations	Maintain volunteer fire department operation at level desired by Board of Supervisors.	Maintain volunteer fire department operation at level desired by Board of Supervisors.	None.



## MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

Page 145

DEPT. Fire	Unit No. 5000	DIV. Administration	Unit No. 5100	SEC.	Unit No.			
Work Program Statement For 1979								
Page 145								
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work- load	Effi- ciency	Effec- tiveness	1978	1979
1. Maintain average daily staffing per fire company.			# of fire companies daily	X			15	15
			# of apparatus "on line" daily	X			21	21
			# of personnel available daily		X		66	66
			% of available personnel required to maintain average			X	87%	87%
2. Maintain effective labor relations with minimum of grievances.			# of meetings	X			4	4
			# of staff hours		X		48	48
			# of grievances filed			X	0	0
3. Assist Girdwood V.F.D. to maintain level of service desired by the community.			# of meetings	X			14	14
			# of staff hours		X		54	54
			maintaining budgetary limits			X	100%	100%
4. Assist Chugiak V.F.D. to maintain level of service desired by the community.			# of meetings	X			8	8
			# of staff hours		X		24	24
			maintaining budgetary limits			X	100%	100%
5. Initiate and complete necessary managerial and clerical actions to ensure timely and effective operation of support services division.			- Preparation and coordination of department plans and programs	X			600	650
			- Fiscal analysis and management of department budgets	X			staff hours	staff hours
6. Participate in interagency programs for mutual aid and fire disaster planning.			# of agencies participating	X			10	10
			# of meetings	X			36	36
			# of staff hours required		X		160	200
			# of contracts administered			X	9	10

## EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Insurance Services Offices (ISO) recommended staffing for fire companies is 4 persons per company department goal. To maintain 3.85 persons continues the level of service that existed prior to unification as approved by Assembly.
2. Labor union grievances take a great deal of staff time to resolve and adversely affect the morale and effectiveness of the organization.
3. Municipal policy.
4. Municipal policy.
5. Mission accomplishment is directly dependent upon satisfactory operation of support services.
6. Municipal policy.

## CHANGES FROM CURRENT OPERATIONS:

1. None.
2. None.
3. None.
4. None.
5. None.
6. None.

## SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Monitor daily and report quarterly on daily fire company staffing, including sickness, injury, annual and emergency leaves to develop predictive statistical basis for valid staffing recommendations to Municipal administration.
2. Institute minimum of quarterly meetings between fire administration and firefighter union leadership to maintain and improve labor relations posture of the department.
3. Meet on regularly scheduled basis with Girdwood Board of Supervisors and Fire Chief to review budget status, planning and level of service.
4. Meet on regularly scheduled basis with Chugiak Board of Supervisors and Fire Chief to review budget status, planning and level of service.
5. Administer established program and policies via daily monitoring and supervision of activities. Schedule and conduct training meetings as required.
6. Schedule and conduct semi-annual meetings with participating agencies to ensure adequacy of plans. Exercise plan annually.



DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Fire	5000	Support Services	5200	Maintenance & Logistics	5220	
OBJECTIVES		PERFORMANCE INDICATORS				
		DESCRIPTION	Work-load	Efficiency	Effectiveness	1978
1. Insure 93% "in-service" efficiency rate for fire vehicles and ambulances	# of shop hours required for inspection, testing & repair	*			1,800	1,900
	Standard hourly shop rate		*		47.38	39.75
	% of fleet availability			*	93%	93%
2. Insure 90% "in-service" efficiency rate for administrative and support vehicles	# of vehicles	*			26	29
	Frequency of service	*			Bimonthly	Bimonthly
	Average monthly maintenance cost per unit		*		150	155
	% of fleet availability			*	78%	90%
3. Insure annual testing, inspection, and repair of fire suppression support equipment, life support apparatus, and miscellaneous tools	# of units to be serviced	*			520	550
	# of staff hours required for service		*		1,400	1,500
4. Provide procurement, warehousing and distribution of supplies/materials to support department operations	# of purchase orders processed	*			750 PO	550 PO
	and line items				80 item	80 item
	# of line items distributed in response to requests	*			80 item	80 item
	Average monthly cost per station		*		1,760	1,760
5. Perform physical inventory of personal property to determine status and ascertain needs	# of staff hours required to accomplish inventory	*			Incomplete	190
	# of items inventoried and marked			*	Incomplete	450
	# of items identified for disposal or replacement			*	Incomplete	to be determined

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

The maintenance and logistics section is a service function whose activities directly support the end product of providing emergency medical service and fire suppression capability to a public population of 210,000 persons. Job tasks and activities are predicated on maintenance requirements to insure instant response and operational dependability for a fleet of approximately 51 special purpose vehicles and 29 administrative and support vehicles. Fire protection and emergency medical service functions are housed in eleven fire stations which are manned 24 hours per day. Logistical support to maintain the structures in acceptable conditions in regards to housekeeping supplies is an absolute must. Without adequate support activities, it is possible and probable, that degradation of public fire protection would result. The intangible results could include rise in property loss and deaths due to fire, increased insurance rates based on recommendations of Insurance Services Office.

**CHANGES FROM CURRENT OPERATIONS:****SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

- |  |  |
|--|--|
| 1. Maintain emergency vehicles                           | *Develop schedule to insure recurring maintenance cycle                |
|  | *Perform inspection, testing, and repairs                              |
|  | *Analyze data reports to determine effectiveness                       |
| 2. Maintain administrative & support vehicles            | *Develop schedule to insure recurring maintenance cycle                |
|  | *Perform inspection and repairs  |
|  | *Analyze data reports to determine effectiveness                       |
| 3. Inspect, test, & repair equipment & tools             | *Inspect equipment and tools in place                                  |
|  | *Requisition required parts for repairs                                |
|  | *Transport items to shop, repair, & return to service                  |
| 4. Procure, warehouse, and distribute supplies/materials | *Determine needs by analysis of consumption data                       |
|  | *Generate requisitions---receive incoming supplies/materials           |
|  | *Process supply requests & distribute supplies on recurring schedule   |
| 5. Perform personal property inventory                   | *Visit all locations having accountable personal property              |
|  | *Visually inspect property and annotate property records               |
|  | *Determine condition of property & take action to replace if necessary |
|  | *Reconcile property records and file results                           |



DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Fire	5000	Support Services	5200	Communications	5230
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	
1. Receive approximately 17,000 calls for assistance and dispatch equipment and personnel within 1.0 minutes.	# and frequency of calls received	*			15,150
	Staff hours required to provide continuous operation of dispatch function	*			17,520
	% of calls processed within time parameter		*		94%
2. Determine requirements for fire alarm boxes has been deleted per I.S.O. grading schedule, study, and reevaluation.	Staff hours to research data for one-year alarm records	*			-0-
	Staff hours required to disconnect and remove boxes	*			-0-
	Reduction in number of boxes presently maintained	*			-0-
3. Installation of approximately 10 fire alarm master boxes in newly constructed buildings upon request and payable by requester of service.	Staff hours required for installation of master boxes	*			-0-
	Reduction in number of false alarm		*		40
	Reduction in number of maintenance hours required		*		undetermined
4. Replacement of approximately 12 obsolete or outdated mobile and portable radios.	Staff hours required for testing, installation, and placing units in service	*			-0-
	Decrease the number of unintelligible radio transmissions	*			-0-
	Reduction in number of hours required for maintenance		*		-0-

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

Communications is a service function directly serving the needs of the public to request assistance during fire or medical emergencies. Primary demand factor is projected population of 210,000 to be served during this budget year.

**CHANGES FROM CURRENT OPERATIONS:**

1. Increase of calls for assistance due to growth of community.
2. Deleted
3. Increased demand for connecting private alarm systems to fire communications center imposes increased work load on this section.
4. Maintenance hours required on present radio communication equipment necessitates a comprehensive survey to ascertain needed replacement and update radio equipment.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

- Objective 1:** Receive emergency calls and dispatch equipment
- Provide 24 hour manning for communications center
  - Receive and document incoming calls
  - Dispatch equipment and personnel commensurate with situation
  - Complete proper forms for each response and file records
  - Test radio equipment daily
  - Deleted
- Objective 2:** Determine requirements for fire alarm system
- Objective 3:** Installation of approximately 10 fire alarm master boxes
- Receive request for installation of fire alarm box
  - Issue copy of municipal fire alarm ordinance 23.50
  - Issue permit for installation
  - Coordinate installation with electronics shop
- Objective 4:** Replacement of mobile and portable radios
- Survey the radio equipment for replacement
  - Submit specifications for equipment
  - Submit requisition for purchase of equipment
  - Purchase radio equipment



DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.			
Fire	5000	Emergency Medical Service	5300					
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Respond to all requests for medical assistance providing basic and advanced life support, as outlined by the Medical Advisory Board.			# of estimated alarms	*			10,200	11,500
			# of estimated patient transports	*			6,200	7,000
			# required for staffing medic unit daily		*		11	11
			% of medical reports evaluated on patients transported			*	92%	95%
2. Respond to 90% of the medic alarms in the "bowl" area within four (4) minutes for initial response and ten (10) minutes for secondary responses.			# of estimated alarms	*			9,000	10,500
			% of response within time frame		*		90%	90%
			% of dispatch cards evaluated			*	95%	95%
3. Sponsor a Cardio-Pulmonary Resuscitation (CPR) instructor course.			# of hours of instruction	*			6	6
			estimated total cost		*		500	500
			# of estimated certified CPR instructors			*	40	40
4. Provide Emergency Medical Treatment (EMT) refresher training to available fire suppression personnel.			# of estimated students	*				80
			# of classes presented	*				4
			estimated total cost		*			500
			# of estimated recertified EMT's			*		80
5. Provide Emergency Medical Treatment (EMT) training to available fire suppression personnel.			# of estimated students	*			60	Department Program Completed
			estimated total cost		*		1,200	
			# of estimated certified EMT's			*	60	

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

With the continued increase in requests for medical assistance as demonstrated by statistical analysis, citizens of this community rely on this service for pre-hospital medical care 24 hours a day, year round. The Division of Emergency Medical Service is the only service providing advance life support within the Municipality. With the training to fire fighters in Emergency Medical Treatment, a vital basic life support service is provided for initial response. Without this continued support the staffing requirements for this division would essentially require a medic unit assigned to each Fire Station. As there is no other system of advanced or basic life support within the Municipality, a secondary responsibility of transporting the non-emergency patient is mandated. Heart disease still remains the number one cause of death for non-injury patients. In providing CPR instructor training to citizens of the Municipality, basic CPR instruction will be given to a wide cross section of the community.

**CHANGES FROM CURRENT OPERATIONS:**

With the completion of the 1978 EMT training program, more than 80% of the on-line fire fighters have completed the basic 81 hour EMT course. This course has now been implemented at the Anchorage Community College, providing six (6) college credit hours for successful completion. A new responsibility of refresher training has been identified that is not provided by any agency in the Anchorage area, requiring the Division of Emergency Medical Service to provide refresher EMT training to assure minimal standards of fire fighter personnel.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

Objectives	Task
1. Respond to 11,500 medic alarms.	Provide basic and advanced life support in the Municipality. Treat patients at the scene to prepare for transporting. Maintain equipment and medical supplies for effective use. Provide administrative and medical supervision. Provide continuing medical education for paramedics.
2. Respond to 90% of emergency alarms within the prescribed time frames.	Utilize fire companies as initial responders. Utilize medic units in joint operations. Evaluate dispatch cards for effectiveness.
3. Sponsor a CPR Instructors Course.	Provide classroom facilities. Assist in platform instruction. Evaluate and test student proficiency. Provide training aids.
4. Provide EMT Refresher Training to department personnel.	Utilize paramedics as primary instructors. Provide training aids and materials. Evaluate and test student proficiency. Assist in obtaining National or State recertification for students.



DEPT. Fire Department	Unit No. 5004	DIV. Fire Prevention	Unit No. 5400	SEC. Code Enforcement and Education	Unit No. 5420
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OBJECTIVES	DESCRIPTION	Work- load	Effi- ciency	Effec- tiveness	1978	1979
(II) Guarantee a reasonable level of fire safety in multi-residential occupancies.	# of multi-residential buildings	*			2240	2350
	# of inspections to be accomplished	*			1200	2350
	% of total inspected			*	53	100

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

(II) Residential fire loss leads all other occupancies and accounts for 100% of fire fatalities. Continued building and population increases guarantees increases in fire incidents.

**CHANGES FROM CURRENT OPERATIONS:**

(II) Increased emphasis on suppression forces being utilized for code enforcement to augment Division work load.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

(II) Continued reinforcement to suppression crews in the form of reinspection assistance, follow-up instructions to crews to insure their interest and accuracy of enforcement, and constant monitoring of progress.

## MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

Page 150

DEPT. Fire Department	Unit No. 5004	DIV. Fire Prevention	Unit No. 5400	SEC. Investigation	Unit No. 5430
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OBJECTIVES	PERFORMANCE INDICATORS					1978	1979
	DESCRIPTION	Work-load	Efficiency	Effectiveness			
(III) Reduce by 10 percent the incendiary incidences by expanding our public awareness campaign.	# of cases investigated - First Quarter.	*				65	
	# of apprehensions -First Quarter	*				4	
	# of arson fires reduced			*		11 or 29%	

## EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

- (III) Expansion of our public awareness campaign is documented by a \*29% decrease in arson incidence within the Municipality one year after the initial program began. (\*77-78 1st. Quarter comparisons). Continued reduction will depend upon this activity as well as arrest and conviction of arsonists.

## CHANGES FROM CURRENT OPERATIONS:

- (III) Increased emphasis in public awareness concerning this community's arson problem will require expanding the vehicle of communication utilized to inform the public.

## SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- (III) Compose and distribute PSA announcements for both radio and television programed through 1979. Utilize the People Mover buses as a means of displaying placards promoting the existing Arson Hotline. Encourage media coverage of all fires describing their devastating effect with emphasis placed on the incendiary fire.



## MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

Page 151

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Fire	5004	Fire & Rescue Operations	5500	Suppression	5520
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	1979
1. Respond to estimated 5,000 alarms maintaining an average response time of 4 minutes.	# of emergency calls	*		4,750	5,000
	# of personnel required daily	*		66	66
	% of response average 4 minutes		*	90	90
2. Conduct fire flow tests on hydrant system.	# of fire flow tests	*		250	275
	# of staff hours required	*		1,500	1,650
3. Complete company business inspections by in-service fire companies.	# of inspections	*		1,000	1,500
	# of staff hours required	*		4,000	6,000
4. Complete 30 pre-fire plans.	# of pre-fire plans	*		30	30
	# of staff hours required	*		1,000	1,000

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

1. Meet Insurance Services Office requirements; minimize fire damage; minimize trauma from injuries of all types; keep citizens insurance rates at present levels, maintain level of service.
2. Providing fire fighting forces with critical information for combating fire; gather information to assist in planning with water utilities, and meet I.S.O. requirements.
3. Reduce potential hazards to life and property through correction of hazardous conditions; provide fire company personnel with significant information in case of fire or other emergency, and meet I.S.O. requirement.
4. Pre-fire planning results in more efficient fire fighting contributing to reduction of loss of life and property.

**CHANGES FROM CURRENT OPERATIONS:**

1. Utilization of data base provided by computerized station location study based on response time as the determinant factor in box assignments.
2. Increase of 25 fire flow tests due to expanding water system and construction of new buildings.
3. Increase company inspections by 500, due to expanded training in inspection techniques.
4. Increase of pre-fire plans for updating of present plans and consolidation of forms.

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

1. Assign box responses based on data accumulated from computerized station location study to take advantage of any potential reduction in response time.
2. Conduct 275 fire flow tests to determine gpm's of fire fighting water available in specific areas to provide information influencing tactical operations, major alarm assignments and planning recommendations to water utilities.
3. Assign individual fire companies to inspection districts to conduct business inspections of commercial occupancies, correct fire and life hazards and familiarize personnel with structures and contents located within their still district.
4. Complete 30 pre-fire plans of special and target hazard occupancies to improve potential major fire operations at these occupancies and reduce the potential loss of life and property.



## MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

Page 152

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Fire	5001	Fire and Rescue Operations	5501	Eagle River Fire Operations	5530
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	1979
	Work-load	Efficiency	Effectiveness		
1. Respond to estimated 350 alarms maintaining an average response time of 4.5 minutes.	# of emergency calls	*		350	350
	# of personnel required daily	*		2	2
	% of response averaging 4.5 mins.		*	100%	100%
2. Complete 4 pre-fire plans of major buildings within the Service Area.	# of pre-fire plans	*		4	8
	# of staff hours required		*	200	300
3. Complete 60 company business inspections.	# of inspections	*		50	60
	# of staff hours required		*	250	270

## EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Meet Insurance Services Office requirements, minimize fire damage; minimize trauma from injuries; and maintain level of service.
2. Provide fire fighting force with critical information in order to expeditiously rescue occupants, protect exposures and bring fires under control efficiently.
3. Familiarize firefighters with buildings for fire operations, meet requirements of I.S.O. and provide building owners with fire prevention techniques.

## CHANGES FROM CURRENT OPERATIONS:

1. Utilizing information from computerized station location study completed in 1978 response routes will be analyzed and improved where indicated.
2. Increase of pre-fire plans for 1979 due to consolidating forms and information need and updating pre-fire plan format.
3. To meet increase in business activity.

## SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Maintain fire company in state of 100% readiness by daily check of apparatus and equipment, operating at the authorized level of service of 2 persons. Performing scheduled on-going training and maintaining 1 water tanker at 100% readiness.
2. Complete 8 pre-fire plans of special and target hazard occupancies to improve potential major fire operations at these occupancies and reduce the potential loss of life and property.
3. Assign fire company to inspection districts to conduct business inspections of commercial occupancies, correct fire and life hazards, and familiarize personnel with structures and contents located within the district.



## MUNICIPALITY OF ANCHORAGE

Work Program Statement For 1979

Page 153

DEPT. Fire	Unit No. 5002	DIV. Fire and Rescue Operations	Unit No. 5502	SEC. Chugiak Fire Operations	Unit No. 5540
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1978	1979
		Work load	Effi- ciency	Effec- tiveness			
1. Maintain level of service desired by the community as expressed through the Chugiak Board of Supervisors.	Annual budget		*			100%	100%
	Budget status report			*		100%	100%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

1. Municipal policy. Chugiak Board of Supervisors and fire chief.

**CHANGES FROM CURRENT OPERATIONS:**

1. None

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

1. Utilize administrative support available from Anchorage Fire Department to assist with planning, budgeting, and purchasing.



## MUNICIPALITY OF ANCHORAGE

## Work Program Statement For 1979

Page 154

DEPT. Fire	Unit No. 5003	DIV. Fire and Rescue Operations	Unit No. 5503	SEC. Girdwood Fire Operations	Unit No. 5550
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1978	1979
		Work load	Efficiency	Effectiveness		
1. Maintain level of service desired by the community as expressed through the Girdwood Board of Supervisors.	Annual budget Budget status report		*	*	100% 100%	100% 100%

**EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:**

1. Girdwood Board of Supervisors and fire chief. Municipal policy.

**CHANGES FROM CURRENT OPERATIONS:**

1. None

**SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**

1. Utilize administrative support available from Anchorage Fire Department to assist with planning, budgeting, purchasing, maintenance, and auxiliary payroll.