

Pueblo Fire Department Strategic Plan

2012-2017

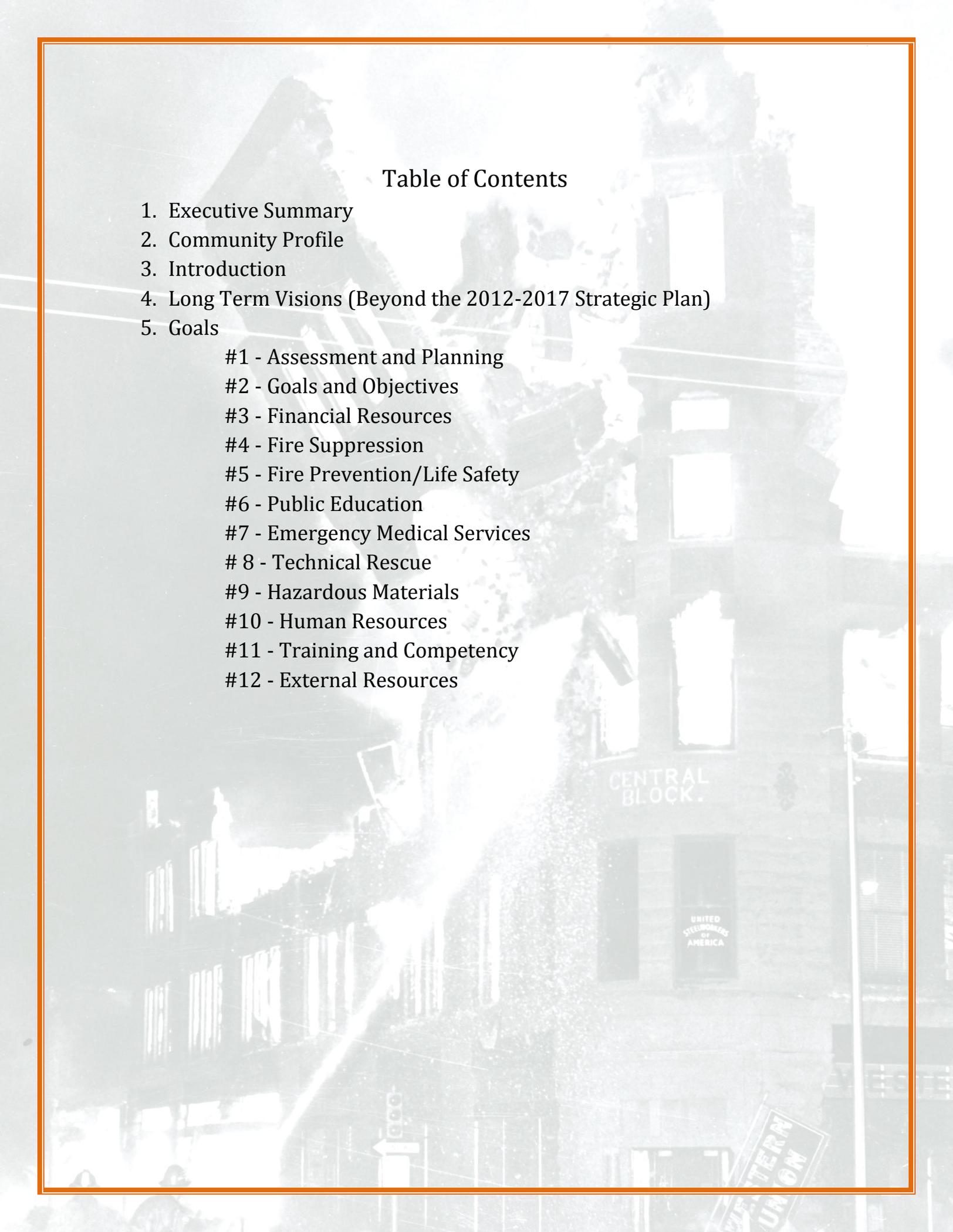


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Executive Summary

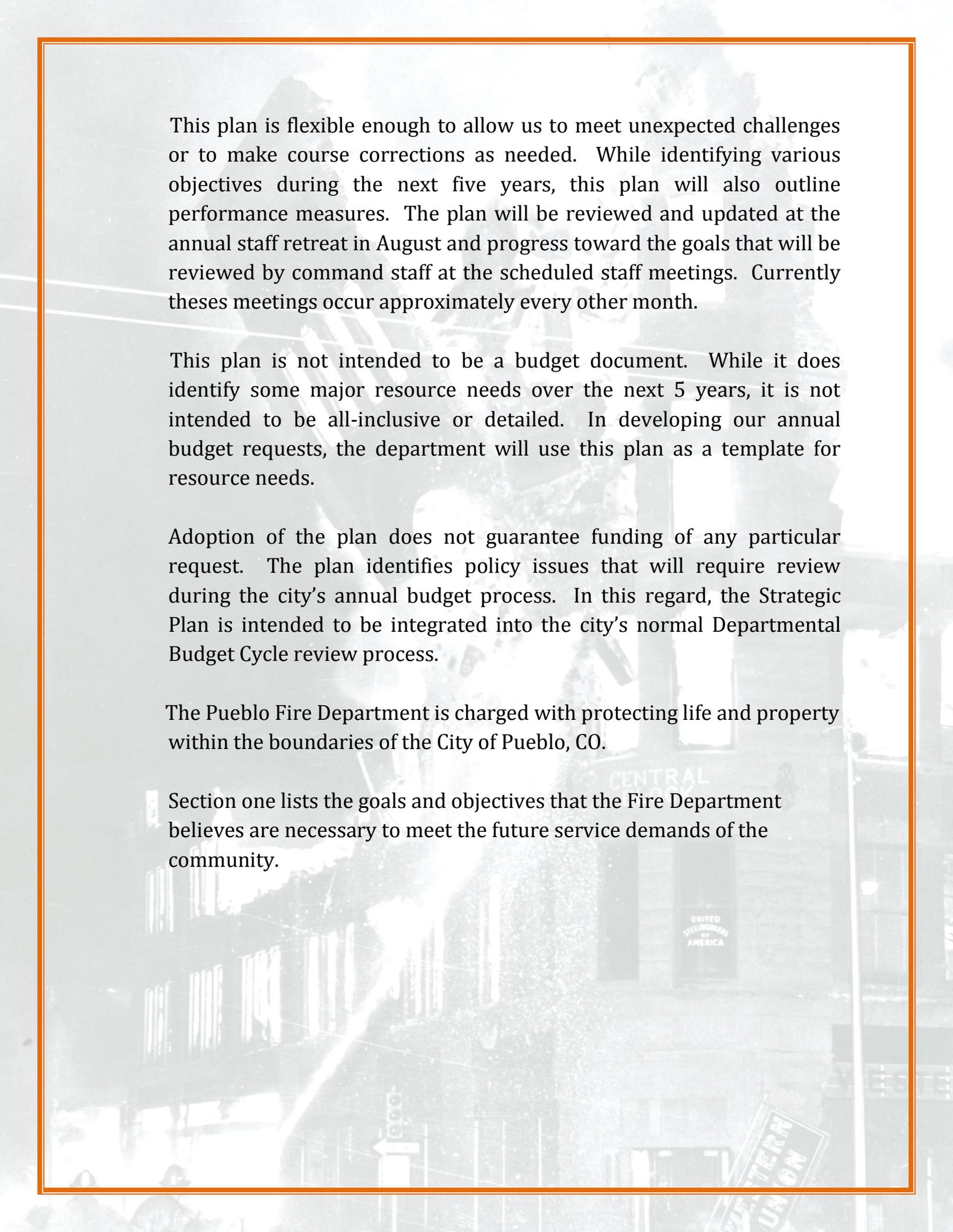
In August 2007, members of the Pueblo Fire Department staff and IAFF Local 3 labor personnel met to discuss current and major issues that the organization may face in future years. Using a strategic planning process and SWOT analysis (Strengths, Weaknesses Opportunities and Threats), participants discussed the Department's mission statement, core values, and formulated many issues that require future attention.

A significant part of these discussions included starting the CFAI (Commission on Fire Accreditation International) Accreditation Process as outlined by the CPSE (Center for Public Safety Excellence). A Power Point presentation was written and distributed to all members of the department.

Subsequently in late August 2007, Chief Christopher P. Riley and Fire Command Staff Chief Officers met with department members on each shift (A, B, C) at fire station one and presented the CFAI accreditation information

What followed this presentation were follow up meetings by staff and department personnel to triage and further clarify the staff retreat information. The outcome was the department's first strategic plan. The department continued to review and update the plan for the five years outlined in the document. This document is the department's second strategic plan.

The strategic plan is intended to be a guide to ensure that the Pueblo Fire Department stays on course and remains focused on its major objectives. The plan is formatted into twelve major goal areas and further divided into specific areas and performance measures, which will be the focus of our efforts.



This plan is flexible enough to allow us to meet unexpected challenges or to make course corrections as needed. While identifying various objectives during the next five years, this plan will also outline performance measures. The plan will be reviewed and updated at the annual staff retreat in August and progress toward the goals that will be reviewed by command staff at the scheduled staff meetings. Currently these meetings occur approximately every other month.

This plan is not intended to be a budget document. While it does identify some major resource needs over the next 5 years, it is not intended to be all-inclusive or detailed. In developing our annual budget requests, the department will use this plan as a template for resource needs.

Adoption of the plan does not guarantee funding of any particular request. The plan identifies policy issues that will require review during the city's annual budget process. In this regard, the Strategic Plan is intended to be integrated into the city's normal Departmental Budget Cycle review process.

The Pueblo Fire Department is charged with protecting life and property within the boundaries of the City of Pueblo, CO.

Section one lists the goals and objectives that the Fire Department believes are necessary to meet the future service demands of the community.

Community Profile – The Community We Serve

Population

The City of Pueblo's population estimate was approximately 107,577 according to the 2012 U.S. Census Bureau. This document was compiled by the Senior Socioeconomic Analyst with the Pueblo Area Council of Governments. The city's population can increase and vary depending on seasonal and annual events. As an example, the Colorado State Fair held over a 10-day period in August/September, attracts over 517,000 people. In late September, the Chile & Frijoles Festival is held over a 3-day weekend and attended by over 100,000 people. The Professional Bull Riders Association hosts a Wild, Wild West Fest that also attracts over 100,000 visitors in May. Lake Pueblo is a major tourist attraction in Colorado that attracts 1.7 million visitors annually.

Age Groups

Our citizens are comprised of all age groups including senior citizens, adults, youths, school age children and visitors. As of the 2010 U.S. Census, Pueblo County is made up of a population that includes 27.18% under the age of 20yrs, 57.08% aged 20yrs to 64 yrs, and 15.7% 65yrs and older. This information can be found in the Pueblo Area 2010 U.S. Census. The City of Pueblo's population has been relatively stable for the past 5 years. The only group that fluctuates in age is our visitors; each year we estimate that in excess of 1 million visitors travel through Pueblo.

Land and Real Estate Characteristics

The City of Pueblo is approximately 53.64 square miles (2010 U.S. Census). The department's jurisdiction includes a total of 58.08 square miles. Major waterways running through Pueblo include the Arkansas River and Fountain Creek. Major education sites include Colorado State University-Pueblo and Pueblo Community College. The Pueblo Municipal Airport is located in an industrial area, east of the city. This industrial area is home to large businesses that include Doss Aviation, Target Distribution Center, and Trane Inc. In the 1990's, the Historic Arkansas River Project (HARP) was developed

and offers a beautiful walkway for residents and visitors. The fire department protects approximately \$6.83 billion of residential and non-residential real property. The majority of the real property is residential; historically, residential property is also associated with the largest fire losses in the city. The residential properties are approximately 5.4% multifamily and 94.6% single family (according to the Pueblo County Assessor's Office, Dave Bratina). Land use as validated by Senior Socio Economic Planner Don Vest, City Urban Planning Division, is as follows: City of Pueblo total land area is approximately 33,800 acres, which includes 21,500 acres of usable land. The proportion of usable land that is currently developed is 62.8% with remaining being open, undeveloped land (November 2007). The developed areas of Pueblo are comprised of approximately 60% residential land use, 21% commercial use, and 19% street use.

Economic Characteristics

Up until the mid 1980's, Pueblo was one of the largest steel producing cities in the United States. Because of this, Pueblo is often referred to as the "Steel City." However, it is now home to a number of aviation and electronics companies. The employment workforce has become much more diverse in recent years. Businesses such as Doss Aviation, Trane Corp., Vestas Corp. and the Professional Bull Riders Association are some examples of the top quality business groups that have chosen Pueblo as their home base. Sales Tax revenue continues to be the City's #1 economic engine (52% General Fund Revenue).

Community Risks

Our department is a full service emergency response department. A risk analysis performed by the engine companies and command staff showed the predominate risk in Pueblo to be the low and moderate categories. Emergency medical calls, which fall in the low risk category, are the predominant workload for our department. In the fire categories, the predominant risk continues to be one- and two-family structures, which are considered a moderate risk. The majority of the structure fires that occur in

Pueblo are contained to room of origin. This information is documented in the PIA's that follow every incident and the Incident Report that is put in the PFD record management system. Hazardous Materials transport along the I-25 corridor by Union Pacific and BNSF Railroads continue to present significant risk to the community. Flooding and natural weather disasters also pose a severe risk to Pueblo. The Colorado State Fair annually conducts a risk analysis prior to their event. This analysis includes members of the various emergency response agencies. The department also provides fire protection services for two large power generation facilities. Comanche Power Generation Facility is a coal fired plant located about 6 miles east of the city. Black Hills Pueblo Airport Generation Station is a natural gas-fired power plant that is located between the east end of the city and the airport/industrial complex.

External Relationships and Agreements

- I. Transportation Test Center, AAR
- II. Pueblo Rural Fire Protection District
- III. Pueblo West Metropolitan District
- IV. United States of America / Pueblo Army Depot
- V. Rocky Mountain Steel / EVRAZ
- VI. West Metro Fire Protection District

The Pueblo County Reciprocal Hazardous Materials Incident Assistance Agreement:

- I. Beulah Volunteer Fire Department
- II. Boone Volunteer Fire Department
- III. Rye Fire Protection District
- IV. Pueblo County Civil Defense
- V. Colorado State Patrol
- VI. Pueblo County Sheriff Department
- VII. Pueblo Rural Fire Department
- VIII. Pueblo West Volunteer Fire Department
- IX. Transportation Test Center, AAR
- x. West Park Fire Districts

INTRODUCTION/BACKGROUND

Why We Are Here

The mission of the Pueblo Fire Department is to provide programs designed to protect the lives and property of the inhabitants and visitors of Pueblo from the adverse effects of fires, medical emergencies, and exposure to hazardous conditions created by either man or nature.

Each year throughout the United States, fires kill thousands, injure hundreds of thousands and destroy billions of dollars in property. Heart attacks, car accidents, hazardous material spills, acts of terrorism and catastrophes such as flooding and tornadoes cause other deaths, injury and destruction.

Mission, Vision, & Core Values of the Pueblo Fire Department

Mission Statement: We will provide the highest level of Fire and Rescue services to the City of Pueblo and our community following laws, safety practices, and professional standards.

Vision Statement: To Maintain International Accreditation through CPSE and provide safe and effective leadership, training, equipment, and facilities for our members to ensure the highest level of Fire and Rescue services to the City of Pueblo and our community.

Core Values: To support our Mission and Vision, our department has prioritized five key organizational core values. They are:

- Safety
- Customer Service Excellence,
- Integrity,
- Dedication
- Vision

THE PUEBLO FIRE DEPARTMENT

The Past

In 1879, a total of 22 members started the Pueblo Volunteer Fire Association. Every April, the association would elect a new chief and assistant chief. By 1888, the membership had grown to over 200 members, setting a foundation for Pueblo's first Professional Firefighters.

The consolidation of Pueblo and North Pueblo in 1886 combined the two cities volunteer departments; a mutual aid agreement was in effect between the four cities (Pueblo, South Pueblo, North Pueblo and Bessemer). In the elections of April 1889, Pueblo voters approved the creation of the Department of Fire.

Since 1889, professional career fire protection has been provided to the City of Pueblo. We are one of the longest standing fully career fire department in the Western United States. The fire department labor force is recognized as IAFF Local #3, established in 1917. Over the years, the department has evolved in size and capabilities to meet the emergency and rescue challenges of the community.

The Present

The department is comprised of highly professional and dedicated members that continue to meet the constant service demands for our community. The Department responds to approximately 17,000 emergency incidents per year, which is typical for cities in size similar to that of Pueblo (approximately 70% EMS calls). In addition to combating structure fires, firefighters provide Advanced Life Support/Emergency Medical Technicians level of care to complement the department's emergency medical system, rescue people trapped as a result of accidents and respond to hazardous material releases. Specialized rescue capabilities include high angle rescue, confined space, trench rescue, and swift water.

The department operates with ten fire stations that include ten advanced life support (ALS) engine companies, one ladder company, one heavy rescue squad, two aircraft rescue fire fighting vehicles, a hazardous materials response team, a technical rescue team, and two brush trucks for wildland fire fighting. Fire stations are staffed 24 hours per day, seven days each week with a minimum staffing of 37 firefighters on duty per shift (including the assistant chief). The department employs a total of 140 members. For 2012, the department's Annual Operating and Maintenance (O&M) budget is approximately \$15,200,000.

Our department also provides non-emergency services such as pre-fire planning, disaster preparation, arson investigation and community education programs. American Medical Response (AMR) provides ALS ambulance transport services. There are currently four AMR ambulances strategically deployed in Pueblo.

The Future

The department is committed to vision and keeping an eye on the future. We are fully aware that effectively managing the forces of change is critical to future success and meeting the needs of the community. This includes working closely with City Planning and Community Development. The city had begun the process of annexing large areas of property north of Pueblo. This process has been put on hold due to the current economy. This development, known as Pueblo Springs Ranch, has major residential and commercial business growth potential that could someday double the size of our City population. There is no immediate plan to begin developing this area. It is being annexed with the future in mind. With this in mind, the department will plan and work diligently to ensure high quality fire protection and rescue services are provided to any new areas of the city.

We are in the process of establishing major construction and capital improvement projects. This includes the creation of new fire station facilities. Station 9 was replaced in June 2010. Construction of a new Station 4, to replace the current Station 4, is currently underway with a goal of being completed in the spring of 2012. The desired result is great improvements in

the level of engineering and building features to provide a safer environment for firefighters and citizens of our community.



Long Term Visions (Beyond 2012-2017 Strategic Plan)

- ***Paramedic Level Response***

The department will pursue providing paramedic level service to the community as funding becomes available. When this funding is available the department will send qualified members to an approved paramedic school.

- ***Additional Fire Station, (FS11), on the North side of the city, near CSU-Pueblo and University Park***

CSU-Pueblo has almost doubled the number of students living on campus. Much of the city's growth has occurred on the north end of the city. The addition of this new station will improve response times into these areas.

- ***Create North/Southside Battalions***

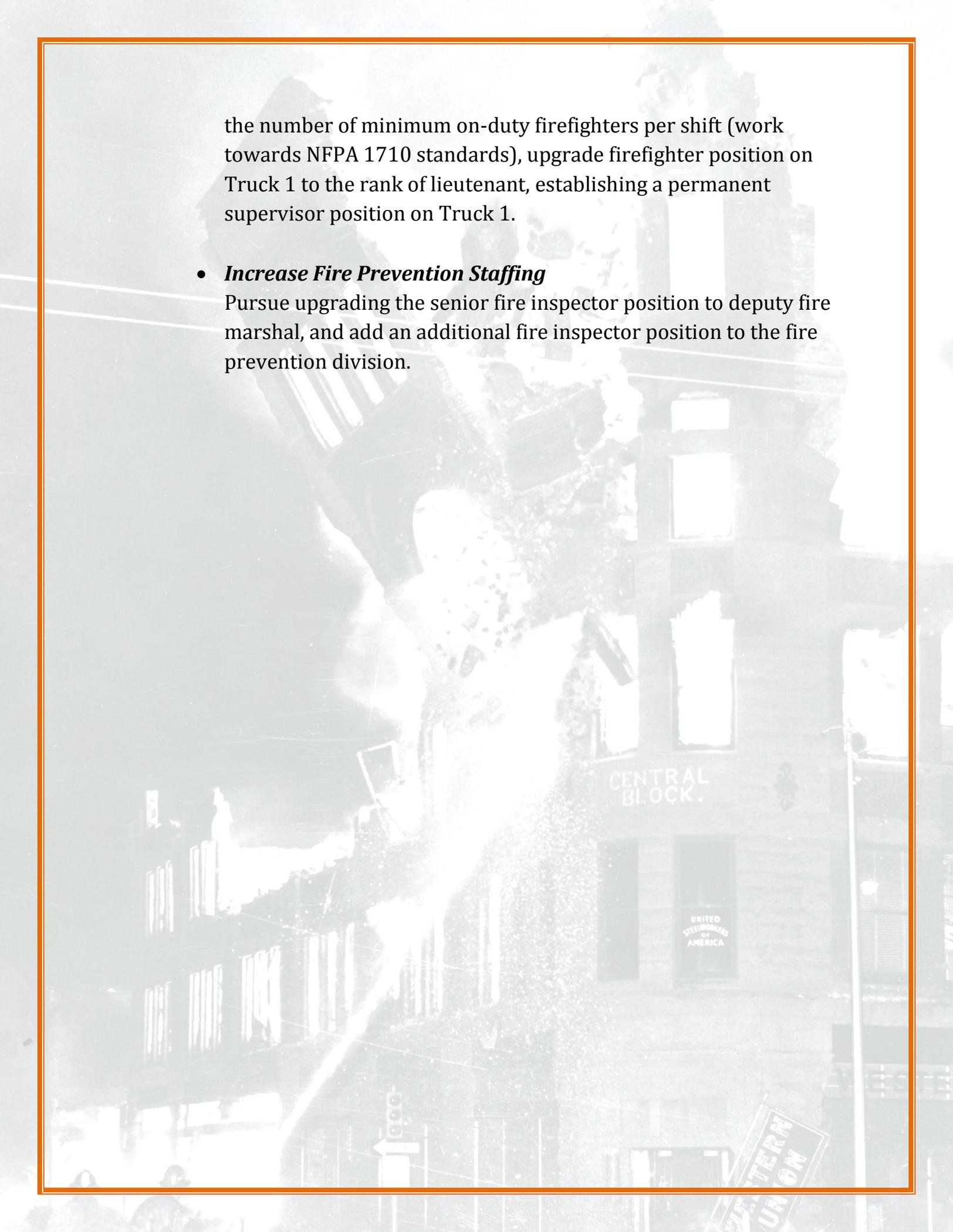
To improve the response, span of control, and effective response forces the department will evaluate the possibility of adding two additional truck companies. Truck companies would be placed north and south to augment the truck company located centrally.

- ***Additional Assistant Chief on each shift***

To improve the span of control the department will look into the feasibility of adding one additional assistant chief per shift. This position would assume the role of incident safety officer and will allow for more personnel accountability on the fire ground. It would also allow for a command presence on more than one emergency scene at a time.

- ***Increase Firefighter staffing with the goal of NFPA 1710 Compliance***

Continue to explore the cost impact and evaluate the efficacy of the following for potential submission in future budgets: Increase



the number of minimum on-duty firefighters per shift (work towards NFPA 1710 standards), upgrade firefighter position on Truck 1 to the rank of lieutenant, establishing a permanent supervisor position on Truck 1.

- ***Increase Fire Prevention Staffing***

Pursue upgrading the senior fire inspector position to deputy fire marshal, and add an additional fire inspector position to the fire prevention division.

Goals – 2012 thru 2017

Goal #1 - Assessment and Planning – *Work to better identify high risk occupancies and plan for high risk structure fires*

- A new process for determining and pre-planning all high risk occupancies is currently being developed and implemented. This process will include the creation of a binder of every high risk pre-plan with all relevant hazard information. These folders will be on all emergency response equipment by June 2014. **(2B.3)**
- The department plans to work toward having all high risk structures in the city analyzed for fire flow needs and a response package developed for the individual structure by June 2013. The department will begin to increase the inspection frequency for all high risk occupancies with fire flows above 5000gpm to twice a year beginning in 2013. Tabletop exercises/training sessions will be conducted at the company and multi-company level on these occupancies. **(CC 2B.8)**

Goal #2 - Goals and Objectives – *Work to develop methods to identify goals and objectives for the future and ensure accountability*

- The fire chief and the command staff, at the annual staff retreat, will review and update the goals within the strategic plan and the annual goals & objectives statements as goals are met or need to be modified. This information will be updated on the website as changes are made. **(CC 3A.1)**
- The department will begin using a goals and objectives tracker in 2013 and beyond to track the progress of goals. The responsible party is listed on this document with the last date reviewed. This information will be reported to the fire chief quarterly to ensure appropriate accountability. **(3A.2)**

Goal #3 - Financial Resources – *Work to ensure involvement at all levels during the annual budget process*

- The department will continue to support the annual staff retreat as a process for identifying budget priorities. The department will continue to solicit input from floor personnel before our annual staff retreat. (4A.5)

Goal #4 - Fire Suppression – *Work to improve response to fire related incidents through response times and training*

- The department will continue to evaluate the emergency deployment objectives annually to ensure that they meet the risks identified in the community through the risk assessment and standard of coverage process. Response time performance is tracked and evaluated quarterly. The results are forwarded to the fire chief and discussed with the command staff to determine if changes need to be made to ensure a high level of service is always delivered to the citizens of Pueblo. (CC 5A.1)
- Increase response performance baseline from 7:42 minutes 70% to 7:42/8:55 minutes for urban, 9:20 minutes for suburban, and 15:30 minutes for rural 90% of the time for the first-due unit beginning in 2012. The benchmark will increase to 6:30 minutes for urban, 7:30 minutes for suburban, and 12:30 minutes for rural 90% of the time for the first due unit beginning in 2012. (CC 5A.1)
- Ensure that all company officers are trained to NIMS ICS-300 and Chiefs are trained to the level of NIMS ICS-400 by June 2013. (CC 5A.5)

Goal #5 - Public Education – *Work to improve the process of reaching specific target audiences based on risk and risk groups*

- The department will continue to expand and improve the fire/life safety education programs utilizing PSAs produced regularly, educational events, and the department website. (5C.1)
- The department is in the process of developing a formal appraisal process for identifying specific target audiences for the public

education program. The program will include adding specific fire origin & cause information to all PIAs performed after fire calls. The age of the involved persons in all accidental and malicious fires will also be included. This information will then be forwarded to the bureau for in-depth analysis. The bureau will then be able to focus PSA's and the public education programs on specific audiences based on the number of fires and the direct correlation to the persons involved. (CC 5C.4)

Goal #6 - Technical Rescue - *Work to improve the technical rescue program through establishment of a formal team, improved training, and increased response time performance*

- Increase response performance baseline from 7:42 minutes 70% of the time for all first-due units to 7:42 minutes for urban, 9:20 minutes for sub-urban, and 15:30 minutes for rural 90% of the time. (CC 5E.1)
- The department will continue to pursue technician level technical rescue training in each of the five major technical rescue disciplines (rope, confined space, trench, water, and structural collapse rescue) with the goal of establishing a formal technical rescue team by June 2014. The equipment used for technical rescue will be assessed annually. (CC 5E.1)
- By May 2013 the department will develop and implement task books for operations and technician level for trench, swift water, extrication, and structural collapse rescue. The task book for operations and technician level for confined space will be developed by January 2014. (5E.5)

Goal #7 - Hazardous Materials - *Work to improve response time performance*

- Increase response performance baseline from 7:42 minutes 70% of the time for all first-due units to 8:55 minutes total response time for urban, 9:20 minutes for suburban, and 15:30 minutes for rural for 90% of calls. (CC 5F.1)

Goal #8 - Emergency Medical Services – *Work to improve the EMS program through improved response time performance and the development of a replacement plan for high dollar equipment*

- Increase response performance baseline from 7:42 minutes 70% of the time for the first-due unit to 7:42 minutes for urban, 9:20 minutes for suburban, and 15:30 minutes for rural for 90% of all units. (CC 5G.1)
- The department will develop a plan to purchase replacement cardiac monitors before the current monitors service agreement expires in 2016. (5G.2)

Goal #9 - Domestic Preparedness – *Develop a new domestic preparedness plan*

- The current domestic preparedness plan will be revised by December 31, 2013 and include input from the police department, public works, and finance. (CC 5H.1)

Goal #10 - Human Resources – *Work to ensure that the members of the department have a safe and healthy workplace*

- The department will continue to work with the city's human resources department to ensure that processes are in place that promotes diversity in the workplace and better reflect the demographics in the community. (7B.4)
- The department will continue to support line and staff personnel in pursuing formal and informal educational opportunities. Tuition reimbursement will continue to be funded and supported in the budget and planning processes. Career paths for line personnel will continue to be numerous and well defined. Members will be encouraged to further their education and experience levels, as well as to prepare themselves for advancement and promotional opportunities in the future. The training division will budget annually for line members' attendance at external educational and training opportunities, such as conferences, courses, seminars and the National Fire Academy. The training division will also facilitate

internal training relative to company officer, engineer, firefighter, and emergency medical officer curriculum to prepare individuals for promotional opportunities. (7D.6)

- The department will continue to train its employees in safe practices both at the fire stations and on the emergency scene. The Safety Officer Program for emergency scene safety will also stay active. The department will develop and publish policies that are in compliance with NFPA 1500. (7F.3)
- The department will continue to utilize the Near Miss Reporting system to train all of its employees in the importance of safety on the fire ground, at EMS scenes, and in all other work situations. (7F.6)
- The department will have a formal wellness and fitness program. The department will be working to join the City of Pueblo's wellness/fitness program that is sponsored by United Healthcare during 2013.(7G)

Goal #11 - Training and Competency - *Work to develop procedures to ensure that members are trained and certified to a high level*

- All Engineers to become certified at the level of "Driver/Operator Pumper" by the department. This requirement should begin by January 2013, with a goal of having all driver/operators certified to NFPA 1002 by December 2013. All new Engineers will go through this process during their first year in the position. The department will also continue to train and certify the company officers to NFPA 1021 - Fire Officer Level I and chief officers to NFPA 1021 - Fire Officer Level I & II (8A.4)
- The department training division will develop testing processes to measure each member's cognitive ability. The Fundamentals of Firefighter Skills (2nd ed.) and the resources available with it will help to test firefighting topics. The other areas of training will need to have assessment tools developed. Continue to ensure that all firefighters and Engineers complete State certification processes. The department will also develop a skills manual that lists all of the different skills for the different areas of training. This manual should

be developed by the end of June 2013. This manual will undergo yearly evaluation and be revised to meet the mission of the department.(8B.3)

- The department has a goal of having at least 3 members qualified as Crew Boss/Engine Boss by the beginning of the next wildfire season, May 1, 2013. (8C.3)

Goal #12 - External Resources - *Work to improve the performance of the dispatch center through shared accountability*

- The department is in the process of working with the dispatch center in an attempt to reduce the dispatch processing time. Processes are being put in place to add accountability for every dispatcher. (9B.9)

