



2017-18 Operational Guide

Tempe Fire Medical Rescue





OPERATIONAL GUIDE

2017-18

City of Tempe, Arizona
July 2017

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INTRODUCTION

The Tempe Fire Medical Rescue Department Strategic Plan and Operational Guide is the Department's roadmap for the future. This document represents the efforts of many people in evaluating the Department and its mission in the delivery of quality of life services. An important aspect of this process includes anticipating the future. Our organization must respond to change, solve problems, collaborate on issues, assess community needs, identify resources required to meet those needs and formulate a plan to provide comprehensive and cost-effective services to our customers – the citizens of Tempe.

Two key words in planning are focus and flexibility. This plan is intended to bring focus to a number of the Department's most important services, programs, and issues. This focus allows us to identify and build on what the Department does as described in both the City and Department Mission and Value Statements, which serve as important reference points and decision guides in formulating this plan.

Flexibility is an inherent requirement in a commitment to address new issues and opportunities that are not identified in the plan, and allows us to expect and absorb changes to the plan as necessary. While we are focused on this plan, we must continue to be open-minded enough to continually explore new ways to better serve our customers and protect our workforce. Additionally, long term cost containment strategies will be required going forward in terms of ensuring maximum efforts in the care of apparatus and equipment, energy conservation, cost recovery, revenue generation, and employee productivity.

We will continue to be forward thinking, innovative, and resourceful so that we may sustain and improve our Department and its services to the community.

Each section of the Operational Guide begins with a strategy statement followed by information on the program and resource requirements then concludes with action plan objectives for the year in support of the strategy.

The Strategic Plan and Operational Guide are evaluated, revised, and refined annually, resulting in a current document always being in place. The first year identified in the plan is the most specific, in terms of issues to be addressed and resources required. Subsequent years will provide an increasingly generalized look at strategies, services, concerns, and needs for the future.

More detailed and specific measurable goals will be required for many of the objectives identified in the plan. While modifications can be made at any time due to priority changes, budgetary constraints, and planning refinements, the plan provides an overview of anticipated activities and requirements. General economic conditions and the ability of the City to fund projects chosen for support will play a crucial role in determining the actual time that resources are secured and projects completed.

The plan is intended to serve as a guide toward the maintenance and development of our Department over the next three years. It will serve to inform Department members of future preparation, while at the same time serve as a foundation document to inform policy makers, City leaders, and address the challenges of the budget process.



2016 STRATEGIC PLANNING UPDATE PROCESS

This document summarizes the outcomes of the Tempe Fire Medical Rescue Department (TFMR) 2016 strategic planning process. The purpose of this process was to integrate the ideas of Department leaders through a participatory process. The strategic plan was reviewed in its entirety, from the mission statement and vision elements, to the strategic directions, objectives and strategies.

Mission Statement

We, the members of the Tempe Fire Medical Rescue Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.

Vision Elements

Command staff created a shared vision during the November 2014 strategic planning process. This exercise prompted them to answer “What does the ideal Tempe Fire Medical Rescue Department look like five years from now?” The vision consists of the following elements, with a tagline summarizing those elements at the top. No revisions were made to the vision elements in the 2016 strategic plan update.

Effective Human Resources	Progressive Planning Process	Innovative Service Delivery	Commitment to Safety	Strategic Asset Deployment	Comprehensive Community Outreach	Fiscal Responsibility
Staffing to accommodate growth	Great decision-makers at all levels	Strong community health system (education, follow-up, response)	Philosophical and practical commitment to Safety	Station/asset distribution to meet response goal	Strong, well understood public image	Efficient and financially responsible
Ideal number of support staff (admins, PIO, management, IT, mapping, inventory)	Cohesiveness towards establishing and achieving goals	All customers treated with respect, dignity, and patience	Safest and best equipment	Strategic placement of deployment resources	Citizens know what we do and how we do it	System to identify cost/benefit of our operations
Healthy workforce (physical, mental)	Collaborative commitment to service delivery	Injury and illness prevention services, community paramedicine	Utilize technology to maximize firefighter safety	3 paramedics per truck	Public is educated in Fire/EMS/Safety	
Recruit candidates who fit well in organization	Integrate with other City departments to maximize service delivery	Innovative and collaborative service delivery	Fleet of all modern, well maintained apparatus	Self-sustaining ambulance service	Community Outreach	
Dedicated workforce (low turnover)	More dynamic planning process	Emergent and non-emergent transportation	Fully capable, modern EOC	All ALS trucks within City		
Highest professional looking, acting, and performing workforce	Efficient labor management process that enhances the quality and time in implementing decisions	Provide targeted/appropriate healthcare				
State of the art employee services	Data Analysis	Continuity of care				



SWOT Analysis

Command staff conducted an in-depth SWOT analysis designed to identify the internal strengths and weaknesses of the Department, as well as external opportunities and threats they face. This exercise prepares the department for the plan update by determining what strengths and opportunities they can leverage, and what weaknesses and threats can be mitigated, to achieve their vision.

2016 TFMRD Strategic Planning Retreat: SWOT Analysis

Internal	
Strengths	Weaknesses
People	Communications
Support (mayor, council, city manager, etc.)	Culture class – sworn & civilian
Equipment	Budget – PSPRS etc. – staffing
Standards – service	Minimum staffing – OT challenge
Reputation	Ability to deliver training
Labor / Management relationship; process	Data collection: Multiple platforms, garbage in-garbage out; analysis expertise
	Recruit / hiring challenges
Training	Light duty impact
Economy	Under staff City depts.
Culture of Safety / pride	Response time challenge
Open to change / non-traditional ideas	
Relationships throughout State and Nation	
Communications	
Opportunities	Threats
Engage community through education (medical, fire, etc.)	Budget limitations
Expansion of medical services	Response time / growth
Collect data and base decisions (in-part) on data: Service improvement, customer expectations	Increase call volume
Neighborhood Engagement	Limited dept growth vs. City growth
Communication – method / frequency	Privatization
Political relationships	Recruitment
Codes and regulations – safety	Health / cancers
Healthcare data	Perception
Regional opportunities: Training, funding Collaboration - partnerships Public Schools - engagement Business and industry Medical community ASU - seek partnerships	
External	

Positive

Negative

TEMPE FIRE MEDICAL RESCUE DEPARTMENT



Strategic Directions, Objectives & Strategies

The final part of the strategic planning process updated the strategic action plan. First, staff identified which strategies have been completed and discussed their successes. Next, they identified any gaps in the plan, adding services, programs, or improvements that will help the Department reach its vision. The plan below reflects the specific strategic directions, objectives, and strategies they would like to accomplish over the next few years.

Tempe Fire Medical Rescue Department Strategic Plan (January 2016)

#	Strategic Direction/Objective/Strategy	Start Year	Status
STRATEGIC DIRECTION 1: Enhancing Services			
Objective 1.1: Optimize service delivery			
1.1.1	Reclass ladder 276 to ALS	FY 16/17	COMPLETE
1.1.2	Define and pilot approach to integrated healthcare	FY 16/17	
1.1.3	Obtain funding to sustain/grow PAS	FY 17/18	
1.1.4	Educate members on medical decision-making and communication	FY 16/17	COMPLETE
1.1.5	Monetize non-traditional medical delivery	FY 16/17	
1.1.6	Evaluate alternative service delivery options	FY 16/17	
1.1.7	Roll out specific model/staffing for low acuity response	FY 16/17	**NEW**
1.1.8	Identify land for northeast fire station	FY 18/19	**NEW**
1.1.9	Design and build Fire Station 7	FY 18/19	**NEW**
Objective 1.2: Establish medical transportation program			
1.2.1	Obtain Certificate of Necessity, start ETS	FY 15/16	COMPLETE
1.2.2	Develop sustainable medical transportation model	FY 15/16	COMPLETE
1.2.3	Start Emergency Transportation Service (ETS)	FY 17/18	
1.2.4	Expand ETS to add third ambulance	FY 18/19	**NEW**
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.1	Purchase two pumpers, one ladder, one SS	FY 16/17	COMPLETE
2.1.2	Identify and secure locations to deploy response assets	FY 16/17	
2.1.3	Optimize deployment of resources per station location study	FY 17/18	
2.1.4	Analyze station location study and develop planned response	FY 15/16	COMPLETE
2.1.5	Link and align goals with strategy during quarterly goal meetings	FY 16/17	
2.1.6	Obtain re-accreditation status	FY 16/17	
Objective 2.2: Enhance data-driven decision-making			
2.2.1	Perform cost/benefit analysis as part of decision making process	FY15/16	COMPLETE
2.2.2	Review under-funded programs; prioritize and develop plan to fund or eliminate	FY15/16	COMPLETE
2.2.3	QI/CQI of random sample of reports	FY16/17	COMPLETE
2.2.4	Education and enforcement efforts based on local data	FY17/18	**NEW**
2.2.5	Define a program to re-evaluate special events operations using robust data	FY17/18	**NEW**
2.2.6	Synchronize grants management	FY16/17	**NEW**



STRATEGIC DIRECTION 3: Valuing Our Human Resources			
Objective 3.1: Implement organizational safety practices			
3.1.1	Obtain and deploy GPS to locate fire fighters in hazard zone	FY 17/18	
3.1.2	Perform IAFF fire ground survival class	FY 16/17	
3.1.3	Revamp safety program	FY 16/17	
3.1.4	Update SimLab	FY 16/17	**NEW**
Objective 3.2: Achieve appropriate staffing			
3.2.1	Optimize use of volunteers	FY 15/16	COMPLETE
3.2.2	Obtain additional support staff	FY 17/18	COMPLETE
3.2.3	Modernize recruitment process	FY 16/17	COMPLETE
3.2.4	Secure lead position for fire prevention	FY16/17	**NEW**
3.2.5	Refine hiring process in tem academy	FY16/17	**NEW**
Objective 3.3: Promote organizational wellness			
3.3.1	Implement/fund professional development for all members	FY 17/18	
3.3.2	Use technology to recruit future members	FY 15/16	COMPLETE
3.3.3	Personal "Finance 101" training for members	FY 16/17	COMPLETE
3.3.4	Emphasize lower-level out-of-committee decision-making	FY 15/16	COMPLETE
3.3.5	Evaluate and integrate labor management wellness program (transition to Firestrong EAP)	FY 16/17	
3.3.6	Integrate wellness, industrial safety program	FY 16/17	**NEW**
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.1	Create plan to deliver robust public education program	FY 15/16	COMPLETE
4.1.2	Perform IAFF fire operations program	FY 15/16	COMPLETE
4.1.3	Complete yearly citizens/media academy	FY 15/16	COMPLETE
4.1.4	Create a streamlined policy/process for fee collection	FY 15/16	COMPLETE
4.1.5	Provide customer service training exercises	FY 17/18	
4.1.6	Increase electronic communications (text, social media, etc)	FY 16/17	



DEPARTMENT PURPOSE AND VALUE STATEMENT

We, the members of the Tempe Fire Medical Rescue Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.

It is the responsibility of each member to support the mission by subscribing to the following values.

For the Community:

We recognize that the community is the reason for our presence.

We value the faith and trust of the community, and continually work to deserve that confidence through our attitude, conduct, and accomplishments.

Lives are more valuable than property.

The safety of the public is of paramount importance, followed closely by the safety of our members.

All members of the public are entitled to our best efforts.

For the Department:

We strive for excellence in everything we do.

Honesty, fairness, and integrity will not be compromised.

We continually seek effectiveness, efficiency, and economy.

Unity and teamwork are stressed as being to our mutual advantage as individuals and as an organization.

Members are continually encouraged to improve themselves as individuals and employees.

The free exchange of ideas is encouraged.

We will provide professional and courteous service at all times.

We are sensitive to changing community needs.





ASSUMPTIONS FOR PLANNING

This Operational Guide will create an agenda and define outcomes, cause analysis to take place, and goals to be set. It will encourage participation and commitment, and ensure consistent follow up on all facets of the Department's operations.

Tempe is a 40 square mile landlocked community with a population of 161,719. As a highly urbanized city, more than 98% of land area within the City's borders is developed. Approximately 46% of the land use in the jurisdiction is residential followed by 27% commercial/industrial, 12% private and open space, 11% mixed use and 4% civic/educational.

The extensive amount of high tech industry, the development of the Rio Salado Project, the protection of Arizona State University, one of the largest universities in the nation with an enrolment of more than 50,000 students, and the necessity to prepare for "all hazards" response presents unique challenges for the Department. Additionally, in-fill and redevelopment in the downtown area, particularly in terms of high-rise living, and the developing stadium district will significantly increase the number of people in the area and, consequently, the calls for service.

Service delivery to people is the hallmark of the Tempe Fire Medical Rescue Department. Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Operations, Fire Prevention, and Special Events services. This results in programmatic impacts on training development and maintenance, equipment and supplies, staffing, and time management.

As a destination city, Tempe is host to an ever increasing number of special events. Many of these events require additional staffing and equipment in order to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.

In 2016, 82% of the 25,012 emergency responses in the City were for medical services, with 8.4% of the responses being fire related. It is anticipated that this medical service percentage will continue to be high due to the daily population increase in the City, and the continued aging of the baby boomer generation. Of the 20,535 medical calls responded to, 57% required Advanced Life Support/Paramedic Level treatment.

A station location study was conducted and completed by an outside consultant in September 2015. Data was collected and analyzed as part of the study to identify actual and predicted call volume throughout the city over a five year span. Over the next five years, the calls for service are expected to increase by 4.3% each year.

The Agency will utilize the extensive and very valuable data collected through the Station Location Study as well as the relatively recently adopted City General Plan 2040 to carefully plan Agency service delivery expansion in order to maintain or improve response times. As supported by the Station Location Study, the Department is currently working toward the City Council approved construction of an additional fire station (Station 7) in the Southeast quadrant of the City. The project is currently nearing 50% in the design phase of the project, with construction anticipated for FY 2018-19.



ASSUMPTIONS FOR PLANNING (continued)

Within the first quarter of FY 2017-18, the Department will begin a new City of Tempe emergency medical transportation (ambulance) service as an additional City operation managed by the Department. This entails placing into service two full-time (24 hour) advance life support ambulances which will be housed and operate out of two Department fire stations. The long term plan for the new City emergency transportation service is to continue to add an additional City ambulance each fiscal year over the next four years.

Fire Medical Rescue facility location and emergency response deployment assumes continued City support of this plan and emphasis on traffic management, the continued management of the emergency vehicle traffic preemption system, and management of vehicle capacity on arterial streets.

Continued improvements in the fire-related provisions of our building and fire codes will have a positive impact on new construction. To support this initiative, the Department is in the beginning stages of preparing to move from the currently adopted 2012 International Fire Code toward adoption of the 2018 international fire and building codes.

The increased use of smoke detectors and automatic fire sprinkler systems will result in early detection and control of structure fires, thus resulting in fewer fire fatalities, fire related injuries, and, eventually, lowered structural fire loss.

Automatic Aid (i.e. dispatch of the closest fire medical rescue companies to an emergency incident regardless of political jurisdiction) continues to serve our communities well. Automatic Aid with the City of Mesa and the Computer Aided Dispatch Interconnect have served to significantly strengthen each of our respective departments, providing high quality emergency services in an efficient manner.

The Department's involvement with the All Hazards Incident Management Team program has also reinforced its ability to manage large-scale incidents and special events. The Department will continue to work with partners at the county, state, and federal levels to further strengthen critical response, mitigation, and recovery capability. The Department's involvement in emergency management has paid significant dividends for the City.

The emphasis being placed on terrorism prevention and response will continue to challenge the Department and the City. An organization that develops a high capacity to respond to a terrorist incident becomes part of the overall deterrent to terrorism itself.

The Department's positive relationship with other City departments and other valley fire departments will be maintained and enhanced in an effort to provide highly effective emergency services to Tempe residents. Commitment to the concept of continuous improvement and unrelenting devotion to customer service will be required to maintain and enhance the positive image of the Department in the community.

In 1997, the Tempe Fire Medical Rescue Department was the first agency in the world granted accredited agency status by the Commission on Fire Accreditation International. This accredited agency status has been maintained, and the Department is currently engaged in the 2017 re-accreditation process. Participation in the accreditation program will serve as an additional force in the Department's commitment to continuous improvement.



SECTION 1 – PERSONNEL REQUIREMENTS

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To professionally staff the Department at a level that will enable it to deliver services to citizens in an effective, efficient, and safe manner.

The Tempe Fire Medical Rescue Department is comprised of an outstanding group of individuals. It is important that an adequate number of staff be in place to support the efforts of a department currently containing 85% of its members in line positions. The Department has been very successful in utilizing civilians appropriately in roughly 15% of its positions. Additionally, it is critical that support staff is in place to allow senior staff members to perform the duties and assume the responsibilities for which they are employed.

Current Fire Medical Rescue Department Staffing
1 Fire Medical Rescue Chief
3 Assistant Fire Chiefs
3 Deputy Fire Chiefs (Shift Commanders)
1 Deputy Fire Chief (Medical Services & Community Outreach)
1 Deputy Fire Chief (Special Teams & Programs)
1 Deputy Fire Chief (Support Services)
1 Deputy Fire Chief (Training/Professional Development)
2 Fire Captain Assignments (Training/Professional Development)
1 Emergency Medical Transportation Services Supervisor
1 Fire Captain Assignment (Medical Services)
2 Emergency Medical Services Coordinators
8 Senior Fire Inspectors
1 Fire Education Specialist
3 Administrative Assistant II
1 Executive Assistant
1 Budget/Finance Supervisor
1 Senior Fire Mechanic
2 Fire Mechanics
3 Fire Services Inventory Technicians
6 Civilian Paramedics
33 Fire Captains
36 Engineers
<u>72</u> Firefighters
184 Total

Future Personnel Needs:

- 6 Paramedics/6EMTs for Emergency Medical Transportation Services
- 9 firefighters for Low Acuity Unit (*3 Captains, 6 firefighters)
*6 will require paramedic certification

FOLLOW UP RESPONSIBILITY: Fire Medical Rescue Chief Greg Ruiz



SECTION 2 – WELLNESS AND SAFETY

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To protect and enhance the wellness and safety of department members through effective resources, training, education, programs, and management. To develop policies and procedures to prevent injuries, illness, and maximize health.

Due to the demanding and unpredictable nature of the modern fire service, members are impacted physically and mentally in the line of duty. Physical and mental wellbeing is a key concern to all Department members. A variety of factors that impact health, safety, and wellness are training, equipment, facilities, operating procedures, work environment, member support resources, lifestyle and nutrition. Additional factors that impact health and wellness are the attitude and awareness concerning safety and the operational execution while preparing for, or performing, the job required by firefighters.

Research clearly indicates significantly higher rates of cancer, cardiac problems, and Post-Traumatic Stress Disorder (PTSD) among career firefighters compared to the general public. The information clearly indicates a need for a broad approach by the Department toward health, safety, and overall wellness. With an understanding that on-the-job stressors which lead to PTSD are exacerbated by stressors away from job, it is important for the Department to assist its members in new and innovative ways to help the workforce continue to contribute at the highest level to the betterment of the community for the duration of a career.

The Department will continue its commitment to the health and wellness of its members by:

- Continuing to place emphasis on physical fitness, health, and wellness
- Maintaining and repairing fitness related equipment utilized by Department members
- Tracking all injuries and pursuing solutions to trends
- Continuing involvement in the NFPA Tiered Medical Evaluation Program
- Providing medical examinations on a 12-month cycle for Emergency Services personnel who wear an SCBA
- Providing medical examinations on a 12-month cycle for Fire Inspectors/Investigators
- Educating members on stress management and suicide prevention
- Promoting Local 493 Website Fire Strong
- Providing appropriate inoculations and communicable disease screenings, including TB, hepatitis, and influenza
- Pursuing partnership possibilities for health and wellness education and training



WELLNESS AND SAFETY (continued)

- Participating as an active member of the Valley Safety Officers Committee (a sub-committee of the Regional Operations Consistency Committee – ROCC)
- Providing fire ground tactical training for organizational members
- Reporting near misses at the local and national level
- Minimizing exposure to carcinogens
- Participating in Regional Wellness Committee

Vehicular accidents account for approximately 25% of line of duty deaths of emergency responders. The Department remains committed to providing driver training to all emergency response members.

The Department will continue to manage its safety program by:

- Emphasizing safety in all aspects of work
- Participating on the City Safety Team
- Tracking all accidents and identifying trends
- Maintaining a Department driver training program
- Providing Driver training for all personnel on a two-year cycle
- Investigating and reviewing all accidents and injuries
- Complying with nationally recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- Reviewing emergency response incidents, with emphasis on safety issues
- Providing classes on safety topics



2017-18 ACTION PLAN OBJECTIVES

- Maintain a strong Labor/Management approach to member wellness
- Promote Peer Support Team; Conduct peer support education visits with each station
- Develop a diverse network of member wellness resources to be available on line
- Investigate all injuries requiring treatment
- Review firefighter Line of Duty Deaths and share lessons learned with members
- Complete package for comprehensive wellness plan
- RFP for annual medical physicals to find the best option for our members
- Identify and bring in a wellness speaker

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Craig Fredricks



SECTION 3 – RECRUITMENT

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To employ and retain a motivated, ethical, and diverse employee group for the Tempe Fire Medical Rescue Department in an effort to continue the strong legacy of service to the community, and to sustain the organization for the future.

Fire Medical Rescue Department Recruitment Team

The Multi-City cooperative between the cities of Scottsdale, Chandler, and Tempe was established to conduct recruitment and testing from a central test pool of candidates available to the three cities for entry level firefighters. Through this process, the three cities market to various affinity groups on local, regional, and national levels. This Multi-City approach is taken to ensure eligible candidates in the job market are made aware of upcoming testing and to acquaint candidates with the nature of the job, expectations, challenges, and opportunities presented by the firefighter position.

Recruitment efforts may consist of:

- Advertisements in print media and websites (i.e. Women in the Fire Service, International Association of Black Professional Firefighters, National Association of Hispanic Firefighters, and Firehouse.com)
- Website and social media announcements by the Department and Local 493 for updated recruiting and testing information
- Multi-media announcements on radio, television, and print websites
- Participation in local job fairs utilizing TFMR members and display boards
- Establishing a recruitment booth at selected citywide events
- Working cooperatively with the University and College Athletic Departments to increase awareness in potential female candidates of this career opportunity
- Maintaining relationships with firefighter groups such as Valley Bomberos and Emerald Society
- Assist potential candidates in understanding the nature of the job, the testing process, and the TFMR Mission and Core Values
- Partnering with Tempe Chapter of Local 493 in recruiting qualified candidates
- Mentoring TFMR cadets for future careers in the fire service
- Collaborating with Women Veterans in the Fire Service

Firefighter Recruitment

The Department looks for specific qualities in a firefighter recruit which include being a person who is honest and dependable, who cares about, and respects coworkers and members of the community.



SECTION 3 – RECRUITMENT (continued)

Firefighter Recruitment (continued)

Additional qualities include being a person who is customer service minded; learns quickly; is able to utilize knowledge in stressful situations; is detail oriented; uses common sense; is a team member who has the ability to get along in a 24–hour shift work environment; has organizational loyalty and strong personal values; is physically fit and committed to a healthy lifestyle; adapts quickly to change; and is safety minded.

New hires must be non-tobacco users and are required to sign a non-tobacco use agreement.

The testing process for firefighter selection will be conducted biennially (or as needed) in conjunction with the Human Resources Department. This process includes, at a minimum, a general aptitude test, Candidate Physical Ability Test (CPAT), panel interviews, extensive background checks, and a pre-employment medical examination along with a drug screening. The testing processes may also include a candidate assessment as part of the hiring process.

The Department continues to take action to ensure quality recruitment efforts attract the most highly qualified applicants. Recruitments include strong efforts to notify, attract, and recruit highly diverse candidates. The Department also actively recruits for non-emergency services personnel per the Tempe Human Resources guidelines.

Professional Staff

The Department works closely with Human Resources to ensure equal employment opportunity to all qualified persons based solely on an individual’s ability to perform the essential functions of a job without discrimination or harassment on the basis of race, color, gender identity, sexual orientation, religion, national origin, familial status, age, disability, or United States military veteran status.

When the Department has a professional staff vacancy, a recruitment posting will be made available containing general information regarding the position such as salary, minimum qualifications, the required documents/ forms needed to apply and where to apply.

2017-18 ACTION PLAN OBJECTIVES

- Establish a hiring list
- Develop a selection process that address the personnel needs of the Department while ensuring a diverse, productive, and well-trained workforce
- Work with City of Tempe Human Resources in recruitment of qualified individuals
- Conduct Fire Ops 101 for citizens and City leadership
- Develop resources for the Department to aid in the advancement of members for supervisory, managerial, and executive positions

2017-18 ACTION PLAN OBJECTIVES

- Fill 3 Fire Inspector vacancies
- Fill 1 Senior Fire Mechanic vacancy
- Fill 1 Service Inventory Technician vacancy

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Craig Fredricks



SECTION 4 – LABOR/MANAGEMENT & DIVERSITY STRATEGIC PLAN

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To deliver highly effective services to the community through a positive and cooperative working relationship between the Tempe Fire Medical Rescue Department Management, the Tempe Chapter of Local 493, and the Six-Sided Partnership, which involves members throughout the organization.

The purpose of the Labor/Management and Member Relations process is to make the Department more effective as an organization.

The delivery of effective emergency services, fire prevention, public education services, and support programs is highly dependent on positive working relationships and a positive approach to the care and development of its members.

The success of the Labor/Management and Member Relations process is also dependent on a number of foundational elements which are listed below:

- Achieve leadership resolve; executive leadership involvement, understanding, and support, these are crucial to the success of the program
- Value communication and diversity of thought
- Build on an environment of trust
- Look for agreeable solutions and use benchmark data to ask “What if?” and “Why not?” to assist in the strategic planning process
- Continuously work to strengthen relationships as well as address issues
- Agree to disagree at times; emphasize working on areas of agreement
- Protect the Labor/Management and Member Relations process
- Share the credit and work of the process

A standing Labor/Management committee is in place, co-chaired by the Fire Chief and Union President of the Tempe Chapter of Local 493 of the International Association of Fire Fighters (IAFF).

Standing committees are in place within the Labor/Management process to address committee related issues and to support a strong communication system within the Department. This process allows for early problem identification and grass root solutions to issues within a committee’s area of responsibility.

Standing committees co-chaired by a Departmental Chief Officer and a union member include:

- Logistics/ Support Services
- Community Risk Reduction/ Fire Prevention



SECTION 4 – LABOR/MANAGEMENT & DIVERSITY STRATEGIC PLAN (continued)

- Medical Services/ Community Outreach
- Personnel/ Professional Development
- Special Teams/ Programs
- Emergency Services
- Emergency Services Staffing

The Department has a similar standing committee with the United Arizona Employee Association (UAEA), co-chaired by the TFMR Fire Chief and the UAEA President. A Chief Officer and a union member work together in the following Sections to address work place issues and enhance communications:

- Logistics/ Support Services
- Community Risk Reduction/ Fire Prevention
- Medical Services/ Community Outreach
- Administration/ Management Support

Major initiatives for the Labor/Management process include: organizational communication, support of members during times of injury or sickness, maintenance of a healthy work environment, positive management of conflict, joint development and maintenance of personnel related policies and procedures, and strong support for City and Department programs.

Diversity Strategic Plan

The citywide Diversity Strategic Plan 2008-09 provides a framework to support all City departments in creating a fair and inclusive work environment. The Department works openly and cooperatively with the City Diversity Office.

A union member of the Tempe Chapter of Local 493 represents the Department in a citywide Diversity Steering Committee, which produced a Diversity Strategic Plan containing six strategic areas. The committee continues to work together to implement and update the Diversity Strategic Plan.

The Department strongly supports the program strategies that have been developed to respond to and strengthen the six strategic areas of the City Diversity Strategic Plan, which are:

- Inclusion and equity
- Impartiality
- Healthy networks
- Fair promotions
- Solutions
- Accountability



SECTION 4 – LABOR/MANAGEMENT & DIVERSITY STRATEGIC PLAN (continued)

The Department supports the Six-Sided Partnership as a citywide process to identify, discuss, and resolve issues.

Standing initiative efforts of the labor/management process include:

- Health and welfare of Department members
- Recruitment and hiring of firefighters
- Annual Department picnic
- Annual retiree picnic
- Annual remembrance for Firefighter/Paramedic Ed Gaicki
- Policy and procedure review and updates
- Labor/Management Committee meetings
- Community service opportunities
- Support of the Safe Haven program in partnership with the Diversity Manager and Human Resources

2017-18 ACTION PLAN OBJECTIVES

- Strongly support the current Memorandums of Understanding with Local 493, TSA and UAEA
- Work closely with UAEA and TSA Representatives in support of civilian members of the Department
- Hold Labor/Management committee meetings
- Monitor and report on the \$15,000 fund established by the City for IAFF Union diversity recruiting efforts
- Continue to collaborate on community service opportunities
- Collaborate on Wellness program

FOLLOW UP RESPONSIBILITY: Fire Medical Rescue Chief Greg Ruiz, Local 493 Tempe Chapter Vice President Don Jongewaard and UAEA President Jackie Awosika



SECTION 5 – COMMUNITY RISK REDUCTION

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections

STRATEGY: To prevent injury, loss of life, and property loss from fire through the implementation and management of a comprehensive and effective building and fire code inspection program, and fire life safety education programs.

The Community Risk Reduction Division has a staff of eight Fire Inspectors who provide fire and life safety inspections to Tempe businesses, respond to fire or life safety concerns and complaints, research fire codes, examine and provide input on new construction and remodeling projects, and investigate the origin and cause of fires. The greatest emphasis has been on identifying and inspecting high risk occupancies based on occupancy use, potential loss of life, and economical impact.

It is the Department's belief that fire and life safety inspections of occupancies improve safety and reduce risk to the community. The frequency of these inspections is reliant on the Community Risk Assessment Guideline which identifies high, moderate, low, and critical infrastructure assets in Tempe. Community Risk Reduction strives to inspect high risk occupancies annually, moderate risk occupancies biennially, and low risk occupancies triennially.

Fire and Life Safety Inspection Program

The priority of occupancies selected for inspection is based on the relative hazard associated with the occupancy. Each year, the Fire Inspectors will update the Community Risk Assessment for accuracy, with a formal evaluation and updating of the Community Risk Assessment criteria every five years in accordance with the National Fire Protection Association and the Center for Public Safety Excellence.

The Department is dedicated to a Company Inspection Program where emergency companies (engine and ladder) are assigned fire and life safety inspections each quarter to become familiar with businesses within their first-due area, and identify any fire or life safety hazards.

Incident Investigations

Four Fire Inspectors from the Community Risk Reduction Division are trained as fire origin-and-cause investigators. They are assigned on a rotating basis to investigate fires, explosions, hazardous materials incidents, and other related incidents. Suspicious or arson fires are investigated by the Tempe Arson Task Force which is comprised of Department Fire Inspectors and Tempe Police Detectives. The Detectives are also trained as fire origin-and-cause investigators.



COMMUNITY RISK REDUCTION (continued)

New Construction and Tenant Improvement

One Fire Inspector is assigned to review new construction plans, tenant improvement plans, and conduct new construction and tenant improvement inspections. One Fire Inspector is dedicated to reviewing plans and new construction or tenant improvement inspections for an eighteen month assignment, and is located in the Community Development Department during this assignment. A rotation schedule has been established, with the next rotation occurring in April 2018.

2017-18 ACTION PLAN OBJECTIVES

- Update occupancy risk classifications of all commercial occupancies in accordance with the revised occupancy risk classification guideline
- Conduct risk assessments for large special events in need of an occupancy load
- Develop and implement a self-inspection program for low risk occupancies
- Revise operational and construction permit structure and fee schedule
- Review latest edition of the International Fire Code and Fire Code Amendments
- Ensure luminous egress path markings are present in all existing high rise buildings
- Ensure carbon monoxide (co) detection is present in existing structures as required
- Create specific regulations and requirements readily accessible to the public on the website
- Create a regulation outlining specific requirements for special events
- Provide quarterly community risk reduction training for all fire inspectors
- Rotate the Fire Inspector who is conducting new construction and tenant improvement plan reviews in April 2018, due to the 18-month commitment being completed
- Utilize available technology to maximize efficiency in daily operations
- Create a bar/night club fire and life safety training/ presentation
- Conduct night inspections of bars/nightclubs
- Evaluate respiratory protective options for Fire Inspectors while investigating the origin and cause of fires, and develop a policy for respiratory protection for Fire Inspectors
- Establish an electronic hazardous material reporting program and regulation

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Hans Silberschlag



SECTION 6 – PUBLIC SAFETY EDUCATION

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

STRATEGY: To deliver fire and life safety programs to the community at large, in an attempt to assist them in developing proper safety behaviors to prevent the loss of life and property.

The Community Risk Reduction Division leads the department in educating citizens about fire and life safety in order to minimize high risk behaviors. The Department's Public Education Specialist will continue to support and update the following programs for all community members:

- Fire Prevention Week
- Car seat Inspection and Free Car Seat/Booster Seat Programs
- Cardiopulmonary Resuscitation (CPR) and Cardio Cerebral Resuscitation (CCR)
- Water Safety – “Stewie the Duck Water Safety Presentations”
- Fire Safety Presentations
- Kitchen Safety Presentations
- Home Safety Surveys
- Fire Extinguisher Training
- Fire Station Tours and Fire Apparatus Requests
- Preschool Presentations
- Home day care inspections
- Fall prevention program
- Getting Arizona Involved in Your Neighborhood (G.A.I.N.)
- Operation Prom Grad
- Juvenile Fire Setter Intervention Program
- Secure Lockbox Program
- Smoke Detector and Battery Replacement Program
- Pregnant teen/teen mother fire and life safety
- Participate in career days and Tempe Leadership presentations
- Health and Safety Fairs



2017-18 ACTION PLAN OBJECTIVES

- Commence pre- and post-testing of participants at selected life safety programs
- Create an electronic method of tracking all fire, water, and life safety materials distributed throughout the fiscal year



PUBLIC SAFETY EDUCATION (continued)

- Evaluate and critique Home Safety Programs throughout the east valley
- Create a home safety program for TFMR and train staff/volunteers on Home Safety Program
- Initiate a home safety program for Tempe residents
- Initiate Milo and Moxie Fire and Burn presentations for pre-school through second grade students with a goal of providing 50 presentations per fiscal year
- Track and post fire and life safety issues/trends weekly on social media
- Update Fire Prevention Day event in October
- Plan and coordinate Water Safety Day in August 2017 and March 2018
- Develop and teach a kitchen safety program to senior adults
- Attend Juvenile Fire Setter Intervention class and update TFMR's Juvenile Fire Setter Program™

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Hans Silberschlag and Public Education Specialist Monique Bonfiglio



SECTION 7 – COMMUNITY RELATIONS AND PUBLIC INFORMATION

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

STRATEGY: To provide information and services to the citizens of our community that will offer life safety information, help inform our citizens regarding instructional services provided, and to address the media needs of the Department.

The Department utilizes different media platforms to deliver important information to the community. In addition, the Department partners with the City of Tempe PIO staff to provide information to the community through television, radio, and print media. Information is regularly posted on social media concerning fire and life safety issues and trends.

Topics for posting on social media will include:

- January: Blood Pressure Check
- February: Hoarding/National Poison Awareness Month
- March: Cooking Safety/Bites and Stings
- April: National Arson Awareness/EMS Week/Water Safety
- May: Warm Weather Tips/Monsoon Safety/National CPR Week/Water Safety
- June: Fireworks Safety
- July: Fire Extinguishers and Smoke Detectors
- August: Emergency Preparedness Month
- September: Fire Prevention Event/Halloween Safety/Juvenile Fire Starter Prevention Program
- October: Safe Havens/Smoke Detectors and Fire Extinguishers
- November: Car Seat Inspections/Seat Belt Safety/Escapes Plans
- December: Christmas Tree Safety/Fireworks Safety



2017-18 ACTION PLAN OBJECTIVES

- Expand posting of public safety messages, topics, issues and trends on social media
- Identify and provide information and activities about TFMR on social media
- Update website providing access to classes, forms, and other services provided by TFMR
- Work with the City of Tempe PIO to develop a Twitter account
- Develop fire and life safety videos

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Hans Silberschlag and Public Education Specialist Monique Bonfiglio



SECTION 8 – FISCAL MANAGEMENT

Related Council Strategic Priorities



Financial Stability
and Vitality

STRATEGY: To promote fiscal integrity and transparency in the use of public funds and to explore funding alternatives, appropriate cost recovery, and ensure expenses are aligned with the Department's mission.

Department Revenue

Department revenue received for services provided through the Department's General Fund operations are deposited in the General Fund. Beginning in FY 2017-18, the Department will receive new revenue for services provided through the operation of the Department's new Emergency Medical Transportation Service. This revenue will be deposited in the City's new Emergency Medical Transportation Enterprise Fund.

Since the new Emergency Medical Transportation Service will initially consist of putting only two City ambulances into service, the City will continue to partner with its contracted ambulance provider to provide an additional four ambulances dedicated to service in Tempe. As described below, revenue received from the contracted ambulance provider will also be deposited into the Emergency Medical Transportation Enterprise Fund.

General Fund Revenue:

- The Community Risk Reduction Division collects fees for fire inspections, requested reports, permits, plan / development reviews, and sprinkler system inspections.
- The City is engaged in an intergovernmental agreement with the Tempe County Island Fire District for the Department's provision of fire protection service to district property. The agreement includes a semiannual fee for service paid to the City which is calculated as a percentage share of the Department's budget based on assessed property valuation.
- The Administrative Services Division charges fees for CPR and First Aid Classes and for copies of requested Emergency Medical Services incident reports.
- The Emergency Services Division charges fees for the use of the Tempe Fire Training Center.

Emergency Medical Transportation Enterprise Fund Revenue:

- With the commencement of the Department's new Emergency Medical Transportation operations in FY 2017-18, the City will begin receiving revenue in the form of ambulance transport fees collected through billing activity generated by emergency transport services provided by two new Department ambulances. The Department's ambulance transport fees were approved under the fee structure set up for transporting agencies by the Arizona Department of Health Services.



FISCAL MANAGEMENT (continued)

- Prior to FY 2017-18, emergency medical transportation service in the City was exclusively provided through a contractual partnership with a third party ambulance service provider. Under the terms of the contract, the ambulance provider reimbursed the City for providing medical supplies, Advanced Life Support services and City civilian paramedics to partially staff dedicated contractor ambulances. Prior to FY 2017-18, all contractual reimbursement revenue was deposited into the General Fund. Beginning in FY 2017-18, all contractual reimbursements will be deposited into the new Emergency Medical Transportation Enterprise Fund.

It is worth noting, since the Department will begin operating a City owned ambulance service in FY 2017-18, the third party contractual reimbursements to the City will dramatically decrease, primarily because the City civilian paramedics previously employed to partially staff contractor ambulances, will now staff the two new City ambulances. However, it is anticipated new emergency transport revenue generated by the two City owned ambulances will substantially offset the decrease in contractual reimbursements.

Department Expenditures

Every fiscal year the Department strategically allocates its fixed base level operating budget to support anticipated operational requirements in an effort to ensure service level standards and desired outcomes may be achieved. In turn, throughout each fiscal year actual operational expenditures are continuously monitored to assess the extent to which they occur in line with how they were budgeted. The goal of this cycle is to develop an annual operating budget that accurately and transparently reflects the strategic service priorities of the Department.

Annually, City Departments may request additional budget appropriations that are above and beyond their annual fixed or base level operating budgets. These additional financial resources may be requested for critical service delivery functions which at current funding levels are not yet producing desired outcomes identified by Departments, for one time program initiatives, or for entirely new permanent operations. The additional budget requests are thoroughly evaluated by City Management and are approved based on priority and funding availability.



FISCAL MANAGEMENT (continued)

During the City's FY 2017-18 budget development cycle, the Department received funding approval for two significant new operational initiatives. The approved requests are listed below.

FY 2017-18 Approved Supplemental Budget Requests

Approved Funding Title	Description
<p>Emergency Medical Transportation Service</p>	<p>The budget approval includes funding to establish a new City of Tempe emergency medical transportation (ambulance) service as an additional City operation managed by the Fire Medical Rescue Department (FMRD). The FY 2017-18 funding will place into service two full-time (24 hour) advance life support ambulances which will be housed and operate out of two FMRD fire stations. The service includes the addition of thirteen new positions which will staff the operation as follows: six non-sworn Paramedics, six non-sworn Emergency Medical Technicians, and an Emergency Transportation Services Manager. Since the City ambulance service will also generate revenue in the form of fees for service, a new City enterprise fund will be created to transparently track and evaluate operating performance. The long term plan for the new City emergency transportation service is to continue to add an additional City ambulance each fiscal year over the next several years. The addition of a municipally operated ambulance service is anticipated to create a sustainable emergency transportation platform that will be in place to serve the community on a permanent basis at the highest level of quality service. An initial expenditure budget of \$1,971,733 for the service will be appropriated in the new City enterprise fund in FY 2017-18.</p>
<p>Low Acuity Response Team Pilot</p>	<p>A Low Acuity (LA) response team is a two person team who will be assigned to incidents initially determined to be non-life threatening in nature. The budget approval provides funding to conduct a LA unit pilot program to test the effectiveness of answering these calls for service. The concept envisions the LA unit responding to lower priority calls for service and leaving the four person engine or ladder companies available for the more labor intensive and high risk type calls. In early 2019, the Department plans to open fire station 7. If the Department were to relocate an engine company to staff station 7, this would create a significant gap in coverage from wherever that resource is drawn. If successful, the low acuity concept will keep engine and ladder companies available, which in turn will have the effect of lowering or maintaining response times. The LA unit includes six personnel to effectively execute the six month pilot which will facilitate the collection and analysis of the response data. The pilot program includes \$594,230 in funding.</p>



FISCAL MANAGEMENT (continued)

Department Grants

The Department pursued grants which are in alignment with the Department’s Mission.

FY 2016-17 Grant Awards	
Arizona Department of Homeland Security	Sustain Terrorism Liaison Officer - \$1,420
Arizona Department of Homeland Security	Sustain Community Emergency Response Team - \$2,550
Arizona Department of Homeland Security	Sustain Regional Response Team - \$100,000
Firehouse Subs Public Safety Foundation	Purchase of forcible entry equipment - \$15,000
Salt River Pima Maricopa Indian Community	Sustain the Community Patient Advocate Service and improve service delivery to the Veteran and Native American communities in the City of Tempe by implementing a home health and telemedicine program - \$148,754

2017-18 ACTION PLAN OBJECTIVES

- Develop and monitor the Department’s General Fund Operating budget
- Develop and monitor the Department’s Capital Improvements Program budget
- Develop and monitor the Department’s Emergency Medical Transportation Enterprise Fund budget
- Provide budget and finance related support to the Department’s deployment of the adopted Emergency Medical Transportation Service
- Monitor allocation and expenditure of new Council approved supplemental funding for the Low Acuity pilot program
- Develop long term financial early hire staffing succession plan in anticipation of planned retirements
- Monitor grant submissions

FOLLOW UP RESPONSIBILITY: Fire Budget and Finance Supervisor Adam Williams



SECTION 9 – EMERGENCY SERVICES TRAINING

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To identify areas of need and develop training programs to assist our members in becoming more proficient in emergency service delivery, customer service, emergency incident management, safety, fire prevention, public safety education, personnel management, and supervisory leadership.

In an all hazards approach department, the work is multi-faceted and therefore the training required to handle the variety of incidents must be equally diverse. It is critical this training meets professional standards and government regulations, in which, documentation and records management are essential elements of the process. It is vital to maintain existing key programs that meet the highest local, state, and federal standards. This ensures programs are regularly reviewed and modified to address the dynamic state of a modern professional all hazards emergency services agency.

Items identified that require training program development or refresher training include:

- Driver Training
- Live Fire Training/Nighttime Training Drills
- All Hazards First Responder Training
- Personnel Management and Officer Development
- Diversity/Sexual Harassment/Hostile Work Environment/Violence in the Workplace
- OSHA Training: Asbestos Awareness, Electrical Safety, Lockout/Tag Out, Hearing Protection, Eye Safety, Working in Extreme Temperatures through Target Solutions and City of Tempe Risk Management Department
- Confined Space Training
- Tactical Fire Simulation Training
- City Sponsored Training
- Probationary Firefighter Training and Evaluation
- Minimum Company Standards (MCS) and Field Operations Exercises
- External Training Opportunities (seminars, conferences, and National Fire Academy)
- Chief Officer Command Level Training





EMERGENCY SERVICES TRAINING (continued)

- Policy review and revision training through Share Point
- Acting Deputy Fire Chief, Acting Captain, and Acting Engineer Training and Internship Programs
- Target Solutions Training Assignments
- State Fire School

2017-18 ACTION PLAN OBJECTIVES

- Evaluate and revise fee schedule for Training Center usage
- Research and develop a high-rise training program
- Oversee burn room addition 2018-2019
- Upkeep of existing burn building
- Maintain a library with textbooks and virtual access to professional websites and publications
- Revise and update training policies and procedures
- Conduct training to meet mandated and recommended training requirements
- Conduct MCS for all companies
- Provide leadership training for all Emergency Services personnel
- Evaluate acquisition of breaking and breaching props
- Facilitate Chief Officer Training
- Evaluate need to create digital library with remaining VHS tapes
- Encourage and support joint training opportunities with neighboring agencies
- Technology upgrades to Training Center facilities; Update the technology to expand the simulation lab to also include the Apparatus Storage facility, all classrooms, and the conference room.

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief Mike Atkinson*



SECTION 10 - EMERGENCY RESPONSE

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To deliver emergency services in a safe and efficient manner, with a response time (call processing time plus turnout time plus travel time) of 6:00 minutes (360 seconds) or less for emergency medical calls, and 6:20 minutes (380 seconds) or less for fire related calls, 90% of the time.

Emergency response time is defined as the elapsed time from when a call is received in the fire communication center until the first Tempe Fire Medical Rescue unit arrives on the scene. Factors affecting emergency response times include, but are not limited to, call processing, turnout time, deployment of resources, location and availability of resources, routing, and travel time to the incident. The response time standard prescribed by the National Fire Protection Association (NFPA) is the response time standard adopted by the Department.

NFPA Response Time Standards

Components of Response Time	Fire Dispatch Benchmark/Goal	Emergency Medical Benchmark/Goal
Call Processing Time	60 seconds (1:00) 90% of the time	60 seconds (1:00) 90% of the time
Turnout Time	80 seconds (1:20) 90% of the time	60 seconds (1:00) 90% of the time
Travel Time	240 seconds (4:00) 90% of the time	240 seconds (4:00) 90% of the time
Total Response Time	380 seconds (6:20) 90% of the time	360 seconds (6:00) 90% of the time

A critical component of response time is turnout time, which is the amount of time that passes from the time firefighters are alerted to the time that the fire apparatus begins to travel to the incident. The current policy for Department turnout standard for incidents requiring firefighting gear is eighty seconds or less, and sixty seconds or less for medical incidents.

In 2015, the Department completed a Station Location Study with ORH, an independent research company specializing in response times for emergency fire and medical services. The basis of the study was to evaluate response times and call volume in an effort to determine the most efficient placement of resources throughout the city. The goal was to reduce response times citywide to meet Department standards. Early recommendations in the study prompted City Council to direct the Department to begin a search for land to add a seventh Station in the southeast corner of the city. Suitable land has been identified. The City is in the process of design and construction for Station 7.



EMERGENCY RESPONSE (continued)

**TFMR Components of Response Time
Compared to NFPA Benchmark**

Components of Response Time	Fire	Medical
Alarm Handling Time	60 seconds 42.85% of the time	60 seconds 65.75% of the time
Turnout Time	80 seconds 92.09% of the time	60 seconds 82.04% of the time
Travel Time	240 seconds 54.49 % of the time	240 seconds 66.31% of the time
Total Response Time	380 seconds (6:20) 61.95% of the time	360 seconds (6:00) 72.62% of the time

2017-18 ACTION PLAN OBJECTIVES

- Monitor and publish turnout times to all members
- Collaborate with Phoenix Tech Services to publish results of Wheels Moving Time to track the actual time apparatus leaves the station when responding to calls for service
- Evaluate the deployment of resources for efficiencies as it effects call volume and response time
- Utilize Labor/Management approach to create low acuity response pilot policy and procedures
- Implement and track results of low acuity response pilot
- Complete design and begin construction of Station 7
- Develop and implement policy for storage of digital images, video and audio

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Craig Fredricks



SECTION 11 – MEDICAL SERVICES

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

STRATEGY: To save lives, reduce suffering, and speed recovery from injury and illness by providing medical services that play an integral part in the total healthcare delivery system in Tempe.

The delivery of Medical Services plays a major role in the operation of the Department. Over 80% of the Department's annual emergency response activity is medical in nature. The role of Medical Services reaches beyond emergency response to improve the health status of individuals, families, and the community.

Primary Functions of Medical Services:

- Treat the sick and injured with appropriate basic and advanced medical care in the pre-hospital setting
- Connect patients to the right care, at the right time, in the right setting
- Empower citizens to participate in decisions affecting their health
- Inform and educate people about health and disease
- Mobilize community partnerships and action to identify and solve health problems
- Provide equitable access to people-centered care
- Ensure the workforce is highly trained and utilizes cutting edge techniques and equipment
- Develop policies and plans that support individual and community health efforts

Programs and Services Provided by the Medical Services Section:

- Quarterly emergency medical technician (EMT) and paramedic training for all members
- Paramedic and EMT Certification and re-certification program
- Medical care documentation training for all EMTs and paramedics
- Research and Development team to continue testing and implementing the most current equipment and procedures
- Provide support of CARE 7 program to enhance citizen services and to allow fire companies and police officers to quickly return to in-service status
- Quality assurance programs for EMTs and paramedics
- Administrative support of Civilian Ambulance paramedics and ALS transport
- Training for Tempe's citizens and employees in Cardio Pulmonary Resuscitation (CPR), Cardio Cerebral Resuscitation (CCR), Automatic External Defibrillator (AED), Blood Borne Pathogens, First Aid, influenza preparedness and vaccines
- CPR, First Aid, and AED training available in Spanish



MEDICAL SERVICES (continued)

- Interagency EMS greater alarm drills
- Patient Advocate Services (PAS) provide for patient centered care and care management services to at-risk members of the community
- VA Telemedicine program for high-risk veterans
- Flu shots
- TB skin tests
- Medical Support Unit (MSU) Tactical Paramedics

Issues influencing the direction and focus of Medical Services:

- Evaluating ways to meet the needs of patients with psychological and dependency issues
- Instability in the emergency medical transportation market, and how TFMR can ensure the availability of ambulance transportation for the community
- Ensuring the current transport provider is adhering to the standards established by contract
- Continued implementation of the Patient Protection and Affordable Care Act
- Changes in training standards and certification procedures for EMTs and paramedics
- Improvements and changes in the accepted standard of care
- Federal and State mandates and requirements
- Strive toward a unified regional EMS response through cooperative involvement in the Central Arizona Life Safety Council (CALSC) EMS Sub-committees
- Continually evaluating patient care in pursuit of improving service delivery effectiveness and efficiency
- Examining effective and efficient ways to provide paramedic and EMTs continuing education and training
- Striving to meet community needs by providing Spanish language CPR, CCR, First Aid and AED training capabilities



MEDICAL SERVICES (continued)

Durable Medical Equipment Acquisition Schedule		
Fiscal Year	Item	Anticipated Costs
2017-18	(2) Lifepak 15 Heart Monitor/Defibrillator	\$39,000
	(5) Apple iPad Air 2 tablets	\$2,500
	(1) Pediatric Rescue Annie CPR Manikin	\$3,000
	(1) Video Intubation kit	\$1,200
	Rescue Annie replacement parts	\$3,000
	(2) Suction Unit	\$2,040
	(2) Pediatric Treatment Bags	\$2,720
2018-19	(2) Lifepak 15 Heart Monitor/Defibrillator	\$40,950
	(5) Apple iPad Air 2 tablets	\$2,750
	(2) AED Lifepak 1000	\$7,900
	(1) Adult Rescue Annie CPR Manikin	\$3,000
	(1) Video Intubation kit	\$1,250
	(2) Suction Unit	\$2,080
2019-20	(2) Lifepak 15 Heart Monitor/Defibrillator	\$42,998
	(5) Apple iPad Air 2 tablets	\$2,750
	(2) AED Lifepak 1000	\$7,900
	(1) Adult Rescue Annie CPR Manikin	\$3,000
	(1) Video Intubation kit	\$1,250
	(2) Suction Unit	\$2,080

2017-18 ACTION PLAN OBJECTIVES

- Update TFMR treatment guidelines
- Complete a selection process for ambulance EMTs and Paramedics
- Place two ALS ambulances in service
- Complete a selection process for sworn-paramedics
- Update and implement training criteria for MSU program
- Complete a selection process for new MSU paramedics
- Continue to maintain and/or replace the Electronic Patient Care Reporting (ePCR) system tablets
- Continue to keep Department personnel up to date on the latest in emergency medical operating procedures, equipment, and techniques
- Take part in state and regional committees
- Work with CARE 7 and Tempe Police Department to develop a cohesive, comprehensive approach to mental health and chemical dependency issues

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Andrea Glass



SECTION 12 – EMERGENCY MEDICAL TRANSPORTATION SERVICES

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

Provision of emergency medical transportation services is an important part of any medical services system. In 2016, Tempe Fire Medical Rescue sought and was granted a Certificate of Necessity (CON) to operate an ambulance service in Tempe. The Department is in the process of commencing ambulance operations through a phased in strategy.

TFMR will deploy two advanced life support ambulances in the first phase of the operation. These civilian staffed apparatus will be billeted at fire stations one and six. The emergency transportation services will operate as follows:

- Two ambulances will be constant-staffed with a paramedic and an emergency medical technician and operate 24 hours per day
- TFMR will bill insurance companies and responsible parties for every transport
- TFMR contracts with a third party billing provider to accomplish reimbursement for services
- TFMR ambulances will be equipped with advanced life support equipment and communications technology that will enable them to be dispatched by the Phoenix regional dispatch system
- TFMR will be dispatched to appropriate emergency calls for service when they are the closest qualified apparatus
- Ambulance crews will take daily direction from a fire captain, however their formal supervision will come from the Emergency Medical Transportation Supervisor
- Ambulances are not considered part of the automatic aid roster and will not respond to calls outside of the Tempe city boundaries unless specifically requested (likely only for exigent circumstances)
- TFMR may expand the number of ambulances deployed within the city based on operational and fiscal performance
- TFMR will maintain compliance with all state federal and local regulations governing ambulance operations

2017-18 ACTION PLAN OBJECTIVES

- Hire paramedics and EMTs
- Register ambulances with Arizona Department of Health Services (ADHS)
- Secure a Medicare vendor account
- Secure an AHCCCS (Medicaid) account
- Create and activate unit identification profiles in the Phoenix CAD system
- Train all TFMR providers concerning various aspects of ambulance operations and documentation
- Secure training for mechanics on Ford chassis (ambulances)



SECTION 13 – EMERGENCY MANAGEMENT

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To ensure that the appropriate steps have been taken to prevent disasters from occurring, minimizing the impact of those that do occur, and prepare the City in the management of response and recovery operations for large scale emergencies.

The Department is charged with overseeing the City's emergency management effort, in which the City of Tempe Emergency Operations Plan will continue to serve as the primary guide for emergency response operations and preparedness. Numerous City of Tempe departments have committed members to operating in the Emergency Operation Center (EOC) during actual events, or scheduled drills. Participants have completed coursework and become familiar with the National Incident management System (NIMS) at a level which allows them to operate in the EOC.

Situations that could require activation of the EOC and implementation of the Emergency Operations Plan may include:

- Preparation for, or results of, severe weather
- Water release situations which threaten or have caused serious flooding and/or damage
- Incidents resulting in mass casualties, significant numbers of homeless citizens, or fires of conflagration proportions
- Plane crash or mass transportation incidents
- Industrial incidents
- Major structural collapse situations
- Civil disturbances
- Major public events
- Acts of terrorism
- Large area and/or long-term hazardous materials incidents
- Any situation requiring significant or extensive warning to the public

During an EOC drill in the first-quarter of 2017, stakeholders from City departments were asked to evaluate the EOC and make suggestions for a comprehensive renovation. This group agreed upon engaging a consultant with expertise in the many facets of an EOC and could make recommendations for improvement in physical structure, technology, HVAC and utilities, as well as furniture among other areas. The Department will utilize funds from a Capital Improvement Program (CIP) to update the City's EOC in the FY 2016-17 and FY 2017-18.



EMERGENCY MANAGEMENT (continued)

The EOC must be able to effectively accomplish the following:

- Gather time sensitive data to support accurate situational awareness
- Secure and distribute supplies and equipment to employees in the field
- Direct human resources in support of multiple missions
- Disseminate information to the public in support of public safety
- Interact with other governmental and support agencies
- Maintain accurate records of information gathered and actions taken
- Forecast and develop mitigation plans
- Coordinate the actions and efforts of several city departments

2017-18 ACTION PLAN OBJECTIVES

- Conduct a training session to review Web EOC software for City members who operate in the EOC
- Conduct an annual emergency management exercise for City members who operate in the EOC
- Create and implement a plan to update contact lists and materials housed in the EOC
- Maintain National Incident Management compliance for emergency personnel (NIMS 100, 200, 700, 800)
- Identify and provide training opportunities in the 300 and 400 levels for employees and elected officials in the National Incident Management System (NIMS)
- Comply with nationally recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- Conduct a NIMS compliance audit for NIMS 100, 200, 700 and 800 on TFMR members and City members who operate in the EOC
- Work with City staff and outside contractors to update the EOC
- Transition a Training Center conference room into a satellite EOC

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Hans Silberschlag and Deputy Fire Chief Rob Downing



SECTION 14 – SPECIAL TEAMS – HAZARDOUS MATERIALS

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To prevent hazardous materials releases from occurring and to mitigate releases that do occur in a safe, effective, and efficient manner, thereby protecting people, property, and the environment.

The need for a comprehensive effort to prevent and prepare for hazardous materials emergencies is vital with the ever-increasing utilization of chemicals, the extensive amount of high-tech research, and the educational and industrial activity in the City of Tempe.

The City’s Environmental Health and Safety Supervisor assists the Department’s Hazardous Materials Team with identification, stabilization, cleanup, and disposal of any Hazardous Materials or unknown materials which are located in any city right-of-way or property.

Training

Training requirements for technician level consists of an initial 200 hour Hazardous Materials Technician certification course that is supplemented by forty-hours of continuing education annually, as required to maintain certification. Continuing education occurs through the East, Central, and West Valley Consortiums.

Other Fire Department Hazardous Materials Response Teams:

Table with 3 columns and 4 rows listing cities: Phoenix, Chandler, Mesa, Glendale, Scottsdale, Gilbert, Goodyear, Casa Grande, Maricopa, Surprise, Peoria, Buckeye.

2017-18 ACTION PLAN OBJECTIVES

- Develop and implement CQI review with Central HMT coordinator on CE topics prior to instructing
• Review, update, archive, and/or create all Hazmat Policies and Procedures
• Replace six Level-A suits with UASI RRT Grant funding
• Establish an annual First Responder training for Emergency Services personnel

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Rob Downing



SECTION 15 – SPECIAL TEAMS – TERRORISM LIASON OFFICER

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To assess, prepare, and train for effective and safe response to incidents that involve terrorism.

The Department's Staff Captains serve as Terrorism Liaison Officers (TLO) for the Department. The Department's TLO serves as a liaison between the Fire and Police Departments during incidents involving hostages, suspicious packages, barricades, HAZMAT incidents, special events, and the serving of high risk search warrants by any federal, state, or local law enforcement agency.

2017-18 ACTION PLAN OBJECTIVES

- Participate in State of Arizona local and regional multi-agency exercises
- Evaluate the efficiency and effectiveness of the three staff Captains who share the responsibilities of the TLO
- Track and document TLO activity on Statewide Timesheet in the Department of Homeland Security website and report quarterly to the Executive Chief Officers
- Send Staff Captains to a local 40-hour TLO Training Program

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mike Atkinson



SECTION 16 – SPECIAL TEAMS – TECHNICAL RESCUE

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To provide technical rescue capability with the necessary equipment and training that is compliant with the Regional Technical Rescue Field Operations Guide 4th Edition, as adopted by the Regional Operations Committee.

Technical Rescue incidents require a higher degree of training and specialized equipment to conduct relatively safe operations. Numerous emergency incidents which require this level of response are confined space rescue, trench and excavation collapse, high and low angle rope rescues from buildings and rough terrain, swift water rescues, boat based rescues, structural collapses, limited water rescue, and other non-typical/unique accidents. The Department was approved for the 2016 RRT Grant from UASI for training and specialized equipment such as the Paratech trench rescue struts.

The Technical Rescue Technician (TRT) level training requirements consist of an initial 200 hour TRT certification course that is supplemented by an annual forty-hours of continuing education. Continuing education is coordinated through East, Central, and West Valley Consortiums.

2017-18 ACTION PLAN OBJECTIVES

- Expand capabilities and train personnel with Paratech trench rescue struts
- Review, update, archive, and/or create all TRT Policies and Procedures
- Develop Policies and Procedures for FB271 (Fire Boat) Rescue Operations
- Develop and implement initial training for operating FB271 for Station 5 and TRT personnel
- Develop and implement a one-year pilot program to deliver an alternative TRT training schedule

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Rob Downing



SECTION 17 – SPECIAL TEAMS - DIVE TEAM

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To provide dive operations with the necessary equipment and training that is compliant with ERDI rescue diver, as adopted by Tempe Fire Medical Rescue.

Dive incidents require a higher degree of training and specialized equipment to conduct relatively safe operations. Several types of emergency incidents require this level of response such as dive operations, and evidence recovery. This section also works alongside special events to provide TFMR divers for triathlons.

The Rescue Diver level training requirements consist of an initial 200 hour certification course that is supplemented by annual continuing education which is coordinated through a Department Instructor.

2017-18 ACTION PLAN OBJECTIVES

- Select two members for initial dive training to replace retired dive team members
- Implement a plan to replace and train a Dive Master/Instructor
- Review, update, archive, and/or create Dive Policies and Procedures
- Evaluate weekly dive training efficiencies and develop a 12 month pilot for bi-weekly training
- Develop and implement modified dive team CE training hours schedule

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Rob Downing



SECTION 18 – SPECIAL EVENTS

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

STRATEGY: To deliver emergency services in a safe, effective and efficient manner to participants and customers of community/special events with minimal impact on the basic emergency services delivery capability to the citizens of Tempe.

The City of Tempe hosts a large number of special events, some of which generate significant attendance and/or are high profile events. Through the staffing of special events, the Department is able to meet the needs of the City by minimizing any adverse impact to basic emergency services. The Department is committed to protecting the health, welfare, and safety of those in attendance by performing a risk assessment for specific special events, which was implemented in FY 2016-17.

The Department has representation on the City's Special Events Task Force, which approves special events in the City. For special events requiring an assessment of the desired occupancy load or any fire or life safety hazards, a Fire Inspector will review the submitted Special Events application during the review phase, which precedes the approval of the special event at the Special Events Task Force meeting.

The Department's role in special events is community safety based, which includes the following items:

- Review the promoter's, producer's, or organizer's site plan for compliance ensuring proper occupancy load for fenced-in special events
- Verify access, egress points, including pathways to exits for alignment with the occupancy load
- Permit and inspect tents and other temporary structures
- Verify emergency vehicle access
- Provide medical and all-hazards staffing at special events based on a risk assessment and/or the impact on emergency service delivery to the public
- Provide fire and life safety inspections
- Permit and inspect the use of fireworks at an event

2017-18 ACTION PLAN OBJECTIVES

- Implement a Risk Assessment prior to staffing Special Events
- Establish a guideline for promoters, producers and organizers of Special Events to reference for outdoor assembly operations, access and egress requirements, and exit signage



SPECIAL EVENTS (continued)

ACTION PLAN (continued)

- Commence post-event meetings with promoters, producers and organizers for special events requiring a risk assessment to discuss public safety issues
- Create a guideline for when and how to staff a Safety Team at Special Events
- Establish the roles, responsibilities, and duties of the Safety Team at Special Events
- Determine the need for a Fire Inspector to be a member of the Safety Team at Special Events
- Implement succession plan to replace two Special Events logistics members
- Evaluate the process utilized by logistics for monthly checks of equipment for efficiency
- Evaluate service delivery options which maximize service in a cost efficient manner
- Initiate data input of Special Event permits

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Hans Silberschlag and Deputy Fire Chief Rob Downing*



SECTION 19 – FIRE MEDICAL RESCUE MAINTENANCE

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To provide safe and effective fire medical rescue apparatus and equipment through a comprehensive preventive maintenance, repair, and replacement program.

The Department's maintenance effort, as an integral part of the Support Services Section, is responsible for the preventative maintenance, repair, and timely replacement of the Fire Medical Rescue apparatus fleet.

The Department takes a very proactive approach to identifying potential problems and preventing them from occurring through its preventive maintenance program. The Department also schedules all testing and apparatus repairs to have minimal impact on service delivery.

The Fire Medical Rescue Apparatus Inspection and Maintenance program is carried out by the respective crews in conjunction with an Emergency Vehicle Technician (EVT). It allows evaluation of the vehicle's overall condition, identification of potential problems, and makes corrections in an effort to optimize performance during emergency operations. Additionally, the apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

Fire Medical Rescue Maintenance may, when necessary, contract with an outside vendor for certain types of work such as major engine overhaul, automatic transmission overhaul, major spring work, and on aerial ladder repairs.

As part of the maintenance program, the Department is able to identify when apparatus are becoming more costly to maintain due to age, mileage, and increased frequency of repairs. The Department reviews the condition of the fleet and prioritizes apparatus replacement annually.

2017-18 ACTION PLAN OBJECTIVES

- Conduct NFPA annual and five year safety tests on aerial ladder trucks and ground ladders
- Conduct annual pump test on all apparatus as needed and per NFPA guidelines
- Place two Rosenbauer pumpers into reserve fleet to improve the age and condition of the reserve fleet and to increase the amount of time companies are in service while repairs are made on front line apparatus
- Develop and incorporate a monthly preventive maintenance program for ambulances in coordination with the Ambulance Transport Supervisor
- Maintain Fire Medical Rescue mechanics' EVT, Automotive Service Excellence (ASE), and Arizona Fire Mechanics certifications and training, including EVT and ASE 400, Arizona Fire Mechanic 250; and working toward EVT E-0 through E-4 certifications for ambulance technicians



FIRE MEDICAL RESCUE MAINTENANCE (continued)

- Continue an improvement process through establishing quarterly goals and conducting monthly performance evaluations to review fleet readiness, hands-on labor time, cost effectiveness, and labor performance through M5 software reporting systems

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mitch Bycura



SECTION 20 – FIRE MEDICAL RESCUE FLEET

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To purchase Department fleet vehicles that provide reliable, efficient and effective service delivery with high regard for employee safety and comfort and which represents the Department in a manner that supports a positive public image.

A modern and reliable emergency response apparatus fleet is crucial to effective all-hazards emergency services delivery. The Department’s fleet must be capable of responding to fire, medical, hazardous materials, technical rescue, and all other types of emergencies. The Department’s fleet must also be capable of providing medical transportation to appropriate emergency care facilities.



Frontline apparatus will be evaluated for replacement after eight years of service or when the mileage exceeds 120,000 miles. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. Ambulances will be evaluated for chassis replacement after 5 years of service or after mileage exceeds 100,000 miles. Once those parameters are met, the following will be taken into consideration when determining apparatus replacement priority:

Maintenance

- Engine hours
- Cost to maintain
- Down time
- Major component reliability
- Availability of replacement parts



FIRE MEDICAL RESCUE FLEET (continued)

Demands

- External
 - Customer service demands
 - Federal/State mandates
 - Technological advances

- Internal
 - Tactical needs
 - Safety
 - Reserve apparatus requirements

Light duty vehicles will be purchased in accordance with City fleet guidelines and will be in service as long as deemed necessary in collaboration with City Fleet Services. Employee safety, operating, maintenance/repair costs, and public image concerns will be considered in determining the replacement schedule.



FIRE MEDICAL RESCUE FLEET (continued)

Funding for apparatus is incorporated into the Department’s CIP budget in appropriate years.

Emergency Response Apparatus Inventory		
Apparatus #	City Equipment #	Type of Apparatus
E271	033	2014 Spartan Metrostar 1250 GPM Pumper
E272	035	2014 Spartan Metrostar 1250 GPM Pumper
E273	028	2015 Spartan Metrostar 1250 GPM Pumper
E274	034	2014 Spartan Metrostar 1250 GPM Pumper
E275	023	2010 Rosenbauer 1500 GPM Pumper
E276	026	2017 Spartan Metrostar 1250 GPM Pumper
E277	025	2017 Spartan Metrostar 1250 GPM Pumper
E278	024	2008 Rosenbauer 1500 GPM Pumper
L276	049	2004 Emergency One Bronto Skylift F114 Ladder
LT276	045	2014 Spartan Metrostar 1250 GPM Ladder Tender
L273	011	2007 American LaFrance Eagle 100' Platform Aerial
LT273	027	2008 Ford F550 Extended Cab
SS274	044	1996 Freightliner/SVI Scene Support Vehicle
HM272	007	1991 Utilimaster Hazardous Materials Vehicle
BC271	036	2010 Chevy Silverado 2500 Crew Cab
Reserve Battalion	041	2008 Chevrolet 2500 HD
Reserve	003	2008 Rosenbauer 1500 GPM Pumper
Reserve	005	2005 American LaFrance 1250 GPM Pumper
Reserve	037	2008 Rosenbauer 1500 GPM Pumper
Reserve Ladder	012	2016 Rosenbauer Cobra F101 Ladder
SI272	009	2004 Hackney M-II
S276	010	2004 Hackney M-II
SQ278	021	2005 American La France Heavy Rescue
PAS Truck	055	2016 Chevy Tahoe
Medic 271	029	2017 Ford 553 Horton Ambulance
Medic 276	030	2017 Ford 553 Horton Ambulance
Reserve	TBD	2017 Ford 553 Horton Ambulance

2017-18 ACTION PLAN OBJECTIVES

- Continue to research and develop innovative alternatives in apparatus designs with emphasis on service delivery, reliability, initial purchase price, operating and maintenance costs, fuel consumption, and environmental impact
- Place into service two new ambulances
- Purchase and take possession of one new scene support apparatus
- Purchase and take possession of one new ambulance
- Collaborate with Public Works for the replacement of four vehicles to include the following: one Battalion 271 truck, one Reserve Battalion 271 truck and two staff vehicles
- Continue evaluation of fleet for forecasting replacement needs

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Paul Nies and Deputy Fire Chief Mitch Bycura



SECTION 21 – COMPUTER EQUIPMENT AND INFORMATION SYSTEMS

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To enhance the ability to manage and evaluate the Department’s services, needs, and accomplishments, and determine future goals through effective information and data management.

The oversight and management for computer hardware, software/systems, and network for the City is the responsibility of the City’s Information Technology Department (ITD), which provides guidance and support to the Tempe Fire Medical Rescue Department (TFMR). ITD has provided support and maintenance of hardware and software purchases, including the refreshing of all TFMR desktop computers January 2017.

The Department is currently converting to the internal website, Intranet 2.0, which provides information and resources to all City of Tempe employees. The external Department’s website is also being reorganized to increase the number of online forms and provide more information to the community.

The TFMR has representation on the City’s Information Technology Steering Committee, which meets regularly and identifies technology needs and challenges for each department and examines the City’s technological needs as a whole, rather than individual departments.

Information Technology is a critical component for the TFMR to provide daily service to internal and external customers. Contained within the chart below are programs utilized by TFMR.



COMPUTER EQUIPMENT AND INFORMATION SYSTEMS (continued)

Program Name	Program Purpose
Firehouse Version 7.12.17	Firehouse is the Department's primary record management system. Firehouse data includes inspection and investigation reports, training records, casualty reports, and daily incident reports. Reports are generated routinely for Chief Officers and Fire Prevention staff from the data stored in the Firehouse management system
Firehouse Web	A web based Firehouse program used by Fire Inspectors for writing inspection reports in the field using a CF-19 Panasonic Toughbook
ESRI ArcMap 10.3.1	Used to produce informational maps in half-mile sectional format showing fire access roads and vital fire apparatus information for first responders
Auto CAD Lite 2017	Upgraded from version 2002 this year. Auto Cad software is used to read construction plans and produce fire pre-plans for uploading into the Phoenix Fire Department's CAD system
Premise Manager	Used to upload pre-plans to the Phoenix Fire Department's CAD system. This is a newer version of Premise Manager (2016)
AssetWorks Fleetfocus M5 Fleet Management Software	Record keeping of preventive maintenance (PM) schedules, work orders and labor tracking, vehicles cost-per-mile operation, as well as parts management
NFPA Codes	Access to all National Fire Protection Association Standards current and prior editions
IFC / ICC	International Fire Code and commentary online for Fire Inspectors
AIMS	Tracking of inventory supplies and costs
Image Trend	Web-based data analytics and documentation for EMS patients
Target Solutions	Internet based training and record keeping of all training activities
Phoenix Firewire	Displays all current incidents in the Automatic Aid Consortium. Can be used for researching incident history and unit location
TeleStaff	Staffing and workforce data based program
Fire Studio 6	Fire Simulation Software used in the Simulation Lab for realistic training in fire scene scenarios
WebEOC	Emergency Operations Center software
Accela	A cloud based software used for permitting and record keeping

2017-18 ACTION PLAN OBJECTIVES

- Evaluate the technological requirements to transition from Firehouse CAD incident imports to Image Trend importing of incidents
- Update Firehouse entry fields to improve data collection for fire related incidents
- Identify the financial impact of transferring occupancy and historical data in Firehouse to Image Trend
- Explore the feasibility of Image Trend software to enable Engine Companies to conduct occupancy inspections on iPads
- Explore the feasibility of Image Trend software to enable Fire Inspectors to conduct occupancy inspections on iPads
- Create and implement training for Captains concerning data input for fire related incidents in Firehouse and/or Image Trend
- Complete the GIS mapping project
- Complete the revision of existing Fire Pre-plans
- Transition Fire Inspectors from Panasonic Toughbooks to iPads for fire inspections and field work prior to the expiration of the Toughbook warranty period in November 2017

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Hans Silberschlag and Fire Inspector Jim Schmit



SECTION 22 – EQUIPMENT

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To provide a well-maintained inventory of major equipment, which is critical to the safe delivery of effective and efficient emergency services.

Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly obsolete. Personnel safety, public safety, and customer service will be major considerations in equipment purchases.

The Department strives to provide the very best fire hose and nozzles as they play a key role in firefighter effectiveness and safety. The Department continued to incorporate colored hose for smaller diameter hand lines in FY 2016-17 to increase firefighter safety and accountability.

The Department purchased 10 Hydra Rams and placed them on all frontline Engine and Aerial Ladder companies to improve forcible entry capabilities in high rise situations.

In FY 2015-16, LT276 and E272 transitioned into having the new Genesis equipment placed on the apparatus. The Department purchased a backup set of Genesis extrication equipment in FY 2016-17 to be used when frontline equipment is sent in for repair. The Department is working toward developing an annual service and maintenance program for the Genesis equipment.

The Department replaced the Paratech airbag lift systems on L276 and L273 in 2017. The Department also replaced two rescue chainsaws on each aerial ladder truck and placed two new saws into reserve status in 2017 to be used when chainsaws are sent in for repairs.

The Department completed a nine month evaluation of Self Contained Breathing Apparatus (SCBAs) with a SCBA team comprised of one Captain, one Engineer, two Firefighters, two SCBA technicians, a labor liaison, and the Deputy Chief of Support Services. The team selected a SCBA manufacturer to replace all packs throughout the Department.

With six Fire Medical Rescue stations and accompanying support facilities, appliances such as dishwashers, clothes washers and dryers, and refrigerators can break down with no warning. If it is cost effective to do so, these items are repaired, if not, they are replaced on an as needed basis.

Acquisition Schedule		Anticipated Costs
2017-18	Replace two Thermal Imaging Camera chargers	\$2,000
2017-18	Hose replacement for inventory restock	\$8,500
2017-18	Replace SCBAs through CIP funding	\$1,200,000



EQUIPMENT (continued)

2017-18 ACTION PLAN OBJECTIVES

- Replace all Self Contained Breathing Apparatus (SCBAs), face piece, and other items associated with SCBAs
- Evaluate new Thermal Imaging Camera (TIC) technology
- Complete outfitting of colored hose on all apparatus

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mitch Bycura



SECTION 23 – FACILITIES

Related Council Strategic Priorities



Safe and Secure
Communities



Quality of Life



Sustainable Growth
and Development

STRATEGY: To construct and maintain Tempe Fire Medical Rescue facilities in a cost-effective manner with maximum consideration for service delivery, energy conservation, along with the health, safety, and comfort of our members.

The construction and maintenance of facilities comprises an important part of the overall management responsibility of the Department. The number and location of stations plays a significant role in determining emergency response time and directly impacts the quality of the City's fire and emergency medical services. In FY 2014-15, a station location study was completed. The study concluded that a seventh station was needed in the Southeast quadrant of the City. In FY 2016-17, a site was identified and the design process for Station 7 began.

Support facilities include administration, training, maintenance, warehouse, and self-contained breathing apparatus repair. Operation of these facilities supports the Department's goal of delivering high quality services.

Facilities Status

Tempe Fire Medical Rescue Stations:

- Station 1 opened in 1998 and was built in an excellent strategic location. It is a four bay station and houses two engine companies (one heavy rescue, one ambulance), and the responding Deputy Chief. Future improvements include replacing existing asphalt with concrete at the rear apron to accommodate the weight of fire apparatus and resurfacing the epoxy floor in the apparatus bay. Apparatus bays are overcrowded as there are more vehicles running out of the station than the original design intended. The responding Deputy Chief vehicle and the ambulance park side by side in one bay that was intended for only one vehicle. The lighting in the apparatus bays, the kitchen, and parking areas was transitioned over to LED lighting to align with sustainability efforts in the City. Overall condition is excellent.
- Station 2 opened in 1971. It is a two bay station and houses two engine companies, a hazardous materials van, and a special incident vehicle. This station has undergone two significant remodeling and/or expansions projects. In 2013, flooring was replaced with exposed concrete and kitchen





FACILITIES (continued)

Station 2 (continued)

- repair work was completed. In 2015, the former maintenance facility was retrofitted with a bay door transmitter and receiver to provide quicker and safer response capabilities for the two apparatus stored in this building. PMT is currently leasing the former Fire Maintenance space for an ambulance and the Special Operations Section is utilizing the former Fire Warehouse for office and storage space. Apparatus bays are overcrowded; HazMat 272 and Special Incident 272 share one bay at the former maintenance facility. This space was not designed for two trucks and vehicles must back into the bay when parking. This arrangement allows for Engine 272 and Engine 277 to use the drive through bays at the fire station to avoid the less desirable alternative of backing these apparatus into the bay. It has been identified that Station 2 is in need of demolition and will need to be built as a new, fully functional facility. This is forecasted to begin in FY 2021-22. Overall condition is poor.
- Station 3 opened in 1975. This station has been updated through the years including remodeling in 1989; Kitchen remodeling and conversion of flooring to exposed concrete on the lower level in 2011; Update of day room to add theater-type seating and conversion of upstairs flooring to exposed concrete in 2013; Update of electrical wiring, bringing the station to current code standards, and relocation of the power box to an adequate and safe distance from the station in 2016; Conversion of lighting in the apparatus bay to LED lighting in 2017. Station 3 is a three bay station which houses one engine company and one ladder company with a ladder tender. There is no drive through bay configuration for the ladder tender, which necessitates backing that vehicle into its bay. Overall condition is good.
- Station 4 opened in 1981 and was remodeled in 2008. This update included an exercise room, the addition of a woman's restroom and shower, a new kitchen, day room, computer/report room, laundry area, and storage area. In 2014, the Captain's bedroom flooring was replaced with exposed concrete. In 2015, the flooring was replaced in the remaining bedrooms and computer/report room with exposed concrete. In 2016, the electrical wiring for the station was updated. Station 4 is a two bay station, and houses one engine company and the scene support truck. Overall condition is good.
- Station 5 opened in 1994 in an excellent strategic location. The station has two bays and houses one engine company. Some minor concrete and gas line modifications are needed for the back patio. The flooring was replaced with exposed concrete in 2013. The lighting for the apparatus bay and external lights were converted to LED in 2017. Overall condition is very good.
- Station 6 opened in 2004. It was built in an excellent strategic location with four bays and a two-story station built on a small parcel. As a result, it has a unique aspect of no on-site parking for Department personnel which continues to be an issue. In addition, Station 6 houses the City's CARE 7 program, provides space for the Department's special events program, dive team storage, and a police beat office. It houses one engine company, one ladder company, one ladder tender, one TRT support truck, one ambulance, and the CARE 7 van.



FACILITIES (continued)

Station 6 (continued)

- Apparatus bays are overcrowded. Two vehicles cannot use the drive through design and therefore must back into the bays. Two vehicles must respond through the back driveway and thus are unable to use the light pre-emption safety feature. Care 7 parks outside and therefore must leave the vehicle in an open parking lot during the late night, rather than in the security of the bay. In 2015, work was completed to resurface the roof. In the beginning of 2016, the roof drain was rerouted to provide an adequate drainage system for the roof. Overall condition is excellent.

Department Administration and Support Facilities:

- The Administration and Community Risk Reduction Facility opened in 1998 and serves the Department well. Security enhancements have been made to the property as the City's Emergency Operations Center (EOC) is located here. Enhancements include exterior barrier walls and security cameras. The EOC is in need of remodeling as it is poorly configured for the number of people required during activation. EOC technology upgrades are needed in the areas of computers, video projection, and wireless capabilities. The Department secured funding for EOC upgrades in the 2017-18 CIP. Other facility improvements include ADA compliant front doors and in 2017, the air conditioning units were replaced. Overall condition is excellent.
- The Support Services facility opened in 2011. This multi-purpose site is 30,000 sq. ft. which incorporates Maintenance, Support Services, and Medical Services. The facility provides the Department with appropriate maintenance, storage, classroom, and office space.

The site contains the department's fire apparatus maintenance equipment and parts storage areas. There is space incorporated into the facility which houses the Department's primary reserve apparatus (three pumper trucks and a ladder truck). These vehicles are stocked with essential equipment and kept in a ready state which requires they be stored in a secure location which the Support Services facility is able to provide. The facility also contains an SCBA (Self Contained Breathing Apparatus) maintenance and parts storage area which allows the Department to maintain this critical emergency safety equipment. Medical Services is located on the second level of the building. To improve and enhance continuing education, Medical Services outfitted the second level classroom with a projector and screen. In FY 2016-17, the CDC medical cache was transitioned from Fire Station 2 over to Medical Services. The Support Services facility houses a large storage area which permits stocking all necessary non-emergency and emergency supplies. There is an annex with an extractor and proper drying system to clean contaminated structural firefighting protective clothing; this is consistent with the Department's mission of firefighter health and safety. Overall condition is excellent.



FACILITIES (continued)

- The Training facility was completed in April 1993, and has been well received by both Department personnel and visitors from other agencies. The extensive use of this facility and the significant benefits derived for members have exceeded expectations. In 2007, an apparatus/storage building to store vehicles and equipment was completed. In 2008, an EMS classroom was constructed. This classroom serves as both a classroom and a medical simulation lab for Department personnel to train on high-tech simulation mannequins, enhancing emergency medical services care and delivery. In 2010, the Department used grant funding to build a tactical simulation lab. This tactical simulation lab incorporates technology for connectivity into the classrooms. In 2017, all carpeting was removed and stained concrete was completed in the entire facility, the apparatus storage facility was enhanced with new heavy duty air conditioning units, and a washer/dryer was added to reduce carcinogen exposures.
- The burn building was retrofitted in 2003 with fire resistant tiles to reduce building deterioration caused by repeated fire exposure. The burn room and skills building sustain impact, thermal, and/or moisture assault with each use causing these areas to be susceptible to damage. A structural evaluation rendered by an independent engineering firm identified significant damages which require repairs and rebuilds. The renovation work to render the skills building safe for use was completed in 2014. The burn room replacement is forecasted for the CIP FY 2018-19. Overall condition is good.

2017-18 ACTION PLAN OBJECTIVES

- Work in partnership with Public Works to complete repairs and upgrades of items identified through station inspections which includes replacement of flooring surfaces, such as carpet and linoleum products, with exposed concrete flooring
- Update Stations 1, 3, 4, 5, and 6 to comply with NFPA standards for diesel exhaust removal systems and to separate storage areas for structural firefighting personal protective equipment through CIP funding in FY 2017-18
- Continue the design process and begin the construction of Station 7 in FY 2017-18. Construction forecasted to be complete in the first quarter of the calendar year 2019.
- Work in partnership with Public Works to obtain CIP funding for a new Station 2 forecasted for FY 2021-22
- Identify land for a future fire station in the Northeast quadrant of the City
- Complete renovation work on the training center props; continue to work toward burn building replacement

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Paul Nies and Deputy Fire Chief Mitch Bycura*



SECTION 24 – CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To operate from an established philosophy and framework that allows for, and encourages, continuous improvement of the Department's management of goals and objectives and evaluation of services, and provides a mechanism for moving the Department forward with a common understanding.

Continuous Improvement

Continuous improvement/quality management and assurance begins with training. The quality of the services delivered by the Department is determined largely by the quality of its members, their training, and its programs. The culture of continuous improvement of the Department and its services requires support in the form of “continuous learning” by all members.

Quality will give any individual or organization a long-term competitive advantage. Quality, woven into the character of the individual and into the culture of the Department, cannot be duplicated. These attributes are embodied in both the City and Department Mission and Values Statements, which serve as a foundation for the Department's approach to quality management.

The goal is commitment to providing quality services to customers in both emergency and non-emergency encounters. This requires commitment to community-wide and organization-wide learning and experimentation.

Quality management means that the Department's culture is defined by and supports the constant attainment of customer satisfaction both internally and externally. This involves the continuous improvement of Departmental processes, resulting in high quality services to the community.

The Department's commitment to quality management is based on:

- Internal and external customer focus
- Total involvement and commitment of all members
- Performance measures
- Commitment to continuous improvement

Quality management is an expression of the need for continuous improvement in:

- Personal and professional development
- Positive interpersonal relations
- Managerial effectiveness
- Organizational productivity
- Personal Leadership



CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT (continued)

The primary values identified in the City Mission and Values Statement provides an additional opportunity to reinforce the Department Mission and Values Statement, explore new opportunities to support other City departments, and to effectively serve the community at large.

Quarterly Goals

This program establishes objectives and goals that measure the degree of accomplishment during a given time period.

The approach is to look at the year in advance in conjunction with the Department Strategic Plan, Operational Guide, and City Council Priorities to incorporate quarterly goals from ongoing and identified strategies and objectives.

Quarterly goals are identified by coordinating required activities at the administrative, management, and supervisory levels of the Department.

Overall, Departmental goals are established at the beginning of each quarter and reviewed at the end of the quarter in an effort to measure the degree of accomplishment.

Quality assurance will be managed in the following primary ways:

- *EMS Quality Assurance* – Continual monitoring of the quality of EMS delivery and reporting through adherence to standards of care established by the Department, Tempe St. Luke's Hospital, Arizona Emergency Medical Systems, Inc., and the Arizona Department of Health Services, through incident evaluation and records review
- *Incident Analysis* – Conducted (as defined in Policy and Procedures 411.00) at the company, shift, or Departmental level to reinforce positive aspects of operations at significant incidents, ensure that problem areas are identified and addressed, and that lessons learned are made known Department-wide
- *Feedback from Customers* – Solicited from target groups, which include citizens from an emergency incident or fire prevention/public safety education program, via online surveys. Responses will be analyzed along with data from citywide satisfaction surveys and fire service surveys, and letters of commendation or complaints will be utilized in overall assessment of Department performance
- *Multi-Company Training* – This program follows the format of learning through performance and review. Department training staff create challenging scenarios for fire company members to resolve. A post performance review is conducted to support lessons learned
- *Minimum Company Standards* – This process allows members assigned to fire companies to demonstrate their skills as evaluated against established standards, and at the same time allows the Department to evaluate training needs at the company, shift, and departmental level



CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT (continued)

2017-18 ACTION PLAN OBJECTIVES

- Look for opportunities to support and reinforce both the City and Department's Mission and Values Statements
- Solicit citizen feedback on perception of the quality and level of service provided through a Customer Service Survey program, which will be conducted quarterly through targeted online surveys
- Continue the constant pursuit of updating and adopting response policies to reflect the desire to always align responses with the best industry practices possible
- Continue to participate in Department Forums on a monthly basis and bi-annual Communications Meetings to ensure open lines of communication exist

FOLLOW UP RESPONSIBILITY: Fire Medical Rescue Chief Greg Ruiz