

City of Tempe

Fire Medical Rescue

Operational Guide



Fiscal Year
2023 – 2024





OPERATIONAL GUIDE

2023-24

City of Tempe, Arizona

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INTRODUCTION

The Tempe Fire Medical Rescue Department Operational Guide and Strategic Plan are the Department's roadmaps for the future. These documents represent 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 plans to provide comprehensive and cost-effective services to our customers – the citizens of Tempe.

The Operational Guide and Strategic Plan are evaluated, revised, and refined annually. Together, the documents serve to inform Department members of near-term objectives and future preparation, and serve as program documents to inform policy makers, and City leaders.

The Strategic Plan is intended to bring focus to many of the Department's most important services, programs, and issues. The first year in the Strategic Plan is the most specific in terms of issues to be addressed and resources required. Subsequent years provide an increasingly generalized look at strategies, services, concerns, and needs for the future.

Development of the Operational Guide requires participation and commitment, causes analysis to take place and outcomes to be defined, and ultimately creates an agenda to ensure consistent follow up on all facets of the Department's operations. Each section of the Operational Guide begins with a strategy statement followed by information on the program and concludes with action plan objectives for the year in support of the strategy. More detailed and specific measurable goals aimed at accomplishing the objectives identified in the Operational Guide are established and updated every quarter by Department Chief Officers.



ASSUMPTIONS FOR PLANNING

The City of Tempe is a 40 square mile, landlocked community, with a population of 180,587. As a highly urbanized city, more than 98% of land area within the City's borders is developed. Approximately 50% of the land use in the jurisdiction is residential followed by 34% commercial / industrial, 13% private and open space / recreational, and 3% civic/educational.

The extensive amount of high tech industry, the development of the Rio Salado Project, the protection of Arizona State University (ASU), participation in the Maricopa County automatic aid agreement, 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 ASU Athletic Facilities District will significantly increase the number of people in the area and, consequently, the calls for service.

Demands on the Department continue to increase, most notably in the areas of Medical Services, Special Teams, Community Risk Reduction, 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 to safely manage the event without adversely affecting normal service delivery capability for the balance of the community.

In fiscal year 2022-23, 24,368 or 84% of the 29,009 emergency responses in the City were for medical services. 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 medical calls responded to, 54% required Advanced Life Support / Paramedic Level treatment.

The department utilizes an outside consultant to produce periodic studies analyzing actual and predicted call volume throughout the city. These studies provide valuable data which assist the Department in making informed decisions regarding optimal deployment of Department resources to maintain or improve response times. A late 2018 study to aid in ambulance deployment modeling confirmed placing a City ambulance at stations one through six would produce near optimal response performance. In advance of the Station 2 reconstruction project, an early 2020 study confirmed Station 2 is still advantageously located.

The Department's Emergency Medical Transportation Service operates six full-time advance life support ambulances dedicated to Tempe. The City ambulance crews and vehicles are housed at stations 1, 2, 3, 4, 5 and 6.

The Department is engaged in several important construction projects including full reconstruction of Station 2, phase 2 renovations at Station 5, an addition to the skills building at the Training Center and a new protective parking structure at Station 6. Station 2 is currently in construction and estimated for completion by the summer of 2025. The Station 5 project will renovate the restrooms, kitchen, and office space and is estimated for completion by the end of 2025. The Station 6 and Training Center projects are targeted for completion by early to mid-2025.

Continued improvements in the fire related provisions of the City's building and fire codes will have a positive impact on new construction. To support this initiative, the Department adopted the 2018 International Fire Code and placed it into effect January 1, 2019.



Adopting the most current fire code standards and increasing the use of smoke detectors and automatic fire sprinkler systems in our community will result in early detection and control of structure fires. This will also result in fewer fire fatalities, fire related injuries, and, eventually, lowered structural fire loss.

As a participant in the automatic aid agreement, the Department also provides fire protection services to Phoenix, Mesa, Scottsdale, Chandler, and Guadalupe, along with other cities and towns located in the Phoenix metropolitan area. This added service area may require Tempe units to travel slightly into adjacent cities or towns, or many miles depending on the nature of the incident.

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 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.



2023 STRATEGIC PLANNING UPDATE PROCESS

The Strategic Plan update summarizes the outcomes of the Tempe Fire Medical Rescue Department strategic planning process. The purpose of this process is 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 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 evaluate the Department’s established vision elements as part of the annual strategic planning process. The vision elements are intended to portray what the ideal Tempe Fire Medical Rescue Department looks like five years from now. The vision consists of the following elements, with a tagline summarizing those elements at the top.

Tempe Fire Medical Rescue Department Vision Elements: Original Date November 2014 | Last Updated January 2023

Effective Human Resources	Progressive Planning Process	Innovative Service Delivery	Commitment to Safety	Strategic Asset Deployment	Comprehensive Community Outreach	Fiscal Responsibility
Organizational focus on equity & inclusion	Cohesiveness towards establishing and achieving goals	Strong partnerships with community health system (education, response, follow-up)	Philosophical and practical commitment to safety	Station/asset distribution to meet response goal	Strong, well understood public image	Efficient and financially responsible
Operations staffing to accommodate growth	Incorporate community feedback to inform planning process	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	Transparent fee collection for all applicable services
Appropriate professional staff to support organization	Integrate with other City departments to maximize service delivery	Public education, injury, and illness prevention services	Utilize technology and data to maximize personnel safety	Efficient emergency transportation services	Public is educated in Fire/EMS/Safety/ Emergency Preparedness	
Healthy workforce (physical, mental)	Dynamic planning process	Innovative and collaborative service delivery	Fleet of all modern, well maintained apparatus			
Recruit a dedicated and diverse workforce to reflect the mission and values	Efficient labor management process that enhances the quality and time in implementing decisions	Provide targeted/appropriate healthcare prehospital emergency care	Progressive emergency management process			
State of the art employee services	Data Analysis to make informed decisions					
Support growth & development						



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. *Additions in green.*

**TFMRD Strategic Planning Process: SWOT Analysis
Updated 2023**

Internal	
Strengths	Weaknesses
People	Communications
Support (mayor, council, city manager, etc.)	Culture class – operations & professional staff
Relationships with other City departments	Current Fire apparatus
Data analytics & expertise	Minimum staffing – OT challenge
High standards & values	Ability to deliver training
Reputation	Data collection: Multiple platforms, garbage in-garbage out
Labor / Management relationship	Ability to increase diversity of applicant pool
Service delivery	Light duty impact
Training	Reliance on other city entities
Fiscally responsible	Response time challenge
Culture of safety	Data analytics & expertise
Adaptable & innovative workforce	Standardized program management
Relationships throughout State and Nation	Inadequate/unreliable reserve pool
Cancer prevention program	
Communications	
Opportunities	Threats
Engage community through education (medical, fire, etc.)	Budget limitations
Data-driven decisions to impact service improvement, customer expectations	Health, cancers, mental wellness
Neighborhood engagement through emergency preparedness	Legislative threats
Communication – method / frequency	Perception
New equipment	Automatic aid resource deployment decisions
Political relationships	Supply chain shortages & increasing costs
Collaboration & Partnerships: City departments Training, funding Public Schools - engagement Business and industry Medical community ASU - seek partnerships	City density growth and its impact on: Response time Increased call volume Staffing levels keeping pace with growth
Improve mental health program	Recruiting and retaining a workforce for all positions
Increase diversity and recruitment of applicant pool	
External	

Positive

Negative



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
Updated January 2023**

#	Strategic Direction/Objective/Strategy	Start Year	Status
STRATEGIC DIRECTION 1: Enhancing Services			
Objective 1.1: Optimize service delivery			
1.1.2	Define and pilot approach to integrated healthcare	FY 19/20	COMPLETE
1.1.8	Identify location for northeast fire station	FY 18/19	COMPLETE
1.1.10	Pilot ERV Program and share results with partners	FY 18/19	COMPLETE
1.1.13	Implement new schedule of fees for permit and inspection fees	FY 19/20	COMPLETE
1.1.14	Station design location for #2/8	FY 19/20	COMPLETE
1.1.15	Secure and develop next 2 ambulance locations	FY 21/22	COMPLETE
1.1.16	Achieve Accreditation	FY 21/22	COMPLETE
1.1.17	Station 2 rebuild	FY 23/24	
1.1.18	Secure land for 2 future stations	FY 23/24	
Objective 1.2: Establish medical transportation program			
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.7	Establish medical documentation Training & QA program/create compliance standard	FY 21/22	IN-PROGRESS
2.1.9	Standardize and document program management for succession (personnel, processes, equipment)	FY 21/22	IN-PROGRESS
2.1.10	Design and build Fire Station 2	FY 21/22	IN-PROGRESS
2.1.11	Station 5 Phase 2 remodel	FY 22/23	IN-PROGRESS
2.1.12	Station 3 Design	FY 24/25	
2.1.13	Station 8 Design	FY 24/25	
Objective 2.2: Enhance data-driven decision-making			
2.2.4	Education and enforcement efforts based on local data	FY 21/22	IN-PROGRESS
2.2.6	Synchronize grants management and document process	FY 21/22	
2.2.8	Hire a data systems analyst	FY 21/22	IN-PROGRESS
2.2.9	Re-evaluate and revise apparatus replacement schedule (data, study, document, present to City Manager/CFO)	FY 21/22	COMPLETE

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STRATEGIC DIRECTION 3: Valuing Our Human Resources			
Objective 3.1: Implement organizational safety practices			
Objective 3.2: Achieve appropriate staffing			
3.2.4	Secure lead position for fire prevention to assist fire marshal	FY 18/19	COMPLETE
3.2.5	Refine hiring process intern academy and document	FY 18/19	COMPLETE
3.2.7	Establish a standard for recruiting/hiring ETS staff	FY 18/19	COMPLETE
3.2.8	Secure BC272 personnel	FY 21/22	COMPLETE
3.2.9	Secure additional personnel for support services	FY 21/22	COMPLETE
3.2.10	Secure additional personnel for medical services	FY 21/22	
3.2.11	Secure 2 fire inspector positions	FY 22/23	
3.2.12	Secure Fire Marshall position	FY 23/24	
3.2.13	Secure Communications Specialist	FY 23/24	
3.2.14	Secure Low Acuity Level staffing (9 sworn)	FY 23/24	
3.2.15	Secure HR Capt. position	FY 23/24	
3.2.16	Secure Drivers Training Engineer	FY 23/24	
Objective 3.3: Promote organizational wellness			
3.3.8	Start in-house NFPA 1583 (FMS and Strength ELMS)	FY 21/22	IN-PROGRESS
3.3.9	Coordinate equity & inclusion training	FY 21/22	IN-PROGRESS
3.3.10	Formalize mental wellness program (training, education)	FY 22/23	IN-PROGRESS
3.3.11	Secure permanent funding for cancer screening on annual basis for firefighters, fire inspectors, mechanics and fire service inventory technicians	FY 22/23	COMPLETE
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.9	Implement adult focused fire and life safety program	FY 21/22	IN-PROGRESS
4.1.10	Create a recruitment outreach program for diverse populations	FY 21/22	IN-PROGRESS
4.1.11	Integrate customer service component into training	FY 18/19	COMPLETE





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 73% of its members in full time sworn all hazards emergency and medical response positions. This includes 90 positions for certified paramedics. The Department has also been successful in utilizing non-sworn positions in approximately 27% of its positions.

CURRENT FIRE MEDICAL RESCUE DEPARTMENT STAFFING	
1	Fire Medical Rescue Chief
3	Assistant Fire Chiefs
6	Deputy Fire Chiefs – Shift Commanders
1	Deputy Fire Chief – Medical Services and Community Outreach
1	Deputy Fire Chief – Special Teams and Programs
1	Deputy Fire Chief – Support Services
1	Deputy Fire Chief – Training / Professional Development
2	Fire Captain Assignments – Training / Professional Development
1	Fire Captain Assignment – Medical Services
1	Emergency Medical Services Educator
1	Emergency Medical Services Coordinator
1	Emergency Manager
1	Data Analyst
1	Fire Marshal
7	Fire Inspectors
1	Fire Education Specialist
1	Management Assistant
1	Executive Assistant
2	Administrative Assistants
1	Budget / Finance Supervisor
1	Senior Fire Mechanic
3	Fire Mechanics
2	Fire Services Inventory Technicians
1	Fire Fleet Coordinator
1	Emergency Medical Transportation Services Supervisor
21	Non-Sworn Emergency Paramedics
18	Non-Sworn Emergency Medical Technicians
39	Fire Captains
36	Engineers
1	Fire Engineer – Assignment Medic
84	Firefighters
242	Total

FOLLOW UP RESPONSIBILITY: Executive Assistant Melinda Nerini



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 are 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. In early 2023, the Department focused on creating pillars for wellness to guide programs. These five pillars are Healthy Mind, Healthy Body, Healthy Home Life, Healthy Career, and Healthy Retirement. The goal of the wellness program is to ensure members have the resources necessary to achieve these five pillars.

Healthy Mind

Research clearly indicates significantly higher rates of Post-Traumatic Stress Injury (PTSI) 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 PTSI 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.

In 2023, TFMR members responded to a total of 430 documented high stress incidents (HSI). These HSI's accounted for 1,946 "exposures" for all personnel. The Department implemented a system in 2022 where an email is autogenerated every 5th HSI with information on physical, cognitive, emotional, and behavioral reactions associated with critical incident stress and PTSI. Resources are also available to include a list of all Peer Team members. In March 2023, the Department increased the number of HSIs to 10 before an email would be sent based on personnel feedback.

A total number of 239 HSI emails were sent in 2023. Of that, a total of 103 members responded to 10 or more HSI in 2023, and five members responded to 20 or more HSIs. To assist with addressing the growing mental health needs, the Department has strengthened its Peer Team through adding members to the team. Quarterly continuing education trainings are conducted through Public Safety Crisis Solutions (PSCS) to educate team members on how to look for signs when another member may be struggling and how to assist during those times. A total of 3 Peer Team continuing education days occurred in 2023, occurring on a quarterly rotation. In addition, the department began a "mental decon" program that is an optional check-in with PSCS for mental health and wellness services. The first year, approximately 16% of employees participated in the program. A total of 71 counseling referral placements and 38 consultations by PSCS also occurred to provide needed services to assist with mental health. A mindfulness application called Headspace was also purchased for the membership in 2022 and will continue in 2023 and 2024.



Healthy Body

Tempe FIT was created to support injury reduction, nutrition, and overall physical fitness of the membership through soft tissue work, mobility, proper lifting techniques, building strength, and conditioning. Cardiac related deaths are consistently high amongst firefighters. Ten peer fitness trainers were certified through EXOS to be qualified for instruction. Research has shown that this pillar is highly linked with the mind, and many approaches to physical and mental wellness exist together.

In 2023, the department purchased a Morozko Cold Forge. Cold therapy has shown to reduce inflammation, improve immune function, slow cancer growth, improve hormone regulation, and improve mood. In the future, wellness will look at expanding this program to include more cold therapy machines, red light therapy, and heat therapy. Heat therapy has specifically been shown to reduce toxins and heavy metals built up in the body. In addition, TFMR will seek to put measures in place for hydration and rhabdomyolysis prevention in 2024.

Healthy Home Life

Support for the membership for Healthy Home Life has included:

- The Five Ls training,
- Couples' therapy/training sessions
- Financial wellness
- Tempe's Chapter of the Local 493 healthcare initiatives
- PSCS EAP and marital counseling
- 100 Club Wellness forums

Healthy Career

Firefighters are continuously exposed to various toxins and carcinogens, including per-and polyfluoroalkyl substances (PFAS) and heavy metals. As a result of this exposure, firefighters have significantly increased adverse health effects, including cardiovascular and neurological illnesses, as well as cancer. Cancer is the leading cause of death among firefighters, and even though a majority of firefighters are concerned with work-related exposures and cancer, only 44% received some form of screening in the past year. Firefighters are also being diagnosed with cancers earlier than the general population. Many are diagnosed even before national screening guideline recommendations. For example, 10.7% of lung cancer among firefighters and 21.6% of colorectal cancers in firefighters are diagnosed before the age of 50 years, which is earlier than all national screening guidelines.

TFMR has successfully implemented a comprehensive cancer screening program for 100% of its firefighting personnel, and secured city funding to ensure continued screening for all firefighters. Despite a successful cancer screening program, several members are still being diagnosed with cancers each year. As such, proactive approaches must be taken to limit the exposures to carcinogens and toxins. These include:

- Precancer screenings supported through City funding
- Cancer reduction operational and logistic measures
- Additional toxin and cancer screenings supported through FY2021 Assistance to Firefighter's grant (ends February 2025)

In addition to annual physicals, Tempe has secured other funding sources for heavy metal testing after an EV fire and will look at acquiring additional grant funding measures in the future to cover similar types of toxin testing.



Healthy Retirement

In 2023, the Department recognized the need to improve how members are prepared for retirement and development of a “retirement qualified” program was initiated. The program will be initiated when a member reaches retirement eligibility and will include information on how to sign up for the Deferred Retirement Option Plan (DROP), information on health care and other benefits, important dates for filing, resources available for retirement preparation, and tips for successful transitions into retirement. Program completion and implementation is forecasted for Winter 2024.

2023-24 WELLNESS AND SAFETY ACTION PLAN OBJECTIVES

- Maintain a strong Labor/Management approach to member wellness
- Provide Tempe FIT injury reduction and nutrition training to all TFMR members
- Maintain key relationships with 100-club and other non-profit entities to promote member wellness
- Conduct quarterly continuing education sessions with all Peer Team members through Public Safety Crisis Solutions to reinforce mental fitness programs
- Conduct supervisor awareness level training for behavioral health issues
- Develop an Injured Worker Advocate Program to assist with injured personnel both on and off-duty
- Research potential hazards of lithium battery and electric vehicle fires by conducting heavy metal testing or other diagnostic tests through Vincere Cancer Center
- Investigate all injuries requiring treatment and give lessons learned
- Build program package for comprehensive health and safety plan
- Create injury reporting methods conducive to optimal tracking for use in injury prevention
- Report injury trends to department members
- Obtain funding for heavy metal screening for first responders
- Conduct cancer screening through Vincere cancer center
- Continue to track high stress incidents and provide support and resources through member welfare and professional resources.
- 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 and Emergency Services personnel
- Provide annual Functional Movement Screening for all TFMR employees
- Maintain and repair fitness related equipment utilized by TFMR members
- Reporting near misses at the local and national level
- Comply with national recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- Emphasize safety in all aspects of work by providing classes on safety topics through Vector Solutions
- Complete and implement “retirement qualified” program

FOLLOW UP RESPONSIBILITY: *Deputy Chief Kyle Carman*



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 department currently works with Public Safety Answers (PSA) to establish a pool of candidates for entry level firefighter positions and EMT positions. With this process the department will be able to reach potential candidates on a national level. This process will advertise nationally through PSA's network and online publications. The Department will reach out to local affinity groups to assist with reaching potential candidates.

Recruitment efforts may consist of:

- Looking for alternative methods and cost savings measures to conduct more effective recruitments
- Advertisements in print media and websites (i.e., Women in the Fire Service, International Association of Black Professional Firefighters, National Association of Hispanic Firefighters, Government Jobs, Indeed, 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 TFMRD members and display boards
- Establishing a recruitment booth at selected citywide events
- 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
- TFMRD Mission and Core Values
- Partnering with Tempe Chapter of Local 493 in recruiting qualified candidates
- Mentoring TFMRD cadets for future careers in the fire service

Firefighter/EMT/Paramedic Recruitment

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



Additional qualities include being a person who is customer service minded; learns quickly; can 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; can communicate and interact with others well; 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 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.

2023-2024 RECRUITMENT ACTION PLAN OBJECTIVES

- Establish a hiring list for Recruit Firefighters (if current list is exhausted)
- Establish a hiring list for Civilian EMT's (if current list exhausted)
- Establish a hiring list for Civilian Paramedics
- Work with City of Tempe Human Resources in recruitment of qualified individuals
- Develop resources and programs for the Department to aid in the advancement of members for supervisory, managerial, and executive positions
- Hire and process EMT's and Paramedics as vacancies occur
- Hire and process recruit firefighters to account for attrition and growth
- Hold a captain's academy for future company officers, in preparation for the captain's test promotion

FOLLOW UP RESPONSIBILITY: Assistant Chief Andrea Glass / Deputy Chief Kyle Carman



SECTION 4 – LABOR / MANAGEMENT

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 risk reduction, public education services, emergency medical transportation, 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
- Medical Services / Community Outreach



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

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

- Logistics / Support Services
- Community Risk Reduction / Fire Prevention
- Medical Services / Community Outreach / Emergency Medical Transportation
- 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 the City and Department programs.

Standing initiative efforts of the Labor / Management process include:

- Health and welfare of Department members
- Recruitment and hiring of firefighters, civilian EMTs and Paramedics
- Annual Department picnic
- Annual retiree picnic
- Annual remembrance for Firefighter/Paramedic Ed Gaicki
- Policy and procedure review and updates
- Labor / Management Committee meetings
- Annual Cadet Appreciation Dinner
- Community service opportunities
- Support the Safe Haven program in partnership with the Equity and Inclusion Manager and Human Resources
- Support City Council Strategic Priority Performance Measures developed to respond to and strengthen equity and inclusion
- Participate in the Six-Sided Partnership as a citywide process to identify, discuss, and resolve organizational issues

2023-24 LABOR / MANAGEMENT ACTION PLAN OBJECTIVES

- Strongly support the current Memorandums of Understanding with Local 493, TSA and UAEA
- Hold Labor/Management committee meetings
- Continue to collaborate on community service opportunities
- Collaborate on 2024 Strategic Planning objectives

FOLLOW UP RESPONSIBILITY: Fire Medical Rescue Chief Darrell Duty.



SECTION 5 – COMMUNITY RISK REDUCTION

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections

STRATEGY: To protect life, property, and the environment by preventing emergencies before they happen by providing fire and life safety inspections, community education and incident investigations to enhance public safety and improve emergency responders' ability to manage an incident.

The Community Risk Reduction (CRR) Division is staffed by with one Fire Marshal, seven Fire Inspectors, one Public Education Specialist and one Administrative Assistant. Fire Inspectors conduct fire/life safety inspections of existing businesses, respond to fire or life safety concerns and complaints, research fire code and referenced standards, examine construction documents for new buildings and tenant improvements, conduct construction permit inspections, review special event applications, issue operational permits, conduct operational permit inspections, respond to incidents to assist fire crews, and investigate the origin and cause of all working fires.

Occupancy and Risk Profile

As the City of Tempe develops existing land and repurposes in-fill sites, many parts of the city have become a densely populated urban core. The total number of occupancies fluctuates due to smaller buildings being demolished and large multi-story and high-rise occupancies being developed in their place. Another factor is multi-tenant occupancies expanding into adjacent suites

All occupancies within the jurisdiction are assigned a risk classification profile based on occupancy use, potential loss of life, and economical impact in accordance with NFPA 1730: The Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education and the CRR Risk Assessment Guideline. Risk classification profiles also fluctuate due to the changes in existing occupancy use. **Table 1** provides a comparison of total occupancy numbers and risk classification profiles over the last three years.

Table 1

Risk Type	June 2021	June 2022	June 2023	Change (+/-) 22 to 23
High	1,131	1,105	1,077	-2.53%
Moderate	2,662	2,679	1,811	-32.40%
Low	4,982	5,015	5,890	+17.44%
Total	8,808	8,797	8,778	-0.21%



Fire Code Enforcement Inspections and Activities

Over the last year, the CRR Division saw a **9.31% decrease** in overall fire code enforcement inspections and activities. All fire code enforcement inspections and activities are entered into the Record Management System and reviewed on a quarterly basis.

This decrease can be attributed to vacant Fire Inspector positions due to retirements, alternative employment opportunities, medical leave, and increased workload in other areas leaving the division understaffed. Filling vacant Fire Inspector positions has proven to be challenging. In October 2023 one Temporary Full Time Fire Inspector Trainee was hired to assist in bridging the workload due to one Fire Inspector being placed on LTD.

Table 2 Provides a comparison of all fire code enforcement inspections and activities of Fire Inspectors for the last two years.

Table 2

FY 21-22 Inspections	FY 22-23 Inspections
7,355	6,670

Construction Permits

Construction projects coming to the city are increasingly larger and more complex. We only get one opportunity to ensure the building is designed and constructed in accordance with adopted codes and standards.

One Assistant Fire Marshal was conducting reviews of pre-construction site plans, building plans and fire protection system plans. This practice was unsustainable and additional Fire Inspectors were cross trained to conduct plan review. The learning curve and additional workload for many Fire Inspectors proved to be an unsustainable practice.

In December of 2022, one Temporary Full Time Fire Plans Examiner was hired to review all building and fire protection system plans. An additional Fire Inspector currently assists with the building and fire protection system plan review to ensure published review times are met. The Fire Marshal conducts pre-construction site plan reviews.

Table 3 Provides a comparison of construction plan reviews over the last two years indicating an annual **increase** of **23.76%**.

Table 3

FY 2021 - 2022 Construction Permit Plan Reviews	FY 2022 - 2023 Construction Permit Plan Reviews
1,334	1,651



All seven Fire Inspectors conduct construction permit inspections of new construction and tenant improvement projects. Multiple Fire Inspectors may be required on a single construction permit inspection where complex fire protection systems are installed or for large multi-story and high-rise projects.

The number of construction permit inspections have a daily scheduling cap in order to ensure Fire Inspectors can address other responsibilities in a timely manner.

Table 4 Provides a comparison of construction permit inspections conducted over the last two years indicating an annual **increase of 19.28%**

Table 4

FY 2021 - 2022 Construction Permit Inspections	FY 2022 - 2023 Construction Permit Inspections
1,141	1,361

Operational Permits

The CRR Division reviews operational permit submittals, issues operational permits and conducts inspections of temporary tents and membrane structures, special event structures, amusement buildings, carnivals and fairs, exhibit and trade shows, explosives, outdoor assembly events and pyrotechnic special effects.

Most operational permits are issued for Special Events approved by the City of Tempe Special Events Task Force. One Fire Inspector is tasked with attending meetings, reviewing all special event applications, issuing operational permits, scheduling inspections, and creating invoices. All seven Fire Inspectors conduct operational permit inspections.

Table 5 Provides a comparison of operational permits issues over the last two years indicating an annual **increase of 57.31%**.

Table 5

FY 2021 - 2022 Operational Permits	FY 2021 - 2022 Operational Permits
82	129

Fire Life Safety Inspections

Once the construction of a building is complete, regular fire/life safety inspections of existing occupancies are required to ensure continued compliance with adopted codes and standards. Conducting annual fire/life safety inspections of all high-risk occupancies is a Council performance measure as identified in City Council priority #1 Safe and secure Communities.



In FY 21-22 Fire Inspectors conducted fire/life safety inspections of approximately **81%** of all high-risk occupancies. In FY 22-23 Fire Inspectors conducted fire/life safety inspections of approximately **84%** of all high-risk occupancies.

All Fire Inspectors are assigned to one of three inspection districts consisting of North, Central and South. The districts are divided equally based on the total number of high-risk occupancies in each geographical area.

Table 6 Provides a comparison of fire/life safety inspections conducted over the last two years.

Table 6

Occupancy Risk	Low Risk	Moderate Risk	High Risk
FY 2021-2022	219	47	732
FY 2022-2023	175	107	783
Change (+/-)	-20.09%	+127.65%	+ 6.96%

In addition to the Council performance measure, NFPA 1730: The Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education indicates existing occupancy fire/life safety inspection frequencies shall not be less than those specified in **Table 7**.

Table 7

High	Annually
Moderate	Biennially
Low	Triennially
Critical Infrastructure	Per AHJ

The City Council performance measure of conducting annual fire/life safety inspections of all high-risk occupancies has not been achieved since 2018. The CRR division will continue to identify efficiencies in all aspects of services delivery in effort to achieve the City Council performance measure.

Keeping up with the growth of the city and maintaining adequate staffing levels have impacted the Division’s ability to successfully achieve the City Council performance measure to date. Adhering to the NFPA 1730 standard will require additional Fire Inspector positions and an organizational structure able to facilitate effective supervision and deployment of resources.

Staffing Study

An annual staffing study is conducted in accordance with NFPA 1730 every October during Fire Prevention week and is presented to the Fire Chief. The staffing study provides an annual overview of the following items.



- Occupancy and risk profile
- Annual scope of services and duties
- Projected scope of services and duties
- Personnel availability worksheet

The results of the staffing study provide an in-depth look at the current services provided with the current staffing and organizational structure. It also provides an overview of what staffing and organizational structure needed adhere to the NFPA 1730 standard.

Incident Investigations

Incident investigations play a significant role in the development and implementation of public education outreach programs as well as engineering and enforcement efforts. Data collected through incident investigations are a key element in addressing the community's risk reduction program.

One Fire Marshal and three Fire Inspectors from the CRR Division are currently trained as fire origin-and- cause investigators. Fire Inspectors are assigned on a rotating basis to investigate fires, explosions, hazardous materials incidents, and other related incidents. Arson fires are investigated by the Tempe Arson Task Force comprised of Fire Inspectors and Tempe Police Detectives.

Five Fire Inspectors are currently assigned as the on-call Fire Investigator (C2700) on a rotating basis, providing 24-hour stand-by coverage. Two Fire Inspectors are currently shadowing Fire Investigators to obtain the necessary on the job training. Successful completion of the International Association of Arson Investigator (IAAI) Fire Investigator I-V or National Fire Academy Fire Investigation courses are required as they become available. It is the expectation all Fire Inspectors serve as the on-call Fire investigator once proficiency can be demonstrated.

Table 9 Provides a comparison of incident Investigation over the last two years indicating an annual **decrease** of **27.27%**.

Table 9

FY 21 - 22 Incident Investigations	FY 22 - 23 Incident Investigations
209	152

City of Tempe Fire Code

The City of Tempe Fire Code consists of the 2018 edition of the International Fire Code, Referenced Standards and Local Amendments. City of Tempe Mayor and Council approved the ordinance to adopt the 2018 Tempe Fire Code in October of 2018 with an effective date of January 1st of 2019.

The International Code Council publishes new model codes every three years. The CRR Division and Community Development Building Safety Division update codes on a six-year



cycle. The current code adoption cycle has not negatively impacted the Departments ISO rating or the Commission on Fire Accreditation International (CFAI) Accreditation. The first print of the 2024 edition International Fire Code and Referenced Standards was published in October of 2023. Monthly meetings are conducted with staff to review significant changes and propose local amendments based upon local fire/life safety trends and operational needs.

The CRR Division and Community Development Building Safety Division will collaborate to adopt the 2024 Editions of the International Codes as a whole at the same time.

2023-2024 ACTION PLAN OBJECTIVES.

- Track the area (sqft.) of new construction projects being added to the Occupancy and Risk Profile.
- Evaluate the need for third party plan review services or secure funding for a full time Fire Plans Examiner.
- Secure funding to restore the Assistant Fire Marshal Position.
- Conduct Fire/Life Safety inspections of all high-risk occupancies in accordance with City Council priority #1 Safe and secure Communities.
- Implement a third-party internet-based program to drive and track inspection and testing compliance of fire protection systems and equipment for all occupancies within the jurisdiction.
- Explore the implementation a City Business License in conjunction with Financial Services and establish a fee for fire/life safety inspections of existing occupancies to provide a reoccurring funding source to offset the cost of additional Fire Inspector positions.
- Review the 2024 International Fire code and referenced standards.
- Prepare amendments to the 2024 International Fire Code and Referenced Standards based upon local fire/life safety trends operational needs.
- Prepare an ordinance to present to Mayor and Council for adoption of the 2024 City of Tempe Fire Code.

FOLLOW UP RESPONSIBILITY: Fire Marshal David Fabok



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.

One aspect of the fire service is preventing fires or accidents from occurring through mitigation and prevention, some of which can occur with education and training. The Community Risk Reduction Division leads the department in educating citizens about fire and life safety in order to minimize high risk behaviors. During the Commission on Fire Accreditation International (CFAI) site visit in May 2022, no recommendations were made by the site visit team. While no recommendations were made, the Community Risk Reduction strives to work toward continuous improvement and is dedicated to enhancing its existing processes to formally appraise and document fire and life safety programs offered to the community on an annual basis. The Community Risk Reduction Division will also strive to enhance its existing program evaluation process to report on targets, risk and demographics, and add analysis based on the targets set and areas improved. The greatest number of public education activities for preschool, elementary and high school students conducted during fiscal years (FY) 21-22 and FY 22-23 are noted in Table 1. The numbers are indicative of number of classes taught.

Table 1

Public Education Instruction for Preschool, Elementary and High School students

FY 21- 22			FY 22 - 23		
Preschool	Elementary	High School	Preschool	Elementary	High School
15	35	0	155	551	717

*Notes: ++ includes Milo & Moxie Safety Rangers and drowning prevention education; * includes Cardio Cerebral Resuscitation (CCR) taught in the high schools.*

FY 21 – 22 data collected and displayed in Table 1 indicates a decrease in public education training due to coming out of COVID-19 years.

In addition to public education presentations for preschool through high school aged students, the Department’s Public Education Specialist also conducts fire and water safety presentations for adults and seniors and provides a variety of inspections and installations for the citizens of Tempe, including smoke alarm installations, home safety surveys, lock box installations, and car seat inspections (see Table 2).



The Public Education Specialist is in charge of the Secure Lockbox Program continuing the partnership with the WeSERVE Realtors of the Valley who donate lockboxes to the program. In FY 22 – 23 the Public Education Specialist coordinated a donation of 30 more lockboxes to the lockbox program. In 2023 an on-line Secure Lockbox application was created and placed on our website.

The Public Educator continues to partner with the Arizona Burn Foundation and the Red Cross in coordinating two smoke alarm walks a year. These walks have resulted in the significant increase in smoke alarm installations in the community. In FY 22-23 the Arizona Burn Foundation donated 150 smoke alarms to our department to use for our free smoke alarm program.

It has been recognized and proven that early smoke detection can save lives, therefore the importance of a working smoke alarm cannot be overemphasized. In the upcoming fiscal year, emphasis will be placed on increasing messaging for having properly installed smoke alarms, regular battery checks, and battery replacements annually, and replacing alarms every 10 years.

Table 2 *Installations and Inspections*

FY 21 – 22			FY 22 - 23		
Smoke Detector	Lock Box	Car Seat	Smoke Detector	Lock Box	Car Seat
299	35	106	232	42	121

Social Media Messaging

The goal of increasing social media posts concerning fire and life safety trends is important, and equally important is to make sure these social media posts identify current risks and behaviors. Monthly safety and informative messaging will align with topics identified in Section 7 (Community Relations and Public Information) in the Operational Guide.

The Public Education Specialist began attending bi-weekly Friday morning Fire Inspector meetings to gather information concerning the prior week’s fires and life safety incidents, which will be tracked by demographics and subzones within the city for the purpose of targeting fire and life safety messages. Messaging will be developed by the Public Education Specialist, and variety of social media platforms will be utilized for timely postings.



Customer Satisfaction Surveys

The Department created a performance measure under Strategic Council Priority #1 *Safe and Secure Communities* that identifies the goal to “Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Fire Services" greater than or equal to the national benchmark cities as measured in the Community Survey and the TFMR Customer Service Survey”. In the upcoming fiscal year, emphasis will be placed on collecting customer satisfaction surveys from a sample of attendees (or the organizer) who receive fire and life safety training from the Department’s Public Education Specialist.

2023-2024 ACTION PLAN OBJECTIVES

- Increase social media posts using Facebook, Instagram, and other platforms at least five times per week
- Attend Microsoft Word training
- Attend Microsoft PowerPoint training
- Develop and teach a drowning prevention program to adults.
- Develop and teach a cooking safety program for adults.
- Increase the number of completed customer satisfaction surveys for public education sessions and other life safety programs.
- Develop specific education programs based upon local fire/life safety trends.

FOLLOW UP RESPONSIBILITY: Fire Marshal David Fabok and Fire 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.

Community relations and public information provides the community with safety messaging and opportunities to reduce or lessen the impact of a fire or life safety incident. The Department has utilized Facebook and Instagram to deliver public safety information to the community, including partnering with the City of Tempe Public Information Officer (PIO) staff to provide information to the community and media.

Community Risk Reduction staff created a social media team to increase the amount of messaging to the community, as identified in Section 6 (Public Safety Education) of the Operational Guide, which has been very successful in increasing viewership on all social media platforms. In July 2023, the department completed a reclassification of the Assistant Fire Marshal position to a Fire Marshal who reports directly to the Fire Chief. This also resulted in a reorganization of divisions where Community Risk Reduction was placed under the Fire Marshal. The role of the lead PIO remained with the Assistant Fire Chief who transitioned to the chief over Training, Preparedness, and Wellness.

Website Update

The Department designated and trained an Administrative Assistant for all website updates which has improved the frequency and ability to update the site with current information in a timely manner. In 2023, the Fire Public Safety Education Specialist improved efficiencies and customer service capabilities by placing car seat installation checks and the lock box application forms online for community members to complete for scheduling purposes. The department will be working with the City of Tempe’s communication group to get a dedicated person who can assist with design and updates to improve the format of the webpage to ensure it is easy to navigate and informative for people who are accessing the site.

Safety Messaging

The Community Risk Reduction Division’s Public Education Specialist aligns fire and life safety messages with the United States Fire Administration’s seasonal topics and will include topics specific to Tempe. Some of the scheduled monthly educational topics are listed below:

- January: Christmas tree recycling and space heater awareness
- February: American Heart month/ first aid and burn awareness
- March: Hot cars and hydration awareness



- April: Pool and water safety
- May: Warm weather tips, healthy tips, stroke signs, chest pain, when to call
- June: Monsoon safety (sandbags, flashlights, storm readiness)
- July: Fireworks and BBQ safety
- August: Pedestrian safety, distracted walking, biking and scooter helmets
- September: Fire Prevention Week
- October: Smoke detectors and fire extinguishers
- November: Cooking safety and turkey fryer safety awareness
- December: Christmas tree safety / Candle safety awareness

The Public Education Specialist attends weekly Fire Inspector meetings to gather information concerning the prior week's fire and life safety incidents. Messaging is developed by the Public Education Specialist, and variety of social media platforms are utilized for timely postings.

Public Information

All Deputy Chiefs were trained as PIOs in 2022 and some duties after hours transferred to both battalion command vehicles. This has proven to be ineffective, and the department has identified the need for a full-time dedicated PIO whose sole responsibility is media requests, social media management, and website updates. Supplemental requests for the PIO position were made in 2022 and 2023 but due to prioritization and cuts to supplemental requests, the PIO position was not approved. The budget cycle for FY 2024-2025 is not accepting any new supplemental requests due to state level tax cuts that are forecasted to impact the general fund of the city. Currently the Assistant Chief over Training, Preparedness, and Wellness is the primary PIO with the other two Assistant Chiefs assisting as back up.

2023-2024 COMMUNITY RELATIONS AND PUBLIC INFORMATION ACTION PLAN OBJECTIVES

- Identify supplemental funding or alternate means for a PIO/Communications Specialist
- Expand posting of public safety messages, topics, issues, and trends on NextDoor, Facebook, Instagram and other social media platforms
- Increase Facebook followers to 10,000
- Update website providing access to public safety related classes, forms, and other services provided by TFMRD
- Work with the Department's assigned City PIO to track the webpage usage to determine the most commonly utilized information on the Department's website
- Review content on the Department's website for accuracy and update regularly
- Work with the City PIO to refresh and update the webpage design

FOLLOW UP RESPONSIBILITY: *Assistant Chief Andrea Glass*



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 is recorded in the City General Fund. Department revenue received for services provided through the Department's Emergency Medical Transportation Service is recorded in the City Emergency Medical Transportation Enterprise Fund.

General Fund Revenue:

- The Community Risk Reduction Division collects fees for fire code inspections, permits, plan / development reviews, and sprinkler system inspections. The schedule of fees and charges are structured to ensure fee assessments are equitable to the size and complexity of the project.
- The City is engaged in an intergovernmental agreement (IGA) with the Tempe County Island Fire District for the Department's provision of fire protection service to district property. The IGA establishes a semiannual fee for service paid to the City.
- The City is also engaged in an IGA with the Arizona Board of Regents for and on behalf of Arizona State University (ASU), Tempe Campus. Under this IGA, ASU reimburses the Department for the Department's costs of dispatch service fees associated with dispatches to ASU's Tempe campus and facilities.
- The Administrative Services Division charges fees for copies of requested Emergency Medical Services incident reports and for CPR and First Aid Classes.
- The Emergency Services Division charges fees for the use of the Tempe Fire Training Center.

Emergency Medical Transportation Enterprise Fund Revenue

- The Department's Emergency Medical Transportation operation generates revenue in the form of fees collected through billing activity generated by emergency patient transports provided by the Department's ambulances. The Department's ambulance transport fees are established by the Arizona Department of Health Services.



Department Expenditures

Every fiscal year the Department strategically allocates its fixed base level operating budget to support anticipated operational expenditures 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, or “supplemental”, budget appropriations that are above and beyond their annual fixed or base level operating budgets. These additional financial resources may be requested for one-time program initiatives, for new permanent operations, or to address ongoing service delivery functions which at current funding levels are not producing desired outcomes identified by Departments.

Prior to the adoption of the subsequent year’s operating budget, the additional budget requests are thoroughly evaluated by City Management and are recommended to the City Council for approval based on strategic priorities, operational requirements, and funding availability.

Through the City’s FY 2023-24 budget development process, the Department received additional funding approval for the operational requirements described below.

FY 2023-24 Approved Budget Requests – General Fund

Approved Funding Title	Description
Fire Engineer Driver Training Specialist	\$129,401 in recurring and one-time funding for one new full-time benefitted 40-hour Engineer position to serve as the Staff Driver Training Specialist in the Professional Development Section.
Medical Services Training Specialist	\$99,028 in recurring funding for one new full-time benefitted 40-hour Medical Services Training Specialist to serve in the Medical Services Section.
Dive Team Funding	\$20,000 in recurring funding to support the Dive Team operations.
Competitive Reclassification to Fire Marshal	\$17,991 in recurring funding to reclassify the existing Assistant Fire Marshal position to a Fire Marshal position.
FMR Operating Budget Account Increases	\$97,000 in recurring funding to increase budgets for various Department operating accounts including Uniforms, Fire Hose and Nozzle, Vehicle Repair, SCBA Parts, Minor Equipment and others.



Department Grants

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

Grant Awards to be executed in FY 2023-24

Grantor	Description
100 Club of Arizona’s Safety Enhancement Stipend Award	\$40,000 for the purpose of purchasing a Turnout Extractor / Washer and Dryer.
Arizona Department of Homeland Security	\$28,250 for conferences and equipment for the Threat Liaison Officer program.
Arizona Department of Homeland Security	\$80,000 for training for the Technical Rescue Team and Hazardous Materials Teams.
U.S. Department of Homeland Security FEMA	\$709,327.27 in federal funding and \$70,932.73 from the City for a total budget of \$780,260 for cancer screenings and wellness programs.

2023-24 FISCAL MANAGEMENT ACTION PLAN OBJECTIVES

- Develop and monitor the Department’s General Fund operating budget.
- Develop and monitor the Department’s Emergency Medical Transportation Fund operating budget.
- Develop and monitor the Department’s Capital Improvements Program budget
- Produce updated Emergency Medical Transportation Fund five-year forecast for the Municipal Budget Office and City Council.
- Produce fiscal year 2021-22 Ambulance Revenue and Cost Report for the Arizona Department of Health Services.

FOLLOW UP RESPONSIBILITY: 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.

The Training Professional Development Section oversees all required training for the department to include minimum company standards, live fire training, tactics and strategies, firefighter, engineer, captain, and chief officer development, drivers' training, as well as training equipment and records management. In FY 2022-2023, the department requested and was approved supplemental funding for a staff engineer's position to assist with improving professional development at the engineer's position and better meet the requirements for driver's training. The department also requested and was approved the reclassification of an administrative assistant position to a managerial assistant for increased capabilities to manage the training center. These two positions are an addition to the existing two staff captains and deputy chief who facilitate training and professional development.

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

- Training / equipment records management
- Develop and modify current driver safety / engineer position training
- Develop Company Officer position knowledge and abilities
- Improve and expand the firefighter's skills and knowledge
- Expand Professional Staff development
- Tactics and strategy training
- Increase department training
- Promote City sponsored development courses
- Advertise external training opportunities
- Increase Chief Officer command level training
- Revise and implement Acting/Intern/Probationary/Personnel Training Programs
- Modify and improve the virtual professional development training website



2022 & 2023 Professional Development Comparison Summary:



2023-24 EMERGENCY SERVICES TRAINING ACTION PLAN OBJECTIVES

- Conduct an Engineer’s promotional examination
- Update Vector Solutions required ISO training hours and display in both quarterly/annual format
- Create and implement all acting and intern training programs online through Vector Solutions Evals Plus.
- Revise and update all acting and intern training programs
- Revise and update all probationary evaluation forms
- Train 40-hour Engineer as a certified EVOC Instructor
- Create all training material for the full and modified EVOC courses, drivers’ safety, and ISO requirements to be able to easily transfer to material to incoming 40-hour Engineers.
- Continuously evaluate all department training material to determine agency needs and to meet all training requirements (OSHA, NFPA, COT, ISO, DHS)
- Create and implement a department training program for the new Command Point MCT CAD software
- Develop and conduct training on Lithium-Ion, photovoltaic, EBSS, Electric Vehicles, and micro-batteries, Cold Cut Cobra department training, and MES EV blanket training
- Create and facilitate Company Officer/Engineer/Firefighter monthly CE training
- Revise and implement Acting Deputy Chief Packet
- Revise and implement an updated version of the member re-integration policy/criteria



- Continue to modify new sections for members to obtain promotional information, Legacy Videos, Incident Command material and more.

FOLLOW UP RESPONSIBILITY: Assistant Chief Andrea Glass and Deputy Chief Scott Popatia



SECTION 10 – EMERGENCY RESPONSE

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To deliver efficient and consistent all hazards emergency response services in a safe and effective manner, with a response time goal (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.

Overview:

The Department is an "all-hazards" department that responds to all types of incidents, including medical emergencies, automobile accidents, fires, hazardous materials response, technical rescues, dive operations, SWAT Medic responses, and more within the community.

The Department provides all-hazard emergency services through eight engine companies, two ladder companies, one low acuity company, six ambulances, and two battalion units housed at seven strategically placed fire stations throughout the city.

The internal tools utilized in developing specific response criteria and assessing their adequacy during those emergencies within the community are created using several resources used in conjunction with each other.

These references are re-assessed at maximum annually and quarterly and as needed throughout the year.

- The Department's Standard of Coverage determines the risk level, service demands, and ultimate performance of the all-hazards response system in Tempe.
- The Department's Operational Guide serves as an annual roadmap that outlines specific strategies to meet response challenges and improve service delivery within the community.
- The Department's Strategic Plan identifies strategic direction and response objectives by identifying patterns or influences that may impact emergency response.
- The Department's Annual report identifies the components of response criteria and response times within the community. This report is distributed to City leadership and made available to department members and the public for review.
- The Department utilizes multiple real-time data reports/dashboards that can identify Total Response Times, Unit Hour Utilization (UHU), and overall unit reliability.



The Department contracts with the Phoenix Regional Dispatch Center to receive, process, and dispatch the appropriate apparatus within the community through the Automatic Aid Consortium. Deploying the Department's resources has multiple components in determining the response and resource allocation. Key priorities and factors are civilian and firefighter safety, property conservation, and high-quality service delivery.

The Department has an active role in regional committees such as the Regional Operations Consistency Committee and the Central Arizona Life Safety Committee to ensure regional consistency. These Committees establish multi-jurisdictional review boards to establish and review policies and procedures. Consistency and a standard model are solidified in the Automatic Aid Consortium Agreement. This Intergovernmental Agreement helps to mandate the minimum requirements for the region regarding the level of certifications of the responders and what assets are dispatched to specific nature groups within the consortium.

The Department's members possess certifications such as Emergency Medical Technician and Paramedic. All all-hazards units have a minimum of two Paramedics and 2 EMT's. Each of our Emergency Medical Transport Units has a minimum of one Paramedic and 1 EMT. This level of certification ensures the Department can provide the highest level of care and service to the citizens. The Department's Medical Services Section oversees these certifications and continuing education to ensure that members are appropriately trained and certified through quarterly continuing education and re-certifications when requested through the Arizona Department of Health Services to maintain the highest level of proficiency within these certifications.

Responding members have completed a robust 13-week regional academy with criteria sanctioned by the Arizona Center for Fire Service Excellence. Members graduate from one of the regional academies with Firefighter I and II level certifications. This skill set is maintained throughout their careers during various opportunities conducted through the Professional Development Section, at the Company level, and real-time, real-world experience. Sworn members maintain at least 240 hours yearly to meet the national standards.

As an all-hazards organization, the Department responds to hazardous materials calls, technical rescue calls, and dive operations. The Department operates two (2) full-time hazardous materials units with one support truck and two (2) Technical Rescue Teams with one support truck. The Department also receives support from the Regional Automatic Aid System to assist with these high-risk, low-frequency incidents. Each specialty requires an initial comprehensive certification and ongoing monthly education to maintain the respective credentials.

Response Times:

TFMRD's ability to be effective on all types of emergency scenes is directly tied to emergency response times. Emergency response time is defined as the time that elapses from when a call is received in the fire communication center until the first Tempe Fire Medical Rescue unit arrives on the scene. The components of response times are as follows:

- Alarm Processing Time (also known as Dispatch Time to Notification Time) is calculated from when Phoenix Regional Dispatch Center answers the call to when Phoenix Regional Dispatch notifies a Fire Department Unit.



- Turnout Time (also known as Acknowledgment Time to Roll Time) is calculated from the time a Fire Department Unit is notified of the call to the time the unit rolls out of the station or begins proceeding to the incident.
- Travel Time (also known as Roll Time to Arrival Time) is calculated from when a Fire department Unit starts proceeding to an incident to when it arrives.

Factors affecting emergency response times include, but are not limited to, call processing, turnout time, deployment of resources, call volume, location 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. A critical component of response time is turnout time, which is the amount of time that passes from when firefighters are alerted to when the fire apparatus begins to travel to the incident.

The current Department turnout standard for incidents requiring firefighting gear is eighty seconds or less and sixty seconds or less for medical incidents. These response times are published on the City of Tempe website in "Open Tempe" for the public to review the performance. The Department monitors the response times internally (daily) through a live dashboard utilizing the Phoenix Regional Dispatch Center data. In addition, the Department produces monthly reports, which are distributed to all Department members for review.

Planning:

The City of Tempe continues to increase its population and density. The Department continues to evaluate the data and recommendations from the Department's Station Location Plan in 2021/22. The basis of the study was to assess station locations to ensure the optimization of emergency response over the next two decades, considering recent trends in incident response, future projections for incidents, and the current facilities available to the Department. The report aims to tie the Department's station location plan to the City of Tempe 2040 Plan and future 2050 plan. The goal is to reduce response times citywide to meet Department standards while utilizing data for future growth and plans.

Fire Station 2 rebuild is underway, with an expected completion of approximately the Summer of 2025. The project consists of two phases, with units responding from the old Station 2 until phase one of the new station is complete. Upon completion, the crews will move into the new living quarters. This will allow continuous service delivery during construction to ensure appropriate response times and reliability in the service area.

2023-24 EMERGENCY SERVICES ACTION PLAN

- Continue to monitor, publish, and analyze response times and, if needed, modify the deployment of resources to enhance response and reliability.
- Continue actively participating in the Central Arizona Life Safety Council and Regional Operations Consistency Committee to ensure optimal regional response coordination.



- Re-evaluate response unit deployment in coordination with the Community Risk Assessment, Standards of Coverage, and Strategic Plan.
- Evaluate response and reliability at Station 2 during the station construction.
- Research service delivery options to account for future growth and demand throughout the city in coordination with the 20/21 Station Location Plan.
- Coordinate with Community Risk Reduction to identify new midrise/high-rise buildings and train crews on building systems and familiarization.

FOLLOW UP RESPONSIBILITY: Assistant Chief Anthony Butch



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. To proactively approach medical care by preventing additional injury or illness through education within the community.

The delivery of emergency medical services plays a major role in the operation of the Department. Approximately 85% of the Department's annual emergency response activity is medical in nature. The role of the Medical Services Division reaches beyond emergency response to prevention of medical emergencies for individuals, families and the community.

Functions of Medical Services:

- Treat the sick and injured with appropriate basic and advanced medical care in the prehospital 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 Division:

- Quarterly emergency medical training for all members
- Monthly continuing education training for all paramedics
- Medical care documentation training for all EMTs and paramedics
- Research and development team to research, test and implement modern equipment and procedures
- Quality Assurance (QA)/Continuous Quality Improvement (CQI) programs for EMTs and paramedics
- Administrative support of civilian ambulance operations and ALS transport model
- Increase patient access to primary and preventative care through Arizona Department of Health Services Treat and Refer Recognition Program
- Education in Tempe Unified High School District (TUHSD) to include compression only CPR
- Management and release of medical records
- Naloxone Leave Behind



Challenges influencing the direction and focus of Medical Services:

- Increasing costs of programs and equipment related to providing prehospital medical care
- Evaluating ways to meet the needs of patients with psychological and dependency issues
- Anticipating pandemic disease spread and evolving standards to ensure safe and swift response to these incidents
- 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
- Continually evaluating deployment models, staffing, dispatch and patient care in pursuit of improving service delivery effectiveness and efficiency
- Evaluating response times and service availability to include off-load times
- Examining effective and efficient ways to provide paramedic and EMTs continuing education and training
- Changes and improvements in available medical equipment

2023-2024 ACTION PLAN OBJECTIVES

Durable Medical Equipment Acquisition Schedule		
Fiscal Year	Item	Anticipated Costs
2023-2024	(3) LIFEPAK 15 heart monitor/defibrillator	\$150,000
	(1) LUCAS Chest Compression Device	\$24,000
	(10) Apple iPad Air 2 tablet	\$8,100
	(2) Suction unit	\$985
	e-certification cards for ACLS, PALS, and CPR	\$1,000
	(4) Replacement battery for LUCAS	\$3,150

- Acquire durable medical equipment (above) as scheduled
- Increase the cardiac survival rate in the City of Tempe from 2022 values
- Order and place in service, (1) LUCAS chest compression devices on a frontline fire apparatus
- Continue to train Department personnel on the latest in emergency medical operating procedures, equipment and techniques
- Take part in state and regional committees to ensure Tempe has a voice and is an active participant in EMS issues facing the community
- Continue education in the Tempe Union High School District (TUHSD) with compression only CPR; incorporate Stop the Bleed training to TUHSD teachers, staff and security
- Train 3 members as paramedics
- Evaluate data of performance on medical incidents and provide focused training to the department in skills that show possible deficiency

FOLLOW UP RESPONSIBILITY: Deputy Chief Kevin Bailey



SECTION 12 – EMERGENCY MEDICAL TRANSPORTATION SERVICES

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

Strategy: To provide high-quality, safe, and efficient emergency medical transportation for the community we serve.

Emergency medical transportation is an important part of the Emergency Medical Services system in Tempe. The Department started providing emergency transportation services in 2017 with Medic Units 271 and 276. Since the implementation of the original two Medic Units an additional four have been placed into service and are fully operational. Those units are 274, 272, 273, and 275.

All TFMRD ambulances are advanced life support units staffed with one EMT and one Paramedic. These civilian-staffed ambulances are billeted at fire stations one, two, three, four, five and six. The emergency medical transportation services operate as follows:

- All ambulances are constant staffed with a paramedic and an emergency medical technician and operate 24 hours per day
- TFMRD bills insurance companies and responsible parties for every transport
- TFMRD contracts with a third-party billing provider to accomplish reimbursement for services
- TFMRD ambulances are equipped with ALS equipment and communications technology that enables them to be dispatched by the Phoenix regional dispatch system, just like all other TFMRD assets
- TFMRD ambulances are dispatched to appropriate emergency calls for service when they are the closest qualified unit
- Ambulance crews take daily direction from a fire captain and are part of the Operations Division's chain of command
- Ambulance response areas are governed by the Arizona Department of Health Services. Therefore, they are not considered part of the automatic aid roster and do not respond to calls outside of the Tempe city boundaries unless specifically requested

TFMRD will continue to monitor ambulance service metrics to determine the need for additional ambulances in the city. Additional expansion may occur in the future as necessary to maintain efficient and effective response.

2023-24 EMERGENCY MEDICAL TRANSPORTATION ACTION PLAN OBJECTIVES

- Recruit, hire and train new paramedics and EMTs as necessary
- Maintain compliance with Arizona Department of Health Services (ADHS) ambulance registration requirements for existing and newly acquired ambulances
- Acquire 1 new Horton ambulance, all necessary communications and medical equipment, and place the unit into service



- Continue to train all TFMRD providers concerning various aspects of ambulance operations and medical documentation
- Examine all aspects of the emergency medical transportation services in order to effectively plan for future needs both operationally and logistically

FOLLOW UP RESPONSIBILITY: Assistant Chief Chris Snow and Emergency Medical Transportation Supervisor Brandon Ramsey





SECTION 13 – EMERGENCY MANAGEMENT

Related Council Strategic Priorities



Safe and Secure Communities

STRATEGY: To engage the community of Tempe in improving resiliency and reducing the loss of life and property to large scale emergencies and disasters through a comprehensive, risk-based plan that addresses all phases of emergency management including prevention, mitigation, preparedness, response, and recovery.

Tempe Fire Medical Rescue in the past has been charged with coordinating the City's emergency management effort. Emergency management includes preventing large-scale emergencies from occurring when possible, mitigating hazards to minimize potential impacts, preparing for and responding to large-scale incidents that do occur, recovering from such incidents, and building resiliency within the City.

The City of Tempe (COT) Emergency Operations Plan (EOP) serves as the primary guide for emergency management operations and preparedness along with the Continuity of Operations Plan (COOP). All department COOPs are currently being reviewed and updated to reflect lessons learned and best practices from COVID 19. The City's Emergency Operations Center (EOC) is located at the Fire Medical Rescue Administration Building and when activated the EOC is staffed by members of several City Departments. These staff members have completed training to familiarize them with EOC operations and the National Incident Management System (NIMS). Individual staff members are assigned in emergency support functions that are directly related to their position within the City of Tempe and would be a liaison to the EOC when needed based on the type of incident.

In FY 2022-2023, COT's emergency management effort focused on a regional collaborative response to a large-scale Mass Casualty Incidents (MCIs). The City of Tempe formed the Mass Casualty Tracking Reunification Arizona Collaborative (MCTRAC) made up of over 90 critical response agencies throughout the State of Arizona. The focus on the collaborative is to increase victim survivability and the reunification of victims with family/loved ones in a timely manner. The City of Tempe participated in three Full-Scale exercises in 2023 in order to test a regional response to MCIs, Sky Harbor Airport Triennial Exercise, Phoenix Children's Hospital Active Shooter Exercise and the HonorHealth Mass Casualty Decontamination Incident Community Full-Scale Exercise.

In 2023-2024 COT's emergency management will train and exercise MCI response capabilities to prepare for an Active Shooter Full-Scale Exercise in collaboration with Tempe High School. We will test Operational Coordination, Public Information and Warning, Situational Assessment, Fatality Management Services, Mass Care Services and On-Scene Security, Protection and Law Enforcement and Family Reunification. An HSEEP After Action /Improvement Plan will be developed, and Improvement Plans will be tracked.

As part of the City of Tempe's efforts toward improving the planning, response, and recovery from an MCI, significant efforts were put toward identifying locations and plans for Family



Reunification Centers (FRC). The primary FRC is located at the City of Tempe Public Library and a formal FRC plan was developed 2023. The City of Tempe's FRC training will be completed in time to exercise the opening of the FRC for the Active Shooter Full-Scale Exercise. An HSEEP After-Action/Improvement Plan will be developed and tracked.

MCI management is a complex and long-term incident that will require coordinated efforts and interoperability to manage multiple scenes. To ensure the city can respond effectively and efficiently to an MCI, it is necessary to plan, train and exercise with all critical response partners. The COT's emergency management will collaborate with representatives from the following agencies to include, but not limited to:

- Hospitals
- Law Enforcement
- Local, County and State Emergency Management
- Coyote Crisis Collaborative
- Office of Medical Examiners
- Volunteer Agencies
- Fire Departments
- Emergency Medical Services (EMS)
- Private Business
- ADA Compliance Experts

2023-2024 EMERGENCY MANAGEMENT ACTION PLAN OBJECTIVES

- Train and educate City of Tempe on MCTRAC procedures and platforms for response and reunification of victims during an MCI
- Assist in the development of internal communications for emergency incident within the City of Tempe
- Develop a Mutual Aid Agreement for Municipal Emergency Managers across Maricopa County for assistance and resources to support jurisdictions in the event of a large-scale MCI
- Develop a COT HSEEP Full-Scale Exercise Design Committee to plan for the Full-Scale Active Shooter Exercise in fall of 2023
- Revise the current Emergency Operations Plan (EOP) for operational use with templates and quick references to use during response.
- Facilitate the City of Tempe's Emergency Operations Center Planning Team to develop recommendations for the design of the new COT EOC
- Continue to work collaboratively with Securing the Cities partnerships to develop regional radiologic/nuclear detection program
- Collaborate with City of Tempe Sustainability Office on Resilience Hub/Microgrid Project
- Collaborate on the development of a dashboard that can be used within the EOC to increase situational awareness and response capability in the event of an MCI.
- Continue work as lead on the City of Tempe's Disability and Inclusion Pillar 2: Safety & Wellbeing
- Continue Work on the City of Tempe Generative AI Guidelines Subcommittee

FOLLOW UP RESPONSIBILITY: Assistant Chief Andrea Glass and Emergency Manager Michelle Seitz



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 (hazmat) 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. Hazmat calls include natural gas leaks, clandestine drug labs, unknown substance calls, the leak or spill of any chemical and others.

TFMRD has 2 companies, Engine 272 and Engine 277, consisting of 27 members that make up the hazmat response team. The hazmat technician level training requirements consist of an initial 200-hour certification course that is supplemented by annual continuing education (CE) covering 15 different topics for a total of 45 hours of available CE.

In FY23-24, it is estimated that 2-4 members will need to be trained as hazmat technicians due to promotion, bidding and paramedic assignment.

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 located in any city right-of-way or property.

2023-24 SPECIAL TEAMS - HAZARDOUS MATERIALS ACTION PLAN

- Train new hazmat technicians to replace members lost to promotion, assignment or bids based on funding and available positions in projected classes to maintain minimum staffing at 75% for each hazmat company
- Evaluate the effectiveness of the hazmat program annually through post incident appraisal; document all program outcomes, effectiveness, and relevant changes from the previous appraisal
- Evaluate new equipment to improve safety and maintain industry standards as set forth in the Special Operations Regional Operations and Consistency Committee
- Purchase natural gas flare off kit for gas emergencies
- Purchase new natural gas detection equipment with current technology
- Continue calibration schedule to ensure all equipment is within spec
- Annually audit Hazmat CE records for all Hazmat team members to ensure a minimum of 36 hours of annual CE is met
- Continue to use the existing exposure process for tracking hazardous materials exposures and use the information to improve training in exposure prevention.



- Research grant opportunities to supplement existing budgets for equipment maintenance
- Review and/or update all Hazmat Policies and Procedures as necessary

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Victor Garcia





SECTION 15 – SPECIAL TEAMS – THREAT/TERRORISM LIAISON OFFICER

Related Council Strategic Priorities



Safe and Secure
Communities

STRATEGY: To be the TFMR point of contact for public safety agencies in matters related to intelligence gathering and dissemination, response to violent incidents and other law enforcement activities and to share information appropriately with responding partners in order to increase coordination and improve the safety of our members and the community we serve.

Threat Liaison Officers (TLOs) primary mission is to function as the point of contact for TFMR in matters related to homeland security, infrastructure protection, law enforcement activities, and terrorism. TLOs attend meetings, briefings, and receive training and information from the Arizona Counter Terrorism Information Center (ACTIC) or other entities engaged in these activities.

TFMR Staff Captains serve as TLOs for the Department. One of the Department TLO's most common responsibilities is to serve as a liaison between TFMR and federal, state or local law enforcement agencies during incidents involving hostages, suspicious packages, barricades, HAZMAT incidents, special events, and the serving of high-risk search warrants.

The TLO program has improved operational coordination and safety for TFMRD members and the community of Tempe. TFMR will continue to participate in the TLO program and support the activities of its TLOs.

2023-24 SPECIAL TEAMS; THREAT/TERRORISM LIAISON OFFICER ACTION PLAN OBJECTIVES

- Participate in State of Arizona local and regional multi-agency exercises
- Track and document TLO activity on Statewide Timesheet in the Department of Homeland Security website and report quarterly to the Executive Chief Officers
- Provide situational awareness training for all crews
- Create and/or update Policies and Procedures related to TLO activities as appropriate
- TLO's to attend training through National Homeland Security Conference and Association of Threat Assessment Professionals
- Support and staff mega events (NCAAM Final Four/Phoenix Open) with TLO's and necessary staff
- Continue to manage and participate in regional grant funding opportunities

FOLLOW UP RESPONSIBILITY: *Assistant Chief Chris Snow*



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 all policies and procedures as well as The Essential Technical Rescue Field Operations Guide, Edition 5, as adopted by the Regional Operations Consistency Committee.

The TFMRD has 27 members assigned to two companies that respond as the Technical Rescue Team, Ladder 276 and Squad 278. Technical Rescue incidents include confined space rescue, trench collapse, high and low angle rope rescues from buildings and rough terrain, swift water rescues, surface water rescues, structural collapses, operating from helicopters and other non-typical/unique accidents. These incidents require specialized training and equipment to conduct safe operations. To determine effectiveness, incident critiques are held following each TRT incident and high risk or unique incidents are reviewed at continuing education (CE) sessions. Additionally, valley wide drills are held in the fourth quarter of each year to appraise the training and proficiency level of the TRT team.

The Technical Rescue Technician (TRT) level training requirements consist of an initial 200-hour TRT certification course that is supplemented by annual continuing education (CE) covering 15 different topics for a total of 45 hours of available CE.

The presence of Tempe Town Lake (TTL) requires the capability to address water related emergencies via watercraft. Fireboat 271 is stored at the TTL Marina and arrived in late 2019. Fireboat training has been conducted for all Fireboat TFMRD operator/members.

2023-24 SPECIAL TEAMS – TECHNICAL RESCUE ACTION PLAN OBJECTIVES

- Train new technical rescue technicians to replace members lost to promotion, assignment or bids based on funding and available positions in projected classes to maintain minimum staffing at 75% for each TRT company
- Evaluate the effectiveness of the TRT program annually through post incident appraisal; document all program outcomes, effectiveness and relevant changes from the previous appraisal
- Evaluate new equipment to improve safety and maintain industry standards as set forth in the Special Operations Regional Operations and Consistency Committee
- Audit TRT CE records for all TRT team members to ensure attendance at a minimum of 75% of available annual CE hours is met
- Review and/or update all TRT and Boat Policies and Procedures as necessary
- Create an acquisition schedule for technical rescue equipment
- Evaluate current TRT staffing levels to best meet department needs

FOLLOW UP RESPONSIBILITY: Deputy Chief Jon Duffy



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 Scuba Diving International (SDI)/Emergency Response Diving International (ERDI), as adopted by Tempe Fire Medical Rescue.

Public safety diving is a high risk, low frequency operation. Dive incidents require special training and equipment to conduct safe operations. Several types of emergency incidents require this level of response including dive rescue and recovery operations and evidence recovery. In addition, the TFMRD Dive Team works with special events to provide support for triathlons and other water related events.

TFMRD maintains a cadre of divers trained and certified according to Scuba Diving International (SDI) and Emergency Response Diving International (ERDI). The dive team succession plan was successfully implemented in 2022 and the new coordinator/instructor and assistant coordinator have completely transitioned into their new positions. The new coordinator/instructor obtained certification for Dive Supervisor, SDI Open Water Instructor and ERDI Instructor. The Dive Team Coordinator/Instructor also received certifications to instruct and certify dive team members for full-face mask and dry suit. The assistant coordinator received a new certification for Dive Supervisor. The new Dive Team Coordinator/Instructor also trained 5 new divers to replace team members lost through attrition.

Initial Rescue Diver training requirements consist of obtaining four certifications through Scuba Diving International (SDI) and Emergency Response Diving International (ERDI) that are then supplemented through annual continuing education.

In fiscal year 2022-23 TFMRD Dive Team conducted 18 training sessions to maintain proficiency.

2023-24 SPECIAL TEAMS – DIVE TEAM ACTION PLAN OBJECTIVES

- Establish a Dive Team eligibility list through recruitment and the selection process
- Train 3 additional members for initial dive training and certification to replace dive team members lost to attrition
- Acquire dive equipment for new dive team members
- Replace gear for dive team members that is worn out or has reached end of service life
- Review and update, Dive Policies and Procedures as necessary
- Purchase an Aqua Eye sonar device

FOLLOW UP RESPONSIBILITY: Deputy Chief Matt Burns



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 many special events, some of which generate significant attendance and/or are high profile events. Through the staffing of special events, the Department can 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. Extensive planning is the key to ensuring the safety and welfare of both the membership and the public. In 2023, Tempe had 206 special events in the city with an estimated attendance of 574,800 total for the year. On average, Tempe annually hosts ten large scale events within the city in addition to the Cactus League Spring Training at Tempe Diablo Stadium.

The Department has five members on the City's Special Events Task Force, including a Fire Inspector, an Emergency Manager, a Management Assistant (assigned to Professional Development), a Deputy Chief, and Assistant Chief who participate in the approval of special events in the City. The Fire Inspector assigned to the Special Events Task Force works with and educates promoters/producers/organizers during the review phase and provides options to minimize overall risk for the event. Department members assigned to Special Events also participates in a Public Safety Special Events Task Force which is comprised of Tempe Police, Risk Management, Special Events personnel from Community Services, and Fire Medical Rescue personnel. The Public Safety Special Events Task Force meets to work through concerns and issues that are directly associated with public safety so a promoter/producer/organizer can address concerns prior to the large Task Force meeting. This process has been successful in streamlining the process and provides better customer service to the promoters/producers/organizers of events.

The Department's role in special events is community and public safety focused and includes some of 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 and egress points, including pathways to exits for alignment with the occupancy load
- Verify exit width requirements based on occupancy load
- Verify proper location and placement of medical tents and fire department Operations equipment/crews
- 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
- Plan and prepare for emerging threats (i.e. crowd surge, active shooter, etc.)
- Permit and inspect the use of fireworks at an event

2023-24 Special Events Action Plan Objectives

- Reinforce the 2018 International Fire Code requirements for outdoor assembly events
- Evaluate the process utilized by logistics for monthly checks of equipment for efficiency
- Utilize Geographic Information System (GIS) technology to improve response times at special event emergencies by known location of personnel
- Train TFMRD members on the fire and life safety Special Events Checklist for Operations
- Track and enter into a database all customer contacts at each special event staffed by TFMRD personnel
- Identify and initiate training for a Fire Inspector to assist with Special Event plan approvals
- Implement crowd management and crowd surge training guidelines and ratios for all vendors at larger special events
- Implement Web EOC for unified command to be utilized on all large special events for better tracking and documentation
- Evaluate operational equipment condition and possible replacement
- Transition Special Event Calendar and Telestaff deployment responsibilities to Management Assistant at TTC
- Transition Special Event invoices/quote responsibilities to BC272 FITS
- Transition Special Event staffing responsibilities to BC272 FITS
- Transition Special Event IAP creation to Fire Training Captain at TTC
- Transition Special Event Equipment to logistics personnel at Fire Training at TTC
- Implement MCTRAC into Incident Action Plan (IAP) for large-scale special events
- Identify funding for four medic cart replacements at approximately \$25,000 per unit. These were previously funded over by UASI grant funding, and not incorporated in the operating budget.

FOLLOW UP RESPONSIBILITY: *Deputy Chief Kyle Carman*



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 emergency vehicle 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 identify potential problems and prevent breakdowns from occurring through its preventive maintenance program. The Department schedules all required testing, maintenance and repairs of apparatus in an effort to have minimal impact on service delivery.

In FY 21/22, and again in FY 22/23, Fire Medical Rescue maintenance personnel identified the need to modify how the apparatus and maintenance program should be carried out in the future. Currently, this modification has allowed maintenance personnel to have more time with apparatus to perform enhanced maintenance as well as conduct repairs that would have previously been unable to be addressed.

During periods of high workflow and repair overload, the Fire Medical Rescue Maintenance Section may contract with outside vendors for certain types of work including major engine overhauls, automatic transmission overhauls, major spring work, and aerial ladder repairs. The Section sought, and was ultimately approved, for an increase in the outside labor budget. The increase to that budget has allowed the Section more flexibility to expedite repairs. Unfortunately, outside labor costs continue to increase causing the continued need to triage and prioritize internal repair challenges with escalating outside labor costs.

As part of the maintenance program and utilization of Fleet Focus M5 software, the Department is able to identify when apparatus is becoming more costly to maintain due to age, mileage, availability of parts, advancements in safety equipment and increased frequency of repairs. The Department reviews the condition of the fleet and prioritizes apparatus replacement annually.

As a direct result of the data captured, the department ordered and took delivery of four new pumpers to replace aging and/or aged out apparatus within the emergency response fleet. The Department is also under contract, and has Council approved Letters of Intent, for several more apparatus over the next few fiscal years, by utilizing the five-year rolling apparatus CIP schedule.

Recently, the Department and Section began using a data and tracking system called Check It, through Vector Solutions. That software allows for real time notifications of potential or perceived issues with apparatus by the driver/operator responsible for daily, weekly, and monthly apparatus checks. That information is then interpreted by Section staff and triaged to



determine the urgency of the issue and subsequent repair. The use of the software will improve communications from the driver/operator and Section staff as related to critical repair and general work order across the fleet. Data can then be extracted to monitor fleet trends, forecast potential issues, parts ordering etc.

The Section was recently able to reclassify a vacant Fire Service Inventory Technician position into a Fire Fleet Coordinator position. This position is instrumental in the enhancing the overall communication, efficiency, and productivity of the Section.

Based on a 27% increase in the Fire Fleet, since the approval of a second full time Fire Mechanic position, the Section was able to use M5 data and a Vehicle Equivalency Unit (VEQ) algorithm, to show an annual deficit of 1700 labor hours. That deficit allowed the Department to pursue and ultimately obtain a third full time Fire Mechanic position through the City's Supplemental Process.

It was recommended during the most recent CFAI accreditation process that the Section's Fire Mechanics acquire and maintain EVT and ASE level certifications, this recommendation is further supported by NFPA 1071 standards. The Section worked with Human Resources change the title of Fire Mechanic and respective job descriptions to that of Fire Fleet Technicians. The new title and job description allows a formal support of ASE and EVT training opportunities. The formal support of Department Fire Fleet Technicians assists with mentoring and development of those members, as well as assist with recruitment and retention of Fire Fleet Technicians. The formalized training curriculum and the obtaining of recommended industry certifications will also positively impact the overall health of the fleet as well as increase the safety of our members and the citizens we serve.

The emergency response fleet is currently supported by three full time Fire Fleet Technicians, one Senior Fire Mechanic and one Fire Fleet Coordinator. Future personnel needs are being evaluated to coincide with the need for additional apparatus and stations due to developmental impacts.

2023-24 FIRE MEDICAL RESCUE MAINTENANCE ACTION PLAN OBJECTIVES

- Conduct NFPA annual and five-year safety tests on aerial ladder trucks and ground ladders
- Conduct annual pump tests on all apparatus and as needed after major repairs per NFPA guidelines
- Continue a monthly preventive maintenance program for all of the Department's thirty-six emergency response apparatus and specialty vehicles
- Hired two Fire Fleet Technicians
- Obtain and maintain Fire Medical Rescue mechanics' EVT, ASE, and Arizona Fire Mechanics certifications and training, including EVT and ASE400, Arizona Fire Mechanic 250; continue to work toward EVT E-0 through E-4 certifications for ambulance technician for all Fire Mechanics per CFAI and NFPA recommendations
- Provide Department Mechanics with annual, regional, and national training opportunities
- Host regional training opportunities
- Work with Human Resources to change job title of Senior Fire Mechanic to Master Fire Fleet Technician, to better reflect recommended certifications and competencies
- Work within future supplemental processes to request an Emergency Fleet Manager position



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

FOLLOW UP RESPONSIBILITY: Deputy Chief Mike Atkinson





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.

The Department works within a five-year rolling apparatus CIP to purchase needed emergency response apparatus.

Pre-pandemic lead-times for apparatus manufacturing and delivery, were typically twelve to fourteen months. Current lead-times are at 24 to 36 months depending on the apparatus being built. Inflationary cost increases, pre-pandemic, were 5% to 7% annually. Manufacturers are now imposing cost increases to apparatus purchases as much as 10% per quarter. These lead-times and cost increases are due to raw material shortages, skilled labor and staffing issues, and increased demand due to the current market and global industrialization.

Due to past, current and projected market impacts, the Department has had to become more strategic than ever, to confirm reliable and economical access to response apparatus. Working with the City's Budget and Procurement offices, the department utilizes cooperative purchasing agreements, multiple vehicle discounts, prepayment discounts, interest bearing accounts, and performance bonds, to shorten current industry lead-times and capitalize on the City's purchasing power.

Using data sets, the Department determined the critical need for pumping apparatus in FY 20/21. Those four pumping apparatus were specified and ordered in that FY, were received in June of FY 22/23, and are currently in the process of being upfitted for emergency response.

The Department is currently under contract with a manufacturer for a fifth pumper, and rear mount ladder that are slated for delivery in FY 24/25.

In an effort to get further ahead of industry lead times and quarterly cost increases, the Department sought and received City Council approval for three more pumpers under a signed Letter of Intent to the manufacturer. That letter allows the manufacturer to start production on these apparatus, ahead of having access to available funding slated for a future FY. These three pumpers are expected to be delivered in FY 25/26, the same year they are funded for. The ability to do so decreases lead and delivery times by several months and in some cases years.



Based on projected midrise and high-rise developmental impacts, the Department is also in the process of working with manufacturers to build a high-rise support vehicle to support local and regional midrise and high-rise fire response; as well as a Heavy Rescue Response vehicle to replace a current aging out apparatus.

Working within the apparatus CIP, and utilizing all procurement options available, the Department will be able to specify, purchase and take delivery of eight pumpers, an aerial ladder, a heavy rescue, and high-rise support vehicle within a six-year time frame. The ability to purchase new and reliable apparatus; as well as purge less reliable and costly apparatus will have positive impacts to the overall health of the emergency response fleet, our members, and the citizens they serve.

The Department recently took delivery of a 9th ambulance and has a 10th ambulance currently on order. In addition to frontline emergency response, these two ambulances will be utilized to assist with long repair times, special events requests, Emergency Vehicle Operator Course requirements, and future re-chassis' of high mileage ambulances, to minimize the fiscal impacts of out of service ambulances, to the Enterprise Fund.

Frontline Engine apparatus are evaluated for replacement after 8 years of service or when the mileage exceeds 100,000 miles. Aerial Ladder apparatus will be evaluated for replacement after 10 years of service or 100,000 miles. Ambulances will be evaluated for chassis replacement after 5 years of service or after mileage exceeds 100,000 miles. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement and an inability to utilize as a rotational apparatus. Once apparatus have met the age and mileage parameters, the following, as well as other factors, will be taken into consideration when determining the ideal time to replace frontline and/or rotational apparatus.

Maintenance

- Engine hours
- Cost to maintain
- Total cost of ownership
- Down time
- Major component reliability
- Availability of replacement parts
- Advancements in safety equipment

Demand

- External
 - Customer service demands
 - Standards of coverage changes or needs
 - Federal/State mandates
 - Technological advances
- Internal
 - Safety and wellbeing
 - Tactical and deployment considerations
 - Operational needs
 - Reserve apparatus availability



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 and repair costs, along with public image concerns will be considered in determining the replacement schedule.

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 (Rotational Status)	033	2014 Spartan Metro Star 1500 GPM Pumper
E272 (Rotational Status)	035	2014 Spartan Metro Star 1500 GPM Pumper
E273	028	2015 Spartan Metro Star 1500 GPM Pumper
E274	034	2014 Spartan Metro Star 1500 GPM Pumper
E275 (Going to auction)	023	2010 Rosenbauer 1500 GPM Pumper
E276	026	2017 Spartan Metro Star 1500 GPM Pumper
E277	025	2017 Spartan Metro Star 1500 GPM Pumper
E278 (Rotational Status)	024	2008 Rosenbauer 1500 GPM Pumper
New E271	102	2023 E-One Typhoon 1500 GPM Pumper
New E272	018	2023 E-One Typhoon 1500 GPM Pumper
New E275	004	2023 E-One Typhoon 1500 GPM Pumper
New E278	007	2023 E-One Typhoon 1500 GPM Pumper
L276	056	2021 Rosenbauer 101’ Cobra
LT276	045	2014 Spartan Metro Star 1250 GPM Ladder Tender
L273	011	2007 American LaFrance Eagle 100’ Platform Aerial
LT273	057	2021 Ford F550 Crew Cab
U277	054	1996 Freightliner/SVI Scene Support Vehicle
HM272	009	2004 Hackney M-II
BC271	001	2010 Chevy Silverado 2500 Crew Cab
BC272	008	2008 Chevrolet 2500 HD
Rotational Pumper	003	2008 Rosenbauer 1500 GPM Pumper
Rotat. Pumper (TTC)	005	2005 American LaFrance 1250 GPM Pumper
Rotational Pumper	037	2008 Rosenbauer 1500 GPM Pumper
Rotational Ladder	012	2016 Rosenbauer Cobra F101 Ladder
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 E550 Horton Ambulance
Medic 276	030	2017 Ford E550 Horton Ambulance
Medic 277	047	2017 Ford E550 Horton Ambulance
Medic 272	050	2019 Ford E550 Horton Ambulance
Medic 274	051	2019 Ford E550 Horton Ambulance
Medic 278	060	2019 Ford E550 Horton Ambulance
Medic 273	036	2020 Ford E550 Horton Ambulance
Medic 275	053	2021 Ford E550 Horton Ambulance
Medic 279	212	2023 Ford 550 Horton Ambulance



LA272	013	2019 Ford F350 Crew Cab
TLO	038	2012 Chevrolet Tahoe
Rotational LA/MR	061	2020 2500 Crew Cab

2023-24 FLEET ACTION PLAN OBJECTIVES

- Continue to research and develop innovative alternatives in apparatus designs with emphasis on safety, wellness, service delivery, reliability, initial purchase price, operating and maintenance costs, local service support, fuel consumption, and environmental impact.
- Continue to utilize, when applicable, cooperative purchasing agreements, multi vehicle discounts and manufacturer’s finance options, to leverage future apparatus purchasing power
- Continue to seek out apparatus manufacturers with local repair and service facilities
- Complete final upfitting of four E-One Typhoon Pumpers
- Complete final inspection of the department’s 9th Horton ambulance
- Work through the preconstruction process for 5th E-One pumper, rear mount ladder and heavy rescue apparatus
- Take delivery of High-rise Support Vehicle through City Fleet and manufacturer
- Continue to work with CIP budget to forecast apparatus purchasing needs through FY 27/28
- Collaborate with City Fleet for the replacement and upfitting of vehicles, to include the following: Medical Services Staff Vehicle, Rotational Battalion, C2700, and TLO vehicle
- Continue to work with apparatus committee members, labor representatives and apparatus manufacturers to confirm we are capitalizing on every advantage to stay ahead of purchasing needs, lead-times and ever escalating costs
- Continue to work with apparatus manufacturers to order and take delivery of specified apparatus

FOLLOW UP RESPONSIBILITY: Assistant Chief Chris Snow and Deputy Chief Mike Atkinson





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 Assistant Chief over the Training, Preparedness, and Wellness Division currently acts as the liaison with the City of Tempe's IT department and works with a Business Solutions Architect to manage and update software programs and identify larger scale needs with computer equipment and information systems. The Assistant Chief also participates in the City's Technology Innovation Steering Committee (TISC) to work collaboratively with other City Departments to prioritize IT needs within the City.

The department has a full-time data analyst who focuses on extracting and monitoring data, generating reports, and creating changes to the software programs to meet the needs of the department and community. Data and information are extracted from multiple software programs, which is then processed to create detailed summary reports, assists in determining effectiveness of department operations, and provides critical information for accreditation. The data analyst also collects, prepares, and transmits department statistical data to the Fire Chief to assist supporting program and resource requests.

The department recognized a need to transition fire inspections and fire investigations from the Firehouse software to ImageTrend so all occupancy and incident data are located within the same software system. In FY 20-21 the department purchased the modules for fire inspections and fire investigations, and the process of transferring all occupancy data from Firehouse to ImageTrend began. All occupancies were uploaded into the program, and development of all forms finalized. Training to transition all fire inspections and fire investigations to ImageTrend platform began in early 2023 with the system going live by Spring of 2023. The new modules improved efficiencies with conducting and documenting inspections and investigations as well as improved data extraction and reporting of trends within the community.

In FY 23-24, Training and Professional Development worked closely with the Support Services Section to formalize tracking program for fire apparatus daily, weekly, and monthly check off using Vector Solutions Check It program. Training curriculum was agreed upon by both sections and provided to all members.

2023-24 COMPUTER EQUIPMENT AND INFORMATION SYSTEMS ACTION PLAN OBJECTIVES

- Provide accurate information from Image Trend to NFIRS
- Reorganize the mapping and preplan program to make it more efficient and effective
- Partner with the City's IT Business Solutions Architect for information systems upgrades, new equipment, and software needs
- Partner with the City's IT for Capital Improvement Programs (CIP) during the planning



and building of Fire Station 8 to ensure all computer equipment and information systems are incorporated in the new station

- Participate in planning for all computer equipment and information systems to be incorporated into the new Emergency Operations Center (EOC) design
- The department will continue to participate in the TISC committee to identify and prioritize information systems needs for the future
- Evaluated emerging technologies for possible solutions to improve efficiencies in department operations

FOLLOW UP RESPONSIBILITY: Assistant Chief Andrea Glass



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.

Personnel safety, public safety, and customer service are major considerations in equipment purchases. Equipment is replaced when reliability becomes questionable or when technological improvements render it obsolete. The Department has established a Research and Development Committee to review/test new equipment. These trials will allow the Department to make smarter purchases that have been tested and reviewed to ensure product viability, quality and longevity.

The Department purchased and transitioned to all new G1 Self Contained Breather Apparatus (SCBAs) in 2018. The G1 SCBAs have the iTIC feature on every pack to improve safety for the firefighters. The new SCBAs also have a scan feature to better track the inventory and maintain all servicing records electronically and more accurately. The Department certified six members as SCBA technicians for future SCBA repair and testing needs. In 2022, the Department's certified SCBA technicians upgraded all 140 SCBA's to meet the 2018 NFPA recommended standard for Universal Buddy Breathing Safety Systems (UEBSS). The Department will continue to test the SCBAs and facepieces annually by the designated certified SCBA technicians in compliance with manufacturer recommendations. The Department sent two (2) members to Bauer Compressor training to reduce costs related to compressor equipment and repairs. In house repair and maintenance will improve the reliability of our compressors and issued SCBAs.

The Department strives to provide the very best fire hose and nozzles as they play a key role in firefighter effectiveness, decreased property loss and safety. The Department purchased over 5000 feet of new hose in FY 21/22, replacing expired and condemned hose. Through the Research and Development Committee hose was tested and demoed to identify a recommended 2 ½" fire hose and nozzle configuration. The Department upgraded to the 2 ½" "Highrise Hose" and related high-rise nozzles over the span of two FY's, FY 19/20 and FY 20/21.

In FY 22/23 the department conducted hose testing, when added to the FY 21/22 loss, resulted in the need to replace roughly \$90,000 worth of hose in all diameters. Post Covid-19 issues, with regards to manufacturing processes, raw material shortages, and long lead-times, have added to the challenges of obtaining replacement hose in an efficient manner. The Department continues to use a third-party vendor to complete all annual hose and ground ladder testing, in compliance with manufacturer's and NFPA recommendations.

In FY 21/22, the Department received a grant to purchase 12 standpipe kits to assist with standpipe operations. The Department provided each Engine and Ladder with a standpipe kit. These kits are utilized to supply and deploy various pieces of equipment and tools needed for standpipe operations during midrise and high-rise fire operations.

In FY 21/22, the Department conducted an extensive review process, through the Research and Development Committee, to review new Thermal Imaging Cameras (TIC). It was determined through that process that the department could improve firefighter safety and



enhance service delivery by purchasing new TIC cameras that were more technologically advanced, lighter weight and provided better ergonomics than previously issued cameras. The Department was able to complete the large purchase over FY 21/22 and FY 22/23.

In FY 21/22 the department was awarded supplemental funding to purchase ballistic vests to issue to all line staff. This equipment was requested after national and local civil unrest and the need to protect our members when assigned to violent incidents.

In FY 22/23, through the Research and Development process, it was determined that there had been marked improvements in the technological advancements of turnout gear since the previous PPE specification. These advancements include the use of modern textiles, ergonomics, weight reduction, and particulate blocking properties for carcinogen exposure reduction. The committee was able to recommend a turnout manufacture and specification that offers all these enhancements, with an emphasis on particulate and carcinogen reduction for its members. This process also yielded a particulate reducing firefighting hood that is paired with turnouts to further protect our members. Members are issued two sets of turnouts to allow for access to a clean set while sending in a potentially contaminated set for laundering post incident.

In FY 22/23 due to communication concerns during midrise and high-rise emergency response, the department was able to purchase two high-rise communications boxes that allow for extended range communications while operating inside large buildings, further enhancing firefighter safety and survivability. Two other communications boxes were recently ordered and delivered in FY 23/24, for deployment from the High-rise Support Vehicle currently being manufactured.

In FY 22/23 the department asked for and received supplemental funding to purchase a fire pump for the fire boat. The fire boat is a department asset but is maintained and repaired by City Fleet. The Fire Shop is currently working Fleet to have the fire pump installed on the boat.

In FY 22/23 the department received an infusion funds through the majority of accounts that are utilized through the Support Services Section. These accounts support the funding of equipment that support the Department's logistical and operation needs. This was requested through supplemental funding due to unprecedented cost increases in the post pandemic marketplace.

To further support the department's carcinogen reduction and exposure program, in FY 23/24, a grant was obtained to purchase several decontamination tools that assist with gross decontamination of our members while on the scene of an incident.

With seven 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.

It was determined in FY 20/21, that the department needed the ability to track expired or expiring medical supplies. The Department was able to secure funding and move forward with this project in FY 22/23. The Support Section is currently working with a contracted vendor and has installed a "smart EMS room" at Fire Station 1. This will enable the department to have access to real time par counts of supplies in an effort to decrease the annual waste of medical supplies that have expiration dates. In the future, this software can be expanded to all Stations and utilized to track critical assets and inventory such as radios, tools, equipment, and other supplies.



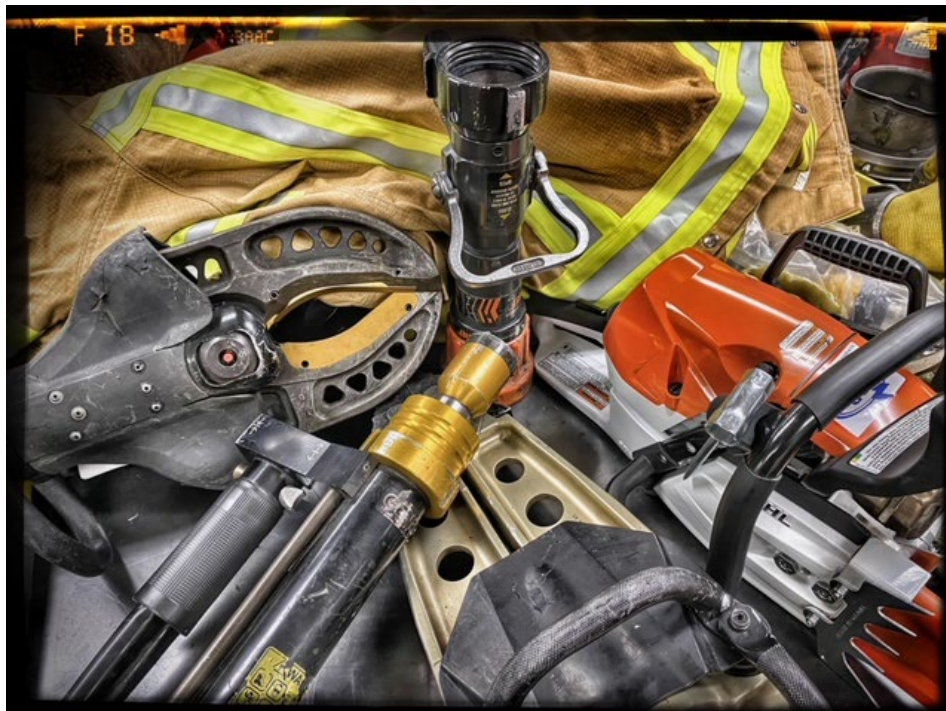
In FY 23/24 the department received funding to purchase two high pressure nozzle systems that will be used to combat electric vehicle (EV) fires. EV fires are on the rise locally and nationally and cause concern for not only reignition, but heavy metal exposure to our members. Access to these high-pressure nozzle systems should decrease the chance for reignition and prolonged exposure to smoke containing heavy metal. These nozzle systems will be used in conjunction with fire blankets to further decrease smoke exposure to EV fires.

The department is in the process of evaluating battery operated extrication tools, or E-tools, for deployment from the department's ladder trucks and heavy rescue apparatus. Currently the department has hydraulic fluid powered extrication equipment. This hydraulic equipment can be portable through a fuel fed powerplant or tethered to the apparatus. Modern E-tools are typically lighter and faster to deploy than standard hydraulic tools. E-tools are also safer from a wellness standpoint and do not require hydraulic fluid or fuel to be stored inside our apparatus compartments.

2023-24 EQUIPMENT ACTION PLAN OBJECTIVES

- Continue to evaluate E-tool extrication equipment
- Continue to evaluate tools and equipment that improve service delivery and safety
- Assess and purchase any further midrise and/or high-rise equipment needs.
- Continue to conduct annual tests on all hose and ground ladders through a third-party vendor in compliance with manufacturer's recommendations
- Complete all annual testing on SCBAs and facepieces; utilize the scan feature on the SCBAs for improved inventory control
- Continue to conduct hydrostatic testing to SCBA cylinders
- Continue working with contracted vendors for critical inventory and asset tracking software build out

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mike Atkinson





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 continual 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 2015, a Station and Resource Allocation Study was completed. The study concluded that a seventh station was needed in the Southeast quadrant of the city. As a direct result of this study, Station 7 was completed in November of 2019 and serves that portion of the city.

It was further identified in the Station and Resource Allocation Study that the city and the organization should consider the procurement of land for future stations and response needs based on projected growth within the city. Two areas represented in the study were in the vicinity of Arizona State University’s Novice Innovation Corridor as well as land in the southwest portion of the city in the area of Priest and Rio Salado. The department is currently working with Arizona State University regarding a land acquisition agreement for Fire Station 8.

A follow up Station and Resource Allocation Study was conducted in 2021 to determine asset allocation to the year 2040. This study was completed to ensure that the organization is responding to the most up to date and accurate information in regard to land procurement, station construction, remodeling, and efficient distribution of deployable response apparatus. One of the results of that modeling study noted that the Department could anticipate calls for service to be in excess of 40,000 calls by the year 2040. Currently the Department responds to just under 30,000 calls for service annually.

Aside from fire stations the Department also runs and operates several support/administrative facilities; include administration, training, maintenance, warehouse, and self-contained breathing apparatus repair. Operation of these logistical support facilities further enhances the Department’s goal of delivering high quality services.

The Department has current and scheduled upgrades to its facilities that include a complete reconstruction of Fire Station 2, a second phase design and renovation to Fire Station 5, addition of concrete driveways to Fire Station 1 and Fire Administration, Fire Station 4 and the Tempe Joint Fire Training Center.

With the assistance of City Facilities, the Department takes part in annual Fire Facility Assessments and preventative maintenance programs that address and ensure proper inspection and maintenance of Fire facilities including plumbing, electrical, flooring, apparatus bay doors, roofing and HVAC systems.

The following is a breakdown of the current condition of each of the stations/facilities operated by the Department.



Facilities Status

Tempe Fire Medical Rescue Stations:

- Station 1 opened in 1998 in an excellent strategic location. There are four bays which house two Advanced Life Support (ALS) engine companies, one heavy rescue vehicle, ALS ambulance, and a command vehicle for the responding Shift Commander and Field Incident Technician. Future improvements will include resurfacing the epoxy floor in the apparatus bay. These improvements are dependent on the City's Facilities and Streets Department CIP funding and planning process. Apparatus bays are overcrowded due to more vehicles running out of the station than the original building was designed for. The responding Deputy Chief vehicle and the ambulance park side by side in one bay which was intended for only one vehicle. Updates to the building include the lighting in the apparatus bays, the kitchen, and in the parking areas which were transitioned over to LED lighting to assist with the sustainability efforts of the city. In 2018, the roof was resealed, and modifications made to prevent roof leakage from entering the interior of the building. In FY 18/19 Station 1 had the turnout locker areas enclosed and a cancer reducing exhaust system was installed for all diesel burning apparatus. Through the Facilities Assessment, it was identified that Station 1 was in need of a new evaporative cooler. The installation of this cooler was completed in June of 2020. The station recently underwent a bathroom, office, and bedroom remodel. The flooring in the interior portion of the station was recently resurfaced with polished concrete in conjunction with the bathroom and bedroom remodel through the City's Facilities CIP funding. In the fourth quarter of 2022, the exterior metal work of this facility was painted utilizing City Facility funding. The facility was also part of a citywide threat mitigation program that allowed for external closed circuit security cameras to be placed on the property. This facility is currently undergoing an asphalt resurfacing upgrade of the parking lot, to concrete. Due to chronic issues with Fire facility bay doors, a comprehensive door assessment was instituted by City facilities. The results of that independent assessment determined that Station 1 would be in line to receive a modern bay door upgrade in FY 23-24. In FY 22/23, a comprehensive HVAC was conducted by Facilities. The result of that study concluded that this facility will be receiving mid- and long-term updates to these systems to improve efficiency and member welfare over the course of the next FY's. Overall condition is very good.
- Station 2 opened in 1971. It is a two-bay station housing one ALS engine company and one ALS low acuity response unit and one ALS ambulance. A hazardous materials apparatus and special incident vehicle also respond from Station 2 and are currently housed in the former Fire Maintenance Facility that is connected to the former Fire Warehouse. The Special Operations Section is also utilizing a portion of the former Fire Warehouse for office and storage of Special Operations equipment. This station has undergone two significant remodeling and expansions. In 2013, flooring was replaced with exposed concrete and kitchen repair work was completed. At the beginning of 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. In FY 2018-2019, a section of the Fire Warehouse was turned into storage for firefighting turnouts and a new cancer reducing exhaust system was installed in the fire station bay for Engine 272 and other diesel apparatus to may be assigned to the station. The generator at Station 2 was completed in September of FY 2019-2020. Station 2 was identified as needing demolition and then rebuilding as a new, fully functional facility on the same property it currently resides on. Due to aging infrastructure concerns and anticipated construction of a new facility, the Maintenance Facility was vacated, and the



ambulance crews were relocated to Fire Station 2. The design phase for the rebuild project was completed in FY 21/22. Demolition and construction of the new facility began in FY 23/24. The project consists of two phases. Phase one is slated for completion at the end of calendar year 2024. The final phase of the project has a completion date of summer of calendar year 2025. When completed, the new station will be a two story, 16 individual dorm room, 6 bay, 16,000 square foot facility. Current overall condition of existing station is poor.

- Station 3 opened in 1975. It is a three-bay station which houses one ALS engine company and one ALS ladder company with a ladder tender. There is no drive through bay configuration for the ladder tender, this necessitates backing that vehicle into its bay. Starting in 1989, Station 3 has been remodeled and updated in various ways. In 2011, the kitchen was remodeled and the flooring on the first floor was replaced with exposed concrete. The day room was updated with an addition of theater-type seating. In 2013, the upstairs flooring was replaced with exposed concrete. In 2016, electrical wiring was updated to bring the station to current code standards and the power box was relocated to an adequate and safe distance from the station. In 2017, the lighting in the apparatus bay was converted to LED. In FY 2018-2019 Station 3 had a new turnout area built and enclosed in the bay, along with installing a cancer reducing exhaust system for apparatus to use. The asphalt drive was replaced with concrete in FY 20/21. This facility was part of a citywide threat mitigation CIP that involved the installation of exterior closed circuit security cameras in FY 22/23. It was identified that the remodeling of this station to facilitate future ambulance response would not be cost effective. In January of 2022, an ALS ambulance was placed in service to provide transportation to this part of the city during the day. This unit moves to Fire Station 7 during the evenings due to limited bay and dorm room availability for the unit and assigned crew. This station is at its end of life based on a comprehensive City Facilities study and is slated for relocation and new construction in a future CIP. Based on a recent comprehensive asset allocation study conducted by ORH, it was determined that to capitalize response to this section of Tempe, that a new Station 3 would ideally need to be constructed around Rural and Baseline. The department is currently working with city entities to determine what property may be available to facilitate the construction and operation of the new station in FY 25/26. To date, land acquisition to accommodate the relocation and construction of a new station, has proven challenging. Overall condition is good.
- Station 4 opened in 1981. It is a two-bay station, and houses one ALS engine company and one ALS medic ambulance. This station was remodeled in 2008. Updates included an exercise room, adding a women's restroom and shower, new kitchen, day room, computer/report room, laundry area, and storage area. In 2014, flooring in the captain's bedroom was replaced with exposed concrete. In 2015, the flooring in the remaining bedrooms and the computer/report room was replaced with exposed concrete. In 2016, the electrical wiring for the station was updated. In 2018, the men's locker room lockers were replaced. In 2018, roof resealing was completed. In FY 2018-2019 a new turnout room was added onto the building and a cancer reducing exhaust system was installed to be utilized by the apparatus. In FY2018-2019 the computer room was remodeled to be utilized as ambulance quarters. In FY 2020-2021 the carpet in the "dayroom" was removed and replaced with exposed concrete. This facility is part of a citywide threat mitigation CIP that involved the installation of exterior closed circuit security cameras in FY 22/23. Station 4 is slated to receive a modern bay door and concrete surface upgrade to the surrounding parking in upgrade in FY 24-25. Station 4 is also slated for a future bay door replacement project in an upcoming FY. Overall condition is good.



- Station 5 opened in 1994 and is in an excellent strategic location. It is a two-bay station which houses one ALS engine company and one ALS medic ambulance company. The flooring was replaced with exposed concrete in 2013. The lighting for the apparatus bay and external lights were converted to LED in 2017. In FY 2017-18, the interior of the station was repainted. Some minor concrete and gas line modifications are needed for the back patio. In FY 2018-2019 a storage room was remodeled to become an enclosed turnout room and a cancer reducing exhaust system was installed for the apparatus assigned to the station. In September of FY2019-2020, Station 5 generator was replaced. It was determined that Station 5 did not have adequate facilities to enable the response of an ambulance in its current configuration. The design phase for the completion of two phases of construction was completed in FY 20/21. Construction of the first phase of the remodel began in October 2021 and was completed in January of 2022. The second phase remodel will be readdressed in FY 24/25. This station received exterior closed circuit security cameras as part of a citywide threat mitigation CIP in FY 22/23. Station is slated to receive a modern bay door upgrade in FY 25-26. Overall condition is very good.
- Station 6 opened in 2004 in an excellent strategic location. It is a four bay, two-story station built on a small parcel. As a result of the parcel size, it has the unique and ongoing issue of no on-site parking for Department personnel. Station 6 also houses the City's Crisis Assistance Response Effort (CARE 7) program, provides space for the Department's special events program, dive team storage, and has a Tempe Police beat office. It houses one ALS engine company, one ALS ladder company, one co-manned ALS ladder tender, one TRT support truck, one ALS medic ambulance, and the CARE 7 van. 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. Special Events Logistics still maintains equipment at this facility but due to lack of parking, as well as other factors, they deploy larger events out of the Tempe Training Center. The CARE 7 van must park outside 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 2016, the roof drain was rerouted to provide an adequate drainage system for the roof. In FY2018-2019 the turnout storage area was enclosed and a cancer reducing exhaust system was installed for the apparatus. In FY 22-23 the station's carpet was removed and replaced with exposed concrete from the City Facilities CIP budget. FY 20/21 allowed for the installation of a security gate, restricting vehicle and pedestrian traffic to the rear of the station. The addition of the security gate was covered through CIP funding. In FY19/20 City Facilities contracted for an HVAC control project for the entire station due to issues with maintaining consistent cooling and heating throughout the Station. This project was completed in July of 2020. Station 6 was identified as needing a pedestrian and vehicular safety structure erected to decrease the potential hazards of falling debris from surrounding high-rise structures in the near future. A temporary structure was constructed in December of 2022, until a more permanent, cost-effective structure can be erected. Station 6 is slated to receive a modern bay door upgrade in FY 24-25. This facility is part of a citywide threat mitigation CIP that involved the installation of exterior closed circuit security cameras in FY 22/23. This station is slated for apparatus bay door upgrades in FY 24/25 using CIP funding. Overall condition is excellent.
- Station 7 opened was opened in November of 2019. The construction and subsequent opening of this station was largely based the results of the 2015 Station Allocation and



Resource study which showed long response times into the southeast quadrant of the city as well as the reliance on other municipal fire departments to respond to this area as closer units. Station 7 will respond to roughly 1427 calls in this area of the city by 2024. Station 7 is an 11,000 square foot facility that was built inside the already existing Estrada Park. Station 7 makes up approximately 1.2 acres within the park's 8.5 acres. For sustainability, the Station boasts a modernized traditional look and is equipped with solar panels and a rainwater retention system that harvests rainwater for use in watering the surrounding desert landscape. The station is also equipped with exhaust systems and a carcinogen reduction turnout storage room. The station is a three-bay station that has living quarters for up to twelve members. Currently the station houses one ALS Engine Company, one Utility truck and one command vehicle for a second responding Shift Commander and Field Incident Technician. The Station is also staffed with a Medic Ambulance that responds out of Fire Station 3 during the day and from Fire Station 7 throughout the night. In August 2021, Station 7 underwent a major restoration to the southside of the Station due to an unexpected moisture and condensation issue in the facility. This station was also part of the citywide threat mitigation CIP that allowed for the installation of exterior closed-circuit cameras in 22/23. Overall condition is excellent.

Department Administration and Support Facilities:

- The Administration and Community Risk Reduction Facility opened in 1998 and serves the Department well. Grant funding allowed for security enhancement for the building, as the City Emergency Operations Center (EOC) is operated from this facility. Enhancements included exterior barrier walls, security cameras, ballistic glass in the EOC, and a front entry door with ADA compliant closures. The Department received funding for EOC upgrades in the FY15/16 CIP. In 2017, the air conditioning units were replaced, and the exterior door access was transitioned to card access security for afterhours operation. In FY 2020-2021 the EOC was updated with technology amenities, computers, video projection, and wireless capabilities. The EOC is poorly configured for the number of people required during activation. A new larger and more modern EOC will be added to the design scope of Fire Station 8; which is slated for construction in FY26/27 through FY27/28. Overall condition is excellent.
- Support Services is a 30,000 sq. ft. state of the art facility which opened in 2011. It is a multi-purpose site which incorporates Maintenance, Support Services, and Medical Services. This facility includes the most modern fire apparatus maintenance equipment and parts storage areas. The facility also provides the Department with appropriate warehouse storage, as well as classroom and office space. The contemporary SCBA maintenance and parts storage area is incorporated into the facility, which allows the Department to maintain this critical emergency safety equipment. A large storage area permits stocking all necessary non-emergency and emergency supplies. The annex building has an extractor and proper drying system to clean contaminated structural firefighting protective clothing and is consistent with the Department's mission of firefighter health and safety. The facility has space incorporated into it to house the Department's primary rotational apparatus (three pumper trucks, one ladder truck and two ambulances). These vehicles are to be stocked with essential equipment and kept in a ready state, which requires a secure location. Post pandemic supply chain and increasing equipment costs has made total outfitting of rotational apparatus challenging. In 2016, the Medical Services Section enhanced the second level classroom with a projector and screen to improve continuing education capabilities. In FY 2016-17, Medical Services transitioned the CDC medical cache from Fire Station 2 to the second



level of the Support Services building. In FY 2017-18, the Department added a second extractor for increased capability of cleaning structure firefighting equipment. In 2018, the addition of two card access doors to the SCBA and fire equipment repair rooms were completed which provided for better security of equipment and tools. In FY2018-2019 a security window was installed in the front reception desk. A security assessment was completed for the facility, and it was identified that the security system including security cameras, recording devices and the alarm system require upgrading. This facility is part of a citywide threat mitigation CIP that involved the installation of exterior closed circuit security cameras in FY 22/23. This facility is slated for a future apparatus bay door replacement in a future CIP. The Section is looking at the feasibility of remodeling an existing single bay out building into a three-bay light duty maintenance and repair facility through the utilization of future CIP funding. The Section is also looking into the feasibility of extending the current covered parking structure to allow the parking and charging of additional apparatus at the facility in future CIP's or supplemental processes. Overall condition is excellent.

- The original Training facility opened in April 1993. This is a joint facility that was built in cooperation with Arizona Public Service (APS) as the landowner and the City of Tempe as the facility/structure owner. The extensive use of this facility and the significant benefits derived for members and regional partners have exceeded expectations. An apparatus/storage building was built in 2007 to store vehicles and equipment. In 2010, the Department used grant funding to build a tactical simulation lab to replace the library. This tactical simulation lab incorporates technology for connectivity into the classrooms. In 2017, all carpet in the facility was removed in favor of polished concrete throughout the entire facility. Also, in 2017, the apparatus storage facility was enhanced with new heavy-duty air-conditioning units and was equipped with Wi-Fi technology, a sound system, and portable screens to expand the virtual simulation lab capabilities. The upgrades to the apparatus storage facility allow the Department to facilitate regional training such as East Valley Command Officers Training. Currently the apparatus storage shed houses a small gym for members assigned to the Section; including those on Light Duty to utilize. In an effort to streamline deployment for larger events, the Special Events group deploys from the Tempe Training Center and in doing so, occupies part of the apparatus storage shed as well as Classroom 3. With APS, Special Teams, and others requiring office space at the facility, a large area in the front of the facility was converted to a standalone office in 2020 to maximize this space. In 2017, a washer/dryer combination was added in an effort to reduce carcinogen exposure. In FY 2017-2018, the facility flooring was upgraded to polished concrete and the interior of the training center was repainted. The facility received exterior closed circuit security cameras as part of the citywide threat mitigation CIP in FY22/23. This facility is also slated to receive an upgrade to its interior alarm system in FY 24/25. The department is also seeking future CIP funding to replace the five-foot chain-link perimeter fence with an eight-foot block wall that is more in line with the recent security cameras and alarm system threat mitigation upgrades to the facility. Overall condition is very good.
- 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 damage that requires repairs and rebuilds. The renovation work to render the Skills building safe for use was completed in 2014. The Burn room replacement was planned for several years and was in the 90% design phase at the time the project was postponed due to budgetary concerns. In FY 23/24 the project was



reintroduced in the CIP and the department utilized a value engineering plan to move forward with construction. The renovation is currently at the 100% design phase and through the city engineering and permitting process. The department is currently working with principles to continue momentum of the project to minimize fiscal impacts imposed by rising and anticipated future construction costs. Overall condition is good.

2023-24 FACILITIES ACTION PLAN OBJECTIVES

- Work in partnership with Public Works to complete repairs and upgrades for items identified through station inspections and Facility Assessments. This includes replacement of bay doors and upgrades to HVAC systems at specified fire facilities
- Continue to work in partnership with City Engineering and selected contractors on Phase 1 and Phase 2 construction to Fire Station 2
- Continue with second phase remodel and design phases to renovation of Station 5
- Continue to work towards construction of the new burn building addition at the TTC
- Complete concrete upgrade to Fire Station 1 and Fire Admin parking lot/s
- Continue with Station 6 permanent covered pedestrian and vehicular safety structure
- Continue the process of locating land for new Fire Station 3
- Work on adding Station 4's visitor and female bathroom remodel to future CIP
- Work on landscaping upgrade to Fire Station 1 and Fire Admin.
- Replace existing flooring at Fire Administration through City Facilities

FOLLOW UP RESPONSIBILITY: *Fire Chief Darrell Duty, Assistant Fire Chief Chris Snow and Deputy Chief Mike Atkinson*





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 begin 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 commitment 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 Department 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

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



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.
- Emergency Medical Transportation (EMT) Quality Assurance - being recognized as an AZDHS Premiere EMS Agency, we are required to QA 100% of all patient care reports in the following categories: Major Trauma, Acute Stroke, ST segment Elevation Myocardial Infarction (STEMI), and Out of Hospital Cardiac Arrest (OHCA). The EMT Supervisor reviews 100% of patient care reports for all billing requirements on all ambulance transportation patient care reports to evaluate for patient demographic and procedures. Additionally, we receive feedback from our third-party billing partner EMS|MC which allows us to provide feedback to our provider. This comes to the Department on a “Return to Provider” report or a “Missing Signature” report.
- 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 via online surveys from target groups, which include citizens from an emergency incident or fire prevention/public safety education program. Responses will be analyzed along with data from citywide satisfaction surveys, fire service surveys, and letters of commendation or complaint in overall assessment of Department performance.
- Business Survey- The Tempe Business Survey is part of a City of Tempe effort to measure and improve its performance in working with the business community.
- Community Survey- The Tempe Community Survey serves as a tool to assist the City Council and city staff in setting priorities, dedicating resources and establishing goals to improve service. The Department uses the Business and Community survey results to assist in our strategic planning.
- 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.
- Continue to monitor data quality and accuracy through analytics

2023-24 CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT 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 our Customer Service Survey program, which will be conducted quarterly through targeted online surveys. This includes our fire inspections program
- Continue to participate in Department Communications Meetings on a bi-annual schedule to ensure open lines of communication exist
- Use new EMS Educator Position to improve quality assurance and improvement of EMS reports

FOLLOW UP RESPONSIBILITY: Fire Medical Rescue Chief Darrell Duty

