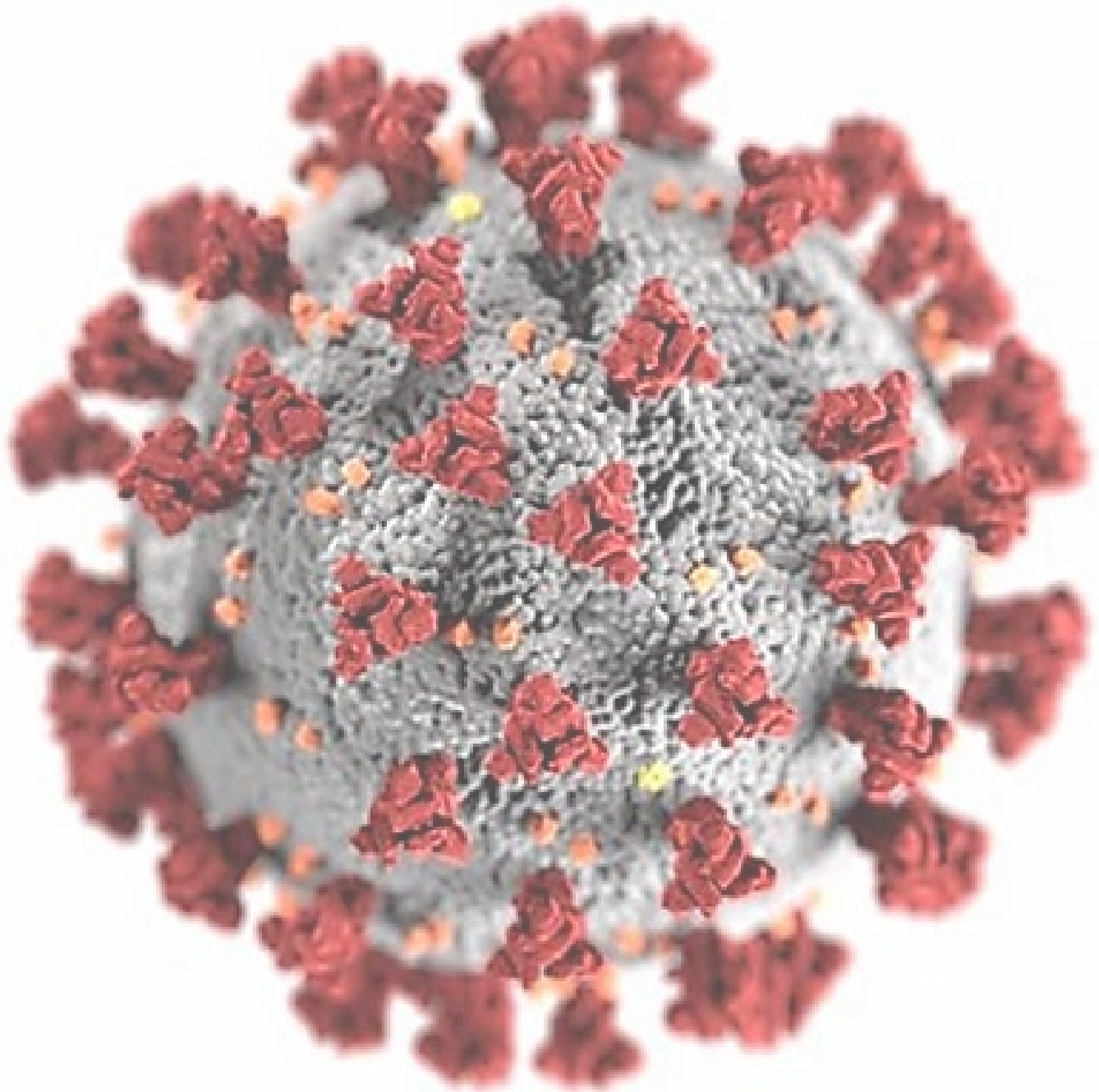


City of Tempe

Fire Medical Rescue Department



Operational Guide
2020-21





OPERATIONAL GUIDE

2020-21

City of Tempe, Arizona

COREY D. WOODS
Mayor

RANDY KEATING
Vice Mayor

DOREEN GARLID
Councilmember

JENNIFER ADAMS
Councilmember

LAUREN KUBY
Councilmember

ROBIN ARREDONDO-SAVAGE
Councilmember

JOEL NAVARRO
Councilmember

ANDREW CHING
City Manager

KENNETH JONES
Deputy City Manager, Chief Financial Officer

STEVEN METHVIN
Deputy City Manager, Chief Operating Officer

GREG RUIZ
Fire Medical Rescue Chief

FIRE MEDICAL RESCUE DEPARTMENT PLANNING GROUP

Greg Ruiz, Fire Medical Rescue Chief
Tony Butch, Assistant Fire Chief
Darrell Duty, Assistant Fire Chief
Andrea Glass, Assistant Fire Chief
Mike Atkinson, Deputy Fire Chief
Kevin Bailey, Deputy Fire Chief
Kyle Carman, Deputy Fire Chief
Nick Ells, Deputy Fire Chief
Victor Garcia, Deputy Fire Chief
Mark Manor, Deputy Fire Chief

Chris Snow, Deputy Fire Chief
Don Jongewaard, Vice President Local 493
Jon Duffy, Fire Captain
Mike Scheidt, Firefighter Paramedic
Doug Myers, Firefighter Paramedic
Brad Whitley, Firefighter Paramedic
Adam Williams, Fire Budget and Finance Supervisor
Emily Frederick, Administrative Assistant I





Table of Contents

INTRODUCTION	1
ASSUMPTIONS FOR PLANNING	2
2020 STRATEGIC PLANNING UPDATE PROCESS	4
SECTION 1 – PERSONNEL REQUIREMENTS	8
SECTION 2 – WELLNESS AND SAFETY	9
SECTION 3 – RECRUITMENT.....	11
SECTION 4 – LABOR MANAGEMENT	13
SECTION 5 – COMMUNITY RISK REDUCTION	15
SECTION 6 – PUBLIC SAFETY EDUCATION	20
SECTION 7 – COMMUNITY RELATIONS AND PUBLIC INFORMATION.....	23
SECTION 8 – FISCAL MANAGEMENT.....	26
SECTION 9 – EMERGENCY SERVICES TRAINING.....	30
SECTION 10 – EMERGENCY RESPONSE	32
SECTION 11 – MEDICAL SERVICES	35
SECTION 12 – EMERGENCY MEDICAL TRANSPORTATION SERVICES	39
SECTION 13 – EMERGENCY MANAGEMENT	41
SECTION 14 – SPECIAL TEAMS – HAZARDOUS MATERIALS.....	43
SECTION 15 – SPECIAL TEAMS – TERRORISM LIAISON OFFICER	44
SECTION 16 – SPECIAL TEAMS – TECHNICAL RESCUE	45
SECTION 17 – SPECIAL TEAMS – DIVE TEAM	46
SECTION 18 – SPECIAL EVENTS	47
SECTION 19 – FIRE MEDICAL RESCUE MAINTENANCE	49
SECTION 20 – FIRE MEDICAL RESCUE FLEET.....	51
SECTION 21 – COMPUTER EQUIPMENT AND INFORMATION SYSTEMS	54
SECTION 22 – EQUIPMENT	56
SECTION 23 – FACILITIES.....	58
SECTION 24 – CONTINUOUS IMPROVEMENT AND QUALITY MANAGEMENT	64



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

Tempe is a 40 square mile, landlocked community, with a population of 175,826. As a highly urbanized city, more than 98% of land area within the City's borders is developed. Approximately 48% of the land use in the jurisdiction is residential followed by 29% commercial / industrial, 18% private and open space / recreational, and 5% 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 2019-20, 21,761 or 83% of the 26,085 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, 55% required Advanced Life Support / Paramedic Level treatment.

The construction of Fire Station 7, the first newly built station in Tempe since 2004, was finalized in the spring of fiscal year 2019-20. Fiscal year 2020-21 will be the first full year with Station 7 in operation which will yield new data to be used to further improve the Department's deployment model decision making.

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 future ambulance deployment modeling confirmed placing additional City ambulances at Stations 5 and 3 would produce near optimal response performance. In advance of the upcoming Station 2 reconstruction project, an early 2020 study confirmed Station 2 is still advantageously located.

The Department added two new ambulance crews to its emergency medical transportation service in January 2019, providing a total of four full-time advance life support City run ambulances serving Tempe. The City ambulance crews and vehicles are housed at stations 1, 2, 4 and 6. There are also currently two contractor provided ambulances serving Tempe.

The Department plans to add a fifth ambulance in fiscal year 2020-21 to be housed at Station 5; however, this is contingent on renovations at Station 5 to accommodate the new crew and vehicle. These renovations are planned in the Department's FY 2020-21 Capital Improvements Program. When the fifth ambulance is placed into service it will replace one of the contractor provided



ambulances. The Department also plans to place a sixth ambulance in service to support Station 3's response area within the next two years.

Continued improvements in the fire related provisions of our building and fire codes will have a positive impact on new construction. To support this initiative, the Department 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.



2020 STRATEGIC PLANNING UPDATE PROCESS

The Strategic Plan update summarizes the outcomes of the Tempe Fire Medical Rescue Department strategic planning process. The planning committee last engaged in the strategic planning process in March 2019. 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

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



SWOT Analysis

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

2019 TFMRD Strategic Planning Process: SWOT Analysis

Internal	
Strengths	Weaknesses
People	Communications
Support (mayor, council, city manager, etc.)	Culture class – sworn & civilian
Current equipment	Span of control
High standards & values	Minimum staffing – OT challenge
Reputation	Ability to deliver training
Labor / Management relationship; process	Data collection: Multiple platforms, garbage in-garbage out; analysis expertise
Service Delivery	Ability to increase diversity of applicant pool
Training	Light duty impact
Fiscal Responsibility	Reliance on other city entities
Culture of Safety / pride	Response time challenge
Open to change / non-traditional ideas	Data analytics
Relationships throughout State and Nation	Standardized program management
Communications	Structure equipment replacement schedule
Opportunities	Threats
Engage community through education (medical, fire, etc.)	Budget limitations
Expansion of medical services	Health/cancers
Data-driven decisions to impact service improvement, customer expectations	Legislative threats
Neighborhood Engagement	Changes in health care system and reimbursements
Communication – method / frequency	Privatization
New equipment	Perception
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 increases aren't keeping pace
Political relationships	
Codes and regulations – safety	
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

#	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	
1.1.5	Monetize non-traditional medical delivery	FY 18/19	
1.1.8	Identify location for northeast fire station	FY 18/19	
1.1.9	Design and build Fire Station 7	FY 18/19	COMPLETE
1.1.10	Pilot ERV Program and share results with partners	FY 18/19	
1.1.11	Continue to seek grant and revenue streams for PAS	FY 18/19	COMPLETE
1.1.12	Hire for and place low acuity unit in service	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	** NEW **
1.1.15	Secure and develop next 2 ambulance locations	FY 19/20	** NEW **
Objective 1.2: Establish medical transportation program			
1.2.4	Expand ETS to add third ambulance	FY 18/19	COMPLETE
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.2	Identify and secure locations to deploy ambulance assets	FY 18/19	COMPLETE
2.1.3	Optimize deployment of resources per station location study	FY 17/18	COMPLETE
2.1.7	Establish medical documentation Training & QA program / create compliance standard	FY 18/19	
2.1.8	Identify and secure funding for special events equipment	FY 18/19	COMPLETE
2.1.9	Standardize and document program management for succession (personnel, processes, equipment)	FY 19/20	** NEW **
Objective 2.2: Enhance data-driven decision-making			
2.2.4	Education and enforcement efforts based on local data	FY 18/19	
2.2.6	Synchronize grants management and document process	FY 18/19	
2.2.7	Partner with ASU for data analysis approach to positive impact of various services	FY 17/18	COMPLETE
2.2.8	Hire a data systems analyst	FY 18/19	

(Continued on next page)



STRATEGIC DIRECTION 3: Valuing Our Human Resources			
Objective 3.1: Implement organizational safety practices			
3.1.2	Perform IAFF fire ground survival class	FY 17/18	COMPLETE
Objective 3.2: Achieve appropriate staffing			
3.2.4	Secure lead position for fire prevention to assist fire marshal	FY 18/19	
3.2.5	Refine hiring process intern academy and document	FY 18/19	
3.2.6	Educate 14 new paramedics for staff succession	FY 18/19	COMPLETE
3.2.7	Establish a standard for recruiting / hiring ETS staff	FY 18/19	** NEW **
3.2.8	Secure B272 personnel	FY 19/20	** NEW **
Objective 3.3: Promote organizational wellness			
3.3.1	Implement / fund professional development for all members	FY 18/19	
3.3.7	Use intern to teach exercise mechanics techniques / philosophy with the goal of reducing PT injuries	FY 18/19	COMPLETE
3.3.8	Start in-house NFPA 1583	FY 19/20	** NEW **
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.9	Implement adult focused fire and life safety program	FY 19/20	
4.1.10	Create a recruitment outreach program for Native American community	FY 19/20	
4.1.11	Integrate customer service component into training	FY 18/19	** NEW **





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 75% of its members in full time sworn all hazards emergency and medical response positions. This includes 84 positions for certified paramedics. The Department has also been successful in utilizing non-sworn positions in approximately 25% of its positions.

CURRENT FIRE MEDICAL RESCUE DEPARTMENT STAFFING	
1	Fire Medical Rescue Chief
3	Assistant Fire Chiefs
3	Deputy Fire Chiefs – Shift Commanders
1	Deputy Fire Chief – Medical Services and Community Outreach
1	Deputy Fire Chief – Special Teams and Programs
1	Deputy Fire Chief – Support Services
1	Deputy Fire Chief – Training / Professional Development
3	Fire Captain Assignments – Training / Professional Development
1	Fire Captain Assignment – Medical Services
2	Emergency Medical Services Coordinators
1	Emergency Manager
1	Community Medicine Med Tech
1	Assistant Fire Marshal
7	Fire Inspector II's
1	Fire Education Specialist
1	Executive Assistant
3	Administrative Assistant II's
1	Budget / Finance Supervisor
1	Senior Fire Mechanic
2	Fire Mechanics
3	Fire Services Inventory Technicians
1	Emergency Medical Transportation Services Supervisor
15	Non-Sworn Emergency Paramedics
15	Non-Sworn Emergency Medical Technicians
35	Fire Captains
36	Engineers
<u>78</u>	Firefighters
219	Total

FOLLOW UP RESPONSIBILITY: *Executive Assistant Stacey Cunningham*



SECTION 2 – WELLNESS AND SAFETY

Related Council Strategic Priorities



Safe and Secure Communities

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

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

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

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

- Continuing to place emphasis on physical fitness, health, and wellness
- Maintaining and repairing fitness related equipment utilized by Department members
- Tracking all injuries and pursuing solutions to trends
- Continuing involvement in the NFPA Tiered Medical Evaluation Program
- Providing medical examinations on a 12-month cycle for Emergency Services personnel who wear an SCBA
- Providing medical examinations on a 12-month cycle for Fire Inspectors/Investigators
- Educating members on stress management and suicide prevention
- Promoting Local 493 website Fire Strong
- Providing appropriate inoculations and communicable disease screenings, including TB, hepatitis, and influenza
- Pursuing partnership possibilities for health and wellness education and training
- Provide wellness training on a rotating annual basis to all members in the three areas of mental, physical, and financial health.
- Participating as an active member of the Valley Safety Officers Committee (a sub-committee of the Regional Operations Consistency Committee – ROCC)
- Providing fire ground tactical training for members
- Reporting near misses at the local and national level
- Minimizing exposure to carcinogens
- Participating in Regional Wellness Committee



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

The Department will continue to manage its safety program by:

- Emphasizing safety in all aspects of work
- Providing classes on safety topics through Target Solutions
- Integrate Safety Message into all training
- Maintaining a Department driver training program
- Shift Commander review of all accidents and injuries
- Complying with national recognized standards and Occupational Safety and Health Administration (OSHA) mandates
- Reviewing emergency response incidents with emphasis on safety issues
- Reporting any near miss to the National Near Miss Reporting System

2020-21 WELLNESS AND SAFETY ACTION PLAN OBJECTIVES

- Maintain a strong Labor/Management approach to member wellness
- Provide Physical health portion of wellness training to include nutrition, diet, and Functional Movement Screening
- Promote FireStrong through quarterly labor and administration communications meetings
- Conduct supervisor awareness level training for behavioral health issues
- Investigate all injuries requiring treatment and give lessons learned
- Create Line of Duty Deaths lessons learned classes to be delivered by captains
- Build package for comprehensive wellness plan
- Create and deliver proposal for early cancer detection testing
- Create injury reporting methods conducive to optimal tracking for use in injury prevention
- Report injury trends to department members
- Conduct annual review of Wellness and Safety program first quarter 2021

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief Mark Manor*



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 will be working with National Testing Network (NTN) 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. Through this process the (NTN) will advertise nationally through their network and online publications and the Department will reach out to local affinity groups to assist with reaching potential candidates.

Recruitment efforts may consist of:

- Advertisements in print media and websites (i.e. Women in the Fire Service, International Association of Black Professional Firefighters, National Association of Hispanic Firefighters, and Firehouse.com)
- Website and social media announcements by the Department and Local 493 for updated recruiting and testing information
- Multi-media announcements on radio, television, and print websites
- Participation in local job fairs utilizing 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; is able to utilize knowledge in stressful situations; is detail oriented; uses common sense; is a team member who has the ability to get along in a 24–hour shift work environment; has



organizational loyalty and strong personal values; 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.

2020-21 RECRUITMENT ACTION PLAN OBJECTIVES

- Establish a hiring list
- 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 5 EMT's and 5 Paramedics
- Hire and process 8 recruit firefighters to account for attrition
- Take lessons learned from initial captain's academy to conduct another academy this year with the goal of having two captains' academies annually

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Tony Butch / Deputy Chief Victor Garcia*



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 work place 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

2020-21 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 Wellness program

FOLLOW UP RESPONSIBILITY: *Fire Medical Rescue Chief Greg Ruiz, Local 493 Tempe Chapter President Don Jongewaard, and UAEA Interim President Billy Vickers, Jr.*



SECTION 5 – COMMUNITY RISK REDUCTION

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections

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

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

The table below (Table 1) provides a comparison between fiscal year FY 18-19 and FY 19-20 regarding the overall number of fire/life safety, new construction, and other types of inspections performed by TFMRD Fire Inspectors. Over the last fiscal year, there was a 17.12 percent decrease in inspections of existing buildings. This was a result of a significant increase in new building construction and development of high-rise structures as part of the City’s Urban Core Development. A decrease in staffing levels due to alternate employment opportunities also was a factor in the decrease in inspections in existing structures.

Table 1

Total number of inspections – All Inspection Types (FY 2018 through 2020)

FY 18-19 Inspections	FY 19-20 Inspections
9,402	7,792

Note: 17.12% increase from FY 2018-2019 to FY 2019-2020

Since March of FY 2019-2020, three Fire Inspector positions were vacated through attrition and two were put on hold to fill as a result of negative budget impacts from the COVID-19 pandemic. One fire inspector position will be filled in FY 20-21. Inspections of high-risk occupancy inspections is one of the designated performance measures with the goal of “Perform fire inspections of all High-Risk Occupancy facilities annually based on adopted national standards.” This performance measurement is identified in City Council Priority #1 – Safe and Secure Communities. See Table 2 for the low, moderate and high-risk occupancy inspections. The COVID-19 pandemic had a significant negative impact on



the ability to conduct inspections in all high, moderate, and low occupancies during the second half of FY 19-20.

Table 2

High, Moderate and Low Inspections conducted by Fire Inspectors (FY 18-19 through FY 19-20)

Occupancy Risk	Low Risk	Moderate Risk	High Risk
FY 2018-2019	80	467	839
FY 2019-2020	58	231	586
Change (+/-)	-27.5 %	- 50.54 %	- 30.15 %

In addition, Table 3 provides a comparison of fire and life safety violations corrected between FY 18-19 and FY 19-20, in which there was a 36.5 percent decrease over one fiscal year.

Table 3

Inspection Violations Corrected (FY 2018 through 2020)

FY 18-19 Violations Corrected	FY 19-20 Violations Corrected
4,791	3,042

Note: 36.5 % decrease from FY 18-19 to FY 19-20

The number and risk type of occupancies continue to increase as Tempe develops existing land and repurposes in-fill sites. Table 4 provides the data for occupancies in which the TFMRD has identified as requiring fire and life safety inspections. During site visits and fire and life safety inspections, Fire Inspectors determine if the correct risk is assigned to the occupancy. From June 2019 through June 2020, there was an decrease in the number of “low” risk occupancies, in part because some were reclassified as either high or medium risk occupancies.

Table 4

Occupancy Risk Types and Number of Assets in each Category (June 2018 – June 2020)

Risk Type	June 2018	June 2019	June 2020	% Change
High	969	1,108	1,232	+11.19
Moderate	1,100	1,290	1,670	+29.46
Low	6,761	6,082	4,982	-18.09
Total	8,830	8,480	7,884*	-7.02

*Note: * Data entry procedures changed for multiple buildings on a property.*



Incident Investigations

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

All Fire Inspectors are assigned as the on-call Fire Investigator (C2700) on a rotating basis, providing 24-hour stand-by coverage. The Fire Investigator is dispatched to all working structure fires and responds to incidents when requested from the scene. Table 5 provides a comparison of fire investigations conducted by the on-call Fire Investigator (C2700) in FY 18-19 and FY 19-20. From FY 18-19 through FY 19-20, there was a 34.56 percent increase of fire investigations, and a 30.88 percent decrease in callouts other than fire investigations (see Table 6).

Table 5

Fire Investigations (FY 2018 through 2020)

FY 18 - 19 Fire Investigations	FY 19 - 20 Fire Investigations
89	136

Note: 34.56 % increase from FY 18-19 to FY 19-20

Identifying the origin-and-cause of fires helps the TFMRD plays a significant role in development and implementation of public education outreach programs as well as engineering and enforcement efforts.

Fire Inspectors will train engine and ladder company Captains on basic fire investigation and scene preservation best practices in the upcoming year.

During the upcoming fiscal year, the Fire Inspectors will be required to continue their education to maintain (or increase) their level of certification.

Table 6

Other incident callouts (FY 2018 through 2020)

FY 18 - 19 "other" incidents	FY 19 - 20 "other" incidents
47	68

Note: 30.88 % increase from FY 18-19 to FY 19-20



New Construction and Tenant Improvement

One Fire Inspector is dedicated to reviewing plans and new construction or tenant improvement inspections for an eighteen-month assignment and is located at the Community Development Department. The remaining Fire Inspectors conduct construction permit inspections in addition to their normally assigned high- and moderate-risk occupancy inspections.

With an increase in the number of new construction and tenant improvement plans being submitted to the City of Tempe, there was a need for a second Fire Inspector to periodically assist with construction plan reviews. This need will be monitored throughout the next fiscal year in conjunction with the target turnaround times for building plans to be reviewed. Currently one

FY 2018 - 2019 Plan Reviews	FY 2019 - 2020 Plan Reviews
1,973	1,795

Note: 9.02% decrease from FY 18-19 to FY 19-20

FY 2018 - 2019 Permit Inspections	FY 2019 - 2020 Permit Inspections
1,354	1,386

Note: 2.36 % increase from FY 18-19 to FY 19-20

New Schedule of Permit and Inspection Fees

Resolution no. 2019.47 was passed and adopted by the City Council on June 6th, 2019 updating the schedule of permit and inspection fees. The implementation of the new schedule of permit and inspection fees took effect October 1st, 2019. The intent of the new schedule of permit and inspection fees was to create an equitable fee assessment methodology based upon factors including size, complexity, and time associated with completing tasks.

The new resolution established a perpetual, automatic annual fee adjustment at the beginning of each fiscal year based on a published Consumer Price Index (CPI) provided through the City of Tempe’s Financial Services Department.

International Fire Code Adoption

The Community Risk Reduction Division reviewed the 2018 International Fire Code and presented the new fire code for council approval. The City of Tempe Mayor and Council approved the ordinance to adopt the 2018 International Fire Code in October of 2018 with the new code going into effect January 1st of 2019.

During the Commission on Fire Accreditation International (CFAI) site visit in January 2018, three recommendations were made by the site visit team. First, it was recommended that the Community Risk Reduction Division enhance its existing processes to formally appraise and document fire and life safety programs offered to the community on an annual basis. Next, the



During the Commission on Fire Accreditation International (CFAI) site visit in January 2018, three recommendations were made by the site visit team. First, it was recommended that the Community Risk Reduction Division enhance its existing processes to formally appraise and document fire and life safety programs offered to the community on an annual basis. Next, the recommendation was made to conduct a formal and documented appraisal annually to determine the impacts of the fire investigation program and its efforts to reduce fires. Finally, it is recommended that a formalized notification process between Community Risk Reduction staff and operations personnel is established regarding any specialized structural modifications and for all high-risk occupancies.

The Community Risk Reduction Division identified areas in need of improvement to accomplish the items identified by the CFAI site visit team. These items included the need to input and extract accurate data to determine trends and impact to the community, provide training to fire inspectors and fire investigators on a regular basis, and provide training to operations personnel concerning high-risk occupancies and fire trends.

Additionally, the Community Risk Reduction Division is exploring options to increase the number of low-risk occupancy fire and life safety inspections, in addition to the 80 inspections performed by eight engine companies and two ladder companies each quarter (approximately 240 low risk inspections per quarter / 960 low risk inspections per year). With just under 5,000 low risk occupancies in Tempe, there is a need for 1,670 fire and life safety inspections to be completed annually to obtain a three-year inspection cycle.

2020-2021 ACTION PLAN OBJECTIVES

- Evaluate fire inspection and fire investigation data for irregularities and create a checklist of important data fields which will be utilized for periodic quality assurance checks.
- Train Fire Inspectors on accurate data input and establish a quality assurance process to evaluate accuracy and compliance.
- Train all Fire Inspectors on electronic plan review and reorganize the plan review process to equally distribute the workload, improve efficiencies and consistency with development projects, and improve customer service
- Create a list of fire inspection and fire investigation topics to train operations personnel, with emphasis on basic fire investigation and scene preservation skills, general fire and life safety inspection guidelines, and fire protection systems training.
- Update Community Risk Reduction webpage to include commonly utilized forms and inspection guidelines.
- Establish fire plan review information and forms on the Community Risk Reduction website.

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Andrea Glass and Assistant 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 January 2018, two recommendations were made by the site visit team. First, it was recommended that the Community Risk Reduction Division enhance its existing processes to formally appraise and document fire and life safety programs offered to the community on an annual basis. Next, it was recommended the Community Risk Reduction Division 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) 18-19 and FY 19-20 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 18 - 19			FY 19 - 20		
Preschool	Elementary	High School	Preschool	Elementary	High School
75 ++	9	93*	41++	3	44

*Notes: ++ includes Milo & Moxie and drowning prevention education; * includes Cardiocerebral Resuscitation (CCR) and Rx360 instruction*

Data collected and displayed in Table 1 indicates a decrease in public education training due to COVID-19. All schools were cancelled, and public education programs cancelled mid-March.

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



CARE 7 division and now continues the partnership with the WeSERVE Realtors of the Valley who donate lockboxes to the program. In FY 19-20 the Public Education Specialist coordinated a donation of 30 more lockboxes to the lockbox program.

The Public Educator continues to partner with the Arizona Burn Foundation and the Red Cross in coordinating two smoke detector walks a year. These walks have resulted in the significant increase in smoke detector installations in the community. Smoke detectors were also checked and replaced during Home Safety Surveys, a new program to assist identifying hazards in the home. Tempe Fire Medical Rescue was unable to have the regularly scheduled Spring Smoke Detector Walk due to COVID-19.

It has been recognized and proven that early smoke detection can save lives, therefore the importance of a working smoke detector cannot be overemphasized. In the upcoming fiscal year, emphasis will be placed on increasing messaging for having properly installed smoke detectors, regular battery checks, and battery replacements annually for smoke detectors with 9-volt batteries. Specific areas of the city will be targeted based on incidents or demographics.

Table 2 *Installations and Inspections*

FY 18 - 19			FY 19 - 20		
Smoke Detector	Lock Box	Car & Booster Seat	Smoke Detector	Lock Box	Car & Booster Seat
264	36	138*	272	39	100*

Notes: * includes car seats given and installed, car seat inspections, and booster seat installations.

FY 18-19 the Public Education Specialist created the Home Safety Survey program, which addresses fire risks, fall risks, smoke alarm check/install and a lockbox. FY 19-20 the Public Education Specialist was only able to complete 9 safety surveys, due to COVID -19. In addition to cooking fires continuing to be a leading cause of house fires the Public Education Specialist created a Cooking Safety presentation. One presentation was given to a senior group and due to COVID-19 the opportunity for more classes were cancelled.

In FY 19 - 20, the Public Education Specialist also educated 397 adults on fire safety and fire extinguisher training in the community. The Public Education Specialist will continue to track the individual numbers of persons trained in fire extinguisher use to compare efforts annually in the future.

In FY 19- 20 the Public Education Specialist along with other with members of the Community Risk Reduction Division, and Tempe Fire Medical Rescue Cadets participated in the City of Tempe Halloween event in October. There were approximately 3000 adults and 1000 children at this event. Various fire and life safety educational material were given out to the adults and children. The Education Specialist also brought the wheel of safety and depending on the topic, different questions were asked for the opportunity to win prizes. Children also participated in interactive exercises where they practiced crawling low under smoke and stop, dropping, and rolling.



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.

In FY18-19, the Public Education Specialist began attending Monday morning Fire Inspector meetings to gather information concerning the prior week's fire 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.

2020-2021 ACTION PLAN OBJECTIVES

- Create an electronic method of tracking all fire, water, and life safety materials distributed throughout the fiscal year.
- Initiate the tracking of the number of attendees for public education instruction at the preschool, elementary and high school levels.
- Utilize demographic information to target specific groups for public education material.
- Increase social media posts using Facebook and other platforms at least three times per week
- Continue to track events and trends in Firehouse and through meetings with the Fire Inspector/Investigator team (Monday meetings) and provide timely information to the public regarding fire and life safety issues.
- Increase the number of smoke detector installations and accurately track the address and location (room or area of structure), with a target goal of installing 50 smoke detectors during the fiscal year.
- Expand home safety program for TFMR and train staff/volunteers on Home Safety Program
- Develop and teach a kitchen safety program to adults.
- Develop a fire safety program for junior high and high school age students.
- Increase the number of completed customer satisfaction surveys for public education sessions and other life safety programs.

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Andrea Glass*



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 timely safety messaging and opportunities to reduce the chance of, or lessen the impact of, a fire or life safety incident. The Department has utilized Facebook 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.

In FY 2018-2019, 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. The Department has expanded messaging to Instagram and NextDoor for improved social media coverage to the community. Fire Inspectors/Investigators completed training as Public Information Officers (PIO), to establish a better system where C2700 can handle PIO inquiries and on camera interviews during fires. C2700 will also be able to assist with establishing a media staging area and coordinate interviews with crews on scene if requested.

TFMR continues to build relationships with local media to identify areas for improvement and increase communication between the Department and the news outlets. This has helped significantly and resulted in an increase in media requests for interviews and information to highlight the Department and the efforts being made in the community.

Community Risk Reduction began attending a monthly PIO meeting with all PIOs that represent the other City Departments to ensure messaging is consistent within the City as well as develop opportunities for joint messaging to reach additional populations in the community. The City PIO team worked regularly to provide information surrounding the COVID-19 pandemic providing joint information in a newsletter for the community. TFMR’s PIO regularly participated in the State Joint Information Center (JIC) and Maricopa County JIC to obtain information from the state and county level on the pandemic, which also assisted in rumor control during a very dynamic disaster. These efforts will continue into FY 20-21.

Website Update

Community Risk Reduction members identified challenges in locating information on the Department’s website, focusing on safety information and items to assist businesses in the community. In FY 2018-19, the Community Risk Reduction staff reviewed the Department’s website, content, and webpage design as the City transitioned to a new design and layout. Information and fillable forms were included in the Community Risk Reduction page update



along with information concerning fire and life safety inspection programs. 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. The Department will continue to review and 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. A significant amount of focus was centered around the COVID-19 pandemic beginning in March of 2020 with an emphasis in messaging that followed Centers for Disease Control (CDC) and Arizona Department of Health Services (ADHS) guidelines to keep the community as safe as possible.

The Administrative Assistant for Community Risk Reduction began producing and publishing a quarterly newsletter in partnership with Tempe Police Department. The Public Safety newsletter is sent out through an email distribution list called MailChimp for the community members who sign up for specific topics. The newsletter provides safety information relevant to the upcoming three months, advises of upcoming events, educates about department personnel through highlighted stories, and provides additional information and links to assist community members. The newsletter has been extremely well received and has been an excellent opportunity to reach the community in another platform.

Public Information

The eight Fire Investigators are rotated onto C2700 on a three- and four-day cycle, providing 24-hour investigation coverage. They are given stand-by pay to be available for callouts on weekends and after normal work hours, along with additional compensation when called out to a scene. Public information duties and media requests were handled by Fire Inspectors until



2012, when the primary Fire Inspector who acted as the department's Public Information Officer (PIO) retired. Shortly thereafter, a PIO email was created to address media requests, and the three Assistant Chiefs rotated PIO responsibilities. In FY 18-19, Fire Inspectors were trained, and began taking on additional PIO responsibilities, with Chief Officers addressing certain requests. In FY 19-20, Community Risk Reduction lost three Fire Investigators to other job opportunities. Opportunities for improving and expanding how PIO responsibilities are conducted and equally distributed will continue to be an area that is evaluated within Community Risk Reduction moving forward.

2020-21 COMMUNITY RELATIONS AND PUBLIC INFORMATION ACTION PLAN
OBJECTIVES

- Expand posting of public safety messages, topics, issues and trends on Nextdoor, Facebook, Instagram and other social media platforms
- 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 Fire 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.

The Emergency Medical Transportation Service currently consists of four City ambulances, and two ambulances provided through the City's contract with a private sector ambulance provider. Revenue received from the contracted ambulance provider is also recorded in the 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. On June 6, 2019, the City Council adopted an amendment to the City Code, replacing the schedule of fees and charges relating to Fire Prevention and Protection fees for permits, inspections and administrative services. The schedule of fees and charges prior to the code amendment were adopted in 1993 with no significant changes since adoption. The new schedule of fees and charges went into effect in October 2019 and are structured to ensure fee assessments are equitable to the size and complexity of the project. It is anticipated the new fee schedule will increase this General Fund revenue source.
- 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 CPR and First Aid Classes and for copies of requested Emergency Medical Services incident reports.
- The Emergency Services Division charges fees for the use of the Tempe Fire Training Center.



Emergency Medical Transportation Enterprise Fund Revenue

- 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, or for entirely new permanent operations to address critical service delivery functions which at current funding levels are not yet 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.

During the fiscal year (FY) 2020-21 budget development process, the Department submitted recurring supplemental budget requests totaling \$1,865,585, and one-time funding of \$705,241 solely for succession staffing for planned retirements. As explained below, only the one-time funding for succession staffing was approved.

FY 2020-21 COVID-19 Pandemic Budget Impact

In April 2020, near the culmination of the process to evaluate and recommend FY 2020-21 supplemental budget requests, the City Municipal Budget Office (MBO) began to assess the negative economic impact the COVID-19 pandemic would have on the national, regional and local economies. By early June financial forecasts indicated the local and state economies were in a major economic downturn expected to be similar in magnitude to the Great Recession of 2008-2009 but with a gradual return to growth within a year.

As a result of the new economic reality, the MBO recommended several strategies to minimize the economic impact on the City's finances. Foremost among these were a proposed \$24 million reduction to the total General Fund operating budget, a transfer of \$12.5 million in cash balances from various capital projects, and utilization of General Fund balance.

Not surprisingly, the new economic condition also resulted in the cancellation of all General Fund supplemental budget requests with few exceptions. Notably the funding for the Department's succession staffing, mentioned above, was ultimately approved since it is substantially cost neutral due to the extensive use of overtime that would be required for staffing if not approved. The funding for succession staffing is sufficient to pay for newly hired firefighters to attend a training academy, and new paramedic and special teams certifications.



FY 2020-21 COVID-19 Pandemic Budget Impact (continued)

To achieve the \$24 million reduction to the total General Fund operating budget, all General Fund City departments were tasked with identifying budget reduction proposals equating to 10% of their total operating budgets. This translated to \$4,166,935 in total budget reduction proposals submitted by the Fire Medical Rescue Department (FMRD).

All General Fund departments' proposals were then thoroughly evaluated and prioritized, and in June the City Manager proposed, for City Council consideration, a subset of the proposals which totaled \$13.9 million, or 6% of the City's General Fund budget. Ultimately \$1,601,650 of FMRD's budget reduction proposals were included the \$13.9 million forwarded to the City Council. As with all General Fund department proposals, the FMRD proposals which were not recommended for approval were those that represented eliminations of occupied positions.

A very positive impact on the City's budget balancing efforts moving into FY 2020-21 was a one-time allocation of \$22,479,699 from the AZCares Fund. The AZCares Fund was created by the Arizona Governor's Office to provide relief to local governments that did not receive direct federal funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

The AZCares Fund allocation reimburses the City specifically for public safety payroll expenses incurred from 3-1-2020 through 12-30-2020 and increases the General Fund unreserved fund balance. The funding is anticipated to be used to fund one-time COVID recovery initiatives, and to offset additional budget reductions which will likely be necessary in subsequent fiscal years across all General Fund departments.

Listed below are specific budget balancing adjustments impacting the FMRD in FY 2020-21:

- As part of the transfer of \$12.5 million in cash balances from various capital projects, \$350,000 in new funding was removed from the Fire Medical Rescue Threat Mitigation Improvements CIP project in FY 2020-21. Prior to the COVID economic impact, this was the only new funding initially recommended for approval for this project in the FY 2020-21 FMRD 5-year CIP. The primary purpose of this project is to enhance the protection and security measures of TFMR Fire Stations through the installation of fencing and gates.
- Freezing two vacant Fire Inspector positions - \$187,338. These positions will remain authorized but unfunded unless a future budget supplemental request restores funding for the positions.
- Removal of Dive Team training funding - \$59,345. Dive Team training will no longer be paid from overtime and will be managed using compensatory time.
- Removal of FMRD funding for the citywide Automated External Defibrillator (AED) Maintenance and Repair program - \$17,000. A citywide strategy to continue this program through an alternative approach will be explored.
- FMR Fire Inspection Fee (revenue) - \$90,000. This additional new revenue resulting from the amendment to the City Code relating to Fire Prevention and Protection fees (described above) will offset existing budgeted expenditures.



- Postpone the General Fund transfer to build-out Ambulance Space - \$1,055,000. The primary purpose of this funding, in the form of an advance from the General Fund, was to pay for renovations to Fire Station 5 to accommodate an ambulance crew and one ambulance. Forfeiting receipt of this funding effectively postpones the renovation project and expansion of the City’s ambulance program for an undetermined amount of time. Alternative strategies to placing an additional ambulance in service will be explored in the near term.
- Reduction in wages, holiday pay and overtime budgets - \$66,876. These are general reductions not related to specific personnel or programs.
- Various Non-Personnel Operating Budget Reductions - \$126,100.

Department Grants

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

Grant Awards to be executed in FY 2020-21

Grantor	Description
Salt River Pima Maricopa Indian Community	To support the continuation of the Patient Advocate Services Program - \$204,185
AZ Department of Homeland Security	To maintaining the Tempe Fire Medical Rescue Department's One Hundred Patient Module - \$14,106
AZ Department of Homeland Security	To sustain the Community Emergency Response Team (CERT) Program - \$6,961
AZ Department of Homeland Security	To support the Tempe Fire Medical Rescue Department's Metropolitan Medical Response System (MMRS) project - \$3,742

2020-21 FISCAL MANAGEMENT ACTION PLAN OBJECTIVES

- Monitor and develop the Department’s General Fund operating budget including the implementation of FY 2020-21 budget reductions.
- Monitor and develop the Department’s Emergency Medical Transportation Fund operating budget.
- Monitor and develop the Department’s Capital Improvements Program budget.
- Produce updated Emergency Medical Transportation Fund five year forecast for the Municipal Budget Office and City Council.
- Work with FMRD management, the City CFO and the Municipal Budget Office to identify funding options to place a fifth ambulance and staff in service to operate out of Station 5.
- Produce fiscal year 2019-20 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.

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

- Driver Training
- Live Fire Training / Nighttime Training Drills
- All Hazards First Responder Training
- Personnel Management and Officer Development
- Diversity / Sexual Harassment / Hostile Work Environment / Violence in the Workplace
- OSHA Training: Asbestos Awareness, Electrical Safety, Lockout/Tag Out, Hearing Protection, Eye Safety, Working in Extreme Temperatures, through Target Solutions and City of Tempe Risk Management Department
- Confined Space Training
- Tactical Fire Simulation Training
- City Sponsored Training
- Probationary Firefighter, EMT and Paramedic Training and Evaluation
- Minimum Company Standards (MCS) and Field Operations Exercises
- External Training Opportunities (seminars, conferences, and National Fire Academy)
- Chief Officer Command Level Training
- Policy review and revision training through Share Point
- Acting Deputy Fire Chief, Acting Captain, and Acting Engineer Training and Internship Programs
- Target Solutions Training Assignments
- State Fire School
- Maintain a library with textbooks and virtual access to professional websites and publications



2020-21 EMERGENCY SERVICES TRAINING ACTION PLAN OBJECTIVES

-
- Continue to develop and provide high-rise training for all crews once every four months
- Conduct training to meet mandated and recommended training requirements
- Conduct MCS for all companies quarterly
- Evaluate acquisition of breaking and breaching props
- Facilitate Chief Officer Training
- Create an inventory list of all equipment and resources at the Tempe Fire Training Center
- Evaluate all training materials to determine agency needs
- Create a list of certified instructors in the various disciplines for our department and encourage additional captains to obtain training certifications
- Modify the Deputy Chief Intern/Training program to assist with succession planning
- Participate in and host Arizona State Fire School training programs at the Tempe Fire Training Center
- Develop and host semiannual East Valley Command Training for all Chief Officers
- Encourage and support joint training opportunities with neighboring agencies
- Create and implement new captain probation packet
- Have chief officers and company officers participate in ISOS class
- Ensure company officers that express interest in the DC role participate in Battalions Chief Academy
- Utilize Target Solutions for optimal Accreditation and ISO tracking

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief Victor Garcia*



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.

The Department is an all hazards organization and responds to a broad range of emergencies within the community it serves.

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

The internal tools utilized in developing specific response criteria and assessing its adequacy during those emergencies within the community are developed utilizing a number of resources used in conjunction with each other. These references are re-assessed at maximum annually as well as on a quarterly and as needed basis throughout the year.

- The Department's Standard of Coverage is used to determine the risk level, service demands and ultimate performance of the all hazards response system in the City of 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 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 as well as the public for review.

The Department contracts with the Phoenix Regional Dispatch Center to dispatch response apparatus within the community as well as calls for assistance through the Automatic Aid Consortium. Companies are dispatched by GPS location using Automatic Vehicle Location devices.

Driving factors for response and resource allocation to that response are civilian and firefighter safety, property conservation and high-quality service delivery. Regional committees such as the Regional Operations Consistency Committee and the Central Arizona Life Safety Committee as well as the Automatic Aid Consortium Agreement, help to mandate the minimum requirements for the region regarding level of certifications of the responders as well as what assets are dispatched to specific nature groups within the consortium.



Medical Services certifications such as EMT, Paramedic, NREMT, and NREMT-P are overseen by the Departments Medical Services Section to assure that members are properly trained and certified after their initial certification through quarterly continuing education as well as 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 the regional academy with Firefighter I and II level certifications. This skill set is maintained throughout their careers during a variety of opportunities conducted through the Professional Development Section, at the Company level, as well as real time, real world experience.

As an all hazards organization, the Department responds to hazardous materials calls as well as technical rescue calls and dive operations. Each one of the specialties requires an initial comprehensive certification as well as ongoing, continuing monthly education to maintain the respective certifications.

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 elapsed time from when a call is received in the fire communication center until the first Tempe Fire Medical Rescue unit arrives on the scene. Factors affecting emergency response times include, but are not limited to, call processing, turnout time, deployment of resources, call volume, location and availability of resources, routing, and travel time to the incident. The response time standard prescribed by the National Fire Protection Association (NFPA) is the response time standard adopted by the Department. A critical component of response time is turnout time, which is the amount of time that passes from the time firefighters are alerted to the time that the fire apparatus begins to travel to the incident. The current policy for Department turnout standard for incidents requiring firefighting gear is eighty seconds or less, and sixty seconds or less for medical incidents. These response times are monitored and published monthly and distributed to all Department members.

In 2020/21, the Department will complete an updated Station Location Study with ORH, an independent research company specializing in response times for emergency fire and medical services. The basis of the study was to evaluate response times and call volume to determine the most efficient placement of fire stations throughout the city. The goal is to reduce response times citywide to meet Department standards.

In November 2018, the City of Tempe entered into an agreement with the Arizona Board of Regents regarding the ASU Novus Innovation Corridor. The agreement gives ASU and the City of Tempe up to three years from the signing of the agreement to decide on a piece of property in the Novus Corridor to be used as a public safety facility. This facility will enhance our ability to provide service to the rapidly expanding Novus Corridor and may have an impact on the 2015 Station Location study results that recommended a new Station 8 in the northeast portion of the city.

The new Fire Station 2 is identified in the Capital Improvement Program for design work in 2020-21 and construction work in 2021-22. Options for Station 2 will need to be identified that allow for continuous service delivery during construction and take the entire service area into consideration.



2020-21 EMERGENCY RESPONSE ACTION PLAN OBJECTIVES

- Continue to monitor and publish turnout times to all members
- Continue to actively participate in the Central Arizona Life Safety Council and Regional Operations Consistency Committee to ensure optimal regional response coordination
- Complete new ORH studies for station locations and deployment of resources in northeast Tempe. Factor in updated data, previous recommendations for future stations, and the Novus Innovation Corridor.
- Research service delivery options at Station 2
- Research service delivery options at Station 8

FOLLOW UP RESPONSIBILITY: *Assistant Chief Tony 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 Medical Services plays a major role in the operation of the Department. Over 85% of the Department's annual emergency response activity is medical in nature. The role of Medical Services reaches beyond emergency response to improve the health status of individuals, families, and the community.

Primary Functions of Medical Services:

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

Programs and Services Provided by the Medical Services Section:

- Quarterly emergency medical technician (EMT) and paramedic training for all members
- Medical care documentation training for all EMTs and paramedics
- Patient Advocate Services (PAS) provides for patient centered care and care management services to at-risk members of the community; PAS partners with CARE7 to provide a total integrated healthcare approach to patient care and management
- Provide support of CARE 7 program to enhance citizen services and to allow fire companies and police officers to quickly return to in-service status
- Research and Development team to continue testing and implementing the most current equipment and procedures
- Quality Assurance/ Continuous Quality Improvement programs for EMTs and paramedics
- Administrative support of Civilian Ambulance Operations and ALS transport model
- Training for Tempe's citizens and employees in Cardio Pulmonary Resuscitation (CPR),



Compression only CPR, Automatic External Defibrillator (AED), Blood Borne Pathogens, First Aid, and influenza preparedness

- CPR, First Aid, and AED training available in Spanish
- Interagency EMS greater alarm and Active Shooter drills
- VA Telemedicine program for high-risk veterans
- Increase patient access to primary and preventative care through Arizona Department of Health Services Treat and Refer Recognition Program
- Flu shots and TB skin tests for Tempe Fire Medical Rescue personnel
- Education in Tempe Unified High School District (TUHSD) to include compression only CPR and Rx360 opioid abuse awareness. Opioid abuse awareness is taught in coordination with Tempe PD's Student Resource Officers.
- Response Guide for COVID-19 Planning, Response, and Continuity Procedures

Issues influencing the direction and focus of Medical Services:

- Evaluating ways to meet the needs of patients with psychological and dependency issues
- Instability in the emergency medical transportation market, and how TFMRD can ensure the availability of ambulance transportation for the community through expanding its own ambulance service
- Evaluation and planning for TFMRD ambulance service expansion to full capacity
- Establishing reimbursement models to make the PAS program a partially funded and/or permanent self-sustaining program
- Anticipating COVID-19 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
- Strive toward a unified regional EMS response through cooperative involvement in the Central Arizona Life Safety Council (CALSC) EMS Sub-committees and Central Arizona Guidelines
- 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 and drug restocking at hospitals
- Examining effective and efficient ways to provide paramedic and EMTs continuing education and training
- Striving to meet community needs by providing Spanish language CPR, CCR, First Aid and AED training capabilities



Durable Medical Equipment Acquisition Schedule		
Fiscal Year	Item	Anticipated Costs
2020-2021	(4) Lifepak 15 Heart Monitor/Defibrillator	\$128,000
	(5) Apple iPad Air 2 tablets	\$2,750
	(2) AED Lifepak 1000	\$8,100
	(1) Suction Unit	\$1,200
	e-certification cards for ACLS, PALS, and CPR	\$1,000
	Replace 15 cases for iPad	\$1,700
	(2) Lucas Chest Compression Devices	\$35,000
	(4) Replacement Battery for Lucas Machined	\$2,600
2021-2022	(2) Lifepak 15 Heart Monitor/Defibrillator	\$66,000
	(8) Apple iPad Air 2 tablets	\$4,400
	(2) AED Lifepak 1000	\$8,400
	(1) Infant Rescue Annie CPR Manikin	\$3,500
	(2) Suction Unit	\$2,500
	e-certification cards for ACLS, PALS, and CPR	\$1,000
	(4) Replacement Battery for Lucas Machine	\$2,600
2022-2023	(2) Lifepak 15 Heart Monitor/Defibrillator	\$68,000
	(8) Apple iPad Air 2 tablets	\$4,400
	(2) AED Lifepak 1000	\$8,400
	(1) Infant Rescue Annie CPR Manikin	\$3,500
	(2) Suction Unit	\$2,500
	e-certification cards for ACLS, PALS, and CPR	\$1,000
	(4) Replacement Battery for Lucas Machine	\$2,600



2020-2021 MEDICAL SERVICES ACTION PLAN OBJECTIVES

- Update TFMR treatment guidelines to comply with AZDHS Triage, Treatment, and Transportation Guidelines
- Develop an annual appraisal that accurately reflects program outcomes, effectiveness, and relevant changes of the Medical Services programs; ensure the program is meeting the goals and objectives established each quarter
- Complete a selection process for the next two ambulances' staffing for EMTs and Paramedics
- Place a minimum of two additional ALS ambulances in service for a total of six in the City
- Review cost effectiveness of placing UCAPIT machines in each station for drug restock
- Expand the Treat and Refer program to provide alternate options for emergency medical care on 911 calls falling within the standing order protocols. Partner with AHCCCS plans with reimbursement model
- PAS program to participate in joint venture with University of Arizona to seek alternative grant/funding options
- PAS to seek billing opportunities through telemedicine and various services provided to patients
- PAS to continue partnering with the VA Telemedicine program to reimburse for services provided
- Expand and explore relationship with Vitalyst regarding social determinants of health and community paramedicine
- Develop a structured intake process for PAS patients to include a PAS Registered Nurse or Nurse Practitioner and a case manager from CARE7 to approach health care in the community through total integration of services
- Continue to evaluate the Electronic Patient Care Reporting (ePCR) system tablets and maintain and/or replace as necessary
- Continue to keep Department personnel up to date on the latest in emergency medical operating procedures, equipment, and techniques
- Take part in state and regional committees to ensure Tempe has a voice and is an active participant in EMS issues facing the community
- Work with CARE 7 and Tempe Police Department to develop a cohesive, comprehensive approach to mental health and chemical dependency issues
- Continue education in the TUHSD with compression only CPR and Rx360 opioid abuse awareness; incorporate Active Shooter response and Stop the Bleed training to TUHSD teachers, staff, and security
- Continue to evaluate performance measure for the PAS program under Council's Strategic Priority "Quality of Life" in coordination with the Strategic Management and Diversity Department
- Develop a plan for battery replacement and maintenance on Automatic Chest Compression Devices (Lucas) and implement training that incorporates the machines
- Develop a QA report that focuses on the skill proficiencies and provider competence to direct future training

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief Nick Ells*



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. Two more ambulances were placed into service in 2019, Medic Units 274 and 272.

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, four, 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
- Ambulances 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 has determined that a need exists for additional ambulances that fall under the direct control of the Department. The expansion of TFMRD’s emergency medical transportation capability will consist of two additional ALS ambulances. Additional expansion may occur in the future as necessary.

2020-21 EMERGENCY MEDICAL TRANSPORTATION ACTION PLAN OBJECTIVES

- Participate in a City of Tempe Internal Audit looking at Emergency Transportation Services
- 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
- Remodel fire station 5 to accommodate the new ambulance and its crew
- 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 Fire Chief Darrell Duty





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. In FY 19-20, the City approved the funding and hiring of a full-time Emergency Manager which was hired for in May of 2020. The Emergency Manager is located at Fire Administration and reports directly to the Assistant Chief over Community Risk Reduction.

The City of Tempe (COT) Emergency Operations Plan (EOP) serves as the primary guide for emergency response operations and preparedness along with the Continuity of Operations Plan (COOP). The EOP and COOP were updated in 2019 and distributed to the different departments within the City.

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 complete training that allows them to function efficiently in their assigned position in the EOC. In 2020, the EOC was virtually activated in response to the COVID-19 pandemic. The EOC was in operation for 93 days and then transitioned into a virtual Incident Management Team (IMT) to continue to manage response needs, adapt to changes caused by the pandemic, and facilitate recovery efforts for the pandemic. Efforts to address the COVID-19 pandemic continue into FY 20-21.

Situations that could require additional activation of the EOC and implementation of the EOP may include:

- Preparation for, or results of, severe weather
- Water release situations which threaten or have caused serious flooding and/or damage
- Incidents resulting in mass casualties, significant numbers of homeless citizens or fires of conflagration proportions
- Plane crash or mass transportation incidents
- Industrial incidents
- Major structural collapse situations



- Civil disturbances
- Major public events
- Acts of terrorism
- Large area and/or long-term hazardous materials incidents
- Any situation requiring significant or extensive warning to the public

The EOC must be able to effectively accomplish the following:

- Collect, analyze, and share information
- Support resource needs and requests including allocation and tracking
- Coordinate plans and determine future needs
- Provide coordination and policy direction
- Coordinate and liaison with other governmental, non-governmental, and community stakeholders
- Maintain accurate records of information gathered and actions taken
- Forecast and develop plans

2020-21 EMERGENCY MANAGEMENT ACTION PLAN OBJECTIVES

- Develop an emergency management multi-year training and exercise plan
- Conduct annual emergency management exercise for members who operate in the EOC under guidance of the Homeland Security Exercise and Evaluation Program (HSEEP)
- Update contact lists and other materials housed in the EOC
- Conduct annual NIMS compliance audit for NIMS 100, 200, 700 and 800 on TFMRD members and City members who operate in the EOC; conduct the required training to maintain compliance
- Work with City staff and outside contractors to update the EOC
- Research locations for a backup EOC
- Review and update the COT COOP
- Conduct training and an exercise for staff concerning the COT Closed Point of Distribution Plan
- Maintain or update IGAs and other agreements with applicable partners to ensure additional facilities and resources are available to meet the needs of the community during a large-scale disaster
- Renew City StormReady designation through the National Weather Service
- Develop a plan to engage the whole community in emergency management efforts as recommended by the Federal Emergency Management Agency (FEMA)

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 FY2020-21, it is estimated that six 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.

2020-21 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
- 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 Mark Manor



SECTION 15 – SPECIAL TEAMS – THREAT 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) 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.

2020-21 SPECIAL TEAMS; THREAT 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
- Send 1 new Staff Captain to a local 40-hour TLO Training Program
- Create and/or update Policies and Procedures related to TLO activities as appropriate

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief Mark Manor*



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.

2020-21 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

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mark Manor



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 2019 and the new coordinator and assistant coordinator have completely transitioned into their new positions.

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 2019-20 TFMRD divers conducted 21 training sessions to maintain proficiency. During this timeframe, the TFMRD Dive Team responded to four days of special events where they provided support to the water related event.

2020-21 SPECIAL TEAMS – DIVE TEAM ACTION PLAN OBJECTIVES

- Select and train additional members for initial dive training and certification to replace dive team members lost to attrition
- Create acquisition schedule for dive equipment
- Upgrade instructor certifications for dive instructors to include dry suit and full-face diving mask.
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

FOLLOW UP RESPONSIBILITY: Deputy Fire Chief Mark Manor



SECTION 18 – SPECIAL EVENTS

Related Council Strategic Priorities



Safe and Secure
Communities



Strong Community
Connections



Quality of Life

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

The City of Tempe hosts a large number of special events, some of which generate significant attendance and/or are high profile events. Through the staffing of special events, the Department 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. This was implemented in FY 2016-17, with minor changes to the risk assessment tool and conversion to a format for utilization on the iPad in FY 2017-18.

In FY 2017-18, a special events staffing committee made up of labor-management members, was established with an overall goal of creating a methodology for staffing special events based on information provided in the special events application and a special events risk assessment. Also, in FY 2017-18, a guideline for promoters, producers and organizers of special events was developed and implemented to reference for outdoor assembly operations, access and egress requirements, and exit signage.

The Department has three members on the City's Special Events Task Force, including a Fire Inspector, a Captain/Paramedic and a Deputy 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, 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



- Permit and inspect tents and other temporary structures
- Verify emergency vehicle access
- Provide medical and all-hazards staffing at special events based on a risk assessment and/or the impact on emergency service delivery to the public
- Provide fire and life safety inspections
- Permit and inspect the use of fireworks at an event

2020-21 Special Events Action Plan Objectives

- Create a methodology and guideline for staffing TFMRD personnel at special events
- Create a plan for maintaining bicycles for special events
- Reinforce the 2018 International Fire Code requirements for outdoor assembly events
- Evaluate the process utilized by logistics for monthly checks of equipment for efficiency
- 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
- Evaluate the need for crowd management and crowd behavior training for members
- Implement Web EOC for unified command to be utilized on all large special events for better tracking and documentation

FOLLOW UP RESPONSIBILITY: Assistant Fire Chief Andrea Glass



SECTION 19 – FIRE MEDICAL RESCUE MAINTENANCE

Related Council Strategic Priorities



Safe and Secure
Communities

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

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

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

In FY 19/20, Fire Medical Rescue maintenance personnel identified the need to modify how the apparatus and maintenance program should be carried out in the future. This modification will allow maintenance personnel to have an opportunity to have more time with apparatus and concentrate on critical maintenance and work orders that had been previously been unable to be addressed. This modification to the current maintenance program will allow for evaluation of the vehicle's overall condition, identification of potential problems, and make corrections in an effort to prevent breakdowns during emergency operations. Additionally, the apparatus maintenance program has a training benefit with crews participating in the care of their vehicles.

Fire Medical Rescue Maintenance may, when necessary, contract with outside vendors for certain types of work including major engine overhauls, automatic transmission overhauls, major spring work, and aerial ladder repairs.

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

2020-21 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 ambulances and incorporate an additional unit (8 total) to the schedule in coordination with the Ambulance Transport



Supervisor

- Maintain/obtain Fire Medical Rescue mechanics' EVT, ASE, and Arizona Fire Mechanics certifications and training, including EVT and ASE400, Arizona Fire Mechanic 250; work toward EVT E-0 through E-4 certifications for ambulance technician for all Fire Mechanics.
- Department Mechanics attendance at annual Cummins and Spartan Training
- Hire a new Fire Mechanic to meet the standards and objectives of Fire Medical Rescue Maintenance.
- Continue an improvement process through establishing quarterly goals and conducting monthly performance evaluations to review fleet readiness, hands on labor time, cost effectiveness, and labor performance through M5 software reporting systems

FOLLOW UP RESPONSIBILITY: *Deputy Fire Chief 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.

Frontline Engine apparatus will be evaluated for replacement after ten years of service or when the mileage exceeds 120,000 miles. Aerial Ladder apparatus will be evaluated for replacement after 15 years of service or 100,000 miles. Extensive repair or maintenance costs may cause a unit to warrant earlier replacement. Ambulances will be evaluated for chassis replacement after 5 years of service or after mileage exceeds 100,000 miles. Once those parameters are met, the following will be taken into consideration when determining apparatus replacement priority:

Maintenance

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

Demands

- External
 - Customer service demands
 - Federal/State mandates
 - Technological advances
- Internal
 - Tactical needs
 - Safety
 - Reserve apparatus requirements



Light duty vehicles will be purchased in accordance with City fleet guidelines and will be in service as long as deemed necessary in collaboration with City Fleet Services. Employee safety, operating, maintenance 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	033	2014 Spartan Metrostar 1250 GPM Pumper
E272	035	2014 Spartan Metrostar 1250 GPM Pumper
E273	028	2015 Spartan Metrostar 1250 GPM Pumper
E274	034	2014 Spartan Metrostar 1250 GPM Pumper
E275	023	2010 Rosenbauer 1500 GPM Pumper
E276	026	2017 Spartan Metrostar 1250 GPM Pumper
E277	025	2017 Spartan Metrostar 1250 GPM Pumper
E278	024	2008 Rosenbauer 1500 GPM Pumper
L276	049	2004 Emergency One Bronto Skylift F114 Ladder
LT276	045	2014 Spartan Metrostar 1250 GPM Ladder Tender
L273	011	2007 American LaFrance Eagle 100' Platform Aerial
LT273	027	2008 Ford F550 Extended Cab
U274	044	1996 Freightliner/SVI Scene Support Vehicle
HM272	009	2004 Hackney M-II
BC271	001	2010 Chevy Silverado 2500 Crew Cab
Reserve Battalion	008	2008 Chevrolet 2500 HD
Reserve	003	2008 Rosenbauer 1500 GPM Pumper
Reserve	005	2005 American LaFrance 1250 GPM Pumper
Reserve	037	2008 Rosenbauer 1500 GPM Pumper
Reserve Ladder	012	2016 Rosenbauer Cobra F101 Ladder
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 550 Horton Ambulance
Medic 276	030	2017 Ford 550 Horton Ambulance
Medic 277	047	2017 Ford 550 Horton Ambulance
Medic 272	050	2019 Ford 550 Horton Ambulance
Medic 274	051	2019 Ford 550 Horton Ambulance
Medic 278	060	2019 Ford 550 Horton Ambulance



2020-21 FLEET ACTION PLAN OBJECTIVES

- Continue to research and develop innovative alternatives in apparatus designs with emphasis on service delivery, reliability, initial purchase price, operating and maintenance costs, fuel consumption, and environmental impact.
- Complete final inspection and take possession of one new Low Acuity Unite (LA272).
- Purchase and take possession of one (1) new ambulances and register with AZDHS.
- Place one (1) new ambulances into service February 1, 2020.
- Collaborate with City Fleet for the replacement of eight (8) vehicles to include the following: one (1) truck (Reserve LA), four (3) staff (Support and Inspectors) trucks, one (1) staff vehicles (Assistant Chief), one (1) staff Explorer (Deputy Chief/Admin), and two (2) Utility Vehicles (Special Events).
- Establish an Apparatus Committee to begin the RFQ/RFI process for replacement of apparatus as determined in the CIP process (Ladder/Engine).

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Darrell Duty and Deputy Fire 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.

A recommendation was made during the 2018 re-accreditation team site visits that the department explore a Data Systems Analyst position. The Assistant Chief over the Community Risk Reduction 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.

After the department was successfully reaccredited, it was formally identified and pursued in FY 2018-2019 that a data systems analyst would be needed to accommodate future decision making and growth for the department. The department hired a full-time contracted data analyst who focuses on extracting data, monitoring data, generating reports, and creating changes to the software programs to meet the needs of the department and community. The data systems analyst extracts data from department computer software programs, analyzes current reporting and records, processes and provides detailed and summary reports, assist in determining effectiveness of department operations, and compile data for planning purposes. The data analyst also collects, prepares, and transmits department statistical data to the Fire Chief to assist supporting program and resource requests.

The department put in a supplemental request for FY 20-21 to hire a Business Solutions Specialist who would provide advice on the appropriate use and access of computer programs; interpret detailed data and develop accurate, meaningful, and reliable reports in a timely manner. The Business Solutions Specialist would work with the City's Business Solutions Architect to manage and update software programs and identify larger scale needs with computer equipment and information systems for the department. As a result of the COVID-19 pandemic, budgetary restrictions and cutbacks resulted in removal of all supplemental requests from the budget approval process. The department will continue to ask for a Business Solutions Specialist in the future as the economy recovers and supplemental requests are restored.

The Community Risk Reduction Division is working to reorganize mapping and preplans to create a more efficient method to update electronic preplans for the department. The Community Risk Reduction Division will work on building out a larger team involving members from the three shifts to assist in expanding the preplan and mapping program.



2020-21 COMPUTER EQUIPMENT AND INFORMATION SYSTEMS ACTION PLAN
OBJECTIVES

- Provide accurate information from Image Trend to NFIRS
- Identify the financial impact of transferring occupancy and historical data in Firehouse to Image Trend
- Create and implement training for Captains concerning data input for fire related incidents and fire and life safety inspections in Firehouse and/or Image Trend
- Pursue permanent funding for data analyst; pursue funding and approval to hire a Business Solutions Specialist
- Reorganize the mapping and preplan program to make it more efficient and effective
- Pursue transitioning Fire Inspections and Investigations to Image Trend software
- Partner with the City's IT Business Solutions Architect for information systems upgrades, new equipment and software needs
- Update the EOC with enhanced computer and information systems equipment

FOLLOW UP RESPONSIBILITY: *Assistant Fire 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 will be major considerations in equipment purchases. Equipment will be replaced when its reliability becomes questionable or when technological improvements make it clearly 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 quality.

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 four members to be SCBA technicians on the packs for future repair and testing needs. 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 on compressor equipment and repairs. This will also improve the reliability of our compressors for upkeep with our SCBAs.

The Department strives to provide the very best fire hose and nozzles as they play a key role in firefighter effectiveness and safety. The Department purchased over XXX feet of new hose in FY 2018-2019, replacing old and expired hose. Through the Research and Development Committee hose was tested, demoed to identify a recommendation of new 2 ½” fire hose. The Department will upgrade the 2 ½” “Highrise Hose” in FY2019-2020 and FY 2020-2021. The Department will continue to use a third-party vendor to complete all hose and ground ladder testing annually, in compliance with manufacturer’s recommendations.

The Department received a grant to purchase 12 standpipe bag kits to assist on standpipe operations. The Department will provide each Engine and Ladder with a standpipe bag kit. These kits will be supply various pieces of equipment needed for standpipe and mid-high-rise operations.

The Department conducted an in-depth review of bailout systems in 2018 to identify the best system to incorporate into the pant pocket of turnout pants. The Department purchased the selected system in FY 2018-19 and incorporate it into each members’ turnout pants. The Department purchased and outfitted a Rescue Belt for each member to utilize the bailout system in FY2019-2020. Follow up training and deployment of this bailout system will be conducted in FY 2019-2020.

The Department will conduct an extensive review process through the Research and Development Committee to review new Thermal Imaging Cameras and updated Turnout gear (Personal Protective Equipment).



With seven (7) Fire Medical Rescue stations and accompanying support facilities, appliances such as dishwashers, clothes washers and dryers, and refrigerators can break down with no warning. If it is cost effective to do so, these items are repaired, if not, they are replaced on an as needed basis.

Acquisition Schedule		Anticipated Costs
2020-21	Replace four (4) Thermal Imaging Cameras	\$40,000
2020-21	2 ½" Hose replacement for inventory restock	\$15,000
2020-21	Rescue Belt Purchase for (Ladder/Squad 2 nd turnouts)	\$5,000

2020-21 EQUIPMENT ACTION PLAN OBJECTIVES

- Evaluate new Thermal Imaging Camera (TIC) technology
- Test and evaluate new Turnout Personal Protective Equipment.
- Assess and purchase any further high-rise equipment needs.
- Conduct annual tests on all hose and ground ladders through a third-party vendor in compliance with manufacturer's recommendations; maintain all records in the Support Services facility
- Complete all annual testing on SCBAs and facepieces; utilize the scan feature on the SCBAs for improved inventory control; maintain all records electronically in the Support Services facility

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 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.

A more current Station and Resource Allocation Study will be conducted in the future to ensure that the organization is responding to the most up to date and accurate information in regards to land procurement, station construction and remodeling and efficient distribution of deployable response apparatus.

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 facilities supports the Department’s goal of delivering high quality services.

The Department has scheduled upgrades to its facilities that include design and renovation to Fire Station 5, addition of concrete driveways to Fire Station 3 and security fencing to Fire Station 6.

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 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 engine companies, one heavy rescue vehicle, one ambulance, and the Battalion truck for the responding Deputy Chief. Future improvements will include resurfacing the epoxy floor in the apparatus bay and replacing existing asphalt with concrete at the rear apron to accommodate the weight of fire apparatus. 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 2018-2019 Station 1 had the turnout locker areas enclosed and a cancer reducing exhaust system was installed for all diesel burning apparatus. Overall condition is very good. 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 is slated to have the flooring in the interior portion of the station resurfaced in FY 2020-2021 through the City's Facilities CIP funding.
- Station 2 opened in 1971. It is a two-bay station housing one engine company and one low acuity response unit. 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. This arrangement allows for Engine 272 and LA272 to use the drive through bays at the fire station to avoid the less desirable alternative of backing these apparatuses into the bay. 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 has been identified as needing demolition and then rebuilding as a new, fully functional facility with the location to be determined. The design phase for the rebuild project is forecasted to begin in FY 20120-21. Overall condition is poor.
- Station 3 opened in 1975. It is a three-bay station which houses one engine company and one ladder company with a ladder tender. There is no drive through bay configuration for the ladder tender, 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 for the fire apparatus continues to be a recurring issue and is identified by the City's Streets Department as needing replacement in FY 2019-20 with concrete due to the weight of the apparatus. The completion of this project is slated for Summer of 2020. It was identified that the remodeling of this station to facilitate future ambulance response would not be not cost effective. The organization is in the process of determining if the cost involved in that remodel would be better utilized in the construction of a new station in the future. Overall condition is good.

- Station 4 opened in 1981. It is a two-bay station, and houses one engine company and one 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" will be removed and replaced with exposed concrete. 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 engine 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. The City is currently in the design phase for an extensive remodel of the facility to accommodate ambulance quarters. Future funding for the completion of the construction remodel project is speculative based on the current economy. 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 engine company, one ladder company, one ladder tender, one TRT support truck, one 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



- 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 2020-2021 the station's carpet will be removed and replaced with exposed concrete from the City Facilities CIP budget. FY 2020-2021 will allow for the installation of a security gate, restricting vehicle and pedestrian traffic to the rear of the station. The addition of the security gate will be covered through CIP funding. In FY 2019-2020 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 July of 2020. Overall condition is excellent.
- Station 7 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 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 Engine Company and one Utility truck. In the future the Station may be staffed with a Medic ambulance. It is expected that Station 7 will respond to roughly 1427 calls in this area of the City by 2024.

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 EOC is in need of remodeling because it is poorly configured for the number of people required during activation. 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 will update the technology amenities computers, video projection, and wireless capabilities. 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. 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. The Section will seek out future opportunity to upgrade the entire security system when feasible. 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 interior of the training center was repainted.
- 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 is forecasted for the CIP FY 2022/2023 Overall condition is good.

2020-21 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 perishable flooring surfaces, such as carpet and linoleum products with exposed concrete flooring to take advantage of the latter's sustainability and easy decontamination qualities.

- Work in partnership with City Engineering to utilize CIP funding for a new Station 2. Select the design firm in preparation for the design phase
- Identify land for a future Station 8 in the Northeast quadrant of the City and plan for funding in subsequent years
- Continue to work toward burn building replacement
- Complete asphalt to concrete replacement at Station 3
- Continue with remodel design phase and renovation of Station 5
- Complete Station 6 security gate to improve threat mitigation and station security
- Through City Facilities, replace existing flooring at Station 1, 6 and dayroom at 4 with polished concrete
- Start design phase of renovation to Station 1 including restroom/shower facilities and responding Deputy Chief and Field Incident Technician offices and bedrooms

FOLLOW UP RESPONSIBILITY: *Assistant Fire Chief Darrell Duty and Deputy Fire 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.

2020-21 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 a Customer Service Survey program, which will be conducted quarterly through targeted online surveys
- Continue the constant pursuit of update-ng and adopting response policies to reflect the desire to always align responses with the best industry practices possible
- Continue to evaluate our services and seek industry best practices
- Continue to participate in Department Forums on a monthly basis and bi-annual Communications
- Meetings to ensure open lines of communication exist

FOLLOW UP RESPONSIBILITY: *Fire Medical Rescue Chief Greg Ruiz*

