



**PHOENIX FIRE DEPARTMENT  
OVERVIEW OF  
OPERATIONS AND PROGRAMS**

January 2001

# **PHOENIX FIRE DEPARTMENT OVERVIEW OF OPERATIONS AND PROGRAMS**

This document contains information regarding the Phoenix Fire Department including an overview of its organization and structure, as well as summaries of some of its major programs and processes. This information is organized primarily around keywords.

## **GOAL AND MISSION STATEMENT**

The goal of the Phoenix Fire Department is to provide the highest level of life and property safety to our customers through the extension of fire prevention, fire control, emergency medical care, crisis intervention and public education services. Our mission is to prevent harm, survive and be nice.

## **LABOR/MANAGEMENT PROCESS**

Over the past fifteen years, the Phoenix Fire Department has developed a highly effective labor/management process. This process is active and participatory and is based on a strong foundation of mutual respect and trust. Labor/Management Teams set annual goals and meet quarterly to process change through the system. Change is processed through five major, on-going labor/management committees, referred to as the "Big Five". Each of the five committees is co-chaired by an Assistant Fire Chief and a Labor Vice President. This team approach is used to deal with operational issues, to constantly plan for the future and to implement innovation throughout the Fire Department.

## **THE BIG FIVE**

Through the Labor/Management process described above, the Fire Department has identified "The Big Five" basic departmental operations: Fire Protection, Medical Services, Human Resource Management, Physical Resource Management and Urban Services. Using clear, straightforward action plans, goals are updated annually for each of these areas. While adjustments are made to keep the plan current, the basic focus of the Big Five continues to be directed toward those activities that Department members at the fire company level routinely perform to protect and serve customers and to support each other.

## **THE PFD WAY**

The PFD way is both a written document and a philosophy that helps the organization deal with change in a positive and constructive way. In the early 1990s, Department members developed "The PFD Way", a statement of the Phoenix Fire Department's philosophy and values. The document is both descriptive of the organization today and prescriptive for the organization tomorrow. It is intended to be a guide for the behavior of all current and future members. "The PFD Way" is periodically updated and describes the members' expectations for positive, constructive interaction within the organization. It also documents the standards or ideals which the Department is dedicated to achieving.

## **INCIDENT MANAGEMENT SYSTEM**

Prior to 1990, no universally accepted incident management system existed for the fire service. One system, entitled Incident Command, was used by some fire agencies for fighting wildland fires. In the mid-1970s, the Phoenix Fire Department implemented a structural fire fighting system called Fireground Command. Chief Brunacini authored a book entitled, Fireground Command, and the book, along with a training program, were published by the National Fire Protection Association and distributed nationally. The primary focus of the system was on the urban fire environment such as structural fires, hazardous materials and mass casualty incidents. The principles of Fireground Command were also expanded to include other emergency incidents, and it quickly became a very popular incident management system for the fire service.

In July 1990, the Department joined a national effort to merge Fireground Command with the Incident Command System. The *Incident Management System* was the result of this merger. The Phoenix Fire Department and many departments nationwide have since adopted the Incident Management System. This system is reflected in the Department's Standard Operating Procedures.

The Department hosts an international Incident Management System Symposium each year. The seminar focuses on applying the Incident Management System to emergency incidents. This popular symposium attracts several hundred fire and public safety personnel from around the country and internationally.

## **PASSPORT ACCOUNTABILITY SYSTEM**

In the spring of 1991, the Department began to research and develop a better way to track firefighters operating in the hazard zone. Accountability systems from all over the world were evaluated and then a system was developed that fit the way the Phoenix Fire Department operates. The approach was to stress the importance of not getting lost in the first place. One of the features of the newly implemented system was the Personnel Accountability Report (PAR). A PAR is a radio report of the accountability status for a company or a group of companies assigned to a sector. The Incident Commander gets PARs for each unit assigned to the hazard zone at predetermined tactical benchmarks. When companies report all clears, under controls, and at the 20-minute mark, or when there is a shift of strategies (i.e. going from offensive to defensive), the IC requests PAR's from all the units assigned to the hazard zone. This builds several sets of checks into incident operations that cause members to stop and make sure that everyone is where they're supposed to be and that they are safe. The system hardware is designed around the passport. The passport is a 3"X 5" plastic card that is placed on a board that is kept in each emergency response apparatus and positioned in front of the Officer of the apparatus. Each crewmember has a nametag that they place on the passport. The passport becomes the 'riding list' for the apparatus. The passports provide the means to escalate the accountability system to keep pace with incident safety needs. Accountability Officers can be assigned to the various points of entry around the incident and serve as accountability gateways in and out of the different sectors. This adds another layer of protection for firefighters, helping to ensure that everyone goes home at the end of their shift.

## **CUSTOMER SERVICE THROUGH LOSS CONTROL**

In structural fire fighting, one of the key elements that define a fire department's commitment to quality service is its approach to the concept of "loss control." The purpose of loss control is to reduce or eliminate property loss and damage experienced by the customer during and following a fire. Loss control is a customer-oriented component of the Phoenix Fire Department's service delivery system that provides for the highest level of customer service. It places a high value on citizens' property (buildings *and* contents.) Every effort is made to assure that loss is minimized at every fire. This is accomplished through constant training, better equipment and a genuine concern for the value of others' belongings. Phoenix Fire Department members make every attempt to leave fire scenes better than they found them.

## **ORGANIZATIONAL STRUCTURE**

The Phoenix Fire Department is divided into six divisions, which are subdivided into sections. These divisions address the entire scope of departmental operations. The Divisions are Operations, Medical Services, Urban Services, Support Services, Administrative Services and Personnel Services. An Assistant Chief manages each Division. The organizational structure of the Department is flexible. It is not uncommon for the composition of the divisions to shift and for sections to be formed or merged as needed to address the department's evolving needs.

## **OPERATIONS DIVISION**

The Operations Division includes all emergency response functions, which are organized into five Fire Districts. It also includes the Deployment, Tactical Services and Aviation Sections.

### **Fire Districts**

The Phoenix Fire Department is divided into five emergency response Districts. A District Commander who works a 40-hour workweek and reports directly to the Assistant Chief of Operations manages each District. Each District Commander manages 8-12 fire stations and approximately 200 field personnel. During daily work hours, the District Commander responds to all working first alarm or greater incidents in his/her District and will assume the Senior Advisor Role. (Duty Deputy Chiefs provide after-hours and weekend coverage.)

The District approach to managing field response enhances communication, coordination of programs, and document processing throughout the Division. It also allows the Department to stay better connected to the local community and their specific needs. The District Commander concept also allows the Department to utilize a "cost center" approach in managing the budget. Each District Commander develops and manages his own annual budget for their District. They each initiate the purchase of supplies and equipment, then receive monthly reports that allow them to track expenditures, including salaries, overtime, commodities, etc.

Each Commander has an office located within the District. The District staff includes three Battalion Chiefs (one for each shift), a secretarial staff and payroll clerks. (The North District has recently been split into two battalions because of the large

geographical area covered by this District.) Captains within each District assist the Commander by serving as liaisons to other areas of the Department. Each District has a Training Officer, an Emergency Medical Services Liaison, an Urban Survival Officer, an Alarm Room Liaison, a Safety Officer, and a Fire Prevention Officer. Together, the District Commander, the Battalion Chiefs and the liaisons coordinate the delivery of services in their District. The District Commander concept is a constantly evolving management system.

## **Aviation Section**

The Phoenix Fire Department provides fire protection for Sky Harbor International Airport. Sky Harbor, as rated by the FAA, is a D-Index airport; however, the airport consistently provides the highest level (E-Index) fire suppression capability. Aviation fire companies respond to all fire, emergency medical and aircraft-related emergencies. Fire Station 19, located on the airport, averages between 12 and 15 calls per shift. The majority of calls are EMS-related. The station is staffed by 15 crewmembers, one Battalion Chief and a Field Incident Technician per shift. There is also a full time training officer and a full time secretary. A 40-hour a week Deputy Chief manages the Section.

### **Airport Apparatus**

One structural (paramedic) engine, one attack vehicle and three foam vehicles (one of which is equipped with a *snozzle*) are assigned to the airport. There are also two reserve foam trucks and a medical support truck. The reserve foam trucks are used to maintain the Index rating if another apparatus is out-of-service.

The Phoenix Fire Department developed the *snozzle* tool, a very popular and effective aviation fire suppression tool now used by many fire departments. The *snozzle* consists of an articulating, high GPM, 50-foot elevated boom nozzle and a high GPM penetrating nozzle.

The Department specifically designed the Attack truck for fighting interior fires in aircraft cabins. The Attack truck carries a four-person Basic Life Support (BLS) crew. It has a 500 GPM bumper nozzle, a hydro-chem nozzle, penetrating nozzles, and two hundred foot of both 1 ¾" and 2" hand line. The vehicle also has its own nighttime lighting on an 8-foot telescoping mast, its own power plant, and a 200-foot pre-connected hose reel Hurst Tool system. It carries 900 pounds of Super K dry powder extinguishing agent.

## **Deployment Section**

This Section includes the alarm room which serves as the Regional Dispatch Center.

### **Regional Dispatch Center**

The Phoenix Fire Department operates the Regional Dispatch Center. Through Automatic Aid agreements, Phoenix dispatches for 16 Valley Fire Departments. The Regional Dispatch Center was relocated in 1996 to the present site of the Fire Department Operations Center. The Center is staffed 24 hours a day, 7 days a week, 365 days a year. Peak staffing is matched to peak call volume. The minimum number of personnel on duty at any one time is seven. High activity periods will result in up to

15 consoles being staffed, with additional personnel serving as relief dispatchers. Each shift is assigned a Deployment Captain, a supervisor, a "lead" dispatcher, and at least five dispatchers filling the roles of incident takers, dispatchers, or tactical radio operators. Most shifts are 8-hour days, with 2 days off on a rotating basis. Several personnel are on four 10-hour shifts to assist in covering the busier times.

All dispatchers are certified Emergency Medical Dispatchers. The Dispatch Center provides medical self-help pre-arrival instruction to 911 callers. While fire department units are on route to the scene medical dispatchers provide emergency medical instructions over the phone. Utilizing pre-arrival medical instruction has saved many lives over the past two decades.

### **Automatic Aid**

The 16 cities that are part of the regional dispatch operation are dispatched as if they were a single fire department. Jurisdictional lines are not recognized. The closest appropriate unit to any emergency situation is dispatched without regard to city boundaries. Often, several departments work together on the same incident. All members of the regional dispatch consortium have agreed to follow the same policies and procedures for dispatch protocols and emergency scene operations. The Incident Management System is designed to fully integrate and support this mix of fire departments during incident operations. In the 1,000-plus square miles of the Phoenix Metropolitan area, automatic aid greatly enhances emergency response delivery for the over 200,000 emergencies annually.

### **Computer-Aided Dispatch**

In 1994, the Phoenix Fire Department implemented a major enhancement of its Computer Aided Dispatch (CAD) System. CAD II was jointly developed by the Phoenix Fire Department and PRC Public Sector, Inc., and it added many new features to the system that had begun operation in 1982. One of the most important features added was the AVL system and the ability to dispatch the closest response unit instead of dispatching units by first due areas. The CAD system tracks the location and availability of all emergency response units, then automatically assigns the closest appropriate unit to an emergency. It also records all response data. While considered state of the art when implemented, new technology can now provide further enhancements of the computer-aided system. Planning for CAD III has started.

### **AVL**

An Automatic Vehicle Location (AVL) System using satellite technology is an integral part of the dispatch system. The AVL System is able to continuously track the exact location of all emergency response apparatus, allowing for the dispatch of the closest appropriate available unit to the scene.

### **Mobile Data Computers**

The Phoenix Fire Department uses Mobile Data Computers to process information relating to an incident. Information relating to change of status and/or availability, tactical premise response, and directions are just a few of the informational pieces

relayed via mobile data computers. This information is displayed on a small screen located between the driver and unit Captain.

### **800 MHz Radio System**

The City of Phoenix has made the decision to convert the municipal radio system to an 800 MHz trunked system. The Fire Department is working with the citywide taskforce on design and implementation plans. The system is scheduled for implementation in September 2003.

## **Tactical Services Section**

The Tactical Services Section was implemented in August of 1989. Its primary mission is to assist the Department in preparing for major incidents. Today, Tactical Services manages four programs: Special Events Management, Operational Critique Management, Volume 2: Operational Procedures Management, and Disaster Planning.

### **Special Events Management**

Tactical Services coordinates, staffs and manages the Department's activities in providing medical support for City special events such as the Fiesta Bowl Parade, Sunday on Central, Fabulous Fourth, Cinco De Mayo, and professional sports events. Events are supported by activating Phoenix Fire Department Bike and Cart Teams, adding extra firefighters and paramedics on engines, establishing an Event Command Center and providing an expanded scene management profile in the event area. Tactical Services also coordinates details for visiting dignitaries.

### **Operational Critiques**

Every greater alarm incident receives a formal operational critique. Critique management is accomplished by listening to audiotapes, viewing videotapes, review of written firefighter accounts and tactical drawings and open discussion among responding personnel. The resulting evaluation allows managers to draw conclusions about the effectiveness of the response effort. Each critique is then catalogued and made available for further study. This program provides feedback for training and revising or developing tactical operating procedures.

### **Volume 2: Operational Procedures Management**

Volume 2 is the Department's Emergency Operations manual. It is the "play book" which contains all of the Department's Standard Operating Procedures. Tactical Services drafts, revises and implements procedures. The Volume has been adopted regionally and is used by all 16 departments participating in automatic aid with Phoenix.

### **Disaster Planning**

The Tactical Services Section also manages disaster planning for selected major emergencies such as earthquakes, floods, civil disturbances, and significant hazardous materials releases. Other activities include preparing for wildland fires and initiating the use of the Tactical Premise Preplanning capability. The Section was instrumental in designing and developing the new, state-of-the-art EOC located on the second floor of the Phoenix Fire Department's Operations Center. It is also the Fire Department's liaison to the EOC.

## **MEDICAL SERVICES DIVISION**

The Medical Services Division includes the following sections: Special Operations, Safety, Emergency Medical Services, Health, Fitness and Training.

### **Special Operations Section:**

This section includes Specialty Response Teams and the USAR Taskforce.

#### **Specialty Response Teams**

The Phoenix Fire Department Special Operations Section manages two major types of day to day specialty response. These types are 1) hazardous materials response and 2) technical rescue. Technical rescue covers confined space rescue, swift water rescue, heavy rescue, high angle rescue, palm tree rescue and helicopter rescue.

#### **Urban Search and Rescue Taskforce**

In response to several major domestic disasters, the Federal Emergency Management Agency (FEMA) established a national network of Urban Search and Rescue (USAR) task force teams. One of those teams is located in Phoenix and is composed primarily of Phoenix Fire Department members, most of whom are Special Operations team members.

FEMA/USAR task force members are trained in structural collapse, trench rescue and confined space rescue. Members are divided into four teams: the Search Team, the Rescue Team, the Medical Team and the Technical Team. The Search Team uses dogs, listening devices, Search-Cams and other technical search equipment to find victims buried under the debris of a disaster. The Rescue Team is skilled in rescue tactics and victim extrication. The Medical Team is responsible for the medical needs of all USAR team members. The Technical Team includes support specialists such as engineers, hazardous materials technicians, and specialists in heavy rigging, equipment, communications, and logistics.

Phoenix Fire Department USAR Task Force members have responded to the Northridge, CA earthquake, the Oklahoma City bombing and the Olympic Games in Atlanta.

### **Safety Section**

Five Safety Officers work with the Divisions to provide the following services: risk management planning; station, equipment and facility inspections; accident analysis and safety training. They also review Department procedures, work to ensure OSHA compliance and respond to emergencies.

### **Emergency Medical Services Section**

The Phoenix Fire Department is the sole provider of Emergency Medical Services (EMS) within the City of Phoenix. The Department has a long history of emergency medical service, going back to 1926, when it provided "inhalator" service to the community. In the 1950's, the Department trained all members to the American Red Cross Advanced First Aid level which was considered to be very progressive for that era of the fire service. In 1971, the first EMT's were certified and, in 1974, all members

completed EMT certification. The first paramedics were certified in December of that year.

The Phoenix Fire Department uses a fully integrated emergency response system, utilizing dual-role firefighters in the delivery of fire and emergency medical services. All firefighters are trained at least to the Emergency Medical Technician (EMT) level. Almost 400 have the additional training to be certified emergency paramedics.

The EMS Section provides tracking of both EMT recruit certification and re-certification of existing firefighters. These programs are currently provided through a local community college. In 2001, the Department will implement in-station multi-media computer refresher training. The training will reduce re-certification class time at the community college to only two days.

### **Paramedic Program**

In December 1974, the Department certified its first paramedics. In the late 1970's, the Department implemented the paramedic engine concept. All fire stations now have ALS (Advanced Life Support) capability through paramedics assigned to either Rescues (ambulances) or Engine companies. A four-member engine crew, which includes two paramedics, provides an efficient team of medical personnel for nearly all emergencies. Since any two positions of a four-member crew may be paramedics this allows paramedics to promote to Engineer and Captain positions thus reducing paramedic turnover. The Department has found this approach to be very cost effective. In January 2001, there were 362 members who were certified paramedics.

Paramedic practice in Arizona is regulated by the Arizona Department of Health Services (ADHS). The Department conducts its own paramedic-training program adhering to ADHS mandated standards. A local community college provides didactic instruction that runs 40 hours a week for 12 weeks. Paramedic instruction includes anatomy, physiology, pathophysiology, electrocardiography, medical and trauma disease profiles, obstetrical and neonatal emergencies, pharmacology, behavioral health issues, incident operations, vehicle extrication, and management and treatment modalities for medical and trauma patients. Clinical training lasts six weeks and is conducted at participating hospitals. Vehicular training lasts nine weeks and is provided on Phoenix's ALS engine companies. Students are also certified in Pediatric Advanced Life Support (PALS), and Advanced Cardiac Life Support (ACLS).

Paramedics are required by the State to be re-certified every two years. As part of the paramedic re-certification process, the Phoenix Fire Department requires that paramedics complete a two-day refresher course. The PFD Emergency Medical Services Division (EMS) provides this refresher course as a review of ACLS and PALS. Paramedics are re-evaluated on their skills and techniques. Phoenix has 24-hospitals and medical centers to which patients can be transported for care. Currently, there are five Level I Trauma Centers, three Pediatric Critical Care Facilities, and three Level III Neonatal Intensive Care Units. The State of Arizona utilizes both on-line and off-line medical directions to direct patient care, and Phoenix Fire Department has contracts with certain hospitals that serve as State certified base hospitals. Each base has a medical director and base hospital coordinator. Paramedics are assigned to a particular

base hospital and can patch directly to that base hospital for orders or to the receiving facility, if the receiving facility is a base hospital. PFD and the base hospitals conduct 12 continuing educational meetings a year at various locations.

## **Health and Fitness Section**

### **Health Center**

The fire fighting profession is physically demanding. Firefighters operate in hostile environments of extreme heat and toxic gases while dragging heavy hose lines or carrying heavy equipment. To promote good firefighter health the Phoenix Fire Department has offered annual physical examinations to its members for about thirty years. These physical examinations were previously performed by an outside facility specializing in occupational medicine. The examination was similar to that required of an insurance company and did not fully meet the needs of the physically demanding profession of firefighting.

In 1986, the Department significantly enhanced health care for its members by opening its own health clinic. Operating its own health center has resulted in better medical evaluations for members, readily available advice on maintaining health, excellent consultation on exposures and stress, vaccinations to protect against disease, and improved injury recovery and therapy programs. The Health Center utilizes a sports medicine approach to employee health and is the focal point for health and wellness education for the Department. Many of the fire departments in the Phoenix-Metropolitan area now contract with the Health Center for health maintenance services for their personnel.

The Health Center operates five days a week and is open ten hours a day. The Medical staff is provided through a contractual arrangement with a local hospital.

### **Wellness Center**

The Health Center also operates a wellness center for department personnel who are attempting to improve fitness, lose weight, stop smoking, and cope with stress or address other "quality of life" issues.

### **Community Assistance Program**

The Community Assistance Program utilizes volunteers (primarily interns from local colleges and universities), and Emergency Medical Technicians (EMT's). They provide crisis intervention services for the Phoenix Fire and Police Departments. The crisis teams respond to over 4,500 incidents annually including residential fires, cardiac codes, pediatric emergencies, homicides, sexual assaults, and suicides. These units respond 24 hours a day, seven days a week from selected fire stations throughout the City of Phoenix.

## **Training Section**

### **Recruit Training**

The Department is committed to an aggressive recruit-training program conducted at the Phoenix Fire Department Training Academy. Each recruit class has three phases.

Phase I is the initial 13-week academy. At the end of 13 weeks recruits are certified as NFPA Firefighter I and are assigned as probationary firefighters to the first of three fire stations. Probationary Management Officers supervise the District probationary training programs. The on-going probationary firefighter training is conducted at the individual stations by the company officers.

At the 6-month point of the probationary period, all probationary firefighters return to the Academy for three weeks of advanced Phase II training. The first several days of Phase II include testing and evaluation of skills and knowledge. The balance of Phase II training includes human and social skills training, driver training and training in rescue (ambulance) company operations. Following Phase II, recruits return to the field to two other stations to continue their probationary period.

At nine months, probationary firefighters return to the Academy for a one-day continuing education class and evaluations.

During the last week of the 12-month probationary period, these firefighters again return to the Academy for Phase III. Additional training, evaluation, and testing for NFPA Firefighter II certification occurs at this time.

### **On-going Training**

For Phoenix Firefighters, on-going training is intensive. Members attend continuing education training at the Training Academy, through District training programs or through Phoenix Fire Network (a weekly ½ hour televised class). Chief Officers conduct monthly simulations using computer-generated images. Specialty training is provided for members of the Special Operations Teams and for members assigned to Sky Harbor Airport.

Training is also provided for Chief Officers, Captains, and Engineers. Chief Officers are required to meet a minimum number of annual continuing education hours. Specialized academies are offered annually for members on Captain and Chief Officer promotional lists.

### **Regional Fire Library**

The Phoenix Fire Department maintains a regional Fire Industry Lending Library located at the Training/Special Operations Complex. The library contains several thousand technical and specialty videotapes and printed materials and is the one of a very few such resources nationwide. Departments that have limited resources use the library materials to augment their training programs. Members use the library to conduct research for classes they are designing or for college courses.

## **ADMINISTRATIVE SERVICES DIVISION**

The Administrative Services Division provides support functions for the Department. It includes the Fiscal Management, Emergency Transportation and Administration Services Sections as well as and Productivity, Performance Reporting, City Hall Liaison and Capital Improvement Program Administration functions.

## **Fiscal Management Section**

The Fiscal Management Section is responsible for all department budgeting and accounting. The Fiscal unit administers and coordinates the department's expenditures within the authorization of the operating and capital budgets.

This section's responsibilities include: budget documentation and preparation, payment of contractual service invoices, cash receipt and work order processing, emergency transportation services accounting, revenue estimates, constant manning and overtime analysis, and clothing store accounting and inventory control.

## **Emergency Transportation Services Section**

Prior to 1985, the Phoenix Fire Department relied on seven different private ambulance services to transport patients to hospitals. Overall, the average response times of these agencies were unacceptable. A desired 10 minute response time was met only about 50% of the time, and some responses took as long as 20 minutes. The City of Phoenix decided to use a single transportation service, and the Phoenix Fire Department was permitted to compete in the bid process. The Department was chosen as the provider, and in November 1985, the Phoenix Fire Department Emergency Transportation Service (ETS) was implemented.

Since implementation of the ambulance (rescue) service, response time has improved substantially to all areas within the boundaries of Phoenix. The service maintains a response time of less than 10 minutes 91% of the time, and in a majority of cases arrives on scene in less than five minutes.

Today's rescue transportation system is composed of 28 rescues---7 ALS rescues (5 full time and 2 part time) and 21 BLS rescues (14 full time and 7 part time). The rescues are staffed with paramedics and EMT firefighters responding from the fire stations.

The State of Arizona regulates ambulance service statewide and has a standardized fee rate schedule. State regulation imposes some of the service delivery goals (i.e. response time; staffing; training and fee for service). As of August 2000, the ALS transport base rate is \$396.51 plus \$11.05 per mile; the BLS base rate is \$295.07 plus \$11.05 per mile. The Fire Department provides over 4,000 transports a month. Billing for services has been contracted to a private sector medical billing vendor, but the ETS office performs a quality control and support function that has improved cash receipts well above the service delivery cost. The direct cost for emergency ambulance service is presently approximately \$7.2 million per year. Cash receipts total over \$14 million. The collection rate of adjusted accounts receivable varies between 65-72% annually.

## **Administrative Services Section**

This section provides general administrative support to the Senior Staff, prepares contracts, City Council Reports and Reports for Council Action, conducts special studies and analyzes proposed legislation.

## **City Hall Liaison**

The City Hall Liaison answers inquiries from the City Manager's Office as well as from the Mayor and City Council Offices regarding PFD activities and programs and also prepares a weekly report of Department activities for the Deputy City Manager.

## **Capital Improvement Program Administration**

A proposed citywide Capitol Improvement Program was recently developed through the 2001 Citizens Bond Committee. The proposed \$91 million, 5 year Fire Bond program includes 10 new fire stations, 2 replacement stations and the purchase of land for 3 additional stations. It also includes an 800-MHz radio system, a Public Safety Driver Education Facility, expansion of the Fire Training Academy and Fire Operations Center, and a joint Police-Fire helicopter. Also included are a traffic preemption system, a firefighter health and safety monitoring system, thermal imaging cameras and a mobile microwave broadcast vehicle. Training needs will be addressed by adding cable video teleconferencing ability, a video-on-demand library and an advanced computer graphics system. The citizens of Phoenix will be voting on the Citywide proposed Capital Improvement Program in the spring of 2001.

## **PERSONNEL SERVICES DIVISION**

The Personnel Services Division includes the Personnel and Payroll Section, the Recruitment and Testing Section, and the Performance Auditing Section.

### **Personnel and Payroll Section**

#### **Personnel**

The Personnel Section participates on the management negotiating team for the Memorandum of Understanding (MOU) with Firefighters' Local #493. It is also responsible for the implementation and management of the MOU. The Personnel Section also manages *Meet and Discuss Agreements* for Executives, Middle Managers, Supervisory and Professional personnel, and Confidential Office and Clerical personnel.

The Personnel staff ensures employee compliance with the Americans with Disabilities Act, the Family Medical Leave Act, and the Fair Labor Standards Act as well as with City of Phoenix policies, Personnel Rules and Administrative Regulations and Fire Department rules and policies. The staff also reviews all hiring and promotional practices.

The Personnel Section is the Fire Department liaison with the City Personnel Department, the Retirement Office and the Equal Opportunity Department. The staff is responsible for all disciplinary action, up to and including dismissal, resolution of labor disputes, grievances, EEO complaints and personnel law suits. The section is the custodian of records for the Fire Department and responds to as many as 600 subpoenas a year for Fire Department records and employee testimony.

#### **Payroll**

The Pay and Benefits staff is responsible for processing the payroll for the most complex payroll system in the City. To provide the most effective service to Fire

Department employees, a payroll clerk is assigned to three of the five District offices with four additional payroll staff members located at the Operations Center. This decentralization also allows for the majority of employees to conduct business without traveling to the Fire Operations Center. Payroll processing includes ensuring compliance with the Fair Labor Standards Act and all provisions of the MOU and *Meet and Discuss Agreements* that pertain to pay and benefits.

### **Recruitment and Testing Section**

The Personnel Control Officer is a Deputy Chief who works with the Deputy Chief of Training, the Personnel Officer and field personnel to manage recruitment and outreach programs and the promotional processes for Engineer, Captain, and Battalion Chief. He/she is the liaison with the City Personnel Department and R.O.M.P. (Recruitment of Minority Personnel) and report on the Department's Affirmative Action, EEO and ADA programs.

The Personnel Control Officer provides assistance to supervisors on progressive discipline, alternate dispute resolution and documentation. He/she participates as a member of the management MOU negotiating team and also assists Local #493 with personnel problems and procedural clarifications. The Personnel Control Officer serves as a Public Safety Pension board liaison and a member of the RBO Human Resource Committee. He/she is also responsible for managing Military leave program records and for processing subpoenas.

### **The Performance Auditing Section**

Performance auditors conduct comprehensive background checks on applicants for all firefighter and some civilian positions. They investigate allegations of employee misconduct and citizen complaints. They also perform seniority calculations for station assignments and vacation scheduling.

### **URBAN SERVICES DIVISION**

The Urban Services Division includes the Fire Investigations and Fire Prevention Sections as well as Community Involvement, Community Outreach and Corporate Communications. The mission of this Division is to create the safest environment possible by preventing harm from fire, physical, and environmental hazards.

Urban Services is committed to preventing death, injuries and property loss by teaching urban survival skills, consulting on fire and life safety issues, and providing intervention strategies. There is an emphasis on creating partnerships and building strong relationships with the community, outside agencies, and other divisions of the fire department to achieve objectives.

### **Customer Service**

Customers and Fire Department members are valued. Staff members are expected to meet or exceed the needs of customers by providing any service for which they have the knowledge, skills and tools. To Urban Services staff members, Customer Service is the quality service commitment made to customers, both within the organization and for

the citizens served. Staff members strive to be courteous and professional and to respond in a timely manner to all service requests.

To ensure a continuing high quality of customer service, focus groups that offer quick feedback and anonymous evaluations are used to measure end results. Suggestions are taken seriously and are helpful in assuring the continuous updating of Division programs.

## **Fire Investigations Section**

Since the Phoenix Fire Department does not have enough Fire Investigators to investigate all fires, it has focused its efforts on investigating suspicious fires or those in which deaths or serious fire injuries occur, first or greater alarm structure fires and fires for which the cause cannot readily be determined. Fire Investigators are trained and certified as specialty peace officers. A specially trained accelerant detection dog is also assigned to this section.

### **On-Duty Fire Marshal**

The On-Duty Fire Marshal (ODFM) position in Fire Investigations consists of three Battalion Chiefs, one per shift. The ODFM answers directly to the Deputy Chief of Fire Investigations and has responsibility for Investigations, Fire Prevention and Public Information functions while at emergency incidents.

The ODFM is dispatched on all first alarm or greater incidents in the City of Phoenix. The ODFM handles the Occupancy Services function by locating the party responsible for the fire occupancy and providing the owner/occupant with information regarding fire and loss control. The ODFM assists the owner/occupant with anything she/he needs to get back in business after the fire. Units responding to an incident may also call the ODFM to handle the media.

## **FIRE PREVENTION SECTION**

### **New Business Development**

The New Business Development Section is responsible for working with architects, engineers, contractors, business owners and managers, homeowners, and other City departments to assure that fire protection equipment is properly installed; that the handling, storage, and use of the materials associated with these buildings is safely managed and that processes are conducted in an approved manner.

To meet this mission members work with customers to solve problems prior to plan submittal by reviewing alternate methods and materials and identifying possible solutions to design problems. Plan reviewers verify compliance of construction documents and specifications with a vast array of codes and standards. Once plans are approved, Fire Prevention Specialists inspect installations against the approved plans and when problems are identified, work with customers to correct deficiencies.

### **Urban Survival for Business**

The Urban Survival for Business Section provides fire safety and prevention consultation for the Fire Operations Division and business owners throughout the City of

Phoenix. Guidance is provided for issues regarding interpretation and application of the Phoenix Fire Code for existing businesses.

Fire Prevention Specialists respond to requests for general fire inspections, service requests from citizens regarding possible unsafe conditions or fire code violations, and inspections for State licensed facilities. They also interact with other City departments to help citizens with code-related questions. Many of the Fire Prevention Specialists are trained in hazardous materials incident response and provide assistance to both fire crews and property owners at emergency scenes.

Additional duties of this section include: inspecting trade shows, fireworks and pyrotechnic special effects displays; testing and certification of pyrotechnic operators, blasters and transporters; testing and certification of fire protection equipment companies; updating the Division's operation manual; and coordinating training for the Fire Prevention Specialists.

### **Annual Facilities Permit Program**

The Fire Prevention Section is a partner in the Annual Facilities Permit Program (AFP) with the City of Phoenix Development Services Department (DSD). Currently, DSD has five facilities teams that provide plan review and inspection services to more than 145 member facilities at approximately one thousand sites. The Fire Department provides services with one Fire Protection Engineer and two Fire Prevention Specialists.

### **Partners in Prevention**

The Urban Services Division sponsors "Partners in Prevention" to bring together specific members of the business community and the Phoenix Fire Department to work toward the mutual goal of achieving a high degree of fire and life safety. Focused training sessions identify issues of concern to specific business sectors. Participants interact with both Fire Prevention and Fire Operations staff members to identify issues of mutual concern and provide solutions for the safety of their customers, tenants and employees. Success lies in an educational approach that emphasizes a shared participation in the responsibility for reaching these goals.

### **Special Hazards Unit**

Occupancies that store, handle, and use hazardous materials present a unique hazard to the employees, the community at large, and the firefighters who respond under emergency conditions. This unit evaluates safe handling and storage practices; educates fire companies regarding special hazards in their response area; and assists owners in meeting Federal, State, and local reporting responsibilities.

### **Administrative Services**

Administrative Services provides for secretarial support and records management for the Urban Services Division as well as providing the customer contact point for all permits, complaints, service requests and sales items not handled by the Development Services Department.

### **Fire Safety Advisory Board**

The Fire Safety Advisory Board is a citizens' group consisting of thirteen members who are residents of the City of Phoenix and represent various industries, trades and professions. The Board may make recommendations on matters pertaining to the Phoenix Fire Code or ordinance provisions and amendments. The Board also hears appeals to the decisions of the Fire Chief as part of the administrative hearing process. The duties and powers of the Board are advisory only.

### **Fire / Life Safety Volunteer Program**

Phoenix Fire Department Urban Services uses citizen volunteers to provide fire safety inspections for State licensed facilities such as day care centers and group homes.

## **Community Involvement Section**

### **Community Events**

Providing fire and life safety information to the public is a major component of the Community Involvement Section. Specially trained firefighters called Community Education Specialists coordinate and conduct a variety of events within Phoenix throughout the year. Presentations and appearances are provided in the spirit of preventing injuries of all kinds. Members of the community receive life saving information and skills in English and Spanish.

### **Urban Survival for Schools**

Urban Survival for Schools is an injury prevention program taught in elementary schools within the City. The K-8 curriculum, developed by the Phoenix Fire Department, teaches fire and life safety messages to children and adults. Students learn how to avoid life-threatening injuries and how to respond correctly in the event of an emergency.

## **Community Outreach Section**

### **Youth Firesetter Program**

The Youth Firesetter Program provides educational intervention and free counseling for youths that set fires and their families. Educational classes are held the first Saturday of each month at the Phoenix Fire Department Training Academy. Phoenix firefighters teach fire safety behaviors and discuss the consequences of fire setting. Counseling is made available to City of Phoenix residents. Specially trained mental health providers are available for the counseling portion of the program. A Citizen's Advisory Panel consisting of members representing a variety of youth-involved organizations meets quarterly. This panel of community leaders helps to determine the actions to be taken when responding to the needs of youth fire setters and their families. Community presentations are made to increase awareness of youth fire setting issues and available Fire Department resources. Historically, many fire setters are preschoolers. To meet this need, a workshop is held annually for preschool educators. Attendees receive ideas and materials to help in the fire and life safety education of preschoolers and their parents.

### **Senior Outreach Program**

The Senior Outreach Program provides prevention information on trips, falls, and fire safety. Agencies working with seniors receive training to increase their awareness of safety issues for this high-risk population. Working smoke alarms, escape plans and safety in the kitchen and bathroom are emphasized in training sessions and presentations to seniors. A coalition of agencies working on senior issues meets monthly to discuss concerns regarding senior safety issues.

### **Child Car Seat Distribution Program**

Motor vehicle crashes continue to be one of the major causes of death and disability of young children. The Phoenix Fire Department has established a car seat distribution and inspection/installation program for parents and caregivers. The distribution program offers car seats to low income families if certain requirements are met. Often, replacement seats are available for families involved in auto crashes. Specially trained firefighters offer car seat inspection services at various community events around Phoenix. Firefighters also educate parents about all aspects of safe driving.

### **Neighborhood Partnerships**

Neighborhood Partnerships focuses on Fire Department relationships within the communities that the fire stations serve. The goal is for each fire station to establish partnerships with the local neighborhood associations by attending meetings and responding to the needs of that particular community.

### **Corporate Communication Section**

The Corporate Communication section is responsible for informing, educating, and training Department members and the general public.

### **Public Information**

The primary responsibility of the Public Information Officer is to respond quickly to emergency incidents and act as a positive liaison with the news media. Providing accurate information in a timely manner is essential to media relations. The PIO also advises the media of important news events through the Media *All Call* System. Stories evolve from emergency incidents and include topics such as smoke detector usage, child car seat inspections, summer heat precautions and drowning prevention. These feature stories help get important messages to the public while providing an opportunity for building strong media relations.

### **Phoenix Fire Network**

The Phoenix Fire Network (PFN) broadcasts over its own cable network to all Phoenix fire stations and to neighboring fire department stations that are part of the regional dispatch system. The training network allows the Department to efficiently deliver ongoing training in a very cost-effective manner. In January 2001, the Department began broadcasting 24 hours per day. PFN produces two regular television shows. One show, a weekly half-hour closed circuit television program called *Fireline*, provides quality education, training, and information to PFD members. The other show that PFN produces is called *Fireworks*. It is broadcast to the public on Phoenix Channel 11. This show provides information and advice to the public on safety issues. In addition to the

regularly produced programs, PFN also broadcasts a variety of other training programs. Incident critiques, the latest procedures and current events are discussed in a timely and consistent manner. Emphasis is placed on discussing recent incidents that have occurred in the Phoenix Metro area and across the country. Safety and customer service are an integral part of the information exchange. PFN also provides support and video services for other divisions within the Phoenix Fire Department.

### **Photography**

The Photography staff's responsibilities consist of responding to emergency incidents in a timely manner and taking photographs of the event. Extensive files are maintained for public information and for use at seminars, classes and training.

### **Publications**

The Publications staff produces the Fire Department's employee newsletter, *Poop Deck*; a wide array of desktop-published products; and the Phoenix Fire Department's Home Page on the Internet. The staff provides printing and graphic production support for all sections of the Department. Computer systems are used to produce a full range of design/layout services and camera-ready artwork.

### **Mapping**

The Mapping Section assists field personnel by creating all mapping and routing documents. The three member Mapping Team produces charts, tactical drawings of incidents, technical drawings of apparatus, gates and fire stations. The team creates maps of first due response areas, station locations, City Council Districts, etc. Mapping also assists with the creation of specialty items such as posters, fliers, and safety drawings.

## **SUPPORT SERVICES DIVISION**

The Support Services Division includes the following sections: Resource Management, Purchasing and Warehouse, Research and Planning, Fleet Equipment Management, and Field Services.

### **Resource Management Section**

The Resource Management Section provides services such as providing protective clothing, purchasing and warehousing, product research, apparatus fleet management, and mail and photocopy services.

#### **Uniform Store and Protective Clothing Supply**

A Uniform and Protective Clothing Supply store is located at the Fire Operations Center where Phoenix Fire Department members purchase their uniforms and receive protective clothing. (Members receive an annual uniform allotment as negotiated through the M.O.U.) Uniform shirts are custom printed with the member's name and rank. Although uniforms are purchased by firefighters from an annual uniform allowance, there is no cost to the firefighter for safety equipment.

## **Purchasing and Warehousing**

Resource Management processes all Fire Department purchasing requests. The staff utilizes standing contracts or internal purchase orders to procure supplies. The City's centralized Purchasing Department processes larger purchases. All Fire Department purchases are delivered to Resource Management. They are checked in and then passed on to the section or station that placed the order.

A downtown warehouse located within Resource Management stores most of the commodities used in the fire stations and on emergency scenes. The items in stock range from knives and forks to pike poles and oxygen masks. Supplies are delivered to the station on a monthly basis. Emergency medical supplies are delivered directly to fire station EMS supply lockers through a biweekly *just-in-time* program.

## **Planning and Research**

Research on protective clothing materials and equipment, testing of new, safer materials, and the development of purchasing specifications for important safety equipment is an ongoing process.

## **Fleet Equipment Management**

The Department manages a fleet of over 400 vehicles and their equipment - including engines, ladders, rescues, ladder tenders, staff vehicles, and specialized apparatus.

The three primary emergency service delivery vehicles are engines, ladders, and rescues. An engine, also known as a pumper, transports four to five firefighters, water, hose, medical equipment, fire fighting tools, and a pump. Ladders transport four to five firefighters, fire fighting tools, medical equipment, and a ladder or aerial device that allows firefighters to reach the upper floors of buildings. Rescues, also known as ambulances, transport two firefighters, medical equipment, and fire fighting equipment.

Phoenix Fire Department also uses an apparatus called a "ladder tender". The ladder tender was developed to decrease mileage and wear and tear on the senior ladder fleet by providing an alternate response vehicle when an aerial device is not needed. The ladder tenders respond to calls such as medical emergencies and special rescues while the "senior ladders" are utilized for structural fire response.

Phoenix Fire Resource Management staff provide apparatus support services, excluding mechanical maintenance. Another City department, Public Works, Equipment Management Section, provides those services in a Fire Department facility.

The labor/management process is utilized to plan for new purchases of equipment and apparatus, evaluate new products, develop training and procedures for new equipment, and the assignment of resources.

Specifications for new vehicle purchases are closely coordinated with the City Equipment Management Division. Managers in Resource Management and Equipment Management meet monthly to coordinate work efforts.

The Department's complement of fire fighting and EMS tools are maintained by members of the Resource Management staff with individuals dedicated to water appliances, hose, motorized equipment, self-contained Breathing Apparatus, and other types of equipment.

A Fire Engineer on duty 24 hours a day acts as the Department's "service manager" coordinating the movement of apparatus in the field, preventive maintenance, repairs, and breakdowns.

### **Mail and Photocopy Services**

Staff assigned to Resource Management performs all internal mail deliveries and interface with the City mail system and other mail and package services.

Resource Management staff performs all internal photocopy services for large jobs, such as reproduction of training materials and standard operating procedures.

### **Field Services Section**

A Chief officer assigned to Field Services coordinates the construction of new Fire Department facilities. Members of the Field Services staff also provide for the maintenance, repair and remodeling of all existing facilities.

In May and June of 1997, the Fire Department moved into the new administrative and support facility, The Fire Operations Center. The facility houses Administration, EMS, Emergency Transportation, the Fire Department Health Center, Urban Services, Community Involvement, Mapping, Resource Management, Payroll, Tactical Services, the Phoenix Fire Network, and many other Fire Department functions.

### **Technical Services Section**

The Technical Services Section staff maintains Fire Department information management systems as well as infrastructure for computer-aided dispatch, automatic vehicle location and the mobile computer system. All technical services are also provided to the 19 automatic aid cities.