

# **GLENDALE FIRE DEPARTMENT**



## **COMMUNITY BASED STRATEGIC PLAN**

**2015 - 2020**

## *Table of Contents*

Executive Summary	1
External Stakeholder Input	2
City Council Key Priorities	6
Organization Values and Core Competencies	7
Department Mission, Vision and Goals	9
Core Services and Efficiencies	10
Core Service #1, Fire Prevention and Public Education	11
Core Service #2, Fire Suppression	12
Core Service #3, Emergency Medical Services	14
Core Service #4, Special Operations	15
Core Service #5, Crisis Response	16
Administration and Logistical Services	17
SWOT Analysis and Needs Assessment	19
Continuous Improvement Plan	27

## *Executive Summary*

The feedback received from participants in the Community Based Strategic Planning workshops is valued as a guide for planning services that fit the priorities of the community. It is consolidated into this document.

This plan is a strategic analysis of the department's services and objectives. It is a joint effort between the community and the department, in compliance with the Commission on Fire Accreditation International

The following factors are key to the success of the plan:

- ✚ Incorporate community feedback into the strategic planning process
- ✚ Present the Community Based Strategic Plan to the City Council for approval
- ✚ Keep the City Council apprised of compliance with the Plan
- ✚ Monitor performance annually and inform City Council of gaps in operational capabilities and capacity
- ✚ Conduct industry research to track emerging enhancements to emergency service delivery
- ✚ Update community input every three years

The department's five core services continue to form the framework for all fire and life safety functions provided to the community. These services align with department goals and City Council Key Priorities. The City of Glendale's organizational values are communicated to all personnel and are the foundation of the performance evaluation process.

The SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) included in this Plan, conducted for the 2015 Public Safety audit commissioned by the City Council, provides insight into various gaps in operational capabilities and capacity that will be considered during the tenure of this plan.

Continuous improvement planning is a core competency of fire department accreditation, to identify and address gaps and variations in service delivery. The department's business practice changes focus on enhancing services and meeting the demands of an increasing call volume.

## ***External Stakeholder Input***

Three community workshops were conducted to gather diverse customer feedback on fire department programs and services to develop a Community Based Strategic Plan. Feedback received from the workshops is incorporated into this Plan.

The workshop process consisted of five components:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.

### **Define the Programs**

Division heads conducted presentations of their respective divisions to define the programs provided to the community. The resulting citizen commentary was tabulated, compiled into a summary report and presented to City Council.

### **Service Program Priorities**

Emergency Operations (1<sup>st</sup>), Emergency Medical Services (2<sup>nd</sup>) and Crisis Response (3<sup>rd</sup>) received the three highest priority rankings. Public Education ranked 4<sup>th</sup> in priority, followed by Emergency Management (5<sup>th</sup>) Fire Prevention (6<sup>th</sup>) and Special Events (7<sup>th</sup>).

### **Customer Expectations**

1. Professionalism at highest level – Examples include: enhancing their chosen career path to be the best trained, use judgment for providing excellent service, possess the ability to recognize being sympathetic to customers (e.g. raising level or lowering expectations) versus being empathetic to customers (e.g. stepping back and evaluating both) to deliver excellent service.
2. Remove biases and do the right thing. (e.g. Same delivery of service in every neighborhood/equity in service).
3. Efficiency – Do you deliver the most efficient model? (e.g. Are there other response vehicles that can be used to be more efficient?).

4. Should not have to worry about response times and consistently high level of service due to training/equipment/personnel – (e.g. McDonald's® delivers same product no matter where).
5. Important to have enough behavioral health specialists to respond.
6. Positive image on and off the job.

### **Customer Concerns**

1. Make sure that we advance to next level of emergency medical service delivery. Provide support and funding to make sure that this happens.
2. Make sure that budget is not restricting ability of department to move forward. Find funds for public safety.
3. Develop a lock box program for physically challenged individuals or others that may need emergency access. Also need to develop a protocol or standards. Make this information easily accessible.
4. Growth of city west of the A101 to the A303 corridor. Make sure that a 5-10 year plan includes resources for service in those areas including the budget.
5. Assure that service delivery is adequate throughout all areas of the city.
6. Start non-profit to create funding that may relieve burden to tax payers.

### **Positive Customer Feedback**

1. Department is top notch.
2. Was unaware of all services that department provided. Was very impressed.
3. Very professional and good with kids. Very supportive.
4. Crisis response is a fantastic program that I was unaware of.
5. Pride of individual firefighters shines through and quality job.
6. Relationship with Luke Air Force Base is second to none.
7. Understand how busy the department is.

8. Paramedics at the stadium provide great service above the call of duty.
9. Fire department always on the spot and available for needs including special events in the city.
10. Did not know how busy the stations are.
11. Public image is great both on and off duty.
12. During a ride-a-long, a professional and positive attitude was displayed even though working with older reserve equipment.
13. Maintain citizen feedback process.
14. Maintain automatic aid.
15. Maintain HALO program.
16. During a “ride-along” was very impressed with medical knowledge of personnel. Also impressed with the range of interim treatments and procedures that they are authorized and trained to administer.

# ***CITY COUNCIL KEY PRIORITIES***

The Fire Department endeavors to satisfy the key priorities of the City Council

## **2015-2016 Key Priorities**

- **Transparency** in all we do as City Council members in order to continue building trust with the community, staff and each other as a policy body. The openness of policy discussion is also reflected in the variety of rules and guidelines adopted by the City Council with the obligation that all adhere to that guiding principle.
- **Fiscal Sustainability** is always a standing goal for the City as a matter of course. It rises to a Key Priority level in the face of major fiscal concerns and recovery strategies. The 2015 – 2016 Budget will move the City in a very positive direction toward sustainability.
- **Economic Development** is acknowledged as a key element of fiscal sustainability. It could easily be a subset of that priority. However, the level of significance of a strong economic development effort is seen by the City Council as an item that warrants its own special focus for policy level support. This is a critical component of the fiscal recovery process.
- **Signature Events** are seen as defining elements for Glendale’s regional identity. Failure to present expected celebrations that have long drawn crowds to downtown Glendale will have substantial impact on the community well-being, economics of shop owners and ability to attract commerce. This will require the City Council attention to the policies needed to encourage long planned Centerline activity to expand the capacity of downtown.
- **Creative, Innovative, Efficient Systems** and processes will continue to gain the highest level of service given the limitations of budget capacity. Staff talent and comment will continue to be the critical element of customer service despite difficult financial challenges.
- **Continuous Business Policy Improvement** to assist Mayor and City Council in establishing policy necessary to continually improve the business and citizen attraction to the downtown core and Centerline.
- **Public Safety** – Prepare a five-year Public Safety plan to ensure public safety capacity to provide a level of service that is consistent with the needs of the community, the budgetary capacity and the standards of performance in generally acceptable national guidelines. Encourage innovation and the application of creative new approaches, where necessary and applicable.

## ***ORGANIZATION VALUES AND CORE COMPETENCIES***

The City of Glendale's organizational values and core competencies provide the foundation from which the Fire Department builds a credible, caring and community-oriented workforce. Each employee's performance evaluation and performance goals are tied to these core competencies.

**Customer Service:** It is our duty to deliver excellent customer service while responding to the needs of our citizens while providing quality fire and life safety services. That extends to the needs of other groups such as employees, other departments, city leaders and elected officials and businesses. In all areas ranging from emergency incidents to providing public education, meetings with business partners and other city departments' customer service is a daily commitment. We are proud of our reputation of excellent customer service and we guard that trust through our practice of meeting or exceeding our customer's expectations, each and every time.

**Decision Making:** Decision making within the Fire Department comes at all levels. Field personnel are tasked with being quick and confident thinkers at all times. In administration, decision-making and innovation are utilized by merging administrators, support staff and field personnel for various projects. When preparing to go before Council and/or the public, a variety of decision makers from all levels participate in creating, coordinating and implementing the process. Through this mechanism, we move forward with the confidence that the decisions made are in the best interest of our primary customers, the citizens of Glendale.

**Futuristic Thinking:** Being one of the busiest fire departments in the state of Arizona requires futuristic thinking to ensure that fire stations are planned and located in areas of high growth and demand. Development of a four year needs assessment for the department was the starting point for ensuring future needs of the community will be met.

**Political Savvy/Sensitivity:** The Fire Department interacts with City Management and Elective Officials on a regular basis to address questions, concerns and needs. Through proactive communication the Fire Department is building relationships with key people ensuring life safety services are a top priority.

**Teamwork:** Working as a whole with diverse needs is the foundation for the Fire Department. This is performed 24 hours a day, 7 days a week, from working and living together in the field, sharing information, ideas and needs in administration to crossing over from the field to the office. All members of the Fire Department are encouraged and expected to have knowledge about one another's jobs and daily functions.

**Creativity and Innovation:** Being in the life safety business and being an accredited Fire Department requires a constant review of the way we do business internally and externally. Weaving creative strategies into our regular business enhances the community through public

education, response times and customer service. The Fire Department has enjoyed success in regional partnerships, public/private partnerships and instituting service delivery programs utilizing citizen volunteers. All of these reflect creative and innovative solutions to funding and resource challenges.

**Continuous Learning:** The Fire Department encourages continued learning from first responders who have opportunities to achieve specialty skills to administrators and support staff who are encouraged to increase their leadership and developmental skills through classes, seminars and other training. A culture of education and development has been established through the departments hiring and promotional practices.

**Communication:** The Fire Department communicates internally and externally in a variety of formats including the written and spoken word. Specific ways of business include sharing the Significant Activity Reports, “SARs” (high priority calls) with the department, city leaders and elected officials, the department’s Webpage where employee news, departmental accomplishments and events/incidents are highlighted. We are committed to internal communication and continue to evolve processes and procedures to enhance this practice as our department grows with our community.

**Managing Diversity:** The Fire Department embraces the differences among us as assets in the field, in administration and when working within the community. We value and look for opportunities to build a strong, diverse and balanced work force that is reflective of our community and the future of the fire service. The department is committed to ensuring a diverse and able workforce that mirrors its values, practices and policies.

# ***DEPARTMENT MISSION, VISION AND GOALS***

## **Mission Statement**

### **FAST**

Rapid Response to Customer Needs

### **CARING**

Caring Service for Everyone

### **INNOVATIVE**

Innovative Efforts to Save Life and Property

### **PROFESSIONAL**

Professional Performance at all times

---

## **Vision**

The Fire Department's primary mission is the protection of life and property, attentive to the changing needs of the community. The department delivers top quality services to the citizens of Glendale in an efficient and cost effective manner that exceeds customer expectations. Emergency staffing and response standards are established and documented in the department's Standards of Cover. The department aspires to the staffing and response standards defined in National Fire Protection Association (NFPA) Standard 1710.

---

## **Glendale Fire Department Goals**

1. Prevent and reduce the loss of life and property within our community through fair and consistent fire code management.
2. Reduce the loss of life and property within our community through pro-active public education programs.
3. Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
4. Prepare for catastrophic events and minimize risk to our community.
5. Reduce impact of pain and suffering within our community through crisis intervention and response.
6. Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.

## ***CORE SERVICES AND EFFICIENCIES***

The Glendale Fire Department has five core emergency services:

**1. Fire Prevention:**

Inspection, Investigation, Plan Review, Code Adoption, Public Education, Youth Firesetter Intervention

**2. Fire Operations:**

Fire Suppression, Search and Rescue, Rehab

**3. Emergency Medical Services:**

Advanced Life Support, Basic Life Support, Contract Ambulance Transport Services, Low Acuity Response

**4. Special Operations:**

Hazardous Materials, Technical Rescue, Wildland Firefighting

**5. Crisis Response**

Fire Prevention and Public Education are pre-emptive services that help prevent fires from occurring and promote health and safety awareness in the community. Fire Operations, Emergency Medical Services and Special Operations are response services that mitigate emergencies when they occur. Crisis Response is the social service component of emergency response that helps victims begin the recovery process.

The department's Administrative and Logistical functions support these core services and ensure an optimum level of public protection.

### **Service Analysis and Assessment**

The fire department utilizes data to measure the effectiveness of service delivery in all program areas. Measuring service effectiveness and efficiency is accomplished through data analysis and the annual self-assessment process. Dispatching provided through the Phoenix Regional Dispatch Center supplies the incident and response data needed to measure emergency operations effectiveness. Fire investigation data enables the analysis of fire loss, cause and origin. Public Education statistics, and pre and post-test data measure the effectiveness of safety education classes delivered to the community. Training data monitors the skill development and safety education of firefighters. And a wide variety of data resources are used to conduct the community risk assessment.

Continuous accountability is further promoted by the department's quarterly reports, providing an opportunity to present program activities, validate goals and objectives, and discuss gaps in service efficiencies.

## **Cooperative Labor Management Process**

The fire department draws on the combined expertise of representatives from both labor and management to provide quality services. All facets of emergency service delivery are discussed at regular labor/management meetings to ensure that all levels of the organization are informed of the issues affecting services. This cooperative relationship is a valuable asset in implementing change in the department and ensuring that its members have a voice in shaping the future.

---

### ***CORE SERVICE #1: Fire Prevention and Public Education***

#### **Fire Prevention, Inspection and Investigation**

The department's fire prevention, inspection and investigation programs ensure Glendale businesses, construction sites, hospitals, care homes, entertainment venues and public events conform to the city's adopted fire safety codes. These pre-emptive services are coordinated by the Fire Marshal and one assistant who oversees and regulates the work of six inspectors and one plans examiner.

While it is impossible to eliminate structure fires altogether, fire prevention in all of its forms helps to control the number of accidental fires and helps prevent fire injuries.

Fire Prevention ranked 6<sup>th</sup> in priority in the Community Based Strategic Planning workshops. However, this pre-emptive service is essential to the safety of the community and will continue to be a vital core service.

#### **Public Education**

A variety of educational programs provide fire and life safety learning opportunities. The education program is managed by one coordinator who plans, develops and delivers educational programs each year for children and adults, manages the department's elementary school Fire Pal program, teaches Youth Firesetter awareness to local school faculty, staff and parents, and much more.

The department's Youth Firesetter Program serves the West Valley, and is the program referred to for all court-ordered firesetter interventions. The course is a vital deterrent to youth-set fires, by targeting children ages three to seventeen who engage in fire play. It addresses fire curiosity, fire experimentation and firesetting, and shows the consequences of this dangerous and destructive behavior. The lessons cover fire safety, fire science, burn injuries, the consequences of firesetting, making wise choices, and Arizona Arson and Fireworks Laws. The program includes a parent education component to get the families involved in correcting this behavior.

Safety awareness events draw large numbers of participants. April Pools Day features water safety education and a mock drowning scenario at a local community swimming pool. Operation Prom/Grad stages car accident scenarios at high schools to deliver driver safety education. The Fire Safety Trailer is an important resource for teaching home and kitchen safety, crawl low

under smoke, home escape planning, etc. The grant-funded model-home-on-wheels is celebrating its 24th year of operation, opening its doors to thousands of visitors each year.

Public Education ranked 4<sup>th</sup> in priority in the Community Based Strategic Planning workshops. It was the highest ranked non-emergency service and will continue to be a core service.

## ***CORE SERVICE #2: Fire Suppression***

The National Fire Protection Association (NFPA) and the International Association of Firefighters (IAFF), are in agreement on the most efficient and prudent level of staffing for fire operations. In Glendale, all engines and ladders are staffed with crews of four firefighters, including two paramedics, and each crew member is responsible for a predefined fire ground function, known as critical tasking. Critical tasks are analyzed in the Standards of Cover.

### **Engine Company Functions:**

- Search, rescue, and treatment
- Stretch hoselines
- Operate nozzles
- Pump hoselines
- Loss control

### **Ladder Company/Tender Functions:**

- Search, rescue, and treatment
- Ventilate
- Forcible entry
- Raise ladders
- Provide access/check fire extension
- Utility control
- Provide lighting
- Operate ladder pipes (aerials and platforms)
- Perform overhaul
- Extrication and Loss control

To accomplish these mission-critical functions requires a minimum of four, fully trained and equipped firefighters on each unit. Adequate staffing on-scene minimizes damage resulting in decreased property loss from fire, heat, smoke and water. The number and types of units dispatched to a fire scene is defined in NFPA 1710, and managed by the Regional Operations Consistency Committee, ensuring adequate coverage and safety at the incident.

Fire Suppression ranked as the number one priority service by the participants in the Community Based Strategic Planning workshops.

## **Platoon Staffing Model**

NFPA 1710 and the U.S. Fire Administration recommend 24-hour emergency coverage to ensure proper fire protection. Glendale does this using the platoon, 3-shift staffing model (24-hours-on, 48-hours-off), working an A, B and C shift calendar. To staff all emergency response units in Glendale, this model requires 57 personnel per 24-hour shift, plus 12 to cover Kelly Days and sick/vacation leave on each shift.

## Automatic Aid

Glendale participates in the Phoenix Regional Dispatch System, enabling our community to receive additional emergency coverage from neighboring departments when needed. Without automatic aid Glendale units would be solely responsible to furnish every unit to every Glendale incident. By sharing response coverage across political borders, Valley fire departments are able to capitalize on each other's equipment and staffing, which helps to minimize costs while maximizing coverage. The proximity of our automatic aid partners is a factor in Glendale's Insurance Service Office rating of "2."

Glendale receives state-of-the-art dispatch service from a single, jointly funded dispatch and communications center located in Phoenix. The shared cost of operating the center is prorated according to use, enabling each participating city to reap the full benefit of the service without paying the full cost, or equipping, maintaining and staffing separate, satellite dispatch centers. The central dispatch concept ensures seamless interoperability, eliminates redundancy and enables the "closest unit" dispatch protocol.

It should be noted that relying on neighboring communities to supplement services is a two-edged sword. While the automatic aid resources are a definite benefit, the *primary* mission of neighboring stations is protecting their own communities, not ours. The decision to move or close a station or redeploy resources can be made at any time, exposing affected Glendale neighborhoods to unplanned service gaps and response delays. Relocating Glendale units to make up for the loss in automatic aid coverage would set off a domino effect of diminished services citywide.

### ***CORE SERVICE #3: Emergency Medical Services***

The National Fire Protection Association (NFPA) and the International Association of Firefighters (IAFF) are also in agreement on the most efficient and effective level of staffing for Emergency Medical Services (EMS). What's more, a 2010 study conducted by the National Institute of Standards and Technology clearly demonstrated a crew of four first responders with two paramedics on-scene is the most expedient and efficient means of delivering advanced emergency medical services. All Glendale companies are staffed with crews of four firefighters who are each certified at the Emergency Medical Technician (EMT) level, and two of the four are also certified at the Advanced Life Support, Paramedic level. This is in accord with the staffing level prescribed in NFPA 1710. The training required for these personnel is regulated and certified through the State of Arizona Department of Health Services.

Each crew member is responsible for a predefined emergency scene function, known as critical tasking.

#### **EMT Level Functions:**

- Airway Maintenance
- Ventilation
- CPR/CCR
- Hemorrhage Control
- Splinting of Fractures
- C-Spinal Stabilization
- Splinting of Fractures
- Blood Pressures and Pulses

#### **Paramedic Level Functions:**

- Any of the Prescribed EMT Functions
- Hospital Patch and Communication
- Invasive Medical Procedures
- Cardiac Defibrillation
- Administration of Medications/Solutions
- Intubation/Ventilation Devices
- Other Procedures Prescribed by Medical Control
- Patient Charting and Documentation
- Patient Protection and Transport
- Continuous Treatment During Patient Transport

The EMS program continues to explore new and innovative developments in medical service delivery, including the deployment of low acuity, behavioral health and nurse practitioner services. These were recommendations made by participants in the strategic planning workshops.

Fire Emergency Medical Services ranked #2 in the Community Based Strategic Planning workshops.

### **Contract Ambulance Services**

Ground and air ambulance transportation in Glendale is provided through public/private partnerships. Dedicated ambulances are stationed strategically in the city and an AirEvac helicopter staffed with fire department paramedics is based at Glendale's municipal airport. Ambulance performance is evaluated quarterly to ensure compliance with contract specifications.

### ***CORE SERVICE #4: Special Operations***

The department's Special Operations function began over twenty-five years ago with the creation of the Hazardous Materials Division. This core service has grown significantly over time as the level of community need and hazard awareness has increased.

The Special Operations Division is the department's primary recipient of federal homeland security grant funding, which supplements the cost of technical training, disaster drills, detection devices, tools and equipment, and personal protection gear. The investment of federal dollars supports the department's participation in the national Urban Area Security Initiative for Weapons of Mass Destruction and the department's Metropolitan Medical Response System capability. Special Operations functions encompass the following:

- Hazardous Materials Evacuation
- Hazardous Materials Decontamination
- Natural Gas Emergencies
- Mercury Releases
- Radiological Hazards
- Radiological Decontamination
- Flammable Liquid Incidents
- Hazardous Materials Special Considerations
- Monitoring Atmospheric Conditions
- Clandestine Drug Laboratories
- Confined Space Rescue
- Trench Rescue Operations
- High Angle/Rope Rescue
- Water Rescue
- Structural Collapse Operations
- Tree Rescue Operations

Special Operations (Hazmat and Technical Rescue) ranked 3<sup>rd</sup> in the Community Based Strategic Planning workshops.

### ***CORE SERVICE #5: Crisis Response***

The CR program is staffed by two paid personnel. They manage teams of volunteers who work an A, B and C shift rotation, responding to incidents dispatched through the automatic aid system. Staffing includes the program manager who coordinates all of the division's activities; and a social worker who supervises the volunteer personnel and interns. The department's crisis canine is an additional resource in victim assistance. In addition to providing victim assistance at emergency scenes, CR staff and volunteers participate in community activities and safety awareness campaigns.

Crisis Response ranked 3<sup>rd</sup> in the Community Based Strategic Planning workshops.

---

## *Administration and Logistical Services*

### **Administrative Support**

The administrative function is directed by the fire chief, two assistant chiefs and the fire marshal who oversee the five core services of the department. Administrative Deputy Chiefs and their staffs conduct the day to day business of the department. Their roles and functions are essential to the department's mission.

### **Logistical Support**

Logistical services staff keep the stations supplied and the equipment in prime condition. The division is managed by one deputy chief who supervises the work of six personnel who deliver all aspects of logistical services. The fleet manager coordinates the upkeep of all emergency response vehicles and heavy support trucks, and a collection of light duty vehicles, trailers and other motorized equipment.

### **Firefighter Health and Safety—Glendale Health Center**

Occupational Safety and Health Association (OSHA) regulations require, at minimum, a pre-employment physical, along with annual physicals for all personnel who wear breathing apparatus. The department provides firefighter physicals annually to monitor health and control the incidence of injury. OSHA-mandated fit testing of breathing masks is included in the annual health screening to ensure that all firefighters are fit tested, and the department remains in compliance with this OSHA requirement. The facility is managed by one deputy chief officer who coordinates the day to day operation of the center.

### **Firefighter Training**

The safety measures recommended by NFPA 1521 focus on hazards specific to the fire service, including scene safety, infectious control, vehicle accident prevention, safe equipment operation and other risk management measures. Each of these disciplines is covered in the training curriculum at the Glendale Regional Public Safety Training Center (GRPSTC). The training program is managed by one deputy chief who directs a staff of 1 training captain and other recruit training officers as assigned.

GRPSTC safety training is supplemented on each shift by the Incident Safety Officers (ISO) who monitors the fire ground for changing conditions, and remains vigilant for developing hazards. Each shift is staffed with three ISOs, who are part of the Incident Command structure. ISO functions include:

- Monitor conditions and activities during operations and take appropriate action to mitigate perceived risks.
- Monitor and report status of risk conditions to the Incident Commander.
- Ensure the establishment of Rehab Sector.
- Ensure the Personnel Accountability System is being used.
- Monitor accessibility of entry and egress of structures undergoing interior fire operations.
- Receive an Incident Action Plan from the Incident Commander, and provide a Risk Assessment of incident scene operations.
- Ensure the establishment of safety zones, collapse zones, hot zones, and other hazard areas. Communicate these to all members present.

- Evaluate smoke and fire conditions and advise the Incident Commander of potential flashover, backdraft, blow-up, or other threatening conditions.
- Evaluate traffic hazards and apparatus placement. Take appropriate actions to mitigate hazards.
- Monitor radio transmissions for missed, unclear, or incomplete communications.
- Communicate to Incident Commander the need for scene assistance based on need, size, complexity, or duration of the event.
- Survey and evaluate the hazards associated with a helicopter landing zone and interface with the helicopter crew.
- Ensure that a Rapid Intervention Crew is available and ready.

# ***SWOT ANALYSIS AND NEEDS ASSESSMENT***

*The following SWOT Analysis and Needs Assessment was conducted in conjunction with the 2015 Public Safety audit commissioned by the City Council.*

## ***Fire Prevention/Personnel***

### **Strengths:**

The quality of personnel we have retained through the recession is the Divisions biggest strength. The dedication to public / customer service allows us to develop and enhance relationships with citizens, business owners and developers. Employing the caliber of people who understand the challenges within our City Government and remain willing to do more with/for less is crucial to our success.

### **Weaknesses:**

Insufficient staffing levels exist to fairly distribute workloads and provide timely inspection service to the community. Insufficient budget to acquire new technology and fully implement efficiencies based on our recent task time and personnel utilization study.

### **Opportunities:**

Continue to request local, state and federal grant assistance to fund new technology.

### **Threats**

The focus on special events across the city has negatively impacted routine fire and life safety programs. As this activity grows, so does the work load for fire plan review and fire prevention inspections. However, we are unable to fulfil staffing needs, overtime budget increases and equipment needs to accommodate. Prior to 2007, special events activities were limited with regard to staff time commitment. Today, special events has become the second most time impacting function within fire prevention, yet we are covering this activity with existing (less) staff and a reduced overtime budget.

### **Vision for the future:**

Short term – utilize current budget and personnel to provide the best level of service possible. Long term – increase operating budget to cover Division program needs as well as enhance the overtime budget so to fund the staffing numbers needed at special events. Increase staffing to minimum levels needed to meet State requirements and local programs/needs. Re-implement an after hour inspection program to address overcrowding issues. Re-acquire the Fire Protection Engineer position to oversee and assist the plan review section; complex plan review, smoke modeling, etc., is currently outside of our capabilities. With the “one-stop-shop” building plan review model, a single employee in this fire plan review area is unrealistic for success and does not accommodate employee vacation, sick, training, etc., as the area must be staff 100% of the time.

### **Underlying unresolved issue facing fire prevention:**

Staffing levels do not support our programs/services. We recently re-evaluated and restructured the inspection program (one of five service areas) in an attempt to complete more inspections with existing staff, but we will remain at or below 60% completion rates until staffing improves.

### **Underlying unfulfilled expectations facing fire prevention:**

Special events has grown to be our second most personnel and time taxing service, however, no funding or staffing has been allocated to adequately staff and fund this service.

## ***Emergency Operations/Hazmat***

### **Strengths:**

Our primary strength is that we are part of a larger consortium of hazardous material response units and technicians. While we have a full complement of tools, reference materials, meters and personnel, the ability to call on automatic aid to assist in large-scale incidents allows us to stay current within the larger picture of the overall budget.

Another strength is the consistent training obtained by enrolling our personnel in the consortium's initial technician classes for Special Operations. The training, knowledge and, for the most part, experience is consistent across the Valley and allows seamless integration among units no matter the city of origin. This training and knowledge continues throughout the career through involvement in the region's weekly training sessions.

### **Weaknesses:**

The weaknesses of the program are in the constant struggle for funding, which is really no different from any other Division within the Department. Our main source of funding is from UASI grants.

One other weakness is the occasional distance travelled to attend weekly training. As it stands now, the on-duty hazardous material crews each attend a scheduled training session lasting 2-4 hours every Monday. The logistics associated with releasing and returning the units on time, especially if the required training takes place at a distant location, and ensuring the roving technicians are moved to allow participation, can be formidable.

### **Opportunities:**

Several steps are already near completion to improve the program. We have established OCP sub-committees to address Special Operations issues and Special Operations Recruitment and Retention. We have significantly increased the number of online training courses to allow personnel to study and take tests online to maintain an adequate number of training hours if they are unable to attend the regularly scheduled weekly training. We will continue to pursue UASI grant funds to stay current on equipment and training.

### **Threats**

Both threats are tied to finances. Either a decrease in funding in the Department operating budget or the cessation, or significant decrease, of grant funds from the federal government, would cause a swift and significant decline in our capabilities.

### **Vision for the future:**

We wish to regain the (informal) status of being the lead training agency on the west side of the Valley. With the increasing growth of the Valley and continuing budget issues, it will become necessary to address and modify training in new and innovative ways while maintaining the consistency of training and expertise in the Valley system.

### **Underlying unresolved issues facing the technical rescue program:**

Addressing how we will continue to fund the Special Operations Division (TRT and HM) if we lose UASI grant funding.

### **Underlying unfulfilled expectations facing technical rescue program:**

The GRPSTC was intended to be a premier training facility for Special Operations units. We currently have confined space, rail car, over-the-road tanker props and abundant classroom space, but these have been used on a limited basis.

## ***Emergency Operations/Technical Rescue***

### **Strengths:**

Our primary strength is that we are part of a larger consortium of technical rescue response units (Squads) and technicians. While we have a full complement of tools, equipment, shoring and cribbing materials, meters and personnel, the ability to call on automatic aid to assist in large-scale incidents allows us to stay current within the larger picture of the overall budget.

Another strength is the consistent training obtained by enrolling our personnel in the consortium's initial technician classes for Special Operations. The training, knowledge and, for the most part, experience is consistent across the Valley and allows seamless integration among units no matter the city of origin. This training and knowledge continues throughout the career through involvement in the region's weekly training sessions.

### **Weaknesses:**

The weaknesses of the program are in the constant struggle for funding, which is really no different from any other Division within the Department. Our main source of funding is from UASI grants.

One other weakness is the occasional distance travelled to attend weekly training. As it stands now, the on-duty technical rescue crews each attend a scheduled training session lasting 2-4 hours every Tuesday. The logistics associated with releasing and returning the units on time, especially if the required training takes place at a distant location, and ensuring the roving technicians are moved to allow participation, can be formidable.

### **Opportunities:**

Several steps are already near completion to improve the program. We have established OCP sub-committees to address Special Operations issues and Special Operations Recruitment and Retention. We have significantly increased the number of online training courses to allow personnel to study and take tests online to maintain an adequate number of training hours if they are unable to attend the regularly scheduled weekly training. We are nearing completion on establishing an annual or bi-annual skills test to ensure basic knowledge and abilities. We will continue to pursue UASI grant funds to stay current on equipment and training.

**Threats:**

Both threats are tied to finances. Either a decrease in funding in the Department operating budget or the cessation, or significant decrease, of grant funds from the federal government, would cause a swift and significant decline in our capabilities.

**Vision for the future:**

We wish to regain the (informal) status of being the lead training agency on the west side of the Valley. With the increasing growth of the Valley and continuing budget issues, it will become necessary to address and modify training in new and innovative ways while maintaining the consistency of training and expertise in the Valley system.

**Underlying unresolved issues facing the technical rescue program:**

Addressing how we will continue to fund the Special Operations Division (TRT and HM) if we lose UASI grant funding.

**Underlying unfulfilled expectations facing technical rescue program:**

The GRPSTC was intended to be a premier training facility for Special Operations units. We currently have rubble piles, rail car props, confined space and trench rescue areas, a five-story tower for high and steep angle rescue training and rappelling and abundant classroom space, but these have been used on a limited basis.

## ***Emergency Operations/Water Rescue***

**Strengths:**

To clarify, Glendale Fire has no specific water rescue training as related to Swift Water Technician courses. Our TRT members are trained in water rescue as part of the 200-hour curriculum to become a technical rescue technician and not to any additional, or specialty, certification levels.

Insofar that we respond to rescues in water (flash floods, vehicles into canals, lakes or ponds, etc.), our primary strength is that we are part of a larger consortium of technical rescue response units and personnel. For large scale incidents or incidents requiring additional personnel or equipment than what we have available, we maintain the capability to call on automatic aid for assistance.

An additional strength is the consistent training obtained in valley wide drills and training. The preparation, knowledge and, for the most part, experience is consistent across the Valley and allows seamless integration among units no matter the city of origin.

**Weaknesses:**

Our weakness in water rescue is related to the low frequency of these types of calls. Responding in a desert environment, our calls are not centered on water rescue. Though we maintain proficiency in water rescues, our primary focus is not on specialty training in water rescue.

**Opportunities:**

Opportunities exist to establish more defined roles in rescue/recovery from canals. Additionally, TEEEX offers several courses that could provide advanced training for our personnel (NFPA 1006 Swiftwater Rescue Levels I & II), that may allow us to alter/improve our responses to canals and fixed bodies of water.

**Threats**

Costs are always an issue with water training, primarily due to the distance traveled to reach suitable training locations. Nearby locations, such as the Central Arizona Project (CAP) canal, require permits and offer limited locations.

Due to the desert environment, the simple fact that we do not have much running water is always an issue. Traditionally, water rescues have been from canals with good access and from flash flood areas that are normally dry and offer no opportunity to train in flowing water prior to the incident.

**Vision for the future:**

The vision includes continuing to improve and sharpen our existing skills using existing equipment and training. I would like to re-establish some of the basic awareness and first responder training we had for front line companies when responding to vehicles and/or victims in water. The high risk/low frequency aspect of these calls requires at least occasional refresher training in what is permissible and what is not.

**Underlying unresolved issues facing the water rescue program:**

Addressing how we will continue to fund the Special Operations Division (TRT and HM) if we lose UASI grant funding or have the award amount(s) significantly decreased.

**Underlying unfulfilled expectations facing the water rescue program:**

There are no unfulfilled expectations regarding this facet of the technical rescue program.

***Emergency Operations/Training Program***

**Strengths:**

We work together well as a region and partner on many pressing issues involved in the fire service. We start our training out in the same academy and mix all recruit classes which works well when they work on scenes. We share a common policy manual valley wide.

**Weaknesses:**

Different agencies fund training at far different levels and limits on what can be done comes from this shifting source

**Opportunities:**

The valley departments could continue to form smaller working groups that could pool their funding together and get more distance from each dollar spent.

**Threats**

Shifting priorities of all the different fire organizations and funding levels due to that shift.

**Vision for the future:**

A central decision from ROCC on what the top (fire) (EMS) and (special ops) training priorities will be for each calendar year

**Underlying unresolved issues facing training in Region:**

Funding issues

**Underlying unfulfilled expectations facing training in the Region:**

Officer development

***Logistical Services/Fleet Management***

**Strengths:**

Our ability to react quickly to problems reported by the Firefighters.

**Weaknesses:**

A lack of funding for replacing an aging fleet of vehicles that are past the recommended point of retiring from front line service..

**Opportunities:**

Continue to pursue an increase in funding and additional staffing for the support of day to day operations of the fleet.

**Threats**

A lack of commitment to long term funding and a lack of an ongoing fleet replacement plan.

**Vision for the future:**

To have a secure funding stream for apparatus maintenance and replacement.

**Underlying unresolved issue facing fleet management:**

A continued commitment to reasonable funding levels to maintain and replace the fleet as necessary.

**Underlying unfulfilled expectations facing fleet management:**

An expectation that the department will provide adequate funding to properly provide for the needs of the fleet.

***Logistical Services/Breathing Apparatus***

**Strengths:**

The fact that our SCBA technicians are in house and can react right away in troubleshooting and fixing problems the Firefighters are having is a strength of the program. Another is our relationship with MSA and their local distributor, United Fire. The support and customer service level we receive is strong.

**Weaknesses:**

A weakness is a lack of redundancy of qualified technicians. Another weakness is an underfunding of the program and a continual commitment to the funding levels.

**Opportunities:**

What opportunities do you see to improve the SCBA program?

With additional funding we could continue to build out our infrastructure support base of the program and add qualified technicians.

**Threats**

A continued lack of or decrease in funding levels.

**Vision for the future:**

Have the opportunity to have a staffing level that would allow us to get ahead of just performing required maintenance.

**Underlying unresolved issues facing SCBA program:**

Improved funding and staffing levels.

**Underlying unfulfilled expectations facing SCBA program:**

A commitment to increased funding of the program.

***Logistical Services/Health and Safety:***

**Strengths:**

Because the adoption of the NFPA standards is regionally accepted, we have adopted the following NFPA standards: 1500, 1501, 1583 (partial adoption), 1584, 1403, 1404, 1451. In addition, our Health Center and Fire Department physician (with a strong occupational health background) follows NFPA 1582 in regards to department physicals and fit for duty testing prior returning to work. Our Health Center services are used by other valley departments with the

same need. A Regional Health and Safety committee (Valley Safety Officers quarterly meetings) is in place with valley wide department active involvement. A near miss reporting system with shared resources valley wide and nationally.

**Weaknesses:**

The gaps in a regional program are filled with an array of programs that GFD has in place for its members and some apply to family members as well, they are: A wellness program, Fire Department Members services (Family members included), Pier Councilors, Department Chaplin, Members assistance program (Fire Strong and EAP through the city), designated Infections control program (General Orders in place and updated), Injury reporting procedures, annual training, annual Flu/Pneumonia inoculations, annual TB testing. We have fitness equipment in each fire station and training center that members can use while on duty.

**Opportunities:**

The Valley Chief Officers Committee that is currently in place is actively working on procedures involving cancer prevention both operationally and within the facilities that house apparatus and Firefighters. Standard operating procedures to address exposures and decontamination are a current project and will be shared within the region. This actively committed, regional committee from all departments can continue to evaluation and bring agreed recommendations each time a health or safety concern arises.

**Threats**

Fiscal difficulties will continue to slow progress and not allow implementation of some programs or activities. A low priority of health and safety for the membership could also affect needed activities or programs and contribute to an unhealthy or unsafe work place.

**Vision for the future:**

A regional physical fitness plan should be developed for the fire service and accepted and supported by all regional departments. A national health and safety web site should be developed to address wellness, health, fitness and safety in the fire service.

**Underlying unresolved issue facing health and safety in the area:**

Fitness programs that are designed for firefighters and more cancer prevention funding.

**Underlying unfulfilled expectations facing health and safety in region:**

The regional committee (Valley Chief Officers and the subcommittee for health and wellness) is working to address some of the unfulfilled expectations and identifying other needs. The group is continuing to work together to make the fire service a healthier and safer place.

## ***CONTINUOUS IMPROVEMENT PLAN***

*Goal: Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment*

- The successful deployment of a Low Acuity Unit in 2015, responding 40 hours per week in high call volume areas of the City, has prompted the department to request a second unit of this type in fiscal year 2016/17. This concept was also recommended in the Community Based Strategic Planning workshops. Funding to staff and equip the second unit has been approved in the FY2016/17 budget process.
- The department successfully completed an independent audit of public safety operations, commissioned by the City Council in 2015, conducted by Citygate Associates LLC. The consultant's findings and recommendations are favorable. Gaps in capabilities and capacities identified in the SWOT analysis are in line with the department's plans to enhance services as the City's economic condition improves. The audit results, including the SWOT analysis, were presented to City Council at the April 12, 2016 Workshop session. The department will prioritize needs identified in the SWOT and utilize the formal budget process to remedy the gaps over the next several years.
- The department is exploring the possibility of providing ambulance transport services by applying for an AZ Department of Health Services Certificate of Necessity (CON) during fiscal year 2016/17. Transport data is being reviewed and a consultant will be secured in FY2016/17 to explore the cost-recovery and revenue generating possibilities of providing this service. When the study is completed, the results will be presented to City Council, requesting their direction in pursuing the CON.
- In 2015 Glendale was dispatched to a total of 39,109 incidents, including automatic aid given. This is up 6.1% from 2014, and up 8.9% from 2013. Incidents occurring inside Glendale also rose by 6.1%. By type, Advanced Life Support services rose by 5% over 2014, and Basic Life Support incidents were up by 9%. Non-structure fires have trended downward for the past several years. Structure and working fires have fluctuated, but saw increases in both 2014 and 2015, up by 13% over 2014. Data analysis conducted during the Community Risk Assessment identifies areas of greatest risk for each incident type, and where prevention and public education efforts should be concentrated.
- Efforts to expand the department's use of social media for public education and service announcements will be increased to reach the increasingly tech savvy demographic. Outside funding sources and grants are being explored to purchase the video production equipment needed to record quality internet PSAs. Traditional media outlets will continue to be used to reach customers who prefer this type of media for information.