



**Commission on
Fire Accreditation
International**

Re-Accreditation Report

**Glendale Fire Department
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USA**

**This report was prepared on February 10, 2012
by the
Commission on Fire Accreditation International
for the
Glendale Fire Department**

**This report represents the findings
of the peer assessment team that visited the
Glendale Fire Department
on January 8 - 12, 2011**

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EXHIBITS

Glendale Fire Department Organizational Chart

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EXECUTIVE REVIEW

PREFACE

The Glendale Fire Department recently received candidate status. On June 22, 2011 the department asked the Commission on Fire Accreditation International (CFAI) for a site visit to determine if it could be recommended for re-accreditation. On October 17, 2011, the CFAI appointed a peer assessment team. The peer team leader approved the department's documents for site visit on November 22, 2011. The peer assessment team conducted an onsite visit of the Glendale Fire Department on January 8 - 12, 2012.

In preparation for the onsite visit, each team member was provided access and reviewed the self assessment manual, standards of cover, community risk analysis and strategic plan posted by the Glendale Fire Department on the Center for Public Safety Excellence (CPSE) SharePoint site. This documentation represented a significant effort by the staff of the department and other community agencies. The department did not use a consultant to assist it with completing the documents required for accreditation.

SUMMARY

The CFAI has completed a comprehensive review and appraisal of the Glendale Fire Department based upon the eighth edition of the *Fire and Emergency Services Self Assessment Manual* (FESSAM). The commission's goals are to promote organizational self-improvement and to award accreditation status in recognition of good performance. The peer assessment team's objectives were to validate the department's self-assessment study, identify and make recommendations for improvement, issue a report of findings and conclude if the department is eligible for an award of accreditation.

The peer assessment team followed CFAI processes and the Glendale Fire Department demonstrated that its self study accreditation manual, community risk analysis, standards of cover (SOC) and strategic plan met all core competencies and criteria. The peer assessment team recommends re-accredited agency status for the Glendale Fire Department from the Commission on Fire Accreditation International.

The department is a municipal-based organization established for the provision of fire and emergency services. The city of Glendale is located in the Phoenix, Arizona metropolitan area and maintains an approximate population of 226,000 persons (US Census Bureau - 2010) within its 59 square miles of coverage area. The department's jurisdictional coverage area is a mix of single and multi-family residential structures, along with small and large commercial, and light to heavy industrial structures that provide for a variety of risk exposures to be considered.

A council-manager form of municipal government acts as the governing body over the department. The fire chief reports weekly, as well as on an as needed basis, the operational accomplishments and project and process statuses to the city manager to ensure continuous communication flow.

By virtue of the analytics employed by the department, it is evident that there is a strong link within all of its internal processes ensuring a proper balance of risk to resources within the city, as well as

the development of proper goals and objectives. The department's strategic plan is reviewed and revised annually and remains dynamic for the organization.

The department has continuously strived to implement improvements to better enhance its SOC processes and further ensure the proper deployment of resources to the various emergencies encountered. The SOC properly identifies the department as a metropolitan urban population. Critical tasking has been conducted for all emergency service delivery sections and the department has ensured the ability to gather the needed personnel to meet those tasks.

The department has developed comprehensive benchmark and baseline deployment objectives that reflect industry best practices. The department struggles with challenges with alarm handling and should continue to formulate ways to pare down the elongation of the times. While the alarm handling component of the total response time continuum is slightly to moderately elongated, dependent on the discipline, the overall total response time generally meets or exceeds the industry best practices parameters.

The department works proactively to develop and monitor its goals and objectives. While the goals and objectives are continuously monitored, an annual review and revision process exists that ensure currency. The department's goals and objectives, specifically the strategic plan, is missing the important element of community feedback to ensure goals and objectives align with the community expectations. It is recommended that the department work toward gathering that community feedback to better round out its goals and objectives.

The department's funding mechanism is both property and sales tax based. There is a well established process for developing the city's annual budget. There are numerous ways that the policies and guidelines are disseminated throughout the divisions of the city. The process is proven and the fire department adheres to the rules set forth by the city in developing the budget.

The department offers a wide range of operational emergency response programs that are commensurate with the fire and non-fire risk in the community. The department's participation in a regional automatic aid system with 26 other cities in the region is the key to its ability in meeting its service level objectives.

Fire prevention is highly recognized by the department and has a valuable role in the provision of improved life safety in the community. There is a clear understanding that the risk level for firefighters is improved by ensuring more fire safe buildings in the community. The downturn in the economy has affected the department's ability to add more staff to this crucial area; however, the duty fire companies received appropriate training and currently are supplementing the public education program.

The city has a well integrated and coordinated system for emergency preparedness. There are regular multi-jurisdictional planning meetings and exercises to ensure this preparedness is always at a high level of readiness. The city follows the five-year Homeland Security Exercise and Evaluation Program for testing system preparedness and reviews the emergency operations plan annually.

The department maintains nine fire stations and a support services facility. The administrative headquarters are located in an office building in downtown Glendale and one engine is presently responding from a local air force base fire station in a pilot program. The Helicopter Air-Medical and Logistical Operations (HALO) unit operates from the local airport and one of the two department

crisis response units operates out of a local medical university clinic. Frontline apparatus consists of nine fully-staffed engine companies, one engine company cross-staffed with a ladder and a ladder tender (call-type dependent), two ladder companies cross-staffed with two ladder tenders, two battalion chief vehicles, one shift commander vehicle and a peak-time ambulance. The department is also responsible for maintaining a multitude of specialty apparatus including one hazardous materials unit, one brush truck, one heavy rescue squad, a reserve fleet of four engines and one ladder and a number of staff and other support vehicles. Specialty apparatus are staffed from two engines and deployed based on call-type.

Due to the extended economic downturn in the area, capital purchases for apparatus and other equipment have been deferred as well as planned station improvements and construction.

Human resources for the city of Glendale is administered by its human resources (HR) director. The department has designated a personnel division manager who is housed and funded by the fire department to work with the city HR division to ensure that procedures and policies are being met. An organizational cooperative process is in place that goes above and beyond in ensuring that labor is involved in the processes that occur within the human resources arena.

The fire department operates a regional training center in conjunction with Avondale, Surprise, Peoria, Glendale Community College and the Glendale Police Department. It is used to deliver: basic training courses for the in-service training of all companies and officers; officer development programs; specialty training courses; emergency medical technician (EMT) through paramedic certification and recertification requirements; driver training; and addresses minimum company standard testing. The facility contains all of the resources and structures expected to be found in modern training facilities. The training programs have grown to match the changing demands for services as the city evolved. Chief officers are encouraged to continue their development training through seminars, conferences and workshops as well as complete the Chief Fire Officer (CFO) designation program through the Commission on Professional Credentialing.

All built up areas of the city are served by a well developed and maintained water system. Participation in the automatic aid system allows the department to call on mutual aid tankers should the need arise to augment the city system. No standardized marking system is used to indicate available flow in system hydrants.

The department's regional communication and alerting system is adequate for emergency communications within the department as well as for inter-agency situations. All participants within the automatic aid system can communicate directly with one another during incidents and operate as if they are one department.

The fire department provides most all of its own administrative services but does access some support from the city through a shared services arrangement. The department recently underwent an evaluation of work load distribution and made adjustments in several areas so as to improve its ability to meet the administrative demands.

The department understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The city is geographically located in the valley area of Metropolitan Phoenix, and most specifically in the west valley region. The region has capable fire departments that provide automatic aid and a robust pool of resources and personnel for emergencies that occur in Glendale and the valley.

While it was verified and validated by the assessment team that the department is meeting the core competencies and criteria, the team did identify some improvement opportunities to help guide the department in the future. These opportunities come as recommendations and are listed within this report. Indications from discussion with the fire chief and other staff are that the department will embrace the recommendations and work toward formulating plans to accomplish the recommendations, and consequently improve.

The peer assessment team observed a strong commitment by the department to the CFAI accreditation process and, in particular, to ensuring appropriate succession training for the accreditation manager position. Consideration as to who would be the next accreditation manager was being conducted while the assessment team was on site. The department will continue to further institutionalize the process throughout the various levels of the organization. It was also evident that the city manager and the city council are knowledgeable in the process and that it is important to them to ensure improvement and quality service delivery by the department.

Composition

The Glendale Fire Department is a municipal-based department established for the provision of fire and emergency services. The city of Glendale is located in the Phoenix, Arizona metropolitan area and maintains an approximate population of 226,000 persons (US Census Bureau - 2010) within its 59 square miles of coverage area.

The department's jurisdictional coverage area is a mix of single and multi-family residential structures, along with small and large commercial, and light to heavy industrial structures that provide for a variety of risk exposures to be considered. Special risk considerations by the department are those that accompany high risk occupancies at the University of Phoenix Stadium and the Jobing.com Arena.

Economic development within the city maintained a steady increase until 2007-2008 when development ceased and has since remained relatively flat. While the city continues to have potential for future development, and has established development plans, economic factors have prevented much growth.

The city is intersected diagonally by a freight rail line that does have some potential to impact the response of the department. The department has contingency plans in place if such delays occur. The city is also served by US Highway 60 and Arizona Highway 101, providing automobile traffic exposures and challenges.

Government

Council-Manager form of government
Mayor and 6 Council members
City Manager
Fire Chief

Fire Department

9 fire stations
242 uniform and 39 civilian personnel
156 civilian volunteers
3 shift system

Fully-staffed Units

9 engine companies
1 ALS rescue (peak staffed)
2 battalion chiefs
1 shift commander - deputy chief with incident safety officer (ISO)
1 light and air vehicle (support)
1 helicopter (contract pilot with department paramedics)

Cross-staffed Units

- 2 ladder companies cross-staffed with 2 ladder tenders¹
- 1 engine company cross-staffed with a ladder and ladder tender (call-type dependent)
- 1 heavy rescue squad staffed by an engine crew as listed above (call-type dependent)
- 1 hazardous materials support truck staffed by an engine crew as listed above (call-type dependent)

Non-staffed Units

- 1 brush truck
- Various reserve and training apparatus

¹ Ladder tenders, as they are used by the department, are part of a Phoenix area response policy designed to minimize wear and tear on ladder trucks. Ladder tenders carry the same equipment as the associated ladder truck without the aerial device. These engine-sized trucks enable the ladder crew to respond to medical emergencies, but with similar equipment to the ladder truck allow for rapid redeployment to fire and rescue incidents.

CONCLUSIONS

The self-study manual produced by the Glendale Fire Department was of high quality. The manual represented a significant effort by the staff of the department to produce and present a quality document.

- The Glendale Fire Department demonstrated that all core competencies were met and received a credible rating.
- The Glendale Fire Department demonstrated that all applicable criteria were met and received a credible rating.
- The peer assessment team recommends accredited agency status for the Glendale Fire Department from the Commission on Fire Accreditation International.

RECOMMENDATIONS

The peer assessment team conducted an exit interview with the agency consisting of the fire chief and administration, as well as most all of the staff that participated in the self-assessment study. The purpose of the meeting was to review the team's findings and recommendations. The department was given an opportunity to respond to any errors in findings of fact.

Strategic Recommendations

Strategic recommendations were developed from information gathered from the onsite assessment visit and the evaluation of the criteria and core competencies.

1. It is recommended that the department, either singly or as a concerted effort with other agencies in the valley, further study the issues of the elongated alarm handling times. The goal should be to design and implement improvement measures with the regional dispatch center to ensure continuous improvement in the future and the reduction of the alarm handling part of the total response continuum.
2. It is recommended that the department seek community feedback to assist it in the development of future goals and objectives, specifically for the strategic plan.
3. The public education program is an example of a program that is aggressive towards vulnerable populations and integrates issues that may be unique to the jurisdiction. There is ample data on the performance of the program. It is recommended that the division create more performance-based measures to enhance its ability to track the effectiveness and efficiency of the program.
4. It is recommended the department work with its position within the Regional Operations Consistency Committee (ROCC) to enhance the existing processes ensuring a more formal system for review, revision and update of regional standard operating procedures contained in the *Phoenix Regional Standard Operational Procedures Manual Volume II*.
5. It is recommended that the department, through its participation in the regional standards process, revise the existing regional standard operating procedures to better reflect National Incident Management System (NIMS) terminology.
6. It is recommended that the department develop performance measures for the Crisis Response Services program that can help executives determine the program's impact on emergency unit reliability and revise the standards of cover to include service level objectives for the program as well.
7. It is recommended that the department ensure that all areas of the support services facility comply with local code requirements or discontinue using any portion of the facility that does not.

Specific Recommendations

Specific recommendations were developed from the appraisal of performance indicators in each of the ten categories.

Category V – Programs

Criterion 5G: Emergency Medical Services (EMS)

Performance Indicator

5G.9 The agency's information system allows for documentation and analysis of the EMS program.

It is recommended that the department's selection of an electronic patient care reporting system be coordinated with the local private ambulance provider, so analysis of patient care reports can include all pre-hospital care provided local patients.

Category VIII – Training and Competency

Criterion 8B: Training and Education Program Performance

Performance Indicator

8B.5 The agency maintains individual/member training records.

It is recommended that all members' records are maintained in the department's records management system. Civilian records are not maintained in the Target Safety records management system (RMS). With the need of all civilian members to have a basic incident command system course, for example, it is recommended that the department include the civilian staff in the RMS to track and maintain all members training records.

Category X – External Systems Relationships

Criterion 10A: External Agency Relationships

Performance Indicator

10A.4 A conflict resolution process exists between the organization and external agencies with whom it has a defined relationship.

It is recommended that a conflict resolution process is developed between the organization and external agencies. The department and the region lack a conflict resolution process. Although, during the 30 year history of automatic aid, there has never been a dispute or conflict requiring a formal dispute resolution, it is recommended that the department work with its legal representatives to incorporate these important measures into all existing and future agreements.

Criterion 10B: External Agency Agreements

Performance Indicator

10B.3 The agency has a process by which their agreements are managed, reviewed and revised.

It is recommended that the department review and audit existing external contracts, specifically the third party emergency medical service (EMS) transport contract. This contract should be reviewed at least annually and audited periodically. The department is encouraged to use all contractual means to determine the cost effectiveness of this contract.

OBSERVATIONS

Category I — Governance and Administration

A council-manager form of municipal government acts as the governing body over the Glendale Fire Department. The fire chief reports weekly to the city manager, as well as on an as needed basis, the operational accomplishments and project and process statuses to ensure continuous communication flow. The governance system in place allows for a system of checks and balances for oversight and approval of the various programs provided by the department.

The department is legally established under the appropriate state and municipal legislation to provide general policies to guide the department's approved programs and services and appropriated financial resources. The legal establishment of the department is based on statutory authority granted to the city by state statutes. Additional legal establishment comes by virtue of the city code. These statutes and codes provide the legal basis for the department's existence and remain applicable and current.

The established administrative structure provides an environment for achievement of the department's mission, purposes, goals, strategies and objectives. Compliance with applicable laws is ensured by the various divisions contributing to the operational support of the department. Departments such as the office of the city manager and the human resources department offer advice and guidance to ensure the department complies with the many local, state and federal legal requirements. Additionally, the department employs the services of a public safety attorney to provide further advice on compliance issues as they arise.

Category II — Assessment and Planning

The process utilized by the Glendale Fire Department for assessment and planning to deal with fire and non-fire risks aligns well with the self-assessment process, the community risk hazard analysis, the standards of cover (SOC) and its strategic plan. Department personnel continuously exercise the analytical aspects of the process to ensure it is prepared to deal with any issues that might arise, as well as to ensure the needs of the community are continuously met.

The process of assessment and planning takes into consideration many factors that might positively or negatively affect the department and its ability to provide services to the community it serves. Further consideration is given to the critical tasks required to mitigate the fire and non-fire incidents encountered. From there, the department's standards of cover with appropriate deployment objectives has been developed and maintained through its accreditation tenure.

The department collects and analyzes data specific to the distinct characteristics of the community served and applies the findings to organizational planning. The density make up of the city while diverse, is considered metropolitan-urban based upon the population density definitions as stated in the eight edition of the *Fire and Emergency Services Self-Assessment Manual (FESSAM)*. While some areas within the city are undeveloped, the department has conducted a comprehensive analysis and determined that based on the calls for service and the balance of risk to resources, the classification as a metropolitan-urban population density is appropriate. With said classification, the results from the analysis conducted by the department have been integrated into the standards of cover.

The department assesses the nature and magnitude of the hazards within its jurisdiction and develops appropriate response coverage strategies. Each significant fire and non-fire risk is categorized and listed to permit future analysis and study in determining standards of cover and related services. Special attention is paid to identify, analyze and develop strategies for non-fire or limited fire risks that gain importance due to cultural, economic, environmental or historical value.

The benchmark service level objectives incorporated into the standards of cover are based on local needs and circumstances and industry standards and best practices adopted from the: *Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual, eighth edition*; *CFAI Standards of Cover, fifth edition*; *National Fire Protection Association (NFPA) 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*; and *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations*.

As part of its analytical processes, the department identified and developed 59 fire management areas (FMA) for the purposes of evaluating fire and non-fire risks. Each FMA is one square mile and correlates with the municipal coverage area for the city of Glendale. For analytical purposes, each FMA is reviewed for changes in demographics, incident history, response time history and fire flow requirements in an effort to identify any changes and trends. This analysis encompasses both fire and non-fire risk exposures to the department. The assessment and planning processes used by the department are comprehensive and have been included in the standards of cover for the planning and deployment of resources for all risk classifications.

The many factors of community risk including demographics, economic indicators, fire loss data, water supply and fixed protection systems are incorporated into the department's analysis of its fire risk. Changes within each FMA and their obvious or potential effect are studied to revise the department's SOC to keep it relevant and current.

The city has experienced minimal to no economic growth with many plans placed on hold by developers. This impact has also been studied by the department to determine any changes that might be needed in its resource deployment.

In the development of the standards of cover, careful consideration was also given to the non-fire risks in the community. The non-fire risks include hazardous materials, emergency medical services and technical rescue.

Analysis and evaluation of the related service demand for each of the non-fire risks listed have been conducted by the department. Performance objectives are established for each program that are appropriate for the availability of resources to mitigate the emergencies. The department continues to strive to further develop its capabilities to meet the demands of all non-fire risk types encountered within the department.

The department employs the use of the Organizational Cooperative Process Deployment Committee, which meets monthly and conducts a quarterly review of the service capabilities and associated fire risks within the city. The committee works to ensure the stated objectives work to balance the risk to resources equation and that provision of services continue to meet deployment objectives.

The department also follows comprehensive practices that provide for an extensive analysis of detailed current and historical data to ensure its benchmark and baseline performance conforms to industry best practices.

Following a detailed assessment and analysis, the peer assessment team believes by consensus that the alarm handling time, turnout time, travel time for first due and travel time for effective response force components of the total response time continuum, as set out in the eighth edition of the *Fire and Emergency Services Self-Assessment Manual (FESSAM)* by CFAI, do not constitute a gross deviation. It is clear the department is committed to taking steps to meet the FESSAM expectations.

The department has seen alarm handling times that are elongated in comparison to the industry best practice parameters. The following information was considered by the peer assessment team in its consensus on gross deviation for alarm handling. The department receives its emergency communications from the Phoenix Fire Department's Regional Dispatch Center (RDC) that serves, in total, 27 fire departments. The department has recognized the elongation and continues to work with the RDC in finding ways to pare down the alarm handling times for not only Glendale, but all of the customers of the RDC. The department has also identified some challenges with the two public safety answering points (PSAP) that feed emergency calls to the RDC for Glendale responses. Based on analysis conducted by the department, the PSAP run by the Glendale Police Department gets the call transferred to the RDC within 28 seconds, 90 percent of the time. One issue currently out of the direct control of the department is that all calls that originate from a cellular telephone are routed through the Maricopa County Sheriff's Office, as the PSAP, and then transferred to the RDC. The department has been unable to gather data of the alarm handling from said second PSAP.

The RDC also serves a number of accredited agencies in the valley who confirmed that they too have relatively the same alarm handling challenges encountered by the department. The department installed and implemented a voice synthesized pre-alert system that is run directly off the computer aided dispatch (CAD) system in August 2011. While some minor improvement has been seen in the overall response time, the department has not been able to determine conclusively its impact on the alarm handling component. It is recommended that the department, either singly or as a concerted effort with other agencies in the valley, further study the issues of the elongated alarm handling times. The goal should be to design and implement improvement measures with the regional dispatch center to ensure continuous improvement in the future and the reduction of the alarm handling part of the total response continuum.

A strategic plan for 2010-2015 is in place and, along with the budget, is guiding the activities of the agency. The department has a current, comprehensive, published strategic plan that has been submitted to the city manager on behalf of the city council. The city manager has offered some guidance in the development of the strategic plan in order that it aligns better with the goals and objectives of the city.

Category III — Goals and Objectives

The Glendale Fire Department utilizes a five year strategic plan to outline its major goals and objectives and to further guide the future of the department. Goals and objective are relevant to the various programs and services provided by the department. Goals and objectives along with other performance measures align with the city's vision and expectations for future growth and sustainability. All goals and objectives are assigned to members of the department for accountability and tracking purposes.

The department has established general goals and specific objectives that direct its priorities in a manner consistent with its mission. The goals and objectives are appropriate for the community served. Goals and objectives established by the department identify the needs of the jurisdiction and align with all the elements of time, quantity and quality. All major programs are represented with relevant objectives working to meet the major goal. Goals and objectives are published for the entire department, with specific focus on those in which tasks have been assigned.

In consideration of the current strategic plan, while it is comprehensive and very well developed, it is missing the important aspect of community input. Considering the challenges faced by the department, along with departments across the nation, it is important to have good, quality community feedback to ensure expectations are being met. Therefore, it is recommended that the department seek community feedback to assist it in the development of future goals and objectives, specifically for the strategic plan.

The department uses a defined management process to implement the goals and objectives. The department employs a multifaceted organizational management process that incorporates its strategic plan, standards of cover, budget and governing body and city manager input. All pieces are examined and analyzed as the goals and objectives are continuously tracked and revised, as needed.

Processes are in place to measure and evaluate progress towards the completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically. While the review of the goals and objectives are done on a continuous basis, an annual review and revision occurs as things are accomplished and as new or revised goals and objectives are determined. Review and revisions ensures the living dynamic of the department's strategic plan along with other goals and objectives.

Category IV — Financial Resources

The City of Glendale annually determines the goals and priorities for the upcoming year. This is then conveyed to the different divisions, which gives them direction for preparing the upcoming year's budget.

The department's financial planning and resource allocation processes are based on agency planning involving broad staff participation. There is a well established process for developing the annual budget in the city. There are numerous ways that the policies and guidelines are disseminated throughout the divisions of the city. The process is proven and the fire department adheres to the rules set forth by the city in developing the budget.

The department's financial management practices exhibit sound budgeting and control, proper recording, reporting and auditing. The peer assessment team confirmed that the department is in receipt of the most currently available Certificate of Achievement for Excellence in Financial Reporting (certificate) from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report (CAFR). The department has submitted that certificate, and its Comprehensive Annual Financial Report, as prima facie compliance with this criterion.

Financial resources are appropriately allocated to support the established organizational mission, the stated long-term plan, goals and objectives and maintain the quality of programs and services. Financial stability is a fundamental aspect of an agency's integrity. The department ensures that

programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

The city bases its operating budget on current revenues, economic conditions and historical trends. The budget staff analyzes economic trends in its five year forecast to determine future anticipated revenues and uses this information to provide planning decisions. The department has been able to maintain its levels of service despite the impact the economic downturn has had on the city.

Category V— Programs

Criterion 5A – Fire Suppression

The Glendale Fire Department is a full-service fire and rescue organization designed to provide essential public safety and emergency services to a growing population base. To meet the needs of its residents, the department currently fully staffs nine engine companies, one engine company cross-staffed with a ladder and ladder tender (call-type dependent), two ladder companies cross-staffed with two ladder tenders, and three command vehicles from nine fire stations. The pump capacity of all engines and ladders is a minimum of 1,500 gallons per minute. Ladder tenders, as they are used by the department, are part of a Phoenix area response policy designed to minimize wear and tear on ladder trucks. Ladder tenders carry the same equipment as the associated ladder truck without the aerial device. These engine-sized trucks enable the ladder crew to respond to medical emergencies; but with similar equipment to the ladder truck, allowing for rapid deployment to fire and rescue incidents.

The department operates a three shift system and has 242 uniformed firefighters. The department maintains a minimum of four firefighters per company on all front-line companies. The two battalion units are staffed with one battalion chief and one safety officer (captain) and the incident command unit is staffed with a deputy chief (incident-shift commander) and a safety officer (captain).

The department operates an adequate, effective, and efficient fire suppression program directed toward controlling and or extinguishing fires for the purposes of protecting people from injury or death, and reducing property loss. As part of the regional automatic aid agreement, the department participates in a valley-wide review of standard operating procedures (SOP). The Regional Operations Consistency Committee (ROCC) is tasked with reviewing and revising the SOPs utilized by the department and its cooperative partners. In essence, Phoenix's SOPs have become the backbone of the regional SOPs for fire suppression activities and copies of the Phoenix Regional SOPs Volume II are available in every fire station, they are incorporated into promotional processes and they are part of the local community college curriculum. Nevertheless, the adoption of these regional SOPs by the department has led to some field terminology differences depending on the type of incident responded to and which agencies the department responds with. While the terminology differences are minor, the written SOPs should be revised with a view to ensuring compliance with National Incident Management System (NIMS) terminology for all types of incidents.

The department has adopted an incident management system and routinely uses it during all emergency responses, regardless of the size or complexity of the incident. With the exception of minor terminology differences depending on the type of incident, the department has adopted and follows the expectations of the NIMS.

The department regularly appraises the effectiveness of its fire suppression program. The shift commander prepares reports quarterly on shift performance that are presented during the department quarterly meeting. The meeting includes members of the executive staff and division heads and is the department's formal arrangement for reviewing system performance and compliance with service level objectives. Additionally, each month the fire analyst prepares response time reports and distributes them to the executive staff. These reports are also used in preparation for revising the standards of cover (SOC) and the annual business plan. Recommendations resulting from quarterly reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the SOC, as appropriate. SOP recommended revisions (Regional SOPs, Volume II) are handled by participation in the ROCC and ultimately in the Central Arizona Life Safety Council, or if department-specific, within Volume I.

The department participates in a valley-wide automatic aid consortium with surrounding jurisdictions that maximizes the resources available in the region. This exceptional level of collaboration has allowed the department to achieve its service level objectives in a cost-effective way for the local community.

The department's response and deployment standards are based upon the population density and fire demand of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and presented to city council. The department's benchmark service level objectives are as follows:

For 90 percent of all moderate, high and special risk structure fires, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, shall be 6 minutes and 20 seconds. The first due unit for all risk levels shall be capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 20 firefighters and officers shall be 10 minutes and 20 seconds. The ERF for moderate risk shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; performing salvage and overhaul; and placing elevated streams into service from aerial ladders. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

The department's baseline statements reflect actual performance during 2009 to 2011. The department relies on the use of automatic aid from neighboring fire departments to provide its

effective response force complement of personnel. The department’s baseline service level objectives are as follows:

For 90 percent of all moderate, high and special risk structure fires, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, is 8 minutes and 42 seconds. The first due unit for all risk levels is capable of: providing 500 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

For 90 percent of all moderate risk structure fires, the total response time for the arrival of the ERF, staffed with 20 firefighters and officers, is 12 minutes and 20 seconds. The ERF for moderate risk is capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; performing salvage and overhaul; and placing elevated streams into service from aerial ladders. These operations are done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

It was verified and validated by the peer assessment team that the Glendale Fire Department met all baseline service level objectives for 2009-2011.

Structure Fires - 90th Percentile Times – Baseline Performance		2009 - 2011	2011	2010	2009
Alarm Handling	Pick-up to Dispatch	2:08	2:27	2:03	1:54
Turnout Time	Turnout Time 1st Unit	1:53	1:53	1:59	1:49
Travel Time	Travel Time 1st Unit Distribution	4:41	4:34	4:54	4:35
	Travel Time ERF Concentration	8:18	8:40	8:15	8:01
Total Response Time	Total Response Time 1st Unit On Scene Distribution	8:42	8:54	8:56	8:18
	Total Response Time ERF Concentration	12:20	13:00	12:17	11:44

Criterion 5B – Fire Prevention / Life Safety Program

The Glendale Fire Department’s fire prevention division administers the fire prevention and life safety programs. The division is made up of the fire marshal, two assistant fire marshals, six deputy

fire marshals, one fire inspector, one plans examiner and a management aide. The fire marshal reports to the fire chief.

The department operates an adequate, effective, and efficient program directed toward fire prevention, life safety, hazard risk reduction, the detection, reporting, and control of fires and other emergencies, the provision of occupant safety and exiting, and the provisions for first aid firefighting equipment. The city council has adopted the *2009 International Fire Code* with amendments, standards, and ordinances as the Glendale Fire Code through Ordinance 2750 New Series. The fire code is codified in Chapter 16 Article II of the Glendale City Code.

The Glendale Fire Code, which is the *2009 International Fire Code*, grants authority to the fire marshal to enforce compliance with the fire protection laws contained in the code. The fire code inspections are divided into two programs: existing occupancy inspections and new construction inspections. In 2006 a risk-based occupancy inspection program was implemented. This program determined the inspection frequencies of different types of occupancies. These frequencies are every one, two and four years, based on risk-type.

The fire prevention division is staffed with 12 full-time positions. There are three sections in the division including one for arson investigation. All members are certified through the International Code Council. Through an in-depth analysis, a determination was made as to how many square feet an inspector could inspect on an annual basis. Through a combination of this analysis, in addition to the risk-based frequency determination, the department has not been meeting its performance objectives with regards to inspection completions. The department is in the process of requesting additional staff when funds become available. The benchmarks set for plans review have been met 91 percent of the time each of the last three quarters of 2011.

The department uses several data management systems to track statistics and performance of the fire prevention division. Using these data management systems the division has been able to create targeted and periodic reports comparing the department's historical and current fire loss statistics and to track divisional performance. Additionally, the Hansen database utilized by the building safety department for new construction has been capable of tracking plan review activities, inspection timelines, and permit status. Fire prevention objectives and action plans are captured in the business plan and reviewed on a quarterly basis.

Criterion 5C – Public Education Program

Glendale Fire Department's community services division has an extremely proactive and multi-faceted public education program directed toward the agency's mission of being *Fast, Caring, Innovative and Professional*. The public education program, a sub-division of the community services division, is currently staffed with one person, the community services division manager. The department is able to accomplish its goals due to volunteers and the firefighters. Resources and equipment are adequately maintained for consistent, favorable performance.

The department has a public education program in place and directed towards identifying and reducing specific risks in a manner consistent with its mission. Programs have been developed based on local and national statistics and trends. They have been customized for high risk populations and issues specific to their needs. Evaluation tools have been developed for programs to measure the department's effectiveness and provide avenues to improve service. The department is in partnerships with many community groups and businesses in respect to sponsorship and participation in several of

its public education programs. An example of this is an aggressive approach to water safety, which is a seasonal hazard in the jurisdiction.

A current public education standard operating procedure (SOP) is in place that outlines the current public education programs and the process for scheduling a presentation. The department has identified a need to improve the general orders and SOPs that apply to the delivery of all public education programs, the Youth Firesetter Intervention Program and the Fire Pal Program.

The department officially measures program effectiveness annually. Monthly reviews are completed by the community services division manager to monitor programming quality and participation. Materials and handouts are reviewed every two years for appropriateness, timeliness and effectiveness. The department incorporates information provided by the Arizona Fire and Burn Educators Association, the Arizona Department of Health Services and AZ Shares website, the SAFE KIDS Coalition of Maricopa County, the National SAFE Kids organization and the Maricopa County Drowning Prevention Coalition.

The public education program is an example of an approach that is aggressive towards vulnerable populations and integrates issues that may be unique to their jurisdiction. There is ample data on the performance of the program. It is recommended that the division create more performance-based measures to enhance their ability to track the effectiveness and efficiency of the program.

Criterion 5D – Fire Investigation Program

All fires are investigated for cause and origin either by the Glendale Fire Department incident commander or by fire investigators assigned to the fire marshal's office (FMO). The incident commander can request an investigator in accordance with departmental policy. Investigators also investigate hazardous material releases and code violations that have resulted in an emergency response.

The department operates an adequate, effective and efficient program directed toward origin and cause investigation and determination for fires, explosions, and other emergency situations that endanger life or property. In accordance with Arizona statutes, and further codified through local adoption of the International Fire Code, the fire code official (fire marshal) is granted the authority and responsibility to investigate or cause to be investigated all circumstances of any fire, explosion or other hazardous condition. The fire investigations branch of the FMO investigates fire deaths, injuries and hazardous materials crimes.

The department employs the scientific method for fire investigations based on information outlined in *National Fire Protection Association (NFPA) 921: Guide for Fire and Explosion Investigations* and *NFPA 1033: Standard for Professional Qualifications for Fire Investigator*.

The current staffing level allows the department to meet its mandate of conducting fire cause determination and fire injury investigations. In January of 1998 the department assumed the criminal investigation component of fire investigations from the police department. The fire department currently has three deputy fire marshals (DFM) who conduct fire investigations. All three rotate on-call duty on a weekly basis. The on-duty DFM responds to working fires when requested by command and conducts a thorough cause and origin investigation. One of the three DFM is also a certified peace officer. Once it has been determined that the cause of a fire was arson, this officer conducts the criminal component of the investigation. The department also works in conjunction

with other agencies to enforce the criminal side of the investigation. Fire investigators are provided with the necessary equipment to properly conduct fire investigations.

Procedures for calling out a fire investigator and guidelines for the incident commander and firefighters regarding the protection of the scene and preserving evidence are provided through current standard operating procedures (SOP). Procedures for conducting and reporting an investigation are captured in *Volume IV: Fire Marshal's Office Standard Operating Procedures*. Investigators follow the guidelines found in *NFPA 921: Guide for Fire and Explosion Investigations*. Fire investigators use the Glendale Police Department's standard operating procedures as they relate to activities for a police officer and crime investigations.

Appraisals of the effectiveness of the fire investigation program occurs both internally and externally. Investigators participate in on-scene critiques of working fires to provide input with regards to the fire as well as the investigation. Internal reviews of investigations are conducted weekly during the FMO staff meetings. The statistics of the fire investigation program are reported on a quarterly basis and captured in an annual report. Goals and objectives of the arson investigation section are captured in the department's business plan. An After-the-Fire brochure is provided to victims of structure fires by a crisis response team member. The brochure contains a report card that evaluates the services provided, which includes fire investigations. The report card is printed on a postage paid card that is pre-addressed to the fire chief.

Criterion 5E – Technical Rescue

The Glendale Fire Department provides a wide range of technical rescue programs to its residents. Technical rescue specialties include but are not limited to: structural collapse, confined space, high angle, steep angle, low angle, swift water, tree rescues and vehicle extrications. The department's nine fully-staffed engine companies, one engine company cross-staffed with a ladder and a ladder tender, and two ladder companies cross-staffed with two ladder tenders, are staffed with four personnel with the exception of engine 159 which is staffed with a minimum of five personnel. All apparatus are adequately equipped with equipment to initiate rescue in technical rescue incidents. Squad 159, the department's heavy rescue squad is cross-staffed by crews assigned to engine 159, on an as-needed basis.

All first due companies have awareness level training. Members on the technical rescue team are cross trained in hazardous materials and technical rescue. The department participates in a regional automatic aid system, which enhances Glendale's technical rescue capabilities.

The department operates an adequate, effective, and efficient program directed toward rescuing trapped or endangered persons from any life-endangering cause. The department's technical rescue team operates under current standard operating procedures (SOP) that are located in *Phoenix Regional Standard Operating Procedures Manual Volume II*. These procedures are reviewed and revised on a regular basis through a Regional Operations Consistency Committee (ROCC).

There is no standard review period for technical rescue SOP; they are currently reviewed on an as-needed basis. It is recommended the department work with its position within the ROCC to enhance the existing processes ensuring a more formal system for review, revision and update of regional SOP contained in the *Phoenix Regional Standard Operational Procedures Manual Volume II*.

The department annually appraises the effectiveness of its technical rescue program through a strengths, weakness, opportunities and threats (SWOT) analysis by the program manager of special operations. The special operations chief attends a special operations subcommittee of the ROCC at which the technical rescue program is appraised, evaluated and modified. The special operations chief also monitors the response reports for the department in its records management system. Recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the *Phoenix Regional Standard Operational Procedures Manual Volume II*.

The department's response and deployment standards are based upon the population density and technical rescue demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and presented to city council. The department's benchmark service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, shall be 8 minutes in metro and urban areas. The first due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; cordoning off the hazard area; requesting additional resources; and providing advanced life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with 10 firefighters and officers, including a safety officer, shall be 14 minutes in metro and urban areas. The ERF shall be capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support.

The department's baseline statements reflect actual performance during 2009 to 2011. The department relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, is 10 minutes and 43 seconds in metro and urban areas. The first due unit is capable of: establishing command; sizing up to determine if a technical rescue response is required; cordoning off the hazard area; requesting additional resources; and providing advanced life support to any victim without endangering response personnel.

For 90 percent of all technical rescue incidents, the total response time for the arrival of the ERF, staffed with 10 firefighters and officers, including a safety officer, is 17 minutes in metro and urban areas. The ERF is capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support.

It was verified and validated by the peer assessment team that the Glendale Fire Department met all baseline service level objectives for 2009-2011.

Technical Rescue - 90th Percentile Times – Baseline Performance		2009 - 2011	2011	2010	2009
Alarm Handling	Pick-up to Dispatch	4:01	4:47	3:03	4:13
Turnout Time	Turnout Time 1st Unit	1:19	1:18	1:34	1:07
Travel Time	Travel Time 1st Unit Distribution	5:22	6:35	3:02	6:31
	Travel Time ERF Concentration	11:40	12:32	9:10	13:19
Total Response Time	Total Response Time 1st Unit On Scene Distribution	10:43	12:40	7:39	11:51
	Total Response Time ERF Concentration	17:00	18:37	13:47	18:39

Criterion 5F – Hazardous Materials

The Glendale Fire Department has a comprehensive approach to hazardous materials emergencies wherein all first-due companies are trained to the awareness level, and a well-equipped hazardous materials response team provides support at the technician level. The fire department is the lead hazardous materials emergency response agency in the community.

The department operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials. The department equips all front-line apparatus with a small equipment cache to handle minor fuel leaks. Larger hazardous materials responses are handled by the technician level crews. Each member of the hazardous materials team participates in at least 200 hours of documented hazardous materials training and all required re-training per year. The specially-designed hazardous materials response unit at Station 157 is cross-staffed by crews assigned to the engine and ladders in the stations, on an as-needed basis.

The department's hazardous materials team operates under current standard operating procedures (SOPs) that are located in *Phoenix Regional Standard Operating Procedures Manual Volume II*. These procedures are reviewed and revised on a regular basis through a Regional Operations Consistency Committee (ROCC) as well as the department's *HAZMAT Standard Operating Procedures* manual. There is no standard review period for the Volume II hazardous material SOPs; they are reviewed on an on needed basis. Internally, SOPs are reviewed and revised annually.

It is recommended the department work with its position within the ROCC to enhance the existing processes ensuring a more formal system for review, revision and update of regional SOPs contained in the *Phoenix Regional Standard Operational Procedures Manual Volume II*.

The department annually appraises the effectiveness of its hazardous materials program through a strengths, weaknesses, opportunities and threat (SWOT) analysis by the program manager of special operations. The special operations chief attends a special operations subcommittee of the ROCC through which the hazardous materials program is appraised, evaluated and modified. The special operations chief also monitors the response reports for the department in its records management system. Recommendations resulting from those reviews are typically acted upon immediately and any necessary adjustments to operations and practices are institutionalized through changes to the *Phoenix Regional Standard Operational Procedures Manual Volume II*.

The department's response and deployment standards are based upon the population density and hazardous materials response demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and presented to city council. The department's benchmark service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 4 firefighters trained to the hazardous materials first responder level, shall be 8 minutes in metro areas. The first due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm and cold zone.

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 10 firefighters and officers including a safety officer, shall be 13 minutes in metro areas. The ERF shall be capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

The department's baseline statements reflect actual performance during 2009 to 2011. The department relies on the use of automatic aid and mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department's baseline service level objectives are as follows:

For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with 4 firefighters trained to the hazardous materials first responder level, is 10 minutes and 33 seconds in metro areas. The first due unit is capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm and cold zone.

For 90 percent of all hazardous materials response incidents, the benchmark total response time for the arrival of the ERF, staffed with 10 firefighters and officers including a safety officer, is 18 minutes and 8 seconds in metro areas. The ERF is capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

It was verified and validated by the peer assessment team that the Glendale Fire Department met all baseline service level objectives for 2009-2011.

Hazardous Materials - 90th Percentile Times – Baseline Performance		2009 - 2011	2011	2010	2009
Alarm Handling	Pick-up to Dispatch	3:28	2:32	4:11	3:43
Turnout Time	Turnout Time 1st Unit	1:13	1:18	1:05	1:17
Travel Time	Travel Time 1st Unit Distribution	5:51	6:35	4:59	5:59
	Travel Time ERF Concentration	13:27	13:04	12:47	14:32
Total Response Time	Total Response Time 1st Unit On Scene Distribution	10:33	10:25	10:15	10:59
	Total Response Time ERF Concentration	18:08	16:54	18:03	19:32

Criterion 5G – Emergency Medical Services

The Glendale Fire Department responds to emergency medical services (EMS) situations to provide first responder and advanced life support (ALS) emergency medical response, supported by Southwest Ambulance Emergency Medical Services, a third-party ALS transport agency. Air medical transport is also available in the region and the department partners with two other fire departments and a private provider to staff an ALS transport helicopter. All department engines and ladder companies are ALS-capable and staffed to include two paramedics who provide pre-hospital care to all patients. Additionally, one peak-time ALS rescue is staffed with one emergency medical technician – paramedic (EMT-P) and one emergency medical technician – basic (EMT-B). Transport of patients is handled, according to local contract, by Southwest Ambulance.

The department operates an emergency medical services (EMS) program that provides the community with a designated level of pre-hospital emergency medical care. All fire department personnel are trained, at a minimum, to provide basic life support (BLS) capability at the EMT level of EMT-B. Likewise, members of the department trained to the paramedic ALS level of EMT-P are able to provide ALS care off the engines, ladders and/or ladder tenders. Each engine and ladder is staffed with two EMT-Bs and two EMT-Ps. These providers are spread out over nine stations. Each front-line apparatus is equipped with adequate equipment to meet ALS care requirements for EMS incidents, as defined by the Arizona Department of Health Services (ADHS) and local medical protocol.

The department has participated in the development of regional standard operating procedures (SOPs) for medical response and these are included in the *Phoenix Regional Standard Operational Procedures Manual Volume II*. Protocols are developed by Arizona EMS and then

further enhanced by the local base hospitals and west valley medical directors. The department follows the locally established protocols approved by the two base hospitals in the city and participates in regular revisions through its own medical director and continuous quality improvement (CQI) committee.

Patient care records receive an independent review through the department's medical director and CQI committee to identify areas for improvement. At present, patient care reports are completed in hard copy form, rather than input in a computerized management information system. However, skills performed and supplies used are documented in the computerized fire management information system. Copies of patient care records are forwarded to administration by battalion chiefs for review and storage.

The department has a Health Insurance Portability and Accountability Act (HIPAA) compliance program in place. All personnel have received training to this act regardless of their access to protected health information. Members of the department are responsible for maintaining privacy and confidentiality of an individual's personal information in accordance to local, state and federal protocols. The department trains each new employee on these procedures and provides training for all members during continuing education training. The EMS deputy chief is the designated HIPAA compliance officer and strict rules govern how patient care records are transferred from stations to headquarters for long-term record keeping purposes and analysis.

The department has a CQI committee, which includes the medical director, a member of the local labor association, the medical deputy chief, the medical division chief and representatives from Southwest Ambulance that meets monthly to review patient care reports and discuss emergency medical system issues. In addition, the department CQI committee and the West Valley Pre-Hospital committee likewise holds quality assurance meetings each quarter to discuss system issues and effectiveness of the local EMS program. The department medical director participates in the pre-hospital committee meetings. Quarterly, during the department meeting, EMS program performance is reviewed with the executive staff and division chiefs.

The fire department's internal records management system provides much needed and valuable information that is used to support the annual analysis of department activities. However, the department does not use a computerized patient care reporting system, which makes comprehensive analysis a more time-consuming and labor-intensive endeavor. During the peer assessment site visit, it was explained that the department was pursuing an electronic patient care reporting system through its normally established purchasing process. The department is encouraged to consider using a system that integrates well with the private ambulance provider's to ensure access for the CQI committee to all pre-hospital care data.

Southwest Ambulance provides emergency medical supplies to all department units and replenishes supplies as necessary. Though this new provision in the department's longstanding relationship with Southwest allows the department to save on equipment costs annually, the department is encouraged to review more than just Southwest response reports, but revenue and expense reports from the company as well.

The department's response and deployment standards are based upon the population density and emergency medical services demands of the community. Nine fire stations provide citywide coverage; department staffing is based upon station location, incident type and frequency. The targeted service level objectives in the standards of cover benchmark statements are based on

industry standards and best practices, as identified earlier in this report in Category II – Assessment and Planning. The objectives have been approved and adopted by fire department management and presented to city council. The department’s benchmark service level objectives are as follows:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, shall be 6 minutes. The first due unit shall be capable of: providing incident command and producing related documentation; completing patient assessment; providing appropriate treatment; performing automatic external defibrillation (AED); initiating cardio-pulmonary resuscitation (CPR); and providing intravenous (IV) access-medication administration.

The department relies upon Southwest Ambulance Emergency Medical Services, a third-party provider, to complete the effective response force (ERF) component of its EMS program. The initial arriving fire department company shall have the capabilities of providing up to ALS patient care, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel shall initiate care and the staff from the initial fire department company shall provide support, as needed.

The department’s baseline statements reflect actual performance during 2009 to 2011. The department does not rely on the use of automatic aid or mutual aid from neighboring fire departments to provide its effective response force complement of personnel. The department’s baseline service level objectives are as follows:

For 90 percent of all EMS responses, the total response time for the arrival of the first-due unit, staffed with 4 firefighters, is 9 minutes and 27 seconds. The first due unit is capable of: providing incident command and producing related documentation; completing patient assessment; providing appropriate treatment; performing AED; initiating CPR; and providing IV access-medication administration.

The department relies upon Southwest Ambulance Emergency Medical Services, a third-party provider, to complete the ERF component of its EMS program. The initial arriving fire department company has the capabilities of providing up to ALS patient care, until the third-party provider arrives on scene. If the third-party provider unit arrives on scene first, its personnel initiate care and the staff from the initial fire department company provide support, as needed.

It was verified and validated by the peer assessment team that the Glendale Fire Department met all baseline service level objectives for 2009-2011.

EMS - 90th Percentile Times – Baseline Performance		2009 - 2011	2011	2010	2009
Alarm Handling	Pick-up to Dispatch	2:30	2:30	2:29	2:30
Turnout Time	Turnout Time 1st Unit	1:25	1:31	1:23	1:22
Travel Time	Travel Time 1st Unit Distribution	5:32	5:34	5:33	5:31
Total Response Time	Total Response Time 1st Unit On Scene Distribution	9:27	9:35	9:25	9:23

Criterion 5H – Domestic Preparedness Planning and Response

The Maricopa County Emergency Management Office is responsible for the development of the multi-jurisdictional emergency operations plan (EOP) that serves as an all-hazards plan for the county. In addition to the county plan, the city of Glendale Office of Emergency Management (OEM) has developed an EOP that involves the city itself and all city departments for all types of emergencies within city limits.

The department operates an all-hazards preparedness program that includes a coordinated multi-agency response plan, designed to protect the community from terrorist threats or attacks, major disasters and other large-scale emergencies occurring at or in the immediate area. The Glendale EOP covers all emergency support functions and all phases of emergency operations for city departments. This comprehensive plan provides an appropriate multi-department organizational structure and authorizes those agencies to carry out predetermined functions and duties. The purpose of this planning document is to provide guidance and specific procedures for responding to a broad spectrum of hazards, emergencies, or disasters such as terroristic threats, earth quakes, hurricanes and nuclear and radiological emergencies within city limits. The plan serves as a tool for both planned and unplanned events either specific to Glendale resources or when additional state and federal resources are necessary for an emergency declared by the mayor. The all-hazards plan conforms to the standards reflected in the National Response Framework.

The plan is regularly reviewed by the emergency support functions, which are the various city departments; it is updated, as necessary, by the OEM. The city participates in a five year exercise cycle compliant with the Homeland Security Exercise and Evaluation Program, which calls for specific types of exercises in a progressive fashion during the cycle. All participants train and operate under the National Incident Management System (NIMS). In a major emergency, the city manager assumes the role of emergency management director and is responsible for overall management of the local emergency; support and advice is provided from the director of emergency management and senior representatives of the municipal departments and emergency response agencies affected by the particular emergency.

The department operates its domestic preparedness program under current regional standard operating procedures as outlined in the *Phoenix Regional Standard Operating Procedures, Volume II*.

There is a well-equipped emergency operations center (EOC) that has been activated as needed during large-scale emergencies and planned community events. To facilitate interoperability, the EOC operates under NIMS during these activations. Regional radio interoperability is a strong component of the automatic aid compact governing the department and surrounding agencies. The department contracts under a regional wireless cooperative to use a radio system capable of allowing local departments to speak with one another on the Phoenix regional dispatch system. EOC participants are able to monitor and communicate with field crews directly from their consoles without the need for a separate radio.

The Glendale EOC is a state-of-the-art center housed in the new regional training facility. It is co-located with the primary service answering point (PSAP) for the city and allows for communications redundancy should the department need to temporarily take over dispatching and communication activities from the Phoenix center.

Criterion 5K – Other Programs

The Glendale Fire Department operates a crisis response team designed to provide crisis intervention and support to both victims of emergencies and to emergency responders. The crisis response (CR) team is dispatched to certain traumatic events automatically and immediately assists families in crisis by providing support and information such as contacting insurance companies, locating shelter, and satisfying all immediate needs including food, water, clothing, and medication.

The CR administrative office is comprised of a full-time manager and three crisis response coordinators. The staff collectively manages the cadre of system volunteers and interns, recruits new volunteers and promotes the program locally. The service employs volunteers and interns who receive 100 hours of Maricopa Association of Governments Regional Crisis Intervention training.

Two CR units operate 24 hours a day, 7 days a week (as staffing allows) from two different locations and are staffed by 2 volunteers each. One unit is housed in Station 158 and one is housed in Midwestern University Clinic. Depending on incident location, type and unit availability, the CR units are automatically dispatched along with emergency units to assist victims and allow on-scene crews to handle the emergency and return to service as soon as possible.

The agency operates an adequate, effective and efficient crisis response and intervention program. The department standard operating procedures (SOP) define operations of the CR team. Current SOP govern general program activities and a resource manual is provided to CR team members with step-by-step instructions for incidents of all types.

Responses are tracked annually and are incorporated in the department's annual report with other department services. Moreover, administrative staff holds an annual retreat, where the previous years' activities are reviewed and the upcoming year's goals and objectives are revised.

The department's response and deployment standards are based upon local experience. Response times can be tracked through the fire management information system, but because the units respond without lights and sirens, the department has not evaluated response times for the standards of cover document or for establishing service level objectives. Nevertheless, the department tracks volunteer hours, can associate the value of donated time and tracks the number of responses each year in comparison with the department's total response profile. These measures have been approved and adopted by fire department management and presented to the city council through the annual report.

For future revisions of the standards of cover document and for evaluating the effectiveness of this program in helping the department's emergency units return to service faster, the department should develop performance measures for the CR program that can help executives determine its impact on emergency unit reliability.

Category VI — Physical Resources

The Glendale Fire Department maintains nine fire stations and one support services facility that are distributed across the city to meet the service level objectives. The department's administrative headquarters is located in an office building downtown. A helicopter unit, staffed by department personnel, operates from the local airport. One of the two crisis response units responds from Midwestern University Clinic, along with the peak-time ambulance. Apparatus are repaired at a separate facility maintained by the city's equipment management department. Facilities are maintained by the city's equipment management department and station grounds are maintained by a third party contractor overseen by the city's parks department. To meet the department's standards of cover and service level objectives, it operates a response fleet of front-line apparatus (some fully-staffed and some cross-staffed), appropriate for the functions served.

The department ensures the development and use of physical resources is consistent with its established plans. A systematic and planned approach to the future development of facilities is in place. All appropriate parties, including the governing body, administration and staff are involved in the development of the major plans and proposals. Designated department personnel work with the city's planning department for new stations and with the facilities department for existing station upgrades and or retrofits. The department has prepared standardized plans for fire stations as the need arises should city growth dictate.

The department's fixed facility resources are designed, maintained, managed, and adequate to meet its goals and objectives. The city is presently experiencing a sharp economic downturn that has virtually halted new development and delayed the need to build planned stations in the western area of the city. The city recently strip-annexed in the west to Luke AFB and has worked out an agreement to staff an engine in an existing station on the base thus providing coverage for areas surrounding the base.

The peer assessment team observed a strong commitment by the department to ensuring that all facilities meet and exceed minimum all applicable codes and regulations. In fact, each quarter, a battalion chief conducts a station inspection and reports are forwarded to the support services chief for follow-up, as necessary. The oldest department station is only 30 years old; the city completed a facilities assessment in 2007, which identified department facilities in need of upgrade or replacement. Station 151 was relocated and rebuilt pursuant to the study and is now the newest facility used by the department. The old station 151 was renovated for use by the support services division, which now provides more room for minor apparatus repairs, metal fabrication, hose repair and other support activities as well as additional storage for department supplies.

The peer assessment team noted during its inspection of the support services division that one small area of the facility, which was being used only for storage of excess bottled water, may not fully comply with local building standards. The department should renovate the space to ensure that all parts of the facility meet with local building standards or cease using the area entirely.

The department has an established apparatus replacement program, based on years of service or mileage at or above 100,000 and has been able to keep pace with the schedule until recently. It should consider a more comprehensive set of criteria for apparatus replacement in accordance with generally accepted fleet management principles. Including criteria such as engine hours, vehicle condition and maintenance costs, among other criteria, could potentially allow the department to utilize its apparatus for longer periods of time before retiring them. Likewise, the department may give consideration to rotating vehicle assignments to more evenly distribute apparatus wear and tear.

The department's apparatus resources are designed and purchased to be adequate to meet its goals and objectives. Distribution of department apparatus is appropriate to meet the department's standards of cover objectives. Though anticipated growth in the western portion of the city has come to a halt due to an economic downturn, the department has been able to pilot a program with Luke AFB in the west and jointly staff an advanced life support (ALS) engine for coverage in and around the base. Despite low historic demand in the west, this special local and federal government partnership will allow the department to cover the west side of the city when the economy improves and development begins anew. A jointly staffed ALS engine from Luke AFB could cover the west until a planned department station is constructed.

The inspection, testing, preventive maintenance, replacement schedule and emergency repairs of all apparatus are well established and meet the emergency apparatus service and reliability needs. The department's vehicles are maintained by the city's equipment management department. A department fleet manager works with the equipment management department to coordinate apparatus maintenance. The department's apparatus maintenance program is tracked internally through a robust records management system capable of tracking and scheduling repairs and maintenance. Through the department's fleet manager, there is direct communication to and from the maintenance department to schedule service work, based upon preventive maintenance schedules. Department personnel perform routine maintenance and perform daily apparatus checks, which are sent in to the fleet manager for archiving. Mechanics are emergency vehicle technician (EVT) certified for the work they perform.

The department follows the equipment management department's preventive maintenance checklist and current standard operating procedures. Moreover, the department's fleet manager routinely reviews the activities and reports of the maintenance program with the city's fleet manager to ensure the program is being followed by department and maintenance personnel.

The tools and small equipment resources are adequate and designed and maintained to meet the agency's goals and objectives. The support services division orders, stocks, maintains and distributes the tools and small equipment for all stations and divisions in the department. In-house maintenance and repairs are performed by qualified personnel. Where internal trained personnel are unavailable, the department contracts with qualified third-party contractors to maintain equipment. The support services facility is well managed and stocked to assure that all items required by the department are readily available. There is an adequate records management system for the program.

Safety equipment is adequate and designed to meet the agency's goals and objectives. The department has a comprehensive safety program and provides a high quality supply of safety equipment for its employees. There is a certified protective gear maintenance section; this provides a cost effective way to extend the service life of protective gear. This section also has staff certified to maintain self-contained breathing apparatus and complete annual fit testing. Personal protective equipment, including ear protection, eye protection and medical exposure equipment, is provided as

personal issue. Company officers are charged with the regular inspection of this equipment; internal cleaning and repair facilities are utilized.

Category VII — Human Resources

Human resources services for the city of Glendale are administered by the city's human resources (HR) director. General human resources administration practices are in place and are consistent with local, state and federal statutory and regulatory requirements. The Glendale Fire Department has designated an assistant chief over personnel and a personnel division manager who focuses on fire department specific matters and works with the city's human resources division to ensure compliance with established policies and procedures.

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state and federal statutory requirements. The city's HR division provides oversight to ensure the department's personnel recruitment, selection and promotion processes comply with all local, state and federal requirements. The department and the city's HR division work together to ensure that the current practices are effective and legal.

The department has a defined, supervised probationary process to evaluate new members as well as newly promoted members. Non-firefighters and newly promoted positions have a probationary duration of six months. New firefighters have a probationary period of one year. New firefighters are assigned to a rotating assignment of three different companies for three months each. During this time the company officer evaluates the recruit on a daily form and then summarizes it monthly. This practice has enabled the department to recognize weaknesses in an employee and provide the extra training and support to bring the employee up to speed.

The department has a unique new member orientation for firefighters that includes their families. This has proven successful in allowing family members to see what the recruits will be going through and how it is different, as this experience impacts their lives as well as the firefighters, for the duration of the training.

Personnel policies and procedures are in place, documented and used to guide both administrative and personnel behavior. The policies, procedures and rules related to human resources are current and available in hard-copy and are also published on the department's intranet site.

Policies defining and prohibiting discrimination, or related harassment, are outlined in the city policies as well as being reinforced within the fire department policies and procedures. The related information is provided to new employees at the time of hiring and any significant updates are regularly communicated to staff as they occur.

Human resources development and utilization is consistent with the agency's established mission, goals and objectives. The department has a process whereby, on an on-going basis, assessments of job functions and job descriptions are accomplished. Members of the management team work with human resources to make sure existing practices meet the needs of the department.

A system and practices for providing employee-member compensation is in place. The city HR division publishes and maintains information related to current rates of pay. The information is available to all city employees on the HR web page.

Occupational health and safety and risk management programs are established and designed to protect the organization and personnel from unnecessary injuries or losses from accidents or liability. From the first day of employment with the department, safety is emphasized. Orientation safety training includes topics of overall workplace safety, hazardous communications, fire extinguisher safety, ergonomics, blood-borne pathogens and slips, trips and falls. Education is given about workers' compensation. All operational training is conducted with safety being at the forefront. Each battalion has a designated incident safety officer. There is a deputy chief who is designated and certified as a health and safety officer.

The department has a wellness and fitness program for recruit and incumbent personnel and provisions for non-compliance by employees and members are written and communicated.

The department takes a proactive approach to physical fitness standards and all members have access to physical fitness equipment. Prospective employees must pass a candidate physical ability test (CPAT) prior to being tendered a job offer. Incumbent members are required to participate in an annual physical provided to them through the Glendale Fire Department Health Center. These physicals *meet: Occupational Safety and Health Administration (OSHA) Respirator Standards 29 CFR 1910-134; National Fire Protection Association (NFPA) 1500: Standard on Fire Department Occupational Safety and Health Program; and NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments.* The goal of these physicals is to detect early medical problems, and to promote wellness in the areas of substance abuse, diet, exercise and mental health. The physical includes: vital signs, vision, hearing, lung function, body-fat, electrocardiogram, blood testing for glucose, cholesterol, liver and kidney functions, blood cell counts and a urinalysis.

There is a tier system that has been adopted by the department that categorizes the health of each individual and provides guidance on how that person can become healthier and more fit for duty, if needed.

The department has several current procedures that guide the wellness and fitness programs. There are guidelines for mandatory physical training, the adoption of the fitness tiers, how to grieve the findings of the physical evaluations and exposure protection. These are reviewed and updated regularly.

Category VIII — Training and Competency

The Glendale Fire Department operates a regional training center in conjunction with Avondale, Surprise, Peoria, Glendale Community College and the Glendale Police Department. It is used to deliver: basic training courses for the in-service training of all companies and officers; officer development programs; specialty training courses; emergency medical technician (EMT) through paramedic certification and recertification requirements; driver training; and minimum company standard testing.

The facility contains all of the resources and structures expected to be found in modern training facilities. A division chief and three 40-hour administrative captains comprise the training division. Due to the current economy, two of the three captain positions have been returned to operations. During recruit academies, recruit training officers (RTO) are assigned to the training division to ensure proper instructor to student ratios are maintained. The training division also has administrative support staff assigned to the training center.

A training and education program is established to support the agency's needs. Program areas and required training needs are identified based upon national and state standards to identify training needs. The division chief of training identifies, coordinates and ensures delivery of departmental training. Regionally, the division chief of training participates in monthly meetings, with appropriate representation from all valley fire agencies, to set the training calendar, identify training needs for the valley and ensure space is available. The department is to be commended for its efforts to promote regionalism in this shared facility and promoting, providing and encouraging safe fire and emergency services training.

Training and education programs are provided to support the agency's needs. The training program is well organized and meets the needs of the department and its members. The department's programs also meet the state certification requirements. All members of the department meet the Firefighter Level II requirements of *National Fire Protection Association (NFPA) 1001: Standard for Fire Fighter Professional Qualifications* prior to the end of initial recruit training. One of the main strengths of the department's training program is its *Career Development Guide* that provides all members with the minimum levels of educational training for all positions within the fire department (firefighter to battalion chief). This guide is available to all members on the department's intranet site and is in line with human resource's job requirements. Additional training programs are also ongoing with mandatory recertification of various disciplines, specialized training and fire suppression training concentrating on the needs of the department. Mandatory training and certification levels for personnel in all divisions are monitored and updates are provided to identify the training needs for department personnel.

The department utilizes a performance based evaluations to ensure the members and companies are competent and confident to perform the job. The minimum company standards are the annual performance standards and are measured against the *Phoenix Fire Departments Training Manual (Volume 10)*. The department utilizes a combination of written and skill-based testing to evaluate individual performance through quarterly company in-service, quarterly officer meetings for which training occurs on topics in the department, quarterly assurance reviews, post incident analysis and the annual departmental minimal proficiency training.

Based on the department's most recent appraisal, it was evident there is a need to prepare for succession at the chief officer rank. In the next four years, 7 of the 19 chief officers can or will retire. Succession planning starts with training; with tuition assistance suspended by the city, officer development is a must.

The department currently maintains individual training records for its members utilizing the Target Safety records management system (RMS). This is a robust computer based program that is the record management system for individual members, the company officers and the training staff to enter training hours and subjects. This is the avenue utilized by the training staff to ensure members receive mandated training. Hard copies of all certifications and certificates are maintained at the training center on file. Civilian records are not maintained on the Target Safety RMS. It is recommended that all members' records are maintained in the RMS. With the need of all civilian members to have a basic incident command system course, for example, it is recommended that the department include the civilian staff in the RMS to track and maintain all members training records.

Training and education resources, printed and non-printed library materials, media equipment, facilities and staff are available in sufficient quantity, relevancy, diversity and they are current. The department houses a full-service, regionally used training center. Resources include training grounds

sufficient for all varieties of firefighter and technical rescue training. The training center boasts ample dedicated classrooms, with sufficient facility and staff resources. A variety of apparatus and staff vehicles are designated for training purposes.

Nationally recognized training materials are being used and all training is being continuously evaluated to make sure it is meeting the needs of the department. Target Safety provides members of the department access to mandatory training at the station and over the web for easy accessibility.

Category IX — Essential Resources

Criterion 9A – Water Supply

The Glendale Fire Department primarily relies on the city's utility department to ensure the provision of a well-maintained, reliable and adequate water system. A solid working relationship exists between the two entities and includes the regular exchange of information to identify areas where the water supply system can be improved.

The water supply resources available to the department are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements for emergencies. The department works closely with the engineering and utility departments to ensure that new development follows the water supply requirements of the *Glendale Fire Code*. A fire plans examiner reviews plans for all commercial structures and verifies fire flow requirements on behalf of the department. Since 2010, the department has required automatic sprinklers be installed on all new or renovated commercial, industrial or multi-family structures. The engineering and utility departments routinely share system information, including updated hydrant reports, with department senior operations personnel. A weekly report is provided to all companies for out-of-service hydrants so pre-fire plans can be modified as necessary.

The hydrant locations and alternate water sources are maintained in both hard-copy and electronic format. Additionally, should lack of a fixed water supply occur at an incident, department responders have access to multiple tankers through the automatic aid system with surrounding departments. Responding crews have on-board mobile data computers that allow company officers to view maps of their assigned incident and surrounding locations of hydrants.

Virtually all built up areas of the city are adequately served by the domestic water supply with approximately 8,350 city-owned and 200 privately-owned hydrants. The distribution system and hydrant distances are meeting best practices of 300 feet for industrial, commercial and multi-family areas and 500 feet for single family residential areas.

Though the department requires new hydrant installations to include a blue reflector in the street, and all company officers have access to a computerized hydrant map on the apparatus, no visual system exists to detail available fire flow at each hydrant. The peer assessment team noted that available system base fire flows range from 1,500 to 3,500 gallons per minute. Hydrant flows may likewise be variable based upon location. Therefore, it is recommended the department consider collaborating with the utilities department to physically color-code hydrants in accordance with *National Fire Protection Association (NFPA) 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants* and or update the computerized maps to include available fire flows at hydrants, so incident commanders and pre-planners may know total available fire flow both before and during incidents, should the need arise. Additionally, the department may consider working with the utilities

department to augment the weekly hydrant out-of-service (OOS) report with a means to visually indicate OOS hydrants either directly on the hydrants themselves or real-time in the computerized mapping system.

Criterion 9B – Communication Systems

The Glendale Fire Department receives its communication services from the Phoenix Fire Department's Regional Dispatch Center (RDC). The center provides dispatch services for all 27 regional participating fire departments in the Regional Wireless Cooperative (RWC). Additionally, the Phoenix RDC forwards emergency medical dispatch information to Southwest Ambulance's private dispatch center when the private advanced life support (ALS transport) provider's services are needed, which includes all emergency medical services (EMS) related calls. The department does not have direct control or influence of the communication agency. The department does, however, participate in the RWC, which governs the practices of the Phoenix RDC.

The department's public safety answering point (PSAP) services are provided by local call-takers, who are part of the Glendale Police Department's communication system. The department's PSAP transfers fire and EMS calls to the Phoenix RDC for further call-processing and dispatching. The Phoenix RDC is able to pre-alert stations in the automatic aid region for most non-EMS calls to help the department with turnout times. Each call-taker follows an internally developed standardized protocol for call-taking and dispatching all types of emergency calls.

The public and the department have an adequate, effective and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire and rescue services during emergency operations, and meets the requirements of other public safety agencies having a need for the distribution of information.

Both the PSAP and the Phoenix RDC have adequate provisions for meeting the incoming call volume associated with emergencies. All staff in the Phoenix RDC are cross-trained and able to assume call taker or dispatch functions should the need arise during times of high call volume. The system is designed so that one station is dedicated to the dispatch mode at all times. Other communications center stations may assume call-taking or radio communications depending on console location. Tactical radio operators are the Phoenix RDC designated radio communicators for system agencies.

The Phoenix RDC operates under current comprehensive standard operating procedures (SOP) applicable to the entire automatic aid system that are part of the *Phoenix Regional Standard Operating Procedures, Volume II*. These SOP are reviewed by the ROCC and forwarded for approval as needed to the Central Arizona Life Safety Council. Members of the department participate in the ROCC and the fire chief is a member of the Life Safety Council, along with other participating department chiefs.

Criterion 9C – Administrative Support Services and Office Systems

The Glendale Fire Department internally provides most all of the office systems support to meet its needs. Responsibilities for each of the department's internal systems reside within department divisions and are accompanied by policies and procedures for their governance and use. The department adheres to the city's comprehensive records management program. An administrative file is designed to capture general department documents, incident reports are maintained

electronically by the emergency services division, and all fire investigation and inspection reports are kept by the fire marshal's office.

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the department's administrative functions, such as organizational planning and assessment, resource coordination, data analysis, research, records keeping, reporting, business communications, public interaction and purchasing.

The department has adequate clerical resources, records systems, business communications equipment, computers, workstations and other general office supplies to support the needs of the department. The staff members are a strong resource to the various functions and divisions of the fire department and play a large part in the process of continuous improvement.

Category X — External Systems Relationships

The Glendale Fire Department has written automatic aid agreements, and private contracts that provide more cost efficient services to the citizens of Glendale. These include, but are not limited to: 26 other participating cities in the valley's automatic aid agreement, Arizona Departments of Homeland Security and Emergency Management, Maricopa County Community College District, Maricopa County Department of Public Health, Governor's Office of Highway Safety, Arizona State Forester, Luke Air Force Base, Midwestern University, Southwest Ambulance, Petroleum Helicopters Incorporated and various hospitals.

The department's technical rescue team operates as an integral part of the regional technical rescue team that, through Department of Homeland Security urban areas security initiative (UASI) funding, is a state technical rescue asset with the capability to be deployed for 72 hours anywhere in the state of Arizona. The hazardous materials response team is one of several valley regional teams. It is the lead west valley hazardous materials team; it is available to deploy valley-wide based on the automatic aid agreement.

The department's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations or cost effectiveness. The department understands and supports the need to integrate resources across jurisdictional boundaries and provides response capabilities for other jurisdictions in the area. The city is geographically located in the Phoenix metropolitan area, and most specifically in the west valley region. Glendale is bordered by Phoenix to the northeast, east and southeast; Peoria to the northwest and west, and unincorporated Maricopa County to the southwest. In addition to Phoenix and Peoria, several east of Phoenix and in other west valley cities, also provide automatic aid. This network of cities provides a robust pool of resources and personnel for emergencies that occur in Glendale and the valley.

By entering into the various agreements listed above the department has ensured an advanced state of preparedness to immediately respond should a major emergency take place that exceeds the department's internal capabilities.

The department and the region lack a conflict resolution process. Although, during the 30 year history of automatic aid there has never been a dispute or conflict requiring a formal dispute resolution, it is recommended that the department work with its legal representatives to incorporate these important measures into all existing and future agreements.

The department has well-developed and functioning external agency agreements. The system is synergistic and is taking advantage of all operational and cost effective benefits that may be derived from external agency agreements.

The department reviews all agreements on an as needed basis; the city attorney reviews and revises agreements in accordance with City Manager Directive No. 3 to ensure they continue to identify the current expected practices by all parties during a simultaneous response to a common emergency. By city policy, all new agreements must be reviewed and approved by the city's legal branch and sent to city council for approval. The policy also stipulates that any amendments to existing agreements must also be approved by the city attorney.

The external contracts, specifically the third party emergency medical services (EMS) transport contract, should be reviewed at least annually and audited periodically. The department is encouraged to use all contractual means to determine the cost effectiveness of this contract.

Glendale Fire Department

