

NORTHWEST FIRE DISTRICT



Operational Services Training Division

Program Appraisal

for the upcoming 2025-2026 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 8, **9C.3**

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EXECUTIVE SUMMARY

Training

The Jeff Piechura NWFD Training Center reopened in late 2024 after a long construction period, and the Division is thrilled to have full use of the training grounds again. The new training plan was implemented during FY24/25 with many successes which include:

- 30 new Training Division intra-departmental procedures
- Transferring all paper records to digital and subsequently transitioning to all digital records via Laserfiche (January 2025)
- Implementation of the HelpDesk ticketing system for training requests.
- Digital file organization on SharePoint for ease of use
- New Trainer on-boarding program
- Full EMS equipment maintenance and rehabilitation program
- Completion of the Simlab update to all iPads
- Battalion Chief mobile Simlab training program
- Purchase of three new ventilation saws, battery powered nail guns and the construction of two rolling shade structures
- Full migration to the Fire Rescue 1 Academy RMS system
- Execution of the annual firefighter skills evaluation and annual special operations skills evaluation
- Development and execution of the Recruit Academy on-boarding program
- Development and execution of the bi-annual Leadership & Management CE
- Development and execution of the new probationary firefighter testing process
- Construction of a new Fireground Survival Maze
- All quarterly training sessions were completed despite a lack of training grounds
- Integration of the new pump-pod into training in late Q3, which saved nearly 400,000 gallons of water by the year's end
- Integration of all Special Operation's training

The Division's intent for FY25/26 is to maintain the operational tempo seen last year. With the additional responsibilities taken on from Special Operation's training in the second half 2024, it became clear that an additional staff member is needed in the Training Division to maintain that tempo.

Currently, the Division is broken up into four different "sub-teams", each with their own area of focus. These teams constantly come together to carry out whatever the mission is on a given training day, but each are the single point accountable members in their given field of focus. Suppression (Fire) training is made up of a captain and engineer. They are responsible for all suppression-based training, driver training and

FRI training approvals/management. EMS training is made up of a captain and paramedic. They are responsible for all EMS based training, initial certification (EMT class or Paramedic testing), recertification management and all EMS equipment maintenance. Special Operation's training is made up of a singular captain who is responsible for all special operations training, from the recruit academy to regional training events. The final group is the support group, made up of the Division Chief and Administrative Assistant who are responsible for supporting all trainers in their missions.

The Training Division set out on a mission to run concurrent, large programs, while still maintaining availability for drop-in training to occur. We have met that goal, but in the process identified that the workload to continue this is unrealistic without the addition of a sixth trainer to assist with the special operations training. The Division would like to see another position added at the rank of Firefighter. This addition would provide the relief needed for the other trainers, allow us to continue our operational tempo and provide an excellent professional development opportunity for newer members.

DIVISION PURPOSE

Training

The mission of the Northwest Fire District is to "save lives, protect property, and care for our community." NWFD Training Staff presses forward to execute this mission by training our personnel to be safe, efficient, and effective. We believe that fire personnel, of all ranks, should work to master their craft and maintain their skills throughout their career. To accomplish this, training must be relevant, realistic, and focused.

Relevant Training:

Training that is relevant is derived from data driven and scientifically proven tactics that are considered "best practices". Many of these tactics are tested and proven by industry leaders. Some of these tactics are adopted by NWFD, there are many that remain irrelevant due to construction type or resourcing. For this reason, NWFD Training has adopted, within our new annual training plan, a research function which considers the specific characteristics of *our* community. These research topics are identified at the beginning of the calendar year and are based on the current fire service trends seen nationally but are, more importantly, tied specifically to trends seen within our community. This enables us to develop and test tactics which best address our specific community needs, enhancing our overall service delivery.

Realistic Training:

Training that is realistic mimics the size, scope and stress of the incidents we respond to every day. It is almost always prop-dependent, covering incident types that are high-risk and low frequency. Realistic training may sometimes include a pre-training briefing but may exclude it at times as well. Forgoing a pre-incident briefing enables NWFD Training to evaluate the decision-making processes of every member of the organization, at their level, providing a more accurate representation of strengths and weaknesses. While we strive for realism in every evolution, the Company Readiness Drill (CRD), conducted in the first quarter of each year, is the most realistic training scenario we can provide. Crews are rotated into the Training Center without any knowledge of what they might encounter. Utilizing simulated dispatches, they are sent on a specific high-risk call. Every decision made by individual members and the overall operational plan is recorded and evaluated by NWFD Training and Operations command staff. The intent is to identify the best decision-making practices filtered through the best proven fire service tactics and then communicate those out as lessons learned once the data is processed.

Focused Training:

Focused training takes macro level strategies and tactics and breaks them into the granular level tasks necessary for mission success. It heavily relies upon multiple repetitions within realistic environments. It can be broken down into two sub-categories, centralized and decentralized.

Centralized training occurs at the Training Center (an NFPA certified facility). Typically, these training sessions have between three (3) and five (5) individual skills stations which crews can be broken up to complete individually. By focusing on the micro level tasks and decisions we increase the probability of mission success at the macro level.

Decentralized training occurs anywhere outside of the Training Center. It maintains the same intent as centralized training but is utilized as a mechanism where a different environment or location may enhance the training scenario, or at times when resources are an obstacle. It is also used to enhance and build relationships, especially with our automatic aid partners. Decentralized training has been the primary method of delivery during Training Center renovations in 2024.

DIVISION ADMINISTRATION

Training

The Operational Services Training Division is currently comprised of the following positions and personnel:

Division Chief (1) - responsible for the macro level direction of the Division, mission success, budget management, procedural adherence and ensuring all federal, state and local training hours are met.

Training Captain (3) - responsible for running all training programs. Each captain within the Division has a specific focus as a single point accountable (SPA) supervisor in the areas of fire, EMS and special operations.

Training Engineer (1) - responsible for all driver/operator training programs from entry level or civilian to existing operators in need of continued education. The engineer reports to the captain in charge of fire training and assists in that area as well. The Engineer is responsible for all Training Division apparatus as well as equipment.

Paramedic Trainer (1) - responsible for assisting the captain in charge of EMS with all EMS related programs and continuing education. The Paramedic Trainer is the lead instructor for the EMT class within the fire academy and manages the EMS inventory for the Division, which includes the upkeep/maintenance of all EMS mannequins.

Administrative Assistant (1) – responsible for record management, scheduling Division classrooms and props and assisting all staff with logistical needs when running programs.

COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES

Training

The Training Division works to ensure that suppression personnel have met their annual training requirements for OSHA, ISO, NFPA, as well as its internal requirements. Fire Rescue 1 Academy (a Lexipol subsidiary) is utilized as a record management system for all training purposes. Reports can be accessed by the shift Battalion Chiefs to ensure that the required hours have been reached. All required annual training is listed in the Training Mandate.

INTERNAL PROGRAMS

Training

- Recruit Academy (Firefighter I & II, EMT, HAZMAT FRO, Rope Rescue Operations & Technician, Swiftwater, Trench and Confined Space Technician, S-130/190)
- Probationary Firefighter Program
- Support Vehicle Operator Program
- Driver Operator Program
- Engineer Academy

- Aerial Operator Program
- Captain Certification Program (Fire Officer I & II)
 - Blue Card Certification
- Battalion Chief Certification Program (Fire Officer III)
 - Blue Card Instructor Certification
- Promotional Testing
- Professional Development Coursework (pre-requisites for programs)
 - Leadership I, II, & III
 - Building Construction
 - Instructor I
 - Instructor II
- Structured Training
 - Company Readiness Drills (CRD)(data collection)
 - Training Package (based on review of CRD)
 - Technical Rescue, Hazardous Materials & Wildland Refresher (annually)
 - Live Fire Training
 - EMS quarterly training
 - Firefighter annual skills assessment (annually).
 - Leadership continuing education conference (bi-annually).
 - Engineer continuing education conference (annually).
 - Special Operations continuing education and annual skills assessment (annually).
- Decentralized Training
 - Required annual training.
 - OSHA
 - ISO
 - EMS Recertification
 - Local/SOG
- Drop-in training (centralized at the NWFD training center)
 - Extrication
 - Ventilation
 - Minimum Company Standards (MCS)
 - Fireground Survival (FGS)
 - SCBA Consumption Course
 - Driver Cone Course
 - Tender Shuttle
 - Forcible Entry
 - Special Operations
 - Simlab (incident command scenarios)
 - Physical Fitness
 - Water Supply

- High-Rise/Mid-Rise Operations

CURRENT AND NEEDED MEASURES

CURRENT PERFORMANCE MEASURES:

Training

Current measures utilized to capture quantitative data involve the tracking of personnel training hours through the Fire Rescue 1 Academy record management system. Assignments are utilized to list the training requirements and hours for all ISO categories, the use of these assignments allows the Division to reach nearly all other training requirements:

- Facility Training: 18 hours annually
- Hazardous Materials: 6 hours annually
- Fire Officer: 12 hours annually.
- Company Training: 192 hours annually
- Existing Driver/Operator: 12 hours annually
- OSHA Compliance: 7.5 hours annually (specific courses)

The Company Readiness Drill (CRD) is executed during the 1st quarter of each year. It is an evaluation of the operational readiness of Response. Its intent is to identify areas of strength and, more importantly, weakness and then to shore up those areas. This evaluation is dynamic and may be derived from recent challenging incidents or from national trends. The CRD should be as raw of an evaluation as possible. For this reason, Response is not briefed on the contents of the evaluation. The results of the data gathered from this evaluation are published in the form of a newsletter after completion. Training is then able to concentrate areas of focus for the follow-up Training Package.

The Training Package (TP) is a prescriptive response to the data gathered from the CRD. Its intent is to answer any of the deficient areas identified in the CRD by providing crews with multiple sets and reps in each area. The TP focused topics should be easily discernible through the results of the CRD newsletter and Response should be able to prepare for those topics in the quarter between the CRD and TP. The TP is executed during the 3rd quarter of the year and is based on the current best practices found in the Fire Service.

Annually, the Training Division sends out a survey to Operations personnel to determine if the Training Division is meeting their needs and find out what other training is needed/desired (per SOG 4212).

PERFORMANCE MEASURES IN DEVELOPMENT:

Training

The full implementation of the annual training plan began in January 2025. A large piece of this plan began in early 2024, but its full implementation won't be seen until the turn of the year. Below is a quarter-by-quarter breakdown of the annual training plan, with some modifications from its partial implementation last year.

Quarter 1 (January-March):

- Company Readiness Drill/EMS
- Spring Leadership CE-March
- Wildland/TRT/Hazmat Refresher Online Portion

Quarter 2 (April-June):

- Wildland/TRT/Hazmat Refresher/EMS
- Release Newsletter from CRD
- Firefighter Annual Skills Assessment
- Tender Shuttle Drill

Quarter 3 (July-September):

- Training Package/EMS
- Fall Leadership CE-September
- Engineer CE Online Portion
 - Hydraulics Test

Quarter 4 (October-December):

- New Training Delivery/Refresher's/EMS
- Annual Consumption Course w/ FGS
- Driver/Operator Cone Course
- Release Research Study
- Engineer CE-October
- Annual Special Operations Skill Assessment-December
 - Swiftwater
 - Rope
 - Confined Space
 - Trench
 - EBS
 - Machinery
 - Hazardous Materials Technician

Annual Hours Provided:

- Officer (16 Hours) 16 in person
- Engineer & Driver/Operators (10 Hours) 8 in person, 2 online
- Facility (18 Hours) in-person + any drop in training
- WL/470(Hazmat)/2500(TRT) Refresher (8 Hours) 4 in-person, 4 practical.
- EMS Training – 16-20 in person, 20-30 on-line (Banner)

Annual ISO Requirements:

- ISO requires 18 hours of facility training per year – Satisfied by the training plan.
- ISO requires 6 hours of hazmat training per year - Satisfied by the training plan (refresher hours)
- ISO requires 12 hours of officer training per year - Satisfied by the training plan.
- ISO requires 192 hours of company level training per year – At least 40 hours are satisfied by the training plan leaving 152 hours to be completed in-house by each member.
- ISO requires 12 hours of driver operator training per year – At least 4 hours are satisfied by the training plan, leaving 8 hours to be completed in-house by each member.

Annual Breakdown by Quarter:

- Given the training plan above the Division opens itself to many different options. We ensure every position is being evaluated for proficiency on an annual basis while also providing multiple sessions of refresher training and skill building along the way. The goal is always to provide as much in-person training as possible and not to rely upon web-based training.

Research Study:

- Each year the Training Division conducts a research project. This topic will be either planned for prior to the Q1 CRD or because of the findings in the CRD. The intent of this study will be to identify current and best practices in the fire service with a heavy emphasis on safety.
- Studies will be published in Q4 for all field personnel and, when appropriate, released to the district's auto aid partners for review and dissemination.
- In Q2, a newsletter will be released in lieu of a full study. This newsletter will be used as an additional training piece or AAR of the CRD findings. Crews will be able to use the newsletter and study as a round table training activity in-house.

EMS Training

- EMS training is conducted in person every quarter alongside the fire training for that quarter. This provides more in-person training and fewer online assignments allowing us not to assign any online training in the months of March, June, and November unless absolutely necessary.

Leadership Continuing Education:

- The newly designed Leadership CE Program consists of 16 hours of training specifically designed for all leadership levels, civilian and uniformed, within the organization. Some topics may be tailored to existing uniformed officers to keep their skills up to date, derived from the most current CCP program, but the majority of this CE program is intended to be relevant to all leadership.
- Of the 16 hours, at least 4 of these hours are set aside for the content described above. The remaining 12 hours are focused on organizational leadership in the form of a Fire Chief round table and guest speakers. During these sessions the Fire Chief and/or his designee may provide perspective and direction about the state of the organization and communicate end state vision which provides managers with up-to-date decision-making capabilities.

Firefighter Annual Skills Assessments:

- The fire service responded to 54% less fires in 2020 when compared to 1980. Even with this reduction in fires, the death rate per 1000 reported house fires was 16% higher than in 1980. This is because the material that burns inside modern homes burns hotter and faster. Now more than ever, it is important to ensure that our suppression personnel can respond quickly and perform basic firefighting tasks safely and efficiently. An avenue to ensure continued, career long competence is an annual evaluation of each member's ability to perform 4 foundational firefighting skills by shift Battalion Chiefs. Each member of a crew should be evaluated, to include Captains, Engineers, and Paramedics. Many times, the Firefighter will be the individual performing the skills on an actual fireground, but it remains paramount that each member of the crew has practiced the skills regularly and maintains a high level of proficiency.
- The annual fire training evaluation consists of four foundational firefighting skills. The four skills evaluated annually will be:
 - 28-foot extension ladder throw
 - Pre-connected hose line deployment
 - SCBA competence with fire gloves and black out mask
 - EBSS buddy breathing hook-up required.
 - Turnout time
- Annually, each shift Battalion Chief assesses suppression's ability to perform the above tasks utilizing the EVALS software on Fire Rescue 1 Academy.

- Like ISO training requirements, annual skills evaluation will be added to each suppression members Fire Rescue1 assignment list and should be completed by the end of the calendar year.
- Evaluations can be performed in an in-service capacity at the Station or by obtaining coverage and usage of the Training Center.
- Shift Battalion Chiefs have the discretion to have individuals in their Battalion re-test in a particular skill that they were deficient in.

Engineer Training:

The annual Engineer CE will be split into two sections. The first section will be released every Q3 online via FR1. It will be preparation for the Q4 in person CE and cover as much of the cognitive information as possible, allowing for Q4 to be almost entirely hands-on and prop dependent. The online portion includes a hydraulics review and test. Additionally, a portion of the engineer CE will cover ladder operations and a review of hands-on skills.

Annual Special Operations Skills Assessment:

Training recently acquired Special Operations as an additional training area which the Response Branch maintained in the past. They identified the need for better record management and an annual skills assessment of all personnel qualified in the various disciplines. The Division implemented the annual skills assessment for all Special Operations members executed by the Training Captain in charge of Special Operations, the Operations Division Chief, and the shift Battalion Chief. All record management will be recorded utilizing the EVALS platform on Fire Rescue 1. The annual special operations skills assessment is held each year in Q4.

CURRENT DIVISION GOALS/OBJECTIVES AND STATUS

Training

- Provide relevant and focused training opportunities to ensure personnel are safe, effective, and efficient when performing skills.
 - Provide structured training sessions.
 - Academy 24-01 (October 2024 – March 2025) – IN PROGRESS
 - CRD - Large Family Search & Rescue - (Q1 2025) – IN PROGRESS
 - WL/TRT/HZMT Refresher- (Q2 2025)– IN PROGRESS
 - Firefighter Skills Assessment (April 2025) – IN PROGRESS
 - Training Package (Q3 2025) – IN PROGRESS
 - Training Package (Q4 2025) – IN PROGRESS
 - Special Operations Skills Assessment (December 2025) – IN PROGRESS
 - Provide decentralized training.

- Required annual training (ISO, OSHA, etc.) – IN PROGRESS THROUGH DECEMBER 31
- Continuing education (Blue Card CE, Fire Rescue 1, EMS) – IN PROGRESS
- Provide drop-in training opportunities for engine companies.
 - Ventilation – IN PROGRESS
 - Extrication – IN PROGRESS
 - Minimum Company Standards Drills (MCS) – IN PROGRESS
 - SCBA Consumption – IN PROGRESS
 - Driving Cone Course – IN PROGRESS
 - Tender Shuttle Drill – IN PROGRESS
- Update training related processes.
 - Recruit Academy (2024-01) – COMPLETED
 - Video library– IN PROGRESS (Videos added regularly)
 - Promotional Testing – IN PROGRESS
 - Refresher Program Updates – COMPLETED
 - Training Procedures/SOGs Update – IN PROGRESS (25 procedures completed)
 - Lansweeper Implementation (Help desk ticketing system) – COMPLETED
 - Training Division HelpDesk email established – COMPLETED
 - Laserfiche Implementation (Digitized all files and documents) - COMPLETED
- Professional development and continued education of all ranks
 - Spring Leadership CE – (March 2025) – IN PROGRESS
 - Driver Operator Course (May 2025) – IN PROGRESS
 - Probationary Testing Class 24-01 (August & December 2025) – IN PROGRESS
 - Fall Leadership CE (September 2025) – IN PROGRESS
 - Driver Operator Course (October- November 2025) – IN PROGRESS
 - Engineer CE – (October 2025) – IN PROGRESS
 - Engineer Academy – (October 2025) – IN PROGRESS
 - Battalion Chief Certification Program – IN PROGRESS
 - Captain Testing – IN PROGRESS
 - Battalion Chief Testing - IN PROGRESS

STRATEGIC PLAN CRITICAL TASKS DISCUSSION

Goal 4: Strengthen recruitment, development, and retention of an engaged workforce reflective of the organization's community and core values.

Objective 4B: Enhance the professional development framework that fosters continuous learning, growth, and skill enhancement for all employees across the organization focusing on cultivating leadership capabilities, technical expertise, and soft skills essential for success.

Critical Task: Establish a bi-annual leadership and management CE for civilian and sworn personnel.

Status: 50% complete. Full implementation and completion of this task will be realized in Q2 of 2025.

Critical Task: Establish a leadership academy for civilian supervisors and managers.

Status: 50% complete. Full implementation and completion of this task will be realized as soon as the new BCP is executed. This program has been updated to include relevant information for all civilian employees.

Critical Task: Expand the in-person CE opportunities for all Paramedics.

Status: 75% complete. Full implementation and completion of this task will be realized during the fall of 2025. Multiple offerings have been executed at this time with additional offerings in the fall.

Critical Task: Develop an annual refresher credentialing system for Special Operations qualifications.

Status: 100% complete. Full implementation and completion was realized in December 2024 with the first successful skills qualification completed at the Training Center.

CURRENT ISSUES

Training

Historically, the Division has focused on fire-related content as it is highly prop dependent, scenario-based training. In 2023, EMS training was integrated into the Division with added personnel. This allowed the Division to produce relevant, quality, content which added value to the Banner online educational content the District was already paying for. Furthermore, it provided a ground truth evaluation of how that content was digested and applied by the field while also providing opportunity for hands-on, skills-based training.

Beginning in 2024 the Division also took over Special Operations training. One position has already been reassigned for this integration, moving one Captain from suppression focused training to a special operations focus training, utilizing existing staff. To complement the new annual training plan, Division staff has been assembled

into sub-teams. A Captain and Engineer, focusing on all fire related (suppression) training, which includes driver training. A Captain and Paramedic, focused on EMS training and recertification, as well as liaising with Medical Direction and compliance on trends in QA/QI. A singular Captain in charge of all special operations training, regional training, and professional development of the organization, which includes teaching new Academy courses and offering technical discipline courses to Response.

The Division aims to provide the district with three benefits moving forward:

1. To run programs concurrently regardless of their scope and size. (i.e. academy, CCP and quarterly training).
2. To execute the above without the addition of temporary response personnel, so as not to deplete their operational strength.
3. To train and certify a vast majority of Response as technician level personnel, creating flexibility in staffing and value to the community in the form of highly trained personnel.

For these reasons, as well as the safety and logistical nature of all special operations training and continuing education, the Division sees a need for one additional staff member. This position will fill out the special operations sub-team, allowing that team (one Captain and one Firefighter) to reach the goals listed above. The amount of manpower it requires to run large concurrent programs safely and effectively cannot be overstated. While many will argue that NWFD Training has more staff than many other Training Division's around the State, I would point out that we are also the only Training Division running the volume of programs you see today. Without this additional staffing it will not be possible to maintain the operational tempo the organization saw when Fire and EMS Training was combined in 2023. During 2024 Trainers were stretched beyond their capacity during times when the Special Operation's Captain was occupied with their assigned programs and responsibilities.

UPCOMING FISCAL YEAR GOALS/OBJECTIVES – INCLUDE RELATIONSHIP TO STRATEGIC PLAN GOALS/OBJECTIVES AS APPROPRIATE

Training

STRUCTURED TRAINING (Goal 4b)

- Company Readiness Drill- Q1 2026
- Training Package – Q3 & Q4 2025
- EMS Quarterly hands-on skills training- Q1-4
- Wildland/HazMat/TRT Refresher Program – Q2 2026
- AREST CPR Recertification – Q1 2026
- Battalion Chief Certification Program – Summer 2025

- Captain Certification Program – Summer 2026

DECENTRALIZED TRAINING

- UL/NIST studies
- LODD Case Studies
- Monthly EMS training on Fire Rescue 1 Academy
- Engineer CE
- Leadership CE's
- Firefighter Skills Assessment
- Special Operations Skills Assessment
- Pump Pod deployment to stations

DROP-IN TRAINING (Goal 4b)

- Extrication
- Ventilation
- Forcible Entry
- Search & Rescue
- Fire Ground Survival
- SCBA Consumption Course
- Tender Shuttle Drill
- Driver Cone Course
- Special Operations
- Simlab Incident Command Training

CLASSES/COURSES/PROGRAMS (Goal 4b)

- Arest CPR Recertification
- Engineer Academy
- Leadership I
- Leadership II
- Leadership III
- SVO
- Driver Operator Course
- Building Construction
- Instructor I
- Instructor II
- Special Operations Technician Level Courses

PROMOTIONAL EXAMS (Goal 4b)

- Captain Testing
- Battalion Chief Testing

- Engineer Academy
- Paramedic Testing

PROJECT WORK (Goal 4b)

- Audit and improve academy EMT program efficiency
- Training Center video library.
- Complete Training Procedures Manual.
- Complete full program audits on CCP, BCP, D/O and EA

TRAINING

CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

Training

- Division Chief Ian Cassidy
 - Completed 25 new training intra-departmental procedures for the Division.
 - Completed and implemented a new annual training plan
 - Taught Leadership Series and prepared new instructors to take over the course.
 - Completed digitizing all training documents into the Laserfiche system.
 - Updated facility fee schedule
 - Developed an updated Battalion Chief Certification Program
 - Developed a Civilian Leadership & Management Program for non-uniformed personnel.
 - Attended Division managers meetings
 - Assisted with Academy 24-01
 - Assisted with all training programs and courses, to include teaching.
 - Integrated Special Operations Training into the responsibilities of the Training Division
 - Scheduled many classes and training opportunities
 - Attended all Medical Direction training/QA/QI meetings
 - Coordinated multiple automatic aid drills with our partners
 - Assisted Community Relations with Impact Marana
 - Facilitated all Awards Work Group meetings and tasks.
 - Took delivery of and attended train-the-trainer class on new pump pod
 - Worked closely with facilities on the reopening of the Training Center
 - Worked on recruitment research project to determine best hiring practices
 - Developed an annual budget process of recurring items so as to always have the proper equipment serviceable and in place for training sessions.

- Executed multiple Leadership CE's
 - Worked with Community Relations and Uniform Work Group to develop a uniform video.
 - Awarded a Commendation Medal for leadership and work done within the Training Division
- Captain Greg Owen
 - Completed Academy 24-01
 - Managed all FR1 fire training and validations
 - Developed multiple CRD and Training Packages
 - Assisted with all quarterly EMS training
 - Attended FDIC
 - Executed Fire Dynamics video course
 - Executed the first annual firefighter skills assessment
 - Completed multiple new fire sims utilizing the SimsUShare software
 - Assisted with D/O course
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher program
 - Completed the construction of a new FGS maze
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library. Completed multiple videos for library.
- Captain Justin Simmons
 - Developed multiple CRD and Training Packages
 - Executed a successful CCP class with 12 graduates
 - Managed all FR1 EMS credentials and training
 - Developed all EMS quarterly training packages
 - Completed update of manual of firefighting
 - Executed the first annual firefighter skills assessment
 - Completed multiple new fire sims utilizing the SimsUShare software
 - Assisted with D/O course
 - Assisted with Class 23-01 probationary testing
 - Assisted with WL/HZMT/TRT Refresher program
 - Completed the construction of a new FGS maze
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library. Completed multiple videos for library.
- Engineer Brandon Emans
 - Completed three D/O courses
 - Completed Engineer CE
 - Began work on audit of D/O program to include intra-departmental procedure on administration of the course.
 - Assisted with Final Probationary Practical Testing

- Assisted with all CRD, EMS and Training Packages
 - Taught a Civilian Driving Course
 - Worked to upkeep all training apparatus and equipment
 - Assisted with Academy 24-01
 - Assisted with WL/HZMT/TRT Refresher program
 - Became lead trainer for all pump pod operations and procedures.
 - Awarded a Unit Citation for work done with pump pod when Governor Hobbs visited
- Captain Shane Medlen
 - Successfully integrated Special Operations into the Division
 - Integrated and executed all special operations disciplines into Academy 24-01
 - Developed, tracked, and implemented a special operations credential in FR1
 - Developed and executed the first special operations annual skills assessment
 - Executed the new WL/HZMT/TRT annual refresher program
 - Completed a new elevator rescue class on FR1.
 - Assisted with delivery of all CRD, EMS and Training Packages
 - Assisted with new FGS maze construction
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library. Completed multiple videos for library.
- Paramedic Craig Pierpont
 - Developed and implemented a new EMS Training Equipment Room
 - Attended FDIC
 - Executed Annual Consumption Course
 - Executed the EMT program during Academy 24-01
 - Developed multiple EMS quarterly training packages
 - Repaired and serviced all Training EMS mannequins.
 - Developed multiple intra-departmental procedures
 - Assisted with WL/HZMT/TRT Refresher program
 - Assisted with D/O course
 - Assisted with all CRD, and Training Package deliveries
 - Assisted with new FGS maze construction
 - Worked with Community Relations Division and Media Specialist to develop process for Video Training Library. Completed multiple videos for library.
 - Awarded a Unit Citation for work done with pump pod when Governor Hobbs visited
- Administrative Assistant Ortiz
 - Scheduled classes and crews at the Training Center

- Organized training files and rosters
- Participated as active member of the Peer Support Team
- Entered training in Fire Rescue1
- Worked with I.T. and Duckpress to digitize all training files in Laserfische
- Wrote multiple intra-departmental procedures for Training Manual

UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

Training

- 192 hours company training
- 320 hours of engineer academy training
- 160 hours of battalion chief certification training
- 18 hours facilities training (at Training Center)
- 84 hours of Special Operations training
- 12 hours existing driver/operator training
- 16 hours officer training
- 7.5 hours OSHA training
- 120 hours FireFit training

UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

Training

- Division Chief Ian Cassidy
 - Promotional Testing for Engineer, Captain and BC
 - Instruct BCP 2025
 - Leadership & Management CE's (Spring and Fall)
 - Replace two training captains and one paramedic (2 year assignments complete).
 - Update Training Mandate Manual
 - Complete training procedures manual
 - Schedule future professional development and Continuing Education classes
- Captain Justin Simmons (+replacement)
 - Develop and assist with CRD/TP
 - Develop and instruct quarterly EMS
 - Assist with probationary testing
 - Instruct CCP 2026
 - Promotional Testing for BC and Captain
 - Update NWFD video library
 - Update Manual of Firefighting 2026
- Captain Shane Medlen (+ replacement)
 - Promotional Testing for BC and Captain

- Develop and assist with CRD/TP
 - Assist with quarterly EMS
 - Execute probationary testing for class 24-01
 - Execute WL/TRT/HZMT refresher program Q2
 - Instruct at least two special operations courses
 - Assist with CCP 2026
 - Update NWFD video library
 - Update Manual of Firefighting 2026
- Captain Greg Owen
 - Develop and assist with CRD/TP
 - Assist with quarterly EMS
 - Assist with probationary testing
 - Assist with CCP 2026
 - Promotional Testing for BC and Captain
 - Update NWFD video library
 - Update Manual of Firefighting 2026
- Engineer Brandon Emans
 - Teach an SVO course
 - Teach a DO course
 - Assist with Probationary Testing
 - Assist with the CRD
 - Assist with the BLS portions of EMS training
 - Teach Civilian and Physician driving courses as needed
 - Teach an Engineer CE
 - Execute an Engineer Academy
 - Assist crews with their training as needed
 - Help build and maintain the various training props we have here at training
 - Update Manual of Firefighting 2026
- Paramedic Craig Pierpont (+ replacement)
 - Develop and teach EMS skills labs
 - Assist with CRD/TP
 - Review and send out monthly EMS decentralized training
 - Develop and instruct quarterly EMS
 - Assist with probationary testing
 - Assist with CCP 2026
 - Assist with promotional Testing for BC and Captain
 - Lead on all paramedic testing processes
 - Maintain all EMS equipment to include mannequin maintenance
 - Update NWFD video library
 - Update Manual of Firefighting 2026
- Administrative Assistant Ortiz

- Continue Degree work for AA
 - Professional Development Training
 - Peer Support Courses (to continue work with team)
 - Develop all intra-departmental procedures for position
 - Files transfer to SharePoint
 - Maintain personnel files on Laserfiche
- Structured Centralized training
 - Since the final completion of the Training Center construction most of the centralized training issues have been alleviated. The only issue now is the management of multiple programs at the same time coupled with the shortage of manpower. Adding an additional firefighter to the training cadre would alleviate most if not all of these issues moving forward.
- Decentralized training
 - A majority of the decentralized training involves compliance-related topics from EMS, OSHA, ISO, & NFPA. FR1 has pre-built courses that are assigned through an assignment that completes these requirements. The greatest issue the Division hears is that there are too many assignments coming too frequently on the FR1 platform. The Division is answering these issues through the new annual training plan which utilizes all of Division staff to run concurrent, in-person, hands-on programs, creating more training hours in-person.
- Drop-in training
 - The main issue with drop-in training is the management of the training grounds where multiple large-scale programs may be running concurrently. During Academies, some of the props may be in use and therefore unavailable, but the Division's intent is to always have space available for crews regardless. Utilizing the Schedule Training Form located on the dashboard of FR1 allows the Division Chief of Training to effectively manage the grounds each day so that no overlap is occurring in training spaces.
- Professional development
 - The programs, projects, and courses associated with professional development require a lot of time to update, develop, and execute. Through the addition of the new trainers for EMS and the upgraded Special Operations Captain position the Division can reach many of the goals set forth previously. By adding one additional Firefighter position

the Division would have all staff necessary to accomplish the training needs of EMS, Fire, and Special Operations.

- o Consistency between the District's regional partners is another issue. Training levels and requirements differ from District to district/department along with the quality of the training provided. Working with regional counterparts is critical and we plan to continue these vital relationships.

PROGRAM SELF-ASSESSMENT

THE PROGRAM SELF-ASSESSMENT CONSISTS OF THE CURRENT ACCREDITATION CORE COMPETENCIES AND PERFORMANCE INDICATORS THAT DESCRIBE, APPRAISE, AND LIST A PLAN FOR YOUR DIVISION. THESE CORE COMPETENCIES AND PERFORMANCE INDICATORS, ALONG WITH THE CURRENT ISSUES IDENTIFIED, ARE THE FOUNDATION FOR DEVELOPING UPCOMING GOALS AND OBJECTIVES.

CFAI STRATEGIC RECOMMENDATIONS: N/A

Category 8: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials; and instructional information systems, such as computers and software, telecommunications, other audiovisual media, and facilities to utilize such equipment and services. If the agency does not have these resources available internally, external resources are identified, and the agency has a plan in place to ensure compliance with training and education requirements.

A learning resources organizational structure and a technically proficient support staff are central to the success of training and educational programs. The training staff should provide services that encourage and stimulate competency, innovation, and a continual learning cycle. The agency or system should provide those learning resources necessary to support quality training. The agency should depict its approach to recognized state/provincial and national fire service professional standards programs in its written responses to the performance indicators in this category.

Criterion 8A: Training and Education Program Requirements

A training program is established to support the agency's needs. The agency provides access to and guidance on educational programs that increase advancement potential and support the agency's needs.

The Northwest Fire District training and educational programs meet agency needs through certification-based training programs such as the Support Vehicle Operator, Driver Operator, Aerial Operations, Captain Certification Program, and Battalion Certification Program. Additional needs are met through quarterly shift training facilitated by the Training Division's NFPA 1041 qualified instructors and includes on-going course delivery in courses such as Incident Safety Officer, Leadership I, II, III, Building Construction, response staff training, battalion and company- level minimum company standards, educational tuition reimbursement, online learning via Fire Rescue 1, and outside training opportunities such as Arizona State Fire School, FDIC, FRI, Arizona Fire Chief's Leadership Conference, and Phoenix Fire Department's IMS Symposium.

Training programs are based on federally mandated OSHA requirements, NFPA standards, annual ISO requirements, CFAI accreditation recommendations, fire service industry best practices, and community and/or organizational needs.

CC 8A.1 The organization has a process in place to identify training needs, including tasks, activities, knowledge, skills and abilities.

Description

The process of identifying training needs begins with the various job requirements for each position within the organization. The Human Resource Service Division maintains job descriptions that are updated on an annual basis. Job descriptions list the functions, job specifications, and certifications required for the position, along with required education, experience, and training.

Training needs are identified through reviews of emergency incidents and training evolutions (Company Readiness Drills and Training Package). The different levels of incident review used by the organization allow for scalability in identifying lessons learned and training needs.

Different types of evaluations are used to build training programs that get developed and formatted for delivery. Information gathered from these formal and informal evaluations prioritizes and identifies the current needs of the organization. Guidelines in Lesson Plan Development (SOG 4201) outline proper formatting to ensure consistency in most training deliveries. Formal training will be evaluated as per SOG 4203.

Training is accomplished in accordance with applicable NFPA standards. The Training Division references the Northwest Fire Training Mandate Manual to ensure compliance with applicable courses at the local, state, and national levels. This includes all training mandates for Operations level personnel and specialty type positions. The Training Chief is responsible for reviewing these mandates annually and ensuring compliance and relevance. These types of training mandates are input, tracked, and queried through the Fire Rescue1 online platform.

Other means of identifying training needs are captured informally through training Division staff meetings, Operation meetings, and the Labor-Management Committee.

Finally, the Training Division puts out an annual training survey to all suppression personnel to gather information on how the past year's training was received as well as what kinds of training they would like to see in the future as per SOG 4212.

Appraisal

The current process of identifying training needs through job requirements for each position, After-Action Reviews, lesson plan evaluations, surveys, and various staff meetings is subjectively user-friendly and provides necessary objective data to make informed decisions.

The Training Chief ensures the completion of all identified training objectives, both by mandate and recommendation, so that each member is compliant. This review is completed annually. This review is in conjunction with annual training needs that are identified by various department heads and sets the objectives for the following year.

Plan

Continue using the AAR's, evaluations of CRDs, and NWFD Training Mandates to adjust training priorities as needed. The Training Division will create an Annual Training Survey (SOG 4212) and distribute the survey to all operations personnel during the second quarter of the fiscal year. Implementation of the new annual training plan considers all the items listed in the training mandate.

Training and Operations will continue to execute an annual firefighter skills assessment, which will be completed on the EVALS section of FR1. Shift Battalion Chiefs will execute these assessments and the Training Division will log these time-base drills as completions in Fire Rescue1 as completions.

References:

Firefighter Job Description

Training Mandates 2025

SOG#4203 Training Evaluation

SOG#4201 Lesson Plan Development

Lesson Plan Template

Training Procedure_Annual Training Plan

Training Procedure_Course Development & Administration

List of NFPA Codes and Standards – www.NFPA.org:

NFPA 1001

NFPA 1002

NFPA 1006

NFPA 1021

NFPA 1041

NFPA 1051

NFPA 1072

NFPA 1403

NFPA 1410

NFPA 2500

8A.2 The agency's training program is consistent with the mission statement, goals and objectives, and helps the agency meet those goals and objectives.

Description

Training and educational programs are consistent with Northwest Fire District's mission statement. Through a joint Labor-Management strategic planning process, the mission of the organization is defined. Further, specific training programs, strategic objectives, and initiatives linked to the mission are developed through the

Labor-Management processes. The training programs are consistent with this strategic process. The District is focused on its core services of Fire, EMS, and Prevention. Training now falls under the Operational Services Section.

Appraisal

Training programs are consistent with the agency's mission statement. Progress is being made on Goal 4, Objective B, and the critical tasks therein of the Strategic Plan. Training is involved in the strategic plan quarterly review and performs an annual training survey.

Plan

The Training Division will continue to enhance and update training programs to align with the strategic plan and to support and enhance the core services of Fire, EMS, and Prevention. Training will continue to be involved in quarterly Strategic Plan updates.

References

2024-2029 Strategic Plan, Goal 4, Objective B

8A.3 The training program is consistent with legal requirements for mandatory training.

Description

The Northwest Fire District training program is consistent with Federal and State OSHA, and internal training requirements through a well-planned and comprehensive training program that uses various training platforms to deliver training.

Legal requirements are identified in the NWFD Training Mandates Manual. The manual also describes the internal expectations of company level training when there is room for interpretation. These expectations generally include time requirements and general subject matter suggestions.

Appraisal

The present planning and scheduling of training meets legal requirements as indicated by Fire Rescue1 and is consistent with legal requirements and training standards. All Fire Rescue1 assignments are consistent with completing all of the legal requirements annually.

Plan

Training will be tracked and delivered to suppression members in the organization to ensure legal training requirements are met each year through the use of the Fire Rescue1 platform. Assignments will require yearly completion and will renew on January 1st every year. The Training Division uses our RMS to verify completion every year. It can be accessed in Fire Rescue1. It is used for Battalion Chiefs and Captains to confirm that their crews are receiving and documenting the required annual training hours.

References

Training Mandates 2025

Fire Rescue 1 (firerescue1academy.com)

8A.4 The agency identifies minimum levels of training and education required for all positions in the organization.

Description

The Northwest Fire District maintains job descriptions delineating the minimum training requirements for each position. The Training Division maintains minimum training requirements in Fire Rescue 1 which are assigned yearly and must be completed within the year. General training minimums for staff positions related to legal human resources requirements are assigned to all personnel through Fire Rescue 1.

Other training minimum requirements within divisions outside of Operations are tracked by those specific Division Managers. The requirements and minimum qualifications for each position within the organization are identified in job descriptions that are updated annually by Human Resource Services.

Minimum levels of training for suppression personnel are also clearly described in the NWFD Training Mandates Manual. These mandates are reviewed annually by the Training Division.

Appraisal

Job descriptions are reviewed annually. Engineer, Captain, and Battalion Chief Certification programs are updated as NFPA standards, new curriculums, and organizational needs are updated. Further, Fire Rescue 1 guides each field suppression member in completing minimum levels of training each year.

Other staff members have maintained necessary minimums at the direction of their Division Manager. Examples of these types of requirements would include unique job certifications necessary for completing work within each specialty staff position.

Plan

Continue to update job descriptions, Fire Rescue 1, and Certification programs as standards are changed. The Training Division will also continue to run annual reports to ensure that the required training that has been assigned, completed, and recorded in Fire Rescue 1.

References

CCP2024 Syllabus

BCP 2025 Syllabus

24-01 Recruit Academy Syllabus

FireFighter Job Description

Training Mandates 2025

Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary

Northwest Fire District has a full-time training staff that meets the organization's training needs when not holding recruit academies. Training and education programs are deployed through online training application (Fire Rescue 1), 12.5-acre training grounds which includes props and classroom areas, and a comprehensive tuition reimbursement program for all employees to enhance individual and team performance.

The Training Division maintains a training calendar via SharePoint and records documented training completions through web-based Fire Rescue 1 software. The Training Division coordinates training with the Operations and Medical Service Divisions to ensure training requirements are met and recorded.

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

Northwest Fire District uses standardized curriculums based on industry best practices, lesson plans with clear objectives, formal and informal reviews, NIST and UL reports, NFPA standards, OSHA regulations, and Incident Review process and training evaluations to ensure personnel are appropriately trained.

NIST, UL, NFPA standards, up-to-date curriculum publications, and OSHA regulations form the basis for the Recruit Academy, Engineer Academy, Captain certifications, and Battalion Chief certification programs.

The NWFD Training Mandate Manual describes all the necessary training requirements for each position. Fire Rescue 1 is used to measure and track personnel training and has been effective for ensuring personnel complete required training.

Appraisal

The current training process for ensuring personnel are appropriately trained is sufficient and should continue. This appraisal is based on compliance reports that are run annually by the Training Chief and are measured against the requirements.

Plan

The plan is to continue to use industry standard curriculums, lesson plans, NFPA minimum company standards, training evaluations, and incident reviews to develop, schedule and ensure personnel are trained. The current practice of writing lesson plans and syllabi with clearly defined objectives and conducting after-action evaluations should continue and be reinforced. The intent in the future will be to continue to keep pace with new industry standards and best practices. The use of UAS to capture overhead video of drills will be used in the AAR to help ensure our members are appropriately trained. It will also allow our training staff the ability to record best practice training drills and post them on Fire Rescue 1 for crews to review and practice.

References

SOG#1105 After-Action Evaluation

SOG#4201 Lesson Plan Development

SOG#4203 Training Evaluations

CCP2024 Syllabus

BCP 2025 Syllabus

24-01 Student Syllabus

FireFighter Job Description

Training Mandates 2025

NFPA 1410

2023 Engineer Academy Syllabus

UAS Training Operation

8B.2 The agency provides a training schedule that meets the organization's needs.

Description

Northwest Fire District provides all personnel with an electronic training calendar maintained on a centrally located database. Additionally, Northwest Fire District uses BookKing scheduling software to track and eliminate any scheduling conflicts with the training classrooms and props. The Training Division schedules mandatory training quarterly using BookKing and the SharePoint Calendar. Furthermore, personnel can view and schedule impromptu training through their chain of command using Lansweeper, a ticketing-based Help Desk. Personnel initiate a ticket by sending an email of their request to trainingrequest@nwfdaz.gov. Training staff assign or pick up the ticket and execute the request, always keeping the requestee informed throughout the process.

These scheduling programs meet the needs of the organization by allowing all personnel to access calendars and schedule training as needed. The mandated training is scheduled by the Training Division and is reflected in these online calendars as well. Having these systems accessible by all members of the organization helps coordinate training priorities with other mission critical events.

Appraisal

The SharePoint, BookKing calendar and Lansweeper software are effective. Since the opening of the Training Center, this system has proven to be effective at maintaining an adequate level of availability, scheduling, and coordination for all members of the organization that require the use of the center. The training calendar is updated and maintained by the Training administrative assistant. The Training Division

coordinates training events with the Response and Emergency Medical Services Divisions.

Plan

The plan is to continue the current process of maintaining the SharePoint, BookKing training calendar as well as the Lansweeper ticketing system. The current system in use meets all the needs of the organization.

References

SOG#4215 Scheduling the Training Center

Central Calendar - Calendar (sharepoint.com) – On-site

Univerus Rec Scheduling Module 8.55 - Re-Logon – On-site

Lansweeper (nwvs-helpdesk.fire.local)

CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

Northwest Fire District's crew and individual performance-based measurement and validation begin with referencing current NFPA standards. The Training staff uses the consensus documents to develop objectives for each training course during a planning meeting. Goals and objectives are defined and clearly written to provide personnel with the training expectation(s) before conducting training. These objectives are identified in the lesson plan format for all formal training sessions.

Satisfactory training completions are in Fire Rescue 1. Yearly Fire Rescue 1 training requirements are listed on an individual's Fire Rescue 1 homepage. Testing is performed and graded by Fire Rescue 1 after online training programs.

Fire Rescue 1 offers ready-made performance measures in the form of post-program testing. Additionally, the Training staff can input performance measures into Fire Rescue 1 as online tests or check sheets. The After-Action Review (AAR) identifies areas of improvement during practical drills and documentation of completions is tracked on Fire Rescue 1. This process is consistent and meets the needs of the organization.

Appraisal

NWFD is consistent with evaluating and documenting crew performance during each training evolution. Performance evaluation and remediation are considered satisfactory and represented through the documentation of completed training for each crew. Training evolution After-Action Reviews are not currently documented.

The new formal metric used to evaluate individual skills is found in the annual firefighter skills assessment, which all suppression personnel must complete. This is formally documented on FR1 EVALS by the shift battalion chiefs.

Plan

The Training staff will evaluate individuals and crews during practical evolutions based on the developed goals, objectives, Standard Operating Guidelines, and Fire Rescue 1 testing. The Training Staff conducts an After Action Review immediately following the conclusion of the training. Identified improvements result in remediation (individuals or crews re-performing the evolutions) or re-testing on Fire Rescue 1.

A greater effort is currently being made to document individual performance issues. This documentation will occur on the EVALS section of Fire Rescue 1 largely during the annual firefighter skills assessment completed by every member of Response. This also includes the need for documenting after-action reviews conducted at the conclusion of each training session.

Continue the After-Action Reviews process and Fire Rescue 1 online training to measure and validate performance. A NWFD Company Drill Manual has been created to guide crews through NFPA 1410 company evolutions and other evolutions that are applicable District wide.

References:

Fire Rescue 1 (firerescue1academy.com)

Company Drills

8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

Northwest Fire District uses After Action Reviews, Microsoft Forms, and Fire Rescue 1 course surveys and hard copy course evaluations to solicit feedback and analyze the training provided. We publish an internal document with the data collected from Company Readiness Drills for Response.

Appraisal

Northwest Fire's analysis of student evaluations has improved. The current practice of a post-training review is typically done in the form of an After-Action-Review by the training staff and company officer.

Plan

The plan is to continue the informal After Action Reviews of training conducted. The use of overhead video during training may be used to provide further feedback during an AAR. CRD data collection is also used to show how crews and individuals compared to their peers in certain evolutions. The use of Microsoft Forms to solicit feedback is typically done for the annual training survey.

References

SOG#4203 Training Evaluations

SOG#4212 Annual Training Survey

8B.5 The agency maintains a training records management system that meets its needs.

Description

NWFD previously maintained individual paper-training records at the NWFD Training Center's high-density file storage system and digitally on Fire Rescue 1 that are generally consistent with NFPA 1401, Recommended Practice for Fire Service Training Reports and Records. This system has been completely updated and digitized into Laserfiche. As of January 1, 2025, all records are now digital. Each individual training completion and certificate is securely stored for the entirety of an individual's employment with the organization.

Records are accessible to the individual by scheduling an appointment with the Training Division when required.

Appraisal

Training parameters are set yearly on Fire Rescue 1 to address agency and legally required training. All employee training records are concise and readily accessible through the Fire Rescue 1 report generator or Laserfiche. All paper copies of previous training and certificates are now housed on Laserfiche with immediate access by the Training Division at any time.

Plan

Continue to maintain and upload all training documents digitally with secure backups in the cloud based Laserfiche system.

References

NWFD Training High Density Storage (On-Site)

NFPA 1401-17

Fire Rescue 1 (firerescuelacademy.com)

Laserfisch

CC 8B.6 The agency conducts a formal and documented program appraisal, at least annually, to determine the program's effectiveness and compliance with meeting the needs of the organization.

Description

Northwest Fire District conducts a comprehensive, formal, and documented program appraisal annually. This appraisal consists of a review and update of the latest program appraisal along with the annual budgeting process. This information compiled with course/class evaluations and the annual training survey provides the basis for our annual appraisal. The Training staff uses all this information to determine what if any changes to the program need to be made and if it meets the organizational needs.

Appraisal

The process used to conduct a formal and documented program appraisal is the program appraisal process. The combination of the latest appraisal, budgeting process, and the annual training survey help guide the future direction of the Training program. The program appraisal is updated annually, along with the budgeting process. With this information and the annual survey (SOG 4212), we can plan training that is relevant and meets the organizational needs.

Plan

Continue to review the current methods of information to determine program effectiveness and compliance to meet the organizational needs. The course/class evaluation surveys of training conducted along with the annual training survey help

guide decisions of program effectiveness and organizational needs. While the appraisal and budgeting process helps to determine if goals were met, and the fiscal impact needed to achieve the goals in the upcoming year.

References

Program Appraisal Operational Services Training Division

FY 23-24 Adopted Budget, General fund (100) includes Training.

SOG#4212 Annual Training Survey

Criterion 8C: Training and Education Resources

Printed and nonprinted training and education resources, library materials, media equipment, facilities and staff are available in adequate quantity and relevancy and are current.

Summary

Northwest Fire District has a state-of-the-art Training Center covering 12.5 acres. The Training Center includes six indoor classrooms, two outdoor classrooms, training offices, a workout facility, a two-story Class-A burn building, a car fire prop, a five-story training tower, a ventilation prop, extrication pad, hazardous materials props, technical rescue props and a flashover fire prop. In addition, the Training Center has a library with print and electronic media that may be checked out by members. The Training Division is staffed by a Division Chief, three Training Captains, one Engineer, one Paramedic and one Training Administrative Assistant.

All training material is relevant, current. With the addition of Special Operations training responsibilities, the need for an additional staff member is necessary for complete autonomy (without the need to pull from Response during certain programs).

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.

Description

Northwest Fire District Training Center has six classrooms, two outdoor classrooms, an apparatus building, a workout facility, a two-story class-A burn building, a five-story training tower, extrication pad, ventilation prop, hazardous materials props, technical

rescue props, and a flashover fire prop. The Training Center has two Type I engines assigned and fully equipped for training applications as well as the availability of an Ambulance. The Training Division also has a drone. The Training Center has a cache of equipment and materials needed to support all-hazards training conducted at the facility.

Appraisal

With the opening of the Training Center in 2012, the Fire District has adequate training facilities and apparatus to support the training needs of the District. The District's scheduling software logged 18,956 student contacts for a total of 5449.25 hours from 01/01/24 to 12/31/24. All these hours occurred on-site at the NWFD Training Center. The classrooms at the training center are due for an A/V upgrade. Currently, the Training staff has continued to see challenges with projecting PowerPoints and Zoom video conferencing along with audio in the classrooms. These challenges distract from the learning environment. Upgrades to the Training Center A/V equipment has been completed and all classrooms now have live stream capability.

Plan

The plan is to continue using current scheduling software to track facility and apparatus use by both internal and external personnel. Coordinate efforts with the Facilities Division concerning facility and apparatus maintenance to ensure availability for use by both District and outside agencies.

References:

Classroom and Prop List

CC 8C.2 The agency has access to instructional personnel, within the organization or from identified external resources, with teaching qualifications and expertise to meet its needs.

Description

The Training Division is staffed with a Division Chief, three Training Captains, one Engineer, one Paramedic and one Training Administrative Assistant. The Training staff delivers quarterly training, certification-based training programs, prerequisite courses, recruit fire academies, promotional testing processes, EMS skills training, monthly EMS CE, and annual training requirements. All Training staff are at a minimum, NFPA 1041 Standard for Fire Service Instructor Professional Qualifications, Fire Instructor I. Any lead instructor for any of the programs offered, from Recruit

Firefighter to the Battalion Chief Certification Program, are required to meet this minimum requirement. The second half of 2022 added two members to the Training staff, one Paramedic and one Captain.

Appraisal

Currently, the NWFD possesses an adequate, but not ideal, pool of qualified instructors to meet the needs of the agency. This appraisal is based on the organizations' ability to successfully deliver all the necessary training programs on schedule as identified by the Training Calendar. There has never been a need to cancel or not hold a class due to a lack of qualified instructors. NWFD has increased staffing at the Training Center by adding a Paramedic trainer and Captain. With the addition of these personnel to the Training Center, the Division also added the EMS training requirements. In late 2023 Training also added the responsibility of Special Operations training. This addition will require the addition of a sixth trainer at the position of, at least, Firefighter to accommodate the added responsibility.

Plan

The plan is to continue utilizing Training staff as well as other qualified internal personnel to assist with Training. Training will continue to develop, support, and recertify internal personnel to maintain a broad pool of instructors. The Division will bring in subject matter experts from the field to increase Training staff capacity and to deliver Special Operations training when necessary. The Division would like to add a Firefighter position to the Training staff with Special Operations credentialing. This position will assist the captain, added last year, with all Special Operations training responsibilities.

References:

NWFD Organizational Chart

FY 23/24 Adopted Budget

Training Procedure_Annual Training Plan

8C.3 Instructional materials are current, easily accessible, and support the training program's stated objectives.

Description

Northwest Fire District has a library with training and educational material in its current editions. Additional training materials can be accessed online through the

Fire Rescue 1 platform. Instructional material used is updated regularly by Training staff and other subject knowledge experts. The Training Division budgets for new books and training materials on an annual basis. The Training Administrative Assistant manages the content in the library and has created a check-in/check-out system for users. Any member that needs materials from the library can visit the Training Center, browse the library, and check out any needed materials free of charge.

Appraisal

The library and current instructional material used within the Training Division are based on standards and industry best practices, are updated regularly, are managed, and are easily accessible. It is adequate in meeting NWFD's needs.

Plan

Continue with the current practice of managing and maintaining the library and updating material. Necessary updates are reviewed and recommended by the Training staff. The updates occur before the delivery of any program. In some cases, the material available is the most up to date and no changes are needed. In other cases, new curriculums are available and are purchased from the Training Division budget.

References

Book Catalog2

FY 24/25 Adopted Budget

8C.4 The agency has a process for purchasing, developing or modifying existing curriculum to meet its needs.

Description

NWFD evaluates the curriculum once a year for ongoing programs. Bi-annual programs are evaluated before the commencement of the course. These curriculums are discussed and evaluated in Training Division meetings.

Many courses offered by the Training Staff allow students to achieve college credit. In these cases, curriculum and objectives must also meet college requirements. NWFD has complied with all requirements and mandates set forth by Pima Community College in each respective course offering by way of the applicable curriculum.

The Training Division uses internal purchasing procedures described in the NWFD Policy Manual and annual budget capacity to purchase, develop, or modify the existing curriculum. Internal purchasing procedures are defined by the Finance Division and are processed through internal purchasing software. Between budgeting and annual evaluation of program curriculum, we continue to meet the needs of our members.

Appraisal

The budget line for training curriculum was increased in FY21/22 and is now set at a limit that will allow for upgrading or modifying when needed. The current process for purchasing, developing, or modifying existing curriculum has been meeting the district needs. The evaluation of course curriculum that we follow has met the needs of the district as well.

The Training Division budgets annually for curriculum.

Plan

The Training Division will continue to annually evaluate curriculum, budget for continued costs, and continually evaluate industry standards.

References

SOG#1302 Procurement and Purchasing Signing Authority

SOG#1305 Processing of Purchase Requisitions

8C.5 Equipment utilized for training is adequately maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

Northwest Fire District has two Type I engines assigned to the Training Division that are fully functional, equipped, and ready for use as well as an ambulance. These apparatuses are maintained following Northwest Fire District's apparatus check policies and procedures and maintenance schedules. The Training Center has other ancillary props and equipment that are also maintained in accordance with manufacturers' recommendations. With the addition of EMS to the Training Division it became necessary to increase the budget for EMS equipment maintenance, specifically EMS mannequins. These mannequins require constant annual service, which is not paid for or maintained by the manufacturer. The Training Paramedic has

the added responsibility of upkeep of this operational equipment. A budget line is maintained for maintenance and upkeep.

Appraisal

Northwest Fire District apparatus and equipment are adequately maintained according to existing policies and procedures. The addition of the “Training Engineer” position has improved the Training Division’s capacity to ensure all facility equipment, and apparatus are available and accessible to trainers and employees.

Plan

The plan is to update maintenance procedures as needed or required. Continue to coordinate efforts with Fleet to schedule and perform preventative maintenance on all apparatus assigned to the Training Center.

References

Training_Procedure EMS Equipment Maintenance

8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

Northwest Fire District Training Division maintains an inventory system to track all equipment and resources. Capital items are tracked through the District’s inventory number system. Apparatus are tracked through Logistics records. Training educational material and library resources are tracked within the Division. Small tools and equipment are locked up and available for checkout through the front office.

Appraisal

All tools are inventoried and tracked, but available for use and checkout by crews through the front office.

Plan

The plan is to continue to track all items in the Training Division.

References

Enterprise Asset Management (assetworks.com)

8C.7 A selection process is in place for training and educational resource materials.

Description

The selection of educational and training materials is a process based on OSHA federal law, NFPA standards, organizational needs, and industry best practices and trends. The Training Division Chief is responsible for reviewing standards, law, organizational needs, best practices, and trends. This is accomplished through literature review, trade publications, staff meetings with the operation managers, the Labor-Management process, Training staff meetings, surveys, and input from fire service professionals at training events, seminars, and conferences. Acquisition of training and educational materials is consistent with the Fire District's mission and vision, firefighter safety, and excellence in service delivery.

Appraisal

Though the process of selecting training and educational resource material is informal, the process to date has been functional and effective. An effort has been made to formalize the selection process but was determined to be ineffective.

Plan

The plan is to continue with the current informal process of selecting training and educational resources. Staff will use current documentation procedures such as "Planning Meeting Minutes," as well as formal incident After Action Reviews (AARs) to evaluate the needs for training and educational resource materials. Staff will work with the Leadership Committee to identify future organizational training needs.

References

Training Mandates 2025

2024-2029 Strategic Plan

CC 8C.8 Training materials are evaluated, at least annually, to reflect current practices and meet the needs of the agency.

Description

The primary process by which training materials are evaluated is through Training staff meetings, course evaluations, and annual training surveys. The NWFD Training Mandate Manual describes all the mandated training that is necessary for each

member. Training Staff ensures that all necessary curriculums and materials are available or budgeted for.

Appraisal

The Training Division Staff meets regularly to discuss training programs. During these discussions, training materials are evaluated. Most recommendations for change are found when new versions of the curriculum become available, or a new program is being implemented.

Input is also sought from other trainers throughout Southern Arizona and the State. Trainers from District auto-aid partners meet regularly to discuss current trends, best practices, and other training related topics.

Other informal conversations are continually had with partner agencies both locally and nationally to ensure that the District is up to date on the latest trends and training deliveries. These informal contacts are not documented.

Plan

Continue the current process for evaluating training materials for current programs and practices. The use of hard-copy and online course evaluation documents are used to track training material performance, ensuring its effectiveness and relevancy to current practices. This tracking will ensure that any change or addition to current practices is evidenced based and supported by organizational data.

References

Course Evaluation

SOG#1105 After-Action Evaluation

SOG#4201 Lesson Plan Development

SOG#4203 Training Evaluation

CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

NWFD's organizational documents, specifically District policies (reviewed annually through Lexipol) and Standard Operating Guidelines and manuals (reviewed at least every three years and updated as needed), are reviewed and in date. All known "critical" forms essential to the mission of the District are also reviewed at a minimum of a three-year interval. The District's recent contract with Lexipol was to ensure policy and procedure reviews are completed on the Center for Public Safety Excellence (CPSE) model's review schedule.

Appraisal

The District's new policy and procedure review methodology using Lexipol is working well to meet the agency's needs. Agency membership worked with Lexipol contractors in 2022 to migrate all NWFD policies and SOGs into the platform. To not inundate the Fire Board, Business Services is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System by Lexipol was deployed to membership in January 2023 following the lengthy 2022 policy review and revamping process. The current SOG manual is being incorporated into the Lexipol procedure section for rollout once the policy portion is approved and reviewed by members.

The Lexipol service provides data and tracking of policy and procedure employee reviews, legislative compliance, and organizational review/revision reminders to ensure that NWFD has notified the members of all policies and procedures, that NWFD has met federal and state compliance, and that the CPSE review requirements for policies (every year) and procedures/other critical documents (every three years) are met.

Plan

The District plans to finish the development of the new organizational documents' workspace within Lexipol and will evaluate once the project is complete.

References

2024 Essential Records Listing

Sample of Lexipol policy review and revision

FINANCE BUDGET DEPARMENT ID:

Department Finance ID #	Department(s)
3100	Training

ANNUAL OPERATING BUDGET REQUEST

\$1,285,954

**PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING
PREPARATION OF PROPOSED BUDGET**

N/A

CAPITAL ITEM REQUEST DISCUSSION

N/A

LINE-ITEM DISCUSSION

N/A

PROPOSED FISCAL YEAR 2025-2026 BUDGET

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
3100 - Training Services						
51110	Salaries	\$ 114,101	\$ 120,328	\$ 122,616	\$ 2,288	Step Increase
51120	Hourly	\$ 526,386	\$ 544,422	\$ 553,630	\$ 9,208	Step Increase
51150	Overtime	\$ 48,919	\$ 55,000	\$ 65,000	\$ 10,000	Step Increase
51190	PTO Paid Out	\$ 33,004	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 83,714	\$ 87,009	\$ 93,030	\$ 6,021	Premium Increase
51212	Dental Insurance	\$ 2,666	\$ 3,380	\$ 3,325	\$ (55)	
51213	Vision Insurance	\$ 713	\$ 798	\$ 784	\$ (14)	
51215	PSPRS-Cancer Insurance	\$ 300	\$ 300	\$ 300	\$ -	
51216	Life Insurance	\$ 285	\$ 294	\$ 294	\$ -	
51218	STD Insurance	\$ 1,609	\$ 1,620	\$ 1,496	\$ (124)	
51230	Social Security	\$ 3,273	\$ 3,558	\$ 3,647	\$ 89	
51231	Medicare	\$ 9,918	\$ 10,436	\$ 10,748	\$ 312	
51250	PSPRS	\$ 213,943	\$ 230,276	\$ 232,938	\$ 2,662	Step Increase
51251	ASRS	\$ 6,477	\$ 7,041	\$ 7,058	\$ 17	
51280	Deferred Compensation	\$ 9,106	\$ 9,205	\$ 9,380	\$ 175	
51290	PEHP	\$ 7,433	\$ 7,197	\$ 7,412	\$ 215	
Total Personnel		\$ 1,061,849	\$ 1,080,864	\$ 1,111,658	\$ 30,794	
52120	Printing & Duplicating	\$ 177	\$ 500	\$ -	\$ (500)	Aligned to Actual
52139	Operational Equipment	\$ 14,615	\$ 25,000	\$ 25,000	\$ -	
52140	Operational Supplies	\$ 4,735	\$ 14,500	\$ 14,500	\$ -	
52142	Propane Gas	\$ -	\$ 6,500	\$ 6,500	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 262	\$ 800	\$ 800	\$ -	
52161	Blue Card Subscription/Training	\$ 18,812	\$ 20,000	\$ 21,025	\$ 1,025	Increased Fee
52170	Travel & Per Diem	\$ 13,361	\$ 9,500	\$ 10,000	\$ 500	Inflationary Increase
52171	Training Materials	\$ -	\$ 5,700	\$ 5,700	\$ -	
52172	SFMO Certifications	\$ -	\$ 2,820	\$ 1,880	\$ (940)	Academy of 10
52175	Family Night & Graduation	\$ -	\$ 1,000	\$ 1,000	\$ -	
52177	Meals & Entertainment	\$ 4,094	\$ 3,000	\$ 3,000	\$ -	
52180	Training	\$ 7,486	\$ 12,100	\$ 12,100	\$ -	
52184	Training - Recertification	\$ 45,483	\$ 49,525	\$ 51,791	\$ 2,266	Banner Increase
52186	Training - Suppression	\$ 6,364	\$ 13,000	\$ 13,000	\$ -	
52190	EMT Program	\$ -	\$ 1,500	\$ 1,000	\$ (500)	Academy of 10
52198	Books & Periodicals	\$ 5,609	\$ 7,000	\$ 6,000	\$ (1,000)	Academy of 10
52620	Equipment Rental	\$ -	\$ 1,000	\$ 1,000	\$ -	
Total Non-Personnel		\$ 120,999	\$ 173,445	\$ 174,296	\$ 851	
Total Training Services 3100		\$ 1,182,847	\$ 1,254,309	\$ 1,285,954	\$ 31,645	

SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

REFERENCES

Training Procedure_Annual Training Plan

Training Mandate Manual 2025