

# NORTHWEST FIRE DISTRICT



Operational Services Health & Safety 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**): **5L.1**, **5L.2**, **9C.3**; and Category 11.

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## **EXECUTIVE SUMMARY**

The Health and Safety Division is a multi-faceted Division that provides services ensuring compliance with state and federal regulations and industry best practices to the mental and physical wellbeing of all NWFD employees. This service is provided by three distinctly different groups that fall under the Office of Health and Safety to include the Shift Safety Officers, Peer Support, and the Peer Fitness Team.

### **DIVISION PURPOSE**

The mission of NWFD is to “Save lives, protect property, and care for our community”. The Health and Safety Division assists the District in meeting its mission by delivering that same mission internally to our NWFD employees.

The Health and Safety Division's primary goal in supporting the mission of the District is to ensure that our members are ready to deliver our mission by providing resources to aid in the mental and physical well-being of our workforce with our Peer Support and Fitness Teams and provide a layer of operational safety with our Safety Officer programs.

Saving lives is the first goal of the mission. The Health and Safety Division supports this mission by providing programs and services to ensure that the District is ready to meet this obligation.

The Safety Officers' primary mission is to ensure that all potential threats are identified and monitored on high-risk responses so that crews can focus their attention on their assigned tasks of saving lives and protecting property. Another way the Safety Officers are helping to save lives is by working with other divisions of the District ensuring that all known National Fire Protection Association (NFPA) and Occupational Safety and Health Administration (OSHA) regulations such as personal protective equipment (PPE), respiratory protection, and hearing protection are followed.

Protecting property is the Safety Officers' goal when working with other divisions such as Facilities to perform proper OSHA required, facility inspections. Having clean, well-lit, functional fire stations and administrative buildings provides a healthy and clean environment for the District's employees. Safety Officers also complete additional awareness training in areas of fire and highway traffic incidents that assist them in their role as Safety Officers.

Our Peer Support Team is a voluntary team of 16 employees who are trained to offer confidential assistance and support to all District employees and their family members in times of personal need due to traumatic incidents or life events that have added to their cumulative stress or caused an acute stress reaction that requires treatment.

Our Peer Fitness Team is an International Association of Fire Fighters (IAFF) Fit to Thrive certified team that assists NWFD employees in maintaining their fitness levels to ensure they are fit enough to complete the tasks assigned to them. This is accomplished through one-on-one training sessions or group efforts. Return to work, or job hardening, are programs in which a Peer Fitness Trainer (PFT) takes an employee who was injured through a program that tests the employee's ability to fully return to their duties by performing functional movement testing to give the Firefighter confidence that they are healed and can perform their tasks without second guessing themselves prior to their return to duty.

Caring for our community starts with caring for the NWFD employees. The Health and Safety Division is a part of a support mechanism that supports the entire NWFD workforce so that, in turn, they can support our community.

## **DIVISION ADMINISTRATION**

The Health and Safety Division is currently comprised of the following positions and personnel:

Division Chief (1) – responsible for oversight of the Shift Safety Officers, Peer Support Team, and the Peer Fitness Team. Other responsibilities include:

- Developing and maintaining an illness and injury prevention program
- Ensuring health and safety regulations are followed and that identified deficiencies are immediately corrected and reported via the chain-of-command to the Fire Chief
- Ensure regular facility safety inspections
- Co-Chair of the District Safety Committee
- Assist in researching and recommending appropriate safety equipment and PPE
- Coordinate with the Division Chief of Training for the development and implementation of required safety training topics and state and federal training requirements
- Ensure that accidents, exposures, and injuries are thoroughly investigated
- Develop and maintain accident, injury, and exposure records, and identify trends and recommendations on how to prevent future occurrences
- Serve as a resource for District members regarding health and safety matters
- Ensure compliance with known state, federal and industry best practices
- Ensure annual 1582 related annual physicals are completed
- Research and recommend enhancements to annual suppression physicals
- Ensure OSHA related programs are annually reviewed and followed to include (known programs):
  - Exposure Control

- Hearing Protection
  - Lockout-Tagout
  - Fall Protection
  - Respiratory Protection
  - Energy Control
  - Confined Space
  - Material Safety Data Bank
  - Heat Injury and Illness
  - Haz-Com Plan
  - PPE Assessment
  - Powered Industrial Trucks
- Develop and maintain Threat Liaison Officer Training and develop relationships with Homeland Security Officials
  - Continue with Threat Value Assessments while evaluating District facilities

Safety Officer (3) - responsible for evaluating safety concerns at all assigned emergency events. Safety Officers are assigned individual programs such as hearing conservation, lockout-tagout, or infection control where they provide oversight to ensure that the other divisions charged with compliance in the areas are fulfilling the District's obligation and maintaining compliance with applicable standards. Additional duties include traffic incident management, safety instruction, and other health and safety related items in all levels of professional development programs from academy to the Battalion Chief Certification programs.

Peer Support Team Coordinator (1) - responsible for the oversight of the Peer Support Team. Duties include the coordination of training for the Team and acting as a liaison between the Behavioral Health Coordinator and Team and for special team assignments when needed to support external partners.

Peer Support Team Members (15) – primary role is to provide confidential peer to peer interactions when called upon. The support they provide is holistic in nature in that they assist peers, their family members, and first responders from outside agencies in areas that can include personal stress, relationship issues, or career related stress.

Peer Fitness Coordinator (1) - responsible for overseeing the members of the Peer Fitness Team, development of the Pre-Academy Boot Camp, development of the Academy Exercise Program, and the Return-to-Work Job Hardening Program. Other responsibilities include the development of station exercise equipment load lists, evaluation of new exercise equipment, and assisting the Facilities Division in maintaining the equipment.

Peer Fitness Team Members (8) - responsible for assisting employees with the development and implementation of appropriate exercise routines. Members assist the Peer Fitness Coordinator in Return-to-Work Job Hardening events and Pre-Academy Boot Camp events.

## **COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES**

The Health and Safety Division is responsible for assisting all managers in providing a workplace as free as possible from serious recognized hazards and complying with rules and regulations issued under the Occupational Safety and Health Act OSHA, as enforced by the State of Arizona's Department Occupational Safety and Health Division. OSHA regulations represent the bulk of the regulatory/legal requirements that the Division is obliged to follow but there are also other federal agency recommendations that OSHA will enforce through the general duty clause.

The following is not a complete list of the required compliance responsibilities that the Division is required to follow, but a known list of the standards within the OSHA 1910 and standards that we attempt to follow as closely as possible. Not all standards are followed specifically by the Health and Safety Division but are required by the District to adhere to.

- 1910 Subpart E – Exit routes and emergency planning.
- 1910 Subpart F – Powered Platforms, Manlifts, and vehicle mounted work platforms (Manlifts, forklifts)
- 1910 Subpart G – Occupational Health and Environmental Control (Noise exposure)
- 1910 Subpart I - Personal Protective Equipment. (Respiratory protection, Head, Face, Foot, fall protection)
- 1910 Subpart J – General Environmental Controls (Confined space)
- 1910 Subpart L – Fire Protection
- 1910 Subpart O – Machinery and Machine guarding
- 1910 Subpart P – Hand and portable power tools
- 1910 Subpart Z – Toxic and Hazardous Substances

Other agencies that have applicable recommendations that are enforced by the OSHA general duty clause include the EPA, CDC, FDA, NIOSH, and the Advisory Committee on Immunization Practices (ACIP).

## INTERNAL PROGRAMS

- Peer Support Program – primary role is to provide confidential peer-to-peer interactions when called upon. The support they provide is holistic in nature in that they assist other peers, their family members, and first responders from outside agencies in areas that can cover personal issues dealing with personal stress, relationship issues, or career related issues.
- Peer Fitness Program - responsible for assisting employees with the development and implementation of appropriate exercise routines to help maintain their fitness levels. Team members assist the Peer Coordinator in Return-to-Work Job Hardening events and Pre-Academy Boot Camp events.
- Safety Officer Program – is responsible for evaluating safety concerns at all assigned emergency events. Safety Officers are assigned individual programs such as hearing conservation, lockout-tagout, infection control where they provide oversight to ensure that the other divisions charged with compliance in the areas are fulfilling the District's obligation and maintaining compliance with applicable standards.
- Station Inspection Program – Safety Officers provide OSHA related inspections to each facility once per year. Inspections identify building deficiencies, cleanliness, and maintenance issues that require attention.
- PPE Inspection and Cleaning Program – Provides inspection and cleaning requirements that meet current NFPA recommended best practices to ensure the District provides clean and usable PPE for its employees use in hazardous environments.
- Exposure Control Program – Addresses the District's response to an employee's potential blood or airborne exposure. The program follows current OSHA standards.
- Confined Space Entry Program – Identifies limited access entry areas that require a confined space entry permit and what steps are required prior to and during entry.
- Head and Foot Protection – Provides current recommendations on required head and foot protection.
- Respiratory Protection Program – Provides for fit testing of employees required to wear respiratory protection and covers self-contained breathing apparatus (SCBA) and P95/P100 fit testing.
- Heat Injury and Illness program – Provides direction for all District members on how to meet the ADOSH Heat Injury and Illness Special Emphasis Program, and the OSHA Region 9 Heat Injury and Illness Special Emphasis Program.

## **CURRENT AND NEEDED MEASURES**

### **CURRENT PERFORMANCE MEASURES:**

More time will be needed to address current deficiencies within each group regarding achieving state and federal requirements and industry best practices.

The Peer Support Team continues to grow and become a normal part of District operations. Team makeup will need to be addressed, new team members will need to be recruited, and a better balance of civilian and sworn members is sought. Relationships with external partners, both fire and law enforcement, continue to be developed to enhance a more regional approach. Continued training will be required for the team members and for the Coordinator to facilitate internal and external regional team development.

The Peer Fitness Team needs to be moved into a more visible role providing general physical health training and ensuring a relevant exercise video library is developed and maintained. Efforts to move the Team into a more visible role within the District will continue to be a primary focus as well as fine-tuning the Return-to-Work Program. Further development of the Peer Fitness Team will include exploring and adding a nutrition component to the team offerings.

The Safety Officer assignment has proven to be beneficial to the Health and Safety Division by taking existing but dated programs over and reviewing and updating them to meet state and federal requirements. Training for the Safety Officers has been a challenge as finding relevant class offerings that will assist in their development has been difficult. ASU OSHA General Industry certification classes have been identified and current Safety Officers have begun taking classes to secure certifications. Due to future Safety Officer turnover, continuous education opportunities will need to be pursued. Each new Safety Officer will need to meet position requirements and any new identified requirements as the position matures.

### **PERFORMANCE MEASURES IN DEVELOPMENT:**

Currently, the Health and Safety Division is developing different metrics to measure and document hazardous exposures to employees using the ImageTrend platform. This should document the number of exposures an employee is subjected to during their career for use if an employee develops any medical conditions during their career or after. The documentation is stored under each user's profile and will allow a single point to query for any occupational exposure for mental and physical concerns. Current expectations are for each employee to record their specific exposure on calls within the fire report.



Exposure of employees to calls that meet the requirements of the Craig Tiger Act measure the number of times an employee responds the critical calls that are more frequently related to behavioral health issues. Metrics have been developed to not only record the number of calls responded to these events, but also the amount of cumulative time spent on the qualifying events, plus the cumulative time spent on all EMS calls in general. Data can be used to address issues with documentation when an employee seeks compensation claims or medical retirement benefits. The reports are part of the ImageTrend system and would require a manual pull of data for each request.

Current trends with employee injuries show that the majority of injuries sustained are muscle strains and pulls. Injuries occurred in all activities including exercising, drilling, and while performing duties on response calls. NWFD already offers a couple of different stretching and exercising apps (CORDICO, Pliability) but a better platform and messaging system may need to be found.

## **CURRENT DIVISION GOALS/OBJECTIVES AND STATUS**

The primary goal of the Health and Safety Division is to safeguard all employees from potential risks and hazards. The Division oversees the broad scope of occupational health, safety, wellness, and OSHA compliance and its primary goal is to continue to provide services that meet the objectives of the Division.

The Peer Fitness Team's (PFT) ongoing goal is to ensure that the District's response force and support staff are physically able to perform their duties. The Team strives to continue to meet current Fit to Thrive (F2T) recertification goals for Team Members. This has been a tiered move from the ACE certifications to the IAFF Fit to Thrives requirement. Current data trends on 23-24 injuries found that muscle strains and pull are the primary injury that occurs in all areas of our employee duties. More research needs to occur to identify and/or develop a program to address this issue. Additional information needs to be gathered to develop a usable nutrition program for the members of the District. The current Coordinator of the Team will time out in position within a year. Qualified replacements will need to be identified and appropriate training sought when the new Team Coordinator is selected.

The Peer Support Team's (PST) goal is to provide peer support to all members of the District. The PST team is made up of both responders and administrative staff who provide peer support or referral services to advanced behavioral health professionals to all members of the District. The PST is continuing the transition to becoming a more proactive team by providing in-service visits to all NWFD facilities. Current objectives for the Team include the development of a Chaplaincy Program and exploring the option for growing the team to include more administrative members. Other peer support related items include working with outside agencies to develop a

training program to develop new competent therapists within the Tucson area and the creation of a regional peer team.

The Safety Officer's goal is to improve overall safety, culture, and compliance within the NWFD. The Safety Officers received additional training in areas such as highway safety, OSHA, and Health and Safety related classes that are applied to the everyday emergency and non-emergency responses. Additional goals include continued program management of OSHA and NFPA required programs and providing safety related guidance on assigned committees. Additional objectives for the Safety Officers include continuing to expand safety related education opportunities and education to the District and the completion of a hearing conservation survey.

## **STRATEGIC PLAN CRITICAL TASKS DISCUSSION**

**Goal 2:** Enhance and Promote the Organization's mental, physical, and occupational health, wellness, and safety.

**Objective 2A:** Identify and implement processes and procedures to demonstrate compliance with OSHA 1910.156 – Emergency Response proposed rule.

**Objective 2B:** Research, develop, support, and promote programs, initiatives, and opportunities for mental health support to all team members.

**Critical Task:** Review and update SOPs impacted by OSHA 1910.156 Emergency Response standard.

**Status:** Ongoing

## **CURRENT ISSUES**

Current Issues that the Division faces is the replacement and education of three personnel. Two Safety Officers and the Peer Fitness Coordinator will be timing out and will require replacements. This will require finding appropriate classes that are required of their positions. Depending on the availability of classes this could take approximately a year.

A focus on the development of new OSHA programs for the District to meet the new OSHA Emergency Response standard will require coordination between all areas of the District. Most of the work for the initial year will be documentation of programs, new policies, and procedure development. Additionally, all current OSHA related programs will require an annual review in October.

The Peer Support Team has made strides in continuing the NWFD site visits and ensuring that all employees know that they are a resource available to them. The current issues facing the Peer Team are to keep the current visibility up and to

coordinate with external teams and assist in developing a more regional approach in peer support within Pima county. Finding competent mental help within the community continues to be challenging. The Division is current looking at the development of a training program to provide competency training to therapists who would like to provide services to our community.

The Peer Fitness Team has made progress providing individual workout assistance within the District. Monthly reporting shows the usage of the team members has begun to grow. Peer Fitness members are also assisting with the recruit academy in providing tailored workouts based on the anticipated daily workload as noted by the class syllabus. An appropriate nutrition program is still being evaluated.

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

One of the most important goals of the Health and Safety Division is to continue to safeguard all employees from potential risks and hazards. The Safety and Health Division has a broad scope of responsibilities to include occupational health, safety, wellness, and OSHA compliance.

The Division will be undergoing a rebuilding as three new members will be replacing two Safety Officers and the Peer Fitness Coordinator. Required classes for the positions will need to be identified and provided to bring the new employees to the operational levels needed to continue service delivery that has come to be expected.

Staff is currently working with local therapists to provide a two-day training session with subsequent ride along or in-service time with other fire, law enforcement, and dispatching agencies for participants to gain more exposure to the first responder community. This effort is related to Strategic Plan objective Goal 2B.

Staff is developing a chaplaincy program to include a written response program and appropriate SOPs for the use of a chaplain in both a peer support capacity and other venues as appropriate. This is related to Strategic Plan objective Goal 2B.

Staff has begun to assign current Strategic Plan critical tasks to the appropriate divisions within the organization to meet the 2-, 6-, and 12-month requirements of the proposed OSHA 1910.156 Emergency Response Standard. This is related to Strategic Plan objective 2A , critical tasks A, B, and C.

Staff will complete the Heat Illness and Injury Program to come into compliance with ADOSH and OSHA Region 9 SEP.

## TRAINING

Specific training for the Shift Safety officers and the Health and Safety Officer in the areas of NFPA and OSHA will be a priority. With the addition of two new Safety Officers and a proposed 40-hour position, training will need to be provided to have the new personnel meet the required education for the positions. Minimum required training includes Infection Control, Incident safety officer, Health and Safety Officer, and Traffic Incident Management.

Annual refresher training in infection control will need to occur for the current Safety Officers and Division Chief to stay current.

The Peer Support Team - Currently the Team has the basic classes and Critical Incident Support Management (CISM) training. Training for the Team in the future will focus on developing CISM group facilitators and expanding training in the areas of suicide prevention and adding new programs like the Peer Support Mentor Program focused on assisting new members adapt to the District. The goal for the Team is to engage with the members of NWFD and be more of a diverse resource.

The Peer Fitness Team has been stagnant for quite some time. All members are IAFF F2T certified but little to no other external training has been sought. Like the Peer Support Team, the plan is to bring the Team out of being a reactionary team to one that is a known resource. Expanded training will be considered to potentially offer nutritional certification to our fitness trainers.

## CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The following training accomplishments occurred in the FY24/25 budget year.

- Incident Safety Officer
- Traffic Incident Management
- Basic Peer Support Training
- Peer Support Coordinator Training
- Infection Control – 8 hour ASU offering
- ASU OSHA certification classes for General Industry Certification

## UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

The Health and Safety Division is still assessing compliance related training needs. The currently known required compliance need is Infection Control which is identified in the Ryan White Act.

Peer Fitness Trainers will require recertification or certification in Peer Fitness training with an IAFF Peer Fitness Class Certification.

## UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

The Health and Safety Division Safety Officers will need to maintain current Health Safety Officer and Incident Safety Officer Certifications as required in current job descriptions.

Incident Safety Officer, Health Safety Officer, Traffic Incident Management, and Infection Control classes will be needed for the new personnel assigned to the Division.

Peer Support will continue to need reoccurring training to ensure its volunteer force is providing the best guidance to District personnel in their time of need. Potential new state regulations could require refresher training.

Peer Fitness Trainers will need to continue to find continuing education classes to maintain their Fit to Thrive IAFF certification.

## 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:

*It is recommended that the agency develop a formal schedule and evaluation tool to document health and safety concerns for all District facilities along with a prioritization plan. (CC 6B.3)*

### **Category 5**

#### **Criterion 5L – Community Assistance Program**

##### Summary

The Community Assistance Program (CAP Team) is managed by the Division Chief of Operations. The current three-member team was formed in the early 2000's to provide care for the community in cases of traumatic events (fire, loss of life, etc.), follow up post emergency calls, as well as coordinating resources/support for those in need (home health assistance, abuse/neglect etc.). The CAP Team's effectiveness has

been instrumental in the total care for the community that they are a shared resource for our public safety partners.

**CC 5L.1 Given the agency's community risk assessment/standards of cover and emergency performance statements, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus and equipment deployment objectives for each type and magnitude of Community Assistance Program Response.**

#### Description

The organization staffs three full-time responders as part of the Community Assistance Program (CAP). These members alternate on-call status to allow for year-round, twenty-four-hour response. CAP is currently overseen by the Division Chief of Operations in the Response Branch. CAP is requested to support emergent and non-emergent incidents and will respond to scenes at Response personnel requests with the primary objective of resourcing and supporting community members during times of crisis. CAP currently provides their service within the automatic aid boundaries of NWFD and GRFD. However, there are times when assistance to some mutual aid partners will be necessary. Additional to the CAP response functions, the program provides community members with follow up assistance, community resource support, and referral during the recovery phases of a crisis.

#### Appraisal

CAP responds to emergent and non-emergent requests. Emergent requests come from on-scene personnel and CAP presumes the role of occupant services. This allows emergency response crews to return to service, reducing committed times, and providing extended support to community members who face incidents which require additional resources for administrative or crisis recovery efforts. CAP responses are not emergent (code 3), nor are they measured against emergency response time or effective response force (ERF) benchmarks. However, the deployment of CAP resources contributes to the overall availability of the emergency response force. An analysis of incident data for FY23/24 reflects an incident count of 564 incidents across NWFD, GRFD and other mutual aid agencies (FY22\_23 ImageTrend Response data). This represents a 16% increase from FY22/23. Of these incidents, 48% (269) are for CAP services only, generally at the request of law enforcement to aid resource management (crisis support). Secondly, 38% of responses are to EMS related events, in which CAP responders arrive and manage extended support or resources to community members, allowing the first arriving units to return to service. Finally, 8% of responses are for fire related events in which CAP initiates recovery resources such as temporary housing, essential supplies, and

notifications to supporting agencies (Red Cross, insurance companies). The balance of responses are incidents in which CAP was started but cancelled before arrival.

Non-emergent requests come in the form of a documented referral. Referrals are received through the ePCR system, email, or phone calls. FY23/24 resulted in 252 referrals by responding crews for non-emergent support to community members. Often, these requests are to support the needs of aging community members.

The extended time commitment on-scene required by CAP responders and steady call volume indicated the need for the newly added CAP responder position to increase CAP availability (Oct 2022). Response reliability and program sustainability experienced direct benefit from the third position to assist during high call volume times and major incidents requiring simultaneous CAP resources. The third responder has gained institutional knowledge, technical training, and experience to provide better capacity for response during and after business hours. This has provided increased capacity to manage consultations, referral management, and support for a more robust work schedule and on-call deployment. CAP responders have changed their schedules to cover 7 days per week with at least one on-duty CAP responder from 0800 – 1600. The required on-call hours have been reduced by 16 hours weekly, and this responsibility is shared by all 3 responders. This has improved Program sustainability by allowing more time off for CAP responders to recover. However, it produces situations in which CAP responders are called back from time off for response (simultaneous incidents).

CAP conducted an internal assessment via survey and discussion with the crews in the Spring of 2023. The assessment resulted in the need for further education on what the CAP Team can provide and additional methods to generate non-emergent referrals. The CAP Team has been active in presenting at various academies, professional development programs, and more frequent station visits. Secondly, direct referral notifications have been established in the ePCR system with daily notifications being sent to CAP.

## Plan

The Community Assistance Program offers a wide range of resources to the community through the request of responding public safety personnel. The feedback from public safety personnel has shown a need to improve accessibility of these resources in a more direct way. It is recognized that these resources can and should be made available to the community during non-emergent inquiries. Content development is underway to launch a resource page onto the NWFD public website to give further resource information to the public who do not need or choose not to call 911. Crews will also be able to provide this information directly to the community when the situation presents itself.

Further collaboration with public safety partners will continue with law enforcement agencies that respond within the NWFD and GRFD jurisdictions. The goal is to increase the use of CAP by the law enforcement agencies to further alleviate committed times and prevent additional emergency calls by coordinating referred resources early and before the 911 system is needed. This will be measured using response data to better determine frequency of use by these agencies. Secondly, a layered response system will be investigated to build a more robust posture for simultaneous events, to include additional training to first responders to initiate resources if a delayed response is experienced by a CAP responder (<30 per year).

Finally, preventative outreach will be a priority for CAP. Using response data, specific address types will be identified to give outreach education on aging resources and end of life processes. This will include Care Facilities and common communities that have high frequency of use.

#### References:

NWFD CRA-SOC, Section 2, p.44

Board Report Fiscal Year Summary 2022

FY22\_23 ImageTrend Response data

[CAP Fiscal Year Summary 2023.xlsx](#)

**CC 5L.2 The agency conducts a formal and documented program appraisal, at least annually, to determine the impacts, outcomes, and effectiveness of the community assistance program, and to measure its performance toward meeting agency's goals and objectives.**

#### Description

CAP incident responses are collected and measured through the incident reporting system (ImageTrend) and data collection software (NFORS). The CAP responders also provide monthly reporting on engagements, follow-ups, and consultations. Monthly reports are compiled and submitted for review by the supervising Chief Officer, and the Governing Board. The supervisor evaluates their responses and validates with shift Battalion Chiefs, as well as with cooperators. CAP personnel participate in the District's Annual Report, submitting data from calls, community engagements, and consultations. They have strong working relationships with cooperating agencies, hospitals, and other professional providers. CAP is a shared program, supported by GRFD, and utilized by jurisdictional law enforcement agencies. CAP also hosts an



intern program with the University of Arizona to provide "hands-on" opportunities for graduate and undergraduate students as program capacity allows.

#### Appraisal

This program has proven its value throughout its duration in the District. The ability for the District to provide professional guidance, resources, and consultation to the public is a critical part of meeting the District's mission and enhancing the well-being of our residents. Secondly, the agency's goal of maximizing collaboration with external partners and stakeholders is accomplished through the efforts of the program. CAP personnel are available 7 days a week and offer on-call response for after business hour requests. CAP engages with a variety of resources, to achieve a shared goal of supporting the community and its members. The budgeted cost of the program is shared with the Golder Ranch Fire District as an element of our Auto Aid agreement. FY23/24 CAP team utilization is as follows:

<b>CAP Team Response by District/Department</b>	<b>843</b>
<b>Northwest Fire District</b>	<b>446</b>
Marana PD	41
Pima County Sherriff Department	36
<b>Golder Ranch Fire District</b>	<b>203</b>
Oro Valley PD	55
Pinal County Sherrif Department	1
<b>Outside Agency Assistance</b>	<b>61</b>

Additionally, support functions away from response are captured in monthly and annual Board reports and used to determine the effects and benefits the program provides to area residents. Engagements, consultations, referrals, and training were evaluated to determine overall workload for CAP ([CAP Fiscal Year Summary 2023.xlsx](#)).

#### Plan

Further assessment of program objectives will focus on emergent and non-emergent services relative to the program and its capabilities. The inclusion of the CAP Team to

the dispatching of resources at the designation of a working incident has been implemented and currently being evaluated. Non-emergent services known as “Elder Resources” is considered a heavy workload within the program and efficient solutions are being developed. The referral program will continue to be utilized by first responders to identify these situations. Secondly, the program will be investigating methods to share community-based resources more readily through public accessed sites, first responder awareness, and trained first responders for the most common CAP incidents. The size and scope of the program will be assessed on an annual basis to determine involvement with cooperating agencies, and the potential for additional budget assistance to compensate for call volume. The value of the intern and volunteer programs will be assessed to determine viability.

#### Reference

NWFD CRA-SOC, Section 2, p.44

Board Report Fiscal Year Summary 2022

[CAP Fiscal Year Summary 2023.xlsx](#)

### **Category 11 – Health and Safety**

*Keeping employees/members healthy and safe is a major priority for any organization. Having adequate programs and processes in place will help meet the goals of eliminating employee injuries and deaths, reducing liability to the organization, and ultimately making the organization more effective and efficient.*

#### **Criterion 11A: Occupational Health, Safety and Risk Management**

*The agency's occupational health, safety and risk management programs protect the organization and personnel from unnecessary injuries, loss, and liability.*

#### Summary

The District uses NFPA 1500: Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2022 Edition as the guiding document for the development and management of the NWFD Occupational Health and Safety Training Program.

NWFD has several SOGs in place that specifically address the issuance, use, and care of personal protective equipment. The district maintains a CFR 1910.134 Respiratory Protection Program, CFR 1910.130 Exposure Control Plan, CFR 1910.95 Hearing

Protection Program, CFR 1910.1200 Hazard Communication Program to protect members from exposures, illnesses, and injuries.

A Safety Committee is in place that includes members from a cross section of the organization including management and labor. The Safety Committee's charter includes identifying hazards and unsafe practices, reviewing accident/injury reports, and developing through engineering/equipment, training and SOGs better work conditions to reduce exposures, illnesses, and injuries.

The District maintains the best practice risk vs. benefit model that is formalized in SOG #6301, Risk Management and Safety, as well as included in all relevant incident management initial training and continuing education.

With the addition of an assigned Safety Officer to each shift, run cards have been amended to show two Command Officers and at least one Safety Officer to all high hazard events.

Behavioral Health is a major component of the Health and Safety Division. NWFD has a robust Peer Support Team available for its members. The Peer Support Team is comprised of 16 members and includes a Peer Support Coordinator who reports to the Health and Safety Division Chief. NWFD utilizes a Behavior Support Specialist from Marana Health Care for team oversight and NWFD member support. The Peer Support team will be adding a chaplain program to the available resources. The chaplain program will require the development of a policy and program to ensure the position is utilized to its fullest potential.

NWFD's Peer Fitness program utilizes IAFF Fit to Thrive Certified Fitness Trainers to assist members with exercise related education to help reduce on-duty injuries. In addition to on-duty assistance, the Peer Fitness Team engages in a Job Hardening Program (SOG 3109) where injured employees are reacclimated to job functions once the employee is cleared to return to work. The Job Hardening Program ensures that the returning employee is physically able to return to full duty with little doubt of their ability to function without reinjuring themselves. An additional program that the Peer Fitness Program provides is a fitness boot camp that is offered to new hire Firefighters prior to their academy.

**11A.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety and risk management programs.**

Description

The Division Chief of Health and Safety has the assigned responsibility of implementing occupational health and safety programs and fulfills the role of Health Safety Officer (HSO) as defined in NFPA 1500, Standard on Fire Department Occupational Safety, Health, and Wellness Program. The Division Chief is also the Designated Infection Control Officer for the District. A Health Fitness Coordinator (a Shift Captain) as defined in NFPA 1583, Standard on Health-Related Fitness Programs for Fire Department Members, is delegated with the wellness/fitness aspect of the Occupational Health/Safety Program. A Peer Support Coordinator assures that the Division meets the NFPA 1500 and 1582 requirements for behavioral health related concerns.

The Human Resource Services Division manages the Employee Assistance Program which provides members and their immediate family with substance abuse, stress, and personal problems counseling.

Ultimate risk management responsibilities rest with the District's Fire Chief.

#### Appraisal

Northwest Fire has a Division Chief of Health and Safety who oversees the implementation of the occupational health and safety plan. The Division strives to follow all applicable state and federal regulations and constantly evaluates the programs it is responsible for.

The Health and Safety Division also has three shifts assigned Safety Officers who respond to all calls where the need for a dedicated Safety Officer is identified. The assigned Shift Officer helps the Division in meeting its regulatory requirements by overseeing assigned OSHA related programs such as hearing protection, respiratory protection, and infection control.

Within a short amount of time the Division has been able to meet the organization's needs and maintain compliance with OSHA and NFPA 1500 of known programs and requirements.

MBI and Arc Fitness (1582) provide occupational health related services and annual physical exams respectively.

The Division grew its Behavioral Health Program significantly by expanding the Peer Support Team (PSP) to 16 members including the Peer Support Coordinator position, but also with oversight and clinical direction from MHC Healthcare. The Team size is sufficient and representative of the different work classifications within the District.

## Plan

NWFD will continue to grow and develop the Division of Health and Safety personnel to ensure that the District maintains compliance with OSHA and NFPA standards. All current programs will continue to be reviewed to ensure District compliance is maintained.

## References

Division Chief Job Description

Shift Safety Officer Job Description

Occupational Health/Safety Manual

### **11A.2 The agency has policies and procedures for reporting, evaluating, addressing and communicating workplace hazards as well as unsafe/unhealthy conditions and work practices.**

## Description

NWFD has a Station/Facility Inspection SOG to identify, report, evaluate, address, and communicate workplace hazards as well as unsafe or unhealthy conditions and work practices. The SOG provides a process to track the hazard once it is identified until it is managed by eliminating or minimizing the hazard. The Prevention Division conducts annual fire code inspections of all facilities and stations to identify any fire-related hazard. Re-inspections are conducted to ensure that the hazards are eliminated, and the facility/station complies with the adopted Fire Code.

After multi-company incidents, Battalion Chiefs conduct After-Action Review (AAR) meetings that allow for identifying and reporting any unusual hazards encountered during the incident that may need attention in the way of additional or new training, procedures, or equipment. Deputy Chiefs conduct regular reviews of full alarm incidents, during which safety concerns are identified and addressed for possible future action.

NWFD moved to the AssetWorks platform, enabling employees to report facility, apparatus, or equipment issues that may represent a workplace hazard and need repair or replacement. The appropriate division receives and tracks these requests until rectified. More immediate and severe safety issues are brought directly to the attention of the station or facility Supervisor.

The Safety Committee provides an additional mechanism for addressing workplace hazards and unsafe or unhealthy conditions and work practices. The Safety Committee (previously known as the Health and Safety Work Group) consists of employees from the following areas: HRS, Logistics, Operations, Prevention, IAFF Local #3572, Finance, Family Care center, and the Health Safety Officer. This Committee attempts to meet quarterly, and identifies hazards and risks to members, and discusses and implements methods to eliminate or minimize hazards.

## Appraisal

The Health and Safety Division has continued to develop the annual Facilities Inspection Program. Currently, all District facilities receive an annual OSHA required inspection. The inspection team consists of Health and Safety, Facilities, and a Prevention Officer. All inspection notes, OSHA related issues, general housekeeping, and maintenance issues are easily accessible on the Health and Safety SharePoint page. Any deficiencies that are found, whether they are crew-related items or facility related items, to be addressed.

After-Action Reviews conducted by the shift assigned Battalion Chief continue to be completed after major events and reviews of major events are completed by the Division Chief and Deputy Chief of Response.

The Safety Committee continues to meet and address any safety-related issues on a quarterly basis. The Committee makeup remains as intended with representation from many divisions of the District. The Division Chief of Health and Safety and a Labor representative co-chair the committee.

## Plan

The Health and Safety Division will continue to follow the established programs to include the station inspections and Safety Committee meetings to ensure that the Division continues to provide the best guidance for the District.

## References

SOG#6211 Station and Facility Safety and Maintenance

Occupational Health/Safety Manual

Near miss report Form

**11A.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.**

## Description

NWFD has several processes in place to implement risk reduction and address identified workplace hazards, such as a near miss reporting form and a safety concern reporting form. A Station Inspection Program is in place to identify current building safety related issues, maintenance concerns, and general housekeeping to ensure all aspects of potential workplace safety concerns are addressed.

## Appraisal

The Health and Safety Division continues to refine its Health and Safety Program and is currently meeting known regulatory requirements in providing yearly facility inspections and providing the near miss and safety concern reporting platforms.

## Plan

The Health and Safety Division will continue to provide a reporting platform for all near-miss reports and safety concerns. All submitted reports will be investigated and any noted concerns will be addressed. All station OSHA inspections will be recorded and periodically reviewed to ensure found issues are addressed and no longer provide any safety concern.

## References

Occupational Health/Safety Manual

NWFD Respiratory Protection Plan

NWFD Occupational Exposure Control Plan

**11A.4 The agency has established and communicated procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. Guidelines should include an improvement of practices process.**

## Description

All District personnel receive CFR 1910.1200 HazCom training and, as applicable to their job description, CFR 1910.030, Bloodborne Pathogens training. This training is available through the FireRescue 1 online platform as part of an annual requirement. The District's HazCom Program is published and available to all personnel as NWFD SOG #6210. Safety data sheets are published and available to all members on the District's SharePoint site. Pre-incident plans and CAD notes list any known, on-site

hazardous materials, and the NFPA 704 diamond rating system is used throughout the District, when applicable. NWFD has in place several SOGs that specifically address the issuance, use, and care of personal protective equipment. The District maintains a Respiratory Protection Program (RPP) following CFR 1910.134. The District also has in place an Exposure Control Plan following CFR 1910.1030. These two programs are available to all members on the District's SharePoint site.

## Appraisal

The NWFD Occupational Exposure Control Plan was last updated in 2023. This plan complies with CRF 1910.1030. Administrative and support personnel have been assigned an annual credential through FireRescue 1 named "Administrative Safety," which provides them with the required annual OSHA training. SOGs were recently updated, and exposure reports remain low.

## Plan

The Health and Safety Officer (HSO) is the Designated Infection Control Officer and has appointed Shift Safety Captains as his designee. This HSO will be responsible for ensuring that NWFD establishes and communicates procedures and guidelines for preventing the transmission of blood-borne pathogens and other infectious diseases and reducing exposure to harmful chemicals. For example, the HSO will evaluate and update the Respiratory Protection and Occupational Exposure Control Plans and coordinate with HRS and the Training Division to provide the appropriate training to all employees. The Shift Safety Officers will function as the infection control officer for the initial portion of the exposure process to ensure the employee is connected to an exposure control educated physician to receive prompt medical screening and consultation and then the case is turned over to the Division Chief for completion.

## References

SOG#2102 Issuance and Care of Personal Protective Equipment

SOG#2103 PPE Inspection Maintenance and Repair

SOG#6206 Personal Protective Equipment Use

SOG#6207 Eye and Hearing Protection

SOG#6209 Barrier Tape

SOG#6210 Hazard Communication Program



SOG#6211 Station and Facility Safety and Maintenance

SOG#7515 EMS Response to Contagion Patients

NWFD Respiratory Protection Plan

NWFD Occupational Exposure Control Plan

29 CFR 1910.1030

NWFD OSHA exposure report

**CC 11A.5 The agency's occupational health and safety training program instructs the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, processes, procedures or equipment are introduced. It provides instructions on operations and hazards specific to the agency.**

#### Description

The District utilizes NFPA 1500, Standard on Fire Department Occupational Safety, Health, and Wellness Program, 2022 Edition as the guiding document for developing and managing the NWFD Occupational Health And Safety Training Program. Fire Rescue One serves as the primary training delivery platform for occupational health and safety training and education. As new firefighting and EMS equipment, processes, and procedures are introduced, the Training Division and EMS Division are responsible for instructing members of safe work practices. However, specific safe work practices related to Technical Rescue, HazMat, or Wildland firefighting are often delivered through the Response Branch via the Special Operations Team and Wildland Team. Lastly, physical fitness and mental health fitness training and education are managed and delivered through the Peer Fitness Team and Peer Support Team.

#### Appraisal

NWFD effectively delivers occupational health and safety training to the workforce in general safe work practices through Fire Rescue One's assignments and new-hire onboarding and training, based on the worksite or position. Whenever new substances, processes, procedures, or equipment are introduced, the responsibility changes based on the area of responsibility, worksite, or job specialization. The NWFD Occupation Safety and Health Manual, 1st Edition, provides a concise description of the safety program. This document needs to be updated and expanded. There is also

a need to complete an updated NFPA 1500 internal compliance audit to identify any occupational health and safety program training deficiencies.

## Plan

NWFD has designated a Division Chief of Health and Safety to serve as its HSO. Additionally, NWFD has added a 24-hour Safety Officer to the daily roster. The HSO will be responsible for evaluating the Health and Safety Training Program and updating the NWFD Occupational Safety and Health Manual. However, the addition of the Shift Safety Officer position will build capacity to develop and deliver health and safety training directly to the Fire Stations or worksites.

Once the OSHA 1910.156 Emergency Response Standard is promulgated and is adopted by the state of Arizona, NWFD shall begin to follow the direction of the standard.

## References

Occupational Health & Safety Manual

SOG #4211 Live Fire Training

SOG #6102 Driver Safety

SOG #6205 Safety Perimeter

SOG #6208 Freeway and Heavy Traffic Area Response

SOG #6209 Barrier Tape

SOG #6301 Risk Management and Safety

SOG #6502 Helicopter Safety

SOG #7104 Mayday

SOG #7515 EMS Response to Contagion Patients

**11A.6 The agency uses near-miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that could have resulted in a fatality, injury or property damage.**

## Description

NWFD has used near-miss reporting to increase situational awareness, share lessons learned, and prompt procedural or equipment modifications. All members are encouraged to report near-miss events using the NWFD Near-Miss Reporting form. Near-miss events are discussed at Operations meetings, Safety Committee meetings, and informally, at Station meetings. Members qualified as Incident Safety Officers have received training on the national near-miss reporting system and have been encouraged to document near-miss events and share their experiences with all officers.

## Appraisal

NWFD has a digital near-miss and safety issue reporting form on the District intranet, SharePoint. Each form is designed so that the report can be completed anonymously or if the person chooses to be identified then it will show who made the report.

## Plan

A draft Near-Miss SOG has been developed and is waiting to be converted to the new Lexipol system. All near-miss reports will be validated and investigated by the Health and Safety Division and presented to the Safety Committee for recommendations. Near-miss information will be shared with the Command Staff and all employees will have access to the lessons learned.

## References

NWFD Near-Miss Reporting form

Draft Near-Miss SOG

**11A.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc., to determine root cause. The agency's information management system supports this process.**

## Description

The District's Health and Safety Officer is responsible for ensuring that accidents and injuries are properly investigated. Incident investigations that involve legal actions are coordinated by the Fire Chief and the District's contracted attorney. Most investigations are performed at the first-line supervisor level or by the shift Battalion Chief or Division Manager. All injury and accident investigation reports must pass through the HSO's office. HRS receives all associated investigation and reporting paperwork for record retention and possible OSHA reporting.

## Appraisal

The formal investigative approach used for workplace accidents and injuries continues to evolve towards a more thorough and consistent process. NWFD has invested time and money to train Division and Battalion Chiefs to conduct effective investigations and adopted an investigative report template.

## Plan

The shift Battalion Chiefs or Division Managers will continue to investigate incidents that are commonplace and route the reports to the HSO Division. In incidents that result in serious injury, or accidents with severe damage or complex incidents where an in-depth investigation is required, the Health and Safety Officer will take over the primary investigation. All investigations will be presented to the Safety Committee for review and then shared with administrative staff and NWFD employees for review and education.

## References

AP341 Accident Report Example

Supervisors Report of Injury

SOG#3801 District Vehicle vs. Stationary Object

SOG#3802 District Vehicle MVA

NWFD Investigative Report template

**11A.8 The agency incorporates risk management practices to increase the level of decision-making and the ability to identify unsafe conditions and practices during emergency operations.**

## Description

NWFD incorporates several risk-management practices that increase effective decision-making and help identify unsafe conditions and practices during emergency operations. SOG 7110, Fireground Strategies, guides the risk management practices used during emergency operations. This procedure includes the following risk-versus-benefit model:

- We will risk our lives to save savable life.
- We will risk our lives to a lesser degree to save savable property.

- We will not risk anything for life or property that is deemed lost or unsalvageable.

Moreover, all NWFD Fire Officers receive initial training, certification, and continuing education on the Blue Card Hazard Zone Management System. Blue Card's strategic decision-making model requires identifying critical fireground factors, i.e., the fire's extent and location, and then evaluating them through the risk-versus-benefit model before declaring an incident strategy or developing the initial incident action plan. In other words, all emergency scene decisions, tactical priorities, and assignments are governed by a risk-management process.

NWFD continually reviews all run cards and assesses where the shift Safety Officer should be added. Additionally, all NWFD Fire Officers receive certification-level training on NFPA 1521, Standard for Fire Department Safety Officer Professional Qualifications. The SO's primary function at emergency scenes is to identify unsafe conditions and practices and communicate these to the Incident Commander (IC). In the case of an imminent life-threatening condition, the SO will take immediate action to halt the activity.

#### Appraisal

The risk management practices and SOGs are effective and have become part of the organization's culture. Response cards have been evaluated to add the Safety Officer on calls that will require an increased safety response.

#### Plan

NWFD will continue to implement a shift assigned Safety Officer on all full alarm responses and other high-risk incidents that require a dedicated safety presence apart from the command tasks required of the Battalion Chiefs.

#### References

SOG#6201 Incident Safety Officer

SOG#7110 Fireground Strategies

Blue Card Curriculum, [https://www.bshifter.com/about\\_01.aspx](https://www.bshifter.com/about_01.aspx)

**11A.9 The agency has adopted a comprehensive program to address direct and cross-contamination of clothing, personal protective equipment, other equipment, apparatus, and fixed facilities.**

## Description

All NWFD fire stations have been designed or retrofitted to prevent diesel fumes and off-gassing from entering the living and sleeping areas or accumulating in the apparatus bay. Additionally, crews are provided with the necessary station cleaning supplies and decontamination guidance.

The District has a robust personal protective equipment (PPE) inspection and maintenance program to minimize direct and cross-contamination. The program consists of five main components:

- Advanced PPE annual inspection/cleaning
- Semi-annual self-inspection/cleaning
- Emergency scene washdown procedure
- Storage
- After-use cleaning

As stipulated in NFPA 1851 Standard for Structural PPE, the advanced PPE inspections are performed and documented by trained NWFD PPE technicians. The semi-annual and after-use cleaning is done at the fire stations using a commercial extractor. A separate washing machine is used for normal station wear and clothing to avoid cross-contamination. Except for Station 331, all PPE is stored in dedicated rooms with adequate ventilation.

## Appraisal

Overall, NWFD has adopted a comprehensive program that addresses direct and cross-contamination of clothing, personal protective equipment, apparatus, and fixed facilities. However, due to a lack of maintenance in some of our older stations, the bay exhaust systems are currently inoperable, and some stations will require improvements to shield living areas from contamination from diesel exhaust fumes.

## Plan

All current procedures for PPE inspection and repair, PPE storage, and station maintenance will be reviewed or created as needed.

The District's Station Inspection Program has identified maintenance issues and design issues that allow PPE in some stations to still be exposed to exhaust fumes. Major issues such as adding doors to rooms and the purchase of a storage shed have been addressed in the 2024-2028 Capital Improvement Program (CIP).

A survey of each station using reactive color changing VOC monitoring cards will be used to identify stations where additional work will be needed to ensure apparatus exhaust does not enter the living spaces of the stations.

## References

SOG#2103 PPE Inspection Maintenance and Repair

FY23-24 CIP Plan

### **11A.10 The agency collects and maintains exposure records in accordance with local laws, regulations, and/or current research.**

#### Description

Exposure records are maintained for each employee with occupational exposure in accordance with 29 CFR 1910.1030, "Bloodborne Pathogens and 29 CFR 1910.1020, "Access to Employee Exposure and Medical Records." The Designated Infection Control Officer (DICO) is responsible for maintenance of the required exposure records. These confidential records are kept in the employee's infection control file for at least the employment duration plus 30 years. Employee exposure records are provided upon request of the employee or to anyone having written consent of the employee within 15 working days. Items required for the exposure record include:

- Name of employee
- Social Security Number
- Copy of Hepatitis B vaccination status, date of vaccination, and all relevant medical records
- Copy of Post-exposure evaluations and follow up and medical testing results related to exposure.
- Health Care Professionals Written Opinion's for HBV vaccinations, and Post Exposure Any consent for release forms signed by the employee.

#### Appraisal

NWFD collects and maintains exposure records in accordance with local laws, regulations, and current research. This procedure is documented in the NWFD Occupational Exposure Control Plan, which is available through the Division's SharePoint site. The plan meets the requirements set forth by 29 CFR 1910.1030, except that it has received its annual update as required. Infection Control Officer annual training is required per the Ryan White Act, Section G, and the Division is currently seeking training opportunities, but those opportunities are very limited.

## Plan

The District Health and Safety Division will be reviewing all NFPA and OSHA programs to include the Bloodborne Pathogen Program. The Exposure Control Plan was reviewed for FY23/24. A Safety Officer has been assigned to the Bloodborne Pathogen Program and will be working with the HSO to ensure that all related documentation and training is completed in relation to the requirements of OSHA 1910.1030. Training opportunities will be monitored to ensure both the Division Chief and Safety Officer charged with the Infection Control Program maintain compliance with national standards.

## References

NWFD Occupational Exposure Control Plan

Ryan White Act 2009

CFR 1910-1030

CFR 1910-1020

**11A.11 The agency has established procedures to ensure effective and qualified deployment of an Incident Safety Officer to all risk events.**

## Description

SOG 6305, Command Organization, indicates that the Incident Commander (IC) should appoint an Incident Safety Officer (ISO) at all significant emergency incidents as early as possible. NWFD provides all Officers with certification-level training meeting NFPA 1521, Standard for Fire Department Safety Officer Professional Qualifications. NWFD meets this standard by having a shift assigned Safety Officer who is dispatched automatically on all significant risk events.

## Appraisal

The Shift Safety Officer has been assigned to all full alarm assignments and all other high-risk responses where a dedicated Safety Officer will be needed.

## Plan

NWFD will continue to assign a second Battalion Chief and a shift assigned Safety Officer on all full alarm responses and other high-risk incidents that require a



dedicated safety presence apart from the command tasks required of the Battalion Chiefs.

## References

SOG#6201 Incident Safety Officer

SOG#6305 Command Organization

NFPA 1521

### **11A.12 The agency establishes and consistently follows procedures for maintaining accountability of all personnel operating at all risk events.**

## Description

Accountability is a critical element to maintaining the safety of all personnel working an incident when operating in an Immediately Dangerous to Health and Life (IDLH) environment. NWFD SOG 6204: Incident Accountability outlines the procedures, equipment, implementation, and responsibilities of the accountability system. All NWFD Fire Officers receive initial training, certification, and continuing education on the Blue Card Hazard Zone Management System. The Blue Card system promotes incident accountability throughout, i.e., identifying the accountability location, requesting Personnel Accountability Reports (PAR), and using Status Change Reports to indicate crew location changes. NWFD provides all the necessary equipment required by the accountability system, including:

- Passport name tags for all members
- Passports for all apparatus
- Helmet identifiers
- SCBA identifiers
- Personalized turnout coat name panels
- Personalized SCBA mask name stickers
- Personalized helmet name stickers

## Appraisal

NWFD has successfully established and consistently follows procedures for maintaining accountability for all personnel operating at all risk events. The accountability system is well-supported and continuously reinforced through training events, continuing education, and After Action Reviews (AARs).

## Plan

NWFD plans to continue supporting and maintaining a culture of incident accountability through continuous reinforcement during training events, continuing education, and AARs.

The Division plans to continue to ensure all Captain level supervisors and above maintain their Blue Card Command certifications.

## References

SOG#6204 Incident Accountability

Blue Card Command Transcript Snip

### **Criterion 11B: Wellness/Fitness Programs**

*The agency has a wellness/fitness program for personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.*

## Summary

NWFD provides for the wellness and fitness of its members through initial, yearly, and rehabilitative medical and physical evaluations.

Prospective recruits are given medical exams in accordance with NFPA 1582 Chapter 6, Medical Evaluations for Candidates.

Annual physicals are provided for all operations personnel in accordance with NFPA 1582 Chapter 7, Occupational Evaluation for members (SOP #3102 Annual Fitness Evaluations).

### **CC 11B.1 The agency provides for initial, regular and rehabilitative medical and fitness evaluations.**

## Description

NWFD provides initial, regular, and rehabilitative medical and physical fitness evaluations. Prospective Academy Recruits and incumbent Firefighters are given medical exams in accordance with NFPA 1582 – 2022 edition, Chapter 7. Fire Investigators and all Senior Chief Officers are also required to complete annual physicals.

Annual fitness tests (cardiovascular capacity, body composition, muscular strength, muscular endurance, and flexibility) are conducted for all response personnel and are administered by ARC Fitness and Health (1582) and reviewed by the District's Health/Fitness Coordinator (HFC). The fitness tests are in general compliance with applicable sections of NFPA 1582 Chapter 8, Occupational Evaluation for Members and in IAFF/IAFC Wellness Fitness Initiative, 3rd Edition.

Rehabilitative evaluations and programs are developed and overseen by the contracted occupational physician (in conjunction with specialists/physical therapists) for employees needing rehabilitation resulting from an illness or injury. PFTs are available to assist injured personnel preparing to return to regular work duty.

### Appraisal

This system currently meets the expectations of the District. Initial medical and fitness evaluations have been key in identifying people healthy and fit enough to complete the required training in the academy. There have been no medical failures during the academies with this system in place.

The annual physicals have proven to be an invaluable factor in diagnosing potentially life-threatening medical conditions in several employees. Members not obtaining a fit-for-duty recommendation were provided with the opportunity to improve their fitness level prior to returning to duty. Rehabilitative evaluations are key in determining employee's readiness in returning from illness or injury.

The contract for services with 1582 to administer the annual physical proved successful. All Operations personnel completed their FY23/24 annual physical with little to no delays or systemic issues.

With research showing that firefighters are at a significantly greater risk of developing many different types of cancers due to occupational exposure, NWFD has included a blood test for certain cancers for its Firefighters based on service time with the District.

### Plan

Annual physicals will continue to be scheduled through 1582 when personnel are off duty throughout the year. The annual physical consists of two parts:

- Part one consists of a blood draw to provide the physician with blood values, and a cardiopulmonary exercise test (CPET) consistent with NFPA 1582 testing.
- Part two includes an ultrasound assessment and physical assessment consistent with NFPA 1582 chapter eight.

## References

SOG#3102 Annual Fitness Evaluation and Fitness Tier Levels

2020 contract with 1582

1582 Annual Physical Information

NFPA 1582, Chapter 6 Medical Evaluations for Candidates

NFPA 1582, Chapter 7 Occupational Evaluation for Members

NFPA 1582, Chapter 8 Occupational Evaluation for Members

IAFF/IAFC Wellness Fitness Initiative, <https://www.iaff.org/wellness-fitness/>

### **11B.2 The agency provides personnel with access to fitness facilities and equipment.**

#### Description

All NWFD fire stations and the Training Center have a dedicated, well equipped fitness room. A standard fitness room equipment package is provided. In addition to Operations personnel, all other non-uniform NWFD personnel have access to these facilities (with the consent of the Facility Supervisor).

#### Appraisal

The fitness rooms and associated equipment in all fire stations meet the fitness needs of the District and are well maintained. Exercise instruction is available on request and will be provided by members of the Peer Fitness Team.

#### Plan

NWFD will continue to maintain and appropriately equip Fire Station Fitness Rooms. PFTs will perform station visits at least once a year to provide face-to-face instruction. Hours will be tracked in the FIREFIT credential on FireRescue 1.

## References

Fitness room standard equipment inventory list

### **11B.3 The agency makes available wellness/fitness training to all employees/members.**

#### Description

NWFD provides members with wellness and fitness education through several different means. The District's health insurance provider, UnitedHealthcare, also maintains a health and wellness website for members. The District's Health and Fitness Coordinator and PFTs also provide wellness and fitness education to members during fitness evaluations and functional movement screenings and are available to any District member at any time upon request. One means of providing this education is through the Pliability.com web app that focuses on flexibility.

#### Appraisal

The District's SharePoint site opens new possibilities, but the fitness page is still under development and needs more content. Most of the education that occurs is passive and informal. There is also a lack of training extended beyond Suppression personnel. The District does not have a documented fitness plan or documented fitness trainer program.

#### Plan

The HSO will be responsible for collaborating with the Health and Fitness Coordinator to review and develop a NWFD Fitness Plan. The plan will include updates to the District's SharePoint site with new workout videos and training plans. In addition, the Peer Fitness Coordinator will be developing plans for PFTS to visit stations providing crew training events and provide training assistance to all NWFD members.

#### References

<https://pliability.com/>

### **11B.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing, peer support and counseling, and other behavioral health resources.**

#### Description

NWFD offers all employees counseling services through an Employee Assistance Program (EAP). Additionally, through a partnership with and clinical oversight from MHC Healthcare, the District established a robust Peer Support Team (PST) to provide timely access to critical incident stress debriefing, peer support and counseling, and

other behavioral health and wellness resources. The Peer Support Team has a total of 16 members, including a Peer Support Coordinator. All PST members attended an intensive Peer Support Training Program (PSTP), developed in collaboration with MHC Healthcare. The PSTP includes industry-relevant training in:

- Crisis support
- QPR certification
- Compassion fatigue
- Motivational interviewing
- Substance abuse awareness
- Resiliency building

The Peer Support Team's purpose is to offer confidential assistance and support to all NWFD employees and their family members in times of personal need or due to traumatic incidents that have caused acute or cumulative stress. However, when necessary, the PST will refer the employee to a behavioral health professional for further assessment and treatment.

## Appraisal

The NWFD Peer Support Team has proven effective in assisting employees and their families with crisis support, counseling, and access to other behavioral health and wellness resources. The number of PST members is adequate, and their use is growing, and their procedure is well-documented in SOG 3107. Although all PST members are well-qualified to provide critical incident stress debriefings, not all members have a CISM certification since the PST model addresses that need through different means. However, A.R.S. 38-1111 requires PST members to have a CISM certification to exempt them from disclosing information obtained during a counseling session in a legal proceeding, trial, or investigation.

## Plan

NWFD plans to continue supporting the Peer Support Team and adding some of the Program's training elements to the Recruit Training Academy, Captain Certification Program, and Battalion Chief Certification Program, among others. Moreover, due to the legal implication of A.R.S. 38-1111, NWFD plans to provide CISM certification training to all PST members.

The NWFD Peer Support Team will require ongoing training to ensure effective and timely and relevant assistance is given when an employee reaches out for assistance.

Continued annual training will need to be required to ensure all PST members continue to provide up to date information when dealing with a member in need of assistance.

## References

SOG#3107 Peer Support Team

A.R.S. 38-1111,

Contract MHC Behavioral Health

### **11B.5 The agency provides for cancer and behavioral health screening and a cardiac assessment.**

#### Description

NWFD contracts with 1582 to administer its annual physicals. 1582 is an Occupational Health medical group that specializes in conducting firefighter medical examinations following the guidelines of NFPA 1582, with a focus on cancer screening and cardiac assessment. Their medical examination includes:

- Bloodwork
  - Complete blood count (CBC)
  - Comprehensive metabolic screening
  - Lipid profile
  - Hepatitis profile screening
  - Prostate specific antigen screening
  - Hemoglobin A1C
  - C-Reactive Protein
  - T4 and TSH Thyroid Panel
  - Bladder check NMP22
- Urinalysis
- Ultrasound screening with emphasis on cancer:
  - Thyroid
  - Aortic aneurysm
  - Carotid artery
  - Testicular and prostate (males only)
  - Abdominal—including liver, gall bladder, spleen, kidney, bladder, pancreas
  - Echocardiogram
- CPET – cardio-pulmonary function test
- Skin Cancer Screening

- Galleri Cancer Screening Blood Test

The annual physical also includes a behavioral health screening comprised of a questionnaire and consultation with an occupational medical professional. Additionally, NWFD conducts a thorough behavioral health screening as part of the pre-employment process through Arizona Police Psychology, PLLC. The screening process includes three separate pre-screening questionnaires and a behavioral health professional consultation to determine job suitability and resiliency. Lastly, all NWFD members have access to the Employee Assistance Program (EAP) and Peer Support Program.

## Appraisal

The partnership with 1582 has proven successful. The annual physicals are well structured and thorough. They offer in-depth cancer screening through bloodwork, ultrasound, and medical examination, as well as a comprehensive cardiac assessment by ultrasound, echocardiogram, and maximal stress EKG test. The behavioral health screening process is limited, with only new Firefighters receiving an in-depth evaluation. Nevertheless, all members have access to behavioral and mental health and wellness resources through the EAP and Peer Support Program.

It is well established that Firefighters have a significantly higher risk of cancer due to multiple exposures during the performance of their job. NWFD has sought to provide alternative cancer screening methods above what is currently available through 1582.

## Plan

NWFD will continue to partner with 1582 in exploring new cancer and behavior health screening tools.

NWFD will continue to provide the Galleri Cancer screening test to members exposed products of combustion once every 5 years.

## References

SOG#3102 Annual Fitness Evaluation and Fitness Tier Levels

2020 contract with 1582

1582 Annual Physical Information

NFPA 1582, Chapter 6 Medical Evaluations for Candidates



NFPA 1582, Chapter 7 Occupational Evaluation for Members

NFPA 1582, Chapter 8 Occupational Evaluation for Members

IAFF/IAFC Wellness Fitness Initiative

**CC 11B.6 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.**

#### Description

NWFD provides an annual summary showing the overall fitness of the department along with a comparison of previous years. The Health and Safety Division Chief, along with the Peer Fitness Coordinator (PFC), consider input from the District's contracted physician and conduct an appraisal of the Health And Wellness Program based on the trends identified in the summary. An evaluation of injuries and statistics is also performed to determine the need for further education and training in specific areas.

#### Appraisal

The summary detail of the annual physical exam provides a sizable data set to be used for statistical purposes. Currently, NWFD does have a formalized process to evaluate the data.

#### Plan

The plan is to formalize the process of comparing results between years for fitness and injuries, including the results for the FMS and the Y-test in the yearly report. We will also include input from the District's contract physician as to possible updates and improvements. The HSO will work with the HFC to ensure a formal process is created and utilized to meet the objectives.

#### References

SOG#3102 Annual Fitness Evaluation and Fitness Tier Levels

Fitness Evaluation Database

2019-22 H&F Annual Appraisal

**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 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 Center for Public Safety Excellence (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 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)
2250	Health and Safety

**ANNUAL OPERATING BUDGET REQUEST**

\$526,213

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

Moved all Peer Fitness lines referencing Station equipment and service work to the Facilities Division.

**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
<b>2250 - Health and Safety Services</b>						
51110	Salaries	\$ 114,745	\$ 120,652	\$ 122,946	\$ 2,294	Step Increase
51190	PTO Paid Out	\$ 7,201	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 12,633	\$ 12,430	\$ 13,290	\$ 860	Premium Increase
51212	Dental Insurance	\$ 384	\$ 483	\$ 475	\$ (8)	
51213	Vision Insurance	\$ 107	\$ 114	\$ 112	\$ (2)	
51215	PSPRS-Cancer Insurance	\$ 50	\$ 50	\$ 50	\$ -	
51216	Life Insurance	\$ 39	\$ 42	\$ 42	\$ -	
51218	STD Insurance	\$ 224	\$ 299	\$ 221	\$ (78)	
51231	Medicare	\$ 1,686	\$ 1,749	\$ 1,783	\$ 34	
51280	Deferred Compensation	\$ 8,778	\$ 9,230	\$ 9,405	\$ 175	
51290	PEHP	\$ 1,190	\$ 1,207	\$ 1,229	\$ 22	
<b>Total Personnel</b>		<b>\$ 147,038</b>	<b>\$ 146,256</b>	<b>\$ 149,553</b>	<b>\$ 3,297</b>	
52148	Small Tools & Instruments	\$ -	\$ 4,600	\$ 2,310	\$ (2,290)	Instruments as Needed
52149	Small Fitness Equip & Supplies	\$ 2,984	\$ 3,000	\$ 3,000	\$ -	
52160	Dues, Memberships & Subscriptions	\$ 477	\$ 700	\$ 600	\$ (100)	
52162	Certifications	\$ -	\$ -	\$ 8,200	\$ 8,200	Peer Fitness & Safety Officers
52170	Travel & Per Diem	\$ 12,887	\$ 12,900	\$ 22,400	\$ 9,500	Additional Participants
52177	Meals & Entertainment	\$ 240	\$ -	\$ 7,200	\$ 7,200	Struggle Well Meals
52180	Training	\$ 11,908	\$ 19,737	\$ 16,950	\$ (2,787)	Less Training Participants
52198	Books & Periodicals	\$ 68	\$ -	\$ -	\$ -	
52240	Health Services	\$ 208,220	\$ 245,050	\$ 294,000	\$ 48,950	Annual Physical Cost Incr.
52241	Mental Health & Wellness	\$ 200	\$ 6,600	\$ 12,000	\$ 5,400	Added Mental Health Trng.
52242	HB2502 Services	\$ -	\$ 10,000	\$ 10,000	\$ -	
<b>Total Non-Personnel</b>		<b>\$ 236,984</b>	<b>\$ 302,587</b>	<b>\$ 376,660</b>	<b>\$ 74,073</b>	
<b>Total Health and Safety Services 2250</b>		<b>\$ 384,022</b>	<b>\$ 448,843</b>	<b>\$ 526,213</b>	<b>\$ 77,370</b>	

## SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

## REFERENCES

N/A